

Township of Bonfield (ToB)

Digital Strategy Roadmap

Phase 3: Digital initiatives portfolio

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Approach and timeline

Phase 1: Project Initiation (~3 - 4 weeks)

Phase 2: Future State Vision (~3 - 4 weeks)

Phase 3: Options & Recommendations Roadmap (2 weeks)

- Kick-off the project to confirm its objectives, scope, approach, schedule and contributors
- Gather and review available relevant documentation
- Conduct interviews with identified stakeholders to develop an understanding of the township's:
 - Services, operating structure, strategic objectives and business needs
 - Digital capabilities in support of: resident experience, employee experience, process automation, business intelligence, etc.
 - IT landscape: applications, infrastructure, security
- Assess the Township's current digital maturity and identify strengths, weaknesses and opportunities
- Validate the report with the project committee

- Identify municipal digitalization trends relevant to the Township
- Identify potential initiatives to improve the Township's digital capabilities based on needs and trends and outline expected benefits
- Define the operational, organizational and technology changes required to enable the digital initiatives, as well as high-level efforts and costs
- Review and prioritize the proposed initiatives with the Township's stakeholders
- Formalize the prioritized initiatives (objectives, scope, prerequisites, budget, etc.)
- Validate the digital initiatives portfolio with the project committee

- Sequence the initiatives into a coherent roadmap considering the Township's financial, human and operational constraints, as well as interdependencies between initiatives
- Develop KPIs to measure the plan's success
- Validate the roadmap, overall budget and KPIs with the project committee

- Project work plan
- Current State Assessment Report

- Prioritized Digital Initiatives Portfolio

- Digital Roadmap

Key Activities

Deliverables

Recap: What we heard

Interviews with each team member across the organization along with the MSP describe the following high-level issues, summarized by a set of recurring themes.

Poor internet access is slowing down digital transformation across township and its residents

Many residents are older and do not have internet access at all or don't have enough knowledge on how to use technology that they have

There is a reluctance to switch to new technologies caused by inertia of habit and comfort with archaic or paper-based systems

Document management is inefficient and time consuming because much of it is still in paper and is required to be for record management

There is not enough governance and/or policies in place for communication and otherwise. Time is wasted in duplicated efforts due to lack of structure

The office is understaffed and everyone wears multiple hats on a regular basis to get work done which causes unnecessary stress

Although work culture is great, collaboration between departments are not always smooth since they often operate in different technologies

There is a fear of continuity and succession planning since knowledge transfer infrastructure doesn't exist

Communication and approvals take longer than needed because approvals from the council and the mayor are continually required

On-going formal financial planning with scenario based or what-if forecasting

RECURRING THEMES

- Slow digital progress due to sub-optimal internet access
- No one source of truth because departments do not coordinate their IT
- Storage issues and errors caused by reliance on manual / paper-based processes
- Slow IT improvement caused by discomfort with new technology adoption
- Inefficiencies created through bureaucracy and politics



Recap: Business objectives

In discussion with ToB leadership and taking into consideration the organizational priorities going forward, the following key business objectives have been identified to guide and influence the analysis toward short and long term improvement opportunities.



PROMOTE CUSTOMER-CENTRIC CULTURE

ToB does a great job of being service oriented. This needs to stay central in business objectives.



BECOME DIGITALLY DRIVEN

Make document management simpler and more efficient by digitizing as much of the data and processes as possible.



STREAMLINE PROCESSES

Standardize systems, software and processes to allow for seamless communication between various teams and departments.



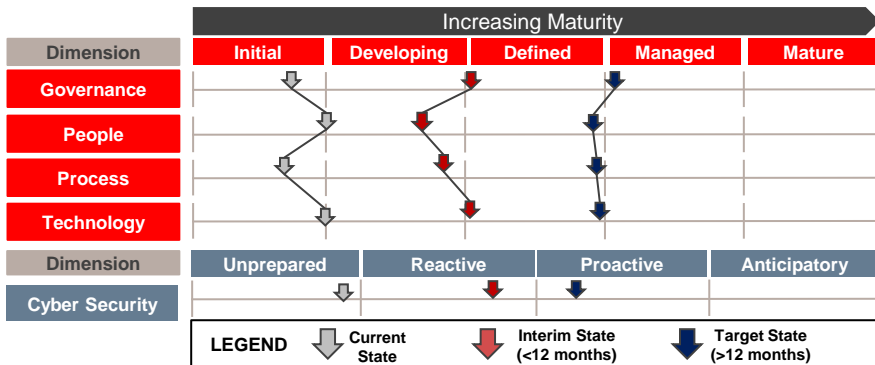
STRENGTHEN TECHNOLOGY ADOPTION

Promote comfort with technology among the council and township residents to help drive a shift to a digitally driven organization

Recap: Current IT/Cyber- Methodology & Maturity

Across key dimensions of assessment, the following interim & target state maturities have been defined for ToB

		Increasing Maturity				
Technology	Initial	Developing	Defined	Managed	Mature	
		<ul style="list-style-type: none"> Processes disorganized; inconsistent, chaotic Processes not adequately defined/documented Limited/no tools in place Silo-ed knowledge/info; limited corp. memory Multiple roles/responsibilities in one position 	<ul style="list-style-type: none"> Some repeatable processes; not applied consistently Limited formal communication of processes/policies/ procedures Tools introduced to enable operations Basic definition of roles/ responsibilities 	<ul style="list-style-type: none"> Processes formalized/ documented; standardization, integration Policies/procedures in place; training applied Tools supporting processes Roles/responsibilities formally defined 	<ul style="list-style-type: none"> Operational/performance benchmarks/KPIs established Monitoring performance/ continuous improvement; feedback Consistent/effective tools utilization/optimization Resource alignment to repeatable/consistent processes 	<ul style="list-style-type: none"> Decisions driven by accurate/consistent/timely info Proactive performance mgmt; continuous improv. focused Cross-org. integration of processes; optimized resource alignment Proactive review of tools/ systems performance
Cyber	Unprepared	Reactive	Proactive	Anticipatory		
	<ul style="list-style-type: none"> Lack necessary info (i.e. to take effective action); unaware/unable to respond to current/emerging issues 	<ul style="list-style-type: none"> Basic platforms/structures to react to bus. req's; cannot proactively prevent problems from arising 	<ul style="list-style-type: none"> Has platforms/structures & organizational processes to proactively address current issues/challenges 	<ul style="list-style-type: none"> Has platforms/structures & organizational processes to proactively address future issues/challenges 		



Notes:

- Opportunities to improve maturity provided in next phase, focused on Interim state
- Maturity indicators provide a notional assessment only; defining directional goals across key dimensions

Summary











- Organizations need not strive to be at the highest level of maturity across all dimensions to reach their objectives
- Interim/target states are reasonable expectations given organizational context (e.g., size, culture, demographics, needs, expected growth, corporate objectives, etc.)
- People/Process dimensions typically lag technology capabilities especially in ToB's case due to the friction with technology adoption (i.e., adoption/alignment will improve over time with proactive/strategic change management).
- On-going investments in tech will lead to changes in processes, people, and habits, putting change management in the forefront
- Greater discipline/rigor at governance level is required to provide necessary direction and prioritization of investments (i.e., IT spend/optimization/value); rapid progress can be made toward interim state
- Target State should see proactive governance/oversight; processes formally defined/ documented, repeatability; technology leveraged effectively for operational and data-driven enablement (i.e., insightful reporting)



OPTIONS ASSESSMENT SUMMARY

Options summary (1/6)

Based on the high-level needs assessment that focused on governance, technology, process, people and cyber security, the following tactical and strategic options have been identified as potential improvement opportunities

Dimension	ID	Option	Rationale	Benefit	Effort	Estimated cost	Estimated duration	Annual efficiency	Business objectives supported	Considerations
Governance	G1	Formalize "lite" IT Steering Committee	<ul style="list-style-type: none"> Manage prioritization/optimization of investments, projects; establish guidance/objectives; address strategic options/decisions; align to ToB vision/objectives Gain holistic visibility/control over IT project status/budgets/deadlines 	H	L	\$	<1 month	N/A	  	<ul style="list-style-type: none"> Keep administratively light, simple and expand where there's justified need. CIO and MSP provider should be part of the committee. Assign role/resource to lead meetings/objectives & drive takeaways/action items; develop KPIs and metrics/objectives to guide strategy and business goals across IT projects Establish a regular meeting cadence that isn't too intrusive on day-to-day operations
	G2	Develop/validate core IT policies and procedures, including cyber security	<ul style="list-style-type: none"> Establish/reinforce guidance and consistency across all departments/programs/staff for compliance and leading practices (e.g. bring your own device [BYOD], remote access, password, data access & protection, etc.) 	M	L	\$ - \$\$	2-3 months	N/A	   	<ul style="list-style-type: none"> Focus on initial standard/baseline policies (i.e. keep simple, maintainable, centrally stored) Periodically revisit/review to keep relevant/updated (e.g. annually)
	G3	Develop a document management strategy	<ul style="list-style-type: none"> Ensure consistent, clear/standard, efficient structure to avoid confusion, fragmentation of documents/digital assets Facilitates search, findability and scalability as collection/aggregation of digital assets/documents exponentially increases (e.g., contracts, budgets, etc.) Optimize ease of use and ongoing management of the document repository (i.e., single-source-of-truth) 	H	M	\$ - \$\$	<1 month	N/A	  	<ul style="list-style-type: none"> Consider using MS SharePoint through Office 365 Take advantage of version control for heavily edited documents (i.e. traceability/tracking of changes) Give consideration to folder structure (i.e. keep simple [e.g. 3 levels deep] to also simplify access permissions/maintenance as required) Can further leverage data loss prevention capabilities to protect sensitive/confidential information If needed, an active document management solution can also be explored (E.g., MES, Access, Tact Group)

Note:



• Estimated cost & duration indicators are directional guides only, subject to further scope clarification.

* See appendix for details on savings calculations

Legend	Benefit / Effort L Low M Medium H High	Estimated Cost \$ < \$5K \$\$ \$5K - 25K \$\$\$ \$25K - 50K \$\$\$\$ \$50K - 100K	Savings per hour \$30	Business Objectives  Promote customer centric culture  Become digitally driven  Streamline processes  Strengthen tech adoption
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Options summary (2/6)

Based on the high-level needs assessment that focused on governance, technology, process, people and cyber security, the following tactical and strategic options have been identified as potential improvement opportunities

Dimension	ID	Option	Rationale	Benefit	Effort	Estimated cost	Estimated duration	Hours saved per year	Business objectives supported	Considerations
Governance	G4	Develop a township - wide change management strategy	<ul style="list-style-type: none"> Establish consistency and improve adoption/acceptance of ongoing people (culture)/process/technology changes (e.g., objectives/approach, stakeholder identification & impact [i.e., who the change will impact; internal/external stakeholders], change champion/sponsor identification, communication plan, roles/responsibilities definition, risk management, resistance management, training plan, support plan, adoption plan [i.e., measurement of results/outcomes], etc.) Improve/encourage proactive communication & transparency of changes to staff early for increased trust, preparedness, comfortability and collaborative efforts to embrace change as a collective 	H	L	\$\$	1-2 months	N/A	 	<ul style="list-style-type: none"> Establishing a baseline organizational change management strategy sets the foundation/standard, provides direction, informs decision-making and determines organizational impact for future people, process and technology changes/implementations within ToB Change management is a long-term approach and continuous commitment to facilitate implementation success when adopting new processes & systems/technology There is no one-size-fits-all plan for different types of change (e.g., tailor by audience/change type & iterate over time); multiple approaches, channels, mediums and tools should be considered as part of the strategy and adapted to different learning styles, personalities, demographics and functions May wish to assess/trial elements of a strategy with a smaller change such as expanding Office 365 usage, or iterate and execute with future process changes and system implementations (e.g., business management solution) Define a sustainment plan for training materials created (e.g., MS SharePoint as the central document repository)

Note:









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* See appendix for details on savings calculations

Legend	Benefit / Effort L Low M Medium H High	Estimated Cost \$ < \$5K \$\$ \$5K - 25K \$\$\$ \$25K - 50K \$\$\$\$ \$50K - 100K	Savings per hour \$30	Business Objectives  Promote customer centric culture  Become digitally driven  Streamline processes  Strengthen tech adoption
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Options summary (3/6)

Based on the high-level needs assessment that focused on governance, technology, process, people and cyber security, the following tactical and strategic options have been identified as potential improvement opportunities

Dimension	ID	Option	Rationale	Benefit	Effort	Estimated cost	Estimated duration	~Savings per year*	Business objectives supported	Considerations
Technology	T1	Replace Baker (finance and accounting) system	<ul style="list-style-type: none"> Baker is not viable long-term due to owner's retirement Accelerate transition away from manual processes and physical documentation Create opportunity for increasing efficiency through new system(s) and/or integration(s) and workflow automation (e.g., expand use of CityWide or use new software such as TownSuite, Unit4, etc.) Improve digital data acquisition Reduce manual data entry, handling & migration efforts 	H	M	\$\$\$	3-5 months	\$15,600 (520 hours)	   	<ul style="list-style-type: none"> Conducting a fit-gap analysis between current and desired state, and subsequent vendor selection would be needed Identify and execute POCs to optimize future state processes with supporting system workflow automation Ensure compatibility with existing technology stack (i.e., CityWide, Office 365, etc.) Ease of use can be significant factor in training/user adoption (i.e., user experience) Cheapest or most extravagant solution may not be the right fit (i.e., outgrowing or poor functional fit can create hidden costs/implications that should be factored in)
	T2	Enable Office 365 to full capability	<ul style="list-style-type: none"> Maximize investment/cost effectiveness and value/benefit of the Microsoft stack/ecosystem Leverage common file storage, maintain a single source of truth and enhance communication/collaboration Take advantage of continuous upgrades, minimal management/administration, breadth of modern office productivity Better security of email if sent through Exchange/Outlook 	H	L - M	\$ - \$\$**	1 month	\$3,120 (104 hours)	 	<ul style="list-style-type: none"> Re-evaluate/consider a license upgrade to optimize cost/value of capabilities required by ToB; look for consolidation/simplification opportunities (e.g., in-flight SharePoint implementation, MS Teams may replace phone calls and add an internal messaging system, OneDrive, etc.)
	T3	Implement mobile device management (MDM) capability	<ul style="list-style-type: none"> Enable/equip staff to work remotely with flexibility, safety and security; provide an improved digital experience Secure the organization's endpoints, applications, digital assets and data (e.g., personally identifiable information [PII]) through the management of personal devices and operating systems 	M	M	\$\$ - \$\$\$	2-3 months	N/A	 	<ul style="list-style-type: none"> Ensure that only authorized users are allowed to access relevant devices, applications and the data contained within them Enable strong authentication measures (e.g., strong passwords, multi-factor authentication, biometrics, etc.) MSP can assist with implementation and ongoing support

Note:

• Estimated cost & duration indicators are directional guides only, subject to further scope clarification.



* See appendix for details on savings calculations

** Any cost increases will be determined by the license type for solutions/capabilities deployed, number of users, etc.

Legend	Benefit / Effort L Low M Medium H High	Estimated Cost \$ < \$5K \$\$ \$5K - 25K \$\$\$ \$25K - 50K \$\$\$\$ \$50K - 100K	Savings per hour \$30	Business Objectives  Promote customer centric culture  Become digitally driven  Streamline processes  Strengthen tech adoption
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Options summary (4/6)

Based on the high-level needs assessment that focused on governance, technology, process, people and cyber security, the following tactical and strategic options have been identified as potential improvement opportunities

Dimension	ID	Option	Rationale	Benefit	Effort	Estimated cost	Estimated duration	~Savings per year*	Business objectives supported	Considerations
Technology	T4	Adopt Cloud-first strategy	<ul style="list-style-type: none"> Most digital transformation efforts will involve Cloud solutions Greater data security through improved backups and more restricted access Improved capability to make calls over online platforms such as Microsoft Teams Collective document editing and easier sharing capabilities through "Open Data" initiatives On-prem servers will no longer be needed 	H	M	\$ - \$\$	1-2 months	\$31,200 (1,040 hours)**	 	<ul style="list-style-type: none"> Improve internet capabilities to support migration to the Cloud Provincial government aims to provide high speed internet access throughout Ontario by 2025 through Ontario Connects program but the office can still get improved connectivity till then Specialized internet providers for rural areas can be leveraged to manage the service Satellite internet and DSL are common choices for internet where cable and fibre are not available.

Note:

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* See appendix for details on savings calculations



** Cost savings does not include cost of on-prem server. Inclusion would increase annual savings

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Legend	Benefit / Effort L Low M Medium H High	Estimated Cost \$ < \$5K \$\$ \$5K - 25K \$\$\$ \$25K - 50K \$\$\$\$ \$50K - 100K	Savings per hour \$30	Business Objectives  Promote customer centric culture  Become digitally driven  Streamline processes  Strengthen tech adoption
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Options summary (5/6)

Based on the high-level needs assessment that focused on governance, technology, process, people and cyber security, the following tactical and strategic options have been identified as potential improvement opportunities

Dimension	ID	Option	Rationale	Benefit	Effort	Estimated cost	Estimated duration	~Savings per year*	Business objectives supported	Considerations
Process	R1	Conduct current & future state process flow analysis / re-engineer key processes	<ul style="list-style-type: none"> Validate/verify adherence/alignment with digital best practices Ensure sufficient documentation of standardized processes is in place/accessible to mitigate ongoing risk of tribal knowledge amongst staff in key roles Seek opportunities to further standardize, streamline, automate in conjunction with technology enablement (i.e., reduce manual processes, introduce additional system rigour/capabilities) Enhance transparency, increase onboarding efficiency, reduce capacity constraints to allow senior staff to focus on more strategic priorities/value add tasks (i.e., proactive vs. reactive approach) 	H	H	\$\$	2-4 months	\$23,400** (780 hours)	 	<ul style="list-style-type: none"> Identify critical processes that will drive the most value and best support key business objectives first (e.g., planning/budgeting/forecasting, payroll/expense management, fund accounting, contract/fund reporting, cheque/key document signing & distribution etc.) Engage 3rd party specialized municipality process consultants to support process analysis (e.g., MES, BMA Management Consulting) Create SOPs for each role and process

* See appendix for details on savings calculations

** The change management strategy contributes to the savings here

Note:








• Estimated cost & duration indicators are directional guides only, subject to further scope clarification.

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Legend	Benefit / Effort L Low M Medium H High	Estimated Cost \$ < \$5K \$\$ \$5K - 25K \$\$\$ \$25K - 50K \$\$\$\$ \$50K - 100K	Savings per hour \$30	Business Objectives  Promote customer centric culture  Become digitally driven  Streamline processes  Strengthen tech adoption
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Options summary (6/6)

Based on the high-level needs assessment that focused on governance, technology, process, people and cyber security, the following tactical and strategic options have been identified as potential improvement opportunities

Dimension	ID	Option	Rationale	Benefit	Effort	Estimated cost	Estimated duration	~Savings per year	Business objectives supported	Considerations
People	P1	Develop regular staff training/upskilling program*	<ul style="list-style-type: none"> Increase emphasis/focus on digital upskilling & training for staff in support of personal/career development; facilitate the culture shift within the organization Improve adoption, efficiency, productivity, value of IT investments (e.g., CityWide, Microsoft 365) Enhance staff knowledge/awareness, reduce process delays/bottlenecks and ultimately improve service levels to citizens & the community through training/re-training on key processes (e.g., budgeting, expenses, etc.) Facilitate increased cyber security awareness (e.g., phishing/vishing campaigns, new threats/risks, information handling, etc.) 	H	L	\$	1-2 months	\$7,800 (260 hours)	   	<ul style="list-style-type: none"> Define a standard framework (i.e., objectives, delivery method/style, audience, content, timelines, communication, budget, results measurement, etc.) Conduct regular 1-2-hour training sessions; build/develop key skills (e.g., cybersecurity best practices, process gaps, etc.) Drive internal training/innovation sessions (e.g., cross-department, learning/improvement, cross-team feedback/communication, etc.); can foster team cohesion and continuous learning culture Outsource to 3rd party to provide training/learning (e.g., trending topics, pressing challenges, software functionality deep dives that drive value, risk/threat awareness, etc.)
	P2	Develop succession plan(s) for key leadership/senior roles	<ul style="list-style-type: none"> Improve business continuity by proactively planning/grooming qualified individuals to gain an understanding/develop an ability to execute the responsibilities of senior roles (e.g., Finance, Program Directors, IT) Build a strong foundation for incoming staff to step into senior roles quickly and more effectively; create a seamless transition and minimize risk/impact to the organization Increase understanding of specific role expectations, required skills/capabilities, business processes, etc. Reduce tribal knowledge and foster a culture of knowledge sharing 	H	L	\$	1-2 months	\$780 (26 hours)	  	<ul style="list-style-type: none"> Identify areas/roles/capabilities/knowledge/skills critical to the organization's operations and that directly support the strategy/key business objectives; assess the impact if a sudden gap were to occur (e.g., due to a key staff departure) Develop a strategy/plan to transfer organizational knowledge Examine potential succession candidates for key roles based on individual skillsets/capabilities Understand that training/development/upskilling efforts may be required to support transition Ensure SOPs are regularly updated

Notes:

• Estimated cost & duration indicators are directional guides only, subject to further scope clarification.

* See appendix for details on savings calculations

* Cost & duration are dependent on the number of staff selected and the type of professional designation/accreditation pursued (e.g., CPA, CPM, etc.).

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Legend	Benefit / Effort L Low M Medium H High	Estimated Cost \$ < \$5K \$\$ \$5K - 25K \$\$\$ \$25K - 50K \$\$\$\$ \$50K - 100K	Savings per hour \$30	Business Objectives  Promote customer centric culture  Become digitally driven  Streamline processes  Strengthen tech adoption
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Action-priority matrix

Below is the summary list of options with a corresponding diagram that provides an initial prioritization perspective based on the defined benefit/effort estimate for each initiative.

Dimension	ID	Option
Governance	G1	Formalize "lite" IT Steering Committee
	G2	Develop/validate core IT policies and procedures, including cyber security
	G3	Develop a document management strategy
	G4	Develop a township - wide change management strategy
Technology	T1	Replace Baker system
	T2	Enable Office 365 to full capacity
	T3	Implement mobile device management capability
	T4	Adopt Cloud-first strategy
Process	R1	Conduct current & future state process flow analysis / re-engineer key processes
People	P1	Develop regular staff training/upskilling program
	P2	Develop succession plan(s) for key leadership/senior roles



Notes:

- Effort may denote a combination of cost, timeline and complexity
- Size of circles indicates clustering of initiatives (i.e., strategic alignment)

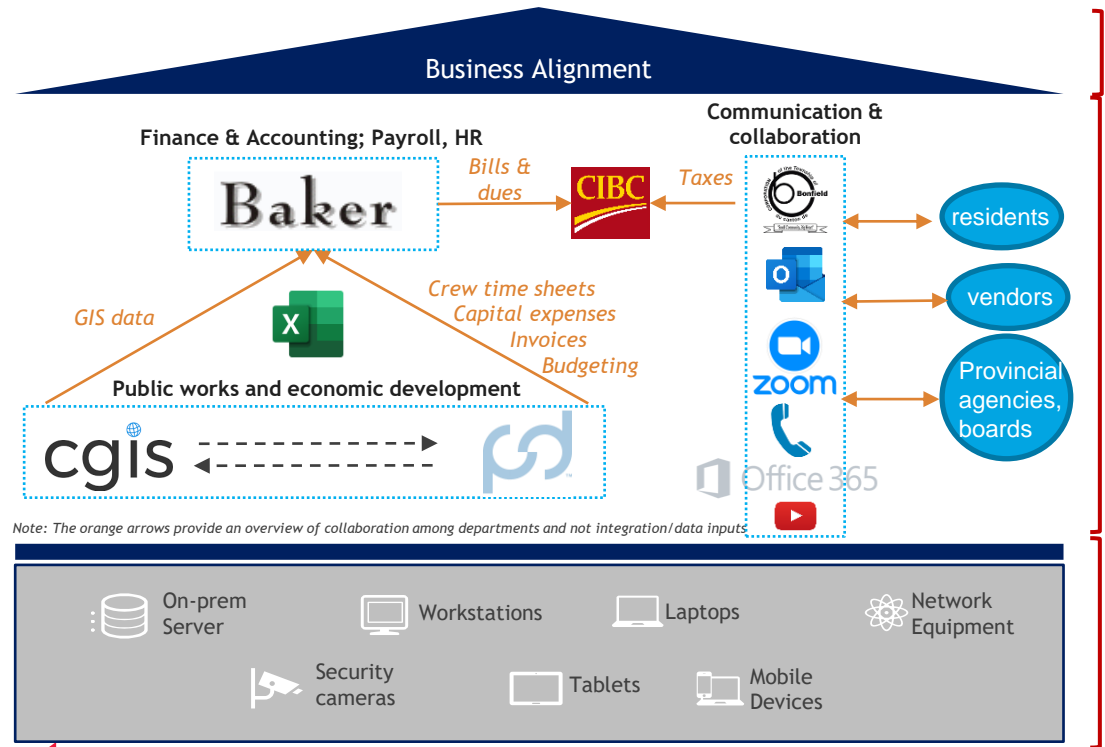


CONSIDERATIONS

- Focus on the people, process and governance dimensions first, then support/enable with technology.
- Initiatives include a combination of quick wins with lower effort and clustered strategic initiatives that all aim to maximize short & long term benefit/value to the organization.
- Clustered options are designed to simplify/streamline/accelerate the process, reduce complexity, maximize efficiency and control/rationalize costs.

Current application landscape

Depiction of solutions across departments and flow of information using manual, communication, and file-sharing tools



Note: The orange arrows provide an overview of collaboration among departments and not integration/data inputs

Governance

Summary findings

- Lack of established protocols make for tribal knowledge to be concentrated in individuals rather than the organization

Applications

(Not including basic business applications, e.g., Windows, MS Office, etc.)

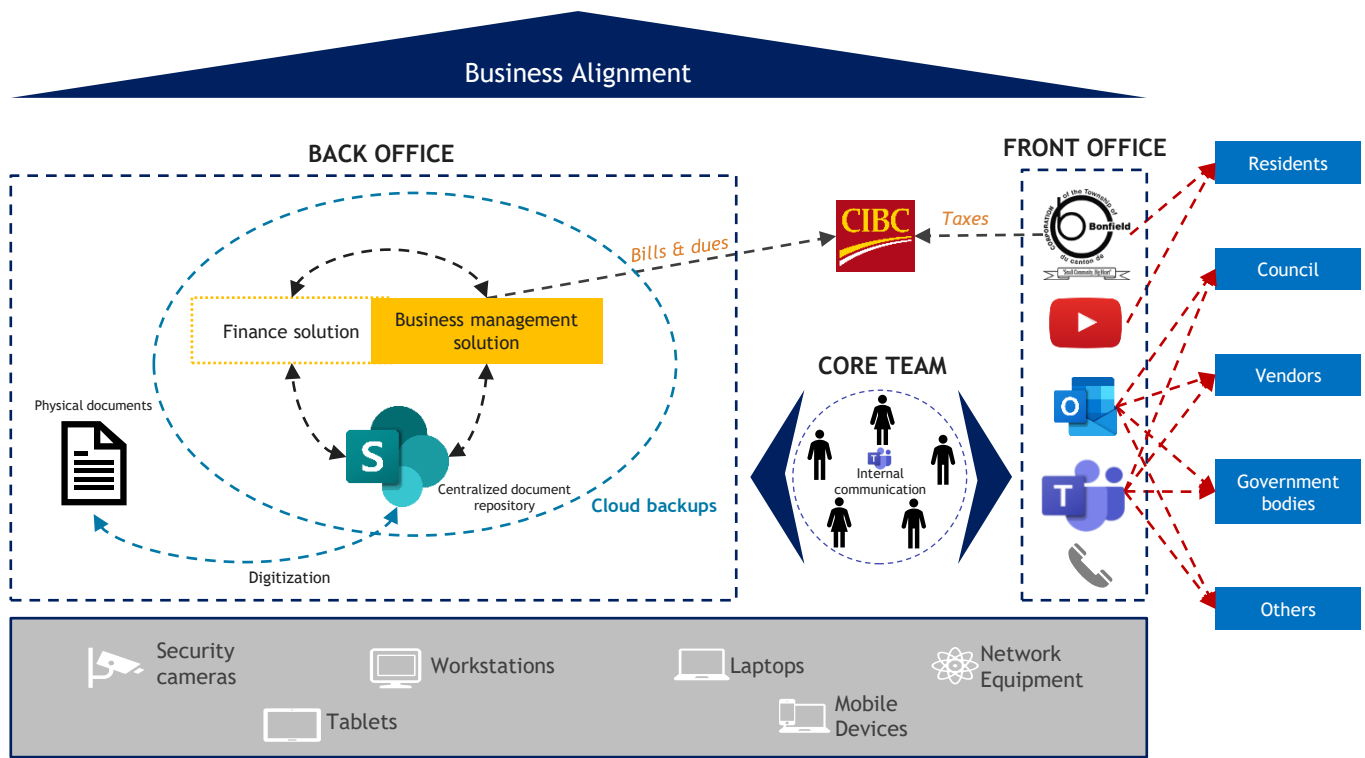
- No standard file sharing methodology
- Document storage happens physically
- Office 365 is available but full suite of tools isn't being leveraged
- Communication channels aren't consolidated and standardized
- Duplication of data and efforts over multiple systems
- Manual data transfer causes human error

Infrastructure

- Many/most of the workstations are old hardware
- Laptops aren't available to everyone, restricting work to one location or slow remote work
- Security cameras are old hardware

Future recommended state application landscape

Depiction of solutions across departments and flow of information using manual, communication, and file-sharing tools



Key highlights

GOVERNANCE

- Office 365/SharePoint creates centralized data and file sharing, creating a single source of truth

APPLICATIONS

- Number of systems is reduced to just 1-2 key applications
- Little to no manual transfer of data from one application to another
- Internal and external communication consolidated into Office 365, enabling standardization

INFRASTRUCTURE

- Greater use of cloud technology allows for better security and negates the need for on-prem servers

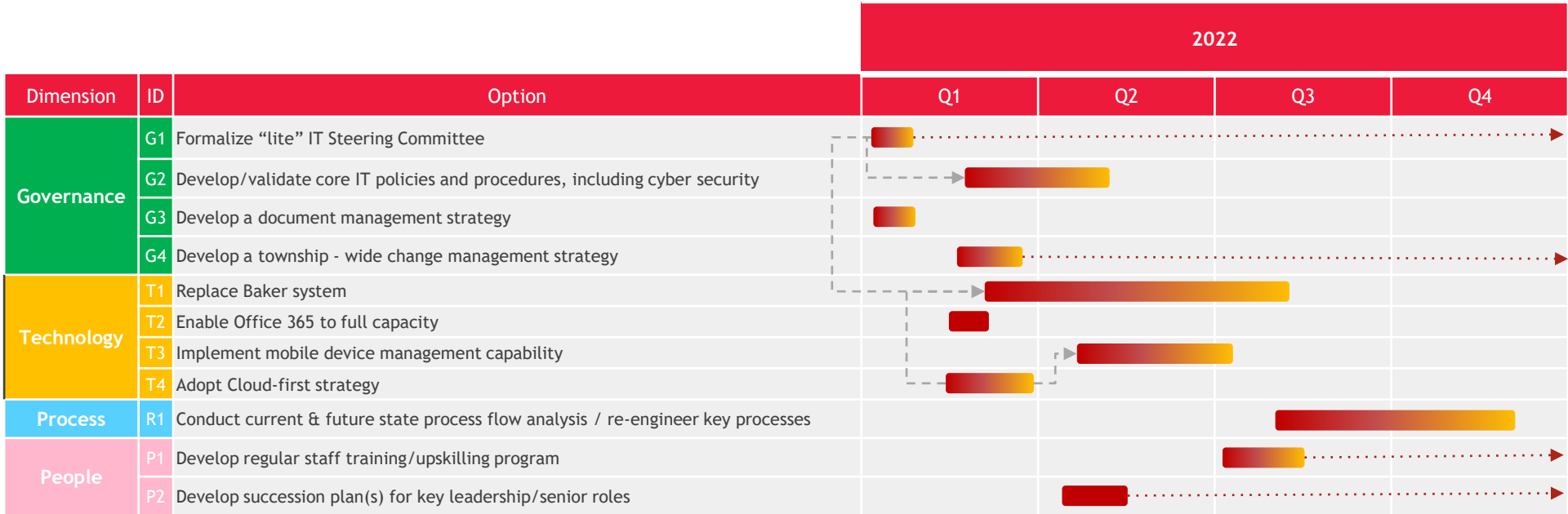


Note: The black arrows indicate automated workflows along with integration/data inputs



IMPLEMENTATION ROADMAP & TACTICAL NEXT STEPS

Comprehensive roadmap



Legend	Internal effort	3 rd party effort	Combined effort	Ongoing	Dependency
	■	■	■	— — —	- - - - - ▶

- Notes:
- Timelines depict estimated duration, not projected effort
 - Options with 'Ongoing' arrows refer to regular effort/execution required beyond completion of the initial option/initiative
 - Durations of all potential solution/system implementations are high level directional estimates
 - BDO can assist to augment/accelerate capacity/capabilities, where appropriate



Action plan: Governance

Activities Description		Measure of success/KPIs	Investment	
G1	Formalize “lite” IT Steering Committee	<ul style="list-style-type: none"> Timeliness: Cycle time, on-time completion percentage, planned vs spent hours, etc. Budget: Budget variance, budget creation/revision cycle time, etc. Effectiveness: Number of milestones/projects completed on time, number of cancelled projects, etc. 	🕒	<ul style="list-style-type: none"> Identify steering committee members Establish meeting cadence Identify immediate projects
			💰	<ul style="list-style-type: none"> Engage Edicor to be part of steering committee <\$5K
G2	Develop/validate core IT policies and procedures, including cyber security	<ul style="list-style-type: none"> Mean time to detect Mean time to repair Hours saved per week/month 	🕒	<ul style="list-style-type: none"> Identify key areas/programs for which to create policies
			💰	<ul style="list-style-type: none"> <\$5K - \$25K
G3	Develop a document management strategy	<ul style="list-style-type: none"> Average time to find a document (measured by comparing time to find a document before and after implementation of document management strategy) 	🕒	<ul style="list-style-type: none"> Clean up existing documents Work with 3rd party on tagging, metadata, folder hierarchy
			💰	<ul style="list-style-type: none"> Engage 3rd party to work with you <\$5K - \$25K
G4	Develop a township - wide change management strategy	<ul style="list-style-type: none"> Employee satisfaction ratings (measured through survey) Resident satisfaction ratings (measured through survey) 	🕒	<ul style="list-style-type: none"> Work with Change Management team to develop adoption tools and understand how to use it
			💰	<ul style="list-style-type: none"> Engage a team qualified in change management consulting \$5K - \$25K

Activities Timing		2022			
		Q1	Q2	Q3	Q4
G1	Formalize “lite” IT Steering Committee				
G2	Develop/validate core IT policies and procedures, including cyber security				
G3	Develop a document management strategy				
G4	Develop a township - wide change management strategy				

Action plan: Technology

Activities Description		Measure of success/KPIs	Investment
T1	Replace Baker system	<ul style="list-style-type: none"> Hours saved per week/month (compare time for key processes before and after implementation of Baker system) 	<ul style="list-style-type: none"> Conduct fit-gap analysis for current and desired state (include CGIS and CityWide) Conduct vendor selection exercise
			<ul style="list-style-type: none"> Engage consulting team experienced in vendor selection \$25K - \$50K
T2	Enable Office 365 to full capacity	<ul style="list-style-type: none"> Hours saved per week/month Employee satisfaction ratings (measured through survey) 	<ul style="list-style-type: none"> Educate/train team on the full functionality and use of the relevant applications in Office 365
			<ul style="list-style-type: none"> Change Office 365 license if needed <\$5K - \$25K
T3	Implement mobile device management capability	<ul style="list-style-type: none"> Hours saved per week/month 	<ul style="list-style-type: none"> Research and source devices needed to enable mobile operations Set up authentication infrastructure and measures
			<ul style="list-style-type: none"> Purchase hardware (laptops, tablets, etc.) as needed MSP support to set up systems \$5K - \$50K
T4	Adopt Cloud-first strategy	<ul style="list-style-type: none"> Internet speed (upload and download) Hours saved per week/month Employee satisfaction ratings (measured through survey) 	<ul style="list-style-type: none"> Identify and engage DSL/satellite service provider
			<ul style="list-style-type: none"> <\$5K - \$25K

Activities Timing		2022			
		Q1	Q2	Q3	Q4
T1	Replace Baker system		[Bar spanning Q2 and Q3]		
T2	Enable Office 365 to full capacity	[Bar in Q1]			
T3	Implement mobile device management capability		[Bar spanning Q2 and Q3]		
T4	Adopt Cloud-first strategy	[Bar in Q1]			

Legend Internal effort [Red bar] 3rd party effort [Yellow bar] Combined effort [Orange bar] Ongoing [Dotted arrow]

Legend [Clock icon] Time Required [Dollar sign icon] Anticipated Cost











Action plan: Process

Activities Description		Measure of success/KPIs	Investment
R1	Conduct current & future state process flow analysis / re-engineer key processes	<ul style="list-style-type: none"> Employee satisfaction ratings (measured through survey) Resident satisfaction ratings (measured through survey) Hours saved per week/month 	<ul style="list-style-type: none"> Identify the most impactful processes Use O365 to enable automation when appropriate
			<ul style="list-style-type: none"> Engage consultants experienced in operations consulting \$5K - \$25K

Activities Timing		2022			
		Q1	Q2	Q3	Q4
R1	Conduct current & future state process flow analysis / re-engineer key processes				

Action plan: People

Activities Description		Measure of success/KPIs	Investment
P1	Develop regular staff training/upskilling program	• Ongoing skill assessments	 <ul style="list-style-type: none"> Establish training cadence for identified topics/areas for the staff
			 <ul style="list-style-type: none"> Engage vendors to provide regular skill training <\$5K
P2	Develop succession plan(s) for key leadership/senior roles	• N/A	 <ul style="list-style-type: none"> Identify key skills/responsibilities required in each role and identify hierarchy of staff that are qualified to replace current staff members in the roles
			 <ul style="list-style-type: none"> <\$5K

Activities Timing		2022			
		Q1	Q2	Q3	Q4
P1	Develop regular staff training/upskilling program				
P2	Develop succession plan(s) for key leadership/senior roles				

Overall considerations

- ▶ **SEVERAL APPROACHES TO PROGRESS** - While there is much left to be done in the way of due diligence and vendor selection, many of the other options discussed can begin to be implemented immediately. Technology is not a silver bullet to every problem and much progress can be made by improving non-digital aspects of the business.
- ▶ **FIT VS PRICE** - The best-in-class or the cheapest solutions are not necessarily the best ones. Analysis should be conducted to fit the correct solution to the requirements at hand while keeping the overall budget in mind.
- ▶ **STREAMLINING IMPLEMENTATION** - Choosing the same vendor to assist with as many initiatives as possible would streamline the implementation process.
- ▶ **ENSURING ACCOUNTABILITY** - Assign leaders/champions to each initiative to ensure accountability of execution.



APPENDICES

Options savings

ID		Weekly hours saved	Annual hours saved (weekly hours saved * 52)	Annual savings (annual hours saved * \$30)
T1	Replace Baker (finance and accounting) system	10	520	\$15,600
T2	Enable Office 365 to full capability	2	104	\$3,120
T4	Adopt Cloud-first strategy	20	1040	\$31,200
R1	Conduct current & future state process flow analysis / re-engineer key processes	15	780	\$23,400
P1	Develop regular staff training/upskilling program	5	260	\$7,800
P2	Develop succession plan(s) for key leadership/senior roles	0.5	26	\$780
Total			2,730 hours	\$81,900

Workshops / sessions conducted

Workshop Focus	Attendees	Location	Date
1 Technology	<ul style="list-style-type: none"> • BDO <ul style="list-style-type: none"> ○ Dean Leesui ○ Olya Bogoyevic • ToB <ul style="list-style-type: none"> ○ Peter Johnston ○ Andree Gagne 	Remote	August 24, 2021
2 Admin and HR	<ul style="list-style-type: none"> • BDO <ul style="list-style-type: none"> ○ Dean Leesui ○ Olya Bogojevic • ToB <ul style="list-style-type: none"> ○ Peter Johnston 	Remote	August 25, 2021
3 Finance (budgeting)	<ul style="list-style-type: none"> • BDO <ul style="list-style-type: none"> ○ Dean Leesui ○ Olya Bogojevic • ToB <ul style="list-style-type: none"> ○ Doug Laplante 	Remote	August 25, 2021
4 Leadership discussion	<ul style="list-style-type: none"> • BDO <ul style="list-style-type: none"> ○ Dean Leesui ○ Olya Bogojevic • ToB <ul style="list-style-type: none"> ○ Doug Laplante ○ Peter Johnston ○ Andree Gagne ○ Ann Carr 	Remote	August 26, 2021
5 Operations	<ul style="list-style-type: none"> • BDO <ul style="list-style-type: none"> ○ Dean Leesui ○ Olya Bogojevic • ToB <ul style="list-style-type: none"> ○ Peter Johnston 	Remote	August 26, 2021

Workshop Focus	Attendees	Location	Date
6 Project Management	<ul style="list-style-type: none"> • BDO <ul style="list-style-type: none"> ○ Olya Bogoyevic • ToB <ul style="list-style-type: none"> ○ Hassan Rouhani 	Remote	August 24, 2021
7 Digital blueprint	<ul style="list-style-type: none"> • BDO <ul style="list-style-type: none"> ○ Olya Bogojevic • Digital blueprint <ul style="list-style-type: none"> ○ Mark Cotnam ○ Jeff Godfrey 	Remote	September 9, 2021
8 Public Works Manager	<ul style="list-style-type: none"> • BDO <ul style="list-style-type: none"> ○ Bill Suri ○ Olya Bogojevic • ToB <ul style="list-style-type: none"> ○ Ann Carr 	Remote	September 13, 2021
9 Finance	<ul style="list-style-type: none"> • BDO <ul style="list-style-type: none"> ○ Bill Suri ○ Olya Bogojevic • ToB <ul style="list-style-type: none"> ○ Andree Gagne 	Remote	September 16, 2021
10 Edicord	<ul style="list-style-type: none"> • BDO <ul style="list-style-type: none"> ○ Dean Leesui ○ Bill Suri ○ Olya Bogojevic • Edicord <ul style="list-style-type: none"> ○ Phil Wolf ○ Clint 	Remote	September 17, 2021



THANK YOU

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