



**Township of Ryerson**  
**Digital Modernization & Service Delivery Review**  
**Final Report**

**December 2021**

## 1.0 Executive Summary

The Province of Ontario, through the Municipal Modernization Program, provided funding to the Corporation of the Township of Ryerson, in the District of Parry Sound, to undertake a Digital Modernization Review and Service Delivery Review of three (3) of its departments – Administration, Treasury and Public Works. The Land Use Planning function was not part of the original study but was added at the request of the Project Team.

Studies of this nature are by design, intended to look at all potential options with the goal of delivering public services in an efficient and affordable manner, to help the municipality maintain or improve service standards, while lowering costs or finding efficiencies through digital modernization that make service delivery costs sustainable over the long term.

A service delivery review can be defined as an evaluation process in which a municipal service is systematically reviewed to determine the most appropriate way to provide it. *"Successful municipalities have an evaluative mindset where they always try to look for ways to make things better. They dig deep into how a service actually operates, and talk to the staff closest to the work, in order to unlock every possible opportunity for improvement."*, Ministry of Municipal Affairs & Housing, 2006

Since the services selected by the Township to be reviewed in this study are mandatory services for municipalities, it really was not a question of whether the municipality should continue to provide the service, but more about ensuring the services selected are meeting the needs of citizens in an efficient and fiscally responsible manner. So a deep assessment of whether or not they are needed was eliminated and the focus was shifted to a thorough assessment of the current state of the selected services, finding efficiencies and finding ways to eliminate manual processes where possible/feasible.

How each service is currently performing was determined through Council and staff interviews and the citizen survey. While the interviews with Council and staff were informative and helpful, we struggled to acquire citizen input. Throughout the project, the lack of citizen engagement was identified as one of the Township's challenges, so this lack of input was not a complete surprise.

A program logic model was applied to the review of the three (3) services selected, making it easier to identify methods to improve them. This involved identifying the **inputs** (the resources going into the service) and the **outputs** (what the municipality getting out of the service) and **outcomes** (what does the municipality want this service to accomplish). Performance measures and indicators against which staff can measure the performance of the service(s) moving forward were also developed with the Project Team.

### Summary of Findings

The Township's operations are very lean and recent operational and process improvements have brought more efficiency and cost savings to the internal operations. Overall Ryerson is proactive and working towards modernizing for the future of service delivery, all the while, doing the best it can with the limited financial resources it has available.

The province's goal with these Municipal Modernization projects is to see the municipality achieve at least a 4% cost savings. In Ryerson's case, of the \$1,216,749 of total service delivery expenditures of the services reviewed, 6.25% has been identified as potential cost savings plus estimated efficiency savings of 1,176 hours, if the key recommendations provided in this report are implemented.

In the end, there is no one perfect way to deliver municipal services and programs but there will be improved coordination and the Township of Ryerson will be well on its way to modernizing service delivery and providing the efficient processes and services its citizens want and need.

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## 2.0 Introduction

### 2.1 Overview of the Township of Ryerson

#### Background

The Township of Ryerson is located in the southeast section of the District of Parry Sound. Incorporated in 1880, the Township has experienced growth patterns similar to those found in many resource-rich areas: slow growth in permanent population levels with increasing pressures for seasonal development, especially along the shorelines of the many lakes in the area.

The Township of Ryerson is a single-tier municipality located in the District of Parry Sound. It is a small, rural community with a permanent population of approximately 650 residents, doubling in the summer months and 530 households. The Township is located approximately 35 kilometres north of the Town of Huntsville, west of the Village of Burks Falls and the Township of Armour and east of the Municipality of Magnetawan.

#### Municipal Operations

##### a) Financial

As in all municipalities, the operating budget funds municipal operations. For 2020, the operating expenditures and revenues were;

**2020 Total Operating Revenue - \$2,547,765**

**2020 Total Operating Expenditures - \$1,974,860**

##### b) Staffing

The Township has a total of eight (8) full time employees and one part time employee in the three services studied:

- There are three (3) full time administration staff (CAO/Clerk Deputy-Treasurer, Treasurer and Deputy Clerk) and one part-time Administration/Treasury Assistant. The Deputy Clerk is also responsible for the planning function for the Township and an external planner is under contract for the more complex planning applications.
- There are five (5) full time employees in the public works department – A Road Superintendent, Road Lead Hand and three (3) Operators. The public works department does not hire casual or seasonal workers but does utilize the services of part time Administration/Treasury Assistant for office work (i.e. filing of logs, time sheet tracking, etc.)

The Township also shares twelve (12) full time employees, four (4) part time employees and two (2) seasonal employees of joint local boards. (Fire, Parks & Recreation, Landfill, ACED, Building & Library).

##### c) Contracted Professional Services

The Township does not have the financial capacity to incur the long-term labour costs associated with providing certain services in-house, so they outsource a number of professional services to contractors.

The Township procures professional services through various bid processes and the successful bidders function as Vendors of Record. These contractors are engaged on an as-needed basis and there are no annual retainers or guaranteed work minimums.

The list of contractors and contracted services the Township currently has, are as follows:

- **Human Resources:** Pesce and Associates – agreement signed May 6, 2021 for a one-year term
- **Legal:** Barriston Law
- **Engineering:** Tatham Engineering effective November 5, 2021 for 3 years
- **Cleaning Services:** Klink Enterprises – contracted with a fixed price until December 2022
- **Handyman:** Klink Enterprises – two years ending 2023
- **Audit:** Grant Thornton – appointed November 2019, for a 3-year term (2019 – 2021)
- **Integrity Commissioner:** Harold Elston (the Township of Ryerson participated in issuing a joint Request for Proposal with 12 Almaguin Municipalities for an Integrity Commissioner in November 2018)
- **IT:** Northern Nerds approved November 2020
- **Groundskeeping:** Almaguin Groundskeeping – contract signed Nov 2020 (parks, cemetery and grounds keeping services) term is Jan 2021 – Dec 2023
- **Planner – Rick Hunter - Planscape Inc.** – no contract, just as required

#### **d) Council**

There are five (5) members of Council; Mayor, Deputy Mayor and three (3) Councillors. There are no separate Committee of the Whole meetings but instead there are two (2) regular Council meetings per month, which are more informal in nature. Special meetings are called when necessary to deal with urgent matters.

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.

A Recreation Committee was also established. It consists of seven (7) volunteers from the community and one member of Council. Terms of reference were developed for this committee and their mandate is to advise Council and make recommendations regarding the development and maintenance of recreational trails, in addition to matters pertaining to community parks, and events. Due to COVID-19 however, the committee has not had the opportunity to meet.

At the beginning of each term of council, Council members are appointed to a number of external committees;

#### **Council Committees:**

- Almaguin Community Economic Development (ACED)
- Almaguin Highlands Health Centre
- Burks Falls and District Historical Society
- Joint Building Committee
- Burk's Falls Armour Ryerson Union Public Library
- Town of Parry Sound Municipal Partners Provincial Offenses Act (POA) Advisory Committee
- Regional Recreation Committee
- South East Parry Sound District Planning Board
- East Parry Sound Veterinary Committee

#### **Regional Appointments:**

- District of Parry Sound Social Services Administration Board (DSSAB)
- Eastholme – Home for the Aged
- Parry Sound District Emergency Medical Services Advisory Committee
- North Bay Parry Sound District Health Unit

## Shared Services

As early as 1968, Ryerson has been sharing various services with neighbouring municipalities for many of its municipal services. In particular, the following services are shared with at least one neighbouring municipality;

- a) **Waste Management/Landfill:** Burk's Falls and Armour. Armour administers waste management services. Each municipality pays 15% of net expenditures, with the remaining 55% divided up based on proportion of bags disposed of. Ryerson's 2020 total was 30.734%.
- b) **Arena/Recreation:** Burk's Falls and Armour. Burk's Falls administers arena/recreation services. Costs shared 1/3 each.
- c) **Fire:** Burk's Falls and Armour. Ryerson administers fire services. Costs shared based on the average of households and population in each municipality. Ryerson pays 23.56% of the total budget. In 2020, the net amount of Ryerson-administered joint services for Fire was \$81,270.

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. 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.

- d) **Building/CBO:** Burk's Falls, Joly, Machar, South River, Strong, Sundridge. The costs are shared based on total permit value, but the department has been self-funded since 2019
- e) **Library:** Burk's Falls and Armour. Costs shared based on proportion of active library cards; Ryerson's share is 22.89%.
- f) **Economic Development (ACED):** Armour, Burk's Falls, Joly, Magnetawan, Perry, Powassan, South River, Strong, Sundridge, and the Almaguin Chamber of Commerce. The Township provides a fixed annual contribution of \$10,000 to support the ACED.

The biggest success for the Township is the great use of shared servicing arrangements they have with Burk's Falls and the Township of Armour. Without shared service delivery, the Township would not be able to deliver all the services they provide to citizens.

## Shared Initiative

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.

## Township Vision, Mission, Values and Priorities

The Township does not have a strategic or community plan and has not gone through a formal strategic planning exercise. As such no Vision, Mission, Values or Goals have been specifically determined for the municipality.

However, there are a number of plans that reference the goals and objectives for the Township;

### a) Work Plan Exercise

The Township held a work plan exercise in February 2020 to look forward to future planning. The goal of the exercise was to brainstorm and identify priorities for the term of Council 2018-2022 and beyond.



A Town Hall meeting was proposed for July 2020, but unfortunately, COVID-19 meant the meeting could not be held and any further work on the identified priorities has been delayed.

The exercise did result in some key strategic priorities emerging for the Township;

- i) Protect & Improve Infrastructure/Roads
- ii) Retain Services – healthcare, library, Fire, landfill, etc.
- iii) Improve Housing – homelessness, affordable housing (smaller lots & building sizes), LTC
- iv) Ensure Affordability – taxes
- v) Enhance Economic Development & Growth
- vi) Improve Communications/Broadband
- vii) Support Recreation Programs– trails, public access to waterways, etc.

The overall goal was stated to be, *“to continue to provide good service, while keeping taxes low and then work to enhance services for citizens when you can.”*

## **b) Official Plan**

The most recent Official Plan was developed in 2003 and approved by the Ontario Municipal Board in 2012.

The purpose of the Official Plan (OP), is to establish policies to guide the physical development of the Township while having regard for its social, environmental, and economic needs. The Official Plan provides a framework for the review and evaluation of development applications, and assists Council in determining future policies and actions in all municipal matters.

In 2012, it was assumed that the population of Ryerson would rise to around 700 by 2020. As mentioned, the current population as per the 2016 Statistics Canada is 648.

It was also assumed at that time, that the demand for permanent dwellings would remain stable but pressures for seasonal residential and tourist commercial development were expected to increase. It was expected that household growth would primarily be a result of an increase in the seasonal population. The Township does not have a defined settlement area, and new settlement areas are not contemplated.

In summary, the key objectives in the 2012 Official Plan were:

**Population & Household Growth** – accommodate the expected population and household growth while maintaining the rural character of the area.

**Economic Development** – expanding tourism and tourism-related businesses, as well as other complementary and non-intrusive commercial and industrial ventures and increasing the number and variety of home-based businesses

**Housing** - Single detached residential housing will remain the dominant housing type. Existing residential development may be augmented by accessory units appropriate to house seniors and young families.

**Community Services** - Services will be provided at a level that is appropriate to the needs and rural nature of the Township, and consistent with the Township's financial resources. Joint use agreements, with other municipalities and with the private sector, may be used to secure a variety of services.

**Infrastructure** - Significant expansion of municipal infrastructure is not anticipated. The improvement of infrastructure (roads, parks, and other facilities) to better service the existing population will be encouraged. Improved public access to Township water resources is encouraged and will be considered as part of the review of development applications.

**Natural Environment** - Protection and enhancement of the natural environment will be an important consideration in making land use decisions.

### **c) Strategic Asset Management Policy**

The Township adopted a Strategic Asset Management Policy in 2019. The adoption of a policy is one of the requirements of the Municipal Asset Management Planning Regulation under the Infrastructure for Jobs and Prosperity Act, 2015. The purpose of this policy is to provide guidance for capital asset management plans and other capital asset-related decisions for the Township.

Policy Statement: The Township of Ryerson is committed to improving the long-term resilience and sustainability of its infrastructure. To accomplish this, the Township must have a policy to guide its asset management decisions which promotes best practices and links asset management planning to budgeting, operations, and other municipal planning activities.

The Asset Management Principles are as follows;

1. Forward-Looking
2. Budgeting and Planning
3. Consistency
4. Economic Development
5. Prioritization
6. Innovation
7. Transparency
8. Environmental Consciousness
9. Health & Safety
10. Community Focused
11. Integration

The policy sets out that the Asset management plan will be considered annually in the Township's operating budget, capital budget and long-range plans. These budgets are intended to "*evaluate the validity and need for proposed capital investments and incorporate new revenue and alternative funding strategies where possible*"

In this policy, the Township commits to consider in asset management planning, the actions necessary to address risks, the anticipated costs that could arise and the adaptation opportunities to manage potential risk.

### **d) Regional Economic Development Strategic Plan (RED)**

The Township of Ryerson does not have its own Economic Development Department but in 2019, Ryerson Township opted in to a three-year agreement with regional partners to the Almaguin Community Economic Development (ACED) Board and Department. The Almaguin Community Economic Development (ACED) Department delivers economic development services throughout the Almaguin Highlands Region.

Ryerson was included in this Regional Economic Development Strategic Plan (RED), as part of the Almaguin Highlands Partnership, which is comprised of 14 distinct municipalities in both the Parry Sound District and Nipissing District.

The economic development strategy identified in this plan was built on 3 pillars;

- The Land
- The People
- The Legacy

The study concluded that a regional approach is necessary to advance Economic Development for the entire Almaguin Highlands Region and that the top 2 key objectives identified for such a regional strategy was to attract new business – second was the creation of new jobs.



## Key Township Plans

### a) Asset Management Plan

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 provincial and federal governments have mandated the preparation of asset management plans as a prerequisite to seeking capital funding. This Plan aids the Township in making appropriate financial decisions and investments as part of its annual municipal budget decisions.

All of the Township's assets are included in the Plan, including its (current) proportionate share of the assets of its shared services, which include fire, building inspection, waste management, recreation facility, and library services.

The historical cost (December 2020) of the Township's assets is \$12.1 M and the estimated current replacement value of the assets is \$76.6 M.

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.

A summary of Ryerson's current performance is as follows:

- i) **Bridges - No Load Posted Structures** - The Township currently has no load posted structures. The average condition (BCI) is 7.7
- ii) **Roads - Minimum Overall Road Condition of 5.4/10** - Based on estimated road deterioration rates and work performed since the RoadNeeds Study- 2020 was performed, the Township has increased its overall road condition rating to 6.0.
- iii) **Vehicles - Utilization Exceeds Its Expected Service Life** – two (2) vehicles (05 and 09), reached the end of their useful lives at the end of December 2020. Both vehicles are slated for replacement in 2022. Truck 07 is slated for replacement in 2023 or 2024, 1-2 years after being fully amortized.
- iv) **Buildings - Utilization to Expected Service Life** - The Township's primary buildings were constructed in 1989 or later and have not yet reached their expected useful lives. Buildings are currently in good condition overall, and ongoing investments in upgrades have enhanced their ability to achieve this target.
- v) **Other Assets - Utilization to Expected Service Life** - The majority of the Township's other assets have not yet reached their expected useful lives. The Township has repurposed and is using two large pieces of machinery that have exceeded their expected service lives.

The 2021 Asset Management Plan includes a revised 10-year capital and operating budget, improved levels of service and related KPIs, and lifecycle management strategies for all asset categories.

### b) Accessibility Plan

The Township's Accessibility Plan provides a mission to *"provide quality programs and services that are accessible to all persons served by the Municipality."* This aligns with the asset management principles that will guide asset management planning in the Township.

### **c) Emergency Response Plan – Passed December 2019**

The Emergency Response Plan was passed in December 2019. Among other items, it establishes the Municipal Emergency Control Group (MECG), which includes;

- Mayor of the Township of Ryerson
- CAO/Clerk
- CEMC (Community Emergency Management Coordinator)

## **Key Township By-Laws & Policies**

### **a) Procedural By-law**

The Township's Procedural By-Law #31-20 was passed in December 2020. It establishes rules governing the proceedings of Council, the calling of Meetings and the conduct of Members, Staff and the Public and authorizes Electronic Council meetings.

The Procedural By-law was recently amended by By-law #33-21, to further clarify delegations to Council.

### **b) Records Management & Digital Strategy Manual**

Township staff developed this manual in 2019. The purpose of this document is to provide guidance on the implementation of a more digitally oriented workplace and is intended as a supplement for the records retention by-law.

The manual provides a series of steps by which a more modernized, efficient record-keeping system can be implemented, and provides support for employees to redesign business processes with a focus on efficiency, usability, and sustainability.

### **c) Ryerson Road Status and Maintenance By-law**

Section 44(1) of the Municipal Act, R.S.O. 2001 mandates municipalities to keep all highways and bridges in a state of repair that is reasonable in the circumstances including the character and location of the highway and bridge and the Minister of Transportation, through regulation, establishes minimum standards for the repair of highways and bridges, or any class of them.

The Township passed by-law #60-14 to establish its minimum road maintenance standards.

### **d) Complaints Policy**

The Township passed By-Law #15-19 to adopt a complaints policy to ensure prompt and efficient responses to program and service delivery concerns raised by members of the public.

## **Regional Studies & Surveys**

These studies and surveys were regional in nature and responses from Ryerson Township were not always able to be identified, but they did provide an opportunity for Township residents to participate and they did provide a regional perspective.

### **a) Almaguin Community Safety & Well-Being Plan Survey 2020**

This study was conducted to determine the Almaguin Community's priorities as they relate to safety and well-being services. There were only 10 respondents from Ryerson representing only 2.2% of all respondents and their individual responses were not identifiable.

However the following represents a broad overview of responses received:

- 90% of respondents were Residents/10% Seasonal
- Access to services and employment opportunities tied for top importance (71.43%)
- Physical fitness and access to health care were next in priority at 57.14%

- 29.5% of respondents said they felt they had adequate access to health care, but 26.7% said they did not
- many would like to see a family clinic with a nurse practitioner or doctor
- lack of social engagement services – festivals, recreation programs – although when asked about recreation services, 50% said they have never sought recreation services

#### **b) District of Parry Sound - Transportation Services Survey 2021**

This was a regional study so there was no ability to identify just Ryerson responses. In broad terms, the results showed 50% of respondents said they would not use a regional transportation service if one was created, and 83% answered "no" when asked if transportation-related challenges ever prevented them from gaining or perusing employment opportunities.

#### **c) Burk's Falls & Area Recreation Survey**

The purpose of this survey was to determine which area services (recreation, library), citizens were accessing most frequently. There was a total of twenty-seven (27) responses received. Of those, only three (3) Ryerson residents participated and they made few comments.

#### **d) Burk's Falls, Armour & Ryerson Union Public Library Building Project**

In the summer of 2017, the Burk's Falls, Armour & Ryerson Union Public Library Board undertook a review of the current library operations, as part of a planning exercise focusing on the future of library service in the community over the next four years.

The Library's Strategic Plan 2019-2022 identified the need for a larger facility and concluded that the current space of 1,800 square feet is insufficient in order to continue the current level of services and programs.

## 3.0 Project Context

Municipalities are the closest level of government to their citizens and have also been leading the way in working to engage citizens and deliver their services in a way that is more customer-centric to meet rising expectations.

The Province of Ontario, through the Municipal Modernization Program (MMP), provided funding to the Corporation of the Township of Ryerson, in the District of Parry Sound, to undertake a Digital Modernization Review and Service Delivery Review. The MMP is part of Ontario's commitment to help small and rural municipalities become more efficient and modernize service delivery.

In July 2021, the Township of Ryerson requested proposals to conduct a Digital Modernization Review of municipal operations, which included a Service Delivery Review of three identified services areas – Administration, Treasury and Public Works. Land Use Planning and Economic Development was added later at the request of the Project Team.

The work requested included a review of these service areas and the identification of digital modernization opportunities to improve internal process for staff and maximize service delivery for citizens. The project also included a high-level municipal comparisons component to compare Ryerson's services to those of other municipalities of similar size and nature in Ontario.

Since the service areas selected for review are mandatory services for municipalities, in the case of this Ryerson study, it really was not a question of whether the municipality should continue to provide the service, but more about ensuring the services selected are meeting the needs of citizens in a fiscally responsible manner.

So the focus of this project was on assessing current services and how they are being delivered and then identifying ways to deliver them more efficiently.

### 3.1 Study Scope & Milestones

The Service Areas reviewed were:

- **Administration Department**
- **Treasury Department**
- **Public Works**
- **\*Land Use Planning/Economic Development**

\*Land Use Planning and Economic Development were not within the original scope of work but at the request of the Project Team they were reviewed to a lesser degree, in the study.

Land Use Planning is not separate department in the Township. It is a service delivered under the Administration Department, because it is a function being delivered by the Deputy Clerk.

In addition, the Township does not have its own Economic Development department. The Township participates in the regional economic development group (ACED).

### 3.2 Study Objectives

The review focused on setting priorities and looking to see if there are internal improvements that can be made, or if there is a need to investigate other methods available to deliver the service/program.

Specific project objectives included:

**a) Service Delivery Review:**

A service delivery review is an evaluation process in which a specific municipal service is systematically reviewed to determine the most appropriate way to provide it. As municipalities and the needs of their citizens' change, some services that have historically been provided may no longer be needed, or perhaps there's a better way to deliver them.

This service delivery review followed the format set out by the Ministry of Municipal Affairs and Housing and its Guide to Municipal Service Delivery Reviews, 2006 and consisted of the following work;

- Undertake a complete, evidence-based, systematic and in-depth analysis/review of service delivery and how services are being delivered in the identified Township departments, specifically; Administration, Treasury and Public Works.
- Identify any changes needed to increase efficiency and/or reduce operating costs in a responsible manner
- Identify the need for any new services and weigh them against the Township's financial capacity
- Develop an inventory of the Township's current services
- Investigate and understand the Township's current services and service delivery models.

**b) Digital Modernization Review**

- Identify digital modernization opportunities that will eliminate inefficiencies or process redundancies, in the Administration, Treasury and Public Works departments. Any area falling under a shared services agreement was outside the scope of this digital modernization review.
- Identify areas where the Township can leverage modern technologies **internally**. Specifically, to identify opportunities to optimize existing software programs, integrate applications and transform manual processes to digital applications, to achieve improvements to service and/or efficiency
- Find areas where the Township can leverage modern technologies **externally** (for citizens), with attention to the needs of those citizens who may be less technologically savvy
- Provide a prioritized, actionable list of strategies/recommendations for digital modernization initiatives to streamline processes and user experience for ratepayers and help inform future capital and operating budget decisions around technology investments

**c) Municipal Comparison**

- Undertake a high-level comparison of the Township's current services and operations and compare them to communities, locally and across the province, that are similar in size and nature with similar services
- Work with the Township to determine key performance measures/metrics for the comparison, against which future service delivery performance can be measured.

### 3.3 Project Study Team

Regular consultation took place throughout the project, with the Project Team; CAO/Clerk Deputy-Treasurer, Judy Kosowan, the Treasurer, Brayden Robinson and the Deputy Clerk, Nancy Field.

The interim Road Superintendent, Rick Marcoux, was also consulted on public works operations.

## 4.0 Study Approach & Methodology

As per Shaping Organizational Solutions (SOS)'s proposal, a phased approach was used to deliver the scope and deliverables outlined in the Township's RFP.

1. **Project Launch/Discovery**
2. **Current State Assessment**
3. **Research/Analysis**
4. **Validate Findings/Develop Recommendations**
5. **Report**



### 4.1 Project Launch/Discovery

The discovery phase is designed to set up the framework of the review process. The discovery phase also assisted with determining the types of data to be collected. The data collection phase included an initial consultation with the Project Team and collecting data to review that would facilitate the evaluation of current services delivery methods, current processes and to start to identify key challenges and opportunities.

#### 4.1.1 Initial Consultation & Kick Off Meeting

Given the nature of the work and the deadlines for this project, for efficiency, both the Initial Consultation and the Kick-Off Meeting were held together with the project team.

The meeting was held by video teleconference with the CAO/Clerk/Deputy Treasurer, the Treasurer and the Deputy Clerk on August 13, 2021. The Project Team was encouraged to contact the consultant directly with any questions they had or information they wanted to provide at any time throughout the project.

The initial consultation finalized the approach, determined key presentation dates, identified who will be involved, who will be interviewed and determined any possible stakeholder consultations.

The project work plan was to be approved with a final presentation to Council originally scheduled for November 16, 2021. This date was later extended when it was learned the province had granted extensions for these Intake 2 projects, to January 2022.

The release of Intake 3 funding and an application deadline of October 19, 2021, also caused this project to be paused while we prioritized determining which project would provide the best efficiency and cost savings for the Township for the Intake 3 application.

The discovery phase assisted with determining the types of data needed to ensure any specific areas of concern were addressed.

#### 4.1.2 Data Collection and Review:

The data collected provided the relevant background material and documents to investigate the Township's current services and service delivery methods in greater detail.

The documents that were reviewed included but were not limited to:

- **Organizational Design:** Documents related to prior relevant work on organizational design; organizational charts; any prior reviews
- **Strategic and Operational Plans:** any existing Strategic Plans, Asset Management Plan, Climate Change Action Plan, Emergency Response Plan, etc.
- **By-Laws, Policies, Contracts** – that affect the delivery of any of the services studied
- **Detailed Financials and Budgets** – for various years
- **Partnership and Engagement:** List of key partners/contractors/shared services arrangements related to services and relevant details about the partnerships/contracts or shared servicing agreements applicable to this project
- **Roles and Responsibilities:** Job descriptions, responsibilities, and past job evaluations
- **Performance Reports, if available:** performance management framework; workload metrics; past capacity, efficiency, and effectiveness reviews
- **Staff Perspectives:** Any formal or informal documentation of previous engagement activities, employee engagement surveys, wages and benefits, etc.
- **Any other relevant data,** information, and documentation related to the project, previous citizen surveys, any outsourced professional or other services agreements, core services process maps, and workload assessment for the departments/services

The Township's website, and other regional studies were also researched to understand the servicing wants and needs of the community. The research and review of documents provided valuable insight.

## 4.2 Current State Assessment

This phase saw the collection of qualitative and quantitative information through stakeholder interviews and a citizen survey to complete the analysis of the current state of service delivery in the Township.

The work undertaken during this phase included;

- **Interviews**
- **Citizen Survey**
- **Overview of Service Profiles**
- **Key Findings & Challenges**
- **Collection of Municipal Comparator Information**
- **Summary of Current State**

### 4.2.1 Interviews

Interviews with Council and staff were conducted, an employee survey was developed and delivered to public works employees who were not part of the project team, and a citizen survey was developed and posted on the Township's website and Facebook page, to gather input from various stakeholders.

To understand the current state and the existing municipal resource needs, individual interviews were conducted with the following individuals:



- Mayor George Sterling
- Deputy Mayor Barbara Marlow
- Councillor Penny Brandt
- Councillor Celia Finley
- Councillor Delynne Patterson
- CAO/Clerk/Deputy Treasurer Judy Kosowan
- Treasurer Brayden Robinson
- Deputy Clerk Nancy Field
- Public Works Lead Hand/Acting Road Superintendent Rick Marcoux

The goal with the interviews was really to get ideas out of people's heads and for them to name their own problems and solutions since they have the operational insight. The respondents were very engaged, open and honest with their answers.

Respondents were asked about the key challenges/constraints the municipality has experienced in meeting service levels as they relate to the current structure, and any external factors that may lead to a significant change in service demand that may affect the organization moving forward.

They were also asked about the perceived strengths, weaknesses, and any barriers that impede service delivery from all perspectives – from technology to work allocation and any weakness in organizational structure and internal processes they have experienced.

A standardized template of interview questions was developed to ensure consistency in the way data was collected. The proposed interview questions were reviewed and validated with the Project Team and shared with all participants in advance of the interviews.

The majority of the interviews were held on August 30<sup>th</sup>, 2021.

## **4.2.2 Surveys**

### **a) Employee Survey**

A hard copy employee survey was developed and approved by the Project Team. It was sent to the remainder of Ryerson's permanent full-time employees not being interviewed, in the public works department. Respondents were asked to seal their responses for delivery right to the consultant. Two responses were received.

### **b) Citizen Engagement**

It is recognized that the community generally does not have the necessary level of insight into internal operational efficiencies within the municipality, to enable them to make informed servicing choices. However, citizen input is integral to understanding which services are most important to them and which modes of service delivery are proving to be the most and least effective.

It was originally proposed to interview two citizen groups or business individuals from two citizen groups within the municipality. However there are not any business or service groups in the Township, so no individual citizen interviews were possible.

To ensure citizens were given an opportunity to engage in the project however, a public survey was developed and once approved by the Project Team, was then distributed to ratepayers via the Township's website and posted on their Facebook page. The survey was posted on September 3<sup>rd</sup> with a closing date of September 17<sup>th</sup>, 2021 however this date was extended to October 14<sup>th</sup> in order to capture as much citizen input as possible.

Citizens were asked a series of questions regarding the services provided by the Administration Department, the Treasury Department, the Public Works Department. Later the Project Team requested to add a question about the delivery of By-Law services.

A question was also asked regarding whether or not service delivery was affected in any way, as a result of staff having to work from home up to two days a week due to COVID-19. No concerns were expressed and 100% of respondents reported they had no concerns with administrative employees continuing to work from home a few days per week moving forward.

It was hoped that the responses would help identify citizen needs and wants which could then be aligned with both the feasibility and financial capacity of the municipality. Unfortunately, only six (6) responses were received representing approximately only 1% of Township residents, so the results cannot be considered a statistically valid representation of the opinions of the community as a whole.

For interests' sake only then, a **Summary of the Citizen Survey** responses, is attached to the separate Appendices that form part of this report, as **Appendix A**

### 4.2.3 Overview of Service Profiles

This **Overview of Service Profiles** document (attached as **Appendix B** in the separate Appendices that form part of this report), was developed based on the information received from the interviews, from the Township's Work Plan Exercise and other research undertaken.

The citizen value propositions were derived from the Province's Municipal Performance Measurement Program and Municipal Benchmarking Canada and deemed appropriate for the Township of Ryerson.

This work also included identifying the service features for each service reviewed, such as; **inputs** (the resources going into the service), the **outputs** (what the municipality getting out of the service) and **outcomes** (what does the municipality want this service to accomplish).

Service delivery reviews are an ongoing process and establishing a review process builds the capacity of staff to think critically and systematically about current and future service needs. The Project Team was asked to identify the key performance measures and indicators, (i.e. what is most important to them to measure).

These measures and indicators will help staff assess how well an organization performs when providing services. No single measure can fully represent every activity associated with each service area, but the performance measures selected will give staff and Council, indicators against which they can track and measure service delivery performance to guide future decision-making.

The community's strategic priorities should be consistent with the Township's official plan and strategic planning, but since the Township does not have a strategic plan, the priorities identified in the February 2020 Visioning Exercise were considered instead.

On September 14, 2021, the Project Team was asked to review and validate the accuracy of each component, as these form part the basis of the Service Profiles.

- a) **Purpose Statements** – what's the purpose of the service?
- b) **Citizen Value Proposition** -what do citizens expect from a service?
- c) **Service Features:**
  - o Inputs - resources needed (staffing, equipment, etc.)
  - o Outputs – tangible products/services produced by the service, and
  - o Outcomes – what do we want this service to accomplish?
- d) **Performance Measures and Indicators** – to measure performance of the service moving forward. Performance measures and indicators help measure performance of a service at regular intervals to permit timely, corrective action. (For easy reference, a *Summary of the Performance Measures/Indicators* selected by the Project Team is attached as **Appendix J** in the separate Appendices that form part of this report)

- e) **Community Strategic Priorities** – In deciding what the Township would like to measure and track it was necessary to first determine the strategic goals, to be supported by the decision-making process. Then the services provided and any of the opportunities/recommendations must be weighed against these key strategic goals in order to evaluate whether or not the service aligns with the needs and wants of Council/community.

The key community strategic priorities that were identified, in no particular order are as follows:

Community Strategic Priorities
<p><b>Efficiency:</b></p> <ul style="list-style-type: none"> <li>• Improve efficiency (through performance measurement, technology etc.)</li> <li>• Reduce service delivery costs</li> <li>• Practice fiscal restraint – expenditure management</li> <li>• Expand on shared servicing and programs where possible</li> <li>• Retain an adequate, sustainable suite of efficient, equitable and affordable municipal services (own services and shared services)</li> </ul>
<p><b>Customer Service:</b></p> <ul style="list-style-type: none"> <li>• Open and transparent communication to citizens</li> <li>• Engage citizens in local government</li> <li>• Ensure timely responses &amp; maintain excellent customer service</li> <li>• Develop self-service opportunities for citizens through technology</li> <li>• Ensure trusted, timely, transparent, and accessible municipal decision-making</li> </ul>
<p><b>Economic Viability:</b></p> <ul style="list-style-type: none"> <li>• Enhance and support responsible economic development that preserves and celebrates the rural nature of the Township</li> <li>• Support and encourage business development to create local jobs</li> <li>• Ensure planning policies remain open and responsive to new and creative proposals</li> <li>• Improve broadband/internet services</li> </ul>
<p><b>Community Health &amp; Wellness:</b></p> <ul style="list-style-type: none"> <li>• Accessible Health Services</li> <li>• Affordable Housing</li> <li>• Social &amp; Fitness Programming</li> </ul>

#### 4.2.4 – Summary of Current State – Findings from Consultations and Research

It is widely recognized, that you cannot understand where you need to go, until you get a solid understanding of the where you are (i.e. the current state of services and how they are performing). Understanding and addressing the current challenges is the best way forward for the Township.

All collected findings from the document review, stakeholder interviews, provided a good understanding of the current state and enabled the identification of any gaps in organizational functionality, workflow processes and digital technology.

We also physically attended the municipal office on September 14, 2021, following COVID regulations, to view and assess current practices and processes in the Administration Department (including Planning), the Treasury Department and the Public Works Department.

A Note About Public Works - An assessment was undertaken of the current operational state of the public works department as part of this project. It should be noted however, that the Township recently engaged an HR Consultant to work with the public works department, so to avoid duplication this study did not include a focus on any public works human resources issues.

## Key Findings and Challenges

The following themes and statements are representative of the key findings and challenges identified through the research and analysis undertaken.

They were captured without bias or judgement, as reported to the consultant and they are not intended to be criticism because despite these challenges the Township continues to manage operations and serve the public well.

The three (3) key challenge themes that emerged are; **Internal Challenges, Technological Challenges and Governance Challenges**. The Project Team reviewed and validated these key challenges in October 2021.

The key challenges are below but more detail on each is provided in **Appendix C - Summary of Key Findings and Challenges**, in the separate Appendices that form part of this report.

Emerging Theme	Key Challenges
<b>Internal Challenges</b>	<ul style="list-style-type: none"> <li>• Pending retirements of the majority of full-time employees</li> <li>• No formal, written succession plan in place</li> <li>• Morale in the roads department is low</li> <li>• Job descriptions and HR policies are out of date</li> <li>• Staff has been in constant transition</li> <li>• The Planning function has increased dramatically</li> <li>• Lack of long-term planning - no strategic or community planning</li> <li>• Limited funds to replace aging capital items</li> <li>• Low citizen engagement</li> </ul>
<b>Technological Challenges</b>	<p>Internal:</p> <ul style="list-style-type: none"> <li>• Available technological solutions to increase efficiency are needed but are cost-prohibitive</li> <li>• Local residents not technologically savvy</li> <li>• Migration of residents and increased demand for more citizen centric/self-serve service delivery options</li> <li>• Mostly manual processes, particularly in the public works department are not efficient</li> <li>• Website is updated but functionality for citizens could be enhanced</li> </ul> <p>External:</p> <ul style="list-style-type: none"> <li>• COVID-19</li> <li>• Poor broadband service</li> <li>• Cyber threats</li> </ul>
<b>Governance Challenges</b>	<ul style="list-style-type: none"> <li>• Council does not always act or set policy as a “body”</li> <li>• Council has been described as “fractured”</li> <li>• Difficulty attracting candidates to run for Council</li> <li>• Integrity Commissioner requests are a financial burden for the Township</li> </ul>

## **One Item of Note - Amalgamation**

It would be remiss not to mention amalgamation as the topic did come up a few times during the interviews.

On the one hand, the cost of 15 councillors for a total population of just over 3,100 in the three local municipalities, does appear unnecessary. The case can also be made, that since three municipalities are already sharing services, merging them together from a financial sustainability perspective makes sense and there are numerous benefits that could result.

However, Ryerson is currently managing its limited funds well, and the sharing of services with neighbouring municipalities appears to also be working well. Therefore, until such time as it becomes the will of Council and the neighbouring councils, or until such time as it becomes unsustainable for the Township to remain on its own, there does not appear to be any urgency to pursue amalgamation at this time.

### **4.2.5 Collect Municipal Comparator Information**

Comparing the Township's municipal services and operations against municipalities of a similar size and nature, locally and across the province was part of this study. The municipal comparison concentrated on the three service areas that are the subject of this project, (Administration/Planning, Treasury and Public Works).

It was noted that studies of this nature can be as broad or extensive as desired, and given the original timeframe for the project to be completed, the Project Team agreed that a balanced approach to the scope for the municipal comparison component, would be used to manage expectations and the budgetary constraints of such a comparison.

What the balanced approach consisted of then, is that the 2020 Financial Information Returns (FIR) of the comparator municipalities were referred to, to gather statistical and financial information and the remaining information the Township desired was acquired via a Municipal Comparator Survey.

The 2020 Financial Information Returns (FIR) provided a sense of the current operating expenditures and revenues that aided in the identification of any possible anomalies or similarities. However, it must be noted that strictly looking at the FIR analysis from a dollars and cents perspective makes the assumption that the other municipalities are doing things 'right' and the level of service provided by each must be taken into consideration in a more detailed benchmarking process.

### **Municipal Comparators**

The primary purpose of comparative analysis is to compare the Township's municipal operations to these comparator municipalities in order to identify any anomalies and/or opportunities to change how the Township delivers municipal services.

The following six (6) municipal comparators were selected and 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 municipal comparator survey was developed in coordination with the Project Team and delivered to CAOs of the selected comparator municipalities on October 1<sup>st</sup>, 2021, with a closing date of October 22, 2021. All six (6) comparator municipalities responded to the survey.

The results of the Municipal Comparator Survey are summarized in the separate Appendices that form part of this report, as **Appendix D – Municipal Comparator Study Results**

Reviewing user fees in the comparator municipalities was not part of this study, but the Project Team determined it would be useful to acquire some sample user fee by-laws from the comparator municipalities as part of the survey.

Three (3) of the municipal comparators provided copies of their current user fee by-laws and the Township of Johnson graciously provided a copy of a comparison of user fees they had undertaken, which contained information from five (5) additional municipalities. This provides useful information for the Township to now summarize, assess and compare their user fees to those of other municipalities.

## 4.3 Research & Analysis

This phase consisted of two (2) main components;

- ***Inventory of Services – Service Profiles***
- ***Recommendations & Implementation Plan***

### 4.3.1 Inventory of Services – Service Profiles

The current service delivery in the departments that are part of this study, was reviewed and analyzed in even greater detail and Service Profiles were developed. A detailed analysis of each of the service area as they relate to the alignment of needs, wants and financial capacity of the Township was also undertaken. A physical visit to the Township's temporary offices, took place, following appropriate COVID protocols, on September 14, 2021.

The purpose of the visit was to work with each member of the senior management team one-on-one, to acquire detailed, in-depth information on current processes being used to deliver services in their department.

Each service was then evaluated in detail to identify potential opportunities for internal improvements and/or the need to deliver the service/program differently (i.e. organizational change, greater use of technology, partner with other municipalities, etc.).

Separate Service Profiles were developed for the Administration Department Services, Treasury Department Services, Public Works Department Services and Land Use Planning/Economic Development services. Due to the complexity and number of processes in the Treasury and Land Use Planning services, process maps were also developed for these two (2), service areas.

The Project Team along with the Administrative Assistant and the Acting Roads Supervisor/Lead Hand answered a number of other questions that helped confirm accuracy about the current state.

The detailed evaluations of the current state and any related process maps for the service areas subject to this review can be found in the separate Appendices that form part of this report, as follows;

***Service Profile - Administration Department Services – Appendix E***

***Service Profile - Treasury Department Services – Appendix F***

***Service Profile - Public Works Development – Appendix G***

***Service Profile - Land Use Planning & Economic Department Services – Appendix H***

Note: Any references to any available digital platforms in the service area profiles are provided as examples of available platforms and not intended to be an endorsement of them.

## A Note About Intake 3 Application

As mentioned, the progress on this project was interrupted in October when the application for Intake 3 projects under the Municipal Modernization Program, that were to be identified in the Intake 2 projects such as this one, had to be completed before the Intake 2 projects were completed.

We shifted our focus then, to providing the Township with our key recommendations for digital modernization ahead of completion of this study, so the municipality could complete a request for funding under Intake 3.

We identified early on that moving away from the manual processes used by the public works department and using digitally platforms to modernize it would offer the greatest cost and efficiency savings for the Township. We researched possible providers and arranged an online demonstration of a platform for public works that allows for the electronic reporting of routine and winter patrols that will see municipal operators spend less time logging deficiency data. Administration staff then had the information they needed to complete the application for funding to digitally modernize public works operations, under Intake 3 of the Municipal Modernization Program, which was due October 19, 2021.

We also identified that while citizens could receive their tax bills electronically and they can download dog license forms, etc. on the website, they still need to use conventional ways to pay Township invoices. Again an online demonstration was arranged for staff and we were able to secure an online payment and receipting platform, (Clik2Pay), at no cost to the Township of Ryerson. (a savings of \$19,500)

### 4.3.2 Recommendations & Implementation Plan

An Implementation Plan is the identification of key opportunities, including actionable recommendations on methods for improving the efficiency, effectiveness and accountability of Township operations.

Four (4) categories of recommendations were identified in each department studied; **Digital Modernization, Organizational/Operational, Efficiency** and **General Observations and Opportunities**.

Executing the plan will result in:

- Digital modernization of the public works department by eliminating time-consuming manual processes
- Optional digital payment method that includes QR codes that enable citizens to pay using the familiar Interac e-transfer service
- Improved communication and citizen engagement
- Enhanced efficiency in workload management

The plan is provided to ensure systematic implementation of the review decisions and will serve as an action plan for Senior Staff and Council.

Below is a high-level prioritization of the key opportunities that were identified but the full Implementation Plan can be found in the separate Appendices that form part of this report as **Appendix I – Implementation Plan**

As circumstances or funding opportunities change or if any of the services fail to achieve the established performance measures/indicators or goals, the Township may need to adjust the priority of the recommendations to be implemented.

It should be noted also, that any decisions made regarding the opportunities identified in this report, rest with Council and staff who should employ their own due diligence to ensure alignment with legislation and their overall goals to deliver on desired outcomes.



### 4.3.3 Prioritized Key Recommendations from Implementation Plan

#### High Priority – Recommended to be completed in 0 to 6 months

##### Digital Modernization:

- Implement a digital payment and receipting platform to be integrated into the tax payment process
- Eliminate/reduce manual processes in the Public Works Department and purchase a digital platform to enable electronic reporting and tracking of road inspections
- Purchase rugged tablets for road employees to use with the digital platform

##### Organizational/Operational:

- Develop cyber security policies and procedures and engage a cyber security expert to train staff

##### Efficiency:

- Staff to develop a Hybrid Working Model Policy to continue to manage and deliver services remotely
- Set up a Township of Ryerson YouTube Channel and start uploading recorded Council meetings
- 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
- Reduce the number of tax installments to two (2), from the current four (4)

#### Medium Priority – Recommended to be completed in 6 to 12 months

##### Digital Modernization:

- Staff to investigate citizen engagement platforms but if not feasible, staff to develop a digital tracking system in-house, for tracking and responding to citizen inquiries

##### Organizational/Operational:

- Review and revise Council meetings (number and type of meetings)

##### Efficiency:

- Investigate joint procurement with neighbouring municipalities for gravel, salt, etc.
- Add information about upcoming closures, culvert replacements, etc. in the Public Works area of the website
- Develop a checklist and a “Guide to Developing Your Property”, and add it to the planning section of the website.

#### Longer Term Priority – Recommended to be completed in 13 – 24 months

##### Digital Modernization:

- Consider adding the purchase of records management software, if feasible

##### Organizational/Operational:

- Undertake a Strategic Planning Exercise and develop a Strategic/Community Plan

#### **4.4 Validate Findings & Develop Recommendations**

Validation of findings took place at various stages throughout the project and a technical consultation was held with the Project Team on November 29, 2021.

This was one final general run-through of the draft report and preliminary recommendations, to ensure accuracy in the understanding of current circumstances, to clarify the intent of the actions and recommendations proposed and to identify the feasibility or timing of proposed actions.

Final changes were made and the final draft report was developed by the end of this phase and delivered to the Project Team on November 30, 2021.

#### **4.5 Report**

The final report is a corporate overview of the current state of service delivery and a consolidation of the findings and reasonable opportunities for improvements through digital modernization.

A presentation was also developed and delivered to Council on December 7<sup>th</sup>, 2021 summarizing the project, the findings and the Implementation Strategies.

## 5.0 Performance Measures – Provincial Agreement

The province's goal with these Municipal Modernization projects is to see the municipality achieve at least a 4% cost savings.

The province also requested, *"A statement indicating the percentage of the total amount of service delivery expenditures reviewed that are identified as potential cost savings in the Independent Third-Party Reviewer's Report, which will be the performance measure for the Project."*

In Ryerson's case, of the \$1,216,749 in total service delivery expenditures in the services reviewed, 6.25% has been identified as potential cost savings plus estimated efficiencies of 1,176 hrs, if the recommendations provided in this report are implemented.

Therefore, this project has exceeded the Province's goal.

### 5.1 Review Process Guide for Staff

The collaborative nature of this project was intentional and was used to enable municipal staff to think critically and systematically about current and future servicing needs and identify opportunities for improvement in the years to come.

Staff already has an excellent understanding of the need to have good information on the full cost of delivering services, but having staff develop the performance measures to be used in the future to monitor progress and meet desired outcomes, was also important to guide them in further assessing effective service delivery moving forward.

## 6.0 Summary

The task of reviewing municipal services is challenging, time-consuming, and this project added additional work on staff. I do wish to acknowledge their efforts and their desire to 'look within' their day-to-day operations to find improvement opportunities.

Their involvement and willingness to share their experiences and desires, as well as responding to numerous requests for information, demonstrates their commitment to technological and operational improvement, and to providing quality and convenient service to Ryerson ratepayers.

The most significant long-term impact of this review may be the in-depth understanding of the internal operations, staff, Council and citizens have gained through the process.

The findings herein are solely my observations from my professional experience and as a third-party observer. They are not intended to be construed as any criticism. In fact, quite the opposite.

The municipality has already made great strides in moving the municipality forward and the internal operations are well-organized by staff who is extremely conscientious and dedicated to their roles.

Moving away from heavily manual processes to more technology, will streamline processes, improve efficiency and customer service.

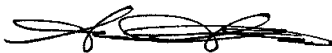
Implementing any number of the recommendations will see the Township of Ryerson well on its way to modernizing service delivery and providing the efficient processes and services its citizens want and need for the future. Overall, I concur with general belief that this small, rural municipality with limited financial resources is on the right path to preparing for the future.

In the end, there is really no single, perfect way to deliver municipal services and programs. The report includes opportunities for organizational improvements within the scope of this study and I trust that the potential opportunities identified will assist Council and staff moving forward.

Lastly, I want to express my sincere appreciation to Council and staff for giving me the opportunity to work with the Township of Ryerson. It truly has been a pleasure.

***".. chart a course for every endeavour that we take the people's money for; see how well we are progressing; tell the public how we are doing; improve or stop doing the things that don't work and never stop improving the things that we think are worth investing in."*** The Concept of Planning, (author unknown)

All respectfully submitted by,



Susan Shannon, Principal,  
Shaping Organizational Solutions (SOS)

## 7.0 Statement of Limitations

This report and its findings are governed by the following Statement of Limitations.

This document has been prepared by Shaping Organizational Solutions (SOS) for the exclusive use of the Township of Ryerson, pursuant to our engagement letter/contract, dated August 10, 2021.

This report is based on information and documentation that was made available to Shaping Organizational Solutions (SOS). SOS has not audited or otherwise attempted to independently verify the information provided unless otherwise indicated.

The information, opinions, opportunities, recommendations, conclusions and/or analysis contained within this document are based upon generally accepted professional judgement and principles, and on the information made available to the consultant as at the time of the preparation of the document.

Any information provided to the consultant by the Client or any third party is assumed to be correct.

This report may make reference to projected future considerations. Readers are cautioned that since these future considerations are based on assumptions regarding future events, actual results will vary from the information presented even if the assumptions are realized, and the variations may be material.

The scope of this review of the three (3) service areas plus Land Use Planning/Economic Development, that were part of this study, was limited to a defined scope.

In addition, due to COVID-19 restrictions, data collection and citizen engagement was restricted and did not allow for any observation of office communications and/or any relationships/personal interactions with citizens, nor did it allow us to appropriately validate the data/findings in some cases.