ADMINISTRATION REPORT ADMIN2019-04

To: Committee of the Whole Council

Date: October 16, 2019

Subject: Modernization Program

Origin: Administration

RECOMMENDATIONS

1. **THAT** Administration Presentation and Report ADMIN2019-04, dated October 16, 2019 entitled Modernization Program, be received; and

2. **THAT** Council approve allocation of the Provincial Investment in Small and Rural Municipalities grant funding for the projects outlined in the report.

PURPOSE

The purpose of this staff report is to seek Council's formal approval of the modernization projects funded from the Province's Investment in Small and Rural Municipalities to Improve Service Delivery and Efficiency. This report was prepared and consulted by the following Departments: Corporate Services, Legal & Council Support Services, Community Parks, Recreation and Culture, and East Gwillimbury Public Library.

BACKGROUND

Some of Ontario's small and rural municipalities have limited capacity to plan, modernize and improve the way they provide services to their communities.

On March 20, 2019, Hon. Steve Clark, Minister of Municipal Affairs and Housing announced a one-time investment of $200 million for 405 of Ontario's small and rural municipalities to improve local service delivery and efficiency. Minister Clark further advised that while the fund is "unconditional", it is intended to help modernize service delivery and reduce future costs and therefore fund initiatives should focus on service delivery reviews, shared service agreements or Information Technology (IT) solutions. The Town of East Gwillimbury was the successful recipient of $725,000.

This funding was allocated based on the number of households in a municipality and whether the municipality is urban or rural to ensure investments were targeted to where they are needed most.

ANALYSIS

Informal Provincial Criteria for Fund Allocation

To-date, the Province has informally proposed that investments should focus on funding Information Technology (IT) solutions, service delivery reviews, and the development of shared services agreements, all of which would help reduce future municipal costs and improve program and service delivery.

Town's Program Vision

A Business Solutions Advisory Team (BSAT) was created in November of 2018 and individuals from various departments were identified as members tasked with proposing opportunities to improve business efficiencies, improve access to data and support the continuous development and growth of Town programs and services, as shown on Appendix '1' attached.

Following the provincial announcement and receipt of the $725,000 modernization fund, BSAT members met in April of 2019 to discuss projects that could align with the informal provincial criteria. As part of this meeting, staff were asked to submit proposed ideas for the funds. Members also developed internal evaluation criteria that focused on three main elements:

1. Resident value/impact – How would the project positively impact residents?

2. Business efficiency and Modernization – How would the project create business efficiencies and allow for modernization within the organization?

3. Legislative impact – Is the project impacted by legislation, thus requiring it to move forward at some point in time?

The goal of this exercise was to help individuals identify initiatives that would typically not qualify for alternative funding sources (i.e. grants, budget approval) but would immensely support modernization efforts, help reduce future municipal costs and achieve value for money.

As part of the process of identifying modernization projects, the BSAT made presentations to the Extended Management Team (EMT) and Senior Management Team (SMT). The proposed modernization project list has been endorsed by both.

Modernization Projects Proposed by BSAT

The following is a list of projects that were selected to move forward:

1. Resident Self-Serve Access

Currently there is no ability for residents to conduct business with the Town online and all activities must be conducted in person, via an interaction with staff. As we grow, we must utilize technology to create efficiencies for "day to day" tasks which can be accomplished via a self-serve portal, rather than hiring staff to keep up with the demand. In order to launch these new items, we need to partner this project with the launch of a new website/portal as the current one no longer meets the needs of the organization and has issues regarding AODA compliance, mobile access, online security, ease of updating, and relevant content.

This project would seek to develop a centralized self serve (on demand, 24x7) resident portal that would provide residents with access to ebilling (billing sent electronically), online account information (access to data about tax and water account totals, due dates, balance etc.), online submissions of forms (digital submission of all forms residents submit to the Town ranging from permits, dog licences to fire permits), and online payments (of all payments including items such as parking tickets, building permits etc.). All of these items would be showcased through a portal/website update.

By creating an online portal connected via the Town's website, efficiencies can be achieved and residents can have easier access to data and online solutions. This aligns with the strategic plan and will ensure higher transparency, increased communications with residents, and provide a paperless solution for submissions, billings and payments.

2. Website Enhancement & Redesign

The 2019 to 2022 Strategic Plan identifies Council's commitment to *enhance Customer Service focused culture with increased engagement and communications.* In 2019, one of the most effective communication tools any organization can have is a reliable website.

The Town's website was last redesigned in 2010. Since that time web and mobile technology has significantly changed the user experience and user expectations continue to grow. This project would seek to redevelop the Town's website utilizing a new service provider. The goal of this project is to ensure that the redesign would properly represent the Town's image, and centralize its social, digital and online opportunities, while meeting regulatory requirements such as AODA compliance and online security. The current service provider no longer supports upgrades and back-

end development changes to the website required to meet legislation or communication needs of the Town.

This project will look at creating a new user-focused mobile-friendly platform with a focus on GIS (mapping) and enhanced search abilities. The project will also include a refresh of content and content management training. The website will continue to be the home base of Town program and service information and will provide access to the Town's new online portal and connect with the CityView online permitting process.

3. **Council Chamber Community Engagement Improvement Project**

Livestreaming of open Council and Committee of the Whole Meetings began at the first meeting of the new term of Council in December of 2018. Since that time staff have received a number of public inquiries and feedback regarding suggested enhancements to the livestreaming experience. Some of these suggestions include multiple screen input options and multiple camera angles.

This project seeks to enhance Council livestreaming services for better communication with our residents/stakeholders and to provide adequate workspace for support staff during Council and Committee meetings. Modest improvements to the Council Chamber will enhance existing municipal services to meet existing and future operational demands.

On April 16, 2019 Council authorized funding the Council Chamber Community Engagement Improvement Project from the General Capital Reserve. However, staff recommend that this project be funded from the Modernization Program fund instead, as it aligns directly with the Informal Provincial Criteria for Fund Allocation and the Town's Program vision.

4. **Phone System Automation & Upgrades**

As we continue to grow, we must ensure our internal systems and software continue to meet the needs of our municipality. The Town's current phone system is currently due for an update to the voicemail server. As such, we have incorporated this capital request in the modernization fund and included several system enhancements that will allow our phone system to provide an enhanced experience for residents and greater data for reporting to ensure we can make data based business decisions.

The enhancements include upgrading to the newest version of the software which allow for the addition of more efficient reporting tools related to the daily operation of the phone system. This data will be utilized by the Supervisor of Customer Service and Director of Communications and Customer Service to make intelligence based decision for a variety of items such as staffing levels.

In addition, the program will include an upgrade that will allow staff to record announcements instead of using on hold music. This will provide an additional communication tool for residents.

The final upgrade includes the addition of speech recognition software, which allow users who call in to verbally state the name of the individual they are looking for and then be connected. This will enhance the user experience and help eliminate transfers to the Customer Service call centre, creating a more efficient and resident focused system.

5. **Holds Pick Up Locker & Material Vending Solution**

As the community continues to grow, there is need for a modern, convenient and flexible Library Service in the community. The library system currently has 2 physical branches and a digital branch, however as the community has grown significantly since the last library opened its doors in 1998, there is need to create a more accessible library system in East Gwillimbury. The start-up costs of opening a physical branch carry heavy capital and operating costs, and through RFID technology the library can now install a Material Vending solution in high traffic areas to increase accessibility of services in the community while new branches are planned and built.

A material vending solution provides residents with easy access to books without adhering to library hours of operation and can be affixed in community hub locations such as community centres, shopping plazas and transit stations, and can be moved depending on the areas of need. EG has a dispersed population and the Material Vending Solution creates library services in areas with no permanent physical library. A Material Vending solution and Hold Pick Up Locker provides residents with a choice in how they access library service to meet the needs of their lifestyle.

6. **Enterprise Content Management (ECM)**

The Town is developing an Information Management Plan (IMP) to guide the use, management and protection of the Town's information-based assets. This plan focuses on modernizing current methods of service delivery and reducing future costs. A core facet of the IMP is Enterprise Content Management (ECM). Other elements of IMP include: Data Security, Digital Transformation, Public Self-Serve Action Plan, and Data Management Plan.

In November of 2018, the Town engaged the services of Diverse Systems Group (DSG) to conduct an independent review of the state of its records and content management practices. During this assignment, DSG made several observations and recommendations related to the current processes and identified significant improvements that could be made with appropriate organizational support,

development and implementation of an Enterprise Content Management (ECM), and the strategic use of supportive technology.

This project seeks to implement an efficient solution that provides for a centralized platform ("master filing cabinet") where content can be held and disseminated in a manner that meets regulatory compliance requirements and risk management guidelines. An ECM solution focuses on content and its life cycle, from capture and creation to long-term retention or deletion. A properly architected and implemented ECM solution takes into account backups, archives, near and off-line storage, and disaster recovery. An ECM solution allows us to turn our unstructured content into assets and implement a cohesive strategy for securely managing content across the corporation by streamlining processes, eliminating redundant or out-of-date copies/versions of content (physical and electronic) which impact data integrity, increasing productivity by having access to the right information at the right time, and enhancing the Town's Business Continuity Plan.

7. InfoNow

Modernization, centralization and integration are key next steps in the Town's information systems (application and databases) maturity process as they will elevate the Town into a position of corporate efficiency and customer satisfaction.

The current corporate data management processes requires extensive improvements as many of the Town's data are departmentally isolated. With the implementation of the Enterprise Content Management System, the Town will be equipped with the necessary IT tools to successfully deliver reliable content to staff and effectively implement the InfoNow project.

This project will utilize subject matter experts to conduct backend work in various computer programming languages to connect current Town systems and integrate data. Successful implementation of this project is a cost saving step to improve inquiry response times and increase data integrity.

8. Digital Project Window

With several Community Parks and Recreation Culture (CPRC) capital projects spread across a wide geographical area, providing updates, progress and scheduled milestones to stakeholders, staff and the public may not necessary occur in a timely fashion. In addition, staff resources are required on a frequent daily basis to monitor on site construction activity that potentially limits capacity with other responsibilities.

This project would utilize a construction project camera to create a "digital window" for residents and staff to view progress and milestones of various Town projects.

Implementation of a Digital Project Window allows instant access to the job site and enhances project management in real time from any computer or mobile device. The Town will have the ability to capture the big picture and the little details for each project. The construction cameras and technology bring together all aspects of the project to ensure success through constant high definition image monitoring, time-lapse video, and an intuitive interface that can be accessed from any location. Instant insight into the job site provides "real time" virtual imaging into construction progress to ensure that accountability is held with contractors for CPRC projects to run efficiently, on time and on budget.

FINANCIAL IMPLICATIONS

The $725,000 fund received from the provincial government is a one-time non- taxed base investment to help improve the Town's service delivery and efficiency.

Table 1 provides an overview of the base cost estimates for each project and any anticipated future operating costs.

Table 1 – Overview of Modernization Projects

Projects	Base Cost Estimate	Anticipated Annual Operating Licensing Costs
Resident Self-Serve Access	$100,000	$6,500
Website Enhancement & Redesign	$200,000	No
Council Livestreaming Enhancement	$15,000	No
Phone System Automation & Upgrades	$60,000	No
Holds Pick Up Locker & Material Vending Solution	$70,000	No
Enterprise Content Management (ECM)	$150,000	+/-$15,000
InfoNow	$70,000	+/-$5,000
Digital Project Window	$60,000	No
TOTAL	$725,000	

Increased modernization and automation will result in net cost savings and improved resident services. It is anticipated that these savings will be in the form of additional capacity from staff time by converting manual processes into an automated system.

The projects are all expected to be completed and operational within the current term of council. Any projects that have operating costs in 2022 as well as related savings will be incorporated into the 2022 budget process.

It is important to note that these projects are not included in the 2020 proposed budget. They are projects that were selected based on the criteria outlined in this report and this mix of projects has been designed to ensure the highest resident benefit with no direct tax impact from the cost of implementation.

NEED FOR PUBLIC CONSULTATION

This report is published on the Town's agenda for public review.

ALIGNMENT TO STRATEGIC PLAN

The recommendations of this report align with the following Strategic Priorities:

	Build Complete Communities	Effectively manage new and existing assets to deliver exceptional services to residents while ensuring a sustainable community
	Quality Programs & Services	Provide programs and services that are inclusive, affordable, and accessible to all residents
	Culture of Municipal Excellence	Build an engaged and strategically aligned staff team to deliver high quality programs
		Ensure strong fiscal responsibility and program delivery
		Enhance Customer Service focused culture with increased engagement and communications
		Foster an environment of innovation and flexibility

CONCLUSION

Modernization results in both improved services to residents as well as more efficient use of resources. Modernization projects proposed by the BSAT focus on enhancing the Town's Information Technology (IT) solutions and service delivery strategies to help improve business efficiencies, enable access to reliable data, and support the continuous development and growth of the Town's programs and services. All of which will help reduce future municipal costs and achieve value for money. Staff are seeking Council's formal approval of the modernization projects to ensure that projects are completed and operational within the current term of council.

APPENDICES

Appendix '1' – Business Solutions Advisory Team (BSAT)

Appendix '2' – Resident Self-Serve Access Project Brief

Appendix '3' – Website Enhancement & Redesign Project Brief

Appendix '4' – Council Chamber Community Engagement Improvement Project Brief

Appendix '5' – Phone System Automation & Upgrades Project Brief

Appendix '6' – Holds Pick Up Locker & Material Vending Solution Project Brief

Appendix '7' – Enterprise Content Management (ECM) Project Brief

Appendix '8' – InfoNow Project Brief

Appendix '9' – Digital Project Window Project Brief

Prepared by: Reviewed and Recommended by:

Original signed by   *Original signed by*

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Deputy Clerk   Municipal Clerk

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Original signed by
Thomas R. Webster
Chief Administrative Officer

Appendix '1' Business Solutions Advisory Team (BSAT)

Purpose:

Initially established in November 2018, the Business Solutions Advisory Team (BSAT) was created to facilitate innovative discussions and idea generation (Idea Lab). BSAT makes recommendations to Senior Management Team (SMT) on matters of business process improvements and business solution priorities, to improve business efficiency and access to Town data**.**

Duties:

- Recommend ways to improve service levels, processes and decision making;
- Recommend ways to remove duplication of effort;
- Recommend ways to improve Data Management;
- Work with other staff/departments to improve business efficiency;
- Manage matters referred to the BSAT by the SMT.

Goals:

The goals of the BSAT

- Members are recognized as "Change Champions" who are open-minded and impartial towards current and future Town related tools and processes;
- Ensure stakeholders needs and impact are considered and managed;
- Recommend opportunities to improve access to data, enhance processes and solutions across the organization;
- Seek opportunities to collaborate with other Municipalities & Agencies to improve our processes and solutions;
- Provide the SMT with recommendations that influence future decisions related to process improvements, resources and solutions.

List of BSAT members:

Co-Chair: Laura Hanna, Director of Communications & Customer Service	Co-Chair: Tara Lajevardi, Deputy Clerk	Monika Machacek, Chief Executive Officer East Gwillimbury Public Library
Randy Bell, Manager Information Technology	Andras Szonyi, Acting Chief Building Official	Warren Marshall Director of Finance/Deputy Treasurer
Kevin Brake, Development Manager	Jennifer Nichols, Manager of By-law Enforcement Services	Rhonda Pogue, Manager of Recreation, Community Engagement & Event
Denny Boskovski, Asset Management & Capital Project Manager	Simon Latam, Landscape Architectural Technician	Angela Ramsey Deputy Chief Executive Officer East Gwillimbury Public Library
Fernando Lamanna, Municipal Clerk	Emily Mason, Emergency Services Coordinator	Carolynne Saxton, Geographic Information System Coordinator
Kaitlyn James, Tax & Utility Assistant	Jeff Meggitt, Manager of Operations	

Opportunity Name:	Self Serve Resident Portal				
Proposed by:	Val Adema		Department/Branch:	Corporate Services	
Strategic Alignment:	Culture of Municipal Excellence				
Departments Impacted:	All				
Provincial Criteria	Does your project plan, modernize and improve the way we provide services to our residents?				Yes
	Does your project help reduce future municipal costs and achieve value for money?				Yes
Town Criteria	Business Efficiency	Yes	Resident Value	Yes	Legislative Impact No

Opportunity Description

Project would seek to develop a centralized self serve (on demand, 24x7) resident portal that would provide residents with access to ebilling(billing sent electronically), online account information (access to data about tax and water account totals, due dates, balance etc.), online submissions of forms (digital submission of all forms residents submit to the Town ranging from permits, dog licences to fire permits), and online payments (of all payments including items such as parking tickets, building permits etc.). All of these items would be showcased through a portal/website update.

Problem Statement	Opportunity Statement
Currently there is no ability for residents to conduct business with the Town online and all activities must be conducted in person, via an interaction with staff. This causes inefficiencies for staff, and frustrations for residents. As we grow, we must utilize technology to create efficiencies for this "day to day" tasks which can be accomplished via a self-serve portal, rather than hiring staff to keep up with the demand. In order to launch these new items, we need to partner this project with the launch of a new website/portal as the current one no longer meets the needs of the organization and has issues regarding AODA compliance, mobile access, online security, ease of updating, and relevant content.	By creating an online portal connected via the Town's website, we can create efficiencies for staff and respond to resident requests for easier access to data and online solutions. This aligns with the strategic plan and will ensure higher transparency, increased communications with residents, and provide a paperless solution for submissions, billings and payments.

Town Benefits	Community Benefits
This project would provide benefits throughout the organization including, business efficiencies as processes will be automated with less time to manually enter and track information from submissions, payments etc. It will ensure the right information is received the first time. It will also create time efficiencies, as many residents are coming in and engaging with staff on these items, when it will be available for them 24/7 in a self-serve format. By bringing together this information in a new website, we are also creating a portal that will provide staff with an up-to-date tool to communicate with the public.	This project has a high resident impact. Many of our residents are requesting easier access to information, and in a self-serve format. They do not wish to call in each time they have an account inquiry, or take time off work to come in and fill out a manual form, and make a payment for items like parking tickets. This tool will provide residents with the information they need, when they need. It will align the Town with other vendors who are setting the standard for the customer experience, via the digital world.

Estimated Budget Breakdown			Internal Resourcing Requirements (Estimated Hours)	
Materials	$	65,000.00	Internal Staffing	200
Professional Fees	$	35,000.00	IT Resources	25
Other			Communications Resources	40
Total Budgeted Costs	**$**	**100,000.00**	Total Internal Time Commitment	265

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Opportunity Name:	Website Redesign & Enhancement				
Proposed by:	Laura Hanna		Department/Branch:	Corporate Services	
Strategic Alignment:	Culture of Municipal Excellence				
Departments Impacted:	All				

Criteria for Project Consideration					
Provincial Criteria	Does your project plan, modernize and improve the way we provide services to our residents?				Yes
	Does your project help reduce future municipal costs and achieve value for money?				Yes
Town Criteria	Business Efficiency	Yes	Resident Value	Yes	Legislative Impact	Yes

Opportunity Description

The Town's website was last redesigned in 2010. Since that time web and mobile technology has changed the user experience significantly. This project would seek to redevelop the Town's website utilizing a new service provider, as the current provider no longer supports website development internally. The new site would ensure that information is easy to find and accurate for all stakeholders.

Problem Statement	Opportunity Statement
The Town's current website no longer meets the needs of the organization. There is a need to update the website for AODA compliance, increase mobile friendly access, ensure online security, and create a content management system that is responsive and continues to meet Town needs. There is also a need to complete a thorough content review to ensure all information is accurate and relevant.	Updating the Town's website would ensure higher transparency, allow for increased communications with residents, promote self-serve opportunities, create new marketing opportunities and make it easier for Town staff to maintain the website content.

Town Benefits	Community Benefits
This project would provide additional support to all staff as it would allow staff to maintain open and transparent communications of their projects. The content management group would be assured of AODA compliance, and have a system which meets their requirements.	The resdesigned website would provide a wide variety of community benefits including improved design features which would allow easier access to information (GIS integration), improved flow and design (less clicks, easier to find information), content review and redevelopment (timely information when it matters), easier mobile access, AODA compliance and more.

Estimated Budget Breakdown			Internal Resourcing Requirements (Estimated Hours)	
Materials			Internal Staffing	210
Professional Fees	$	150,000.00	IT Resources	56
Other (Contract staff for content review)	$	50,000.00	Communications Resources	547
Total Budgeted Costs	**$**	**200,000.00**	Total Internal Time Commitment	813

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Opportunity Name:	Council Chamber Community Engagement Improvement Project			
Proposed by:	Fernando Lamanna/Tara Lajevardi	Department/Branch:	Legal & Council Support Services/Clerk's Branch	
Strategic Alignment:	Culture of Municipal Excellence			
Departments Impacted:	All			
Criteria for Project Consideration				
Provincial Criteria	Does your project plan, modernize and improve the way we provide services to our residents?			Yes
	Does your project help reduce future municipal costs and achieve value for money?			Yes
Town Criteria	Business Efficiency	Yes	Resident Value — Yes	Legislative Impact — No

Opportunity Description

Enhance Council livestreaming services for better communication with our residents/stakeholders and to provide adequate workspace for support staff during Council and Committee meetings.

Problem Statement	Opportunity Statement
Livestreaming of open Council and Committee of the Whole Meetings began at the first meeting of the new term of Council in December of 2018. Since that time staff have received a number of public inquiries and feedback regarding suggested enhancements to the livestreaming experience. Some of these suggestions include multiple screen input options and multiple camera angles. Additionally, although the Council Chamber has provided for the needs of Council members, adequate workspace is needed to properly accommodate support staff and to manage livestreaming and production work.	Upgrades to the livestreaming services are intended to enhance public experience in participating with the local government. As well, adequate workspace is needed to properly accommodate support staff and to manage livestreaming and production work.
Town Benefits	**Community Benefits**
Modest improvements to the Council Chamber will enhance existing municipal services to meet existing and future operational demands and provide for adequate workspace for support staff.	Modest technological improvements will enable the viewer to fully engage with the contents that are being presented on the screen, and enhance the Town's production service for better communication with our residents/stakeholders.

Estimated Budget Breakdown			Internal Resourcing Requirements (Estimated Hours)	
Materials	$ 15,000.00		Internal Staffing	10
Professional Fees			IT Resources	10
Other			Communications Resources	2
Total Budgeted Costs	**$ 15,000.00**		Total Internal Time Commitment	22

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Opportunity Name:	Phone System Automation & Upgrades			
Proposed by:	Randy Bell/Laura Hanna	Department/Branch:	Corporate Services	
Strategic Alignment:	Culture of Municipal Excellence			
Departments Impacted:	Customer Service/Information Technology			

Criteria for Project Consideration					
Provincial Criteria	Does your project plan, modernize and improve the way we provide services to our residents?				Yes
	Does your project help reduce future municipal costs and achieve value for money?				Yes
Town Criteria	Business Efficiency	Yes	Resident Value	Yes	Legislative Impact No

Opportunity Description

This project would seek to upgrade the Town's phone server, enhance the auto-attendant with voice recognition software, upgrade reports and allow for more control over the phone system which will enhance the Town's Emergency Management Planning.

Problem Statement	Opportunity Statement
The Town's call centre was last upgraded over five years ago. The current server and software, are at end of life and require replacement. This has been paired with reporting and resident focused upgrades because over the years new technology, and business best practices have developed. These include opportunities for increased abilities with the auto-attendant, enhanced reporting to make business case staffing decisions and the ability to manipulate the call centre based on emergency needs. Our current system is unable to meet these needs and requires upgrades to keep up with these best practices.	By conducting this work, IT and Customer Service will be able to better use the current system, instead of investing in a new one. We can enhance our service levels, increase the resident experience and improve our backend processes.

Town Benefits	Community Benefits
These upgrades will support internal efficiencies through reporting, alleviating many staff hours currently put into analyzing data through inefficient reporting. It will also allow efficiencies through the Customer Service call centre as residents will better be able to connect to the appropriate staff member they are looking for. During an emergency situation, there may be times where the Town needs to close the call centre, this will allow full ability to do so, and redirect where required.	Residents will have enhanced service through an easier to use auto-attendant, where they can simply say the name of who they are looking for. These upgrades will also allow Customer Service to maximize service through intricate reporting to make business staffing decisions to ensure maximum service.

Estimated Budget Breakdown			Internal Resourcing Requirements (Estimated Hours)	
Materials			Internal Staffing	14
Professional Fees	$	7,000.00	IT Resources	35
Other (New server and software licensing)	$	53,000.00	Communications Resources	14
Total Budgeted Costs	**$**	**60,000.00**	Total Internal Time Commitment	63

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Opportunity Name:	Holds Pick Up Locker and Vending Solution		
Proposed by:	Monika Machacek	Department/Branch:	Library Services
Strategic Alignment:	Quality Programs & Services		
Departments Impacted:	CPRC		

Criteria for Project Consideration			
Provincial Criteria	Does your project plan, modernize and improve the way we provide services to our residents?		Yes
	Does your project help reduce future municipal costs and achieve value for money?		Yes
Town Criteria	Business Efficiency	Yes	Resident Value	Yes	Legislative Impact	No

Opportunity Description

Project would seek to develop an alternate service point for accessing library materials in the community apart from a physical library branch. East Gwillimbury currently has 2 physical locations and a virtual branch. A remote pick up locker and vending solution provides the community with a third physical place to pick up materials with extended hours of operation which can be strategically placed in high traffic areas. Delivery of items would be managed by Library staff.

Problem Statement	Opportunity Statement
Currently, the library has 2 physical locations with the most recent branch opening in 1998. The facilities have been recently undergoing renovations to create a more functional and modern library system reflective of the community. As the community has grown in the Harvest Hills, Queensville and Green Lane corridors, library services are not easily accessed nor visible in these areas. The library recognizes the limitations of their hours of operation which is less than 50 hours a week (closed Mondays and Sundays during the summer months) and the desire for more convenient access to literacy materials.	A material vending solution provides residents with more access to community services via easy access to books without adhering to library hours of operation and can be affixed in community hub locations such as community centres, shopping plazas and transit stations, and can be moved depending on the areas of need. It can create convenient and flexible services to match the busy life styles of many residents.

Town Benefits	Community Benefits
This project would provide a satellite library location in East Gwillimbury without the heavy capital and operating costs of operating a full branch, it extends library service hours, and will create a visible representation of the modern library services available in the community.	This project has a high resident impact. Many of our residents are seeking more convenient and flexible services from the library.Transactions for acquiring physical library material adhere to hours of operations and a pick up locker will allow them to access their material at their convenience. As well, the community will have more self service options for acquiring material in more a more visible and convenient location. The solution can be moved as necessary, to optimize high traffic areas and increase availability of literacy material in the community.

Estimated Budget Breakdown			Internal Resourcing Requirements (Estimated Hours)	
Materials	$	55,000.00	Internal Staffing	14
Professional Fees			IT Resources	35
Other (Licensing)	$	15,000.00	Communications Resources	14
Total Budgeted Costs	**$**	**70,000.00**	Total Internal Time Commitment	63

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Opportunity Name:	Enterprise Content Management (ECM)					
Proposed by:	Fernando Lamanna/Tara Lajevardi		Department/Branch:		Legal & Council Support Services/ Clerk's Branch	
Strategic Alignment:	Culture of Municipal Excellence					
Departments Impacted:	All					

Provincial Criteria	Does your project plan, modernize and improve the way we provide services to our residents?					Yes
	Does your project help reduce future municipal costs and achieve value for money?					Yes
Town Criteria	Business Efficiency	Yes	Resident Value	Yes	Legislative Impact	Yes

Opportunity Description
Implement a centralized electronic data repository to act as an information "master filing cabinet" and establish frameworks/policies to manage corporate data/ records, to improve business efficiencies, data integrity, data security, and business continuity.

Problem Statement	Opportunity Statement
Currently there is a lack of a comprehensive corporate standard and framework to efficiently secure and streamline the flow of corporate data. The lack of standards and technology places the Town at an unnecessary level of risk as it relates to protecting corporate assets.	Establishing comprehensive corporate standards, technology (ECM) and data management framework will enhance internal processes to effectively manage the flow and security of data, automates the way Town data is managed, helps address issues of data integrity, and supports business continuity planning.

Town Benefits	Community Benefits
Implementation of an ECM allows staff to find reliable data faster, strengthen security measures to protect coporate data and manage retention schedules and practices. Additionally, successful implementation of an ECM allows for the possibility of system and content integration which will optimize businesses processes.	ECM solution helps eliminate time spent searching for information, enabling employees to answer information requests from the community and stakeholders faster. In addition, staff have instant access to reliable information required to address issues impacting the Town.

Estimated Budget Breakdown			Internal Resourcing Requirements (Estimated Hours)	
Materials	$	100,000.00	Internal Staffing	1050
Professional Fees	$	50,000.00	IT Resources	50
Other			Communications Resources	10
Total Budgeted Costs	**$**	**150,000.00**	Total Internal Time Commitment	1110

* Please do not reformat the template.

Opportunity Name:	InfoNow				
Proposed by:	Carolynne Saxton		Department/Branch:	Corporate Services/Information Technology	
Strategic Alignment:	Culture of Municipal Excellence				
Departments Impacted:	Corpoarate				
Provincial Criteria	Does your project plan, modernize and improve the way we provide services to our residents?				Yes
	Does your project help reduce future municipal costs and achieve value for money?				Yes
Town Criteria	Business Efficiency	Yes	Resident Value	Yes	Legislative Impact	Unknown

Opportunity Description

With the pending improvements to our information management via ECM, adding extra value by further leverage our IT GIS systems to support this initiative. Integration is a key next step in EG's information maturity process. Further integrating our IT systems (application, databases) providing tools, dashboarding and upgrade would greatly enhance EGs ability to provide excellent service to our clients internally and externally. Evaluation and process improvements to areas not yet captured in a formal application or process, such as DC's will improve our over all data management and staff workflows.

Modernization, centralization and integration of our whole Information Systems will elevate EG into a position of corporate efficiency and customer satisfaction. Our corporate IT backbone is such that we are limited only by our data quality, governance and our imaginations. With quality data improvements and a governance model, (ECM) we have most of the IT tools to deliver this content out to staff with an imaginative approach to content delivery and engagement.

Problem Statement	Opportunity Statement
This project is dependant on the launch and success of ECM. Locating and managing information corporately has historically been a problem for EG. Some of our data is still isolated by departments and individuals which has contributed to the need for the ECM and a data governance process for quality and control.	Modernization, centralization and integration of our whole Information Systems will elevate EG into a higher position of corporate efficiency and customer satisfaction. Connectivity to our IT systems and assessing those process that don't currently have a formal platform such as DC's will assist in improving our overall information management and future functionality build outs.

Town Benefits	Community Benefits
Improved efficiency usually always has many positive outcomes such as cost and time saving. Adding connectivity to source data (applications and databases) and improved processes to support access to corporate information will have positive impact on staff work flows and confidence in our content.	Impact on the community will be improved response time on inquires with cost savings and confidence in those responses.

Estimated Budget Breakdown				Internal Resourcing Requirements (Estimated Hours)	
Materials				Internal Staffing	1100
Professional Fees	$	35,000.00		IT Resources	
Other	$	35,000.00	Internal	Communications Resources	
Total Budgeted Costs	**$**	**70,000.00**		Total Internal Time Commitment	1100

* Please do not reformat the template.

Opportunity Name:	"Digital Project Window"		
Proposed by:	Chris Catania	Department/Branch:	CPRC Facilities/Parks
Strategic Alignment:	Culture of Municipal Excellence		
Departments Impacted:	List impacted departments		

Provincial Criteria	Does your project plan, modernize and improve the way we provide services to our residents?			Yes
	Does your project help reduce future municipal costs and achieve value for money?			Yes
Town Criteria	Business Efficiency	Yes	Resident Value	Yes	Legislative Impact	No

Opportunity Description

Digital Project Window would utilize construction project cameras for capital Facility and Park projects to create a "digital window" for residents and staff viewing progress and milestones of these major capital projects as they exist within the Town of East Gwillimbury

Problem Statement	Opportunity Statement
With several Community Parks and Recreation Culture (CPRC) capital projects spread across a wide geographical area, providing updates, progress and scheduled milestones to stakeholders, staff and the public may not necessary occur in a timely fashion. In addition, staff resources are required on a frequent daily basis to monitor on site construction activity that potentially limits capacity with other responsibilities.	This project would utilize a construction project camera to create a "digital window" for residents and staff to view progress and milestones of various Town projects. Implementation of a Digital Project Window allows instant access to the job site and enhances project management in real time from any computer or mobile device. The Town will have the ability to capture the big picture and the little details for each project. The construction cameras and technology bring together all aspects of the project to ensure success through constant high definition image monitoring, time-lapse video, and an intuitive interface that can be accessed from any location. Instant insight into the job site provides "real time" virtual imaging into construction progress to ensure that accountability is held with contractors for CPRC projects to run efficiently, on time and on budget.

Town Benefits	Community Benefits
Document progress from beginning to end. Provide security site monitoring. Access to job site(s) is instant and in real time. Generate time-lapse videos that showcase weekly progress that can be presented during meetings with stakeholders and project leads keeping everyone informed. Time-lapse videos can be customized according to date, time, and video length to ensure what is needed. Throughout the course of the projects, creating unlimited customized time lapses that will demonstrate daily, weekly, monthly, or yearly progress. Easily share updates with stakeholders and management. Keep historical record of the project including documentation through image archival. Remotely track progress from any computer or phone. Implement into digital marketing efforts.	Expose the projects to the public through web page, social media and time lapse by sharing updates with stakeholders. This allows visitors to potentially see a live view of the projects, or screen content through image delay with a link to the website. Time-lapse video can be generated to view beginning to end progress and milestones. This Digital Project Window will keep a historical record of the project through documented image archival that can be used to market and display for events, gathering spaces and grand openings. The Digital Project Window aligns to the Town's Strategic Plan by Building Complete Communities (Effectively manage new and existing assets to deliver exceptional services to residents while ensuring a sustainable community), and Culture of Municipal Excellence (Ensure strong fiscal responsibility and program delivery, Enhance Customer Service focused culture with increased engagement and communications, Foster an environment of innovation and flexibility).

Estimated Budget Breakdown		Internal Resourcing Requirements (Estimated Hours)	
Materials	$ 60,000.00	Internal Staffing	
Professional Fees		IT Resources	8
Other		Communications Resources	8
Total Budgeted Costs	**$ 60,000.00**	Total Internal Time Commitment	16

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