

Memorandum

Date: September 17, 2019

To: Members of Council

From: Devan Lobo, Senior Analyst, Corporate Initiatives, Strategic Initiatives

Subject: Provincial Service Modernization Funding

On March 20, 2019, the Province announced one-time funding, a total of \$200 million to 405 small and rural municipalities, intended to improve service delivery and efficiency. In follow-up, the Town received a letter from the Minister of Municipal Affairs and Housing, the Honourable Steve Clark, outlining an allocation of \$725,000 to the Town to support modernization and increase efficiency of services, reducing municipal costs.

This one-time funding was allocated to Ontario municipalities based on the number of households in a municipality and whether the municipality is urban or rural. While there is flexibility for how and when municipalities invest it, the province provided some guidance and examples of how the funding could be used. For example, service delivery reviews, development of shared services agreements, IT solutions, capital investments and/or other projects.

Caledon Improved Service Delivery

The Provincial Service Modernization Funding (PSMF) aligns with the Town's overall strategic plans, including the 2018-2022 Council Work Plan and TEAM Caledon corporate strategic plan. Both plans highlight the importance of improving service delivery and emphasize working towards service excellence. By putting the strategic plans into action and prioritizing a number of service-oriented projects, Town staff have been making strides in enhancing many services to improve customer relations and to deliver efficient services. Some of these projects appear within the annual business plans and budget for 2019.

Throughout this process, additional projects have been identified with an objective to modify service delivery to enhance access to Town services, increase collaboration among Town staff and establish consistent processes across the corporation. The PSMF enables the Town to continue planning, modernizing and improving the way we provide services to the Caledon community. As such, Town staff identified the next ready-to-begin, priority projects for service improvement that would benefit from the funding.

The main objective of the Town is to improve operational efficiency, client satisfaction and manage service delivery costs more effectively by using outside qualified consultants on an as required basis. These three projects focus on process improvement projects that will enhance the Town's ability to improve customer service/experience while at the same time driving internal efficiencies.

Service Modernization Fund – Caledon Projects

In July 2019, a portion of the funding was allocated to the following service-based projects:

1. Service Delivery Reviews for Payments, Securities and Haul

An informal Request for Quote was issued to Bidders in July 2019 to conduct service delivery reviews, identifying gaps and opportunities to streamline the three processes. This project aims to achieve consistent processes across the corporation for processing and tracking payments, collecting and maintaining securities and applying for haul permits. WSCS Consulting Inc. was awarded the successful vendor.

The project approach and timeline are as follows:

Phase 1 – Requirements Mapping and Environmental Scan (September 2019 - November 2019)

This phase involves an analysis of the Town of Caledon's current processes related to Corporate Payments, Corporate Securities and Haul Permits. This phase involves the largest component of stakeholder engagement as the analysis of current practices establishes the foundation for the effectiveness of the remaining process improvement proposals and action plans. Stakeholder interviews are expected to begin the week of September 9, 2019. This phase also includes an environmental scan of other municipalities and their processes; these will be used to inform the remaining phases.

Phase 2 – Future Processes and Process Changes (November 2019 - December 2019)

This phase involves the design of optimal future processes and recommended changes within the Town's processes.

Phase 3 – Recommended Action Plans (by February 2020)

The final phase includes a report and recommendations for how to take the Town from the current state practices to the desired future optimal status. These recommended action plans will shape the process improvement implementation to be undertaken in 2020.

Upon receiving recommendations from the consultant, implementation of process changes will occur likely reducing staff time, improving the ability to track and manage inquiries and associated provision of services, reducing human error and duplication and increasing response time to customers.

2. Customer Relationship Management (CRM) Assessment

A Request for Proposal was released in July to retain a consultant to conduct a Customer Relationship Management (CRM) assessment. The purpose of this project is to investigate the feasibility of obtaining and implementing a CRM system to meet the current and future customer service needs within the Town of Caledon. The main project deliverable will be a CRM Assessment summarizing the research undertaken, recommended plan and estimated costs. This project will outline from a corporate customer-centric approach the readiness and path forward for a municipal CRM solution.

While the approach and methodology will be finalized by the successful vendor to be awarded in September 2019, the projected timeline is as follows:

Phase 1: Requirements Mapping and Environmental Scan (September 2019 – November 2019)

This phase involves an analysis of the Town of Caledon's current processes related to Customer Relationship Management. This phase involves the largest component of stakeholder engagement as the analysis of current practices establishes the foundation for the effectiveness of the remaining process improvement proposals and action plans. This phase also includes an environmental scan of other municipalities and their processes; these will be used to inform the remaining phases.

Phase 2: Future Processes and Solution Evaluation (November 2019 - January 2020)

This phase involves the design of optimal processes and recommended changes to achieve the future of customer relationship management in the Town.

Phase 3: Recommended Strategy (by February 2020)

The final phase includes an overall CRM Strategy comprised of a report and recommended action plan for how to take the Town from the current state practices to the desired future processes and obtain a CRM solution.

The assessment will build on the 2018-2027 Information Technology Strategic Plan recommendation to pursue a CRM solution. An assessment will first identify gaps and potential structural improvements, including necessary process improvements and opportunities to align and maximize related corporate initiatives to better enable and support the delivery of services prior to bringing in and implementing a CRM solution.

3. AMANDA 7 Software Development for Regulatory Services Priorities

In August 2019 the Town issued a Request for Proposal to seek proposals from Bidders to undertake changes and enhancements to the Regulatory Services folder in AMANDA. AMANDA is an Enterprise System used to manage high quality, large volume business processes that involve multiple business units and include interaction with other enterprise wide systems.

This project moves most services online through enhancements to current Complaints, Fill and Business Licensing Folders, in addition to new folders being created. Moving services online will provide a more accessible option for customers and further improve processes for front line staff. In addition, making such improvements will position the Regulatory Services Division to move towards mobile inspections and create further efficiencies for By-law Enforcement Officers in the field, allowing enforcement services to be agile, adaptable and accessible within the growing community.

While the approach and methodology will be finalized by the successful vendor to be awarded in September 2019, the projected timeline is as follows:

Phase 1: Current Complaints Folder Improvements (October 2019 - June 2020)

This will involve updating the Complaint Folder Tab, Complaint Search Field and expanding Complaint Codes to better identify and analyze common complaint types.

Phase 2: Current Complaints Folder Process Improvements & Templates (June 2020 - December 2020)

This phase involves adding several processes and other improvements such as replacing templates, adding in digital signature capabilities and reporting functions, among others.

Phase 3: Other Folder Process Improvements (by December 2021)

The final phase entails improvements to the Fill Permit Folder, Business Licensing Folder, and the addition of other services in AMANDA such as woodland permits, sign permits, livestock claims and others.

Financial Implications

The \$725,000 of grant funding the Town received was allocated to a 2019 capital project #19-160 Modernize Service Delivery. These funds were further allocated by Senior Management as follows:

- The estimated budget for the CRM Assessment project is \$60,000;
- The estimated budget for the three-part Service Delivery Reviews is \$30,000;
- The estimated budget for the AMANDA 7 Software Development for Regulatory Services Priorities is \$300,000;

The three projects total \$390,000 of estimated spending expected to be completed by the end of December 2021, leaving \$335,000 in service modernization funding available for the Town.

Next Steps

While no official reporting requirement was outlined by the Province, via copy of this memorandum, staff will advise the Ministry of Municipal Affairs how the funding is being used and further updates as service improvements and efficiencies are achieved.

In addition, the Association of Municipalities of Ontario (AMO) have reached out to municipalities to gather information about how municipalities have invested the funding. AMO plans to provide this information to the Province to encourage further provincial investment in municipalities, but also share the best practices for supporting modernization among municipalities. Staff will provide AMO with a short description of Caledon's three service modernization projects outlined above and monitor the best practices of other municipalities.

Staff will provide updates to Council as the projects progress. Any further recommendations for how to use the modernization funding will be brought forward to Council through the budgeting process or via staff report or memo.