

CORPORATION OF THE TOWNSHIP OF RYERSON

**SPECIAL MEETING
AGENDA**

Monday February 14, 2022 – **1:00 p.m.**

THIS WILL BE AN ELECTRONIC MEETING via ZOOM

Members of the Public must register with the Ryerson Township Clerk's Office prior to the meeting for phone-in access.

To Members of the Public: If you have trouble with your connection during the meeting, you may notify the Host by e-mail at: treasurer@ryersontownship.ca

Meeting will be recorded

A special meeting of Council has been scheduled for Monday February 14, 2022 at 1:00 p.m., to have a first detailed review of the Digital Modernization & Service Delivery Review Report.

Members of Council were notified of this special meeting on the January 18, 2022, council meeting agenda and by e-mail on January 25, 2022. The public was notified of this meeting by posting of this special meeting agenda February 4, 2022

1. Call the meeting to order.
2. Attendance, in person and electronic.
3. This meeting is being recorded.
4. Declaration of Pecuniary Interest.
5. First detailed review of Appendix I – Township of Ryerson Implementation Plan from the Digital Modernization & Service Delivery Review Final Report dated December 2021. The full report is available on the municipal website: (CTRL Click to open)

<https://ryersontownship.ca/departments/administration/township-of-ryerson-digital-modernization-service-delivery-revie>

6. Schedule next Special Meeting for a second review of this report.
7. Adjournment.



Staff Report

To:	Ryerson Township Council
From:	Judy Kosowan CAO/Clerk/Deputy Treasurer
Date of Meeting:	Monday January 31, 2022
Report Title:	Digital Modernization Report Implementation Plan
Report Date:	January 25, 2022

Recommendation:

Received for discussion purposes.

Purpose/Background:

Council is meeting to have the first detailed review of some sections of Appendix I – Implementation Plan from the Digital Modernization and Service Delivery Review Final Report (attached). It is anticipated that Council's review will be over a series of special meetings with the dates to be determined.

As this report covers a wide scope, for discussion purposes it will be considered in smaller more manageable pieces.

Section 4.3.3 in the report (attached) prioritizes recommendations in the Plan by high, medium and longer term priorities.

However, for this meeting it is suggested that sections referencing council related operations is a place to start the review and implementation processes. It is suggested that a two- hour limit be put on the meeting.

Starting with section numbers: # 7 Council & Council meetings, # 8 Revised Structure – Committee of the Whole, # 9 Eliminate Roads and HR sub committees, # 10 Regional Committee reporting, # 14 Setting up You Tube channel, # 15 &16 Change resolution numbering and order, # 30 Respect & Acknowledgement Declaration of meeting being held on ancestral lands, # 31 Council review per diems.

All these sections do not have to be covered at one time, it is a place to start the discussion and the decision-making process to be able to implement recommendations from this report.

Next Steps:

- Next topic or sections for consideration
- Date of next meeting.

Attachments: Appendix I
Section 4.3.3

Appendix I - Township of Ryerson Implementation Plan

Recommendations	Implementation Strategy	Cost Considerations	Benefits	Recommended Timeline
<p>1. Digital Modernization</p> <p>Treasury Department Implement a digital payment and receipting platform to be integrated into the tax payment process.</p>	<p>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.</p> <p>Click2Pay 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.</p> <p>Staff to work with Click2Pay to set up the payment platform for the Intern tax billing</p>	<p>Estimated costs - \$18,000 per year + set up fee of \$1,500</p> <p>Was able to secure Click2Pay at no cost for the Township</p>	<p>Improves efficiency</p> <p>Improves customer service</p> <p>Improves cash flow and supports sound financial management</p> <p>Aids in collection of outstanding taxes</p> <p>Streamlines tax payment process</p>	<p>Next 3 months</p>
<p>2. Public Works</p> <p>Eliminate/reduce manual processes in the Public Works Department.</p>	<p>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.</p> <p>Continue to investigate automated time-tracking and attendance digital solutions to help reduce labour costs.</p> <p>Apply for funding to purchase the digital platforms necessary to modernize the roads department, under Intake 3 of the Municipal Modernization Program.</p>	<p>Estimated cost to purchase software - \$20,000 - \$40,000</p> <p>Estimated annual maintenance costs - \$2,000 - \$5,000</p> <p>Estimated cost savings - \$3,000 plus workforce</p>	<p>Improves efficiency</p> <p>Greater workforce utilization</p> <p>Improved tracking and access to information when needed</p> <p>Eliminates duplication</p> <p>Risk management - eliminates errors</p> <p>Efficiency savings - 853.5 hours</p>	<p>Next 12 months</p>
<p>3. Eliminate the use of personal cell phones by public works employees, to capture maintenance, weather and other images as official Township records.</p>	<p>Purchase specialized "rugged" tablets for each road employee.</p> <p>Apply for funding to purchase tablets necessary to modernize the roads department, under Intake 3 of the Municipal Modernization Program</p>	<p>Estimated cost to purchase 3 specialized tablets - \$12,000</p>	<p>Safeguards inspection and maintenance records</p> <p>Easier access to official Township records stored on the central server</p> <p>Supports risk management</p>	<p>Next 12 months</p>
<p>4. Administration Department</p> <p>Investigate further, the financial feasibility of acquiring citizen engagement/complaint software in the future.</p> <p>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.</p>	<p>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.</p> <p>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</p>	<p>Costs: TBD depending on decisions made</p> <p>Estimated annual cost of software - \$5,000</p>	<p>More consistent citizen experience</p> <p>Provides efficiency</p> <p>Streamlines service requests and responses</p> <p>Enhances citizen engagement and communication</p> <p>Supports risk management</p>	<p>Next 24 months</p>
<p>5. 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.</p>	<p>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</p>	<p>Costs: TBD depending on decisions made</p>	<p>Ensures legislative compliance</p> <p>Supports risk management</p> <p>Protects municipal records</p> <p>Easy retrieval of municipal records</p>	<p>Next 24 months</p>

Recommendations	Implementation Strategy	Cost Considerations	Benefits	Recommended Timeline
<p>6</p> <p>Organizational/Operational</p> <p>Strategic Planning</p> <p><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 Inlake 3 or future intakes of the Municipal Modernization Program, to engage a third-party to undertake the work.</p>	<p>Estimated third-party costs - \$25,000 - \$35,000</p>	<p>Determines direction for the Township</p> <p>Establishes a common purpose.</p> <p>Prioritizes 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>	<p>Next 24 months</p>
<p>7.</p> <p><u>Council & Council Meetings</u></p> <p>That Council consider moving to one Council meeting per month.</p> <p><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> <ul style="list-style-type: none"> Some suggestions to do so are: <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 to reflect any changes made to Council meeting procedures.</p>	<p>Operational improvement only. No additional costs associated with implementation.</p>	<p>Saves approximately 28 hours/month (160/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>	<p>Next 12 months</p>

Recommendations	Implementation Strategy	Cost Considerations	Benefits	Recommended Timeline
<p>8. That Council consider adopting a revised meeting structure that includes both regular Council meetings and Committee of the Whole meetings.</p>	<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 Tuesday of the month.</p> <p>Council could implement the COW system on a trial basis first and adopt later if desired.</p>	<p>Operational improvement only. No additional costs associated with implementation.</p>	<p>Provide more time for discussion of agenda items Simplifies and streamlines council processes Efficient operations for workload management Increases productivity Trains all members of Council in the learning the role of chairing a meeting</p>	<p>Next 12 months</p>
<p>9. Eliminate the Roads and HR subcommittees.</p>	<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>	<p>Operational improvement only. No additional costs associated with implementation.</p>	<p>Supports risk management & mitigation Eliminates confusion on "who's in charge" Clarifies governance vs administrative roles for improved cohesion and coordination</p>	<p>Next 12 months</p>
<p>10. 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.</p>	<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>	<p>Operational improvement only. No additional costs associated with implementation.</p>	<p>Enhances openness and transparency Improves Council communication</p>	<p>Next 12 months</p>
<p>11. Treasury Department Council to consider implementing a capital tax levy for capital purchases.</p>	<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>	<p>Operational improvement only. No additional costs associated with implementation.</p>	<p>Ensures ability to purchase capital items in the future Highlights the cost of capital items for citizens</p>	<p>Next 12 months</p>

Recommendations	Implementation Strategy	Cost Considerations	Benefits	Recommended Timeline
<p>12. 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.</p>	<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>	<p>Next 6 months</p>
<p>Efficiency</p>				
<p>13. Administration Department Staff to develop a Hybrid Working Model Policy to continue to manage and deliver services remotely.</p>	<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>	<p>Next 6 months</p>
<p>14. Set up a Township of Ryerson YouTube Channel and upload recorded Council meetings that meet accessibility and translation requirements.</p>	<p>Since the Township does not have translation and accessibility capabilities for the recordings of Council meetings, 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>	<p>Next 6 months</p>
<p>15. Change the manner in which resolutions are numbered to avoid confusion and make it easier to locate them.</p>	<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>	<p>Next 12 months</p>

Recommendations	Implementation Strategy	Cost Considerations	Benefits	Recommended Timeline
16. Move all resolutions in the minutes to appear immediately following the related agenda item and abbreviate the minutes if possible.	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. 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. 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.	Internal efficiency measure only. No additional cost associated with implementation	Efficient operations for workload Improves customer service by making the minutes easier to read Improves readability of minutes	Next 12 months
17. 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.	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. 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.	Internal efficiency measure only. No additional cost associated with implementation	Enhances workload efficiency	Next 12 months
18. Add the By-law Listing to the Township's website.	Publishing only the most requested by-laws on the website makes sense from an administrative workload perspective but citizens may find it frustrating. 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.	Internal efficiency measure only. No additional cost associated with implementation	Enhances openness and transparency Improves customer service	Next 12 months
19. <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.	Common practice is now that once the budget is approved by Council, the Treasurer is authorized to pay any approved budget items. The appropriate by-law or policy setting out this requirement should be amended or rescinded.	Internal efficiency measure only. No additional cost associated with implementation	Improves municipal servicing and efficiency Streamlines accounts payable processes	Next 6 months
20. Aim to pass the annual budget by March 31st each year.	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. Reduce the number of tax installments to two (2), from the current four (4).	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. Amend the appropriate by-law and any policies.	Internal efficiency measure only. No additional cost associated with implementation	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
<p>22. Work with neighbouring municipalities to develop joint bid documents and pool purchases of goods such as sand, gravel, salt, etc.</p>	<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>	<p>Internal efficiency measure only. No additional cost associated with implementation</p>	<p>Reduces costs</p> <p>Improves efficiency</p> <p>Leverages economies of scale.</p> <p>Improved cost control of suppliers and purchasing</p> <p>Eliminates duplication</p> <p>Supports provincial shared-servicing initiative.</p>	<p>Next 12 months</p>
<p>23. Add notes regarding inspection dates and culvert conditions to the CGIS.</p>	<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>	<p>Next 12 months</p>
<p>24. Land Use Planning 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.</p>	<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 SEPSDB should also be provided for information on severance/consent and/or plan of subdivision inquiries.</p>	<p>Internal efficiency measure only. No additional cost associated with implementation</p>	<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>	<p>Next 12 months</p>
<p>25. Investigate sharing the services of a joint planner with neighbouring municipalities.</p>	<p>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.</p>	<p>TBD Depending on decisions made</p>	<p>Improves efficiency</p> <p>Improves municipal servicing</p> <p>Supports risk management</p> <p>Reduces costs</p>	<p>Next 12 months</p>
<p>General Observations & Opportunities</p>				
<p>26. Administration Department 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.</p>	<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>	<p>Operational. No additional cost associated with implementation</p>	<p>Eliminates any disruption in service delivery for citizens</p> <p>Enhances succession planning process</p> <p>Addresses staffing retirements challenges</p>	<p>Next 6 months</p>

Recommendations	Implementation Strategy	Cost Considerations	Benefits	Recommended Timeline
27. Develop a New Hires package to assist with onboarding new employees.	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 Addresses succession planning Enhances employee attraction and retention	Next 6 months
28. Develop a Learning and Development program.	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	Assists new hires and expedites onboarding activities of new employees Ensures mandatory training is completed Addresses succession planning Enhances employee attraction and retention	Next 12 months
29. 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.	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 operators for workload management	Next 12 months
30. If applicable, consider adding a "Respect & Acknowledgement Declaration" on each agenda to acknowledge that the meeting is being held on ancestral lands.	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. 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.	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. Treasury Department Develop reserve and investment policies.	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. Investigate leasing a postage meter rather than using stamps.	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	Improves efficiency Enhances customer service Prepares municipality for future digital modernization opportunities	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> <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	Risk management Ensures compliance with legislation	Next 24 months
36. <i>Undertake a review of User Fees By-laws received.</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>	Operational, No additional cost associated with implementation	Revenue opportunities Ensures long-term sustainability/viability Improved cost-recovery	12 months
37. <i>Land Use Planning 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	Addresses growth Assesses further planning function needs	12 months
38. <i>Website 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	Simplifies access to municipal information More consistent citizen experience Enhances citizen engagement Enhances openness and transparency	12 months

Recommendations	Implementation Strategy	Cost Considerations	Benefits	Recommended Timeline
<p>39. Economic Development <i>If possible, ensure that as much flexibility as possible is built into the new Official Plan.</i></p>	<p>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.</p>	<p>No costs associated with this recommendation. Costs of Planning Consultant - TBD</p>	<p>Enhances the promotion or attraction of new residents, new business and/or tourists</p>	<p>12 months</p>
<p>40. Invite the Economic Development Officer of the Joint Almaguin Community Economic Development (ACED), to attend one Council meeting per year.</p>	<p>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.</p>	<p>Operational. No additional cost associated with implementation</p>	<p>Improves communication Ensures cost-effectiveness</p>	<p>12 months</p>

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