



Appendices

Township of Ryerson

Digital Modernization & Service Delivery Review

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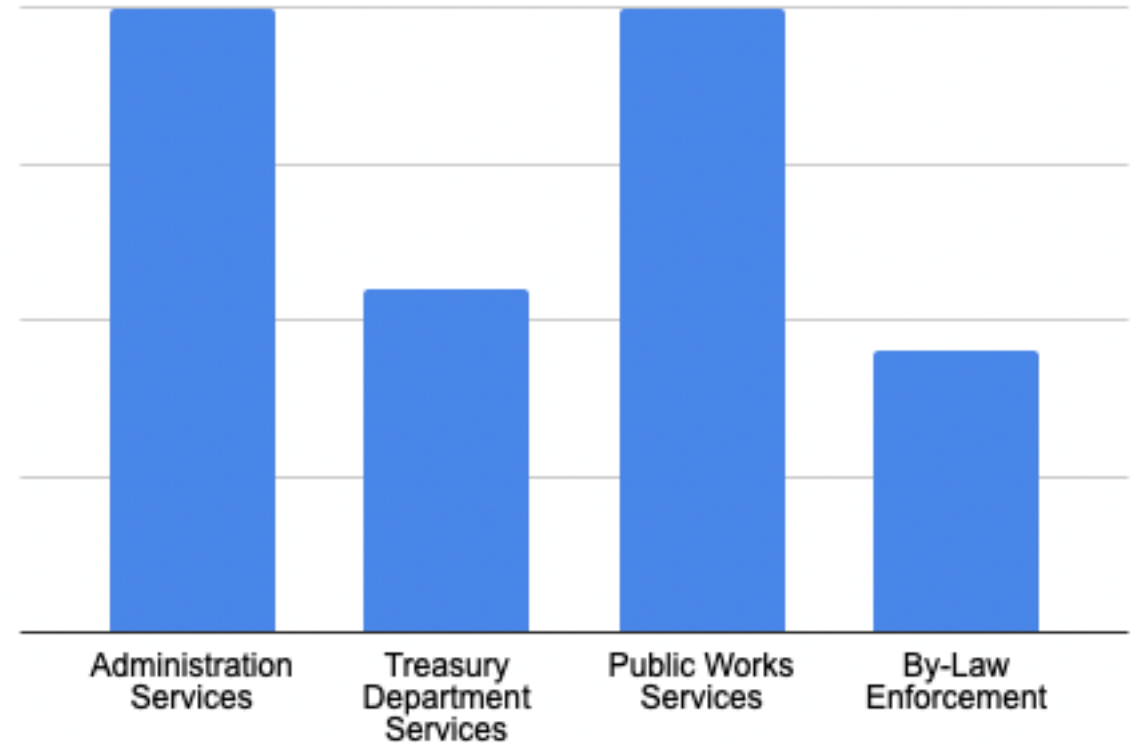


Appendix A
Summary of the Township of Ryerson
Citizen Survey

Of the following services subject to this review, which of these service areas do you value most? Please rate them in order of importance to you.

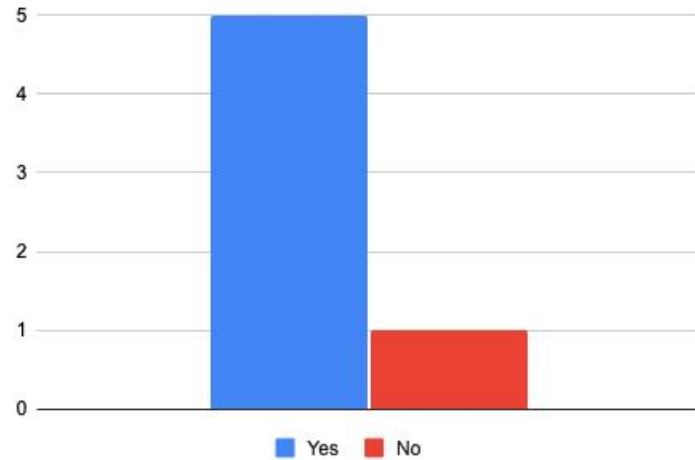
Ranking of Township Services

- #1 – Administration Services
- #2 – Public Works Services
- #3 – Treasury Services
- #4 – By-Law Enforcement Services



Service Delivery

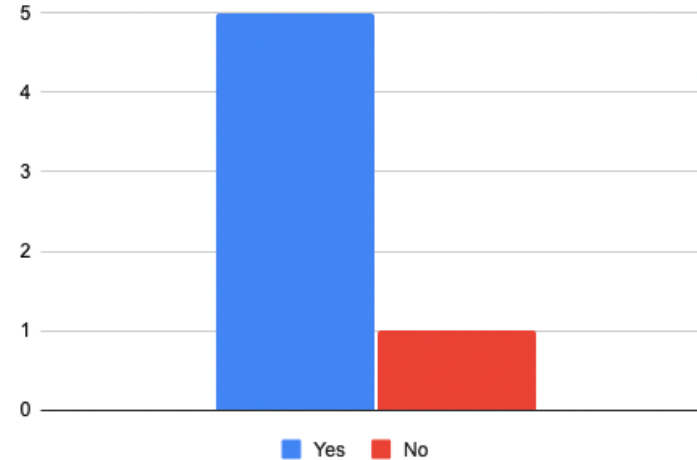
When you access any of these Township services, are staff responsive to citizen needs?



If no, please explain:

- In our experience no response is the normal situation.

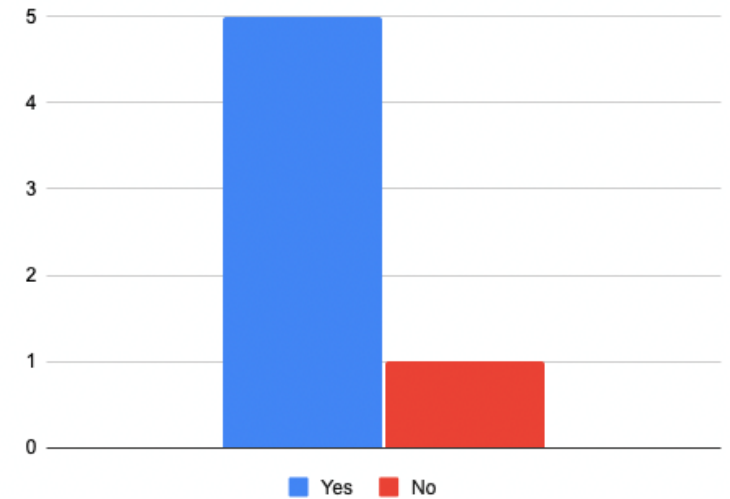
Is the process used to deliver the service efficient and timely?



If no, please explain:

- Our experience with direct Township staff have been positive and timely. Our experience with contracted planning dept individuals met the end goal but was by no means timely or efficient.

Is the service and/or advice given reliable?



If no, please explain:

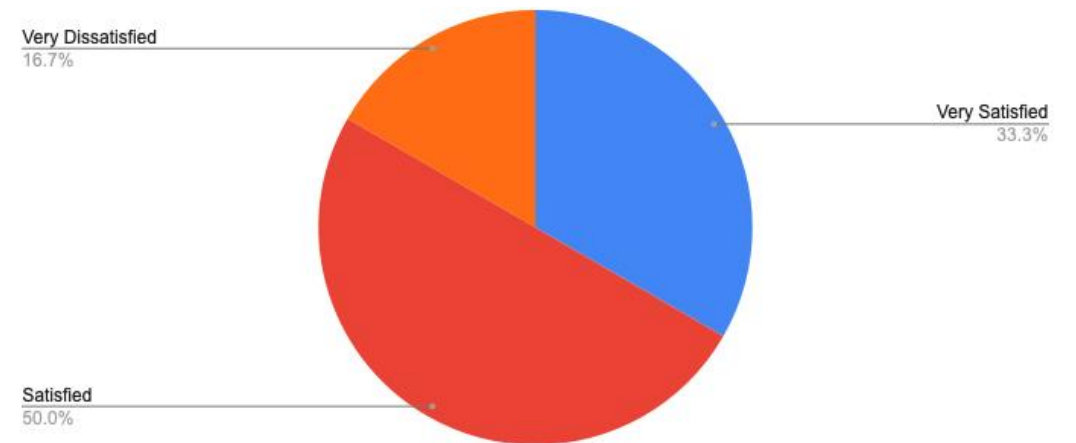
- If there is a response, it is just to make you forget your request/complaint and go away.

When you think of the Administration Services provided by the Township, how satisfied are you with how they are being delivered and/or how they are performing?

Administration Services

Comments:

- We are currently arranging to have litigation brought against the township for damages caused by the Township violating existing policies and by-laws.
- Staff do an excellent job of answering questions and putting a person in touch with the best person to answer any question or concerns I may have

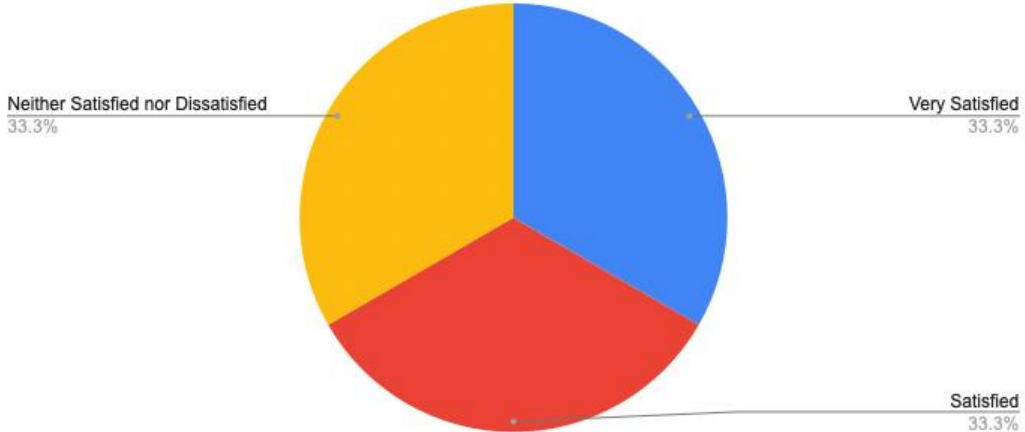


When you think of the Treasury Services provided by the Township, how satisfied are you with how they are being delivered and/or how they are performing?

Treasury Services

Comments:

- We have heard that recent attempts to classify properties as water front has resulted in draining of wet lands which is completely detrimental to the Township in general and would appear to have proven to be a futile exercise.
- I am very impressed with the Treasurer's ability to source out funding that may be available to the Township for anything that may be advantageous to Ryerson! It is also excellent that part-time additional staff is hired at tax collection times to process cheques and issue receipts, etc., allowing the regular staff to continue their own work without endless interruptions!

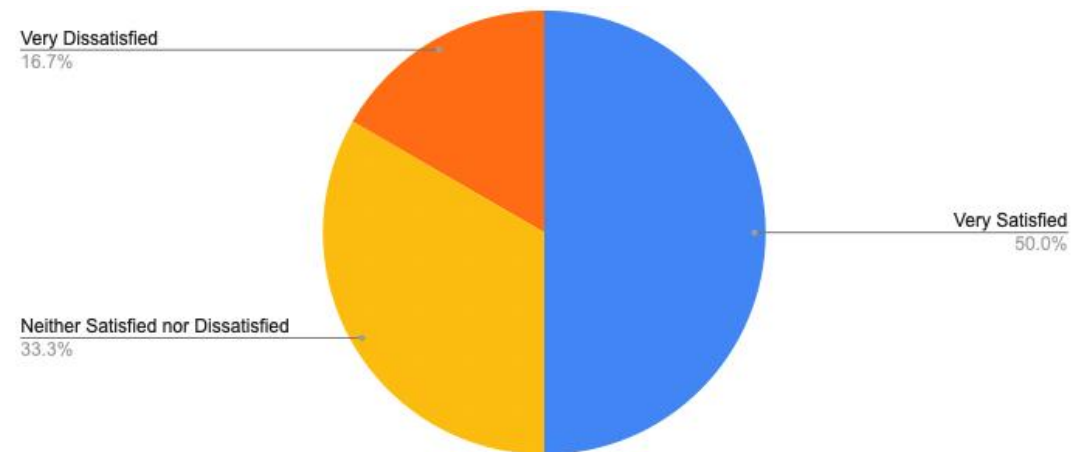


When you think of the Public Works Services provided by the Township, how satisfied are you with how they are being delivered and/or how they are performing?

Public Works

Comments:

- Road maintenance spotty and unreliable. Lack of response to weather events. Minimal amount of regular maintenance. No improvements evident, other than very few contracted jobs completed by outside companies.
- I believe the roads in our Township are some of the best-maintained in the area. Our road crew does an excellent job of clearing snow in a very timely fashion and attending to any unexpected repair work as soon as they are notified, regardless of the time of day!!

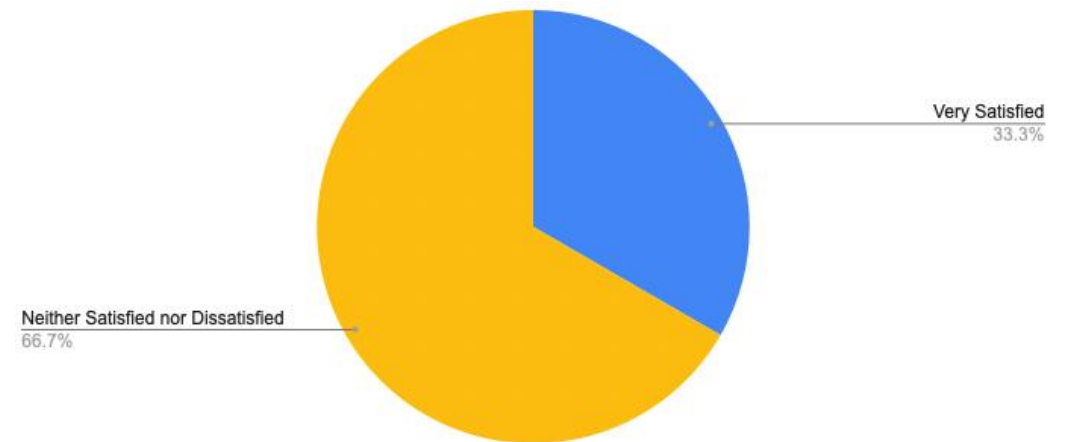


When you think of the By-Law Enforcement Services provided by the Township, how satisfied are you with how they are being delivered and/or how they are performing?

By-Law Enforcement

Comments:

- No experience with bylaw
- I have never had occasion to be involved in By-law Enforcement Services, but by being in attendance at many Council Meetings, I feel that many times, some concerns are rather frivolous and take up a lot of Council and staff time to attend to, therefore increasing the expenses to the Township, because this type of thing takes away from staff's "normal" daily work schedule, and also creates additional expense by council having to attend special extra meetings to deal with some of these issues!



Do you have any suggestions for improving or enhancing any of these services? (i.e. more use of technology/self-serve options, etc.)

- Public Works- Great Snow Removal Last Few Years.
- The two examples listed above sound helpful.
- Supervision by outside independent agency.
- Providing training on current practices and Legislative standards in regards to environmental protection (fish and wetland, water quality) as it relates to road construction and maintenance (grating).
- Technology may be an issue in our Township due to many older residents who are unable to work with modern technology. Self-service options may not be appropriate in all cases for the same reason. However, they are certainly viable options, which should be considered on a trial basis!

Are there any services you feel the Township should stop providing, change or should provide differently? Why & How?

- Not at the moment. Pretty Satisfied
- None come to mind.
- Planning and public works need complete review and overhaul. Council should be held accountable for their lack of oversight. Building inspection should be more accountable with a functioning complaint process available.
- No input to provide.
- I think services being provided are quite adequate and no change is required that I can think of.

Are there any services missing in Ryerson that you would like to have, if possible?

- Not particularly.
- None come to mind.
- Oversight of council actions/ inactions.
- No input to provide.
- Can't think of any at this time!!

If there was just one thing the Township could do right now to improve service delivery in Ryerson what might that be?

- Continue to Tar/Chip /Reclaim Midlothian Road and about 100 metres up any intersection that comes in contact at an intersection with Midlothian.
- None come to mind.
- Accountability for Council and all departments.
- Better delivery on enforcing environmental protection (filling of wetlands)
- Can't think of anything !

Did staff working from home affect your ability to access services in any way?

100 % of respondents said “No”.

If the change in operations due to COVID-19 were to continue in the future, would it have any impact on you and your ability to access services in the future?

- No. Quick response during Covid so did not feel service delivery was affected.
- I don't think there would be an impact
- I was unable to get reliable/ satisfactory service, in matters that were unaffected by Covid 19 restrictions.
- Possibly, but current status quo suggests not.
- No

Do you have any other general comments and/or any suggestions to improve or enhance any of these services?

- Keep up the great work
- Thanks for engaging about this
- Personal biases and opinions should not be allowed to influence the operation of the municipality.
- Better communication on options to engage in council through electronic means. We appreciate those services that are delivered jointly with other townships.
- Nothing that I haven't already referred to above!!

Appendix B

Township of Ryerson

Overview of Service Profiles

This overview document contains an assessment of each of the following criteria, as they relate to each of the service areas studied.

The criteria below were derived from the interviews, from the Township's Work Plan Exercise, from Municipal Benchmarking Canada and the Municipal Performance Measurement Program and other research undertaken.

The importance of establishing these criteria first, is so they could be used as the basis for the development of the individual, more detailed Service Profiles.

The Project Team reviewed the following criteria for accuracy and approved them for use, on September 14, 2021.

- **A Purpose Statement** – what's the purpose of the service
 - **Citizen Value Proposition** (what citizens expect from a service)
 - **Service Features – Inputs**, (resources needed), **Outputs** – tangible products/services produced by the service, how does it affect citizens, and **Outcomes** – what do we want this service to accomplish?
 - **Community Strategic Priorities** – which does it meet?
 - **Performance Measures and Indicators** – to measure performance of the service moving forward. These measures/indicators help measure performance/effectiveness of a service at regular intervals to permit timely, corrective action. These measures have to be smart, measurable, achievable and realistic.
-

ADMINISTRATION DEPARTMENT

Purpose Statement: to provide information and meet legislative requirements regarding council operations; provide access to information in a timely and readily accessible manner; to be responsive to community needs and accountable and fiscally responsible.

Citizen Value Proposition: *I expect my municipality to provide information and access for my municipal government and meet legislative requirements regarding council operations and access to information in a timely and readily accessible manner.*

I expect municipal government to be responsive to community needs, accessible and trust that it will be accountable and fiscally responsible.

Service Description: The Administration Department is responsible to for the planning, implementation, administration, review and evaluation of Council’s policy direction. It plans and organizes all municipal services and provides leadership to ensure departmental objectives are achieved in an effective and efficient manner.

The Administration Department is also responsible for the human resources function and is responsible for the effective utilization of staff.

The Clerk’s department is responsible for the record-keeping and administrative duties for the municipality. More specifically, the Clerk’s department is responsible to prepare the agendas of council meetings; record minutes of Council meetings and distribute them to Council and the public; answer official correspondence, keep safe fiscal records and accounts; prepare reports, issue public notifications, conduct local elections and develops and administers by-laws and policies and more.

2020 Operating Expenses - \$224,732

2020 Operating Revenues - \$18,642

2021 Operating Budget - \$284,336

Summary of Service Features

Feature		
Inputs	Staffing – 2 FT – CAO/Clerk/Deputy Treasurer & Deputy Clerk 1 PT Administration Assistant	Equipment – Office equipment, office supplies, training, legal, insurance, CGIS and other related software, etc.
Outputs	# of administrative inquiries addressed # of visitor sessions to website # of open data sets available on website for citizens	
Outcomes	Ensure open & transparent administration, customer service and efficient municipal government	

Which of the Community Strategic Priorities does this service support?

X Efficiency; X Customer Service; X Economic Viability; X Community Health & Wellness

Performance Measures/Indicators:

- 1.1 Operating costs for administration as a percentage of total municipal operating costs
- 1.2 Annual cost of Integrity Commissioner reports
- 1.3 Admin wages as a % of total operating expenditures
- 1.4 \$’s invested in technology, per capita

LAND USE PLANNING & ECONOMIC DEVELOPMENT

Purpose Statement: To provide the efficient and effective management of land and resources within the Township to ensure a healthy and sustainable community for citizens – economically, socially and environmentally.

To foster an environment that attracts businesses and grows employment in Ryerson and to facilitate orderly and timely development and expansion for business growth and/or health & wellness initiatives.

Citizen Value Proposition:

I expect to have clear information about planning requirements in adherence with legislation, and that the application process is convenient, timely, predictable and affordable while supporting sustainable community development.

I expect my municipality to make it as easy as possible to start a business or build on an existing business.

Service Description

Municipalities manage growth through their planning processes. Land Use Planning services include the processing of development applications. Development applications are reviewed and processed with regard to provincial legislation and council-approved policies and by-laws.

The Township is responsible to make develop the by-laws and policies which are applicable to Land Use Planning. This service also includes managing and processing regular updates/amendments to the Township’s Official Plan and Zoning By-law.

Economic Development focuses on the economic health, diversity, and prosperity of a community by providing support to those businesses that have the potential to grow, to invest, and to hire employees.

2020 Operating Expenses - \$76,899

2020 Operating Revenues - \$3,100

2021 Operating Budget - \$79,164

Summary of Service Features

Feature		
Inputs	Staffing - 1 FT – Deputy Clerk and 1 external planning consultant, 1 shared ED Officer	Equipment – GIS mapping, consulting fees
Outputs	# of planning applications processed # of building permits issued	
Outcomes	Support responsible growth, customer service to plan for new businesses and/or support existing ones, improve broadband/internet	

Which of the Community Strategic Priorities does this service support?

Efficiency; Customer Service; Economic Viability; Community Health & Wellness

Performance Measures/Indicators:

- 2.1 # of new residential units/year
- 2.2 Operating cost for land use planning, per capita
- 2.3 # of hours spent per application (staff, consultant, etc.)

TREASURY DEPARTMENT

Purpose Statement: to provide overall responsibility for the management of the municipality's financial affairs and critical financial leadership to Council, the Corporation and citizens, to ensure long-term financial sustainability.

Citizen's Value Proposition:

Taxation: *I expect my tax bill to be accurate, easy to understand with options to pay with simple and convenient payment options. I expect all tax services will be delivered in a cost-effective manner while meeting legislative and financial requirements for the municipality.*

Purchasing: *I expect procurement processes to comply with legislation, support corporate objectives and municipal service needs, and deliver value in a timely, transparent and cost-effective manner.*

As a vendor, I expect I am being evaluated in the same way as any other bidder and the bidding process is clear, fair and easy to complete.

Service Description: The Treasury Department manages the Township's financial resources to ensure funding is available to meet the financial needs, both now and in the future, through compliance with legislative and contractual requirements as well as long term planning.

The Treasurer provides budgeting, financial analysis, policy development, long term financial planning, corporate accounting, accounts payable and receivable, financial statements and Provincial reporting, cash & investment management, payroll & benefits, centralized purchasing services, property taxation & property assessment analysis and more.

2020 Operating Expenses - \$142,616

2020 Operating Revenues - \$74,948

2021 Operating Budget - \$78,623

Summary of Current State

Item		
Inputs	Staffing – 1 FT – Treasurer (some assistance from 1 PT Admin Assistant)	Equipment – Office equipment, office supplies, training, accounting & taxation software, audit, insurance, MPAC, etc.
Outputs	# of tax bills issued # of payment options accepted # of successful grant applications	
Outcomes	principled financial management of the Township, customer service, efficiency	

Which of the Community Strategic Priorities does this service support?

Efficiency; **Customer Service**; **Economic Viability**; **Community Health & Wellness**

Performance Measures/Indicators:

- 3.1 Current year's tax arrears as a percent of current year levy
- 3.2 Total municipal debt per household
- 3.3 Total reserves and reserve funds per capita
- 3.4 % of reserves to debt ratio
- 3.5 Average total property taxes/capita
- 3.6 % increase of transactions for the public that are completed online or with a mobile device

PUBLIC WORKS DEPARTMENT

Purpose Statement: To provide the efficient and effective maintenance of roads within the Township to ensure safety for citizens and visitors alike.

Citizen Value Proposition: *I expect roads to be well-maintained that allow me to get where I need to go in a safe and consistent timely manner.*

Service Description: Roads services provide affordable, well-managed and safe traffic flow for drivers, cyclists and pedestrians. A municipality's roads system affects the economic vitality and quality of life of residents.

Public Works infrastructure generally includes roads, bridges, culverts and signage. In addition to constructing and repairing infrastructure, roads services include clearing roads of snow and debris to ensure that it is safe and convenient to use.

2020 Operating Expenses - \$772,502

2020 Operating Revenues - \$12,989

2021 Operating Budget - \$888,011

Summary of Service Features

Item		
Inputs	Staffing – 5 FT – Roads Superintendent, Lead Hand and 3 operators, support from PT Administration Assistant	Equipment –1 grader, 3 plows trucks, 1 loader, 1 backhoe, 1 excavator and 1 pickup truck
Outputs	# of kms of roads maintained # of roads complaints addressed	
Outcomes	Ensure safe transportation of citizens and visitors by maintaining roads to Ministry standards and Council's approved targets	

Which of the Community Strategic Priorities does this service support?

Efficiency; Customer Service; Economic Viability; Community Health & Wellness

Performance Measures/Indicators:

- 4.1 Operating costs for public works as a percentage of total municipal operating costs
- 4.2 Operating costs for paved roads per km
- 4.3 Operating costs for loose top roads per km
- 4.2 Average surface condition
- 4.3 % of Township assets with a rating of fair or better condition

Appendix C - Summary of Key Challenges

Background

Before a municipality can determine which services are working and which need to be delivered differently, an assessment of the current challenges and constraints needs to be completed.

The assessment and the identification of key challenges that follows, represents what was captured from the interviews with council and staff, a site visit to view current processes, numerous follow-up questions with staff and a review of the research documents provided.

The information contained herein is not intended to be criticism – in fact quite the opposite. The Township staff is very progressive and has already been working hard to introduce new ways of doing things that have resulted in efficiency to the delivery of some services.

Understanding and addressing the current challenges is the best way forward for the Township.

Key Identified Current Challenges

The following are the key current challenges that have been identified. They have been summarized into three (3) main categories.

1. **Internal Challenges**
2. **Technological Challenges**
3. **Governance Challenges**

Internal Challenges

Key Challenges:

- Pending retirements of the majority of full-time employees
- No formal, written succession plan in place
- Morale in the roads department is low
- Job descriptions and HR policies are out of date
- Staff has been in constant transition
- The Planning function has increased dramatically
- Lack of long-term planning - no strategic or community planning
- Limited funds to replace aging capital items
- Low citizen engagement

Root Causes:

a) Pending Retirements

Over the next five years, three of four administrative staff, two public works employees, and the fire chief will reach retirement age, representing 6 of the 11 current employees.

Generally, good cross-training is occurring but there is no formal, written succession plan in place at this time. A lack of cross-training and/or no written formal succession plan results in vulnerability for the Township when these staff leave.

It is recognized that the Township's recently engaged HR consultant will be addressing the job descriptions, HR policies, job evaluations, investigations of workplace harassment, the morale in the roads department, and developing a succession plan, so it is noted that these challenges are already being addressed and this project will not be addressing these human resources issues.

b) Staff in Constant Transition

The Township's municipal office is located at 28 Midlothian Rd. Burk's Falls. Due to the flood that damaged the municipal office and roads depot in 2020, the administration staff has been working out of a temporary office located in the basement of the IDA drugstore in Burk's Falls.

Locating records manually has been a challenge with many of them having to be stored in storage containers at the Midlothian location. In addition, due to COVID restrictions, the municipal office has been closed to the public and staff has been working from their home offices up to two days per week.

c) Increased Development Applications

The Deputy Clerk's role has changed over the past few years. The influx of new residents has meant more planning applications and it's estimated that the planning function now consumes approximately 60% of her time, reducing the amount of time she has to spend on fulfilling Clerk department functions.

While this increased planning is recognized, no realistic solutions have been found or implemented yet, while the Township works to assess if this is just an anomaly due to the recent COVID migration, or if it will continue to be a challenge moving forward.

The Township also engages an external planner by contract, but using an outside planning consultant is costly, so the Township tries to limit the use of the external planner. Using an external planner also delays the process from time to time, because Planning Consultants have also experienced an increased volume of work since the start of COVID.

d) Lack of Long-Term Planning – No Strategic/Community Plan

One of the most striking themes expressed in a variety of ways from a variety of perspectives, was the desire for Council to provide a vision for the Township.

There is no strategic/community plan for Ryerson resulting in no clear goals and objectives for the community, no priority-setting for Council and no clear direction for staff.

As noted during the interviews, *"it's like the municipality is, paddling but they're not making any headway because they're not paddling in the same direction"*. Staff has continued to provide required services to the public following the annual municipal budget, planning documents and other municipal policies, but the lack of clear direction hinders their work and is at times, frustrating for them.

Staff did conduct a Work Plan Exercise with Council in February 2020 to try to identify council's priorities for this term, but COVID-19 emerged right after the exercise was conducted, so unfortunately, the proposed Town Hall meeting set for July 2020, had to be cancelled and no further work has proceeded since then.

Council members have differing opinions on what the community needs. While the passion of councillors is admirable, caution needs to be taken to ensure council's wants actually reflect the wants and needs of the community as a whole – and the only way to ensure that, is to acquire community input through the strategic planning process.

e) Limited Funds to Replace Aging Capital Items

Capital items and their expected life span are identified in the Township's Asset Management Plan, but there is limited room for tax growth in the Township's budgets to replace them.

For instance, a \$21,000 increase in expenditures equates to a 1% increase in taxes making it hard to purchase new vehicles and equipment due to their high costs. For this reason, it's even more important

that capital needs are identified and planned for over longer than the 10 years and this will involve developing a reserve and investment policy.

f) Low citizen engagement

The lack of citizen engagement in the Township is somewhat unusual in municipalities today, and can be seen as both a positive and a negative for the Township. For instance, while it may seem citizens are apathetic (a negative), it may quite simply indicate residents are content with the services being provided, (a positive), and they prefer to remain status quo.

Alternatively, it may mean that citizens do not feel there are enough opportunities and/or they are not receiving enough information to want to engage with the Township.

A number of surveys have been developed and distributed to citizens recently to encourage citizen engagement, (i.e. Township naming, the citizen's survey for this project, and recreation and library services surveys by ACED, etc.). However, the responses were so few that the results of these surveys cannot be relied upon to be representative of the opinions of the community as a whole.

The low number of responses may also be a reflection of the roughly 50% of residents do not have a computer or use technology and they may have simply not been aware of the recent surveys because they were posted or distributed electronically.

At any rate, the lack of input from citizens does make it hard for Council to get a feel for citizen wants and needs in order to determine a clear direction for the Township. Again, conducting a strategic planning exercise in the Township and additional outreach to citizens through more citizen-centric opportunities on the website, would help address this.

Staff is already trying to address this issue and has just recently set up Google Analytics on the Township's website. This will help them to monitor the number of unique (new) visitors and returning visitors to the site, along with the ability to identify which website pages are accessed most frequently, so they can better determine citizen interests.

Lastly, it was noted the last newsletter was a Summer 2020 newsletter. While developing these is time-consuming it is a great way to communicate with citizens and improve citizen engagement.

Technological Challenges

Key Challenges:

Internal:

- Available technological solutions to increase efficiency are needed but are cost-prohibitive
- Local residents not technologically savvy
- Migration of residents will see an increased demand for more citizen centric/self-serve service delivery options
- Mostly manual processes, particularly in the public works department are not efficient
- Website is updated but functionality for citizens could be enhanced

External:

- COVID-19
- Poor broadband service
- Cyber threats

Root Causes:

Internal:

a) Technological Solutions

The Township is somewhat unique, in that it is estimated approximately 50% of the Township residents do not own a computer or use technology. Conversely, the influx of new residents from southern Ontario are used to more self-serve/citizen-centric access to services. This means both manual and technological processes need to be maintained to some degree, to accommodate the needs of both types of residents.

There is no lack of willingness on the part of administration staff to modernize service delivery with technological solutions. However, while there is recognition that more technology would increase efficiency, purchasing the technology and then supporting the annual fees to maintain it, is cost-prohibitive for the Township, and the cost-benefit is often questionable.

b) Manual Processes

The Township still uses mostly manual processes simply due to the cost of digital solutions. For instance, staff has looked into records management software and council management software, but the cost to purchase the software and the annual costs to maintain them, were deemed simply too expensive for Ryerson.

The roads department employs very little technology and still struggles with using onerous and time-consuming manual processes and filing systems.

Website

Citizens often feel frustrated by cumbersome or confusing websites that do not provide the information they need. While the Township's website is functional and provides basic information, there is room for improvement.

Moving forward, as the demographics change, there will be a need to update the website and introduce more self-serve and citizen-centric features, which in turn will provide more opportunity to promote citizen engagement.

External:

- a) **COVID-19** has presented a number of challenges for Ontario municipalities in general. It has meant that the municipal offices have been closed to the public and staff have had to find other ways to ensure they can still meet the needs of their citizens.

Council meetings have been virtual since early 2020. The meetings have been recorded but they are not published on the Township's website due to the cost to meet accessibility and translation requirements.

- b) **Reliable Broadband** - As in other small rural municipalities in Ontario, reliable broadband/internet is a factor that limits any move to full digital modernization.
- c) **Cyber Security** has emerged as one of the key risk areas for municipalities. Cyber criminals often seize municipal data and hold it for ransom. Consideration should be given to developing a plan and ensuring employees have received cyber security training to safeguard municipal records.

Governance Challenges

Key Challenges:

- Council has been described as “fractured”
- Council does not always act or set policy as a “body”
- Difficulty attracting candidates to run for Council
- Integrity Commissioner requests are a financial burden for the Township

Root Causes:

a) Council Function

Aside from the lack of a strategic plan, it is believed that current council practices are a contributing factor to Council being described by many, as “fractured”. Most often this is related to Council not always acting as a body in decision-making.

Generally, Council does not use a committee system internally. There are two very informal task force ‘committees’; one for HR and one for Roads, that really stem from past outdated practices. Since only two members of council sit on these (no quorum of council), there are no formal minutes of meetings, but notes are taken. These two ‘committees’ only meet if there are issues to be reviewed.

While these “committees” were created a number of years ago with the right intentions, it is no longer acceptable for them to be involved in operational or HR issues.

The fact that there is an HR Advisory Committee at all, indicates there is a lack of understanding of the risks associated with the human resources function. Council involvement in human resources issues, undermines supervisory authority and causes confusion for employees on reporting protocol and “who’s in charge”, and can subject both the municipality and the individual council member to a risk of liability.

There is no doubt there are differing, and often passionate views amongst members of council, which is normal, provided proper decorum is followed.

Establishing the appropriate services and levels of service for the municipality is a role for council. To do so, Council needs to carefully balance the actual wants of the community against their own wants, to ensure that they accurately reflect the views of the community as a whole. The most passionate service is not effective if it is not wanted or needed by the citizens.

b) Difficulty Attracting Candidates

Reportedly, the Township struggled in 2018 to attract ratepayers to run for Council. Part of the reason might be the low per diems offered for the roles, but meeting protocol may also deter individuals from running in 2022.

c) Integrity Commissioner Requests

In 2020, there were 3 requests made to the Integrity Commissioner resulting in a cost of \$9,743.53 to the Township. Considering that a \$21,000 expenditure equals a 1% increase in taxation, Council should give due consideration to finding ways to remedy the actions that are contributing to these requests, to reduce these unnecessary costs. These funds could be better utilized towards capital items that would benefit the entire community.

Appendix D - Township of Ryerson Municipal Comparator Study - Overview of Results

Basis of Analysis

- Six (6) Municipal Comparators plus Ryerson for a total of Seven (7) municipalities reviewed at a high level.
- The comparators were selected based on municipalities of similar size and nature as the Township of Ryerson and included some within the Parry Sound District and some in other similar Districts.
- The comparators were approved by the Project Team.;
 - Village of Burk's Falls – Parry Sound District
 - Township of Papineau-Cameron - Nipissing District
 - Township of McMurrich/Monteith - Parry Sound District
 - Township of Machar - Parry Sound District
 - Township of Johnson - Algoma District
 - Township of Armour – Parry Sound District

(The comparators are listed in random order as Mun 1 – 6 in the charts that follow)

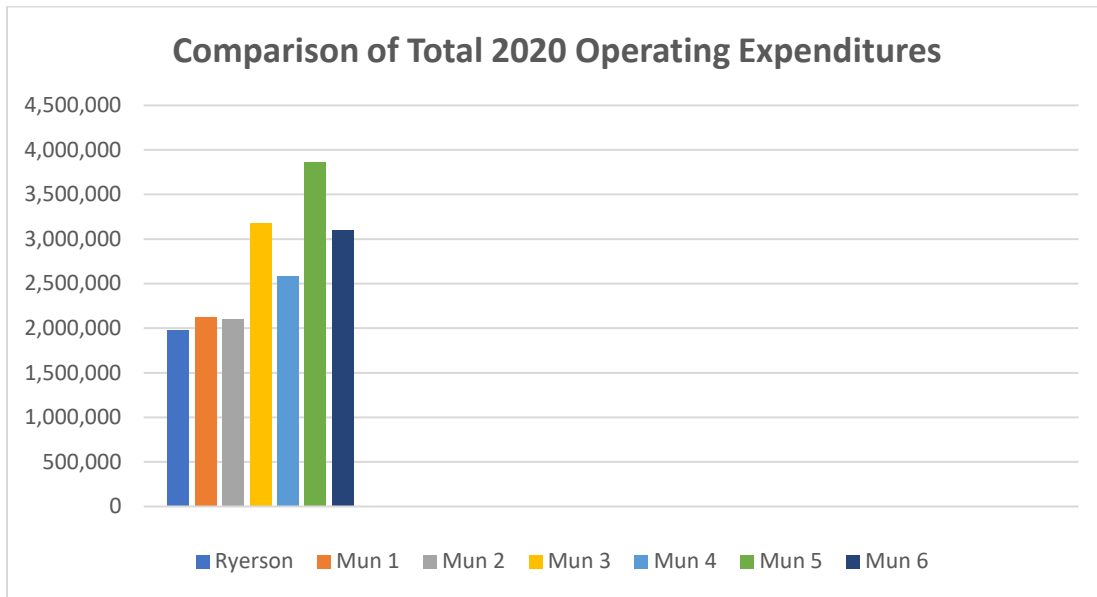
- Financial comparisons are based on the 2020 FIR for each comparator municipality
- A survey was sent to the comparators to collect other information (i.e. staffing, software)
- Comparisons include just the areas of this study (Administration, Treasury and Public Works). Although Land Use Planning was outside the scope of this study, it was included in the survey, at the request of the Project Team.

1. General Statistical Comparisons per 2020 FIRs
2. Comparison of Total 2020 Operating Expenditures
3. Departmental Operating Costs as a Percentage of Total Operating Costs
4. Average Departmental Operating Costs Per Capita
5. Summary of Municipal Comparator Survey Responses

General Statistical Comparisons per 2020 Financial Information Returns

Municipal Comparators	2016 Population	2016 Households	FT staff	PT staff	2020 Total Assessment	2020 Total Operating Expenditures	2020 total salaries	kms of roads	Council size
Mun 1	824	752	7	0	230,998,900	2,131,893	623,222	250	5
Mun 2	904	500	6	1	161,825,600	2,101,841	542,472	93	5
Mun 3	967	512	8	1	81,311,370	3,180,736	906,090	26	5
Mun 4	583	507	5	0	103,063,900	2,582,326	716,484	86	5
Mun 5	1414	1080	11	0	374,634,709	3,864,545	1,304,317	251	5
Mun 6	738	913	7	0	261,190,100	3,106,943	1,013,115	252	5
Mun 7	648	580	8	1	190,174,300	1,974,860	945,950	219	5

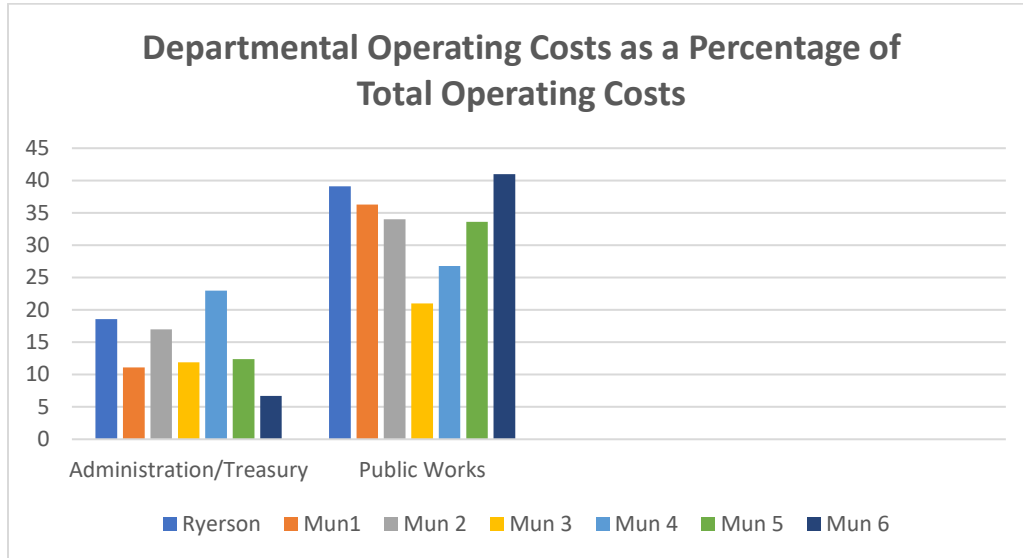
Comparison #1



Comparison #1 Summary/Notes:

1. The average 2020 operating costs of the comparator municipalities was \$2,828,047. The Township of Ryerson's total operating costs for 2020 were \$1,974,860. The Township had the lowest operating costs of all the municipal comparators in 2020.
2. The total 2020 operating costs for Ryerson's Administration/Treasury were \$367,348. This is slightly lower than the average 2020 operating costs of these two departments in the other comparator municipalities, which was \$375,511
3. Since the planning function is undertaken by administrative staff in all the municipalities, the costs to administer planning services could not be separated and are included in the Administration/Treasury operating costs.
4. The total 2020 operating costs for the Ryerson's Public Works Department were \$772,502. This is also lower than the average 2020 operating costs for the Public Works Departments of the other municipal comparators, which was \$904,007
5. Public Works employees in Ryerson and Municipality 2 are solely responsible for roads. All other Public Works employees in the other municipal comparators have other responsibilities along with roads such as landfill, recreation, water sewer, etc.

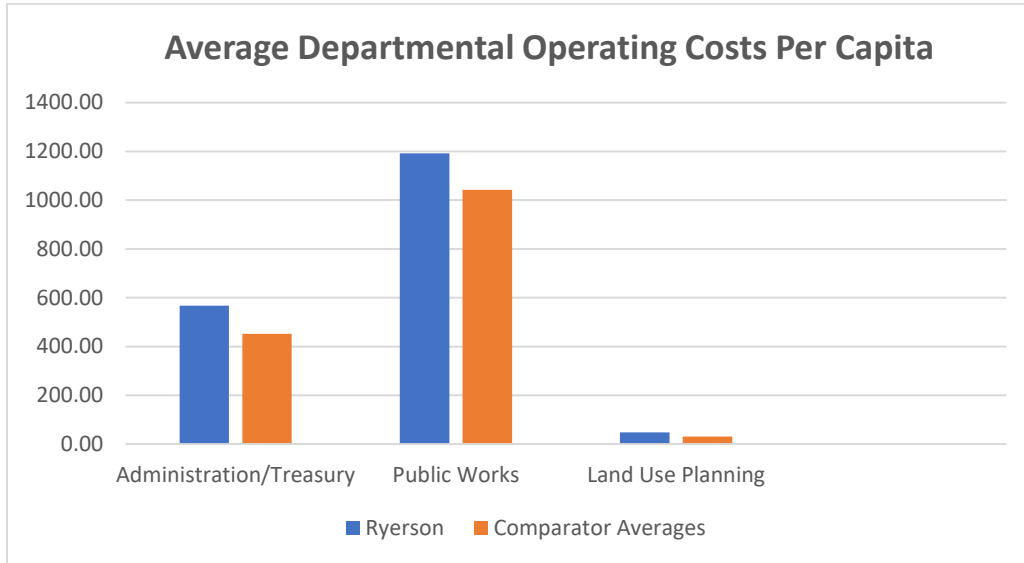
Comparison #2



Comparison #2 Summary/Notes:

1. While the Township of Ryerson had the lowest 2020 Operating Costs, the Administration/Treasury and Public Works departmental costs make up a higher percentage of its total operating costs, than the other municipal comparators;
 - **Administration/Treasury** - Ryerson –18.6%, Comparator Average - 13.7%
 - **Public Works** – Ryerson 39.1%, Comparator Average – 32.2%

Comparison #3



Comparison #3 Summary/Notes:

- The average cost per capita to operate Ryerson's Administration/Treasury department is \$566.90. In comparison, the average cost per capita to operate the municipal comparators' Administration/Treasury departments is \$452.17
- The average cost per capita to operate Ryerson's Public Works department is \$1,192.13. In comparison, the average cost per capita to operate the municipal comparators' Public Works departments is \$1,042.82.
- The average cost per capita to provide the Land Use Planning services in Ryerson is \$48.02. In comparison, the average cost per capita for the municipal comparators to provide planning services was \$31.13.

Summary of Municipal Comparator Survey Responses

Administration Software



1. The majority of municipal comparators use Microsoft Office software and do not have specific municipal software. The majority of them reported they were satisfied with just using Microsoft Office.
2. None of the comparators have agenda management, citizen engagement or records management software platforms
3. Comments noted that, similar to Ryerson, the high cost of software makes it not feasible for them to purchase.
4. Comments also noted the lack of good internet as being the main issue for some to be able to run software programs.

Treasury Software



1. Five of the six municipal comparators use MuniSoft financial software in their Treasury Departments.
2. All six reported they were satisfied with the platform.

Public Works Software



1. The majority of the municipal comparators use Microsoft Office or MuniSoft. This is generally because the administrative staff in these municipalities are responsible for the office paperwork for public works departments.
2. Two of the six have GIS for mapping infrastructure and automated vehicle location (AVL) software to track the location of the trucks.
3. One comparator uses Time Track, an electronic time clock for time cards.
4. One comparator does not use any public works software programs and operates completely manually.
5. All five who use public works software programs report being satisfied with the platforms they are using.

Council Meetings

1. Four of the municipal comparators have two regular Council meetings per month.
2. The two comparators who have one regular Council meeting per month have just over 500 households. Ryerson has 580 households.

Visitors to Website



1. The Township of Ryerson has just recently set up Google Analytics on their website to monitor citizen engagement so there are no statistics available yet.
2. Three of the six comparators track visitors to their sites. However, most do not know or track if they are Unique Visitors or Returning Visitors.

Comparison of Staffing Per Department

Municipal Comparators	Total Staff	Administration	Treasury	Public Works	Planning	Contracts
Municipality 1	FT - 7 1 seasonal	3 FT - Clerk/Treasurer, Deputy Clerk/Treas & Admin Assistant	Included in Admin	4 FT - Working superintendent, 3 Operators, 1 seasonal labourer	No FT - 2 admin staff manage planning function	external planner when needed
Municipality 2	FT - 6 PT - 1	2 FT - CAO/Clerk-Treasurer & Admin Assistant, 1 PT Admin Assistant	Included in Admin	4 FT - Superintendent & 3 Operators	No FT - 2 admin staff manage planning function	external planner is contracted
Municipality 3	FT - 6 PT - 1 1 seasonal	1 FT - Clerk Admin/Dep Treas. 1 PT Admin Assistant	2 FT - Treasurer/Deputy-Clerk & Finance Clerk	3 FT - Foreman, Assistant Foreman & PW Assistant - 1 seasonal	No FT - but 1 admin manages planning & 1 more is being trained	external planner is contracted
Municipality 4	FT - 5 2 seasonal students	2 FT - Clerk/Treas & Admin Assistant	2 FT - Deputy Clerk & Admin Assistant	3 FT - Superintendent & 2 operators, 2 summer students	No FT - Clerk looks after planning function	no retainer but use external planner when needed
Municipality 5	FT - 9	3 FT - Clerk-Treas/Administrator, Deputy Clerk & Admin Assistant	1 FT - Deputy Treas	5 FT - 1 Supervisor, 1 Grader Operator & 3 operators	No FT - 2 admin staff manage planning function	external planner is contracted
Municipality 6	FT - 7 PT -	3 FT - Clerk Administrator & 2 Admin Assistants	1 FT - Treasurer/Deputy Clerk	4 FT - Superintendent, Assistant Superintendent & 2 Operators	No FT but 2 admin staff review (Clerk Admin & senior Admin Assistant)	external planner is contracted - too busy to do it all in house
Municipality 7	FT - 8 PT - 1	2 FT - CAO/Clerk/Deputy Treasurer & Deputy Clerk	1 FT - Treasurer and 1 PT Admin Assistant	5 FT - Road Superintendent, Lead Hand & 3 operators	No FT but Deputy Clerk spends 80% of her time on planning	external planner only when needed

Comparison of Staffing Per Department Summary/Notes:

Note: The total FT staff in the table above, is as reported by the comparator municipalities in October 2021, in the Municipal Comparator Survey.

This differs from the FT staff reported on the Statistical Comparison on page three, which is based on the 2020 FIRs. Municipality 3 and 5 reported having more staff in 2020 than they do now. It is unknown if this means they have reduced staff in 2021 or if they reported their staffing differently in their 2020 FIRs.

Total Number of Full Time and Part Time Staff

1. The average number of FT positions in the six comparators in Administration, Treasury & Public Works, was 7. The Township of Ryerson has 8 FT positions.
2. Two of the six comparators have one PT position, as does the Township of Ryerson.

Administrative/Treasury Summary

1. There are a variety of different titles for the senior administrative role in the municipalities. They all have the Clerk title and the majority have some component of Treasury.
2. Three of municipalities has a dedicated Treasurer.
3. None of the municipalities has a dedicated planner, but administration staff delivers planning services and carries out the planning function. All of them use the services of an external planner for more complex applications and only as required.

Public Works (Roads) Summary

1. All municipalities have a senior Roads position - Roads Superintendent, Roads Supervisor or Foreman.
2. Four of the seven have 3 operators, two have 2 operators and one has just one Assistant Foreman.
3. Municipality 3 is the only one that has a FT dedicated Public Works Assistant.

Appendix E - Administration Department Service Profile

Purpose Statement: to provide information and meet legislative requirements regarding council operations; provide access to information in a timely and readily accessible manner; to be responsive to community needs and accountable and fiscally responsible.

Citizen Value Propositions:

General Government: *I expect my municipal government to be responsive to community needs, accessible and trust that it will be accountable and fiscally responsible.*

Clerk: *I expect my municipality to provide information and access for my municipal government and meet legislative requirements regarding council operations and access to information in a timely and readily accessible manner. I expect municipal government to be responsive to community needs, accessible and trust that it will be accountable and fiscally responsible.*¹

Service Description: The Administration Department is responsible for overall corporate management with the objective of providing efficient municipal government in collaboration with Council in their governance role.

The Administration Department is responsible to for the planning, implementation, administration, review and evaluation of Council’s policy direction. It plans and organizes all municipal services and provides leadership to ensure departmental objectives are achieved in an effective and efficient manner.

The Administration Department is also responsible for the human resources function and is responsible for the effective utilization of staff.

The Clerk’s department is responsible for the record-keeping and administrative duties for the municipality. More specifically, the Clerk’s department is responsible to prepare the agendas of council meetings; record minutes of Council meetings and distribute them to Council and the public; answer official correspondence, keep safe fiscal records and accounts; prepare reports, issue public notifications, conduct local elections and develops and administers the Township’s by-laws and policies and more.

2020 Operating Expenses - \$224,732

2020 Operating Revenues - \$18,642

2021 Operating Budget - \$284,336

Summary of Service Features

Feature		
Inputs	Staffing – 2 FT – CAO/Clerk/Deputy-Treasurer & Deputy Clerk 1 PT Administration Assistant	Equipment – Office equipment, office supplies, training, legal, insurance, CGIS and other related software, etc.
Outputs	# of administrative inquiries addressed # of visitor sessions to website # of open data sets available on website for citizens	
Outcomes	Ensure open & transparent administration, customer service and efficient municipal government	

Which of the Community Strategic Priorities does this service support?

X Efficiency; X Customer Service; X Economic Viability; X Community Health & Wellness

¹ 2018 Municipal Benchmarking Network Canada

Performance Measures/Indicators:

- 1.1 Operating costs for administration as a percentage of total municipal operating costs
- 1.2 Annual cost per capita of Integrity Commissioner reports
- 1.3 Admin wages as a % of total operating expenditures
- 1.4 Total \$'s invested in technology, per capita

Current State Findings & Observations

Staffing

The Township’s Administration Department has a full time CAO/Clerk/Deputy Treasurer, a Deputy Clerk and a part time Administrative Assistant.

CAO/Clerk/Deputy Treasurer –This position is the most senior management position and serves as the principal policy advisor to Council. The CAO/Clerk/Deputy Treasurer was appointed by By-Law #16-13

According to the most recent job description approved in February 2013, the following are some of the key roles of the CAO/Clerk/Deputy-Treasurer position.

Key Roles/Functions	Broad Overview of Key Responsibilities
Administration	Responsible for overall general management of Township operations in all departments Principal advisor to Council Attends all Council meeting
Clerk/Elections	Performs statutory functions of the Municipal Clerk Coordinates agendas and attends all council meetings, records Council proceedings and authors the minutes Drafts by-laws & resolutions for council consideration Records Management – safe & secure records Acts as Returning Officer for municipal elections
Deputy Treasurer	Assists in the performance of the statutory duties of the Municipal Treasurer in the Municipal Act Assists with the preparation of annual budgets, capital forecasting, cash flow, etc. and assists the roads department with their annual budget
Human Resources	Administers the Township’s human resources function and is responsible for the effective utilization of staff Subject to council approval, is responsible to the appointment, employment or dismissal of office staff Recommends to council the appointment, discipline, suspension or dismissal of supervisors
Planning	Provides advice on matters pertaining to land use planning, economic and tourism development and recreation planning Administers the Township’s planning function Prepares planning reports for council as required
CEMC – Operations Officer	Contact person for the Emergency Control Group
Municipal Freedom of Information	Manages FOI requests under the Municipal Freedom of Information & Protection to Privacy Act

Deputy Clerk - According to the most recent job description, the Deputy Clerk is responsible for assisting with the performance of all statutory, operational and advisory duties of the Clerk, as assigned by the CAO/Clerk/Deputy Treasurer.

The incumbent is required to maintain positive and productive relations with other staff members, elected officials and the public and to deal with confidential information with discretion and judgement.

The following are some of the key roles of the Deputy Clerk, as set out in the most recent job description, dated June 2018.

Key Roles/Functions	Broad Overview of Key Responsibilities
Clerk/Elections	<p>Assist with the preparation of agendas, resolutions, by-laws, staff reports and minutes of Council and Committee meetings;</p> <p>Attend bi-monthly Council meetings and periodic Committee meetings to provide information and present staff reports. In the absence of the CAO/Clerk/Deputy-Treasurer, record minutes of Council and Committee meetings</p> <p>Assist with conducting municipal and school board elections</p> <p>Assist with human resources functions</p>
Administrative	<p>Assist with daily operations of the office which could include answering telephone/front counter enquiries, receiving tax payments, providing information/assistance/advice concerning municipal programs, policies and by-laws, and updating computerized/manual filing systems</p> <p>Liaise with Community/Economic Development Officer and assist with funding reporting requirements</p> <p>Liaise with the Fire Chief and Fire Prevention Officer as may be required</p>
Strategic Initiatives/Policy Coordinator	<p>Research, assess and analyze a wide variety of new and existing municipal policies/manuals/procedures, including but not limited to: Asset Management and Long-range Planning; Green Energy Act – Energy Plan; CVOR; Health and Safety policies/Ministry of Labour requirements; Standard Operating Procedures/Guidelines; Accessibility; Donations; Planning</p>
Planning	<p>Assist with all aspects of Land Use Planning administration, including but not limited to: answering enquiries related to the Official Plan, Zoning By-law and other planning-related by-laws; performing pre-consultations with applicants, developers and agents prior to the submission of planning applications; preparing notices, by-laws and affidavits relating to planning files; maintaining planning files; consulting with the Township’s planning consultant, the South East Parry Sound District Planning Board and Ministry of Municipal Affairs & Housing.</p>
Website/Webmaster	<p>Assists the Treasurer with website and Facebook updates.</p>
Cemetery	<p>Assists the public with selection of cemetery plots, schedules interments, etc.</p> <p>Invoices for plots</p> <p>Maintains cemetery maps and other relevant records on CGIS</p>

Administrative Assistant - The Administrative Assistant position is responsible for providing administrative and clerical support services to the CAO/Clerk/Deputy Treasurer and the Deputy Clerk in the execution of their duties and responsibilities

The following are the roles of the **Administrative Assistant**, as set out in the job description, approved March 15, 2011.

Key Roles/Functions	Broad Overview of Key Responsibilities
Administrative/General Office	Provides administrative/clerical assistance to the CAO/Clerk-Treasurer and Deputy Clerk-Treasurer. Receives enquiries from public and staff and responds or directs to the appropriate department
Taxation	Assists with the preparation, printing, balancing, and distribution of tax billings. Prepares and sends Tax Reminder Notices, as required
Treasury	Processing of Accounts Payable i.e. receives invoices and assigns to proper accounts, prepares cheques/reconciliations/statements Prepares bank deposits
Payroll	Prepare the bi-weekly payroll

Overlap - While there is some overlap in responsibilities, which can be expected in smaller municipalities, there is generally clear segregation of duties at the staff level. The Township’s administrative staff team works together well. While feeling generally supported by Council, employees sometimes feel there is a lack of respect for their knowledge, expertise and authority.

Pending Retirements - Ryerson has a number of long-term employees. While having long-term employees is an indication of workplace satisfaction, it also has its challenges because it means there are a number of employees who are, or will soon be, eligible for retirement.

Over the next five years, three of the four administrative staff will be eligible for retirement, along with two public works employees and the fire chief, representing 6 of 11 current employees. The CAO/Clerk Deputy Treasurer position is one of the key positions that is subject to the pending retirement of the incumbent.

Although, the pending retirements were identified as a challenge, they can also be seen as an opportunity to bring in new people and new ideas into the organization. However, the Township has hired new employees to have them trained for the eventual retirements, but they have experienced staff retention issues with new employees, because they tend to use the Township as a stepping stone to opportunities in larger municipalities.

Changing Roles - The roles of administration staff have changed over time and many of the current job descriptions no longer accurately reflect the duties and responsibilities being undertaken.

One such example is that there has been an influx of new residents from southern Ontario moving to the Township, presumably due to COVID-19. As a result, the number of planning applications has increased dramatically over the past few years – so much so that the Deputy Clerk reports approximately 60% of her time is now spent on planning administration, leaving her little time to support her Clerk responsibilities. It is unknown if this is just an anomaly for now so changes in staffing or staffing roles have not been made to accommodate for this change, while the Township has a chance to assess if this trend will continue.

Municipal Office

The Township's municipal office is located at 28 Midlothian Rd. Burk's Falls. Due to the flood that damaged the municipal office and roads depot in 2020, the administration staff has been working out of a temporary office located in the basement of the IDA drugstore in Burk's Falls.

These circumstances have caused a great deal of disruption for the administration department. The records had to be removed from the upstairs of the building and have been stored in shipping containers, making them difficult to access. Fortunately, the renovations to the municipal office are nearing completion and it is hoped the administration can be back into their permanent location soon.

Adding to this disruption, since COVID-19 in early 2020, the office has been closed to the public and staff has worked remotely up to two days per week.

There was initial concern that perhaps the needs of citizen were being negatively affected by this disruption. However, citizens were asked in the recent Citizen's Survey, if they were negatively affected by staff working from home. No concerns were expressed and there was support for the practice to continue.

These disruptions have highlighted the need for additional technological solutions, so records and documents can be accessed remotely, and so the need for physical office space can be reduced over time.

Clerk Function

The role of Council is to set policies and the role of staff is to administer council policies. The Clerk function is governed and fulfilled in accordance with the statutory duties set out in Section 228 (1) of the Municipal Act, S.O. 2001. C. 25;

- 228.** (1) A municipality shall appoint a clerk whose duty it is,
- (a) to record, without note or comment, all resolutions, decisions and other proceedings of the council;
 - (b) if required by any member present at a vote, to record the name and vote of every member voting on any matter or question;
 - (c) to keep the originals or copies of all by-laws and of all minutes of the proceedings of the council;
 - (d) to perform the other duties required under this Act or under any other Act; and
 - (e) to perform such other duties as are assigned by the municipality. 2001, c. 25, s. 228 (1).

Procedural By-law # 31-20

Procedural by-laws establish rules governing the proceedings of Council, the calling of Meetings and the conduct of Members, Staff and the Public. The Township's Procedural By-law was passed December 1, 2020. It was amended by By-law #33-21.

Council Meetings

As per the Township's Procedural by-law, "*Regular Meeting*", means a scheduled Council meeting held in accordance with the approved calendar/schedule of meetings. Regular meetings of Council shall be scheduled on the first (1st) and third (3rd) Tuesday of each month, at 6:00 p.m. With the possible exception for the months of July, August, and December with only one meeting planned per month.

"*Special Meeting*", means a meeting not scheduled in accordance with the approved calendar/schedule of meetings for a specific purpose to deal with an important matter that has arisen between Regular Meeting. A Special Meeting is a meeting that is called for a specific time and for a specific purpose to deal with an important matter that must be dealt with before the next Regular Meeting.

A special meeting can be summoned by the Mayor or by a petition of the majority of Council. Only the business for which the special meeting was called, can be dealt with at a special meeting.

The Township does not conduct Committee of the Whole meetings, but their Regular Council meetings do provide for more open discussion, than is typically provided in a formal regular Council meeting.

In 2021, a number of the Township's special council meetings were held immediately prior to the start of the regular meetings. Most were held to conduct Closed Sessions of Council for items that are known ahead of time. When an item comes up during a regular Council meeting, that requires discussion in a Closed Session, then Council moves into a Closed Session at the end of the regular meeting, as set out in the procedural by-law.

The procedural by-law includes a section to permit Electronic Council meetings and public meetings. Council meetings have been conducted via Zoom video conferencing since COVID-19 started in 2020.

The meetings are recorded and available upon request, but at this time they are not uploaded to the Township's website due to lack of financial resources to meet the reported accessibility and translation requirements.

An Electronic Meeting Protocol was approved in 2021 to establish protocol and decorum during online meetings.

Number of Council Meetings – The number of Regular Council meetings per month has been the topic of discussion amongst staff. Currently each meeting of Council is an average of two (2) hours in length.

Staff has conducted some research with municipalities who have one meeting per month and there is certainly some evidence that efficiencies can be found by moving to one regular meeting per month.

For example, each Council meeting requires the same processes to be followed that consume a great deal of staff time; prepare the agenda, distribute the agenda, prepare resolutions and reports, attend the Council meeting and then start all the work from the meeting (filing, research, follow up, drafting the minutes, etc.) With two meetings per month this work is duplicated.

Moving to one meeting per month would however, require great organization and streamlining the agenda so as to include more information ahead of time. It would also require discipline and leadership on the part of Council to manage the meeting efficiently in order to get through the agenda items in a timely manner. In this scenario, there would be more items on each agenda and most likely the meetings would also be longer than they currently are, but the duplication that exists now would be eliminated.

A simple calculation (below in Figure 1), of the time it takes all members of staff to prepare for, attend and finish the work from Council decisions, was undertaken.

Figure 1 – Analysis of Council Meeting Work

Staff Member	Work Required	Estimated Hours Per Meeting
Clerk	Review and file documents for the agenda as received	2
	Prepare the agenda and distribute to Council	3
	Prepare resolutions	2
	Set up for Council meetings	1
	Attend Council meeting	3
	Draft minutes, filing resolutions	4
	Work from Council decisions	7
Deputy Clerk	Prepare Mayor's script	2
	Attend Council meeting	3
Treasurer	Attend Council meeting	3
Other Staff	Prepare reports and attend Council meeting	3
Less:	The volume of issues will be greater at one meeting per month and the meetings will be longer reducing the hours saved.	
	3 staff members attendance at meeting 1 hr longer	(3)
	Additional prep time for agenda (Clerk & Deputy Clerk)	(2)
	Total estimated hours saved	*28

*Eliminating one Council meeting per month would save approximately 28 hours of staff time per month, which can then be used more efficiently on policy development, etc.

Committees – It is not uncommon, in small municipalities with five member councils, that few committees are found and those that do exist often lack terms of reference, meet infrequently and operate informally.

Generally, Council does not use a committee system internally. There are two very informal task force 'committees', one for HR and one for Roads, that really stem from past outdated practices. Since only two members of council sit on these (no quorum of council), there are no formal minutes of meetings, but notes are taken. These two 'committees' only meet if there are issues to be reviewed.

While these "committees" were created a number of years ago with the right intentions, it is no longer acceptable for them to be involved in operational or HR issues. Doing so results in confusion on "who's in charge" and could subject both the municipality and the individual council member to risk.

Council also formed a Recreation Committee and one member of council sits on it. Terms of Reference were created for this committee, but COVID emerged right after it was established and they have not met for some time.

During the interviews it was often noted, that Council is "fractured" and the council meetings were described as "unproductive" and "painful". There are differing, and often passionate views amongst members of council, which is perfectly normal, provided proper decorum is followed.

In the 2018 Municipal Elections, it was reportedly difficult to find ratepayers to run for Council. Part of the reason might be the low per diems offered for the council positions, but meeting protocol during this term, may also deter individuals from running in 2022.

Agendas - The Procedural By- law sets out the format to be used for Council agendas. It was noted that the current agenda differs somewhat from what was set out in the by-law.

For instance, it was noted that the agenda format in the by-law includes a Consent Agenda. The consent agenda is included in the procedural by-law template to improve the efficiency of the meetings. However this format has not been implemented yet.

The Procedural By-Law sets out that, *“items on the agenda, but not dealt with at the Meeting, will be placed on the next Regular Meeting Agenda under ‘Business Arising from Previous Meeting’ and/or ‘Consent Agenda’.* It was reported that it often happens that issues are discussed at Council meetings but discussion is ended before a firm decision has been made, leaving council members feeling frustrated.

To address this, staff used to maintain an “abeyance” report, which tracked the status of agenda items that had been left unresolved, but over time the practice was ceased due to changing work priorities.

At present, Council members do not receive correspondence related to the closed session meetings ahead of time. Staff has recently been working on developing a private portal for Council to retrieve any materials for closed sessions via OneDrive, now that they have computers provided by the municipality.

The council agenda process is mostly manual, although recently some improved internal processes have been implemented, which has improved efficiency and reduced the amount of time it takes to prepare the agendas.

For example, staff used to retain a paper file of all the agenda correspondence, etc. and then each document would need to be scanned one-by-one to attach to the agenda package. Now, as council items are received, they are scanned (or often received electronically), and then saved into an electronic agenda preparation folder on the main server, that simplifies the development of the agenda.

Some other improvements;

- Citizens can use the online form to request to appear in front of Council.
- The purchase of Adobe Pro has enabled the pdf agendas to be merged together into one document.
- Each council member now has a laptop and the agenda package is now emailed to Council members

Staff has investigated Council meeting software, but the cost to purchase and maintain it annually, is simply not feasible for the Township.

Minutes

The minutes of Council are prepared by the Clerk. Hard copies are stored in binders along with digital copies stored on the central server.

The By-laws of the municipality are numbered in a sequence by year. A listing of all by-laws passed in the Township since 1880, is maintained. The number of by-laws passed each year fluctuates.

Figure 2 – Number of By-Laws Passed Per Year

Year	Number of By-Laws Passed
2018	62
2019	53
2020	35
2021	52 to date

Resolutions are also numbered but the numbers do not appear in the minutes. The numbering sequence of resolutions, resets for each meeting.

Human Resources Function

The CAO/Clerk/Deputy Treasurer job description, developed in 2013, is described as a “modified” CAO role in that includes a Human Resources role that is “governed by Council”. Work is underway to update the job description and review the organizational chart to better meet current and future needs.

Human Resources is an internal essential service guided by much legislation and provincial regulations. Given the complexity the HR function, Council should not be directly involved in the HR function. Doing so puts the municipality and/or individual council members at risk of liability.

The Township has recently engaged an HR Consultant to provide human resources services on an as needed basis. The term of the contract is for twelve (12) months, commencing July 1, 2021 and terminating on June 30, 2022.

It is recognized that the HR consultant will be addressing the job descriptions, HR policies, job evaluations, updating the pay equity plan, investigations of workplace harassment, the morale in the roads department, and developing a succession plan. These human resources challenges that have been identified during this project, are already being addressed by the HR consultant, so they are not included in this study.

Learning & Development Planning

When new employees are onboarded, there is an “orientation checklist”, they must work through. The onboarding process has been described as, “learning by doing”.

Individual learning and development plans for employees are used to identify and provide appropriate training and professional development opportunities for staff to support them in setting their career goals. They are particularly helpful to address succession-planning, employee churn and attracting youth to municipal careers. Individual training plans in the Township are put in place through the performance evaluation process.

Performance Evaluation – The CAO conducts performance evaluations with all administrative employees. The Road Superintendent conducts performance evaluations with the roads employees and the Fire Chief does the performance evaluation with the Fire Prevention Officer. Both then review them with the CAO.

Most reviews are done annually using a comprehensive performance evaluation template to ensure consistent evaluation of the performance of all employees.

The templates use a set of twelve (12) performance criteria (i.e. job knowledge, team work, accountability & dependability, etc.), against which employees are rated and assessed. Employees are also given the opportunity to identify their professional goals and any training and development they feel they need to reach those goals.

Historically, movement to the next step in the pay grid was based solely on years of service and has not been tied to any type of merit-based assessment. Recent changes to the performance review process have seen both performance and years of service being taken into consideration for step progressions.

Cross-Training - Some level of cross-training is in place in the Administration department in that a central server is used and can be accessed by any member of the Administration team. All members of the team have access to, and an awareness of, the files stored in the central server so that when one staff member is away, the information is still able to be accessed by other staff members.

Each staff member does have their own files but very little data is stored on individual desktops. The central server is backed up daily.

Council Orientation - Staff provides a very robust orientation program to Councils. Generally, it commences immediately after the new Council is elected, but during this last term Council has participated in a number of training sessions on various aspects of council roles and responsibilities.

Information Management Function

Records Management Retention and Archives

Records management is a mandatory service required pursuant to the Municipal Act and Municipal Freedom of Information and Protection of Privacy Act. This subservice ensures statutory and regulatory compliance while supporting business efficiency by managing, preserving and providing access to the Corporation's records and information.

As with many small municipalities, the Township has limited personnel who fill many roles, and unfortunately the disruption experienced from the flood, has made the records management function challenging. However, staff is looking forward to implementing efficiencies and improving the access and retrieval system once the records are returned to the Midlothian location.

The Treasurer calculated that the manual system associated with filing and storing documents leads inefficiency with annual productivity losses in excess of 20% and costs the Township between \$8,000 - \$10,000/year. Staff has looked into records management software, but after an analysis of the purchase and annual maintenance costs, it was deemed simply too expensive for Ryerson.

Staff developed a Records Management Manual & Digitization Strategy document. The strategy is well done and attempts to function as the next best option to purchasing expensive software, but due to a lack of time to finish the work, and some records in storage due to the flood, the records are still deemed by some to be somewhat "disorderly".

The Township is working on a Records Retention By-law also that will establish retention periods for the municipality's records and to establish a plan for transferring manual documents to digital wherever and whenever possible.

In the Township of Ryerson, there is one set of manual property files that can be accessed physically and a digital record of property files that can be accessed by any member of the Administration team. The flood at the Midlothian Road location highlighted the fact that the security of the physical documents cannot be assured and they cannot be protected from disasters so there is a need for a digital strategy.

In 2019, staff undertook a thorough inventory of all files and available storage space and designed a categorization system that allows for quick and easy access electronically, by any member of administrative staff, to locate the records.

Citizen Satisfaction & Engagement

Citizen Engagement – On numerous occasions during the interviews, it was reported that citizen engagement is a concern in the municipality.

On the one hand, the lack of engagement may simply mean citizens are generally happy. However on the other hand, it may also be there are not enough opportunities on the website for citizens to be interested or engaged (i.e. easy access to information and self-serve options they need).

The Township does try to engage citizens with various surveys – (i.e. Township name survey, the citizen's survey for this project, tax payment survey, etc.), but the percentage of responses has been quite low and cannot be relied on as being a statistically valid representative of the views of the community as a whole.

Citizen Satisfaction – In today's municipal environment it is refreshing to note that the Administration department receives virtually no complaints and overall, citizens are very complimentary about the service they receive from the staff in the department. Any contact from citizens is not generally customer service related, but more requests for service (i.e. a tree is down, pot holes, etc.). Staff makes it a priority to respond quickly to any inquiries received.

The Township implemented a Complaint Policy By-law #15-19. At present there is no manual or digital process set up in the administration department for tracking or responding to citizen inquiries. The roads department does track any inquiries they receive directly and but they are provided to the Administration Assistant only after they have been resolved. The Administration Assistant then updates a spreadsheet she maintains, to show the date the issue was resolved.

Because there is no official tracking of complaints it is hard to gauge response time and citizen satisfaction. The Citizen's Survey published as part of this project, did include some questions on satisfaction with the Administration staff, response times, etc., and no concerns were expressed. Again it must be noted that the response rate was low so the responses received cannot be relied on as representing the opinions of the whole community.

Staff has also been monitoring the incoming call volume in another effort to gauge citizen satisfaction. The average call volume has increased from 283 in 2019, and 377 in 2020 to now 389 in 2021. The increase is most likely attributable to the migration of new residents and their general or planning questions though, and is not necessarily an indication of citizen satisfaction.

Staff is aware there is citizen engagement software available, but again this kind of technology is usually cost-prohibitive for Ryerson and the return on investment, particularly given the current, low citizen engagement in the Township, is questionable.

Strategic Planning

One of the most striking themes expressed in a variety of ways from a variety of perspectives, was the desire for Council to provide a vision for the Township. It was hard to identify Council priorities even for this project, because there is no strategic or community plan for the community.

A strategic plan establishes a common purpose, priorities and objectives that are essential for the Township to seize any opportunities to improve life in Ryerson, and be prepared for any growth opportunities.

When the community's priorities are not clear, it is then hard to achieve the priorities. It has been said, *"it's like the municipality is paddling but they're not making any headway because they're not paddling in the same direction"*. Staff has continued to provide required services to the public following the annual municipal budget, planning documents and other municipal policies, but the lack of clear direction hinders their work, and is at times, frustrating for them.

While the passion of councillors is obvious and even admirable, caution needs to be taken to ensure Council's wants actually reflect the wants and needs of the community as a whole – and the only way to ensure that is to acquire community input through a strategic planning process.

A strategic/community plan will also guide staff to prioritize their work, build strategic initiatives into their annual work plans, budgets and capital programs that align with identified strategic priorities. By reporting regularly to Council on the achievements and outcomes, the municipality will have a plan of action for moving the Township forward into the future.

Summary:

Overall, the administration department is proactive and continuously working towards the future of service delivery, all the while, doing the best they can with the limited financial resources available.

Appendix – F Treasury Department Service Profile

Purpose Statement: to provide overall responsibility for the management of the municipality's financial affairs and critical financial leadership to Council, the Corporation and citizens, to ensure long-term financial sustainability.

Citizen's Value Propositions ¹

Accounts Payable: *I expect invoice payments to be processed in an accurate, timely, and efficient manner.*

General Revenue: *I expect to receive a bill that is timely, easy to understand and accurate, with options to pay in simple and convenient ways. When I apply for a license, I expect the application process to be convenient, timely, affordable and transparent.*

Taxation: *I expect my tax bill to be accurate, easy to understand with options to pay with simple and convenient payment options. I expect all tax services will be delivered in a cost-effective manner while meeting legislative and financial requirements for the municipality.*

Information Technology:

I expect to be able to access municipal information and services when, where and how it is convenient for me. I expect IT services to provide advice and cost-effective technology solutions that reduce risks and best enable me to access the information I need.

Purchasing: *I expect procurement processes to comply with legislation, support corporate objectives and municipal service needs, and deliver value in a timely, transparent and cost-effective manner. As a vendor, I expect I am being evaluated in the same way as any other bidder and the bidding process is clear, fair and easy to complete.*

Service Description: The Treasury Department manages the Township's financial resources to ensure funding is available to meet the financial needs, both now and in the future, through compliance with legislative and contractual requirements as well as long term planning.

The Treasurer provides budgeting, financial analysis, policy development, long term financial planning, corporate accounting, accounts payable and receivable, financial statements and Provincial reporting, cash & investment management, payroll & benefits, centralized purchasing services, property taxation & property assessment analysis and more.

2020 Operating Expenses - \$142,616

2020 Operating Revenues - \$74,948

2021 Operating Budget - \$78,623

Summary of Current State

Item		
Inputs	Staffing – 1 FT – Treasurer (some assistance from 1 PT Admin Assistant)	Equipment – Office equipment, office supplies, training, accounting & taxation software, audit, insurance, MPAC, etc.
Outputs	# of tax bills issued # of payment options accepted # of successful grant applications	

¹ 2018 Municipal Benchmarking Network Canada

Outcomes	principled financial management of the Township, customer service, efficiency	
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Which Community Strategic Priorities does this service support?

X Efficiency; X Customer Service; Economic Viability; Community Health & Wellness

Performance Measures/Indicators:

- 3.1 Current year's tax arrears as a percent of current year levy
- 3.2 Total municipal debt per household
- 3.3 Total reserves and reserve funds per capita
- 3.4 % of reserves to debt ratio
- 3.5 Average total property taxes/capita
- 3.6 % increase of transactions for the public that are completed online or with a mobile device

Current State – Findings and Observations

Staffing

The Township has a Treasurer and the CAO/Clerk also has the Deputy Treasurer title. Additionally a part time Administrative Assistant helps with tax posting and bill payments.

In the broadest of terms, the Treasurer has overall responsibility for the management of the municipality's financial affairs and provides critical financial leadership to Council and the Corporation to ensure long-term financial sustainability. As the senior financial officer of the Township, the Treasurer is responsible for the overall financial management of the Township, including the execution of the statutory duties of the Treasurer under the Municipal Act and other applicable legislation.

The following are the original roles of the Treasurer, as set out in the 2018 job description. The Treasurer was appointed by By-law # 6-19

Key Responsibilities:
Financial Management:
Annual & Capital Budgets
Bank Reconciliations
Funding Program Applications/Reporting
Capital Projects – prepare scope of work, investigate funding sources, maintain list of projects as per council direction
Oversees the daily accounting related to accounts payable, accounts receivable, investments, banking etc.
Review Accounts Payable/Accounts Receivable
Financial Reporting
G/L and FIR preparation
Taxation:
Billing, inquiries, month end reporting, tax certificates
Tax Sales
MPAC – assist with applications, respond to inquiries
Human Resources - Payroll:
Data entry to direct deposit pays, remittances, Records of Employment
Benefits administration
Calculating & issuing T4's
Administrative Management:
Assists other department heads, including public works, fire and economic development, with administrative duties;
Works with suppliers, consultants and other service providers
Minor office equipment/computer trouble-shooting
Maintains Township website
Reception - responds to phone calls and front counter inquiries

The Treasurer's job description does not specifically state that the Treasurer is responsible for purchasing/procurement, information technology, asset management, or assists with by-law and policy development, but it is known that the current incumbent does fulfill these roles.

Financial Management Services

The Treasury Department is responsible to ensure the Township's finances are managed in accordance with legislative and contractual requirements. This is done through corporate accounting functions, financial statements and provincial reporting, systems control, corporate banking, internal audit, advice and direction to internal and external clients.

Financial management services also include financial analysis relating to asset management plans; ensuring Council reports reflect ongoing budgetary impacts; reserve/reserve fund and debt forecasting and the development of financial planning policies and procedures that ensure financial resources will be available to meet Council objectives in the long-term.

Annual & Capital Budgets

The Treasury department provides financial planning services via the preparation of an annual budget. In the Township of Ryerson the budget identifies both operational and capital items. Each department head annually submits what their departmental needs are and the Treasurer consolidates those requests into the budget.

It was noted there was a sizeable surplus in 2019 (\$490,931), which was due to in large part to the postponement of the roof replacement project. This surplus was added to reserves to complete the renovations and roof repairs necessary in 2020/21.

The Township's budget is drafted early in the year but is often not passed until April or May each year. The ultimate goal is to have the budget passed by March of each year so staff has the direction and the time they need to undertake projects and work set out by Council, in the budget.

Fire Budget - As far back as 1968, Ryerson has been sharing various services with neighbouring municipalities for many of its municipal services including; waste management/landfill, recreation, and fire services. Without sharing the costs of these services, the Township of Ryerson would not be able to provide these services on their own.

The Township of Ryerson is responsible for the administration of the joint Fire services. The cost of Ryerson-administered joint services for the Fire Department for 2020 was \$81,270.

Tri-Council Budget - The most recent Joint Servicing Agreement with Burk's Falls & Armour for the delivery of Fire, Recreation and Waste Management Services was passed in 2018. Schedules A, B & C of By-Law 40-18 spell out in detail the terms of the servicing agreement including the ownership of the assets and the payment terms. The term of this agreement ends December 31, 2022 but it will automatically renew for another 5 years, unless one of the municipalities gives 1 year's notice of their intent to withdraw or renegotiate the agreement.

The Tri-Council Budget for the sharing of these services is generally passed by late February of each year.

The Township does rely on provincial funding through OMPF and other funding programs. In 2020, the Township received \$453,840 in provincial funding. Concerns were expressed that any loss of annual provincial funding would negatively affect the Township of Ryerson's ability to remain sustainable.

Other threats highlighted were the continual downloading from the province, the litigious society and the spike in insurance costs due to joint and several liability.

Asset Management

The Township's Asset Management Plan was updated in October 2021. At its root, the plan is really about balancing between the full life cycle costs of various services and the levels of service being provided.

The financing section of the Plan includes a discussion of the current estimated funding shortfall of the Township, and presents a 10-year capital budget that has been limited to only the most critical projects.

For the 10 years covered by the Plan the projected total requirement to replace and maintain existing assets is \$13.5 M, and the total municipal expenditures related to financing past, current and future assets is \$14.8 M.

The updated Plan includes a revised 10-year capital and operating budget, improved levels of service and related key performance indicators (KPIs), and lifecycle management strategies for all asset categories.

Multi-Year Capital Plan

A capital work plan (or capital management plan), is a strategic planning document that summarizes the capital expenditure demands facing the municipality and identifies how the municipality plans to fund the expenditure.

As mentioned, capital items and their anticipated life spans are identified in the Township's Asset Management Plan. However having the funds to pay for them by their end-of-life is difficult for the Township because there is limited room for tax growth in the Township's budgets to replace them.

For instance, a \$21,000 increase in expenditures equates to a 1% increase in taxes, making it hard to purchase new vehicles and equipment due to their high costs.

As a result, over the long term the municipality may find itself with infrastructure and programs deficits. Staff has considered the possibility of incorporating a special capital levy in the tax rates. This has become common practice in municipalities and would help address the capital funds shortfall.

For this reason, it is even more important that reserve and investment policies are developed to better plan for future capital purchases.

Financial Stewardship – Reserves & Reserve Funds

At the end of 2020, the Township had \$1,166,466 in reserves. This amount includes the funds paid by the insurance company for the roof project and it should be noted payment of the roof repairs will be drawn from the reserves once the work is completed.

The average held in reserves by the comparator municipalities that participated in the Municipal Comparator Survey, was \$1,718,110. The Township's reserves are approximately 30% lower than those held by the other comparators. Staff is aware of this and has highlighted the need to adopt a reserves and reserve funds policy to address this.

Accounts Receivable Services

Accounts Receivable services support the receivables owed to the municipality by citizens and other agencies doing business with the municipality. Generally accounts receivable involves the processing of bill payments and collections and monitoring the performance of accounts receivable.

The goal with accounts receivable services is to ensure the municipality collects revenue to which it is entitled in a timely, accurate and efficient manner to exercise prudent fiscal management.

The general revenue the Township of Ryerson includes such things as dog tags, trailer licenses, planning fees, cemetery plots etc., as set out in their User Fee By-Law # 14 of 2021. Staff has recently developed online fillable forms and added them to the website for dog tags, trailer licenses, etc., but so far, only a few citizens have taken advantage of them so far.

Part of the reason might be, that while citizens can submit the forms to the Township electronically, there is no a payment or digital receipting platform integrated into the forms to enable payment of them online.

Accounts Payable Services

As Township invoices are received for payment, they are posted to a centralized folder on the server for payment later on their due dates. The folder can be accessed by any office staff member. The invoices are then paid in batches and there are two (2) payment batches per month.

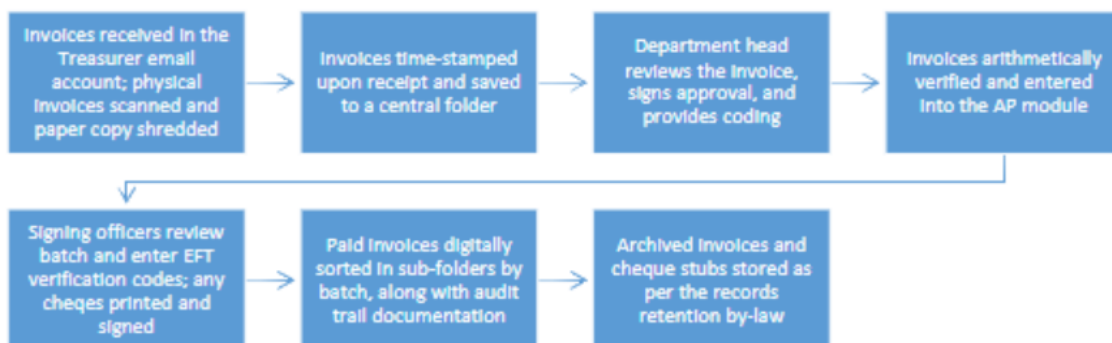
Currently, Township policy sets out that there is a need for dual authorization (1 Council and 1 staff), to sign off on the bi-monthly lists, and/or sign the cheques to pay the Township's accounts.

This practice is somewhat unusual in municipalities today. It is generally now accepted practice, that once the annual budget is approved, provided the expenditure falls within the approved budget, there is no need for any additional oversight or "approval" by Council and the approved budget provides the authority for staff to pay the bills and accounts of the municipality.

Staff have initiated a move to payment of accounts by Electronic Funds Transfer (EFT) and roughly 76% of all accounts are now paid that way. The goal is to have all accounts paid by EFT by January 2022. Manual cheques will still need to be processed for utility bills and most government invoices as they do not accept electronic funds transfers for payment of invoices.

The accounts payable process was mapped by the Township and is set out in Figure 1. The Township uses the A/P module in MuniSoft which interfaces with the General Ledger module to record accounts payable.

Figure 1 – A/P Process



Taxation Services

The Municipal Property Assessment Corporation (MPAC) is responsible for determining the current value of all properties in Ontario. The Treasury department is responsible to proactively manage the assessment base for fairness and equity, maximize Township revenues, manage tax rebates and grants programs, write offs and other property tax related items.

Property tax is based on the total assessed value of all properties within the municipality. Municipal tax rates are set by Council each year based on their budgetary requirements. Taxation services provide the efficient and effective collection of all taxes owed to the municipality.

Tax Billing: The Township of Ryerson processes approximately 1,100 tax bills at two billings per year. (Interim Billing and Final Billing). Each billing has two (2) installments for a total of 4 installments per year.

There is a move in Ontario municipalities to reduce the number of installments each year from four down to two. For ratepayers, this offers them additional time to pay their taxes and for administration, it provides greater efficiency by among other things, cutting in half, the time required to process tax billing and payments.

Staff prints the tax bills in-house and it usually takes about one day to print them. Staff also spends one full day at peak tax times, putting stamps on the envelopes to mail the tax bills.

The municipality is set up to distribute tax bills electronically. The authorization form is on the website and approximately 6.1% of ratepayers have signed up to receive their tax bill electronically. The goal is to have more ratepayers set up to receive their tax bills electronically to reduce costs and provide even greater efficiency.

Tax Payment: The municipality offers a variety of ways for ratepayers to pay their taxes – cash, cheque, post-dated cheques, money orders, and telephone and online banking through financial institutions. Ratepayers can also pay their taxes at the office following COVID public health protocols.

Staff would like to also introduce pre-authorized tax bill payment, whereby the taxpayer authorizes their bank to automatically withdraw a certain amount each month to pay their taxes. This would provide more even cash flow for the municipality and assist with the collection of outstanding taxes.

The addition of bar codes and use of scanners may offer efficiency and speed up tax payment processing but an inquiry was made to the Township's taxation software provider and it was learned it does not have the capability to utilize a bar code system.

The addition of QR codes to the tax bills is another method to simplify the processing of tax payments, and further investigation into the cost/benefits of this method is being undertaken, to determine if this option is feasible for the Township.

The taxes receivable at the end of 2019 were \$232,206 but by the end of 2020 were down to \$187,920, due to more aggressive tax collection practices.

The process for posting tax payments requires a number of steps. The process was mapped to highlight the steps. (see Schedule 1 attached)

Payroll Services

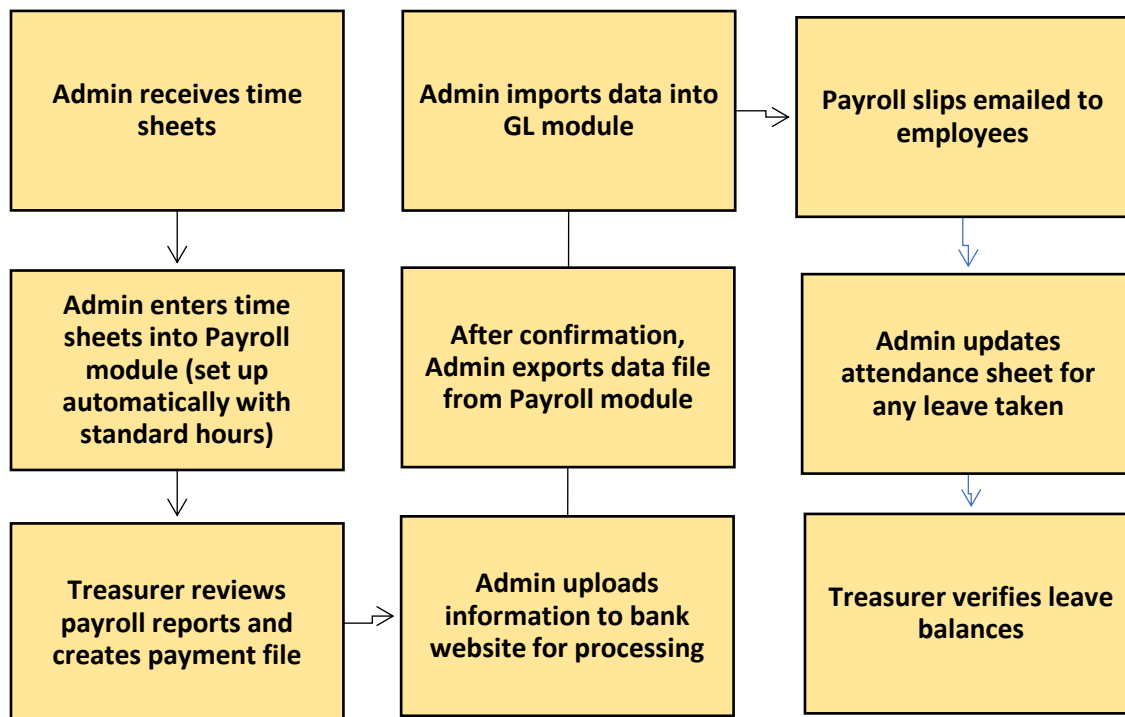
The Treasury department in the Township of Ryerson is responsible for processing payroll and financial reporting to CRA.

The payroll processes were mapped in 2019, to identify issues with respect to both the submission of time sheets and the processing of payroll. The work flow was revised for both of these payroll processes to provide more oversight of the hours submitted for payment, the accuracy of submitted hours worked, the application of correct work codes applied in public works and to reduce the duplication that was occurring with tracking overtime.

Payroll is now paperless, and employees fill out and submit their time sheets electronically to a centralized folder, where their supervisor checks and approves them before they are processed by the Administration Assistant.

From there the revised work flow is as set out in Figure 2 below. This revised process now ensures the necessary checks and balances are in place to ensure the verification and accuracy in the payroll process.

Figure 2 – Payroll Process



Purchasing and Procurement Services

Purchasing and procurement services ensure the purchase of all goods, services and construction required by the Township is done in a fair and transparent manner, and that it meets the current and future needs of the municipality. Procurement processes have become one of the key sources of liability for a municipality when not administered correctly.

The Treasury department is responsible for policy development and enforcement, contract negotiation, risk mitigation and vendor performance evaluation. The Township updated its Procurement By-Law #34-20, in 2020.

Small municipalities do not qualify for bulk purchasing discounts because they simply do not need the quantities of goods large municipalities use. The Township does however belong to the Muskoka Parry Sound Public Purchasing Group and acquires office supplies, etc. through the group at reduced cost.

Staff has also identified that the Township could work to undertake more group tendering with neighbouring municipalities for the purchase of sand/salt/gravel and joint rentals of equipment, etc. Sharing staff resources to develop and share bid documents would take some negotiation with the other municipalities but would eliminate duplication in the procurement process and reduce costs for each participating municipality.

The Township contracts a number of professional services. Periodically, the Township sends out RFPs for contractors (engineer, groundskeeping, human resources, etc.). The successful bidder is given a multi-year contract that functions as a Vendor of Record (VOR) system. The use of VOR experts has helped provide those services at a reasonable cost.

It was noted there may be opportunities to share additional services, such as sharing a planner, with neighbouring municipalities to take advantage of group buying power.

The Treasurer did try to introduce a formal Purchase Order process, but to date it has not worked well.

Information Technology

The Township's goals are to find ways citizens can access the Township outside of normal working hours and reduce the number of manual processes to find the efficiencies and cost-savings the province wants municipalities to achieve.

It is interesting to note however, that approximately half of the citizens of Ryerson do not have a computer and/or do not use technology, so they rely on manual processes. On the other hand, there has been a recent influx of new residents from southern Ontario, and their expectation is to be able to access more services themselves, digitally. The Township tries to make different options available to serve the needs of all residents.

There is a recognition that the workplace continues to evolve and now more than ever, it is important to use technology to centralize access to the municipality's information and data so municipal staff and citizens can access it from anywhere, at anytime.

There is no lack of willingness on the part of treasury or administration staff to modernize service delivery with technological solutions, and they have recently modernized a number of internal processes that have already resulted in efficiency and cost savings. However, while they would like to use more digital solutions, purchasing the technology and then supporting the annual fees to maintain it, is cost-prohibitive for the Township, and the return on investment is questionable.

For instance, staff has investigated digital solutions to streamline the Council agenda and meeting processes to enable both council and the public to access the information they need. However both the technology itself and the annual ongoing fees to use this kind of technology, is in the area of \$10,000 to \$15,000 per year, which is simply out of reach for Ryerson and most other small municipalities.

CGIS

A number of years ago, the east side Parry Sound District municipalities participated in a joint venture with Blue Sky Economic Development Corporation, to have access to a GIS mapping system. This joint venture made it possible for the Township to utilize a GIS system that they would otherwise, on their own, not be able to afford. The GIS system is delivered and maintained by CGIS. The annual fee to participate in this joint venture is approximately \$7,100.

Additional joint projects were undertaken since the original project, that included the use of traffic counters, digitizing property files and by-laws and minutes. Every few years there is a joint venture with all of the participating municipalities to update the aerial imaging. This was conducted earlier this year at an estimate cost of \$5.00 per square km.

The Township now has a number of modules or overlays added to the system, such as planning, building, by-law, cemeteries, culvert locations, etc. and more overlays are available. It was noted the tracking of permits (dog tags, trailer licensing, etc.), in the CGIS would be a beneficial add-on at some point. New overlays can be added at the minimal cost of \$250 each.

The CGIS is relied upon daily by staff and it is deemed to one of the best tools/investments in technology the municipal has made to date and it provides a foundation that positions the Township well for the future.

Municipal Software

The Township uses MuniSoft as its municipal management software. While staff report it does not have powerful reporting systems, generally it was described as being basic, simple to use and intuitive.

The software has a number of modules. The Township uses the A/R, A/P, Taxation and Paymate payroll modules, which all interface with the General Ledger (G/L).

Cyber Security

The security of municipal records is now a concern for municipalities. With the increased instances of the records of municipalities being held hostage by cyber criminals, it is imperative that backups are working and undertaken daily.

It is also more important than ever before, that cyber security policies are in place and staff is trained on new phishing and hacking techniques used by criminals, in order to protect municipal records. Staff is aware of the need for cyber security policies and training for staff.

Website

The Treasurer and the Deputy Clerk are both assigned the duty of maintaining the website and managing the Township's Facebook page. Both of these mediums are integral, particularly in the current COVID-19 environment, to being able to communicate and engage citizens and ensure the openness and transparency of municipal operations.

Citizens can feel frustrated by cumbersome or confusing websites that do not provide the information they need. Basic information is available on the site (i.e. the agendas, minutes and some more high-profile by-laws) and staff has been working to make the website more user-friendly by adding more forms, etc.

The Township's website has just been updated and it is functional and relatively easy to maneuver. While it provides basic information, there is room for improvement.

Moving forward, if the demographics of the municipality continue to change, there will be a need to update the website and introduce more self-serve and citizen-centric features, which in turn will provide more opportunity to promote citizen engagement.

We recommended that Google Analytics be set up on the Township's website to monitor the number of users of the website, which is an indicator of the engagement with the site, and the Treasurer has recently set this up. Monitoring the unique and returning users, and which pages of the site they visit and access most frequently, will help to assess the website's performance and gauge citizen engagement.

Cost Effective/Efficiency Measures

Overall, the Township is quite lean in its operations and over the last two years, many efficiency measures and cost-savings initiatives have been initiated by the Treasury department. The goal is to be more creative with the money the Township has available.

There is an ongoing effort to move to paperless operation wherever possible. Here are some of the improvements that have recently been made;

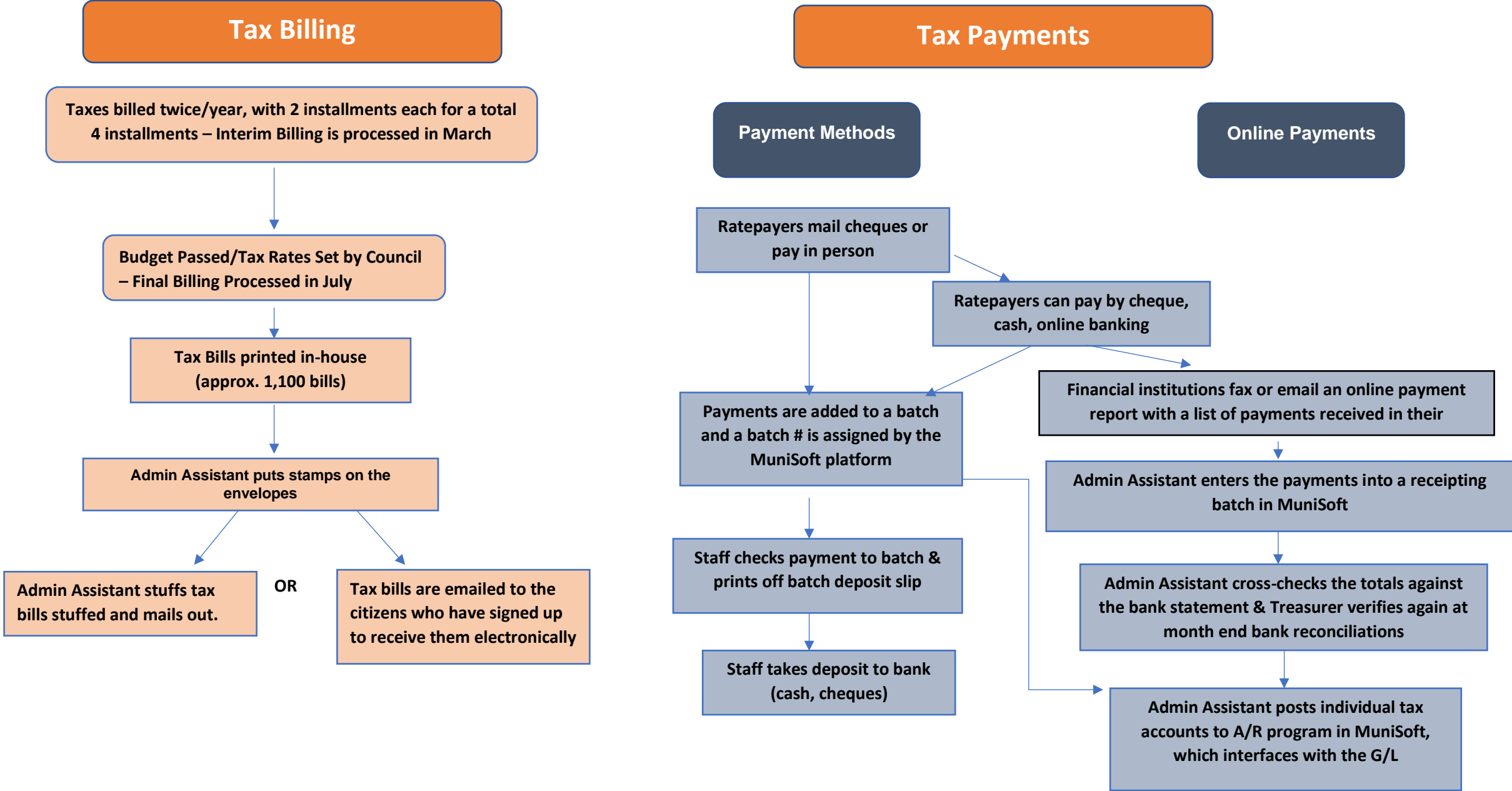
- Streamlined processes (payroll, accounts payable);
- Reduced the use of colour printing to save the fee per sheet of colour printing vs. printing in black and white, at a lower fee rate per sheet;
- Reduced the number of copies printed from 73,000 in 2019 down to just 29,500 in 2020. The functions that used the most paper are accounts payable, cheque payments, Council packages, forms and applications, pay stubs, timesheets and weather reports;
- 76% of the Township's accounts are now paid through EFT. This has saved the municipality approximately \$1,800 per year by eliminating the time and costs associated with paying accounts by cheque;
- Citizens can sign up to have their tax bills emailed, saving postage, paper and envelopes. This also helps prepare the municipality for digital modernization as most technology requires the use of email addresses;
- Efforts to implement greater cost-recovery/user-pay in certain services (i.e. ensuring planning fees cover the costs associated with planning administration), to ensure those accessing the service are the ones paying for it;
- The website has been updated to include fillable forms.

Summary

The department works to constantly analyze processes and find efficiencies to make the best use of the limited funds available.

The recent introduction of these initiatives by themselves may not seem substantial, but when added together, they result in cost savings and efficiencies that are measurable and real for a small municipality.

Schedule 1 - Township of Ryerson – High Level Overview of Taxation Services Process



Appendix G - Public Works/Roads Department Service Profile

Purpose Statement: To provide the efficient and effective maintenance of roads within the Township to ensure safety for citizens and visitors alike.

Citizen Value Proposition: *I expect roads to be well-maintained that allow me to get where I need to go in a safe and consistent timely manner. I expect the municipal fleet to be available and reliable, while being fiscally and environmentally responsible.¹*

Service Description: Roads services provide affordable, well-managed and safe traffic flow for drivers, cyclists and pedestrians. A municipality's roads system affects the economic vitality and quality of life of residents.

Public Works infrastructure generally includes roads, bridges, culverts and signage. In addition to constructing and repairing infrastructure, roads services include clearing roads of snow and debris to ensure that it is safe and convenient to use.

2020 Operating Expenses - \$772,502

2020 Operating Revenues - \$12,989

2021 Operating Budget - \$888,011

Summary of Service Features

Item		
Inputs	Staffing – 5 FT – Roads Superintendent, Lead Hand and 3 operators, support from PT Administration Assistant	Equipment –1 grader, 3 plows trucks, 1 loader, 1 backhoe, 1 excavator and 1 pickup truck
Outputs	# of kms of roads maintained # of roads complaints addressed	
Outcomes	Ensure safe transportation of citizens and visitors by maintaining roads to Ministry standards and Council's approved targets	

Which of the Community Strategic Priorities does this service support?

Efficiency; Customer Service; Economic Viability; Community Health & Wellness

Performance Measures/Indicators:

- 4.1 Operating costs for public works as a percentage of total municipal operating costs
- 4.2 Operating costs for paved roads per km
- 4.3 Operating costs for loose top roads per km
- 4.2 Average surface condition
- 4.3 % of Township assets with a rating of fair or better condition

Current State – Findings and Observations

Staffing

There are a total of five (5) full time public works employees. The department does not hire any part time or seasonal employees. All five of these employees carry out public works responsibilities only.

The department also relies on assistance from the part time Administrative Assistant to assist with record-keeping of time sheets and payroll.

The three (3) positions within the department are;

- Working Public Works Supervisor
- Lead Hand/Truck Driver/Equipment Operator/Health & Safety Representative
- Truck Driver/Equipment Operator

The **Working Public Works Supervisor** is responsible for the management, administration and delivery of all municipal works programs and services in order to ensure that residents receive effective and appropriate services. Acts as emergency contact person for the Public Works.

The most recent job description for the Working Public Works Supervisor is dated November, 2018. The key roles are:

- Acting as principal advisor to Council on all public works services
- Managing roads and related infrastructure and parks and recreation
- Supervising public works staff in order to ensure a positive and safe work environment

The **Lead Hand** works under the direction of the Public Works Supervisor and is responsible for operating various types of municipal vehicles and equipment in the performance of Public Works Department maintenance duties. The Lead Hand is responsible for assisting the Public Works Supervisor in the day-to-day operations of the Public Works Department, and acts in the capacity of Public Works Supervisor in their absence. The Lead Hand will also fulfil the duties of the Health & Safety representative.

The most recent job description for the Lead Hand/Truck Driver/Equipment Operator/Health & Safety Representative was developed in March 2019. The key roles are:

- Lead Hand Duties
- Health & Safety Duties
- Truck Driver/Equipment Operator Duties

The **Truck Driver/Equipment Operator** works under the direction of the Public Works Supervisor or Lead Hand and are responsible for operating various types of municipal vehicles and equipment in the maintenance of roads within the Township, in addition to maintaining and repairing equipment.

The most recent job description for this position is dated Jun 2018 and the key roles of the position are;

- Performing daily operations that ensure safety and maintenance of roads within the Township limits
- Maintaining accurate and detailed records of operational duties
- Follow policies, procedures and guidelines adopted by the Municipal Council as directed by the Public Works Supervisor

Unlike as is common in other municipalities, where public works employees also assist other departments (i.e. landfill, parks and recreation), the Township's public works employees focus solely on roads.

The Public Works Supervisor has been off since the summer of 2021 and the Lead Hand has stepped in to manage the day-to-day operations.

Operations

The Township's minimum maintenance standards were approved by By-Law #60-14. The Public Works department generally maintains roads above mandated Ministry standards.

Internal Operations

The public works department operates with mostly manual systems, which have been identified as cumbersome and time-consuming.

Roads management determines the projects for each year and often does not spend their entire budget. However, in order to achieve this, they sometimes do not complete all the projects they had determined for the year.

The operating costs for the public works department, as a percentage of the Township's total municipal operating costs for the year 2020, was 39.1%, which is the largest expenditure the Township has annually.

CVOR - The Ministry of Transportation mandates the use of CVOR (commercial vehicle operator's registration) logs of the time the public works employees are on the trucks. Commercial vehicle operators in Ontario must have a valid Commercial Vehicle Operator's Registration (CVOR) certificate and carry a copy. The CVOR system monitors commercial carrier safety to improve road safety for all road users.

In the Township of Ryerson, these CVOR sheets are completed manually by each road employee. They are then delivered to the Administration Assistant at the municipal office and stored in binders to be retained for a minimum of seven (7) years, as proof of maintenance. Filling these out manually is quite time-consuming.

Time Tracking – Time sheets are filled out manually by each employee. Once the driver gets to 55 hours within a week, they must notify the Lead Hand so he can schedule time off for them. The tracking of time is done on a spreadsheet by the Lead Hand.

Staff recognizes there is a need to streamline processes and improve coordination and introducing more technology for CVOR logs and time sheets would improve efficiency. While, the road employees are not particularly technologically savvy, the Lead Hand believes they would welcome the change and would be able to learn specific software if trained on it.

At present, when there is an upcoming road closure or culvert repair/replacement, the notices are posted on the Township's website but for those residents who do not use technology, signs are also posted in the area where the work is to occur, and the Lead Hand goes door-to-door to notify people.

Overtime – The Township permits employees to either bank their overtime hours and take time off in lieu, or be paid out for overtime. The roads employees prefer to be paid for overtime.

In 2020, the total overtime was 591.5 hours at a cost of \$23,814.91. The total annual amount of overtime varies significantly as it is mostly related to the weather. As a result, the overtime creates a budget challenge because it is not possible to forecast the overtime required for any given year.

Roads Depot – This department has experienced disruption also as a result of the municipal office/road depot being flooded in 2019. At first, they worked out of the old Quonset building that is situated a short distance from the shop. Once the insurance cleared the building, they were able to get back into the shop for last winter. It has been tight quarters for them as they had to have some desk space in the shop in addition to all the trucks and equipment.

In addition, the land lines are still connected at the road depot, but because administrative staff are not yet working out of the building, the Google listing for the Township of Ryerson automatically connects directly to the Lead Hand's personal phone, causing people to think they have the wrong number when he answers it as his personal phone.

Technology - The Lead Hand has a laptop and cell phone but the other road operators do not. The cell phone is used to check weather conditions and take pictures of the condition of the roads or culverts.

Road operators use their own personal cell phones to take pictures of weather and road conditions, culverts, potholes, etc. Since some of their cell phones are iPhones and some are android phones, it is difficult to retrieve the pictures, and often they are forgotten until they need them for evidence.

There was no internet in the Midlothian roads depot location but it is being installed as part of the roof repair project.

The Township has a CGIS system that is used by other departments. Culverts and their locations have been inventoried and added to the platform. Notes regarding inspections, inspection dates and the condition of the culvert can also be added, but to date this is not being done.

Recently, Think Wireless Tracking was installed in each truck. This is automated vehicle location (AVL) software that tracks and records the movement of each truck via GPS. Other than for liability purposes, it is not clear if this platform is being accessed regularly or utilized to its full potential but it does offer additional documentation in case of any litigation.

The Lead Hand also uses Site Doc, which is a weather tracking site so he can monitor changing weather patterns.

The municipality uses Paymate which integrates with the MuniSoft platform however time sheets must still be filled out manually and hours must then be posted into Paymate by the Administration Assistant.

Human Resources

Unfortunately, there has been a series of issues amongst the public works employees, which has affected the morale in the department.

In June 2021, an HR consulting firm was engaged to assist with identifying the issues and the organizational structure of the public works department, in terms of chain of command, positions and distribution of responsibilities.

Two (2) of the department's five (5) employees are set to reach retirement age, compounding the human resources issues and the HR firm is working on developing a succession plan for the Township to address this.

Summary:

Roads were identified as priorities for Ryerson and reportedly, the roads have improved over time.

Since public works is the largest expenditure the municipality has, and most of the budget goes to roads, finding ways to deliver public works services better and more efficiently, will offer the Township the greatest opportunity for savings in both cost and efficiency.

ⁱ 2018 Municipal Benchmarking Network Canada

Appendix H - Land Use Planning & Economic Development Service Profile

Purpose Statement: To provide the efficient and effective management of land and resources within the Township to ensure a healthy and sustainable community for citizens – economically, socially and environmentally.

To foster an environment that attracts businesses and grows employment in Ryerson and to facilitate orderly and timely development and expansion for business growth and/or health & wellness initiatives.

Citizen Value Proposition: *I expect to have clear information about planning requirements in adherence with legislation, and that the application process is convenient, timely, predicable and affordable while supporting sustainable community development.*

I expect my municipality to make it as easy as possible to start a business or build on an existing business.

Service Description

Municipalities manage growth through their planning processes. Land Use Planning services include the processing of development applications. Development applications are reviewed and processed with regard to provincial legislation and council-approved policies and by-laws.

The Township is responsible to make develop the by-laws and policies which are applicable to Land Use Planning. This service also includes managing and processing regular updates/amendments to the Township's Official Plan and Zoning By-law.

Economic Development focuses on the economic health, diversity, and prosperity of a community by providing support to those businesses that have the potential to grow, to invest, and to hire employees.

2020 Operating Expenses - \$76,899

2020 Operating Revenues - \$3,100

2021 Operating Budget - \$79,164

Summary of Service Features

Feature		
Inputs	Staffing - 1 FT – Deputy Clerk and 1 external planning consultant, 1 shared ED Officer	Equipment – GIS mapping, consulting fees
Outputs	# Of planning applications processed # Of building permits issued	
Outcomes	Support responsible growth, customer service to plan for new businesses and/or support existing ones, improve broadband/internet	

Which of the Community Strategic Priorities does this service support?

Efficiency; Customer Service; Economic Viability; Community Health & Wellness

Performance Measures/Indicators:

- 2.1 # of new residential units/year
- 2.2 Operating cost for land use planning, per capita
- 2.3 # of hours spent per application (staff, consultant, etc.)

Current State - Findings/Observations

1. Staffing

The Township does not have a planning department or a dedicated in-house planner. While the CAO Clerk has the planning function in her job description, the administrative responsibility for processing all planning applications lies mostly with the Deputy Clerk.

The Deputy Clerk's role has changed over the past few years. The influx of new residents has meant more planning applications and she estimates that the planning function now consumes approximately 60% of her time, reducing the amount of time she has to spend on fulfilling Clerk functions.

For more complex development applications, the Township engages the services of an external planner – Rick Hunter of Planscape Inc., who was originally engaged as the successful bidder to a Township RFP. There is no retainer paid to the planner and Planscape invoices the Township only for work he does on its behalf.

Since the Deputy Clerk has planning training, the external planner is only called upon when needed in an effort to keep costs low and ensure more timely responses.

2. Planning Process

Processing development proposals requires tracking and administering the application process from start to finish and includes a number of notice and circulation requirements set out in the *Planning Act*.

Land use planning services also includes the provision of information to the public respecting planning policy interpretation and all planning inquiries. In an effort to be as efficient with staff time as possible, the Township limits planning inquiries to Thursdays only.

The Township encourages citizens to begin the planning process by acquiring a Planning Inquiry Form on the Township's website, by making a formal request by email or dropping off a request at the Township Office. The Deputy Clerk undertakes a pre-submission review, and then engages in a pre-consultation with the proposed applicant.

The goal of this consultation is to outline all required planning act application processes and the costs, to identify key issues and implement changes to the proposed submission for compliancy, and to identify any required plans, reports or studies, or environmental assessments that may be required before an application is submitted to the Planning Board.

The Deputy Clerk manages and administers the legislated planning processes (i.e. required notices, public meetings, etc.) and creates the necessary by-laws, reports, PowerPoint presentations, etc. for Council. Administering planning and development services is time-consuming and accuracy is extremely important.

The whole of Council is the Township's Committee of Adjustment for hearing Minor Variance Applications only. Council also hears all other development applications including consents and rezoning applications. All applications are taken to public meetings of Council. For Minor Variances or smaller scale rezoning applications, each proposal is allotted 15 minutes at the public Council meeting. For larger scale development applications, public meetings of several hours in duration are scheduled and held at the arena in Burks Falls. Councillors are encouraged to contact staff ahead of the meetings to ensure they have all the information they need about the proposal so they can make informed decisions and limit the amount of time needed for discussion at the meetings.

Once Council has approved the development, the Deputy Clerk scans the by-laws to the property files and sends a digital copy of the registered plan to CGIS with all the updated information, and they update the mapping as part of the annual fee. There is no additional cost for these updates.

The planning process was mapped out at a high level and is attached as Schedule 1.

3. Planning Costs

For all Township processes the citizen pays the deposit and the appropriate fees before any work commences on the file. This is common practice in municipalities.

While all ratepayers benefit from the efficient and effective management of land, the Township has adopted a user-pay philosophy, meaning that those using a service, for the most part, are the ones paying for it. This too is common and seen to be a fair practice.

The cost of planning is made up of the Deputy Clerk's time, some administrative costs (legal, CGIS, overhead, etc.) and external planning services.

When external planning services are required by an applicant, the Township collects a deposit which is then used to cover the invoice they receive from Planscape. So, while the actual costs of the external planner would typically be approximately \$15,000, the net cost of planner's services in the Township for 2020 was just \$1,147.

The Township's User Fee By-Law #14-21 sets out the fees to be charged for various planning services, which have been determined with cost-recovery in mind.

4. Increased Development

Planning has increased dramatically in the Township over the past two years. This is attributed to the migration of new residents moving to the Township during COVID. Most of the properties being sold are the ones that have development potential. Figure 1 below highlights the increases in various development processes since 2019.

Figure 1

Year	Zoning by-laws	Site Plan Agreements	Consents	Road Closings	Zoning Compliance Forms
2019	2	0	4	0	0
2020	0	0	4	1	0
2021	*9	2	31	3	25

*There are another 5 zoning by-laws still in progress in 2021.

As mentioned, processing planning applications etc. requires tracking the application process from start to finish and includes a number of notice and circulation requirements set out in the *Planning Act*.

The increased number of development proposals has also increased the amount of time needed to prepare the related materials for presentation to Council, such as the Deputy Clerk's Report and PowerPoint presentations.

No plans have been made yet on how to handle the increased workload to deliver planning services. The Township wants to assess whether or not this increased development growth is an anomaly due to the migration of new residents from COVID, or if it is going to remain an emerging trend moving forward.

5. Development Approval

Development approval is a public service provided to development applicants, land owners and the public through the administration of all development planning applications under the Planning Act, including Official Plan Amendments and Zoning By-law Amendments, Site Plans, Plans of Subdivision, Severances/Consents and Minor Variances. Development approval and review are mandatory services under the *Planning Act*.

Land use planning in Ryerson Township is governed by a number of By-Laws and policies including the Planning Act, Provincial Policy Statement (2014), Township of Ryerson Official Plan (2012), Zoning By-law (2014), and other legislative requirements.

Township's Official Plan

Municipalities are required to update their Official Plans every 5 years. The Township of Ryerson's Official Plan was developed by Planscape Inc. and approved by the Ontario Municipal Board on June 4, 2012. Planscape has been asked to update the Official Plan and work on it is planned to commence soon.

It was noted during the interviews, that it is hoped when the Official Plan is updated, it will provide more flexibility to permit innovative development proposals, (i.e. the proposal to set up movie set facades), and consideration for tiny homes. It is unknown if such flexibility can be included but the request is noted.

Township Zoning By-law - #56-14

The Township's Zoning By-law was also developed by Planscape Inc. and is dated October 2014. Planscape has been asked to update the zoning by-law with some housekeeping items. Work on an update to it is underway and the public meeting for the new by-law is planned for early 2022.

Once both the Official Plan and the Zoning By-law are updated, the Township will be able to move forward with development proposals and its Trailer By-Law.

On an ongoing basis, planning staff reviews all proposed development to ensure it complies with the intent and direction of the Official Plan and Zoning By-law. Planning services in the Township are as follows:

a) Minor Variances

The Township has the ability to process Minor Variance applications however, in the years 2019, 2020 and to date in 2021, they have not processed any. The reason for this is believed to be that the proposals received are all larger proposals that require zoning amendments.

b) Zoning By-law Amendments

The process for processing zoning by-law amendments starts again with citizens acquiring the necessary form(s) on the website and the Deputy Clerk conducting a pre-consultation with them.

Once the application is submitted, the Deputy Clerk review it and numbers it. The Township's numbering system is sequential and starts over at the first of each year. (i.e. R-1-19, R-1-20, etc.)

Staff again manages and administers the legislated zoning by-law amendment processes which involve notices, public meeting(s), and the development of the necessary by-law to be passed by Council.

Two (2) zoning by-laws have gone to Council in 2021 and one more is proposed before year end. The Deputy Clerk is current working on five (5) more zoning amendment files.

c) Site Plan Approvals

Site plan control is a specialized form of land use or development control. Site plan control by-laws are enacted under s. 41 of the *Planning Act*. Site plan control is used by local municipalities to impose certain regulations or conditions on new development. The whole of the Township of Ryerson is designated in the Official Plan, as a site plan control area.

This means Council may require plans and drawings which demonstrate the proposed development will meet a number of "quality control" conditions. (i.e. road widenings, parking areas, elevations, landscaping, tree canopy, natural vegetation buffer zones, building plans and drainage). These agreements may be registered on title and may be enforced against the current owner as well as future owners. The Deputy Clerk is trained and qualified to create, review and execute these agreements, after approval by Council. To date, in 2021 the Township has dealt with two (2) site plan agreements.

d) Road Closings

Rural municipalities often have any number of unopened road allowances that can affect the suitability of a development proposal. To date in 2021, the Township of Ryerson has reviewed three (3) Stop Up and Close applications. Council has received three (3) requests so far in 2021, but has not approved any of these applications.

e) Validation Title Certificates

From time to time, planning mistakes can inadvertently be made. Once they are identified, they must be fixed because Section 50 of the *Planning Act* states that any transaction that does not comply, will not transfer an interest in the land. This means that any deed, mortgage, transfer of easement, lease or other agreement affecting land, that does not comply with Section 50 is void.

Simply put, a breach of the *Planning Act* overrides registered title and as a result, if a mistake has occurred it must be fixed for the benefit of the current, rightful owner, purchaser, or lender, otherwise they do not own the land or hold a mortgage on the land or have an easement.

They would therefore not be able to sell the land or mortgage it and the last legal owner may not be available to retransfer it legally. The Township has processed two such certificates in 2021 to resolve past planning errors.

f) Zoning Compliance Forms

The Zoning Compliance form is a form designed by the Joint Building Committee. The joint Chief Building Official does not handle zoning so the Deputy Clerk undertakes research into the property and either signs off that it is compliant, or assists the owner with ways they can become compliant with their building plans, so they can acquire a building permit. The Deputy Clerk has processed 25 Compliance Forms for the Building Department in 2021.

g) Consent/Severances

Severances or consent applications are processed and administered by the South East Parry Sound District Planning Board (SEPSDPB). Applicants work with the Planning Board and pay the application fee and a finalization fee directly to the Board. The Township also collects a fee from the applicant for the Township's work to process consents.

Even though the Planning Board is the lead agency for consent applications, Township staff still spends considerable time processing these applications.

The Deputy Clerk reports she has conducted approximately 110 pre-consultations for consents in 2021 and maintains a planning inquiry file with approximately 80 more requests for severance possibilities – all of which are at different stages of the process.

The Planning Board prepares the planning reports and sends out the required notices. If a zoning by-law amendment, minor variance or official plan amendment is needed as part of the application, the Deputy Clerk of the Township administers the necessary planning processes which include taking the applications to Council and providing the resolutions and conditions with the completed questionnaire to the board.

The Board then issues a Notice of Decision setting out the conditions that must be satisfied before the consent is granted.

Economic Development

The Township of Ryerson does not have its own Economic Development department. The Township does not have many businesses or commercial properties and it does not own any Commercial or Industrial development lands, so economic development opportunities are limited.

The Township has participated in regional economic development initiatives over the years and in 2019, the Township opted-in to a three-year agreement with regional partners to the Almaguin Community Economic Development (ACED) Board and Department. The formation of ACED has been a major milestone in regional collaboration that allows all partners to pursue growth opportunities and economic development initiatives.

The Township has representation on the ACED Board and monthly Board meetings are held. Minutes of the ACED Board meetings and the Economic Development Officer's reports are provided to the municipality monthly and provided when timely, to Council for information. The Township website provides a summary of ACED and links to their website where all program information is available.

Annual ACED budget information is provided to each of the participating municipalities and according to the Agreement, the yearly budget must receive approval from a majority of the member municipalities before it can be implemented. The Township contributes \$10,000 annually to participate.

Even though Ryerson may not see direct value by way of increased commercial development, the Township sees value in supporting regional efforts because of the economic spin offs such as; residential growth as a result of area services, activities and jobs, etc. being created.

Summary

The increase in development in the Township is obvious and can be seen as a positive for the Township that will eventually increase taxes over time.

However, increased development also increases staff workloads and adds extra pressure to the limited staff the Township has available to deliver planning services.

High Level Township Land Use Planning Processes

South East Parry Sound Area Planning Board (SEPSDPB)

Citizens Get Application Form on Website or in Person and sends to Deputy Clerk

Pre-Consultation with Deputy Clerk

Minor Variances

Official Plan & Zoning By-Law Amendments

Site Plan Approvals

Severances/Consent & Subdivisions

Citizens Pay Application Fees/Deposit

Deputy Clerk reviews Minor Variance application and prepares information for Council

Deputy Clerk reviews application for completeness

Residential Site Plan Approval:
Deputy Clerk reviews application and site plan for residential applications and is authorized to execute Residential Site Plan Agreements

Deputy Clerk reviews the OP/Zoning Application if required for consent

Deputy Clerk Reviews CGIS & Creates Planning Reports. Detailed applications only, go to external Planner

Deputy Clerk prepares pre-consultation certification and sends to Secretary of the Planning Report. Invoices applicant for Twsp fee

Deputy Clerk manages required planning processes – Notice requirements, preparation of council report, prepares rezoning by-laws, schedules & writes script for the public meeting, etc.

Planscape Inc. – External Planner

Planning Board's planner creates a planning report. Deputy Clerk takes to Council to set conditions

Council considers minor variances & rezoning applications and passes appropriate By-Law

Deputy Clerk sends out Notice of Passing of the By-law

Planning Board reviews planning report & holds the hearing. Township receives Notice of Decision from the Planning Board

Deputy Clerk scans planning documents to property files & sends to CGIS so update mapping

Citizen meets conditions within 1 year.

Appendix I - Township of Ryerson Implementation Plan

	Recommendations	Implementation Strategy	Cost Considerations	Benefits	Recommended Timeline
	Digital Modernization				
1.	<u>Treasury Department</u> <i>Implement a digital payment and receipting platform to be integrated into the tax payment process.</i>	Investigate a digital payment and receipting platform to enable taxpayers to not only receive their tax bills electronically, but also enable them to pay their taxes electronically. Clik2Pay enables the acceptance of customer payments using a short payment code or QR code which can be embedded into text messages, electronic or paper invoices/tax bills, etc. Staff to work with Clik2Pay to set up the payment platform for the Interim tax billing	Estimated costs - \$18,000 per year + set up fee of \$1,500 Was able to secure Clik2Pay at no cost for the Township	Improves efficiency Improves customer service Improves cash flow and supports sound financial management Aids in collection of outstanding taxes Streamlines tax payment process	Next 3 months
2.	<u>Public Works</u> <i>Eliminate/reduce manual processes in the Public Works Department.</i>	Purchase digital platform(s) that interface with the Township's CGIS, to enable electronic reporting and tracking of road inspections to streamline mandatory requirements and identify and monitor road deficiencies more efficiently. Continue to investigate automated time-tracking and attendance digital solutions to help reduce labour costs. Apply for funding to purchase the digital platforms necessary to modernize the roads department, under Intake 3 of the Municipal Modernization Program.	Estimated cost to purchase software – \$20,000 - \$40,000 Estimated annual maintenance costs – \$2,000 - \$5,000 Estimated cost savings - \$3,000 plus workforce	Improves efficiency Greater workforce utilization Improved tracking and access to information when needed Eliminates duplication Risk management – eliminates errors Efficiency savings – 853.5 hours	Next 12 months
3.	<i>Eliminate the use of personal cell phones by public works employees, to capture maintenance, weather and other images as official Township records.</i>	Purchase specialized “rugged” tablets for each road employee. Apply for funding to purchase tablets necessary to modernize the roads department, under Intake 3 of the Municipal Modernization Program	Estimated cost to purchase 3 specialized tablets - \$12,000	Safeguards inspection and maintenance records Easier access to official Township records stored on the central server Supports risk management	Next 12 months
4.	<u>Administration Department</u> <i>Investigate further, the financial feasibility of acquiring citizen engagement/complaint software in the future.</i> <i>In the interim, staff should develop a digital tracking system in-house, for tracking and responding to citizen inquiries to better streamline service request and ensure complaints are handled for citizens in a timely manner.</i>	On the surface, purchasing citizen engagement software does not appear feasible at this time, given the cost vs. the low citizen engagement in the Township. If the call volumes continue to rise, this software would improve the Township's complaint and service request management, and help the Township better understand citizen issues to determine which services are working well and which many need to be improved or delivered differently in the future	Costs: TBD depending on decisions made Estimated annual cost of software - \$5,000	More consistent citizen experience Provides efficiency Streamlines service requests and responses Enhances citizen engagement and communication Supports risk management	Next 24 months Next 12 months
5.	<i>Consider adding the purchase of records management software in the future, if feasible and if it is, add such a project to long-term planning.</i>	Further assess if technology to assist with the records management function is feasible for the Township. Apply for funding if future funding is made available and if deemed feasible	Costs: TBD depending on decisions made	Ensures legislative compliance Supports risk management Protects municipal records Easy retrieval of municipal records	Next 24 months

	Recommendations	Implementation Strategy	Cost Considerations	Benefits	Recommended Timeline
	Organizational/Operational				
6	<p><u>Strategic Planning</u> <i>That Council undertakes a strategic planning exercise after the 2022 Municipal election.</i></p>	<p>Much of the work undertaken in this project can be used in a strategic planning exercise.</p> <p>Apply for funding under Intake 3 or future intakes of the Municipal Modernization Program, to engage a third-party to undertake the work.</p>	Estimated third-party costs - \$25,000 - \$35,000	<p>Determines direction for the Township</p> <p>Established a common purpose, priorities and objectives</p> <p>Helps Ryerson be prepared for future growth</p> <p>Provides overall guidance to budget processes</p> <p>Helps new councillors understand what is most important to the community</p> <p>Builds a strong Council/Staff team</p>	Next 24 months
7.	<p><u>Council & Council Meetings</u> <i>That Council consider moving to one Council meeting per month.</i> <i>If the agenda format set out in the procedural by-law is followed, and the agenda is well organized, the Township of Ryerson should easily be able to get through the business of a small municipality with one regular meeting per month.</i></p>	<p>Moving to one meeting per month will take discipline and leadership on the part of Council to get through the agenda items in a timely manner and the agenda will need to be streamlined.</p> <p>Some suggestions to do so are;</p> <ul style="list-style-type: none"> • Implement a Consent Agenda for communication/information items only and pass one resolution adopting the Consent Agenda • Establish the proposed online portal as soon as possible so Council can receive the information for the Closed Sessions, ahead of meetings. • Any items that cannot be finished in the regular meeting should be placed back on the agenda under "Business Arising from Previous Meeting" until Council has made a decision or provided direction. Staff will need to develop a tracking system to monitor the progress of items left unresolved and ensure items are not missed and/or forgotten. • In the months where there are too many items for one regular meeting, a second meeting can be called on the third Tuesday of the month. • Special meetings would also still be held, when necessary, in accordance with the Procedural By-Law. <p>The Procedural by-law will need to be amended appropriately amended to reflect any changes made to Council meeting procedures.</p>	Operational improvement only. No additional costs associated with implementation.	<p>Saves approximately 28 hours/month (168/yr), of staff time that can be use more effectively. (i.e. policy development, etc.)</p> <p>Adds efficiency to meetings</p> <p>Provides more time for Council to focus discussion on the higher priority agenda items</p> <p>Simplifies and streamlines municipal processes</p> <p>Improves efficiency</p> <p>Increases productivity</p>	Next 12 months

	Recommendations	Implementation Strategy	Cost Considerations	Benefits	Recommended Timeline
8.	<i>That Council consider adopting a revised meeting structure that includes both regular Council meetings and Committee of the Whole meetings.</i>	<p>Committee of the Whole (COW) meetings provide the opportunity for all members of Council to participate in more fulsome discussion on items such as planning reports, reviewing studies, new policy review and budget, etc.</p> <p>These meetings still follow an agenda but are considered less formal than Council meetings and may be chaired on a rotational basis by members of Council.</p> <p>Council meetings are generally held after a Committee of the Whole meeting and are chaired by the Township Mayor. Any decisions and recommendations presented at Committee of the Whole meetings are formally approved at Council meetings.</p> <p>Depending on the urgency and volume of the agenda items, it may be possible to have a COW in one month and Council in the next month.</p> <p>In the months there are more urgent agenda items, the COW meeting could be held on the first Tuesday of the month and then items would be approved at a regular Council on the third Tuesday of the month.</p> <p>Council could implement the COW system on a trial basis first and adopt later if desired.</p>	Operational improvement only. No additional costs associated with implementation.	<p>Provide more time for discussion of agenda items</p> <p>Simplifies and streamlines council processes</p> <p>Efficient operations for workload management</p> <p>Increases productivity</p> <p>Trains all members of Council in the learning the role of chairing a meeting</p>	Next 12 months
9.	<i>Eliminate the Roads and HR subcommittees.</i>	<p>The informal Roads and HR committees were created a number of years ago but over time legislation has changed that affects their current feasibility.</p> <p>It is important to note Committees of Council can only advise Council and they do not have the authority to make decisions.</p> <p>Disband these two committees.</p>	Operational improvement only. No additional costs associated with implementation.	<p>Supports risk management & mitigation</p> <p>Eliminates confusion on "who's in charge"</p> <p>Clarifies governance vs administrative roles for improved cohesion and coordination</p>	Next 12 months
10.	<i>Ensure Council members who sit on any Council or Regional Committees report back at least annually to the whole of Council, on the work of the Committee.</i>	<p>To ensure the whole of Council is informed on the work of committees, Council members who sit on any Council or Regional Committee should report back at least annually, to the whole of council at an open Council meeting, on the work of the Committee.</p> <p>This is especially important for the committees who ask for funding from the Township, to ensure the cost-effectiveness of participation.</p>	Operational improvement only. No additional costs associated with implementation.	<p>Enhances openness and transparency</p> <p>Improves Council communication</p>	Next 12 months
11.	<i>Treasury Department Council to consider implementing a capital tax levy for capital purchases.</i>	<p>Many municipalities have adopted the use of a separate capital tax levy for capital purchases to separate operational expenditures from capital expenditures so ratepayers can clearly identify where and how their tax dollars are being spent.</p>	Operational improvement only. No additional costs associated with implementation.	<p>Ensures ability to purchase capital items in the future</p> <p>Highlights the cost of capital items for citizens</p>	Next 12 months

	Recommendations	Implementation Strategy	Cost Considerations	Benefits	Recommended Timeline
12.	<i>Develop cyber security policies and procedures and engage a cyber security expert to train staff on hacking and phishing techniques used to gain access to municipal records.</i>	<p>Engage a cyber security expert to develop cyber security policies and procedures and train staff on hacking and phishing techniques used to gain access to municipal records.</p> <p>This can be done in-house also, if the expertise and time permits.</p> <p>Backups should also be stored offline on an external drive that is not connected to the internet or any local network, so they can be restored and avoid the need to pay a ransom to retrieve any information that may be stolen by cyber criminals.</p>	<p>In-house – no additional costs associated with implementation</p> <p>Estimated costs to engage a third party - \$10,000</p>	<p>Risk management Information management and protection Cyber security</p>	Next 6 months
Efficiency					
13.	<i>Administration Department Staff to develop a Hybrid Working Model Policy to continue to manage and deliver services remotely.</i>	<p>Staff working from home up to two days per week during COVID has proven to be an efficient manner to deliver services.</p> <p>The policy should set out how it will be ensured that records are able to be accessed remotely so service delivery is not adversely affected.</p> <p>To ensure consistent service delivery is maintained at all times, from any location, a list of the records, documents and software that will need to be accessed remotely, should be developed to ensure staff has the capability to access what they need when they need it.</p>	<p>Internal efficiency only. No additional cost associated with implementation</p>	<p>Reduces the office space required Streamlines use of staffing Provides an opportunity to reduce staffing over time, through attrition. Enhances operational efficiency</p>	Next 6 months
14.	<i>Set up a Township of Ryerson YouTube Channel and upload recorded Council meetings that meet accessibility and translation requirements.</i>	<p>Since the Township does not have translation and accessibility capabilities for the recordings of Council meeting, they cannot publish them on the Township's website for citizens.</p> <p>To comply with these requirements staff should set up a YouTube channel and upload the recorded Council minutes so citizens can have access to them.</p> <p>Also, add a link on the Township's website directing citizens where to find the recordings.</p>	<p>Operational only. No additional cost associated with implementation</p>	<p>Supports openness and transparency for citizens</p>	Next 6 months
15.	<i>Change the manner in which resolutions are numbered to avoid confusion and make it easier to locate them.</i>	<p>The Township's resolutions are numbered but the resolution numbers do not appear in the minutes. In addition, the resolution numbering re-sets for each meeting.</p> <p>While there is nothing legislatively wrong with this practice, it seems confusing and would make it difficult to locate a resolution related to a particular agenda item that was discussed.</p> <p>Starting in 2022, consider numbering the resolutions in sequence for the full year (i.e. R-01-22, R-02-22, etc.), instead of resetting them at each meeting to avoid confusion and make it easier to locate them.</p>	<p>Internal improvement only. No additional cost associated with implementation</p>	<p>Enhances efficiency Avoids confusion Improves readability of minutes</p>	Next 12 months

	Recommendations	Implementation Strategy	Cost Considerations	Benefits	Recommended Timeline
16.	<i>Move all resolutions in the minutes to appear immediately following the related agenda item and abbreviate the minutes if possible.</i>	<p>All resolutions appear at the end of the minutes, not immediately following the discussion item. The municipalities investigated have the agenda items noted, the discussion that took place recorded, and then the numbered resolution immediately following the item.</p> <p>Move all resolutions in the minutes to appear immediately following the agenda item so readers can see the item, the discussion and the action taken by Council in one location.</p> <p>While there is merit in having some description of an item of discussion in the minutes, Ryerson's minutes for Regular Council meetings could be abbreviated somewhat.</p>	Internal efficiency measure only. No additional cost associated with implementation	<p>Efficient operations for workload Improves customer service by making the minutes easier to read Improves readability of minutes</p> <p>Abbreviating the minutes of regular meetings to capture the topic and resolution would save Council minute preparation and provide efficiency in workload management</p>	Next 12 months
17.	<i>Add the date of the Council meeting at which the by-law was passed, to the By-law listing for easy reference. Also reverse the order of the listing so newest by-laws appear on the top of the listing.</i>	<p>The Township maintains a By-Law listing of all the by-laws passed since 1880. Starting in 2022, add the date of the Council meeting related to the by-law that was passed, to the By-law listing to make it easier to find the supporting discussion regarding the passing of the by-law that took place.</p> <p>To eliminate the need to scroll through all the by-laws to find the most recent ones, reverse the order to make it faster to find recent by-laws.</p>	Internal efficiency measure only. No additional cost associated with implementation	Enhances workload efficiency	Next 12 months
18.	<i>Add the By-law Listing to the Township's website.</i>	<p>Publishing only the most requested by-laws on the website makes sense from an administrative workload perspective but citizens may find it frustrating.</p> <p>Adding the By-law listing would make it easier for citizens to identify a by-law of interest to them they might like to request.</p>	Internal efficiency measure only. No additional cost associated with implementation	Enhances openness and transparency Improves customer service	Next 12 months
19.	<i><u>Treasury Department</u> Eliminate the need for two (2) signing authorities, to just the Treasurer, for the payment of accounts that have been approved by the annual budget.</i>	<p>Common practice is now that once the budget is approved by Council, the Treasurer is authorized to pay any approved budget items.</p> <p>The appropriate by-law or policy setting out this requirement should be amended or rescinded.</p>	Internal efficiency measure only. No additional cost associated with implementation	Improves municipal servicing and efficiency Streamlines accounts payable processes	Next 6 months
20.	<i>Aim to pass the annual budget by March 31st each year.</i>	Ideally annual budgets for the next year should be passed by the end of the previous year, but the budget should be passed by March each year to give staff more time to organize and arrange the work for the year.	Internal efficiency measure only. No additional cost associated with implementation	Improves municipal servicing and efficiency, enhances financial management	N/A
21.	<i>Reduce the number of tax installments to two (2), from the current four (4).</i>	<p>There is a move in Ontario municipalities to reduce the number of installments each year from four down to two.</p> <p>For ratepayers, this offers them additional time to pay their taxes and for administration, it provides greater efficiency by among other things, cutting in half, the time required to process tax billing and payments.</p> <p>Amend the appropriate by-law and any policies.</p>	Internal efficiency measure only. No additional cost associated with implementation	Improves efficiency Improves customer service Increases productivity Provides an opportunity to reduce staff over time through attrition	Next 6 months

	Recommendations	Implementation Strategy	Cost Considerations	Benefits	Recommended Timeline
22.	<i>Work with neighbouring municipalities to develop joint bid documents and pool purchases of goods such as sand, gravel, salt, etc.</i>	<p>Small municipalities do not purchase goods and services in large enough quantities to be eligible for volume discounts.</p> <p>Staff should reach out to neighbouring municipalities to gauge interest in developing joint bid documents and pooling purchases of roads supplies to achieve discounts and reduce costs for all participants</p> <p>Staff should undertake an inventory of the type and quantity of goods & services purchased annually in preparation for possible joint purchasing.</p>	Internal efficiency measure only. No additional cost associated with implementation	<p>Reduces costs</p> <p>Improves efficiency</p> <p>Leverages economies of scale, Improved cost control of suppliers and purchasing</p> <p>Eliminates duplication</p> <p>Supports provincial shared-servicing initiative.</p>	Next 12 months
23.	<i>Add notes regarding inspection dates and culvert conditions to the CGIS.</i>	<p>Culverts and their locations have been inventoried and added to the CGIS mapping platform.</p> <p>Notes to the platform regarding inspections, inspection dates and the condition of the culverts, should also be added to ensure fulsome information is available to make informed decisions and plan better for any improvements or replacements necessary.</p> <p>Consider engaging a summer student, if appropriate, to undertake this work. Apply for any grants that may become available.</p>	<p>If completed in-house – internal efficiency measure only and no associated costs with implementation.</p> <p>Estimated cost of summer student - \$5,000</p>	<p>Improves efficiency</p> <p>Improves municipal servicing</p> <p>Supports risk management</p>	Next 12 months
24.	<i><u>Land Use Planning</u></i> <i>Develop a checklist and a “Guide to Developing Your Property”. Include this Guide and checklist, and all planning application forms to the “Planning” section of the website so citizens can easily find everything they need in one convenient location.</i>	<p>There is a great deal of time spent on responding to initial planning inquiries which may or may not proceed.</p> <p>Developing a checklist and/or a guide for citizens and posting it on the website will help guide applicants and help reduce the number of calls for initial inquiries.</p> <p>Information and a link directly to the SEPSDPB should also be provided for information on severance/consent and/or plan of subdivision inquiries.</p>	Internal efficiency measure only. No additional cost associated with implementation	<p>Improves customer service</p> <p>Improves citizen communication</p> <p>Streamlines planning function</p> <p>Improves time management and workload efficiency</p> <p>Promotes self-serve/citizen centric opportunities for citizens.</p> <p>Estimated savings in efficiency of 12 hrs/year</p>	Next 12 months
25.	<i>Investigate sharing the services of a joint planner with neighbouring municipalities.</i>	Since the Township already shares the joint services of a CBO with neighbouring municipalities, there would be merit in staff investigating further, if sharing the services of a joint planner would be feasible.	TBD Depending on decisions made	<p>Improves efficiency</p> <p>Improves municipal servicing</p> <p>Supports risk management</p> <p>Reduces costs</p>	Next 12 months
General Observations & Opportunities					
26.	<i><u>Administration Department</u></i> <i>Continue to capture legacy knowledge from administrative staff as they prepare for retirement, by enhancing cross-training where possible, capturing processes and developing training manuals.</i>	<p>Administrative staff eligible for retirement should start capturing in writing, the functions they fulfil in their position and the processes used.</p> <p>This information can then be used to create training manuals to ensure smooth transition for new employees.</p>	Operational. No additional cost associated with implementation	<p>Eliminates any disruption in service delivery for citizens</p> <p>Enhances succession planning process</p> <p>Addresses staffing retirements challenges</p>	Next 6 months

	Recommendations	Implementation Strategy	Cost Considerations	Benefits	Recommended Timeline
27.	<i>Develop a New Hires package to assist with onboarding new employees.</i>	Staff to develop and/or update the written policies new employees will be trained on, to assist with the onboarding process.	Operational. No additional cost associated with implementation	Assists new hires and expedites onboarding activities of new employees Ensures mandatory training is completed	Next 6 months
28.	<i>Develop a Learning and Development program.</i>	Learning and development plans help to address skills deficiencies and sets out a personalized plan of professional development necessary for staff to meet career goals. Learning and development planning is important to youth seeking a career in municipal government.	Operational. No additional cost associated with implementation	Addresses succession planning Enhances employee attraction and retention	Next 12 months
29.	<i>Move more files (i.e. planning, minutes, by-laws, etc.), to an electronic format so that they can easily be accessed by any staff member remotely.</i>	Consider engaging a summer student to scan documents into electronic formats. This is a more efficient manner to get this work completed and may attract new administration staff. Blue Sky is also looking at another joint project for further digitization of municipal records. It is recommended the Township monitors the development of this project and decides at a later date if a student will be necessary.	Estimated cost of summer student - \$5,000 Blue Sky proposal - TBD	Simplifies and streamlines processes, Improves productivity Efficient operations for workload management	Next 12 months
30.	<i>If applicable, consider adding a “Respect & Acknowledgement Declaration” on each agenda to acknowledge that the meeting is being held on ancestral lands.</i>	Many municipalities now include a “Respect & Acknowledgement Declaration” on each agenda to acknowledge that the meeting is being held on ancestral lands. If applicable, consider adding this declaration to future council agendas.	Operational. No additional cost associated with implementation	Supports accountability and respect	Next 12 months
31.	<i>To attract more interest from the public to run for Council in the next election, Council should review the current per diems established in 2019.</i>	Staff to survey municipal comparators on Council per diems/salaries. If an increase is deemed necessary, it should commence only after the 2022 Municipal Election so Council will not be seen as voting to raise their own pay.	Operational. No additional cost associated with implementation	Ensures fairness in Council per diems and supports new councillor attraction efforts	Next 12 months
32.	<i>Treasury Department Develop reserve and investment policies.</i>	The Asset Management Plan has been updated and future capital expenditure demands have been identified. Staff is aware of the need to develop reserve and investment policies to plan for the future capital needs as identified.	Operational. No additional cost associated with implementation	Ensures sustainability Plans for future capital items Sound financial management	Next 12 months
33.	<i>Investigate leasing a postage meter rather than using stamps.</i>	The staff time to put stamps on envelopes, two times per year to mail tax bills, is estimated at 2 days per year. The costs of leasing a postage meter will be offset by number of days of staff time currently required.	Approximate cost of \$20 per month will be offset by the 2 days of staff time currently required.	Improves workload efficiency Increases productivity	Next 12 months

	Recommendations	Implementation Strategy	Cost Considerations	Benefits	Recommended Timeline
34.	<i>That the Township develops a campaign that incentivizes more ratepayers to receive their tax bills via email in preparation for the future.</i>	<p>The Township's initiative to encourage more ratepayers to register to receive their tax bills by email, is a good one and brings efficiency to the tax payment process.</p> <p>Capturing taxpayers' email addresses is also imperative to any future digital solutions working well.</p> <p>Add a "Have Your Say" spot on your website or any other service where citizens must register in order to comment, would help build a list of citizen emails.</p>	Operational. No additional cost associated with implementation	<p>Improves efficiency</p> <p>Enhances customer service</p> <p>Prepares municipality for future digital modernization opportunities</p>	Next 12 months
35.	<i>Amend the Procurement By-law to include a recognition of the Canada-EU Comprehensive Economic and Trade Agreement (CETA).</i>	<p>The Canada-EU Comprehensive Economic and Trade Agreement (CETA) came into effect as of September 21, 2017.</p> <p>Most often small communities will be exempt from these procurement obligations, if they are purchasing products or services that cost less than approximately \$340,600, and for construction services of less than \$8.5 million.</p> <p>However, should the Township purchase products or services where CETA procurement obligations apply, the Township's procurement practices will need to align with CETA provisions and its four core principles: non-discrimination, equal treatment, transparency and accountability.</p>	Operational. No additional cost associated with implementation	<p>Risk management</p> <p>Ensures compliance with legislation</p>	Next 24 months
36.	<i>Undertake a review of User Fees By-laws received.</i>	<p>The Township updated its user fee by-law in 2021, so it is anticipated that it is current.</p> <p>As part of the Municipal Comparator survey in this project, the Township did ask for and received copies of the comparator's user fees.</p> <p>Staff to consider incorporating into any new User Fee By-Law, that increases to future user fees will be tied to inflation so fees stay in line with costs.</p>	Operational. No additional cost associated with implementation	<p>Revenue opportunities</p> <p>Ensures long-term sustainability/viability</p> <p>Improved cost-recovery</p>	12 months
37.	<i><u>Land Use Planning</u></i> <i>Monitor the planning function and if the number of planning applications continues to remain high, the Township should consider their options to address the growth.</i>	<p>The Township is monitoring the planning function and assessing their options to address the increase in planning work. (i.e. adjust administrative needs, contracting, sharing)</p>	TBD Operational. No additional cost associated with implementation	<p>Addresses growth</p> <p>Assesses further planning function needs</p>	12 months
38.	<i><u>Website</u></i> <i>Improve the information available for citizens on the Township's website.</i>	<p>Other items for consideration to be added to the website that have not already been mentioned;</p> <ul style="list-style-type: none"> a Community Profile – About Ryerson - statistics, history, benefits of starting a business, link to newsletters, etc. Performance Measures Annual Updates – to show the municipality's progress year over year. 	Operational. No additional cost associated with implementation	<p>Simplifies access to municipal information</p> <p>More consistent citizen experience</p> <p>Enhances citizen engagement</p> <p>Enhances openness and transparency</p>	12 months

	Recommendations	Implementation Strategy	Cost Considerations	Benefits	Recommended Timeline
39.	<u>Economic Development</u> <i>If possible, ensure that as much flexibility as possible is built into the new Official Plan.</i>	The current Official Plan reportedly does not permit some proposals that could support economic development opportunities in the Township. (i.e. the sound stage proposal) The new Official Plan should, if possible, be supportive and responsive when dealing with commercial proposals.	No costs associated with this recommendation. Costs of Planning Consultant - TBD	Enhances the promotion or attraction of new residents, new business and/or tourists	12 months
40.	<i>Invite the Economic Development Officer of the joint Almaguin Community Economic Development (ACED), to attend one Council meeting per year.</i>	Invite the Economic Development Officer of the joint Almaguin Community Economic Development (ACED), to attend at least one Council meeting per year so Council is aware of the work being undertaken on behalf of the region and the Township.	Operational. No additional cost associated with implementation	Improves communication Ensures cost-effectiveness	12 months

Appendix J - Summary of Performance Measures/Indicators

Administration Department:

- Operating costs for administration as a percentage of total municipal operating costs
- Annual cost of Integrity Commissioner reports
- Admin wages as a % of total operating expenditures
- \$'s invested in technology, per capita

Treasury Department:

- Current year's tax arrears as a percent of current year levy
- Total municipal debt per household
- Total reserves and reserve funds per capita
- % of reserves to debt ratio
- Average total property taxes/capita
- % increase of transactions for the public that are completed online or with a mobile device

Public Works Department:

- Operating costs for public works as a percentage of total municipal operating costs
- Operating costs for paved roads per km
- Operating costs for loose top roads per km
- Average surface condition
- % of Township assets with a rating of fair or better condition

Land Use Planning:

- # of new residential units/year
- Operating cost for land use planning, per capita
- # of hours spent per application (staff, consultant, etc.)