

# COUNTY OF DUFFERIN Service Delivery Review

→ Part B: Final Future State Recommendations  
Report

December 8<sup>th</sup>, 2020



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## Executive Summary

### Project Overview

Optimus SBR was engaged by the County of Dufferin and its eight Member Municipalities: Amaranth, East Garafraxa, Grand Valley, Melancthon, Mono, Mulmur, Orangeville, and Shelburne. The purpose of the engagement was to conduct a comprehensive service review of shared municipal services/resources (Part A), as well as internal County operations and human/community services (Part B) to identify opportunities to modernize service delivery in order to improve the efficiency and effectiveness of service delivery.

This report will focus on Part B of this engagement.

### COVID-19 Impact

In mid-March 2020, the global pandemic of COVID-19 hit and required the County of Dufferin, including the Corporation and its member municipalities, to put this project on hold while new operating realities were addressed and actioned. Prior to the shutdown, Optimus SBR had just submitted the Interim Report, highlighting key current state findings and themes. As a result, the pandemic paused the timelines of the review for four months, but the Corporation's operations continued in alternative formats.

Once the project restarted, consultations with key stakeholders took place to address changes, and updates were made to the Interim Report that reflected the new operating realities of the Corporation. As the project progressed, all updated operating realities were considered and included when developing future state recommendations.

### Purpose of this Document

The purpose of this document is to present the recommendations for the County of Dufferin based on the findings from the Service Delivery Review. This report outlines opportunities for the Corporation, and the nine remaining in-scope services and includes 19 recommendations. Each recommendation includes:

- o An overview of findings from the current state to provide context into the recommendation;
- o The proposed recommendation, including more detailed information;
- o Implementation considerations to support the successful adoption of recommendations;
- o An overview of financial implications associated with each recommendation; and,
- o A summary of the benefits of the recommendation.

In addition to this information, there is a high-level implementation plan included in the document to support the prioritization of activities as appropriate.

## Overview of Recommendations

The following table contains an overview of recommendations for the Corporation, based upon the current state and impacts of COVID-19. The recommendations in this section are further detailed throughout the report, including implementation considerations. 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.

Below is an overview of the nineteen recommendations by service area and their associated framework focus area:

*Table 1: Summary of Recommendations*

Service Area	Framework Focus Area	Proposed Recommendation
<b>B1: Communications</b>	<ul style="list-style-type: none"> <li>• Service Levels; and,</li> <li>• Resources.</li> </ul>	B1: Consolidate Team Under the CAO
		B2: Streamline Social Media/Technology
<b>B3: Seniors' Services</b>	<ul style="list-style-type: none"> <li>• Governance (Strategy); and,</li> <li>• Service Levels.</li> </ul>	B3: Develop Tighter Linkages to Other Providers
		B4: Develop Performance Metrics and Targets
<b>B4: Human Resources Support to Employees</b>	<ul style="list-style-type: none"> <li>• Service Levels;</li> <li>• Resources;</li> <li>• Processes; and,</li> <li>• Technology.</li> </ul>	B5: Build a Shared, Unified Culture
		B6: Formally Define and Document Recruitment Process
		B7: Enhance Technology Solutions
<b>B5: Museum and Archives</b>	<ul style="list-style-type: none"> <li>• Service Levels; and,</li> <li>• Cost.</li> </ul>	B8: Review Current MoD Location
<b>B6: Engineering</b>	<ul style="list-style-type: none"> <li>• Resources; and,</li> <li>• Processes.</li> </ul>	B9: Project Prioritization and Outsourcing
		B10: Develop KPIs and SLAs

Service Area	Framework Focus Area	Proposed Recommendation
<b>B7: Facilities Management</b>	<ul style="list-style-type: none"> <li>Resources;</li> <li>Processes;</li> <li>Technology; and,</li> <li>Cost.</li> </ul>	B11: Service Model Development
		B12: Develop and Refine the Asset Management Process
		B13: Develop KPIs and SLAs
<b>B8: Fleet Management</b>	<ul style="list-style-type: none"> <li>Governance (Roles and Responsibilities),</li> <li>Resources;</li> <li>Process; and,</li> <li>Technology.</li> </ul>	B14: Centralize Fleet Management
		B15: Use a Centralized Asset Database
<b>B9: Procurement</b>	<ul style="list-style-type: none"> <li>Governance (Roles, Responsibilities, and Accountability);</li> <li>Process; and,</li> <li>Cost.</li> </ul>	B16: Update Team Structure
		B17: Update Procurement By-Law and Procedures
		B18: Training for the Broader Organization on Updated Structure, Policy, and Procedures
<b>B10: Corporate Finance</b>	<ul style="list-style-type: none"> <li>Process; and,</li> <li>Technology.</li> </ul>	B19: Plan for Future State Technology

Note: Service B2: Community Housing was removed from the project’s scope as there was an overarching desire to let the team focus on its COVID-19 response.



## 1.0 Introduction

### 1.1 Project Context

The County of Dufferin is located in Central Ontario and has approximately 62,000 residents. The Member Municipalities of the County are a rural and urban mix consisting of Amaranth, East Garafraxa, Grand Valley, Melancthon, Mono, Mulmur, Orangeville, and Shelburne.

Residents, businesses, and partners in the County are currently served by a mix of local municipal, County, and shared services. Although many services appear to be working well, there is the potential for service delivery improvements.

The County is growing rapidly every year, putting pressure on existing services and pushing the County and Member Municipalities to look for efficiencies that will allow them to continue to provide strong services.

This engagement was designed to support the County and Member Municipalities in identifying recommendations for potential improvements to their existing services.

### 1.2 Project Mission and Success

In support of the County's Strategic Plan priorities and objectives of Service Efficiency and Value and Good Governance, the County of Dufferin undertook a comprehensive service review of the following focus areas:

- o Shared municipal services/resources;
- o Internal county operations; and,
- o Human/community services.

#### 1.2.1 Project Mission

The Project Mission defines why the County and its Member Municipalities engaged Optimus SBR. For this engagement, the Mission was defined as:

- o Assisting the County of Dufferin in conducting a comprehensive service review of shared municipal services/resources, internal County operations, and human/community services.

#### 1.2.2 Project Success

Project success outlines what the County and its Member Municipalities expected at the completion of the engagement, ensuring that our approach and activities supported these goals. For this engagement, project success was defined as:

- o An in-depth understanding of current services and service delivery methods;
- o Provision of actionable recommendations for efficient, effective, and sustainable delivery of municipal Services;
- o Alignment of all engagement and outcomes with the County’s strategic priorities;
- o Buy-in among County and Member Municipality stakeholders that the recommendations are aligned to the community needs and will reduce operational costs and improve service delivery; and,
- o Continuous transfer of knowledge to County staff on tools, techniques, and general methodology.

This engagement consists of two parts:

- o Part A, with a focus on existing and potential shared services across the County and Member Municipalities; and,
- o Part B, with a focus on services provided by the County of Dufferin itself.

### 1.2.3 About Part A

Part A involved a review of shared municipal services/resources and will be managed by:

- o The Working Group comprised of the CAOs from each Member Municipality and the County; and,
- o A Steering Committee consisting of the CAOs along with an elected representative from each local Council.

Through this portion of our review, specific shared services were identified and reviewed, with recommendations made as appropriate.

### 1.2.4 About Part B

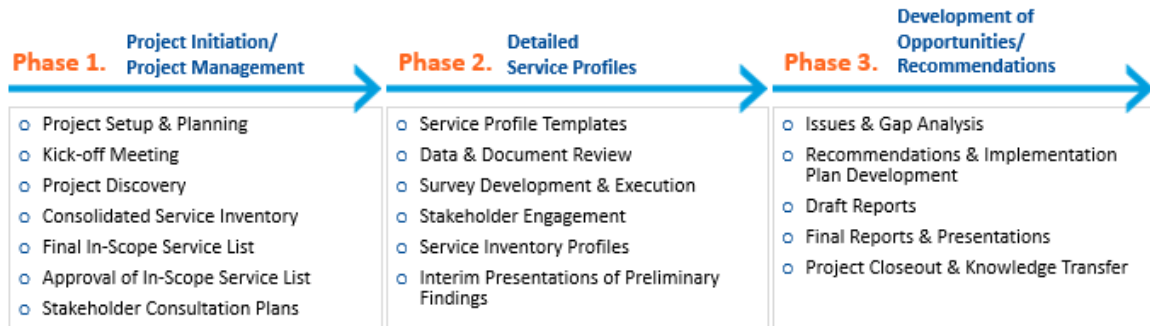
Part B involved a review of internal county operations and human/community services and was managed by the County Service Review Team, consisting of representatives from each County department.

Through this portion of our review, specific County services were identified and reviewed, with recommendations made as appropriate.

## 1.3 Project Approach

The graphic below describes our project approach, which included three major phases of work, each with its own discreet activities that build on one another. The Optimus SBR team was also 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 County and its Member Municipalities have a thorough understanding of the current state of the in-scope services, as well as realistic and actionable recommendations moving forward. Most importantly, the County and its Member Municipalities have the information required to move forward with confidence at the conclusion of this engagement.

## 1.4 Project Deliverables

Throughout the remainder of this engagement, our team will continue to develop the outlined deliverables below. The remaining deliverables will 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 2: Project Deliverables

DELIVERABLE	DESCRIPTION
<b>Project Plan</b>	Sets key dates for deliverables and milestones, while also detailing accountabilities of both Optimus SBR and the County and its Member Municipalities project resources.
<b>Consolidated Service Inventory</b>	A complete list of services for both Part A and B compiled based on staff input.
<b>Final In-Scope Service List</b>	Finalized lists of in-scope services for both Part A and B, validated and approved by the Working Group/Steering Committee (Part A services) and the County Service Review Team (Part B services).
<b>Stakeholder Consultation Plans</b>	Outlines the proposed approach and methodologies for stakeholder engagement activities pertaining to Part A and B to ensure they are effective and produce meaningful outcomes.
<b>Interim Report/ In-Scope Service Profiles</b>	Profiles will be developed in conjunction with the Working Group and County Service Review Team for each in-scope service for both Part A and B and are expected to include Review Scope and Objectives, Current State Findings, Key Challenges, and Next Steps.
<b>Interim Presentations</b>	Consolidated current state findings which will be presented to the Joint Council Workshop, County Council, and each Member Municipality.

DELIVERABLE	DESCRIPTION
<b>Draft Reports for Municipalities</b>	Draft Reports for each Member Municipality consolidating the cumulative Part A engagement.
<b>Consolidated Draft Report</b>	A consolidated Draft Report for County Council including engagement outputs for both Part A and B.
<b>Final Reports</b>	All feedback and revisions will be incorporated into the Draft Reports. The Reports will be finalized, including specific financial implications.
<b>Presentations of Findings and Recommendations</b>	Key parts of the Final Reports will be presented to Member Municipalities, County Council, and County Staff. Provisional presentations, such as to the Joint Council Workshop, each Council, and public meetings can be discussed with the County at extra cost.

## 1.5 Purpose of this Document

### 1.5.1 Purpose of the Report

This is the future state recommendations report for the in-scope services reviewed for Part B of the engagement. This report includes the following information:

- o An overview of findings from the current state to provide context into the recommendation;
- o The proposed recommendation, including more detailed information;
- o Implementation considerations to support the successful adoption of recommendations;
- o An overview of financial implications associated with each recommendation;
- o A summary of the benefits of the recommendation; and,
- o A high-level prioritization and implementation plan for the Corporation moving forward.

The goal of providing this report is to further validate our future state recommendations for Part B, and ensure they align with the expectations of staff and senior leadership at the County.

### 1.5.2 How the Report was Developed

Following the project restart, Optimus SBR worked collaboratively with the CAO and Senior Management Team to develop an approach for future state activities. To develop the future state recommendations, Optimus SBR engaged with staff in two formats:

- o **Generative Conversations** – In which our team presented core goals and ideas, then worked with participants to further develop and refine the ideas into their final state. These engagements lasted an hour at a time. Services were selected for these conversations based on the Preliminary Opportunities outlined in the Interim Report. The services selected for generative conversations included:
  - Facilities Management;
  - Engineering Services;
  - Human Resources Support Services; and,
  - Corporate Finance.

- o **Confirmation Discussions** – In which our team presented recommendations that had been more fully developed and were based on findings from other jurisdictions and the operating realities of the Corporation. These meetings presented the proposed recommendations and focused on ensuring that there were no clear gaps or challenges related to recommendations, prior to their being presented to a broader audience. The services selected for confirmation conversations included:
  - Seniors’ Services;
  - Fleet Management;
  - Procurement;
  - Communications; and,
  - Museums and Archives.

Following the completion of the generative conversations and confirmation discussions, a final confirmation discussion was held with all Senior Management Staff to gather feedback and perspectives on all in-scope services, prior to developing this report.

## 2.0 County Service Delivery Review Framework

Optimus SBR employed a Service Delivery Review Framework to effectively and efficiently review services in a consistent manner. This section will define the term “service” for this review and will provide an overview of our Service Delivery Review Framework.

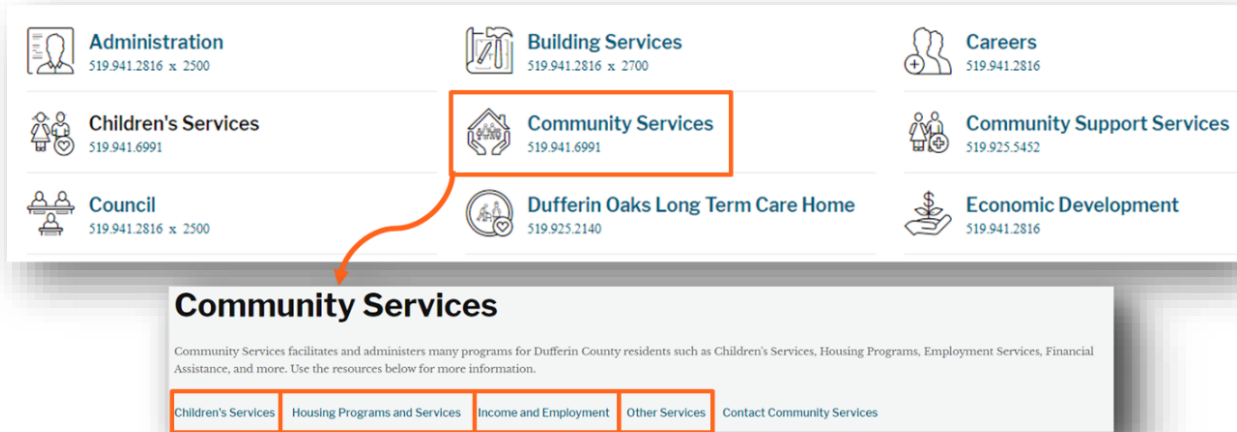
### 2.1 Defining a Service

At the outset of the engagement, the Optimus SBR team confirmed with the Steering Committee and County Service Review Team what would be considered a “service” included as part of the review for this engagement, and to distinguish *services* from *departments*. As this project has two separate parts, definitions for both *services* and for *departments* were created to reduce potential confusion and ensure a shared understanding for both teams.

#### 2.1.1 Definition of a County Service for Part B

For Part B, there were similar distinctions to be made for services provided by the County. As shown below, “Community Services” 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 Children’s Services, Housing Programs and Services, Income and Employment Services, among others.

Figure 2: Defining a County Service for Part B



## 2.1.2 County Service Delivery Review Framework for Part B

Part B of the engagement employed a slightly different Framework, which included the following items:

- 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 **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.
- o **Process:** Processes are well designed and defined, effective, and efficient.
- o **Technology:** Appropriate technology is in place to enable processes and service delivery more broadly.
- o **Cost:** Services are provided cost-effectively relative to the services being provided and the benefits realized.

Using this framework, the Interim Report identified both Corporation-wide themes as well as service-specific findings. The service-specific findings were used as the basis for the recommendations that are further detailed below.

## 2.1.3 Current State Corporation-Wide Themes

The following are the Corporation-wide themes as they were found in the Interim Report. These have been included here to provide additional context into why the recommendations below have been suggested.

### 2.1.3.1 Theme 1: Distributed Roles and Responsibilities

For certain services – in particular, Communications, Community Housing, Seniors’ Services, Facilities Management, and Fleet Management – there was no single department or division that “owned” or governed the function, and roles and responsibilities were distributed in several places across the organization. For example, Communications services, while linked to Corporate Services in the documentation, was and is provided in a range of departments, and Facilities Management was and is undertaken separately by Community Housing and Dufferin Oaks, despite the commonalities in their portfolios.

### 2.1.3.2 Theme 2: Unclear Service Level Expectations

While we observed a strong commitment to providing high-quality service across a range of departments and services, service levels were not always well defined for internal stakeholders (i.e., other departments) and external stakeholders (i.e., citizens in Community Housing). Consequently, key performance indicators were not typically well defined.

### **2.1.3.3 Theme 3: Overlap and Duplication of Services**

A clear consequence of the items above is the duplication of services – for instance, in Communications and Facilities Management. This suggested some potential opportunities to reduce instances of the same services performed in slightly different ways and consolidate capacity.

### **2.1.3.4 Theme 4: Capacity Constraints**

Capacity constraints were observed in several areas, particularly in Human Resources, Procurement, Engineering, and Museum and Archives. In the first two, a growing community and Corporation was putting a strain on limited resources in these support functions. In the case of the Museum and Archives, outreach and growth were difficult in a somewhat distant location when staff were limited. Procurement was also challenged to carry out some of its core projects in the face of competing internal demands for its services across different departments.

### **2.1.3.5 Theme 5: Technology Gaps**

In many cases, multiple departments were/are using different software to perform the same or similar tasks and activities. In addition, legacy systems have not been updated and are often seen as inefficient and difficult for end-users. Integration amongst these systems is difficult, and the manual process can arise as a result, exacerbating capacity constraints (e.g., the lack of an HRIS strains limited staff in Human Resources).

### **2.1.3.6 Theme 6: Asset Management Challenges**

Finally, the items above make it difficult to coordinate asset management activities. With distributed responsibilities and fragmented systems, it is difficult to clarify service level expectations and plan for them. No single software system is used for asset management, which makes the operationalization of asset management challenging. Departments, therefore, handle asset management differently, with variation in data, policies, and outcomes, though they are difficult to measure.



### 3.0 Overview of Recommendations

The following table is an overview of the full set of recommendations that have been detailed in greater detail below:

*Table 3: Overview of All Recommendations*

Service	Unique ID	Recommendation Title
B1: Communications	1	Consolidate Team Under the CAO
	2	Streamline Social Media/Technology
B3: Seniors' Services	3	Develop Tighter Linkages to Other Providers
	4	Develop Performance Metrics and Targets
B4: Human Resources Support to Employees	5	Build a Shared, Unified Culture
	6	Formally Defined and Document Recruitment Process
	7	Enhance Technology Solutions
B5: Museum and Archives	8	Review Current MoD Location
B6: Engineering	9	Project Prioritization and Outsourcing
	10	Develop KPIs and SLAs
B7: Facilities Management	11	Service Model Development
	12	Refine the Asset Management Process
	13	Develop KPIs and SLAs
B8: Fleet Management	14	Centralize Fleet Management
	15	Use a Centralized Asset Database
B9: Procurement	16	Update Team Structure
	17	Update Procurement By-Law and Procedures
	18	Training for the Broader Organization on Updated Structure, Policy, and Procedures
B10: Corporate Finance	19	Plan for Future State Technology

### 3.1 A Note About Financial Implications

Each recommendation provided below includes specific financial implications and impacts for the Corporation. These have been designed to support the Corporation as it looks to further understand these recommendations and how it will relate to/impact implementation activities.

Given that constraints exist on County staff time, particularly in light of COVID-19, several of the recommendations' financial implications provide approximate costs and/or cost ranges for external support, recognizing that such support may be forgone, hired for internally, or indeed contracted externally. While a number of the recommendations have staff time and effort as the main cost driver, we have done our best to approximate the cost this will have on the organization. Where we believe it would be more efficient and effective to hire third-party support to undertake a recommendation (either for an unbiased perspective, capacity constraints, or specialty skillsets) we have identified this as a consideration.

Costs are therefore approximated and should be used as a high-level indicator of the effort and dollar values that will be associated with their implementation.

*Table 4: Summary of Recommendations and Approximate Cost*

Service	Unique ID	Recommendation Title	Approximate Cost
B1: Communications	1	Consolidate Team Under the CAO	\$25,000
	2	Streamline Social Media/Technology	N/A / Minimal
B3: Seniors' Services	3	Develop Tighter Linkages to Other Providers	N/A / Minimal
	4	Develop Performance Metrics and Targets	\$25,000
B4: Human Resources Support to Employees	5	Build a Shared, Unified Culture	\$50,000 to \$125,000
	6	Formally Defined and Document Recruitment Process	\$50,000
	7	Enhance Technology Solutions	See B19
B5: Museum and Archives	8	Review Current MoD Location	\$100,000
B6: Engineering	9	Project Prioritization and Outsourcing	N/A
	10	Develop KPIs and SLAs	\$25,000

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Service	Unique ID	Recommendation Title	Approximate Cost
B7: Facilities Management	11	Service Model Development	N/A
	12	Develop and Refine the Asset Management Process	\$50,000
	13	Develop KPIs and SLAs	\$25,000
B8: Fleet Management	14	Centralize Fleet Management	\$25,000 to \$50,000
	15	Use a Centralized Asset Database	N/A
B9: Procurement	16	Update Team Structure	\$125,000 to \$150,000
	17	Update Procurement By-Law and Procedures	\$30,000 to \$75,000
	18	Training for the Broader Organization on Updated Structure, Policy, and Procedures	\$25,000
B10: Corporate Finance	19	Plan for Future State Technology	\$80,000 to \$120,000

## 4.0 B1: Communications

The goal of the Communications services review was to determine the most effective and efficient use of resources for consistent communications look and feel across the organization. Based on this, and based on the findings from the Interim Report, an overarching goal for the future state of the service is to have a **centralized, dedicated, and skilled Communications team to support the development of communications collateral for each department and the various audiences of the Corporation**. This will happen in a coordinated manner that will include the use of industry-leading software and core branding.

To achieve this goal moving forward, two primary recommendations have been developed:

1. Consolidating the Communications function for the Corporation into one team, under the Office of the CAO
2. Streamlining the social media/technology in use for the Corporation.

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus areas:

- o Service Levels; and,
- o Resources.

### 4.1 Recommendation B1: Consolidate Team Under the CAO

**Recommendation:** Consolidate a team of up to 3 FTE to act as dedicated Communications staff, with distributed roles and responsibilities to ensure specific stakeholder groups are adequately serviced.

#### 4.1.1 Current State Challenges

The current decentralized model has some departments with dedicated staff, while others provide ad hoc communications support as an additional duty of their role. Furthermore, the dedicated staff are often called upon to support other departments and/or campaigns for the Corporation. This structure creates challenges related to the overall consistency and effectiveness of the Corporation's communications.

As noted in the Interim Report, various staff have a communications function as at least a partial focus of their role, either in the development of marketing campaigns or the development and publishing of collateral. While the specific FTE count was unclear, a range of 4.75 – 6.5 FTE were involved in communications in some form.

The following is a list of the departments and staff that were noted as having communications responsibilities.

*Table 5: Current State Communications Staff and Roles*

Department	Role	Audience
Public Works	Waste Services Communications Coordinator	Primarily external
Public Works	Operations Manager	Primarily external
Public Works	Forestry	Primarily external
Public Works	Climate Change	(Not yet fully implemented) Primarily external
Corporate Services	Communications, Emergency Management, & Accessibility Coordinator	Mixture of Internal and External
Corporate Services	Administrative Support Specialist	Primarily external
Dufferin Oaks	Assorted Staff	Mixture of Internal and External
Museum and Economic Development	Museum Marketing Staff	Primarily external
Human Resources	Human Resources Coordinators	Primarily internal
Community Services	Assorted Staff	Mixture of Internal and External

#### 4.1.2 Proposed Recommendation

Consolidate a team of up to three FTEs to act as dedicated Communications staff, with distributed roles and responsibilities to ensure specific stakeholder groups are adequately serviced.

##### **Communications Team Roles and Responsibilities:**

- o Each FTE should be assigned a unique portfolio with specific stakeholder groups, allowing them to build relationships with appropriate staff, understand communication preferences for stakeholders, and appreciate the context of the group.
- o This group would be **responsible for collateral development** and would work with departmental staff who would develop the communication campaign ideas.

##### **Stakeholder Groups to Consider:**

The Corporation has three major stakeholder groups that are the targets for communications activities, specifically:

Table 6: Stakeholder Groups to Consider for Communications

Stakeholder Groups to Consider	Examples of Stakeholders/Messaging
<b>Internal Stakeholders</b>	<ul style="list-style-type: none"> <li>• Staff members (FT, PT, Seasonal))</li> <li>• Volunteers (e.g., Dufferin Oaks)</li> </ul>
<b>Niche External Groups</b>	<p>Roads</p> <ul style="list-style-type: none"> <li>• Closures</li> <li>• Emergency detours</li> <li>• Weather or traffic events</li> </ul> <p>Waste Collection</p> <ul style="list-style-type: none"> <li>• Service disruptions</li> <li>• Altered/seasonal schedules</li> <li>• Information and teaching f</li> </ul> <p>Forestry</p> <ul style="list-style-type: none"> <li>• Trails information</li> <li>• Other updates</li> </ul>
<b>Broader External Corporate Messaging</b>	<p>Information Campaigns</p> <ul style="list-style-type: none"> <li>• Resources in the Region</li> </ul> <p>Emergency Information</p> <ul style="list-style-type: none"> <li>• Breaking news and/or other events</li> </ul> <p>Events and Festivals</p> <ul style="list-style-type: none"> <li>• Dates and Information</li> </ul> <p>Seasonal Campaigns</p> <ul style="list-style-type: none"> <li>• Family programs and events that are offered</li> </ul>

**Expected Service Improvements**

An improved, more concrete focus on internal communications, which will improve access to information, speed by which information is shared, and the quality of the interactions between the Corporation and its staff.

Staff will have a consistent look and feel, and with this team located under the Office of the CAO, there will be confidence that the information coming is accurate and aligns with leadership’s intentions.

**Additional Benefits**

- o Communications staff will be able to work with departmental staff, learning the various stakeholder groups within their portfolios to ensure that communications activities and methodologies are optimal to their audiences.
- o Creating a structured transition in which portfolios are created and transitioned to the Communications team will result in minimal-to-no service disruption for current stakeholder groups.
- o This process will ensure that internal communications continue to be a focus of the Corporation.
  - *Note: this will also support Recommendation B5: Build a Shared, Unified Culture as the appropriate communications infrastructure will be in place to engage staff across the Corporation.*

**Staff Roles, Responsibilities, and Team Structure**

As noted above, this team will focus on the development of communications collateral, while the Client Departments will be responsible for the development of campaigns and/or identification of ad hoc communications to their stakeholder groups. The table below outlines the roles and responsibilities of either team.

*Table 7: Future State Team Roles and Responsibilities*

Stakeholder Group	Roles and Responsibilities
<b>Communications Team</b>	<ul style="list-style-type: none"> <li>• The development of collateral to support communications campaigns.</li> <li>• Undertaking planning activities with their respective Client Departments/ teams/groups to ensure there is a good understanding of the planned, expected communications campaigns at the outset of the year.</li> <li>• Supporting ad hoc communications as required (e.g., sending out urgent/required social media posts, emergency communications, etc.)</li> </ul>
<b>Client Department</b>	<ul style="list-style-type: none"> <li>• Working with the Communications team to identify all the expected and planned communications activities throughout the year.</li> <li>• Developing the content and goals of the communications campaigns, passing information and other critical information to the Communications team.</li> <li>• Supporting the Communications team with other information/supports as required as they develop and manage the distribution of communications.</li> </ul>

There is no one “right way” to staff a Communications team, but rather it is dependent on the goals and scope of work of the team. Items to consider include:

- o Staff skills and expertise found in comparable departments in other municipalities:
  - Graphic Design experience
  - Communications experience
  - Interpersonal skills (i.e., ability to develop and manage complex relationships)
  - Leadership skills
  - Strategy experience
  - Web design (likely unnecessary for Dufferin)
- o An organizational structure should be in place to have at least one Team Leader role, responsible for:
  - Balancing workload of the team
  - Setting prioritization of tasks
  - Supporting broader team operations
  - Communications strategy development

### 4.1.3 Implementation Considerations

To support the success of a consolidated, centralized Communications team, change management will be critical, some items to address will include:

*Table 8: Implementation Considerations to Consolidate a Communications Team*

Focus Area	Items to Consider
<b>1. Job Descriptions</b>	Will need to be developed and updated, outlining new responsibilities. <ul style="list-style-type: none"> <li>• The Communications Team will need net new job descriptions developed, outlining their role for the organization, but also on the team (i.e., Team Lead, graphic design focus, etc.)</li> <li>• Existing staff will need their job descriptions updated, ensuring no communications collateral is included as a responsibility.                             <ul style="list-style-type: none"> <li>o Note: there may be a need to reposition this from collateral development and change it to communications campaign or strategy development.</li> </ul> </li> </ul>
<b>2. Policies and Procedures</b>	Refreshing existing policies, as well as creating new policies and procedures will be required to ensure a consistent look and feel of communications. <ul style="list-style-type: none"> <li>• Refreshing the Corporation’s overarching brand standards</li> <li>• Developing a procedure outlining how to effectively partner with the Communications Team (e.g., lead times for campaigns).</li> </ul>



Focus Area	Items to Consider
<b>3. Transition Planning</b>	<ul style="list-style-type: none"> <li>Consider immediate, near, medium, and long-term changes, to guarantee that no stakeholder groups or essential communications are dropped during the transition</li> <li>After a trial period review the portfolio structure to determine if it is appropriate, and if team FTE count is accurate (e.g., should it be reduced, expanded, or maintained?).</li> </ul>
<b>4. Tools and Technology</b>	<ul style="list-style-type: none"> <li>Decide on the most appropriate tools, software, and techniques for members of this team to promote consistency moving forward</li> </ul>

#### 4.1.4 Financial Implications

There are moderate financial impacts that are expected as a result of this recommendation. While this recommendation suggests consolidating the role, this function is already part of the broader Corporation’s activities, just in a decentralized manner.

Transition costs will be a major cost driver for this recommendation, specifically including:

- o Job description development;
- o Staff training (if required);
- o Potential recruitment;
- o Potential software/technology costs (e.g., purchasing Adobe Creative Suite licenses for the full team); and,
- o Policy and procedure development, as required.

The consolidation and focus placed on this role may support the Corporation in finding potential cost savings in the medium to long-term, as staff time and responsibilities will not be split, allowing for potential economies of scale for the three FTE suggested.

Total potential transition costs include items such as recruitment of a manager-level resource, training, software, and other incidental costs. The total cost of the recommendation could be up to approximately \$100,000. This assumes the majority of this cost is related to the recruitment of a manager-level resource.

#### 4.1.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

*Table 9: Summary of Benefits of Recommendation B1*

Stakeholder	Benefits
<b>Corporation</b>	<ul style="list-style-type: none"> <li>• Reduced long-term cost, improved service levels for communications activities.</li> <li>• A consistent brand, look, and feel across all Corporation communications.</li> <li>• Improved accuracy and quality of communications activities.</li> <li>• The ability to support additional recommendations listed in this report, including:               <ul style="list-style-type: none"> <li>○ Recommendation B4: Develop Performance Metrics and Targets (specifically the report-back process, ensuring a consistent look and feel across departments for this activity).</li> <li>○ Recommendation B5: Build a Shared, Unified Culture; and,</li> <li>○ Recommendation B10 &amp; B13: Develop KPIs and SLAs – Engineering and Facilities Management, respectively (specifically the report-back process, ensuring a consistent look and feel across departments for this activity).</li> </ul> </li> </ul>
<b>Users (Staff)</b>	<ul style="list-style-type: none"> <li>• Staff will receive continued importance and emphasis for communications as the organization continues to grow and evolve.</li> <li>• Staff in departments can focus their attention on their core skillsets without taking on collateral development that may not be their forte.</li> </ul>

## 4.2 B2: Streamline Social Media Accounts/Technology

**Recommendation:** Consolidate social media and other technologies to support a more consistent brand presence, messaging coordination, and quality of communications.

### 4.2.1 Current State Challenges

The current web of accounts and technologies results in various sub-brands to the public, a lack of a consistent look and feel for all communications across the Corporation, and does not support coordination between departments. As noted in the Interim Report, and further refined during future state engagement activities, the full listing of accounts/technologies includes:

- o Twitter Accounts:
  - Dufferin County (General)
  - Community Services
  - Waste Management
  - Emergency Management
  - Roads
- o Facebook Accounts:
  - Dufferin County (General)
  - Emergency Management
  - Waste Services
  - Community Services (as well as EarlyON)
- o Websites:
  - Corporate Website
  - Museum Website
  - Raising the Bar Website
  - Join In Dufferin Site
- o Community Services Pinterest (Raising the Bar)
- o LinkedIn
- o Municipal 511
- o Waste Management (YouTube & App)
- o Corporate Services YouTube
- o Corporate Services Instagram
- o Museum App
- o Mailchimp Accounts
  - Public Works
  - Corporate Services
  - Community Services
  - Dufferin Oaks

## 4.2.2 Proposed Recommendation

Consolidate social media and other technologies to a more streamlined list that will support a more consistent brand presence, messaging coordination, and quality of communications.

While some accounts can be readily consolidated, others should remain as discrete entities. There will likely always be multiple accounts, but a reduction in number is still possible.

### **Consolidation Opportunities:**

- o Mailchimp Accounts - all four should be consolidated into one, and migration of accounts is possible in the system
- o Twitter Accounts to Consolidate:
  - General
  - Community Services
  - Emergency Management
- o Facebook Accounts to Consolidate:
  - General
  - Waste Management
    - Note: this Facebook account may warrant staying as its own discrete entity – a deeper review of the specific content, frequency of activity, and size of social media following should be considered for this potentially niche account.
  - Emergency Management
  - Community Services
- o YouTube Accounts to Consolidate:
  - Waste Management
  - Corporate Services

### **Accounts to Stay Separate:**

- o Twitter Accounts to Stay Separate:
  - Roads
  - Waste Management
- o Apps to Stay Separate:
  - Waste Management
  - Museum
- o Pinterest Account
- o Instagram
- o Join In Dufferin
- o LinkedIn
- o Municipal 511
- o Facebooks:
- o EarlyON
- o Paramedics

### 4.2.3 Implementation Considerations

The following table examines multiple factors or considerations that should be addressed:

Table 10: Implementation Considerations when Streamlining Social Media Accounts

Focus Area	Detailed Information
<p><b>1. Selecting Accounts and Transition Planning</b></p>	<ul style="list-style-type: none"> <li>• To determine which accounts are made inactive and which will remain active, the following should be reviewed:               <ul style="list-style-type: none"> <li>○ Size of social media following;</li> <li>○ Which account is currently the most active; and,</li> <li>○ “Name” of account, and how likely this is to draw in new social media followers in the future.</li> </ul> </li> <li>• Once accounts to consolidate are agreed upon, the Corporation will need to communicate to the public to let them know:               <ul style="list-style-type: none"> <li>○ Which accounts will be made inactive/decommissioned;</li> <li>○ Where accounts will migrate (i.e., the surviving account that will remain active).</li> </ul> </li> </ul>
<p><b>2. Ownership and Purpose</b></p>	<ul style="list-style-type: none"> <li>• The Corporation will need to determine internal ownership of each account, so that staff know who controls what internally.               <ul style="list-style-type: none"> <li>○ <i>Note: This should align with Recommendation B1, with the consolidation of a dedicated Communications team for the Corporation.</i></li> </ul> </li> <li>• Each surviving account should have a documented purpose, outlining how they are unique and the types of content that they will be posting.</li> </ul>
<p><b>3. Exceptions</b></p>	<ul style="list-style-type: none"> <li>• Certain communication channels (e.g., Roads Twitter and Municipal 511) are unique and require Corporation staff to liaise with other external parties.               <ul style="list-style-type: none"> <li>○ These activities should stay with experts in their respective department (i.e., Public Works)</li> <li>○ However, the act of posting communications/social media posts can be handled by Communications staff.                   <ul style="list-style-type: none"> <li>▪ A unique challenge will be afterhours events.</li> <li>▪ As Public Works likely already has on-call supervisory staff ready to respond to such events (e.g., a 2 AM weather event), Public Works will likely be able to post communications in a more timely manner, supporting residents across the County.</li> <li>▪ To contain costs, <i>it is not being suggested at this time that the Corporation add more individuals to any on-call lists or activities, as this does result in additional staffing costs.</i></li> </ul> </li> </ul> </li> </ul>

Focus Area	Detailed Information
<b>4. Policies and Procedures</b>	<ul style="list-style-type: none"><li>• The creation of policies and procedures should be considered, including:<ul style="list-style-type: none"><li>○ When posts will be developed/publicly posted,</li><li>○ Branding requirements (incl. profile pictures, logos, and common shorthand conventions),</li><li>○ When cross-posting will be expected, permitted, or restricted, and</li><li>○ Timelines/expectations for Client Departments.</li></ul></li></ul>

4.2.4 Financial Implications

As social media accounts do not come with their own unique costs, there are no substantial financial impacts expected as a result of this recommendation. Communications activities will continue, with less staff spending time or effort on these activities.

A potential long-term challenge will be the expansion of tools and technologies in the future. This will cause challenges as new social media accounts or technologies will require staff time, effort, and focus, which may result in a longer-term need to invest in staff to run accounts.

#### 4.2.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

*Table 11: Summary of Benefits for Recommendation B2*

Stakeholder	Benefits
<b>Corporation</b>	<ul style="list-style-type: none"> <li>• The Corporation’s external brand will be more concentrated and focused, with fewer sub-brands due to the consolidation of accounts.</li> <li>• Clear ownership of accounts will allow staff to focus on social media as appropriate, without it diluting other core activities of their role.</li> <li>• A clear understanding of the <i>purpose</i> of each account will ensure that messaging is not diluted or confused.</li> </ul>
<b>Users (Staff)</b>	<ul style="list-style-type: none"> <li>• Niche groups will continue on, supporting residents to receive focused messaging on specific topics.</li> <li>• The public will have less confusion when searching for the Corporation on social media, as there will be less accounts to review and select from.</li> <li>• It will be easily understood by stakeholders why each account exists.</li> </ul>

## 5.0 B3: Seniors' Services

The goal of the Seniors' Services review was to identify opportunities to bring greater coherence to and better align Seniors' Services with identified community needs.

Based on this, and based on the findings from the current state report, an overarching goal for the future state of the service is to focus on **ensuring high-quality programs are offered and available to seniors within Dufferin County**, while ensuring that staff and volunteers focus on the delivery of core activities. These recommendations are also designed to **clearly identify Dufferin County Community Support Services (DCCSS) as a critical partner in the home and healthcare sectors of Dufferin County**.

To support the Senior's Services Team moving forward, two primary recommendations have been developed:

1. Develop tighter linkages with other local providers, supporting the continued evolution of healthcare and home care sectors.
2. Define and communicate clear performance metrics and targets

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus areas:

- o Governance (Strategy); and,
- o Service Levels.

### 5.1 Recommendation B3: Develop Tighter Linkages to Other Providers

**Recommendation:** Develop tighter linkages with other local providers, supporting the continued evolution of healthcare and home care sectors, by reviewing the current service delivery model and partnerships to date to determine if the Corporation should: maintain, increase, or reduce involvement in delivering each service. We have provided three examples below to demonstrate how to apply a structured lens to determine partnership opportunities.

#### 5.1.1 Current State Challenges

Seniors' Services describes a basket of services that are offered by the County through multiple departments, but primarily through Dufferin Oaks (DO) and Dufferin County Community Support Services (DCCSS). Dufferin Oaks, through partnerships with others, is the primary delivery body for Seniors' Services at the County of Dufferin. Current state services include:

- o Long-Term Care Home (out of scope);
- o Meals on Wheels (4 separate programs);
- o Congregate Dining;
- o Transportation Services;
- o Adult Day Program;
- o Home Help Program;



- o Community Bathing Program;
- o Respite Services;
- o Housing Services;
- o Friendly Visiting; and,
- o Acting as a transfer payment agency for others in the County.

The services listed above are all delivered by the DCCSS team (including support from volunteers), supporting seniors across the County. The scope and scale of the services provided by the DCCSS team illustrate that they are a major player in the health and community care sectors of the Region. These services, however, exist in a complex web of other providers who may be offering similar services and to similar clients. Identifying opportunities to increase or decrease service involvement is a critical step to ensuring the community receives the best care possible.

Furthermore, Ontario has recently developed and begin the implementation process of Ontario Health Teams (OHTs), which have been designed to replace the previous system of Local Health Integration Networks (LHINs). These bodies are designed to support funding, partnerships, service delivery and have the explicit focus of improving the quality of care within a region through focusing on the immediate local needs of a community.

Within this region, the Hills of Headwaters Collaborative OHT was introduced with the goal to better connect patients and providers within their community. The Hills of Headwaters Collaborative OHT aims to create a local healthcare system that provides coordinated care for clients and reduces wait times through an integrated care pathway. While COVID-19, has slowed down the implantation of proposed services and programs, DCCSS should play an important role moving forward, given the important services that the Corporation's team provides to seniors from across the region.

As a result, the recommendation below is designed to support conversations with the Hills of Headwater Collaborative OHT, as well as other partners, to ensure all groups involved with this OHT understand the critical role DCCSS plays within this region.

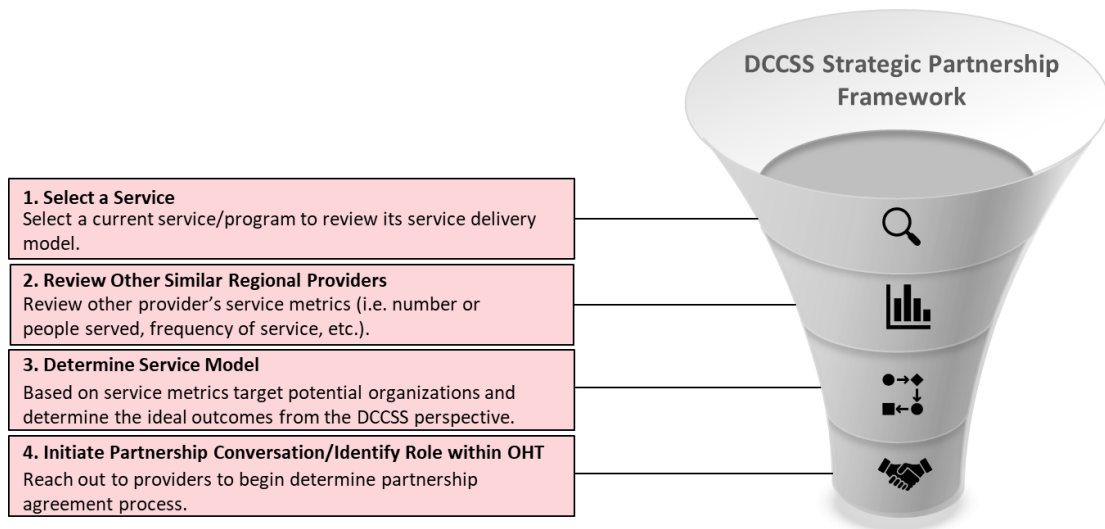
### 5.1.2 Proposed Recommendation

The Corporation should review the current service delivery model and partnerships for each service to date to determine if DCCSS should:

- o Maintain current service delivery levels;
- o Increase involvement in service delivery; or,
- o Reduce involvement in service delivery.

The DCCSS Partnership Review Framework, illustrated below, should be applied to current programs and services to determine if the Corporation should maintain, increase, or decrease its involvement in delivering services. If increasing or decreasing services, partnerships with other providers will be critical to ensure seniors continue to receive high-quality services while staff and volunteers are focused on core activities moving forward.

Figure 3: Proposed DCCSS Strategic Partnership Framework



The Corporation's OHT Liaison should work closely with DCCSS when using this Framework to derive key recommendations over the next few years. This will include communicating the status of OHT activities, and navigating DCCSS to prioritize specific services based on relevancy to OHT's decision making.

The Framework, illustrated above, is a four-step process that should be applied to current programs and services to determine the most appropriate action. Each step is further detailed below:

#### Step 1 – Select a Service:

The Corporation (specifically DCCSS) should select one of their various services and should conduct a detailed current state service assessment to ensure a robust understanding of the current service. This should include information such as:

- o Number of seniors supported;
- o Performance metrics (e.g., number of meals delivered, trips undertaken, individuals who attended the Day program, etc.);
- o Staffing complement involved in the planning and provision of the service;
- o Volunteer counts and roles involved in the provision of the service; and,
- o Any other associated required costs or resources applied.

**Step 2 – Review Other Similar Regional Providers:**

An identification and review of OHT members that offer similar services and programs. For each provider, a detailed scan of their metrics should be completed including identifying the number of people served, geographical area of service, frequency of service, and staff capacity (as available, based on overarching staff numbers). This will provide greater insights into the broader operating environment of the specific service and will determine if there are other providers of similar scale to the Corporation. Furthermore, it will allow the Corporation to make preliminary determinations if another provider may be a potential partner for future state service provision.

**Step 3 – Determine a Service Model:**

Based on a clear understanding of the Corporation’s service, as well as best estimates of other providers’ service provision, determine an ideal future state model for the Corporation (i.e., the operating landscape if DCCSS was allowed to decide for the region). This could include multiple potential options, including, but not limited to:

- o Maintain service level/provision of services;
- o Increase DCCSS’ involvement in the delivery of the specific service; or,
- o Reduce DCCSS’s involvement in service, re-focusing effort on other services or opportunities.

**Step 4 – Initiate Partnership Conversation/Identify Role within OHT:**

Based on the ideal future state as determined in Step 3, DCCSS should reach out to other providers and begin potential partnership conversations. As part of this, DCCSS should distinguish between OHTs and non-OHT members, and preference should be given to OHT member providers for integrated service delivery. This should include discussing potential future state service delivery models, and discussing a number of key areas, such as:

- o Goals
- o Roles and responsibilities
- o Capacity
- o Service Levels
- o Funding Agreements

Once other service providers agree on potential changes to the service delivery model for the region, the Corporation should work with others to ensure the agreement is approved by funding bodies as appropriate.

At the core of all discussions with potential partners and funding bodies, it should be made clear that the goal is to, at a minimum, maintain the services that seniors receive. Ideally, all partnership discussions will result in improved services for seniors, potentially with increased cost savings for the system overall.

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To further illustrate how the framework can be used, we have selected the following three service examples, ranging in complexity, to further illustrate how to apply the Framework:

- o Meals on Wheels (Orangeville Area);
- o Friendly Visiting; and,
- o Transportation Services.

Below is a summary table that outlines the key recommendations. Key analysis and details for each service example are outlined below:

Table 12: Summary of Example Applications of the Partnership Framework

Strategic Partnership Framework	Service Examples:		
<b>1. Select a Service</b>	Meals on Wheels (Orangeville)	Friendly Visiting	Transportation Services
<b>2. Review Other Similar Regional Providers</b>  <i>(Note: Examples of similar providers include current HHC OHT members)</i>	<ul style="list-style-type: none"> <li>o Caledon Meals on Wheels</li> </ul>	<ul style="list-style-type: none"> <li>o Caledon Meals on Wheels</li> <li>o Hospice Dufferin</li> <li>o Alzheimer's Society of Peel</li> </ul>	<ul style="list-style-type: none"> <li>o Identify Niche Transportation Offerings</li> </ul>
<b>3. Determine Service Model</b>	Reduce Service Involvement/Re-Focus Staff Effort	Increase Service Involvement	Segment Service and Define Lead Organizations
<b>4. Initiate Partnership Conversation/Identify Role within OHT</b>	Define: <ul style="list-style-type: none"> <li>• Goals</li> <li>• Roles and responsibilities</li> <li>• Capacity</li> <li>• Service Levels</li> <li>• Funding Agreements</li> </ul>	Define: <ul style="list-style-type: none"> <li>• Goals</li> <li>• Roles and responsibilities</li> <li>• Capacity</li> <li>• Service Levels</li> <li>• Funding Agreements</li> </ul>	Define: <ul style="list-style-type: none"> <li>• Goals</li> <li>• Roles and responsibilities</li> <li>• Capacity</li> <li>• Assets</li> <li>• Service Levels</li> <li>• Funding Agreements</li> </ul>

*Note: The above recommendations are based on information gathered to date, once the recommendations are tested against operational realities, they may need to be further refined. In the examples below, metrics that are provided are based on the readily available information (i.e., information posted on public websites) to demonstrate the application of the Framework.*

**Example #1: Meals on Wheels (Orangeville Area)**

1. Select a Service: Meals on Wheels is offered through four different programs, with over 5,551 meals provided in 2019. This example focuses exclusively on the Meals on Wheels Orangeville Area program. The current state of this program includes:
  - DCCSS delivers approximately 20 meals, twice a week (Tuesday and Thursday);
  - Meals are prepared by the Lord Dufferin Centre;
  - Volunteers are then used to deliver meals to seniors.
  
2. Review Other Similar Regional Providers: Caledon Meals on Wheels (MOW), a similar regional provider and OHT member, that offers Meals on Wheels. The current state of this program includes:
  - 70 prepared and delivered meals, on Monday, Wednesday, and Friday, often to the same individuals captured by DCCSS
  - Meals are prepared by the Lord Dufferin Centre
  
3. Determine Service Model: Given Caledon Meals on Wheels (MOW) MOW's current service model, DCCSS may want to reduce involvement for MOW Orangeville Area, thereby proposing Caledon MOW lead this service area. This will allow DCCSS to refocus effort to other MOW programs such as the expanding areas of Shelbourne and Grand Valley.
  
4. Initiate Partnership Conversation/Identify Role within OHT: Once the desired service model has been developed, partnership conversations should be initiated to test the model against operational realities, including OHT goals and objects. Areas of focus for partnership conversation could include:
  - Defining Goals (e.g., Maintain levels of service for seniors in need, while reducing overlap in the provider framework in the region)
  - Defining Roles and Responsibilities (e.g., Propose Caledon MOW take the lead role for this specific geography, five days a week. DCCSS will act as a referral body to support operations)
  - Defining Service Levels (e.g., Maintain the same service level to date for existing clients)
  - Identifying Capacity (e.g., Confirm staffing/volunteer capacity complement)
  - Determining Funding Agreements/Costs (e.g., Discussions between providers and other funding bodies)

**Example #2: Friendly Visiting**

1. Select a Service: Friendly Visiting is one of the services provided by DCCSS. While currently on hold due to the COVID-19 pandemic, it is expected that this service will return in the future. This service was historically performed through a network of volunteers, supporting seniors from across the region.
2. Review Other Similar Regional Providers: There are multiple providers, including partners of the OHT, that offer similar services, including:
  - TeleCheck – Dufferin, a daily call out check-in service, is currently being offered as an alternative service to Friendly Visiting
  - Caledon MOW (i.e., Offers approximately 13,936 friendly visits each year supported by over 231 volunteers)
  - Hospice Dufferin; and,
  - Alzheimer’s Society of Dufferin.
3. Determine Service Model: Given the multiple providers offering similar services within the region, DCCSS may look to increase its involvement by proposing to act as the main coordinator of the service. DCCSS can coordinate services between providers through one pathway similar to what was discussed with the *Aging Well in Dufferin* resource.
4. Initiate Partnership Conversation/Identify Role within OHT: Once the desired service model has been developed, partnership conversations should be initiated to test the model against operational realities, including OHT goals and objects. Areas of focus for partnership conversation could include:
  - Defining Goals (e.g., Propose DCCSS act as a coordinator or “one-way path” to ensure all seniors have access to this service)
  - Defining Roles and Responsibilities (e.g., Propose DCCSS connect clients to service providers within the region.)
  - Defining Service Levels (e.g., Maintain the same service level to date for existing clients)
  - Identify Capacity (e.g., Confirm staffing/volunteer capacity complement and determine future capacity levels)
  - Determining Funding Agreements/Costs (e.g., Discussions between providers and other funding bodies)

### Example #3: Transportation Services

1. Select a Service: Transportation Services was one of the services that was on hold due to the COVID-19 pandemic but has now resumed its offering. The current state of this program includes:
  - As a robust service that provided 11,900 medical-related trips in 2019.
  - Non-medical transportation is also provided to seniors within the County.
2. Review Other Similar Regional Providers: Identify other service operators within the area that focus on niche offerings such as medical, social, and non-medical transportation. For example:
  - Able Transport Services;
  - Home at Last; and,
  - RNR Patient Transfer Services.
3. Determine Service Model: Given the complexity of transportation services, a segment service model with defined lead organizations is recommended.
  - For example, DCCSS could lead and expand the medical transportation offering within the County, while another provider could lead non-medical transportation.
  - Segmenting the service will DCCSS to focus resources and capacity on expanding the offering for seniors.
4. Initiate Partnership Conversation/Identify Role within OHT: Once the desired service model has been developed, partnership conversations should be initiated to test the model against operational realities, including OHT goals and objects. Areas of focus for partnership conversation could include:
  - Define Goals (e.g., Propose a partnership for transporting clients to medical and non-medical appointments)
  - Define Roles and Responsibilities (e.g., DCCSS supports administration tasks for medical and non-medical appointments)
  - Define Service Levels (e.g., Define service levels for both DCCSS and other providers)
  - Review Assets (e.g., Review vehicles to determine if there needs to be a transfer of assets to support service levels)
  - Identify Capacity (e.g., Confirm staffing compliment)
  - Determine Funding Agreements/Costs (e.g., Discussions between providers and other funding bodies)

### 5.1.3 Implementation Considerations

To support the success of developing tighter linkages with other service providers, the following actions and considerations will need to be addressed:

Table 13: Implementation Considerations of Applying a Strategic Partnership Review

Focus Area	Items to Consider
<b>1. Apply DCCSS Strategic Framework</b>	<p>The Framework that was applied to the select three services will need to be applied to all services currently being provided (i.e., Congregate Dining, Adult Day Program, Home Help Program, Community Bathing Program, Respite Services, and Housing Services).</p> <ul style="list-style-type: none"> <li>• The DCCSS team, through its work in the community, has a stronger understanding of other local providers than what might be available online supporting this structured review. <ul style="list-style-type: none"> <li>○ Developing a regular cadence for these activities will be critical to ensuring that this type of a structured review continues to take place. Each review will be time-intensive and will require staff effort and capacity, and as such, a realistic review process will be critical. <ul style="list-style-type: none"> <li>▪ This could take the form of reviewing one service every six months, ensuring that there is adequate time to thoroughly review one service and move it to the partnership conversations stage of the process.</li> </ul> </li> </ul> </li> <li>• Improved partnerships and linkages can take many forms, and all should be considered to ensure that DCCSS staff and volunteers most effectively support seniors throughout Dufferin.</li> </ul>
<b>2. Liaise with OHTs</b>	<ul style="list-style-type: none"> <li>• Ensure OHT Liaison collaborates with DCCSS and communicates the status of OHT activities.</li> <li>• Support DCCSS to prioritize specific services, based on relevancy to OHT’s decision making.</li> </ul>
<b>3. Use a Data Driven Approach</b>	<ul style="list-style-type: none"> <li>• A data-driven approach will be critical, understanding both transactional figures (e.g., how many [service activities] are conducted each year) as well as potential capacity of the providers given current infrastructure. This will help determine potential leadership roles.</li> </ul>
<b>4. Secure Funder Buy-in</b>	<ul style="list-style-type: none"> <li>• These types of partnerships will require buy-in from funders, ensuring that potential service delivery models are approved, and providers have the resources and funding they need to be successful.</li> </ul>
<b>5. Continuous Monitoring and Improvement</b>	<ul style="list-style-type: none"> <li>• At key points in time (e.g., quarterly, annually), partners should review performance metrics to ensure seniors are still receiving the best care possible, and that there is not a need for further intervention.</li> </ul>



### 5.1.4 Financial Implications

While each potential partnership will have its own unique financial impacts, this recommendation is focused on the overarching process.

The financial impact of this recommendation is expected to be low, particularly given that this recommendation is built on the assumption of a longer timeline. It is expected that the bulk of this work will take place once the HHC OHT is operational. Assuming this is the main timeline for the Corporation, then it is expected that this will be a core function of the responsibilities of the Corporation as it looks to work with the local Health Team. This is an ongoing task that should be a part of the regular operations of the DCCSS team, and as such, is not seen as adding undue pressure to the organization.

In this longer timeline, the main cost driver will be staff time to move through the process, and to properly liaise with the OHT and local providers to develop the enhanced models of care.

In the event that a more immediate timeframe is considered, prior to the HHC OHT being fully operational, then it is expected that this recommendation will have a greater financial impact. The increase in costs will be mainly focused on the need for additional staff resources to support coordination.

### 5.1.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

*Table 14: Summary of Benefits for Recommendation B3*

Stakeholder	Benefits
<b>Corporation</b>	<ul style="list-style-type: none"> <li>• Strengthens linkages with the broader health system</li> <li>• Positions Dufferin Oaks as a key leader in the development and implementation of Ontario Health Teams (OHTs) for home and community care</li> <li>• Reduce capacity constraints and creates efficiencies of scale</li> </ul>
<b>User (Seniors and Families)</b>	<ul style="list-style-type: none"> <li>• Seniors and families will be connected to the most appropriate programs and services to promote healthy and active living.</li> <li>• Seniors will be provided with the highest quality of care.</li> </ul>

## 5.2 Recommendation B4: Develop Performance Metrics and Targets

**Recommendation:** Define and communicate clear performance metrics and targets by building upon existing performance data to develop clear targets, metrics, and a report back process for the broader public.

### 5.2.1 Current State Challenges

Levels of service are laid out in M-SAA documents, L-SAA documents, and in Quality Improvement Plans that are submitted annually to Ontario Health (previously the Central West LHIN in this geography). These documents outline the major targets for services under the Dufferin County Community Support Services group.

Current state budget package documentation and interviews identify metrics and performance actuals of Dufferin Oaks and DCCSS across several programs, however, targets are not identified or often set. Current performance measurements that are captured to date include:

*Table 15: Current State DCCSS Performance Indicators*

Service	Indicator/Metric	Performance Actuals	Target
<b>Congregate Dining</b>	N/A	N/A	N/A
<b>Transportation</b>	Annual number of trips	11,900 medical-related trips	(None identified to date)
<b>Community Bathing</b>	N/A	N/A	
<b>Meals on Wheels</b>	Annual number of meals provided	5,551 meals	
<b>Respite</b>	N/A	N/A	
<b>Adult Day Program</b>	Annual number of participant visits	2,859 participant visits	
<b>Friendly Visiting</b>	N/A	N/A	

While the above metrics are captured, it is not done in a systematic and all-encompassing process for the various services offered. This results in work not being adequately displayed both internally and externally and decisions on services not being made by using quantifiable evidence.

Establishing clear targets and reporting on the performance of existing services within Dufferin Oaks and DCCS will provide for a more robust understanding of services currently offered and support broader decision making.

### 5.2.2 Proposed Recommendation

To address the notion of establishing clear targets and performance reporting, it is suggested that the Seniors’ Services team create defined metrics and targets that outlines the full scope of responsibilities:

To develop indicators/metrics and targets, a structured process is suggested, which includes:

*Table 16: Structured Process to Develop Indicators and Performance Targets*

Activity	Step
<b>Identify the specific areas of focus</b>	<ol style="list-style-type: none"> <li>1. Identify the specific areas of focus, including the key processes/activities that the team feels should have potential indicators developed. <ul style="list-style-type: none"> <li>• For Seniors’ Services, this will likely focus on the range of services already provided to the community.</li> </ul> </li> </ol>
<b>Develop indicator concepts</b>	<ol style="list-style-type: none"> <li>2. Develop simple concepts, where the specific areas of focus are refined to highlight what parts of activities should be presented to external audiences. <ul style="list-style-type: none"> <li>• Due to having the areas of focus already defined, this is likely where the team will start its development activities.</li> </ul> </li> <li>3. Develop the specific indicators, move beyond a concept to develop the specific wording that will be included in a metric moving forward.</li> </ol>
<b>Define Targets</b>	<ol style="list-style-type: none"> <li>4. Define simple targets, outline the performance targets that the team believes are realistic and will not take a lot of effort to develop, while still “stretching” the team to focus on continuous improvement</li> </ol>
<b>Track progress and report back on results</b>	<ol style="list-style-type: none"> <li>5. Ensure that the good work of the team, and its various activities are communicated to both internal and external stakeholder groups in a clear, straightforward manner <ul style="list-style-type: none"> <li>• Note: This aligns with Recommendation B1, where a centralized team can support the development of a clear and professional annual report.</li> </ul> </li> </ol>

*Note that a similar process is identified for recommendations B10 and B13.*

Below is an outline of some potential metrics that the Corporation can use, that will need to be validated, prior to using the above five-step process.

Table 17: Potential DCCSS Performance Indicators

Service	Existing Metrics	Potential Performance Indicators	Target
<b>Congregate Dining</b>	N/A	<ul style="list-style-type: none"> <li>Number of meals provided</li> <li>Number of people who use the service</li> <li>Number of complaints</li> </ul>	N/A  (None identified to date)
<b>Transportation</b>	<ul style="list-style-type: none"> <li>Annual number of trips</li> </ul>	<ul style="list-style-type: none"> <li>Percentage of trips completed within schedule</li> <li>User satisfaction</li> <li>Number of trips successfully provided within [one, two, or three] week(s) of booking</li> </ul>	
<b>Community Bathing</b>	N/A	<ul style="list-style-type: none"> <li>Number of people who are provided this service</li> <li>Percentage of people who have baths more than once a week</li> </ul>	
<b>Meals on Wheels</b>	<ul style="list-style-type: none"> <li>Annual number of meals provided</li> </ul>	<ul style="list-style-type: none"> <li>User satisfaction</li> <li>Percentage of meals delivered within specified timelines</li> <li>Percentage of users receiving the correct order</li> </ul>	
<b>Respite</b>	N/A	<ul style="list-style-type: none"> <li>Number of admissions</li> <li>Percentage of re-admissions</li> </ul>	
<b>Adult Day Program</b>	<ul style="list-style-type: none"> <li>Annual number of participant visits</li> </ul>	<ul style="list-style-type: none"> <li>Number of participants in the Day Program</li> <li>Satisfaction with Day Program activities</li> </ul>	
<b>Friendly Visiting</b>	N/A	<ul style="list-style-type: none"> <li>Number of visits completed</li> <li>Location of visits by geography</li> <li>Number of last-minute cancelled visits</li> </ul>	

### 5.2.3 Implementation Considerations

To support the recommendation success of developing performance indicators/metrics and targets, the following considerations will need to be addressed:

*Table 18: Implementation Considerations when Making Performance Indicators/Metrics*

Focus Area	Items to Consider
<b>1. Collect Performance-Related Data</b>	<ul style="list-style-type: none"> <li>• Gather all performance-related data by service and make an inventory of what is currently being gathered and/or reported.</li> <li>• Identify any gaps for specific services that will want to be tracked in the future.</li> </ul>
<b>2. Establish Indicators/Metrics</b>	<ul style="list-style-type: none"> <li>• Establish indicators/metrics for specific services that can be later used to translate into the target</li> </ul>
<b>3. Develop a Reporting Process (and Technology supports)</b>	<ul style="list-style-type: none"> <li>• Develop a clear reporting process and determine technology supports available for gathering key data/identify low cost alternatives and/or simple metrics that can build use of targets and performance monitoring.</li> </ul>
<b>4. Collaborate with OHTs</b>	<ul style="list-style-type: none"> <li>• Work in collaboration with OHTs to monitor and identify emerging trends.</li> </ul>

### 5.2.4 Financial Implications

This recommendation is not expected to have any significant financial impacts for the Corporation. An approximate figure of \$25,000 has been proposed for this recommendation. The cost of the recommendation has been developed mainly based on the assumption that external consultant support will be required to develop metrics, mainly due to staff capacity constraints. If this is kept in house, the \$25,000 figure would represent the amount of dedicated staff time required to develop metrics.

### 5.2.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

*Table 19: Summary of Benefits for Recommendation B4*

Stakeholder	Benefits
<b>Corporation</b>	<ul style="list-style-type: none"> <li>Clearly defined service-level expectations for staff.</li> <li>Enables staff to make data-driven decisions on resources and assets</li> <li>Provides better insights into capital planning and budgeting processes</li> <li>Ability to monitor staff productivity and performance a timely basis.</li> </ul>
<b>Users (Seniors and Families)</b>	<ul style="list-style-type: none"> <li>Seniors and staff are provided with a transparent communication on how services are operating and performing.</li> <li>Builds trust with patients and families that services are being tracked and monitored to high service standards.</li> </ul>

## 6.0 B4: Human Resources Support to Employees

The goal of the Human Resources Support to Employees was to identify opportunities to consolidate resources and technology, allowing for more efficient use of staff time, and resulting in enhanced service delivery as a result. Additionally, there was a desire to better understand staff roles and responsibilities across various departments, including potential areas of overlap with other departments/teams.

Based on this goal, as well as findings from the current and future state engagement activities, an overarching goal of all recommendations is to **support the Corporation as it continues to focus on its staff, culture, efficiency, and effectiveness of operations**, including its use of technology. To achieve this goal moving forward, three primary recommendations have been developed:

1. Building a shared, unified culture for the entirety of the Corporation and all of its teams.
2. Identifying process improvement opportunities for the recruitment process.
3. Beginning the process of outlining technology improvements (i.e., an HRIS, ATS).

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus areas:

- o Service Levels;
- o Resources;
- o Processes; and,
- o Technology.

### 6.1 Recommendation B5: Build a Shared, Unified Culture

**Recommendation:** Actively create a plan and invest the resources required to undertake a culture refresh for the organization, supporting greater collaboration and trust across all teams.

#### 6.1.1 Current State Challenges

Historical divides across the Corporation have resulted in a single organization with multiple fragmented cultures that operate independently of one another. This has manifested in multiple functions and teams duplicating activities, processes, and the rise of sub-cultures across the entire Corporation. As a result, there are multiple teams that operate in isolation of one another, each having their own similar but unique processes and sometimes conducting independent employee engagement activities. The result has been strained relationships between teams, and reduced interactions at a staff level.

COVID-19 has further exacerbated culture challenges as the organization has shifted to hybrid working structures as it continues to deal with the unprecedented pandemic situation.

Recent changes have been announced; however, to help address these divides and challenges, to support the integration of the entire Corporation, and the development of a more unified culture.

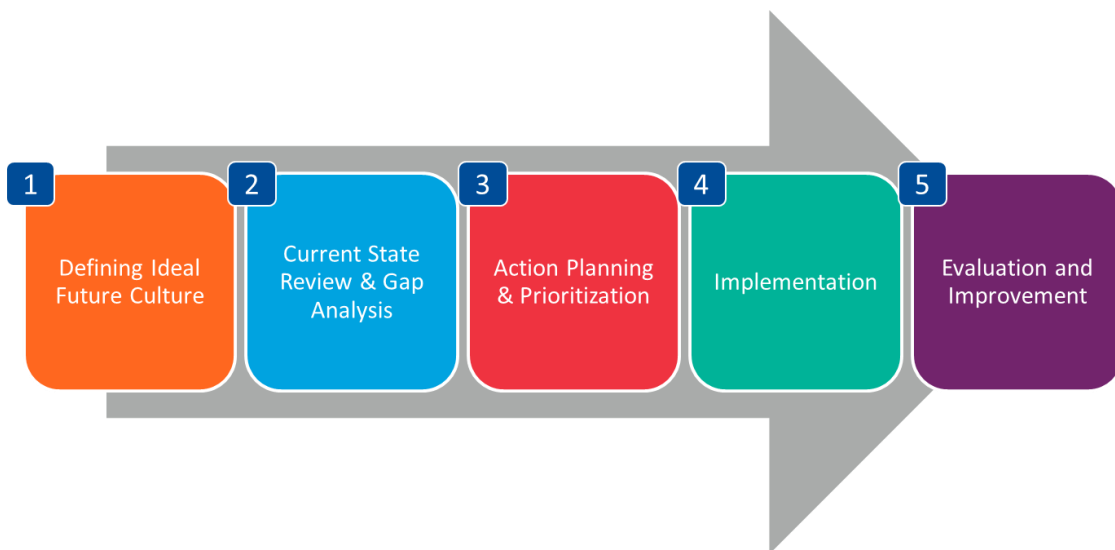
### 6.1.2 Proposed Recommendation

**Improved Communications and Culture:** Build on the momentum of recent decisions (i.e., *all* staff having a Corporate email address) to support a broader culture refresh activity that all staff can rally behind and feel proud of, regardless of their department or their position.

Developing culture is a purposeful exercise, like all other projects, that requires consistent attention and activity. A core component of the Corporation’s unified culture will be the inclusion of a Diversity, Equity, and Inclusion lens, aligning with leading practices and ensuring all staff can see themselves as a core part of the culture. It should be noted that the Corporation is currently undertaking work related to Diversity, Equity, and Inclusion, and that both the ongoing work and the development of a refreshed culture will support one another.

#### How to Develop Culture:

Figure 4: Culture Development Process



### 6.1.3 Implementation Considerations

The five-step model outlined above, ensures that key activities take place throughout the process, allowing for continuous focus, emphasis, and refinement of the culture. The culture of any organization is constantly changing and evolving, and the process above takes this into account.

#### Step 1: Defining the Ideal Future Culture

The process begins with a concerted focus on the ideal future state culture of the Corporation. It should ask questions such as:

- o What do we want our culture to be?
- o How do we want our culture to align with our broader Strategic Plan, including our pillars, values, and activities?



- o Are there areas that we believe are currently working well that should be preserved?
- o Are there areas that deserve equal or greater emphasis moving forward?
- o Are there aspects of our culture we need to stop or change as we move forward?

### **Step 2: Current State Review & Gap Analysis**

The second step requires the Corporation to identify a realistic current state of the culture, gaining unbiased opinions from staff. Once this has been documented, a gap analysis between the current state and the ideal future state should be conducted. Staff should understand where there are areas that are aligned with the future state, and where there are areas that will require focus and effort moving forward.

### **Step 3: Action Planning**

Once gaps have been documented, creating a clear action plan, including which activities should be prioritized is critical. This should identify potential quick win opportunities, as well as the longer-term, strategic activities that will require greater planning.

### **Steps 4 & 5: Implementation & Evaluation and Improvement**

With this documented, the Corporation should move to implement the plan. To support continuous improvement, refinement, and to respond to changes that happen in the internal and external landscape, there should be continuous evaluation activities. These can include items such as pulse surveys, detailed culture focus groups, etc. The results of these evaluations should be used to develop continuous improvement activities.

### **Other Considerations and Requirements**

The recent decision to give all staff corporate email addresses is a great starting point to begin actively and purposefully addressing the culture challenges at the Corporation. This change reduces barriers to communication, from emails, SharePoint resource centres, to virtual town halls – there are a wide variety of new opportunities moving forward.

While a structured approach is critical, other supporting requirements often include:

- o Leaders must “walk the talk”, as staff will ultimately model the behaviour of their leadership.
  - To gain staff buy-in, they must see and believe that their leaders are onboard, and that this will positively impact their experiences working at the Corporation.
  - When their leaders buy-in to the culture activities, staff are more likely to join.
  - Conversely, if leadership is perceived as being unsupportive of a culture refresh, staff are more likely to reject this moving forward.
- o A dedicated change team from across the Corporation, with dedicated change leaders represented at all levels in the organization will support staff buy-in.
- o Detailing the expected outcomes of a refined culture, including future state goals and targets, will support the Corporation to track its progress as it moves forward
- o The Corporation will need to commit time, staff, and effort if this is to be successful.

- This will require the adoption of project management and change management methodologies.
- o The most critical aspect of a culture refresh is an honest willingness to change from the organization as a whole.
  - If there is no willingness to change, there is little chance that any substantive change can be made.
- o This is an ongoing activity and cannot be treated as a “one off” activity. Organizational culture is constantly growing and changing, and as such there should be a continued focus on this, including period reviews and engagement of staff.

#### 6.1.4 Financial Implications

This activity will require staff time, effort, and attention. Furthermore, the project-based approach likely will require the attention of external support to at least begin the process, which will increase overall costs. Once the upfront planning process is completed and implementation has started, staff time as well as Corporation-wide resources will be required to ensure a consistent focus on culture moving forward. As a result, the following cost ranges are applicable:

- o **Steps 1 – 3** (including external support): \$25,000 - \$75,000, dependent on level of detail.
- o **Steps 4 & 5** (in-house resources): \$25,000 - \$50,000, dependent on level of focus and effort provided.
- o **Total Cost Range:** \$50,000 - \$125,000

The costs listed above are the immediate, direct costs associated with staff time, contracting, and other engagement activities. The cost outlined for Steps 4 & 5 do not take into account longitudinal costs beyond the initial year of activity.

### 6.1.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

*Table 20: Summary of Benefits for Recommendation B5*

Stakeholder	Benefits
<p><b>Corporation</b></p>	<p>If addressed in a proactive and concerted manner, the following are benefits of a strong, effective culture:</p> <ul style="list-style-type: none"> <li>• Positive communication and behaviours drive better team functioning, across all departments</li> <li>• Trust is promoted, which results in smoother decision-making processes</li> <li>• Recruitment, retention, and training can focus more on staff’s alignment with the Corporation’s culture while respecting individual diversity</li> </ul>
<p><b>Users (Staff)</b></p>	<ul style="list-style-type: none"> <li>• Staff can connect to and promote the identity of the Corporation, both in their teams and externally</li> <li>• Support the development of a sense of belonging for staff across the organization</li> <li>• Staff performance, productivity, and engagement is promoted</li> </ul>

## 6.2 Recommendation B6: Formally Define and Document the Recruitment Process

**Recommendation:** Formally define and document the recruitment process. Use this information to identify targeted improvements and support future state technology enhancements.

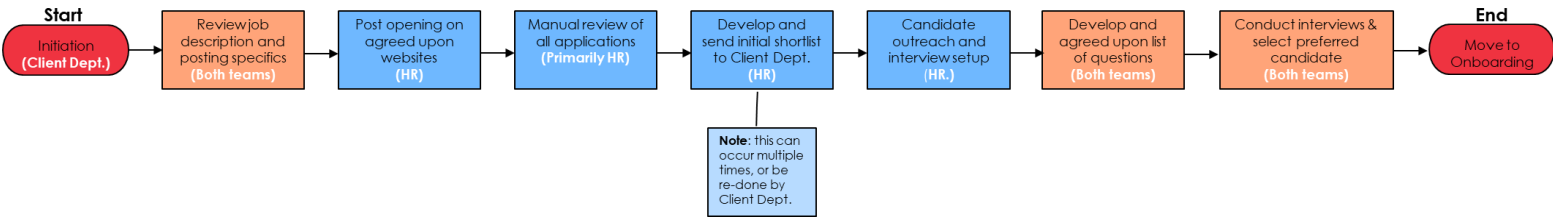
### 6.2.1 Current State Challenges

During the project re-start activities, it was noted that there were updated staffing structures and processes in place to support recruitment across the organization. Specifically, there was now a single resource dedicated to recruitment. Updated processes included cold calling potential candidates and the use of minimum standards selection to build shortlists of candidates.

That said, there are still gaps in the roles and responsibilities that cause challenges for staff.

While HR staff noted that some activities were documented and had formal procedures, these were not shared with Client Departments. The result was that while the overarching processes were well described, they did not appear to be fully codified or documented. The process included:

Figure 5: Current State Recruitment Process



### 6.2.2 Proposed Recommendation

A review of the existing process has identified three priority areas to improve the process. Early stages of the recruitment process often play a key role in defining the quality of the search, interactions between teams, and the quality of the candidate selected. When looking at the Corporation’s process, three key steps can be improved:

1. **Initiation (Requisition) process and structure** – this is critical as it often determines the priority of the hire, identifies the specific need, confirms the budget is approved for the role, and starts the working relationship.
2. **The introduction of a formal Intake meeting** – these meetings can ensure both teams have a clear understanding of what the recruitment will entail. Key items to be discussed include the existing job description, typical skills/qualifications required for the role, and where to post the opening.

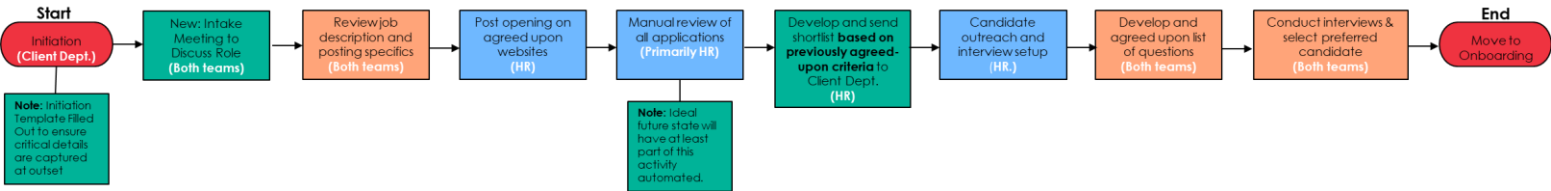
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- These meetings should not take place for those recruitments that are “standard” or occurring with high frequency (e.g., PSW recruitment), but rather for those positions that are not often recruited.

3. **The shortlist development process** – while currently manual, defining how shortlists should be developed, including the criteria to look for, and score will provide clarity.
  - o A common challenge is that the recruitment representative will use one set of criteria, while Client Departments will have their own criteria.
  - o Through the introduction of a formal intake meeting, and refined with a quick touchpoint once applications are submitted, the recruitment team can confirm:
    - What types of experience are preferred;
    - If certain certifications rank a candidate higher; and/or
    - If there are immediate flags of strong candidates (or weak candidates).
  - o While the Corporation currently uses a minimum standards approach, this can result in shortlists that have two tiers of candidates and are not necessarily beneficial for the Client Department.
  - o Defining these activities at the outset will:
    - Ensure that there is a more streamlined process;
    - Will reduce the need for Client Department staff to either request multiple lists or develop their own lists; and,
    - Will help guide the recruiter to be more efficient and effective.

These steps can be improved through the development of templates and agendas. Simple templates, including agendas and short forms, can ensure required conversations happen at key points in the process, which can improve the quality of candidates interviewed and selected. The updated process flow is depicted below:

Figure 6: Proposed Future State Recruitment Process Flow



In the updated process flow, the green steps are either updated and/or new. When looking at specific steps, this could include:

**Initiation/Requisition Process**

- o Whether it is a Word document template or just a template in Outlook, the following information should be included:
  - The role being recruited for;
  - The priority of the hire (i.e., is this required as soon as possible to ensure continuity of operations, or is this a role that will be required in a future period?);
  - Identification of the future manager (to support broader organizational reconciliation/staffing tracking);

- Confirmation from Treasury that there is sufficient budget to accept this staff member;
- An ideal date by which the staff member would be hired; and,
- Proposed dates/times for an Intake meeting (if the position is a non-standard recruitment).

### Intake Meeting

- o As noted above, this meeting **will not** be required for each individual recruitment. Rather, these will be used for non-regular recruitments.
- o When these meetings are used, a simple agenda should be followed. This agenda should include topics such as:
  - Meeting details
    - Date
    - Time
    - Attendees
  - An overview of the role and its associated job description:
    - Determining if the job description is up to date;
    - Outlining how it will support broader organizational needs;
    - The role of the successful candidate in the opening 6 – 12 months of their employment
  - Evaluation and Criteria
    - Shortlist ranking criteria
    - Technical skills that may be required
    - Desired levels of experience (e.g., a specific certification or years of experience in a similar role)
  - Accessibility needs
    - If any are required, and how they will be incorporated into the process
  - Marketing and outreach
    - Identifying if there are any professional associations
    - Determining other platforms that may be beneficial
- o The result of this step will be a clear recruitment plan, identifying the various activities that will be undertaken, their owners, who will approve the activity, and the timeline for its completion.

### 6.2.3 Implementation Considerations

Current recommendations focus on specific process improvements; however, it will be critical to formally document the recruitment process, including the roles and responsibilities of HR and Client Departments.

When looking at roles and responsibilities, some potential responsibilities of either team are provided in the table below:

*Table 21: Roles and Responsibilities for a Refreshed Recruitment Process*

Team	Roles and Responsibilities
<b>HR (Recruitment)</b>	<ul style="list-style-type: none"> <li>• Receives initial requisition process.</li> <li>• Participates in Intake meeting (if this is a non-standard recruitment).</li> <li>• Conducts the first review of applications, creating candidate shortlist based on agreed-upon criteria (defined during Intake meeting).</li> <li>• Supports and participates in the interview process.</li> <li>• Supports the hiring process.</li> <li>• Supports onboarding activities (as appropriate).</li> </ul>
<b>Client Department</b>	<ul style="list-style-type: none"> <li>• Starts the process off with a formal requisition to the HR team (using the template outlined above).</li> <li>• Confirms with Treasury that the necessary budget is available to complete the hiring process and bring on a new staff member.</li> <li>• Participates in an Intake Meeting (if this is a non-standard recruitment).</li> <li>• Reviews shortlisted candidates.</li> <li>• Participates in interview processes.</li> <li>• Works with HR to select preferred candidate.</li> <li>• Supports onboarding activities (as appropriate).</li> </ul>

This activity will also support the desire to implement an Applicant Tracking System (ATS), as it will help to define future state processes and where there is a desire to use technology in the process. Furthermore, it will ensure that linkages to other systems (e.g., an HRIS) are properly captured for the future state.

- o *Note: This aligns with the activities listed in Recommendation B19.*

In addition to the recommendations provided here, it is understood that to fully improve the process efficiency of recruitment, an investment in technology will be required to support key activities such as:

- o Accepting resumes in a non-cumbersome manner;
- o Creating a bank of previously received resumes for positions that have been recently recruited; and,
- o Identifying if applicants have participated in previous recruitment drives.

Communication about the refreshed process will need to clearly define the purpose for additional activities (i.e., the intake meeting), and will need to qualify how these increases in the effort will improve overall outcomes.

### 6.2.4 Financial Implications

This recommendation is not expected to have any significant financial impacts for the Corporation. While there may be additional staff time and effort expended in the opening of the process, this should result in reduced re-work, duplication of activities, and staff frustration in the back end of the process. Further, using a standard template will not require additional forethought or work on the part of Client Departments.

The development of process maps, templates, and any other required documentation may result in a cost of up to approximately \$50,000.

- o Note: this cost will depend on the number of process maps developed, as well as their detail.
  - Furthermore, the number of templates created and other documentation will impact this cost.

### 6.2.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

*Table 22: Summary of Benefits for Recommendation B6*

Stakeholder	Benefits
<b>Corporation</b>	<ul style="list-style-type: none"> <li>• Increased efficiency of hiring processes.</li> <li>• Identification of candidates that best align with the role’s specific requirements.</li> <li>• Process maps will support selection of future state HR software.</li> </ul>
<b>Users (Staff)</b>	<ul style="list-style-type: none"> <li>• Greater standardization in the process will result in less duplicated activities and re-work by staff.</li> <li>• A clear understanding of roles, responsibilities, and processes will create a greater appreciation of the work of other teams.</li> <li>• The ability of recruiters and managers to ensure they are making the right candidate selections, ensuring they hire the right individual for the right role.</li> </ul>



## 6.3 Recommendation B7: Enhance Technology Solutions

**Recommendation:** Participate in the broader enhancement of the overarching technology portfolio of the Corporation to ensure that HR solutions appropriately align and integrate with other systems that are or will be in place.

### 6.3.1 Current State Challenges

As outlined in the Interim Report, the following systems are currently used by the HR function:

- o **Great Plains** – accounting and payroll software used for the entire Corporation, owned by Treasury;
- o **Questica** – budgeting software used by departments;
- o **VoCam** – health and safety software;
- o **WSIB** – health and safety claims;
- o **Penny** – time ticketing software;
- o **WorkTech/Pearl** – time ticketing for other staff;
- o **Staff Schedule Care** – scheduling software for Dufferin Oaks;
- o **OMERS** – pension administration;
- o **Sunlife** – benefits administrator;
- o **SharePoint** – as a repository of documents and other information;
- o **Surge** – learning and training software at Dufferin Oaks; and,
- o **Harvard Managementor** – leadership development software.

### 6.3.2 Proposed Recommendation

Ensure the processes related to the HR function are clearly documented and use these to support future state technology solution activities (as outlined in Recommendation B19).

### 6.3.3 Implementation Considerations

Documenting current state processes, including where technology does or does not support, will allow the Corporation to develop desired future state models. Future state process maps should clearly indicate desired system linkages, where processes would be automated, etc. Only once this information has been captured will the Corporation be in a position to select a potential system that supports its full end-to-end processes, without resulting in additional manual re-work by staff.

When looking at the HR function within the Corporation, this means understanding:

- o Where the information is currently stored;
- o How the information (e.g., staff tenure, certifications, experience, salary band or hourly wage, etc.) is used to date;
- o How the information should be used in the future;
- o Where there are requirements to perform manual checks to validate data quality (e.g., hourly wage between multiple systems for payroll purposes);

- o How information should flow between systems (e.g., moving information of a successful candidate in the ATS to the HRIS); and/or,
- o How information, such as where staff spent their time working, should impact other decisions (i.e., how time ticketing software can interact with asset management software/decision-making).

These examples, as well as a host of others, will help the HR team to select systems that will support their broader end-to-end processes, reduce manual workarounds, and will improve future state decision-making.

If done incorrectly or rushed, technology implementations often result in additional broken processes, layering of technology solutions over one another, and changing ideal process flows to the process flows allowed by the technology.

Staff noted that in the future, there is a desire to have a payroll module in a selected HRIS. This should be considered during broader technology discussions and reviews.

The Corporate Finance service (Recommendation B19) includes a detailed look at the technology currently in place in the Corporation and outlines a process by which the Corporation can take a coordinated approach to identify solutions.

*Until recommendations are finalized for the broader Corporation-wide technology review, the HR team should not move to procure a potential solution.*

#### 6.3.4 Financial Implications

The process to procure new technology, including the actual selection and implementation of a vendor, will likely be a medium to the high-cost initiative. The main cost driver in advance of purchasing and implementing a software solution will be the staff time and effort required to map the current and ideal future state processes.

For more specific costs related to this recommendation, see Recommendation B19.

### 6.3.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

*Table 23: Summary of Benefits for Recommendation B7*

Stakeholder	Benefits
<b>Corporation</b>	<ul style="list-style-type: none"> <li>• Increased use of technology will support the Corporation’s staff in focusing on higher-level activities, reducing manual activities that may result in significant value add for the Corporation.</li> <li>• Alignment with a broader technology portfolio refresh that will support the Corporation’s future state activities broadly.</li> </ul>
<b>User (Staff)</b>	<ul style="list-style-type: none"> <li>• HR staff will be able to focus on value-add activities, instead of manual data quality checks or searching multiple spreadsheets.</li> <li>• Staff who interact with HR will have confidence their information is properly captured, reducing errors or challenges.</li> </ul>

## 7.0 B5: Museum and Archives

The initial goal of the Museum and Archives service was to identify financially viable future state delivery models. While the current operating environment brought on by the COVID-19 pandemic further exacerbates challenges related to financial sustainability, the focus of the review has changed due to a changing operating environment.

The focus of the review changed from financial sustainability to a review of the purpose of the MoD and options to improve the accessibility and value for money of the service for residents. Specifically, the goal has changed to now **address the current subsidy that is provided to the MoD, in an effort to have improved value for money.** To this end, the options presented in this recommendation are designed to support the long-term future and value for money of the MoD. This recommendation strikes a bold path forward for the Corporation and the residents of the County of Dufferin, with the goal of increasing the value for money of the museum and/or reducing the municipal levy applied to the MoD.

One key recommendation is presented:

1. Conduct a formal location review to determine if a potentially different location/structure of the MoD would improve resident access, raise attendance rates, and allow for the potential transformation to become a community museum that better integrates with its surrounding population through alternative programming.

This recommendation detailed further below aligns to the following Service Delivery Review Framework focus areas:

- o Service Levels; and,
- o Cost.

### 7.1 Recommendation B8: Review Current MoD Location

**Recommendation:** Review the current benefits and challenges associated with the current site for the MoD, and determine if an alternative approach, such as a more central, urban location, would be more beneficial for the Corporation.

#### 7.1.1 Current State Challenges

The MoD has historically run at a deficit that has been increasing over time. While there has been fairly steady patronage of the MoD, averaging approximately 15,000 visitors per year, the challenges related to expenses outstripping revenues continues. The staffing complement has been reduced to ensure no extraneous expenses, while still enabling innovative programming.

The challenge of having revenues cover only a marginal percentage of the expenses experienced by a municipal museum is not unique to Dufferin. Rather, this is a common challenge across Ontario. For comparable museums, an examination of revenue as a percentage of gross expenditures, excluding amortization, shows a range of approximately as high as 30% to as low as 1%. When looking at the County level, the range goes from as high as 15% to as low as 7%.<sup>1</sup>

These challenges are because across Ontario, museums have three major revenue streams: Sales, Fundraising, and Grants/Subsidies. The MoD currently relies largely on its municipal subsidies to cover the gap between its revenues and expenses. The main challenge of the organization to date is attracting visitors, as it is relatively isolated. Its operating expenses are relatively static and largely in line with other museums in other similarly sized municipalities.

The major expenses of the MoD include:

- o **Staffing** \$617,000 in 2019, or 71% of expenditures;
- o **Administrative and Office** \$70,000 in 2019;
- o **Technology** \$25,000 in 2019; and,
- o **Capital Contribution** \$382,000.

The major revenues of the MoD include:

- o **Donations** \$40,000
- o **Consignment Sales** \$36,000
- o **Provincial Subsidies** \$54,000
- o **Municipal Levy** \$949,000

Revenues will largely be tied to the visitor base, and as the leadership team feels confident that the team is doing all they can to provide innovative programming that will entice visitors. The main challenge noted by stakeholders is the isolated location of the MoD. In its current location, the MoD is inaccessible by public transit, requires a purposeful journey to a rural and remote part of the Region, and is seen as “out of the way”. This then creates a challenge as the MoD is unable to effectively attract visitors, regardless of the caliber of programming.

Due to its isolated location, the museum is currently unable to be “ingrained” in the community as it is distanced from it. This results in a museum that is forced to maintain the course as a traditional museum – focused on its collections rather than engaging with its community and driving conversations that are topical and relevant to residents.

As a result, there is a desire to take bold action to address the current subsidy that is provided to the MoD, as well as the ethos of the museum. The goal is to improve access, service delivery, and ultimately improve the value for money applied to the MoD.

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<sup>1</sup> BMA Management Consulting, 2019. “Municipal Study”. Online: url: <https://www.wellington.ca/en/resources/2019-Final-Report-BMA.pdf>

### 7.1.2 Proposed Recommendation

At the core of the recommendation are two key questions, including sub-considerations that will need to be answered:

- o Does Dufferin want to continue with the historical concept of the museum, or does it want to begin to transform into a more modern, contemporary, and community-engaged museum?
  - If the answer is a desire to transform, including driving engagement with the community, then the MoD will likely need a new physical location.
  - If the answer is that the traditional model of a museum is the desired path forward, then the current location is likely sufficient.
- o Does Dufferin have a desire to increase the value for money of the MoD, reducing the subsidy rate per visitor by making the location more accessible to the public?
  - If the answer is a desire to reduce the subsidy rate per visitor, then a more urban location that reduces the physical barrier of distance from population bases may be required.
  - If the answer is that the current subsidy rate per visitor is acceptable – or that some important County goal is served by maintaining the MoD in its current location – then there is likely no need to change the location of the MoD.

To support decision-making for these questions, we have developed three scenarios:

*Table 24: Overview of Museum Location Review Options*

Option	Overview
<b>Continuing at the Current Location</b>	<ul style="list-style-type: none"> <li>• This will mean that historical challenges will remain, and that the expense-revenue gap will likely always remain.</li> <li>• Expenses are unlikely to significantly change, which means that revenue generation would need to be significantly increased through the development of new revenue streams.</li> <li>• To support improved attendance, increased capital expenses will likely be required, such as offering free transportation to and from the Museum, which would increase costs.</li> </ul>
<b>Closing the Current Location and Moving to a more Urban, Central Location</b>	<ul style="list-style-type: none"> <li>• A centralized, more urban location would remove the physical distance challenges associated with the current location.</li> <li>• This opens the possibility shifting the focus of the museum from a collections-driven organization to one that focuses on community programming.</li> <li>• A possible challenge would be accessing enough space that would allow for a static collection, innovative programming, and the ability to house other community functions.</li> </ul>

Option	Overview
<p><b>Hybrid Approach where the Existing Location Remains with a Central Satellite Location</b></p>	<ul style="list-style-type: none"> <li>• The current location would continue to be maintained and would serve as a Tourism asset for the County. This could include:               <ul style="list-style-type: none"> <li>○ Acting as a Tourism Information Centre.</li> <li>○ Supporting reservations and bookings for the physical space, and other Corporation assets.</li> <li>○ Housing the static collection of the Corporation for view as well as safe keeping.</li> </ul> </li> <li>• A more urban location would then be selected that would act as the hub of programming offered by the MoD, this could include:               <ul style="list-style-type: none"> <li>○ School groups;</li> <li>○ Adult learning;</li> <li>○ Continuous education programs;</li> <li>○ Community groups;</li> <li>○ Explorations into local history; or,</li> <li>○ Presentations related to topical conversations or situations the region or society is grappling with at the time.</li> </ul> </li> <li>• This allows for the ability to increase patronage through similar means as discussed in the second option, while maintaining the current collection and location to support those residents who enjoy visiting the local collection.</li> </ul>

Below each potential option will be further described. Included in each option will be a listing of various pros and cons, as well as potential subsidy rates per visitor, based on possible visitor counts.

**Continuing at the Current Location**

- With a municipal levy of approximately \$949,000/year, and an average (pre-COVID) of approximately 15,000 visitors/year, there is a subsidy rate of approximately \$63 per visitor.
- The staffing complement of the Museum is already fairly lean, and as such no significant changes could be made to this expense without significantly impacting the operations of the Museum.
- The only way to make a significant impact on the subsidy rate will then be through drastic revenue increases.
- It is unlikely the MoD will ever operate on a breakeven basis in its current location and would likely maintain a significant subsidy. Potential revenue generation activities to somewhat address the gap could include activities such as:
  - Advertise as a filming location, aligning with broader Media Strategies at the provincial level.

- Monetize innovative programs, such as the Digital Historian program by charging access fees to local school boards.
- Leverage outdoor space for seasonal activities (e.g., cross country skiing), while including items like sculpture gardens, or simple food/drink huts (e.g., hot cocoa) to make it more enticing to visitors.
- Market the space as a COVID-friendly wedding destination.
- Use the full space for single programming (e.g., similar to the Van Gogh exhibit in Toronto), creating an immersive exhibit that allows space for social distancing indoors.
- Selling non-critical assets/pieces that would be of desire to residents.
- Create and monetize online exhibits.

### **Moving to a More Urban Location**

- o A more urban location increases the pool of potential visitors by capitalizing on multiple aspects, including:
  - Less effort required to visit the Museum, primarily due to a lack of required travel time.
  - Can align with other activities such as city/town festivals or activities (e.g., an “Open Door Orangeville” event)
- o To attract more visitors, the MoD could transform from a space primarily used to house collections to a space that fully integrates with its community, driving conversations about and in community, as well as broader, contemporary, and topical conversations.
- o A move to an urban location would create the possibilities of enhanced partnerships with other, similar arts organizations.
- o Programming would need to be kept at a high-level of quality, or similar attendance issues could occur.
- o Finding a space large enough could prove to be a challenge.
- o Moving to an urban site would require the existing space and land to be either sold or maintained in perpetuity.
  - Even if the Corporation makes the decision to sell the existing space/land, the existing space – both the buildings and the land – will need to be maintained.
    - Given the current land profile (uneven terrain that would require significant grading work), as well as a historic church on the property, the sale of the land could prove difficult, as there would be many challenges to develop the land.

### **Hybrid Option: Maintaining the Current Location with an Urban Satellite Location**

- o Similar increases to the visitor base become possible with the addition of a more urban and central satellite location, which would result in the same changes to the subsidy rate per visitor.
- o This model effectively removes the existing barrier of an isolated location, without requiring massive changes to the existing collection.
- o Programming at the satellite location is then free to be more topical and engrained with the community’s needs and other activities.



- Programming could even tailor to various groups, such as adult learners, Boy Scouts/Girl Guides, etc.)
- o The current location would still need to be maintained but could see its purpose transform to one that is more of a service centre, with reduced collection hours.
- o Unless an existing Corporation facility/asset in an urban centre could be used for this purpose, there would be an increase in capital costs due to the maintenance and upkeep of two locations.
  - Dependent on the cost, this may negate potential value for money gains that would be realized through increased patronage.

### 7.1.3 Implementation Considerations

While any of the potential options have pros or cons, as outlined above, there are two major questions that need to be addressed to determine the most appropriate course of action for the Corporation:

- o Does Dufferin want to continue with the historical concept of the museum, or does it want to begin to transform into a more modern, contemporary community museum?
- o Does Dufferin have a desire to increase the value for money of the MoD, reducing the subsidy rate per visitor by making the location more accessible to the public?

The following table provides an overview of the subsidy rate per visitor, assuming the 2019 figure of approximately \$949,000 is maintained:

*Table 25: Subsidy Per Visitor Rate*

Increase in Visitors (by %)	Approximate Number of Visitors	Approximate Subsidy per Visitor Rate
<b>0%</b>	15,000	\$63
<b>25%</b>	18,750	\$51
<b>75%</b>	26,250	\$36
<b>150%</b>	37,500	\$25

When examining potential comparators, the Interim Report noted that the MoD was roughly aligned with other community museums, particularly in regard to expense bases and the major sources of expenses.

Looking at the subsidy per visitor rate for Grey Roots, we can see alignment with the finding in the Current State Challenge section that notes that revenue as a percentage of expenses is generally low. This results in generally high subsidy per visitor rates for most community museums, as evidence below:

- o Grey Roots:
  - Subsidy (2018): \$1,542,702
  - Number of Visitors (2019): 34,328
  - Subsidy Rate per Visitor: \$44.94

Dufferin has a higher subsidy rate per visitor when compared to Grey Roots. A review of the location of the Grey Roots museum notes that the building is located near other tourism sites, including conservation centres and a bed and breakfast. Additionally, this building is located more closely to the community.

#### 7.1.4 Financial Implications

As outlined in the above analysis, the subsidy rate per visitor can be substantially reduced if barriers to entry are reduced for visitors. This is evidenced by Grey Roots, which has a higher subsidy, but a lower subsidy rate per visitor.

If the MoD were to decide to move to Orangeville, it could likely reduce the subsidy rate per visitor figure, however, the bottom-line figure of approximately \$1 million or more in subsidies would likely still be required.

If status quo operations continue, then the overall impacts will be low, as this will be a business as usual situation. The subsidy will remain near its current levels or higher, and the subsidy rate per visitor will not substantially change in a downward direction. Conversely, the choice to change locations, divest in assets or invest in new assets (facilities) will have substantial impacts on the Corporation's overall budget.

While the value for money aspect per visitor could change, the actual dollar value of changes would be at an operational level would depend on location, setup with the community, and build.

As a result of the ongoing COVID-19 pandemic, the Corporation has been tasked with conducting a review of all of its physical infrastructure. A review of the location of the MoD theoretically does align with this activity. As a result, it is estimated that this review could cost approximately \$50,000. The main cost driver for this would include any staff time associated with the review, as well as any external third-party support required (e.g., architecture firms, designers, etc.).

### 7.1.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

*Table 26: Summary of Benefits for Recommendation B8*

Stakeholder	Benefits
<b>Corporation</b>	<ul style="list-style-type: none"> <li>• The Corporation can make an informed decision about the desired future state of the MoD, including:               <ul style="list-style-type: none"> <li>○ Determining if the current subsidy per visitor rate is acceptable or if there is a desire to change and potentially reduce this rate.</li> <li>○ Determining if the existing and traditional model of a community museum is the right path, or if a transformation to a more contemporary, community-driven museum is the desired path forward.</li> </ul> </li> <li>• The opportunity to actively undertake bold, transformative steps to change operations in a manner that will have tangible impacts for residents.</li> </ul>
<b>Users (Residents)</b>	<ul style="list-style-type: none"> <li>• Residents will have greater access to museum services and learn more about their community heritage and history.</li> <li>• Opportunity to increase community programming for residents.               <ul style="list-style-type: none"> <li>○ Strengthen community ties</li> <li>○ Share information and resources</li> <li>○ Increase community development and well-being</li> </ul> </li> </ul>

## 8.0 B6: Engineering

The goal of the Engineering services review was primarily to address capacity constraints across the Engineering team. A supporting activity included reviewing processes to determine if improvement opportunities existed to support capacity changes. To support these goals, future state recommendations focus on **defining core structures and processes between the Engineering team and other departments, allowing for Engineering staff to better plan their capacity**. Furthermore, these recommendations will look to more clearly define the role of the Engineering team in the Corporation, ensuring clear expectations are set between stakeholders.

To achieve this goal, two primary recommendations have been developed:

1. A project prioritization process (and associated outsourcing process/role).
2. Development of key performance indicators/service level agreements, so both internal and external stakeholders understand overall timelines.

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus areas:

- o Resources; and,
- o Processes.

### 8.1 Recommendation B9: Project Prioritization and Outsourcing

**Recommendation:** Use a funnel process in which key aspects of the project are reviewed to determine if Engineering can/should take on the task.

#### 8.1.1 Current State Challenges

Currently, the Engineering team does not have any prioritization processes in place. Rather, the department is given requests – often with short timelines – and requested to support major projects.

The work ethic of the team, along with a desire to support the broader Corporation in addition to their formally defined roles and responsibilities, result in staff taking on projects when there may not be capacity, further stretching the team

### 8.1.2 Proposed Recommendation

To review each potential project and request received, the Engineering team should use a standardized, simple funnel, which will include various key “gates” for further review. The process would include:

1. **Expertise/Skills review: Does the Engineering team have the required skills or expertise to complete the task?**
  - As engineers have very defined skillsets, if the team does not have the requisite skills required in-house, then the team is unable to take on the project, and it must be outsourced.
  - If the team does have the required skills in-house, then it moves on to step two.
2. **Timelines review: What is the project’s timeline?**
  - If the project’s desired/required timelines are either too soon, or over a period when the team is at capacity/over-subscribed, then the project should likely be outsourced.
  - If there is sufficient lead time, and the team can plan ahead, then it moves to step three.
3. **Staff utilization review (over the desired timeframe)**
  - Are there known projects that will put the team at or over capacity during the time period of the project?
  - Is the team in a less busy period, leaving capacity to take on additional work?
4. **Decision point: in-house or outsource?**
  - If the decision suggests outsourcing the project, but there is a strong desire to keep a project in-house, two final questions can be explored:
    - Can timelines be changed to keep it in-house?
    - Can other projects be shifted?

### 8.1.3 Implementation Considerations

To support the success of a project review funnel, the following considerations will need to be addressed:

*Table 27: Implementation Considerations for the Development of a Project Prioritization Process*

Focus Area	Items to Consider
1. <b>Collaborate with Partner Departments</b>	<ul style="list-style-type: none"> <li>• Partner departments who want to work with the Engineering team will need to proactively engage the team, while allowing for sufficient lead time for their review and detailed design work (i.e., development of technical designs, estimating potential costs, etc.). <ul style="list-style-type: none"> <li>○ This means that the Engineering team should be consulted <i>prior</i> to the budgeting cycle process.</li> </ul> </li> </ul>
2. <b>Proactive Review Cycle</b>	<ul style="list-style-type: none"> <li>• Ideally, the Engineering team would have at least three months (one quarter) to review potential projects, prior to the budget cycle.</li> </ul>

Focus Area	Items to Consider
<b>3. Determine Service Model Delivery</b>	<ul style="list-style-type: none"> <li>• Based on the results of the funnel process, a decision will need to be made that determines if a project can and should be handled in-house, or if it should be outsourced.</li> <li>• If a project is decided to be outsourced, two items should be considered and understood:               <ul style="list-style-type: none"> <li>○ The project’s cost will likely be greater than if in-house resources were taking on the work themselves, due to the premium charged by third parties.</li> <li>○ As a result, the Corporation will want to strategically review projects to ensure that those that may have longer timelines, are more complex, or would require greater amounts of person hours to complete can be undertaken by in-house staff, as a cost-containment strategy.</li> <li>○ The appropriate team of external bodies should be assembled so that there is no need to have the Engineering team supporting project delivery (i.e., their involvement is either “0 or 100”).</li> </ul> </li> <li>• This process, ultimately, will ensure that the capacity of the Engineering team is respected, and allow them to focus their full attention and effort on the in-house projects, without a risk of overstretching the team and potentially having some fine details or project finishings missed.</li> </ul>

### 8.1.4 Financial Implications

This recommendation itself is not expected to have major financial impacts to the Corporation, as it only lays out a structured process to review activities. However, it is understood that the resultant actions of the Corporation may drive cost increases or decreases. The following table outlines what may impact costs as it relates to this service:

*Table 28: Potential Cost Increases or Decreases for Recommendation B9*

Cost Increases	Cost Decreases
<ul style="list-style-type: none"> <li>• Outsourcing projects as a result of the prioritization process</li> </ul>	<ul style="list-style-type: none"> <li>• Improved project management due to staff’s capacity to focus effort across fewer, larger projects.</li> </ul>

As the Engineering team is responsible for the oversight and development of over \$10M per year in capital projects, the process outlined above will have significant financial impacts on the Corporation.

### 8.1.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

*Table 29: Summary of Benefits for Recommendation B9*

Stakeholder	Benefits
<b>Corporation</b>	<ul style="list-style-type: none"> <li>• Creating defined processes for partner departments to engage Engineering team staff will ensure that their capacity is respected and allow them to focus on key projects.</li> <li>• Through this process, greater definition of the role of Engineering in the department is possible.</li> </ul>
<b>Users (Staff)</b>	<ul style="list-style-type: none"> <li>• Engineering team capacity will be respected at various key points throughout the year, including budgeting cycles and during peak summer months.</li> <li>• Staff can focus their attention and skillsets on high-priority projects.</li> </ul>

## 8.2 Recommendation B10: Develop KPIs and SLAs

**Recommendation:** Identify specific activities that are core to the Engineering department, develop indicator concepts, develop indicators, targets, and a performance report back process.

### 8.2.1 Current State Challenges

Currently the Engineering team does not have many formal metrics that are in place to demonstrate the various activities the team completes. The only metric that is included in the annual budget package documentation is the number of kilometers paved each year, which is a good transactional figure, but does not provide the full scope Engineering’s activities.

This lack of metrics leads to a challenge for the Engineering team, as they can be challenged to define their role and scope of activities for other departments across the Corporation, as well as for external stakeholders that routinely work with the Corporation.

### 8.2.2 Proposed Recommendation

To address a challenge of no formalized metrics, and a lack of understanding of the Engineering team’s roles, it is suggested that the team create defined metrics and targets that outlines the full scope of responsibilities for the organization.

To develop metrics and indicators, a structured process is suggested, which includes:

*Table 30: Structured Process to Develop Indicators and Performance Targets*

Activity	Step
<b>Identify the specific areas of focus</b>	1. Identify the specific areas of focus, including the key processes/activities that the team feels should have potential indicators developed.
<b>Develop indicator concepts</b>	2. Develop simple concepts, where the specific areas of focus are refined to highlight what parts of activities should be presented to external audiences. 3. Develop the specific indicators, move beyond a concept to develop the specific wording that will be included in a metric moving forward.
<b>Define Targets</b>	4. Define simple targets, outline the performance targets that the team believes are realistic and will not take a lot of effort to develop, while still “stretching” the team to focus on continuous improvement



Activity	Step
Track progress and report back on results	<p>5. Ensure that the good work of the team, and its various activities are communicated to both internal and external stakeholder groups in a clear, straightforward manner</p> <p>a. Note: This aligns with Recommendation B1, where a centralized team can support the development of a clear and professional annual report.</p>

To support the development of new indicators, the following are examples that were identified in other jurisdictions.

- o Number of kilometers paved each year (continue);
- o Developer applications reviewed within [specified time window];
- o Number of potential projects reviewed;
- o Percent of projects fully reviewed in the 3-month prioritization/outsourcing process;
- o Number of in-house projects started/completed each year;
- o Number of projects completed on-time and on-budget each year;
- o Average pavement conditional rating; and,
- o Number of capital assets reviewed and updated annually.

### 8.2.3 Implementation Considerations

To support the Engineering team in developing and implementing performance metrics and targets, the following items should be considered:

*Table 31: Implementation Considerations when Making Performance Indicators/Metrics*

Focus Area	Items to Consider
1. Indicator Selection and Development	<ul style="list-style-type: none"> <li>• Indicators selected should focus on both the core activities that are formally defined for the team, while also providing a snapshot of the other activities the Engineering team completes.</li> <li>• Indicators should be designed to be reasonable stretch targets, with performance targets set based on historical, actual data, or best estimates.</li> <li>• While some targets may initially be lower than others or ideal figures, these indicators can be used to strive for continuous improvement year-over-year with a “progress not perfection” mindset.</li> </ul>

Focus Area	Items to Consider
<b>2. Continuous Reporting</b>	<ul style="list-style-type: none"> <li>• Once indicator concepts, formal indicators, and targets are identified, reporting back on the team’s performance is critical to support a further understanding of what the Engineering team does and its roles in the Corporation.               <ul style="list-style-type: none"> <li>○ This includes explaining why targets were achieved, surpassed, or missed, enhancing transparency and improving role clarity.</li> <li>○ This exercise should be used to help refine and enhance the Engineering team’s description and role, which currently only suggests a focus on maintaining the Corporation’s road and building network.</li> </ul> </li> </ul>
<b>3. Monitor Team Capacity</b>	<ul style="list-style-type: none"> <li>• To successfully develop and implement these KPIs/SLAs, team capacity will need to be protected for a short period of time to allow for these to be formally defined, implemented, and develop proper tracking systems.               <ul style="list-style-type: none"> <li>○ Alternatively, additional support will need to be provided to the team to help lead them through the process, as required.</li> </ul> </li> </ul>

### 8.2.4 Financial Implications

The expected financial impacts of this recommendation are relatively low. Whether completed in-house or outsourced, the development of indicators may cost approximately \$25,000. Beyond the initial planning and indicator development phase, during which staff’s time will be required, there are no major cost drivers expected for this recommendation. Staff will continue to complete their various tasks, however, there will now be greater tracking and awareness of these and their immediacy.

### 8.2.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

*Table 32: Summary of Benefits for Recommendation B10*

Stakeholder	Benefits
<b>Corporation</b>	<ul style="list-style-type: none"> <li>• Both internal and external Corporation stakeholders will have a better understanding of the various activities that the Engineering team regularly undertakes as part of its role.</li> </ul>
<b>Users (Staff)</b>	<ul style="list-style-type: none"> <li>• The Engineering team will have the ability to properly track its various tasks, allowing for continuous improvement activities based on the achievement of performance targets.               <ul style="list-style-type: none"> <li>○ This is will support the team as they take on new activities, by identifying potential ways to handle specific tasks (e.g., administrative activities) differently.</li> </ul> </li> <li>• The Engineering team will be able to better define its role within the Corporation, improving the understanding of others as they work with the team.</li> </ul>

## 9.0 B7: Facilities Management

The goal of the Facilities Management services review was primarily to identify an alternate service delivery model that would enhance service delivery. A supporting activity included identifying opportunities to enhance technology to improve service outcomes and reduce costs. To support these goals, future state recommendations focus on **developing a new service delivery model that supports the transition to a more proactive culture that leads core asset management activities for the Corporation.**

To support Facilities Management moving forward, three primary recommendations have been developed:

1. Development of a new service delivery model.
2. Refining and developing the Asset Management process.
3. Development of key performance indicators/service level agreements.

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus areas:

- o Resources;
- o Processes;
- o Technology; and,
- o Cost.

### 9.1 Recommendation B11: Service Model Development

**Recommendation:** Review the existing scope of services provided, and identify which, if any, could be provided through alternative means, allowing Facilities staff to focus on greater value-add services.

#### 9.1.1 Current State Challenges

The Facilities team is currently split across the Corporation and the Dufferin Oaks. The team has a broad scope of formal and informal responsibilities that requires its staff to have diverse skillsets. In addition to their technical skills, they are often relied upon to inform Community Housing on the wellbeing of residents in the Corporation's Community Housing units.

The full scope of their services, as expressed during the Current State Assessment, includes:

*Table 33: Current List of Facilities Management Service Areas and Responsibilities*

Service Area	Responsibility
<b>Renovations (post move)</b>	<ul style="list-style-type: none"> <li>Responsible for renovations and construction projects, specifically with the goal of bringing the unit to the current standards of the Corporation.</li> </ul>
<b>Janitorial Services</b>	<ul style="list-style-type: none"> <li>Cleaning multiple Corporation buildings</li> <li>Administering third party contracts</li> </ul>
<b>Winter Maintenance</b>	<ul style="list-style-type: none"> <li>Contract administration for ploughing roads</li> <li>Responsible for sidewalk maintenance and de-icing of walkways</li> </ul>
<b>Summer Maintenance</b>	<ul style="list-style-type: none"> <li>Responsible for cutting grass and general lawn upkeep</li> <li>Currently, outsource flower bed set-up (but do maintain these once in place)</li> </ul>
<b>Housing superintendents</b>	<ul style="list-style-type: none"> <li>In-house and contracted staff operate as housing superintendents to ensure facilities are appropriately run to the quality the Corporation would expect</li> </ul>
<b>Building Maintenance</b>	<ul style="list-style-type: none"> <li>Responsible for daily operations including safety, cleaning, HVAC, and grounds maintenance</li> <li>Responsible for preventative maintenance with regards to plumbing and boiler pumps</li> </ul>
<b>In-Suite &amp; Corporation Maintenance</b>	<ul style="list-style-type: none"> <li>Responsible for supporting maintenance activities for residential units (i.e., in-suite maintenance) across all Corporation-owned residential buildings, for a wide variety of issues.               <ul style="list-style-type: none"> <li>There is currently no process used to review if work orders received are appropriate or if these are the responsibilities of tenants, other departments, or facilities related.</li> </ul> </li> <li>Responsible for supporting the maintenance of Corporation-owned facilities. This can include issues with ceilings, lights, security, heating, cooling, etc.</li> </ul>
<b>Resident Monitoring (informal)</b>	<ul style="list-style-type: none"> <li>As the team conducts various repair or maintenance activities, an informal role they have been tasked with is checking on the residents, including identifying any potentially worrisome trends, habits, or living conditions.</li> <li>They then report these findings back to the Community Housing team</li> </ul>

Service Area	Responsibility
<b>Asset Management</b>	<ul style="list-style-type: none"> <li>Development of assessment management inventories and plans</li> </ul>
<b>Security and Monitoring of Select Buildings</b>	<ul style="list-style-type: none"> <li>Responsible for security and monitoring of select building</li> </ul>
<b>Dufferin Oaks Campus reactive and proactive maintenance</b>	<ul style="list-style-type: none"> <li>Dufferin Oaks Campus reactive and proactive maintenance</li> </ul>

As a result of the wide range of services being provided and the mixed model that is employed for a number of services, the team is often reactive in nature. Due to staff dealing with various challenges that arise, there is an inability to be more proactive with the service delivery model. In addition to this, there is a lack of documented, formalized service levels and processes that creates further challenges for the team’s operating structures.

### 9.1.2 Proposed Recommendation

It is recommended that the Facilities team across the Corporation (i.e., jointly between the Corporation and Dufferin Oaks) reviews its various activities and develops a new service delivery model that allows staff to be more proactive in their responsibilities. To support the team in identifying which activities should be considered core to the new service model, a structured look at streamlining service delivery formats, risk mitigation, and supporting capacity planning should be employed.

With this in mind, the following opportunities have been selected to explore alternative service models (i.e., potential outsourcing of tasks).

Table 34: Recommended Future State Facilities Management Outsourced Activities

Service	Current Model	Recommendation	Rationale
<b>Winter Maintenance</b>	<ul style="list-style-type: none"> <li>Currently a hybrid model of in-house and contracted services, however, this is a risk for potential resident/customer complaints and lawsuits.</li> </ul>	<ul style="list-style-type: none"> <li>Outsource all Winter Maintenance activities.</li> </ul>	<ul style="list-style-type: none"> <li>Allows staff to focus on contract administration rather than service delivery.                             <ul style="list-style-type: none"> <li>Note: Clear service levels and standards should be included in all contract documentation.</li> </ul> </li> <li>Should mitigate the Corporation's overall risk from accidents (e.g., potential slips and falls of residents, staff, or visitors), due to an (expected) increase in levels of service, as outlined in contracts with providers.</li> <li>Will reduce administrative burden from staff who need to balance workloads, sick/leave time, and insurance requirements.</li> </ul>
<b>Janitorial Services</b>	<ul style="list-style-type: none"> <li>Currently a hybrid model of in-house and contracted services, depending on the building and depending on the requirements.</li> </ul>	<ul style="list-style-type: none"> <li>Outsource all Janitorial Services activities.</li> </ul>	<ul style="list-style-type: none"> <li>Allows staff to focus on contract administration rather than service delivery.                             <ul style="list-style-type: none"> <li>Note: Clear service levels and standards should be included into all contract documentation.</li> </ul> </li> <li>This service has become even more pressing in the current COVID-19 pandemic, and as such, this would alleviate staff time to focus on other critical services sick/leave time, and insurance requirements.</li> </ul>

Service	Current Model	Recommendation	Rationale
<b>Summer Maintenance</b>	<ul style="list-style-type: none"> <li>Currently a hybrid model of in-house and contracted services, with some challenges related to quality of work.</li> </ul>	<ul style="list-style-type: none"> <li>Outsource all Summer Maintenance activities.</li> </ul>	<ul style="list-style-type: none"> <li>Allows staff to focus on contract administration rather than service delivery.               <ul style="list-style-type: none"> <li>Note: Clear service levels and standards should be included in all contract documentation.</li> </ul> </li> <li>Staff will then be able to focus on other core activities, and with an expected increase in the consistency and delivery of services, reduce potential resident/visitor complaints regarding the quality of service.</li> </ul>
<b>Renovations (post move)</b>	<ul style="list-style-type: none"> <li>Mostly reactive and can result in significant challenges due to a lack of a clear inventory of the conditions of various assets within any individual unit.</li> </ul>	<ul style="list-style-type: none"> <li>Outsource Renovations activities.</li> </ul>	<ul style="list-style-type: none"> <li>Until a more robust asset management process is developed that can allow staff to properly inventory the quality of units annually, providing for realistic workload estimates when a residential unit becomes vacant.</li> <li>Once a robust asset management process is in place, and there is a better understanding of the amount of work required for any given unit, the service can potentially be re-reviewed.</li> <li>Removing this activity from staff at the current point in time will reduce time-sensitive, reactionary activities that are not always able to be planned around for staff capacity.</li> <li>It should be noted that to support the outsourcing of this task, Recommendation B17, focusing on the development of Vendors of Record, could be used to identify potential vendors for the service.</li> </ul>



Service	Current Model	Recommendation	Rationale
<b>Tenant Responsibilities</b>	<ul style="list-style-type: none"> <li>Currently the only clear roles and responsibilities documents are tenant leases, which may not be fully understood by both parties resulting in a high number of work orders.</li> </ul>	<ul style="list-style-type: none"> <li>Develop a gated process for residential work orders, further engaging the Community Housing team.</li> <li>Have the Community Housing team develop clear roles and responsibilities documents to accompany leases for tenants.</li> </ul>	<ul style="list-style-type: none"> <li>Provide a clear outlining of the role that staff from various departments will play in supporting tenants.</li> <li>Ensures strong working relationships between teams across the Corporation.</li> <li>Provides clarity to tenants on what they are responsible for throughout their lease.</li> </ul>

Additionally, when work orders are submitted to the Corporation for maintenance activities, it is recommended that the Community Housing team first review the substance of the work order to determine if the task is one that is appropriate for the Facilities team, the Community Housing team, or the tenant themselves to action. For any potentially outsourced services there will be alignment opportunities between Dufferin Oaks and the Corporation for contracts, vendors, and service providers. Addressing alignment opportunities can potentially help the Corporation to streamline processes, identify cost savings through bulk purchases, and result in a standardized process. Furthermore, this would bring increased alignment and collaboration between the two teams, supporting broader integration and culture refresh activities.

### 9.1.3 Implementation Considerations

To support the Facilities Management team in reviewing and updating the current service model, the following items should be considered:

*Table 35: Implementation Considerations when Developing a New Service Delivery Model*

Focus Area	Items to Consider
<b>1. Outsourced Activities</b>	<ul style="list-style-type: none"> <li>• Outsourcing activities will impact the staffing needs and requirements of the Facilities Team, enabling them to refocus their efforts on other key tasks (e.g., Recommendation B12).               <ul style="list-style-type: none"> <li>○ This will include changes to the equipment required, used, and staff skills. This will likely result in the disposal of assets, in accordance with procurement by-laws or alternate uses.</li> <li>○ Contracts will need to be developed, which will require enhanced contract/vendor administration, including performance metrics.                   <ul style="list-style-type: none"> <li>▪ Note: This will not negatively impact staff workload, as staff have the expertise in-house and are already doing this for select services.</li> </ul> </li> </ul> </li> </ul>
<b>2. Focus on Asset Management</b>	<ul style="list-style-type: none"> <li>• Asset Management is a function that the leadership team agrees requires greater focus moving forward.               <ul style="list-style-type: none"> <li>○ This aligns with Recommendation B12 to develop and refine the asset management process.</li> </ul> </li> </ul>

### 9.1.4 Financial Implications

The primary cost driver of this recommendation would be having an independent third-party review the areas to be outsourced and support the development of a transition plan as the Corporation looks to outsource these activities. While this review has identified a number of potential areas to be outsourced, based primarily on consultations with staff and leadership, it is expected that any future support would conduct a more detailed review prior to developing the transition plans.

Once services are transitioned to an outsourced model, there will be a need for increased staffing to support contract administration. While there is possibly some available capacity within the team now, it is recommended that the inclusion of dedicated contract management staff be considered.

As a result of these consideration, it is expected tha this recommendation will have an approximate cost of \$75,000 - \$100,000.

While tangentially related to the specific activities contemplated in this recommendation, it should be noted that there is the potential for increased costs for the Corporation. When activities are outsourced to external consultants, costs can be higher when compared to having the tasks completed by Corporation staff in-house. While this may have some slightly higher costs, it will

ensure activities are completed within reasonable timelines, while supporting staff’s ability to fully focus and dedicate their capacity to projects.

Lastly, , there are potential cost savings that could be realized through this process, either through the disposal of assets (as appropriate) and risk mitigation protecting the Corporation as a whole.

9.1.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

Table 36: Summary of Benefits for Recommendation B11

Stakeholder	Benefits
<b>Corporation</b>	<ul style="list-style-type: none"> <li>• Alignment between Dufferin Oaks and the Corporation for contracts, vendors, and service providers and thus opportunities for cost saving and process efficiencies.</li> <li>• Developing an updated service model will create an opportunity to prioritize other core activities.</li> </ul>
<b>Users (Staff)</b>	<ul style="list-style-type: none"> <li>• Outsourcing activities will allow the team’s capacity to be respected and allow them to focus on key projects.</li> <li>• Facilities Management team capacity will be respected at various high points throughout the year.</li> </ul>

## 9.2 Recommendation B12: Develop and Refine the Asset Management Process

**Recommendation:** Develop a clear, Corporation-wide Asset Management process that leverages technology and allows for proactive upkeep of assets.

### 9.2.1 Current State Challenges

While there is a desire at multiple levels to improve the Asset Management process and comprehensiveness, there is no clear plan in place that outlines *what* or *how* assets will be tracked and managed. Technology challenges make it difficult for leadership to identify assets that should be proactively replaced to reduce upkeep costs. Current challenges include:

- o No formal definition of what classifies as an “asset”, resulting in no clear standard for what should or should not be included.
- o No clear roles and responsibilities for who should be handling what tasks.
- o Technology in use for the Facilities team does not support a proactive review of the state of assets (Note: the asset management technology being used by this team is different from the broader Public Works team for other assets). The two systems currently in place result in the following key challenges:
  - **Penny** – This software is overly simplistic and does not allow for reporting that would support the identification of trends regarding staff time and maintenance activities
  - **WorxHub** – This software does not allow for detailed asset inventorying and conditions, and furthermore does not provide an accurate overview of the activities that transpire when staff responds to a work order in a residential unit. (i.e., there is an overall, “this work order was completed” but not the full detail of the other follow-on activities that routinely take place.
- o Inventorying and updating is opportunistic if staff see something or have time (e.g., during an annual inspection process).

The current state of Asset Management is opportunistic and reactive. Staff are unable to proactively approach this service due to the ineffective technology solutions listed above, a lack of capacity, and no formally documented processes or procedures. Therefore, a structured program that allows the Corporation to identify where targeted improvements should be made is needed.

## 9.2.2 Proposed Recommendation

To develop a refined Asset Management process that includes identifying the appropriate technology to be used, the assets to be captured, level of information to be captured, roles and responsibilities, and inventory/update processes, the following key decisions are required:

- o **Decide on a Technology Platform:** In-house options include WorxHub and WorkTech. (Note integration capability with broader Corporation systems, as well as other teams/departments (i.e., Corporate Finance) will be important).
  - While the majority uses WorkTech the corporate-wide technology review will play a key consideration moving forward. Key considerations will include time tracking and an asset managing perspective.
- o **Assign Roles and Responsibilities:** The main staff involved in this service include facilities staff (i.e., Facilities Manager, Maintenance Foreman, and Technicians), as well as support from others such as treasury staff.
  - Roles and responsibilities for both main and supporting staff will need to be defined to ensure a streamlined process and reduction in duplicated activities.
- o **Determine a Tiered Approach to Inventorying:** A tiered approach to inventorying assets should be taken whereby larger items (i.e., HVAC, heating systems, pumps, and boilers, etc.) will need to be captured first, as most critical.
  - If the capacity of the team allows smaller items (i.e., cabinets, door, counter tops, etc.) should then be inventoried.
  - Furthermore, it will be critical to capture the “right” level of asset detail in a streamlined manner to ensure this information can be easily implemented into the selected software.
- o **Identify and Capture Data Points:** Identifying the right level of data and having technology support this will be a key consideration
  - Throughout this process consists of data points among staff will be critical to ensuring information is captured in a streamlined approach.
- o **Continuous Updating:** Once initially captured, the currency of the data is critical to success. A policy and standardized process will be critical to ensuring future success.
  - Innovative examples from other municipalities include implementing body cameras to support both inventory and updates. If implemented, policy and privacy considerations will need to be considered.
- o **Policy Development:** Codify all information into a single document that will outline processes, including how this will be properly financed moving forward.

Throughout this step, decisions should be made at the Corporate-wide level to ensure that implementation is realistic and will be supported by all parties involved.

### 9.2.3 Implementation Considerations

To support the Facilities Management team in developing and refining the asset management process, the following items should be considered:

*Table 37: Implementation Considerations when Refining the Asset Management Process*

Focus Area	Items to Consider
<b>1. Develop Future State Process Maps</b>	<p>Future state process maps should identify desired system linkages and where integration opportunities exist.</p> <ul style="list-style-type: none"> <li>This should include defining roles and responsibilities at both the department level and at an individual level, as well as determining assets to be reviewed and the level of data.</li> </ul>
<b>2. Select a Future State Model</b>	<ul style="list-style-type: none"> <li>Once future process maps have been developed, the Corporation will be able to select a future state model, including a technology system that supports the full end-to-end process. <ul style="list-style-type: none"> <li>Selecting a future state model without following this process will result in additional re-work by staff because all key aspects will not have been considered, and staff will not have the proper data to make decisions.</li> </ul> </li> </ul>

The Corporate Finance service (Recommendation B18) includes a detailed technology review and path forward for the Corporation, including outlining a process by which the Corporation can take a coordinated approach to identify solutions. When looking at systems, asset management technologies should be a component of these discussions

*Until recommendations are finalized for the broader Corporation-wide technology review, the Facilities Management team should not move to select a technology solution.*

### 9.2.4 Financial Implications

The process to select a new asset management system will depend on the technology solution being implemented, but it is expected that the costs will fall within the medium-high range.

Costs will be driven by the level of resources needed to implement the recommendation, including staff time and effort required to capture assets, identify data, outline roles and responsibilities, and inventory/update processes. Dependent on the decisions above, this could cost \$50,000 or more in staff effort.

Upfront costs will be high due to the level of effort required by staff. However, if completed appropriately this should result in long-term savings through proactive maintenance and repairs, as well as the ability to identify trends and address solutions.

### 9.2.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

*Table 38: Summary of Benefits for Recommendation B12*

Stakeholder	Benefits
<b>Corporation</b>	<ul style="list-style-type: none"> <li>A documented process that outlines <i>what</i> or <i>how</i> assets are tracked and managed.</li> <li>Alignment with a broader technology portfolio refresh that will support the Corporation’s future state activities broadly.</li> </ul>
<b>Users (Staff)</b>	<ul style="list-style-type: none"> <li>Increased use of technology will reduce manual activities, allowing staff to focus on other activities, which may result in significant value add for the Corporation.</li> <li>A structured process that allows staff to take a proactive approach to identify assets that should be replaced to reduce upkeep costs.</li> </ul>

### 9.3 Recommendation B13: Develop KPIs and SLAs

**Recommendation:** Identify specific activities that are core to the Facilities team, develop indicator concepts, develop indicators, targets, and a performance report-back process.

*This recommendation presents similar challenges to those outlined in B10 (Engineering), and therefore a similar process is suggested. For ease of reference, the recommendation has been included here, with relevant information and examples provided, as appropriate.*

#### 9.3.1 Current State Challenges

Facilities Management does not have a formally defined set of performance indicators, although some information does appear to exist, such as expected turnaround on units after a tenant moves out. The lack of formally defined indicators makes it difficult for stakeholders to appreciate the full scope and quality of work delivered.

#### 9.3.2 Proposed Recommendation

To address the lack of formally defined indicators, it is suggested that the Facilities Management team identify specific activities that are core to the team, and develop indicator concepts, key indicators, targets, and performance report back processes.

To develop metrics and indicators, a structured process is suggested, which includes:

*Table 39: Structured Process to Develop Indicators and Performance Targets*

Activity	Step
<b>Identify the specific areas of focus</b>	1. Identify the specific areas of focus, including the key processes/activities that the team feels should have potential indicators developed.
<b>Develop indicator concepts</b>	2. Develop simple concepts, where the specific areas of focus are refined to highlight what parts of activities should be presented to external audiences. 3. Develop the specific indicators, move beyond a concept to develop the specific wording that will be included in a metric moving forward.
<b>Define Targets</b>	4. Define simple targets, outline the performance targets that the team believes are realistic and will not take a lot of effort to develop, while still “stretching” the team to focus on continuous improvement



Activity	Step
Track progress and report back on results	<p>5. Ensure that the good work of the team, and its various activities are communicated to both internal and external stakeholder groups in a clear, straightforward manner</p> <p>b. Note: This aligns with Recommendation B1, where a centralized team can support the development of a clear and professional annual report.</p>

Below are some examples of *what could be defined* as part of this process:

- o Number of service calls to resident units
- o Number of assets inventoried
- o Number of assets updated
- o Percentage of units turned over within [time period] of tenant leaving
- o Average time spent in tenant units per call
- o Average time taken to process work orders received from other departments
- o Number of contracts successfully administered for third-party services (i.e., no issues related to service).

### 9.3.3 Implementation Considerations

To support the Facilities Management team, develop KPIs and SLAs, the following items should be considered:

*Table 40: Implementation Considerations when Making Performance Indicators/Metrics*

Focus Area	Items to Consider
1. Indicator Selection and Development	<ul style="list-style-type: none"> <li>• Indicators selected should focus on both the core activities that are formally defined for the team, while also providing a snapshot of the other activities the Engineering team completes.</li> <li>• Indicators should be designed to be reasonable stretch targets, with performance targets set based on historical, actual data, or best estimates.</li> <li>• While some targets may initially be lower than others or ideal figures, these indicators can be used to strive for continuous improvement year-over-year with a “progress not perfection” mindset.</li> </ul>

Focus Area	Items to Consider
<p><b>2. Continuous Reporting</b></p>	<ul style="list-style-type: none"> <li>• Once indicator concepts, formal indicators, and targets are identified, reporting back on the team’s performance is critical, ensuring the Corporation understands the refined focus of the Facilities Management team.               <ul style="list-style-type: none"> <li>○ This includes explaining why targets were achieved, surpassed, or missed, enhancing transparency and improving role clarity.</li> <li>○ This exercise should be used to help refine and enhance the Engineering team’s description and role, which currently only suggests a focus on maintaining the Corporation’s road and building network.</li> </ul> </li> </ul>
<p><b>3. Monitor Team Capacity</b></p>	<ul style="list-style-type: none"> <li>• To successfully develop and implement these KPIs/SLAs, team capacity will need to be protected for a short period of time to allow for these to be formally defined, implemented, and develop proper tracking systems.               <ul style="list-style-type: none"> <li>○ Alternatively, additional support will need to be provided to the team to help lead them through the process, as required.</li> </ul> </li> </ul>

### 9.3.4 Financial Implications

Similar to recommendation B10, the potential cost of this recommendation is approximately \$25,000. Beyond the initial planning and indicator development phase, during which staff’s time will be required, there are no major cost drivers expected for this recommendation. Staff will continue to complete their various tasks, however, there will now be greater tracking and awareness of these and their immediacy.

### 9.3.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

*Table 41: Summary of Benefits for Recommendation B13*

Stakeholder	Benefits
<b>Corporation</b>	<ul style="list-style-type: none"> <li>• Both internal and external Corporation stakeholders will have a better understanding of the various activities that the Facilities Management team regularly undertakes as part of its role.</li> </ul>
<b>Users (Staff)</b>	<ul style="list-style-type: none"> <li>• Staff will have the ability to properly track its various tasks, allowing for continuous improvement activities based on the achievement of performance targets.               <ul style="list-style-type: none"> <li>○ This is will support the team as they take on new activities, by identifying potential ways to handle specific tasks (e.g., administrative activities) differently.</li> </ul> </li> <li>• Staff will be able to better define its role within the Corporation, improving the understanding of others as they work with the team.</li> </ul>

## 10.0 B8: Fleet Management

The goal of the Fleet Management services review was to identify opportunities for consolidation of resources and activities to improve service outcomes and reduce capacity constraints. To achieve this goal, an overarching future state recommendation is to **optimize fleet assets at a Corporation-wide level, ensuring critical data can be used to drive decision-making**, supporting broader risk management activities, and supporting higher-order decision-making.

To achieve this goal moving forward, two primary recommendations have been developed:

1. Centralize Fleet Management into a single department housed under Public Works.
2. Consolidate Fleet Management activities into a single, centralized database.

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus areas:

- o Governance (Roles and Responsibilities),
- o Resources;
- o Process; and,
- o Technology.

### 10.1 Cost Recommendation B14: Centralize Fleet Management

**Recommendation:** Centralize Fleet Management into a single team housed under Public Works, supporting the full optimization of fleet assets. This will enable the standardization of processes, including maintenance activities, while still empowering Client Departments to manage their own day-to-day operations.

#### 10.1.1 Current State Challenges

Multiple departments across the Corporation have Fleet Management as a function and responsibility of their staff. These activities are presently not formally documented in any departmental overviews, roles, or responsibilities documents provided. Rather, the various components of Fleet Management are often informally placed onto the managerial staff of departments with vehicles, who are given little training or templates to successfully complete the service.

The table below is based on findings in the Interim Report, and includes the departments, numbers and types of vehicles, and the range of staff involved in Fleet Management activities across the Corporation as of earlier this year:

*Table 42: Current State Departments Involved in Fleet Management Activities*

Department	# of Vehicles	Types of Vehicles	Staff Involved
<b>Corporate Services (&amp; Community Services)</b>	7 Vehicles	<ul style="list-style-type: none"> <li>• 4 building inspection trucks</li> <li>• 1 emergency response trailer</li> <li>• 1 IT van</li> <li>• 1 EarlyON van</li> </ul>	<ul style="list-style-type: none"> <li>• IT Technicians and Analysts</li> <li>• Director of Corporate Services/Clerk</li> </ul>
<b>Dufferin Oaks</b>	8 Vehicles	<ul style="list-style-type: none"> <li>• 6 vans used to transport seniors</li> <li>• 1 bus</li> <li>• 1 pickup truck</li> </ul>	<ul style="list-style-type: none"> <li>• Manager, Community Support Services</li> <li>• Transport drivers</li> <li>• Facilities Maintenance staff</li> </ul>
<b>Public Works</b>	32 Vehicles	<ul style="list-style-type: none"> <li>• 17 pickup trucks</li> <li>• 3 vans</li> <li>• 12 tandem axel combination dump truck/snowplow/sanders</li> <li>• 1 grader</li> <li>• 1 large reverse station tractor</li> <li>• 1 backhoe</li> <li>• 1 excavator</li> <li>• 2-wheel loaders</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Public Works</li> <li>• Manager of Facilities Management</li> <li>• Manager of Operations</li> <li>• Facilities Maintenance staff</li> <li>• Full-Time Mechanic staff member</li> <li>• Other associated Operations staff</li> </ul>
<b>Planning, Economic Development, &amp; Culture</b>	2 Vehicles:	<ul style="list-style-type: none"> <li>• 1 truck</li> <li>• 1 van</li> </ul>	<ul style="list-style-type: none"> <li>• Assorted Staff</li> </ul>
<b>Treasury Department</b>	While the Treasury Department does not maintain any fleet as part of its portfolio, the department is responsible for administrative support.		
<b>Human Resources</b>	While Human Resources does not maintain any fleet as part of its portfolio, the department is responsible for maintaining access to the Ministry's database to support CVOR activities		

The present decentralized nature of Fleet Management illustrated above, results in inconsistencies for processes, tools, and preventative maintenance activities. This negatively impacts possible cost savings through economies of scale, as well as staff capacity as individuals with no formal training/knowledge undertake activities in a siloed approach.

### 10.1.2 Proposed Recommendation

Centralizing the Fleet Management function into a single team housed under Public Works will support the full optimization of fleet assets across the Corporation, as it will enable the standardization of processes, including maintenance activities, while still empowering Client Departments to manage their own day-to-day operations.

#### Staff Roles and Responsibilities:

Effective operations will require a clear understanding of roles and responsibilities for the Public Works team vs. Departments involved in Fleet Management. The table below identifies suggested roles and responsibilities:

*Table 43: Future State Fleet Management Roles and Responsibilities*

Departments	Suggested Roles and Responsibilities
<b>Public Works</b>  (Fleet Management)	<ul style="list-style-type: none"> <li>• Develop and maintain database for all vehicles</li> <li>• Oversee administrative processes (coordinate with Treasury and HR as required)</li> <li>• Schedule and manage maintenance and repairs (both preventative and emergency)</li> <li>• Collect fleet-related data and track KPIs for continuous improvement</li> <li>• Develop Corporation-wide safety and training.</li> <li>• Support Asset Management component</li> <li>• Coordinate and lead majority of CVOR Abstract processes</li> <li>• Develop, communicate, and enforce fleet policies and procedures</li> </ul>
<b>Client Departments</b>  (With Vehicles)	<ul style="list-style-type: none"> <li>• Manage day-to-day use of vehicles</li> <li>• Identify and communicate any pertinent updates or changes to fleet assets (i.e., required repairs, changes in condition of vehicles, etc.)</li> <li>• Adhere to fleet policies and procedures (e.g., conduct circle checks)</li> <li>• Manage staff to ensure safe and responsible use of fleet assets</li> <li>• Coordinate with Public Works to ensure vehicles receive maintenance as required</li> </ul>

Departments	Suggested Roles and Responsibilities
<b>Treasury</b>	<ul style="list-style-type: none"> <li>• Managing licenses &amp; insurance</li> <li>• Coordinate capital budget with departments to support a Corporation-wide view of fleet assets</li> <li>• Support procurement coordination for maintenance</li> </ul>
<b>Human Resources</b>	<ul style="list-style-type: none"> <li>• Maintain access to Ministry database to support CVOR activities</li> </ul>

### 10.1.3 Implementation Considerations

Moving to a centralized fleet management system will align with leading practices, as evidenced in nearby municipalities such as the City of Vaughan, City of Brampton, and the City of Hamilton. All of these groups have departments under Public Works focused on fleet management activities.

To support the success of a centralizing fleet management, the following considerations will need to be addressed:

*Table 44: Implementation Considerations for Centralizing Fleet Management Activities*

Focus Area	Items to Consider
<b>1. Change Management Planning</b>	<ul style="list-style-type: none"> <li>• A clear change management plan, including communicating key changes to both staff and external stakeholders (e.g., dealerships or other body shops that currently have agreements with departments) will be required. This will enable staff in Client Departments to begin offloading broader responsibilities.               <ul style="list-style-type: none"> <li>○ Build on the foundational work done to date for departments that will be transitioned to the new model. This supports ease of implementation as Public Works has the appropriate amount of time to conduct reviews of vehicles and create plans as appropriate, resulting in a quick win.</li> <li>○ Have clear messaging that will explain key changes, and how these will impact staff’s responsibilities will ensure all County staff have a common understanding of the transition.</li> <li>○ Later phases of this transition should look to inventory other assets, such as trailers or 4x4 all-terrain vehicles</li> </ul> </li> </ul>
<b>2. Booking Software</b>	<ul style="list-style-type: none"> <li>• Recommended activities will likely need some form of booking software, and will require procedures to be developed, such as:               <ul style="list-style-type: none"> <li>○ Where keys are kept;</li> <li>○ How they are accessed; and,</li> <li>○ When and how they can be booked.</li> </ul> </li> </ul>

### 10.1.4 Financial Implications

There are minimal financial impacts that are expected as a result of this recommendation. While this recommendation suggests centralizing the service under Public Works, this service is already part of the broader Corporation’s activities, just in a decentralized manner.

Conversations with staff noted that a number of key transition activities have likely already been at least partially addressed, during the GPS Locator installation process. However, it is expected that further transitional costs of approximately \$25,000, mainly driven by staff time and effort. The effort will be focused on the development of any policies/procedures required to efficiently run this service.

Centralizing Fleet Management into a single department allows for increased efficiencies of scale through opportunities to bundle maintenance services and replacement parts for cost-efficient solutions. It will also ensure staff are using the appropriate vehicle for the appropriate task, and therefore reducing mileage and maintenance costs.

### 10.1.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

*Table 45: Summary of Benefits for Recommendation B14*

Stakeholder	Benefits
<p><b>Corporation</b></p>	<ul style="list-style-type: none"> <li>• Implements similar leading governance practices of surrounding municipalities. Specifically, the City of Vaughan, City of Brampton, and City of Hamilton all structure Fleet Management as a single department under Public Works.</li> <li>• A dedicated team of Fleet Management staff will reduce pressures on other department individuals who are stretched thin, allowing them to focus on the core aspects of their roles and therefore increasing capacity in other departments.</li> <li>• Allows for increased efficiencies of scale and ensures operations are being overseen by individuals with proper skillsets and expertise.</li> <li>• Leading Corporation-wide fleet management activities will support broader goals, such as:               <ul style="list-style-type: none"> <li>○ Green energy initiatives like charging stations</li> <li>○ Optimizing assets, using data to determine which departments need dedicated vehicles, and which can most likely be supported through a pool of shared vehicles.</li> </ul> </li> </ul>



Stakeholder	Benefits
<b>Users (Staff)</b>	<ul style="list-style-type: none"><li>• Staff will have the opportunity to focus and specialize in their core roles and expertise, which will enhance staff morale and culture, as well as drive professional growth.<ul style="list-style-type: none"><li>○ This can include opportunities to enhance training, certification, safety, and compliance.</li></ul></li><li>• Staff will know that they will have access to vehicles that are being proactively maintained, ensuring their safety and quality for staff.</li></ul>

## 10.2 Recommendation B15: Use a Centralized Asset Database

**Recommendation:** Select a single database (and supporting software platforms) that will house all the Corporation’s fleet information. This database should ensure standardized and consistent data is kept for each vehicle, and supports Corporate decision-making.

### 10.2.1 Current State Challenges

There are no consistent tools, processes, or activities for those departments that maintain a fleet. As a result, staff tend to select those tools and processes that work best for them, without standard information being kept. The various “databases” include:

1. Manual processes that are kept offline and as such, cannot be reviewed or supported remotely by staff (i.e., paper-based forms or lists).
  - These paper-based lists are often kept separate from other bodies in the Corporation, reducing broader asset management activities.
2. Excel sheets with varying levels of information are kept either on company portals (e.g., SharePoint), or kept on individual desktops.
3. The WorkTech software’s asset management module.

As illustrated above, processes include a mixture of technology databases and paper-based records, negatively impacting the Corporation’s ability to review all vehicles, monitor their condition, and identify if/when maintenance or retirement is required. The current decentralized nature of fleet vehicle information does not allow a single, Corporation-wide view into the status of the fleet and does not support evidence-based decision-making.

### 10.2.2 Proposed Recommendation

Selecting the right software for this task will be critical to ensure that proper reporting is possible and can be leveraged to support decision-making moving forward. While there are multiple systems currently in place, there is a broader recommendation (B19) that discusses the overarching technology and software in place for the Corporation. We are suggesting that this be included in that review. However, in the interim, the following are aspects that should be considered for technology selection.

The Corporation currently has multiple asset management solutions in place (e.g., WorkTech/Pearl), and should identify criteria to help determine the “right” solution.

Possible criteria for consideration may include, but not be limited to:

Table 46: Factors to Consider when Selecting a Centralized Fleet Database

Criteria	Key Consideration
<b>Ease of Use</b>	<ul style="list-style-type: none"> <li>Can staff members use the software with minimal training, or is it a system that is highly technical and challenging?</li> </ul>
<b>Licensing Cost and Accessibility</b>	<ul style="list-style-type: none"> <li>As staff from multiple departments will need access to this information, is it cost-prohibitive to have multiple licenses? Are there lockouts if more than one individual tries to use it at any given time?</li> </ul>
<b>Current Data Storage</b>	<ul style="list-style-type: none"> <li>Where is the bulk of data currently housed?                             <ul style="list-style-type: none"> <li>Note: this will support the fast implementation of this service, if the existing body is selected as the system moving forward.</li> </ul> </li> </ul>
<b>Reporting Capabilities</b>	<ul style="list-style-type: none"> <li>Do some options allow for greater data capture? What kinds of reports can be developed, and how accessible are these to non-technical staff?</li> </ul>
<b>Storage Capacity</b>	<ul style="list-style-type: none"> <li>Are there any limits on the number of assets that can be captured in any one system? Does the number of assets impact pricing?</li> </ul>

It should be noted that a broader technology strategy and review is being suggested as part of the Corporate Finance Service. If implemented, this may impact this recommendation.

### 10.2.3 Implementation Considerations

To support the success of selecting a centralized asset database, the following considerations will need to be addressed:

Table 47: Implementation Considerations for a Centralized Database

Focus Area	Items to Consider
<b>1. Update Key Information and Standardize Processes</b>	<ul style="list-style-type: none"> <li>As a single database is selected, the Corporation will want to ensure that all vehicles are reviewed and have a standard level of up to date information captured.</li> <li>Once formalized, the Public Works team will require additional invoice sign-off processes, which will be coordinated with Treasury.</li> </ul>
<b>2. Change Management Planning</b>	<ul style="list-style-type: none"> <li>Have a clear communication and change management plan so that staff understands the change being made, why, and how it may impact their roles.</li> </ul>

Focus Area	Items to Consider
<b>3. Train Staff</b>	<ul style="list-style-type: none"><li>• Train staff on the selected database, including on topics such as:<ul style="list-style-type: none"><li>○ Creating new entries;</li><li>○ Updating information;</li><li>○ Pulling reports; and,</li><li>○ How to delete/remove assets (once sold, retired, or otherwise decommissioned).</li></ul></li></ul>

10.2.4 Financial Implications

The cost of selecting a centralized asset database will depend largely on the database being selected.

- Should the corporation decide to select a database that it already has a license for, this will be a relatively low cost.
- If the Corporation decides to select and implement a new technology solution/database, this will be a much higher cost.

Additional cost drivers will include staff time and effort required to transition to a single database, train staff, and develop a communications plan.

### 10.2.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

Table 48: Summary of Benefits for Recommendation B15

Stakeholder	Benefits
<p><b>Corporation</b></p>	<ul style="list-style-type: none"> <li>• Having one centralized database to store all fleet-related data will ensure standardization of information, preventative maintenance, and streamline scheduling. A central database can be leveraged to track KPIs for continuous fleet management improvement.               <ul style="list-style-type: none"> <li>○ Opportunities to move away from paper-based tracking and therefore increase associated levels of detail in the documentation and remove human-error.</li> </ul> </li> <li>• Using an IT solution to effectively monitor and identify maintenance will increase the safety of vehicles resulting in increased driver/staff safety.               <ul style="list-style-type: none"> <li>○ <i>Note: This links to recommendations B12 and B19.</i></li> </ul> </li> </ul>
<p><b>Users (Staff)</b></p>	<ul style="list-style-type: none"> <li>• Allows staff to streamline and automate compliance-related activities and requests, including insurance certificates and clearances. This will enable staff to focus on the technical aspects of their day-to-day work by reducing administrative burden.</li> </ul>

## 11.0 B9: Procurement

The goal of the Procurement service was to identify opportunities that can streamline and consolidated processes/tasks. Furthermore, the goal was to define the roles and responsibilities of key stakeholders and identify required resources (including where technology can support the team). To achieve this goal, future state recommendations focus on supporting the development of a **Procurement function that has the capacity, tools, and capabilities to support all the Corporation's procurement needs.**

To achieve this goal moving forward, two primary recommendations have been developed:

1. Develop an updated team structure to support the broader organization.
2. Development of an updated Procurement By-Law, and associated procedures.
3. Training for the broader organization on the updated Structure, Policy, and Procedures.

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus areas:

- o Governance (Roles, Responsibilities, and Accountability);
- o Process; and,
- o Cost.

### 11.1 Recommendation B16: Update Team Structure

**Recommendation:** Enhance the procurement team's structure and staffing complement (i.e., from one to three FTE) to allow for defined portfolios to ensure client departments are sufficiently supported.

#### 11.1.1 Current State Challenges

Historically, Procurement at the Corporation has been a single dedicated FTE. This position was vacant during our current state assessment, however, the Corporation has since hired a Senior Procurement Specialist. This role was described to our team to be focused on supporting departments in conducting their procurements, while having enough experience to support broader procurement strategies, as time permits.

Recently, the Corporation also hired a Junior Buyer position, whose role is to focus on supporting annual procurements. Lastly, the role of the Finance Clerk was designed to support the Procurement function by maintaining the contracts database, including WSIB certification, however, it has since been found that a different skill set is required to perform these duties. As such, this role is no longer going to be continued.

At the outset of the engagement, stakeholders noted that the Procurement function had previously been a hurdle for the Corporation, as departments felt that they were not receiving the support necessary to undertake and complete their procurements. It was stated that projects had been delayed due to challenges with getting procurements out in time to support the work that was required.

Other challenges that are associated with a single FTE Procurement department could potentially and/or has previously included:

- o Certain departments who have higher volumes of procurements (e.g., Public Works) may feel they are inadequately supported and/or, have the possibility to dominate procurement staff time at the cost of other departments.
- o If staff are focused on the day-to-day procurement activities, they are unable to support the development of broader procurement strategies.
- o Client department staff may not always meet required lead times, which can put additional pressure on Procurement staff, or possibly result in missed timelines and procurements not going out.

### 11.1.2 Proposed Recommendation

Create a new team structure of at least three FTE for the Procurement function. This group should become its own team under Corporate Services, moving outside of the Treasury team's direct oversight.

#### **Team Structure, Roles, and Responsibilities**

Each team member should be assigned a unique portfolio with specific stakeholder groups, allowing them to build relationships with stakeholders (both internal and external), and allowing them to determine the most effective procurement methods for the regular procurement activities, as well as the group's stakeholders, both internal and external.

The following table outlines what the Procurement team will be responsible for, and the main responsibilities of the Client Departments throughout the procurement process.

*Table 49: Roles and Responsibilities of an Enhanced Procurement Team*

Stakeholder Group	Roles and Responsibilities
<b>Procurement Team</b>	<ul style="list-style-type: none"> <li>• Work with their Client Departments to proactively plan for all expected procurements for the upcoming fiscal year.</li> <li>• Work with Client Department staff to determine the most appropriate procurement method for each specific need.</li> <li>• Provide process structure through the provision of advice, templates, and supports as necessary to the Client Department.</li> <li>• Post procurement documents on external sites/various advertising means as appropriate.</li> <li>• Act as the medium between vendors and the Corporation.</li> <li>• Support the Client Department in conducting fair and even evaluations of proponents.</li> <li>• Support the award process and contract development.</li> <li>• Support vendor performance monitoring as required.</li> </ul>
<b>Client Department</b>	<ul style="list-style-type: none"> <li>• Work with their Procurement Team staff member to identify the procurements they know will need to be conducted throughout the year, including the time of year when work will need to be conducted.</li> <li>• Lead the development of the specifications of the procurement in question (i.e., the requirements asked for, evaluation criteria, and other background/contextual information as required).</li> <li>• Review documents for accuracy prior to their being publicly posted.</li> <li>• Support the development of any answers from the vendor community.</li> <li>• Work with the Procurement staff member to evaluate proponent responses based on the criteria developed in earlier phases, including selecting the preferred proponent.</li> <li>• Support the contract development process as required.</li> <li>• <b>Lead the contract administration and vendor performance monitoring activities.</b></li> </ul>

When examining the overarching team structure of the new Procurement team, the following structure is suggested:

**Leadership and Team Portfolios**

- o At least one staff member (ideally senior) should act as a Team Lead/Manager position and be responsible for supporting team workload balancing, the development of an overarching procurement strategy, reviewing the processes used, identifying cost-saving opportunities across departments, and other Corporation-wide opportunities.



- As the team structure of 3 FTE is relatively lean, this role can and likely should support procurements with at least a small portfolio, as necessary.
- o Various staffing models/titles can be in place, however, having staff who are focused on portfolios is critical to ensure all stakeholder groups are effectively serviced.

**Organizational Structure**

- o This team should be its own unique department, under the Corporate Services team, with its own leadership structure as outlined above.
- o The team will be required to have strong ties to the Treasury function but should be free to make decisions that it feels are best for the Corporation, with the oversight of SMT as appropriate.

**11.1.3 Implementation Considerations**

To support the success of an updated team structure that better supports the Corporation the following considerations will need to be addressed:

*Table 50: Implementation Considerations for Creating an Updated Procurement Team Structure*

Consideration	Detailed Information
<b>Historical Procurement Activities</b>	<ul style="list-style-type: none"> <li>• Public Works will be the largest client of the Procurement team.</li> <li>• A historical value of up to \$25 - \$30M/year in goods/services procured.</li> <li>• Historical averages include over 200 procurements per year.</li> <li>• The average procurement is approximately \$82,000.                             <ul style="list-style-type: none"> <li>o There is a high likelihood that a small number of procurements skew the average value to higher levels.</li> </ul> </li> <li>• Staff often will use Low-Dollar Value Procurements, which is seen as an effective method to meet a large portion of their needs.</li> </ul>
<b>Leading Practices</b>	<ul style="list-style-type: none"> <li>• Having dedicated procurement teams aligns with leading practices in the municipal space.</li> <li>• Comparator organizations that handle similar procurement volumes/have similar population bases often have a larger staff complement to support the organization.</li> <li>• Staff who support specific departments should work with them to develop annual procurement plans, identifying by the end of the previous calendar/fiscal year the various procurements that will be required to take place throughout the year, and ensuring appropriate lead time is included.                             <ul style="list-style-type: none"> <li>o The procurement calendar will allow both the Procurement team and the Client Department to better manage their time throughout the year, ensuring that staff will have the required capacity for various activities, while allowing for other broader planning efforts, as necessary.</li> </ul> </li> </ul>

Consideration	Detailed Information
	<ul style="list-style-type: none"> <li>○ The procurement calendar should be initially developed prior to the start of the new year, however, will need to be considered a “live” document that will continue to evolve throughout the year as additional procurements become required.</li> <li>○ <i>Note: This links to Recommendation B17 &amp; 18.</i></li> </ul>

#### 11.1.4 Financial Implications

This recommendation will have a moderate financial impact, due to an increase in staffing costs for the department, specifically hiring a new senior-level resource to act as a team lead. Salary and benefits for a position such as this could range from \$125,000-\$150,000.

This will benefit the Corporation, however, as there will be improved service levels, quality of procurement activities, and the ability of a senior team member to focus on broader procurement strategy will support long-term cost savings.

#### 11.1.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

*Table 51: Summary of Benefits for Recommendation B16*

Stakeholder	Benefits
<b>Corporation</b>	<ul style="list-style-type: none"> <li>• The Corporation will have the necessary capacity and skills required to ensure that procurement does not act as a roadblock when undertaking projects.</li> <li>• This structure will ensure that Client Departments have the required resources so that their procurement needs are met in the most efficient, effective manner.</li> <li>• Higher-level procurement activities, including setting broader strategies and identifying Corporation-wide cost savings opportunities, is more possible through this updated model.</li> </ul>
<b>Users (Staff)</b>	<ul style="list-style-type: none"> <li>• The ability of the staff to proactively plan their capacity to ensure that all key procurements are put out and completed by the required dates of Client Departments will ensure that broader operations are respected.</li> </ul>

## 11.2 Recommendation B17: Update Procurement By-Law and Procedures

**Recommendation:** Update the Procurement By-Law to clarify language and include new methods. Develop Procedures to ensure a standard application of the Policy.

### 11.2.1 Current State Challenges

The Procurement By-Law, while mostly strong and aligned with leading practices, does have some key areas that can be improved to make it clearer, and potentially increase staff's understanding. A challenge frequently noted by staff was that the processes to move a procurement forward were unclear, rigid, and did not work well with their needs as a Client Department. This sentiment was echoed about the various templates that were in place.

Other staff noted that a potential reason for processes seeming rigid was likely due to a combination of Client Departments not having used this process before, as well as potential challenges working with previous Procurement staff.

In either case, a lack of clear procedure documents that outline the specific steps, roles, and responsibilities of staff contributes to challenges in interpreting and applying the Procurement By-Law.

### 11.2.2 Proposed Recommendation

Prior to developing Procedures, the Corporation should first review and update the Procurement By-Law to ensure it is as clear and straightforward as it should be, looking to refine or include sections such as:

Table 52: Proposed Updates to the Procurement By-Law

Area to Add or Refine	Description	Rationale
<p><b>Group Procurement Organizations</b></p>	<ul style="list-style-type: none"> <li>• The current By-Law outlines Cooperative Procurements, these apply only to procurements where multiple bodies come together (e.g., under a buying group to ensure standardized items such as traffic lights for a broader region).               <ul style="list-style-type: none"> <li>○ Some Policies and By-Laws will often group a Cooperative Procurement and Group Purchasing Organization into the same item, as these terms can be mistakenly used interchangeably, but do refer to different activities.</li> </ul> </li> <li>• Group Procurement Organizations are bodies that will have contracts with various vendors with the goal of reducing costs for clients through guaranteed volumes of sales.               <ul style="list-style-type: none"> <li>○ These bodies often negotiate deals with vendors under the assumption that working together will provide greater exposure for the vendor, and likely result in increased sales. As a result, the vendor will provide a lower price for those organizations that sign-on through the Group Procurement Organization. This is due to the assumption that there will be increased sales and bulk purchases.</li> <li>○ Clients of these bodies often sign on to a minimum volume or spend with the organization, which supports the vendor agreement.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Making it clear that the use of these organizations is approved and that they can actually support cost-containment efforts will support its uptake, while potentially reducing costs and timelines for frequent purchases.               <ul style="list-style-type: none"> <li>○ It should be noted some stakeholders made a note of OECM as a body they use already during current state engagement activities.</li> </ul> </li> <li>• Where possible, these should be leveraged for all teams across the Corporation (e.g., cleaning supplies, legal services, electrical or plumbing services, etc.).</li> </ul>

Area to Add or Refine	Description	Rationale
<p><b>Fairness Monitors</b></p>	<ul style="list-style-type: none"> <li>A Fairness Monitor is an independent third party who would work with the Corporation to ensure that a specific procurement is completed in a manner that is fair and transparent, without showing bias towards any one proponent.</li> <li>These individuals will work with the Corporation’s project team to ensure that the RFP/T, questions and answers, and vendor presentations are clear and provide the same information/level of information for all proponents. Monitors will sit in on consensus meetings and work with the team to certify that these are completed in a manner that considers the bids in front of them and enables each candidate to be scored based on their own merits in a consistent manner (and not in direct comparison to others).</li> </ul>	<ul style="list-style-type: none"> <li>While not for use in every procurement, having the option to bring in an external body to help increase the confidence of potential vendors, while limiting the risk of the Corporation for large or highly political procurements is a beneficial tool.</li> <li>For those projects that are seen as highly competitive, political, complex, or are worth a large dollar figure, Fairness Monitors can inspire confidence from bidders that they are getting a fair review, potentially increasing the number of bids received.</li> </ul>
<p><b>Vendors of Record</b></p>	<ul style="list-style-type: none"> <li>A prequalified list of vendors who can be called upon to provide goods or services through a variety of administrative methods.</li> </ul>	<ul style="list-style-type: none"> <li>The current provision of only \$10,000 being an allowable Vendor of Record limit can be restrictive, as it constricts the number of procurements that can be used for this type of a procurement method. <ul style="list-style-type: none"> <li>These systems can be very efficient if administered properly, as it reduces upfront timelines for the teams.</li> </ul> </li> </ul>
<p><b>Delegations of Authority</b></p>	<ul style="list-style-type: none"> <li>Outlining the permissions of various authority levels within the organization.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that the language used in this section is clear so that staff understand their limits and the requirements for when Council must be engaged.</li> </ul>

Once the By-Law has been updated, Procedures should be designed to clearly explain how to apply the Policy. For any and all Procedures developed the Corporation should ensure the following items are clearly outlined:

- o The major process steps that are expected.
- o Roles and responsibilities of all parties that are involved.
- o Timelines, as applicable.
- o Potential contingencies or other clarifying information, if applicable.

These should be developed in conjunction with at least one Client Department representative, to ensure that the activities expected of either group are both understood, clearly presented, and realistic.

- o Using a Working Committee approach will ensure that potential nuances or variations in process steps can be proactively identified and can support buy-in by staff.

Specific Procedures to be developed should include:

- o Those related to the various procurement methods, including:
  - Tier 1:
    - o The Request for Tender/Proposal processes;
  - Tier 2:
    - o Request for Quotes and Vendors of Record processes
- o Vendor Evaluation processes; and,
- o Free Trade Agreements, and how they apply to various procurements.

### 11.2.3 Implementation Considerations

The various components of the existing Procurement By-Law can be enhanced, as noted in the section above. This section will provide some insights into these to help the Corporation's team as they look to update the document.

#### **Group Procurement Organizations**

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

### Fairness Monitors

- o 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 Corporation beginning at the RFX development stage to ensure that there are no unintended or intended biases towards any group of or individual proponents.
- o While not used on each engagement, they provide an additional level of security for the Corporation when they are used, and furthermore, can provide additional confidences to potential proponents during the process.

### Vendors of Record

- o Vendor of Record agreements will enable the Corporation to have a faster, easier procurement process for those items that are frequently purchased.
- o Vendors of Record effectively create prequalified lists of suppliers who can support the Corporation 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.
- o The administration of the Vendor of Record can take shape in three different ways, depending on what the Corporation 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 Corporation 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 Corporation 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 Corporation 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, renovations post move, 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 Corporation's needs, and what it believes to be most beneficial for its purposes.
- Regardless of the model selected, the Corporation will need to be clear with potential proponents at the outset of the pre-qualifying stage how future work will be distributed.
- o These applications can be used for almost all dollar values, and often are used by the province for large procurements (i.e., over \$100,000).

#### **Vendor Evaluation Processes – Procedure Development**

- o These are crucial activities for municipalities to have but must be done properly for them to be effective and not open the Corporation up to potential legal challenges from disgruntled vendors.
- o In the Procurement By-Law, Section 8 discusses Vendor Performance Evaluations, and it includes some good foundational pieces.
- o In the supporting Procedure documents, it should be made clear that for all procurement documents there should be a reference to Vendor Performance Evaluations, so that it is known to the vendor community at the outset that there are standards by which the vendor will be evaluated against.
  - Note: the Corporation has currently brought references of Vendor Performance to RFPs, RFQs, and general evaluation/scoring processes.
- o Once an agreement has been signed, it is the responsibility of the Client Department to do some form of regular review and evaluation of the vendor. This should note if there are any challenges or issues in the contract fulfilment. Vendors should be made aware through an escalating process (e.g., first a verbal note, then documented via emails, then formal notification that they are receiving negative evaluations, etc.).
- o Using a structured process ensures that, in the event the Corporation wishes to either cancel a contract or prevent a vendor from applying for future projects (for a period of time), that there have been clear and overt attempts to make the vendor aware of challenges and unhappiness, to address and rectify the issues, and that they will have action taken against them.
- o Without following a structured process, the Corporation could be challenged in court over potential reprisals of vendors.



### Free Trade Agreements – Procedure Development

- o The Corporation currently references all applicable Free Trade Agreements using a single blanket statement in the By-Law.
- o Updating the By-Law (or, more specifically a supporting Procedure Document) 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.
    - **United States, Mexico, Canada Free Trade Agreement (USMCA, formerly NAFTA)**
    - **Canada-United Kingdom Trade Continuity Agreement**
  - Note: the application of these Free Trade Agreements applies differently to construction and services (e.g., consultancies).
- o 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 Corporation stays compliant and procures all items in the appropriate manner.

Additional considerations include:

- o As noted in Recommendation B16, the development of a procurement calendar will be critical to supporting Client Departments and planning for Procurement staff utilization.
  - The development of this calendar should be included as a procedure of working with the Procurement team. It will allow for a clear understanding of when RFX development activities should begin to meet target start dates.
  - The procurement calendar, while initially created prior to the start of the new year (calendar or fiscal), should be considered a “living document” that will be reviewed, updated, and refreshed on a frequent basis as required. This will ensure that if emergencies arise, needs change, or procurements are added or deferred, that this is properly recorded and tracked.

### 11.2.4 Financial Implications

Development of an updated Procurement By-Law and supporting Procedures will have a potential cost range of up to approximately \$30,000 - \$75,000 for the Corporation, dependent on the extent

of updates and the detail of Procedures developed, and whether they are updated in-house or externally resourced.

These are activities that should happen with a regular cadence and should not be seen as “outside” the scope of business responsibilities. However, the refinement and development of these documents will take staff time and effort, which is the main cost driver for this recommendation. Alternatively, this can be outsourced to external consultants, which is also considered in the range provided above.

11.2.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

Table 53: Summary of Benefits for Recommendation B17

Stakeholder	Benefits
Corporation	<ul style="list-style-type: none"> <li>Developing clear Procedure documents is generally seen as a good return on investment, as it reduces learning curves for staff, standardizes activities, and reduces errors/variations that can result in increased timelines and costs.</li> </ul>
Users (Staff)	<ul style="list-style-type: none"> <li>An updated By-Law will ensure staff has the full scope of modern procurement methods available to them, allowing them to reduce time spent and increase the likelihood of selecting the right vendors.</li> </ul>

## 11.3 Recommendation B18: Training for the Broader Organization on Updated Structure, Policy, and Procedures

**Recommendation:** Once an updated Procurement By-Law has been updated and supporting Procedures have been developed, ensure a thorough training and rollout process is developed to support Client Department staff. This process should also consider how new staff will be trained on the Procurement By-Law and procedures, as appropriate.

### 11.3.1 Current State Challenges

Training for the current Procurement By-Law was provided to those staff who were handling procurement activities when it was first developed in 2017. Since this time, there has been minimal formal training provided to staff, and training as instead focused on ad hoc supports offered to select staff, as necessary.

### 11.3.2 Proposed Recommendation

The Procurement Team should work with the Corporation's Learning and Organizational Development Coordinator to put together a structured training program for all staff who will be engaged in procurement activities. The training program should include a review of the updated By-Law and newly developed Procedures (developed in Recommendation B17), provide tangible examples, and should allow for a questions and answers period. Furthermore, when providing training to staff, the team should segment audiences so that the content and examples provided are tailored to be meaningful to the group under consideration.

Procurement training should be a part of the onboarding process and training provided to new staff members, if their role will be one that will have procurement responsibilities/expectations.

### 11.3.3 Implementation Considerations

In addition to working with the Corporation's Learning and Organizational Development Coordinator, the following should be considered:

- o Training should reinforce roles and responsibilities, timelines, and templates so that staff understands what each team will be responsible for throughout the process.
- o A process should also be designed to ensure Procurement Training is provided to new staff who will have this role as a part of their duties.
  - This should include providing additional training and support for the first procurements that these individuals conduct, ensuring that they have the ability to ask the Procurement team any specific questions they may have throughout the process.
  - This process would also support the Procurement team in identifying potential areas for improvement, supporting a culture of continuous improvement broadly.

- Note: this should be provided to both staff who are new to the Corporation, as well as those who are promoted/shifted into a position that has procurement responsibilities.

### 11.3.4 Financial Implications

The largest cost driver for this recommendation will be the staff time required to develop the training program and to provide it to staff. While this is necessary training to reduce downstream challenges and negative outcomes, the training of staff from across the Corporation can be a potentially significant amount of time invested, which would result in a number of hours not spent doing core tasks. As a result, a range of up to approximately \$25,000 is expected in costs related to program development and staff time.

### 11.3.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

*Table 54: Summary of Benefits for Recommendation B18*

Stakeholder	Benefits
<p><b>Corporation</b></p>	<ul style="list-style-type: none"> <li>• Staff from across the Corporation will receive training on the updated Procurement By-Law and its associated Procedures.               <ul style="list-style-type: none"> <li>○ This will result in an increased understanding of the roles, responsibilities, process flows, and timelines associated with the various major components of the By-Law.</li> <li>○ Staff will also receive key templates and other information that will support them as they undertake various procurements.</li> </ul> </li> <li>• A plan to have new staff trained on their recruitment responsibilities will ensure that they are properly supported as they assume various management-level positions.               <ul style="list-style-type: none"> <li>○ The ability to use their fresh perspective to identify potential continuous improvement opportunities.</li> </ul> </li> <li>• This work is an upfront investment that will reduce downstream challenges, frustrations, and negative outcomes</li> </ul>

Stakeholder	Benefits
<b>Users (Staff)</b>	<ul style="list-style-type: none"><li>• A clear understanding of how to apply the Procurement By-Law and Procedures to daily operations and needs.</li><li>• An appreciation for the roles and responsibilities of one another in the process.</li></ul>

## 12.0 B10: Corporate Finance

The goal of the Corporate Finance review was to use previously completed assessments to support the Corporation in identifying tangible next steps to improve the technology in use across the organization. As the Corporation has previously conducted some reviews of its systems, there is a need to understand how to chart a path forward, including tangible next steps. To achieve this goal, recommendations for the Corporate Finance service focus on **defining a clear path forward to support the Corporation as it looks to improve and enhance its overarching technology portfolio**. The recommendation will outline the steps, identify the required information to make decisions, and define the outputs that will guide decision-making.

To achieve this goal, a single recommendation has been developed:

1. Use a structured, three-step approach to develop a sequenced approach to identify where to start and the processes to follow to address technology challenges and enhancements within the Corporation.

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus areas:

- o Process; and,
- o Technology.

### 12.1 Recommendation B19: Plan for Future State Technology

**Recommendation:** Use a structured, three-step approach to develop a sequenced approach to identify where to start and the processes to follow to address technology challenges and enhancements within the Corporation.

#### 12.1.1 Current State Challenges

As noted in the Interim Report, there are multiple systems in place that Corporate Finance services use to various degrees. These systems often do not integrate with one another and result in “offline” spreadsheets, manual reviews of data quality, and result in less readily available data for leadership to drive decision-making. Staff in various departments are similarly impacted, as they are unable to access information or central databases to support their operations.

Current technology in-place (as noted in the Interim Report):

1. Great Plains
2. Questica
3. Yardi
4. WorkTech
5. PointClickCare
6. GoldCare
7. Penny
8. WorxHub

When examining some of the previous work that the Corporation has undertaken, a number of themes and findings appear:

- o Previous IT reviews have focused on the qualitative pros and cons of the various systems in place.
  - The 2019 assessment that was conducted using focus groups, where the likes, dislikes, and desires for future systems were noted among staff.
  - The review did not look at any technical information for system infrastructure, but rather focused on the users for each system.
  - Based on the information provided, the process did not look at process flows associated with various pieces of technology.
- o No reviews have been conducted that quantify the cost of manual processes related to the currently fragmented IT portfolio.
  - While the cost of each individual system is understood, and there is the ability to aggregate these costs for the entirety of the Corporation, there have not been any activities completed to date that would quantify how much time staff are spending conducting manual processes each year.
  - Furthermore, the team currently does not track the number of manual errors and their impacts on staff time and effort, reducing their capacity to work on other items.
- o There is a Corporation-wide desire to invest in technology.
  - Across all teams and at all levels engaged in this review, staff have expressed a desire to have better, more recent, more intuitive, and Corporation-wide systems that can be used to support business planning.

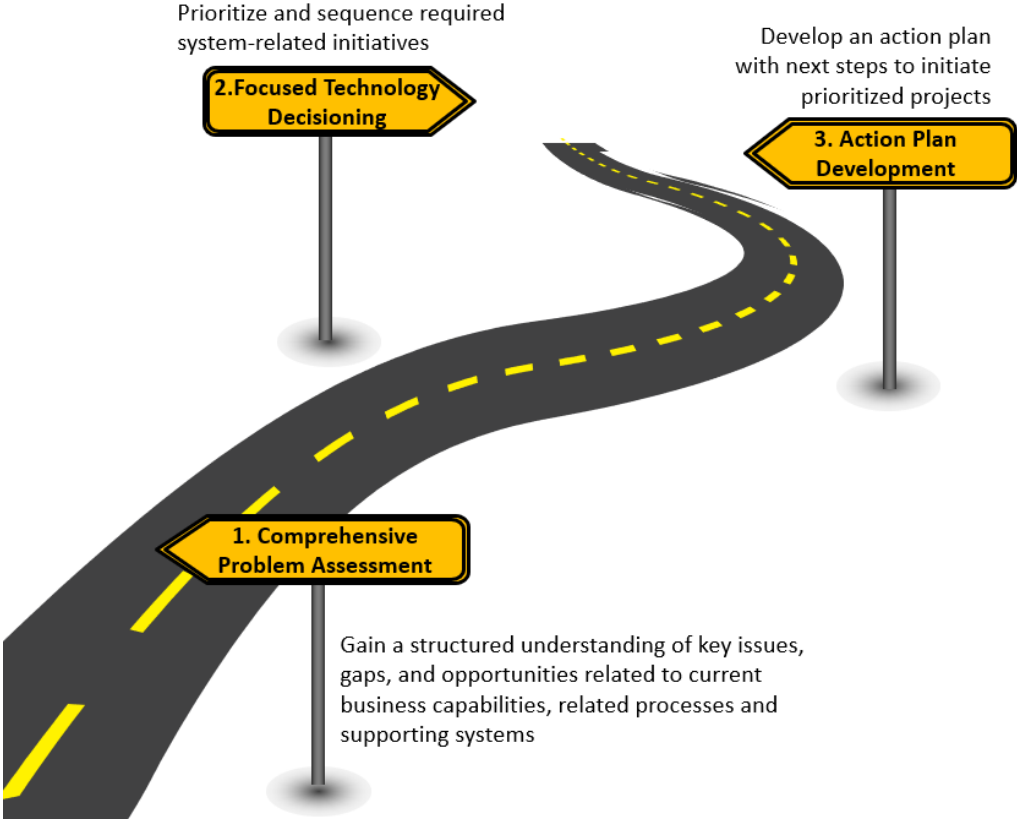
While all stakeholders agree that there is a need to make changes to the existing application portfolio, the challenge has been understanding where and how to take the first steps. It is understood that many of these applications and their processes are intertwined, and as such it makes it difficult to know which system should first be addressed.

When discussing potential first steps and options considered in the past, it was noted that conversations to date regarding prioritization and problem areas have historically focused on a need to acquire either a Human Resources Information System (HRIS) and/or an Application Tracking System (ATS). However, the challenge has been that the Corporation also recognizes a desire to review/potentially replace core programs, such as Great Plains or other central programs. As a result, the challenge of where to start has continued to stall momentum.

### 12.1.2 Proposed Recommendation

We are proposing that the Corporation follow a structured, three-step approach to develop a sequenced roadmap. This roadmap will identify where to start as well as the processes to follow to address technology challenges and enhancements within the Corporation.

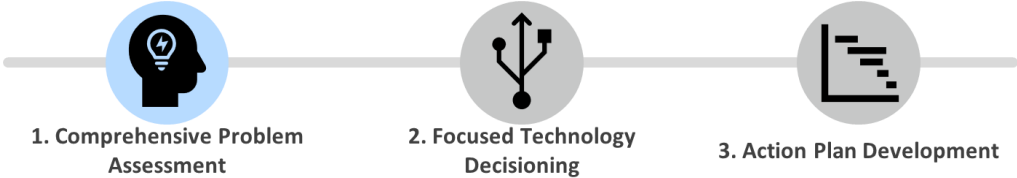
Figure 7: Structured Three Step Technology Planning Process



The above graphic outlines the three-step approach, which is designed to ensure a structured path is taken that will help the Corporation as it moves forward. As will be further explained in each step below, this approach will involve targeted data gathering, facilitated workshops, stakeholder socialization, and the development of a project plan to guide the process.

### 12.1.3 Implementation Considerations

#### Step 1: Comprehensive Problem Assessment



To begin the process, the Corporation’s team will need to gather and review available data related to:



1. Critical **business capabilities** with a summary of key issues, gaps, and opportunities
2. High level review of **processes** enabling critical business capabilities with a focus on current process efficiency/effectiveness, manual interventions, data flows/dependencies, and system integrations.

System review of **applications** supporting critical business capabilities with an assessment of aspects such as architecture, operational performance, supportability, currency (i.e., versioning), and quality of reporting should all be considered. To critically review the above items, the Corporation should look to collect information such as:

- o Current state documentation
  - Process maps
  - procedures documents
  - Data flows
- o Interview summaries
  - From previous 2019 IT assessment
- o Systems architectures and design documentation
  - Solution diagrams
- o Operational performance metrics
  - Key performance indicators
  - Reporting outputs

A review of this information could use the template provided below to organize the items that should be reviewed, provide insights into what in particular should be evaluated, and the overarching findings:

*Table 54: Sample Review of Application Portfolio*

Review / Assessment Element	Description	Findings
<b>Business Criticality / Business Value</b>	Evaluation of the application's importance to the fulfillment of the Corporation's mandate	
<b>Architecture</b>	Assessment of the application's alignment to modern design principles and appropriateness for continued technical build efforts	
<b>Process Coverage / Integration</b>	Extent to which the application fully automates associated business processes and integrates with upstream and downstream data feeds and/or services	
<b>Information Management</b>	Evaluation of the application's management of data and ability to support reporting and required data feeds	

Review / Assessment Element	Description	Findings
<b>Security</b>	Application security assessment (e.g., identify & access management, protection of sensitive information, auditing & logging, etc.)	
<b>Operational Performance</b>	Number of incidents, outage minutes, availability percentage, open problems, etc.	
<b>Supportability</b>	Availability of vendor support, availability of internal support resources, etc.	
<b>Scalability</b>	Ability of the application to support increased volumes and/or functionality	
<b>Currency</b>	Level of versioning relative to current vendor releases	
<b>Cost</b>	Costs associated with support; costs associated with project / change initiatives	

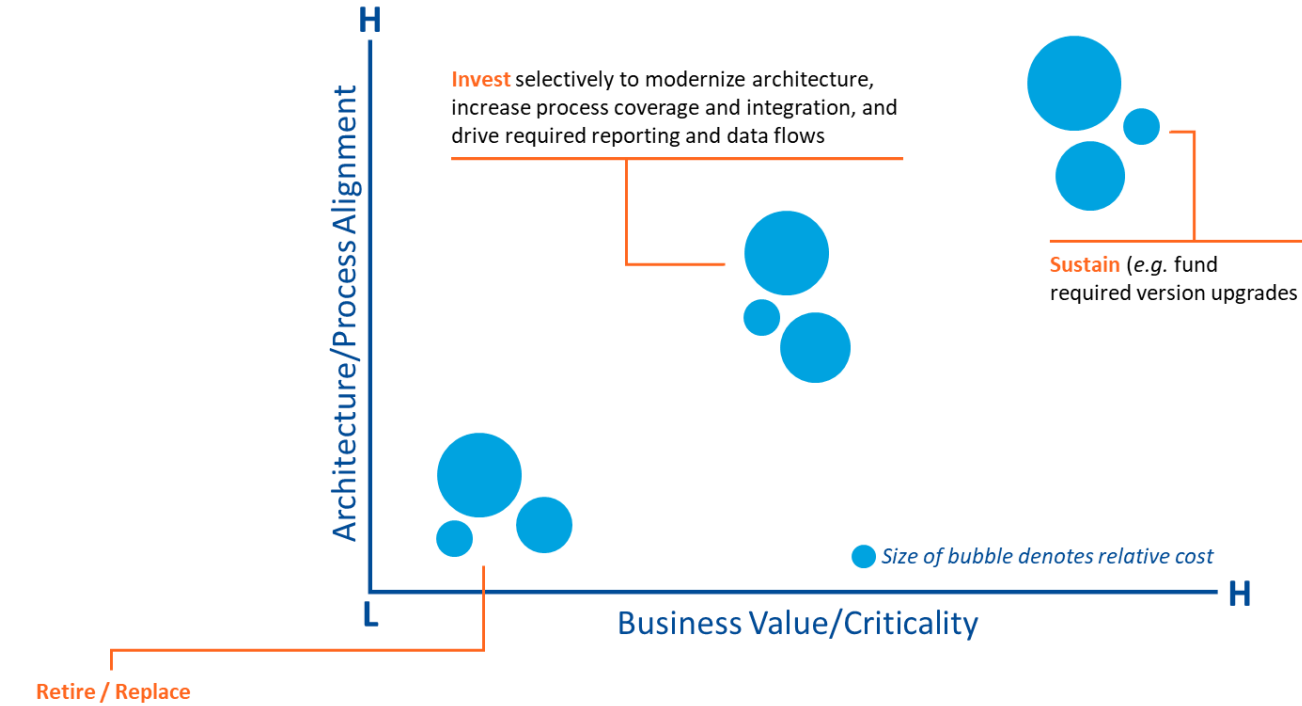
A workshop should be held that brings together a cross section of departments to ensure appropriate decisions are made.

- o Attendees should include leadership and operational staff who have extensive expertise with existing systems, as well as the processes and reports required to work with these systems.
- o This group (or sub-sets thereof) will be required throughout the process, so it will be important to ensure that the right individuals are included.

The output from the workshop should include a heat map integrating the three dimensions above (business capabilities, process, and applications).

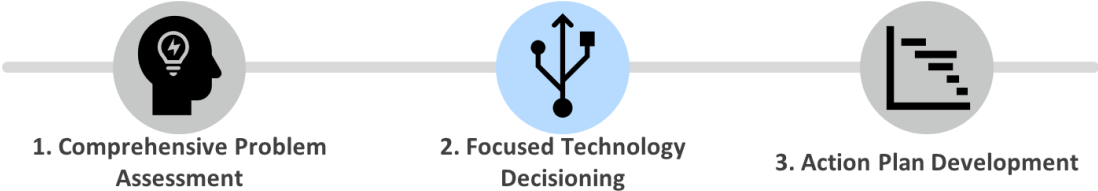
- o Using this heat map will provide a clearer sense of where the Corporation should begin, and how it should proceed.
- o An example of a Step 1 output is included below:

Figure 7: Illustrative Example of a Workshop 1 Heatmap Output



Candidates for Replacement	Replacement Strategy	Recommended Transition Timeline
<ul style="list-style-type: none"> <li>○ Application A</li> <li>○ B</li> <li>○ C</li> <li>○ D</li> </ul>		

**Step 2: Focused Technology Decisioning**



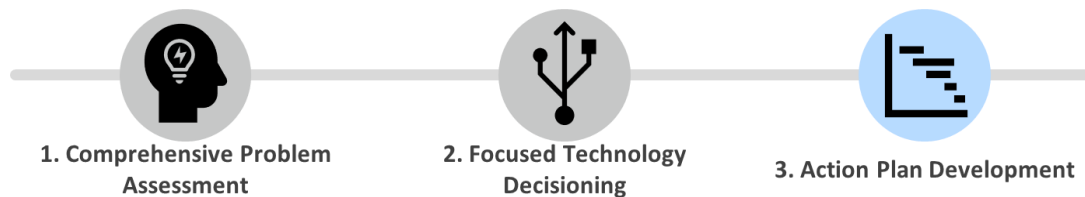
To begin the second step, the heat map output from the first workshop should be presented to key stakeholders. This activity will include the inputs to the session, the output, and then any additional documentation such as any prioritizing or sequencing of system-related initiatives.

A second workshop should be conducted where the participants will develop higher level process maps (i.e., Level 2), which will outline the core steps, data flows, and system linkages that are currently in place. Once developed and agreed upon, then a second, similar process map should

be developed that will outline the desired future state process and data flows, including desired system linkages.

The output of this session should be a prioritized “backlog” of system initiatives, including a summary of the rationale driving the sequencing of each initiative.

### Step 3: Action Plan Development



The third and final step of the approach involves the translation of the systems “backlog” into a realistic Action Plan. To achieve this goal, a third workshop will need to be held where the participants develop detailed process maps (i.e., Level 4) to outline the specific activities that take place, providing a more granular view to the exact steps and actions taken in the current state. Once again, a similarly detailed future state map should be developed to outline desired steps, data flows, and processes.

The output of this third workshop series will be a detailed Action Plan that will outline immediate next steps, allowing the Corporation to define the scope and secure buy-in to initiate the first prioritized initiative. Once presented and approved, project planning activities can then begin to identify required resourcing and develop the detailed project work breakdown structure.

### Immediate Activities to Prepare for the Process

While the above steps outline the structured approach, the time prior to beginning, the process can be used to ensure the appropriate materials are collected to have a swifter ramp up period. Some key activities should include:

- 1) Propose the three-step approach to the broader SMT and secure buy-in.
- 2) Begin collecting the various inputs listed in the Comprehensive Problem Assessment step.
  - While collecting these inputs it will be critical to understand the quality, completeness, and level of detail of these items.
  - If there are notable gaps in any of these pieces, it may require the team to undertake a pre-step where documentation/information is either developed, sourced, or improved.
- 3) Begin identifying participants for the first workshop.

#### 12.1.4 Financial Implications

The cost of this recommendation is largely dependent on the major activities:

- 1) Review and summary of critical business capabilities, business processes, and system flows.
- 1) Facilitated workshops to focus, prioritize, sequence.
- 2) Action plan development.

These activities will need specialized resources to ensure that the Corporation is able to successfully move through this process. Resources would include:

- o A Process Analyst;
- o A Senior Systems Analyst (someone with architectural capabilities);
- o A Business Analyst/Consultant to document the deliverables; and,
- o A Project Manager to manage scheduling, stakeholder engagement, facilitate workshops, etc.

These resources/skillsets will be required for the first two steps, after which there is the opportunity to potentially reduce the resources required to complete the activities.

The approximate cost of this recommendation is \$80,000 - \$120,000. If any additional pre-work is required, the cost could be higher.

In addition to this, the cost of implementing technology changes is dependent on the software solution, the decisions made (i.e., keep and invest, maintain, decommission), and the customization required for implementation. As a result, the \$80,000 - \$120,000 cited in this recommendation is strictly limited to the initial activities listed. Once solutions are procured and implemented, the cost will be above the stated figure.

### 12.1.5 Summary of Benefits

The following are benefits that the Corporation and users can expect:

*Table 55: Summary of Benefits for Recommendation B19*

Stakeholder	Benefits
<b>Corporation</b>	<ul style="list-style-type: none"> <li>• The Corporation will have the information necessary to move forward with confidence, moving past the current challenges related with determining the appropriate first steps.</li> <li>• The structured approach will clearly identify where information must be developed, what can be expanded upon, and where major gaps exist.</li> <li>• Buy-in from a broader group of stakeholders to ensure the Corporation as a whole moves forward together.</li> </ul>
<b>Users (Staff)</b>	<ul style="list-style-type: none"> <li>• Staff will have confidence their information is properly captured, reducing errors or challenges.</li> <li>• The ability of staff to know that technology solutions that are being implemented are selected through a rigorous process that will support future state efficiency and effectiveness.</li> </ul>

## 13.0 Prioritization and Implementation Considerations

While each recommendation above provides critical information to support the Corporation 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 the recommendations from this report and provides the following information:

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

*Table 56: Summary of Recommendations with Implementation Prioritization Considerations*

Service	Unique ID	Recommendation Title	Ease of Implementation	Expected Benefits	Approximate Cost
B1: Communications	1	Consolidate Team Under the CAO	Medium	Medium	\$25,000
	2	Streamline Social Media/Technology	High	Low	N/A / Minimal
B3: Seniors' Services	3	Develop Tighter Linkages to Other Providers	Low	Medium	N/A / Minimal
	4	Develop Performance Metrics and Targets	High	Low	\$25,000
B4: Human Resources Support to Employees	5	Build a Shared, Unified Culture	Medium	High	\$50,000 to \$125,000
	6	Formally Defined and Document Recruitment Process	Medium	Medium	\$50,000
	7	Enhance Technology Solutions	Low	Medium	See B19
B5: Museum and Archives	8	Review Current MoD Location	Low	Medium	\$100,000

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Service	Unique ID	Recommendation Title	Ease of Implementation	Expected Benefits	Approximate Cost
B6: Engineering	9	Project Prioritization and Outsourcing	Medium	Medium	N/A
	10	Develop KPIs and SLAs	High	Low	\$25,000
B7: Facilities Management	11	Service Model Development	Medium	Medium	N/A
	12	Develop and Refine the Asset Management Process	Low	Medium	\$50,000
	13	Develop KPIs and SLAs	High	Low	\$25,000
B8: Fleet Management	14	Centralize Fleet Management	High	Medium	\$25,000 to \$50,000
	15	Use a Centralized Asset Database	High	Medium	N/A
B9: Procurement	16	Update Team Structure	Medium	Medium	\$125,000 to \$150,000
	17	Update Procurement By-Law and Procedures	High	Medium	\$30,000 to \$75,000
	18	Training for the Broader Organization on Updated Structure, Policy, and Procedures	High	Medium	\$25,000
B10: Corporate Finance	19	Plan for Future State Technology	Low	Medium	\$80,000 to \$120,000

### 13.1 Implementation Scatterplot and High-level 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:



Figure 8: Summary of Prioritization Criteria

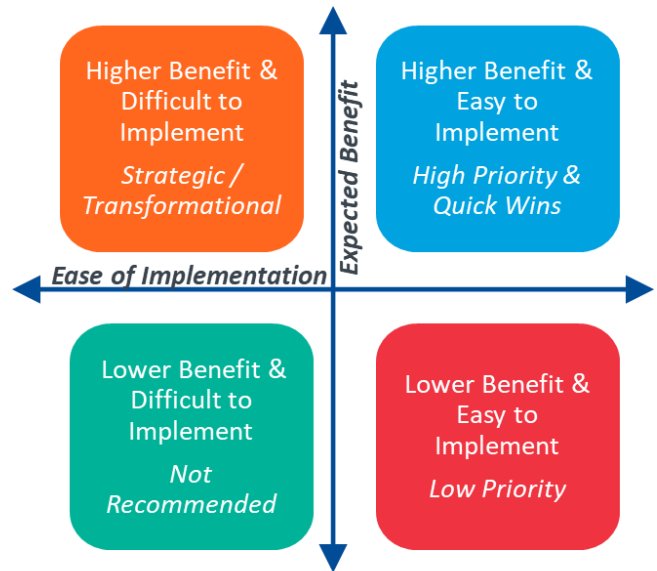
### Prioritization Criteria

#### 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

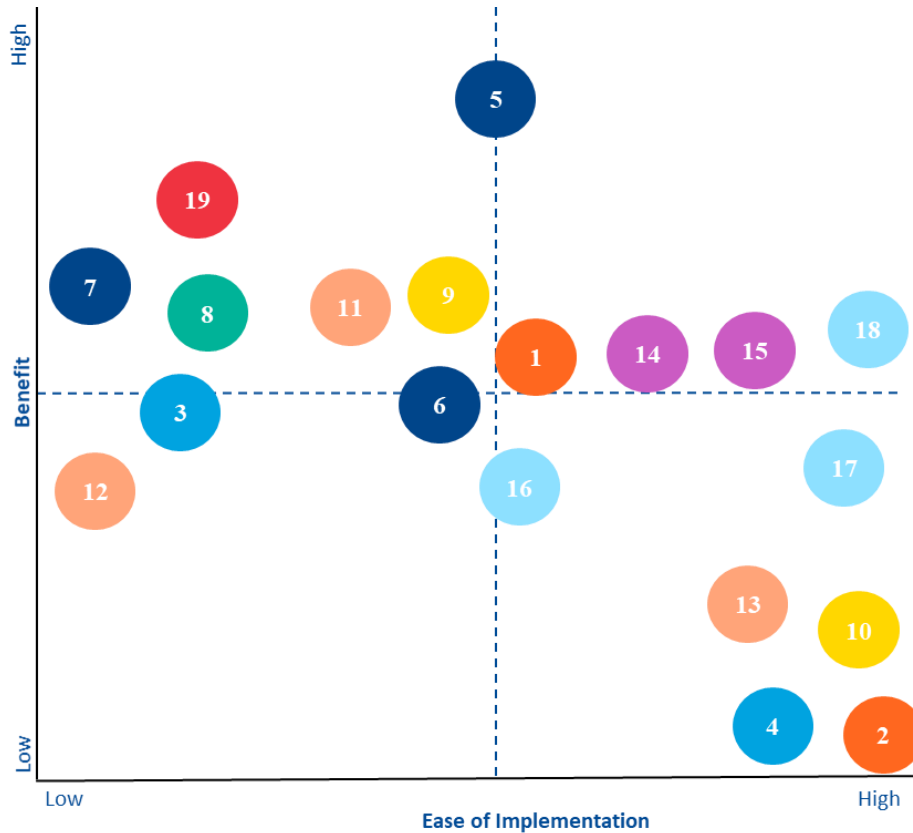


To better understand each category and its various scoring options, the following definitions have been provided:

Figure 9: Summary of Prioritization Criteria Definitions

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 Corporation.	Recommendations are expected to drive moderate, yet tangible cost savings for the Corporation.	Recommendations will not result in any cost savings for the Corporation.

Part B: Final Future State Recommendations Report



<b>B1: Communications</b>	1	Consolidate Team Under the CAO
	2	Streamline Social Media/Technology
<b>B3: Seniors' Services</b>	3	Develop Tighter Linkages to Other Providers
	4	Develop Performance Metrics and Targets
<b>B4: Human Resources Support to Employees</b>	5	Build a Shared, Unified Culture
	6	Formally Define and Document Recruitment Process
	7	Enhance Technology Solutions
<b>B5: Museum &amp; Archives</b>	8	Review Current MoD Location
<b>B6: Engineering</b>	9	Project Prioritization and Outsourcing
	10	Develop KPIs and SLAs
<b>B7: Facilities Management</b>	11	Service Model Development
	12	Develop and Refine the Asset Management Process
	13	Develop KPIs and SLAs
<b>B8: Fleet Management</b>	14	Centralize Fleet Management
	15	Use a Centralized Asset Database
<b>B9: Procurement</b>	16	Update Team Structure
	17	Update Procurement By-Law and Procedures
	18	Training for the Broader Organization on Updated Structure, Policy, and Procedures
<b>B10: Corporate Finance</b>	19	Plan for Future State Technology

**Part B: Final Future State Recommendations Report**

To support the Corporation as it looks to implement the recommendations, our team has developed a high-level Gantt chart that provides some direction for recommendation phasing at the Service level. 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 while the whole service may take an extended amount of time, there are individual recommendations within each service that will be quicker in nature to implement. We have provided the longer timelines as we understand that the Corporation 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 Corporation can simply postpone other follow-on activities as appropriate.

Similarly, certain services, such as HR Support for Employees, have recommendations such as B5 – the development of a shared and unified culture – which will require consistent monitoring and effort. As such, this is displayed by a bar extending the length of the Gantt chart.

The Gantt chart is consolidated on the following page.

Part B: Final Future State Recommendations Report

Figure 10: Proposed Implementation High-Level Gantt Chart



## 14.0 Next Steps

With the submission of this Final Report, the Optimus SBR team has a few closeout activities remaining prior to the completion of Part B of the Service Delivery Review. The remaining activities include:

- A presentation to County Council on December 10, at 2PM.
- Three presentations to Corporation staff to present the project's activities and findings. These are scheduled to take place on:
  - Tuesday December 8, 11:00 – 12:00 PM
  - Tuesday December 8, 3:00 – 4:00 PM
  - Wednesday December 9, 2:00 – 3:00 PM.

Once completed, Part B of the engagement is substantially completed.