Corporate Services

Annual Report – 2023

Alternative formats available upon request.
Please contact accessibility@scugog.ca / 905-985-7346.

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Director's Message

I was honoured to join this Department in July and could not have been happier to find such a hardworking, and dedicated team of public servants. We are a new Team with significant new acting and contract assignments. Change has offered new experiences and opportunities that the Team Members have enthusiastically embraced. As a team we were able to continue to deliver the many services found in the division and undertake the delivery of significant projects and service improvements in 2023. I look forward to seeing our team continue to grow and deliver high value customer services 2024.

Ralph Walton

Interim Director of Corporate Services / Clerk

Website: www.scugog.ca
Email: clerks@scugog.ca
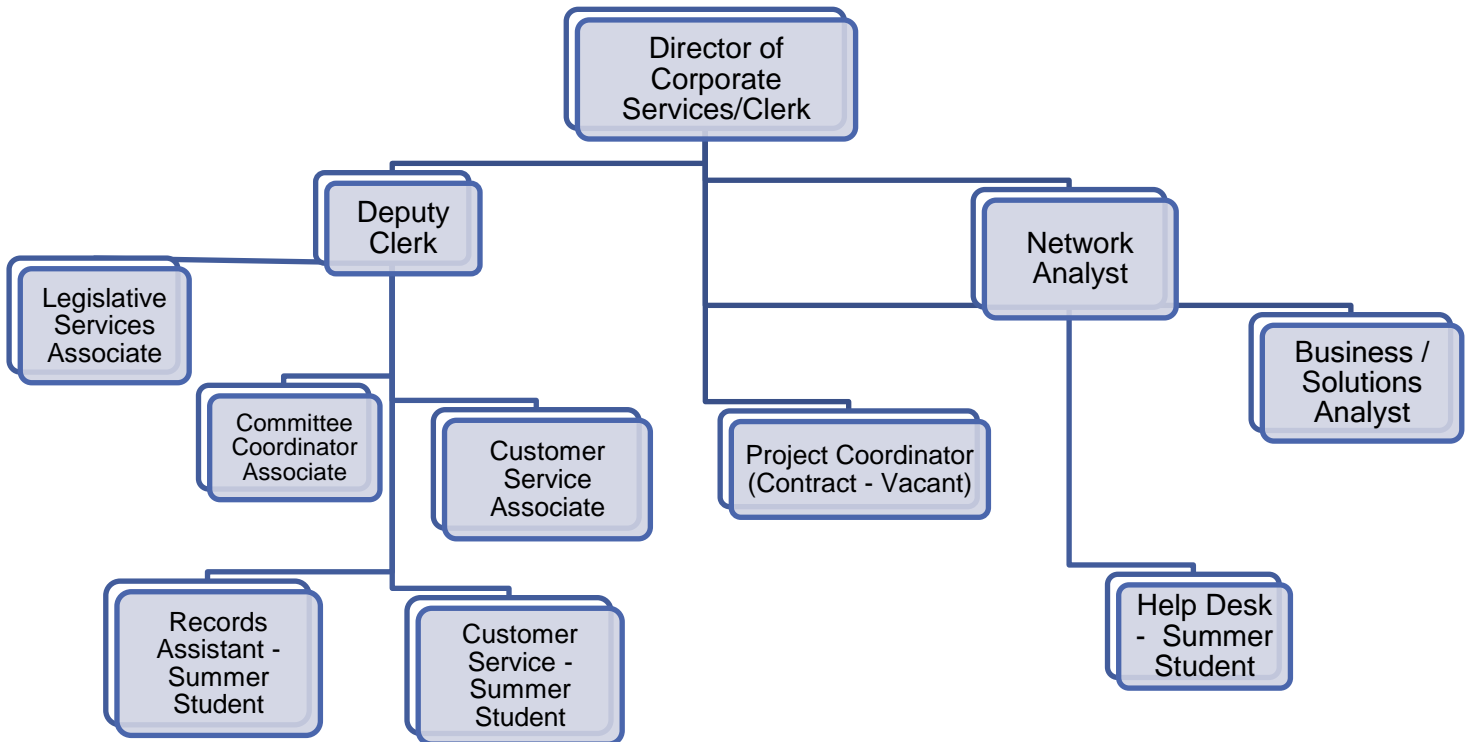Phone: 905-985-7346
181 Perry Street, Port Perry ON, L9L 1A7

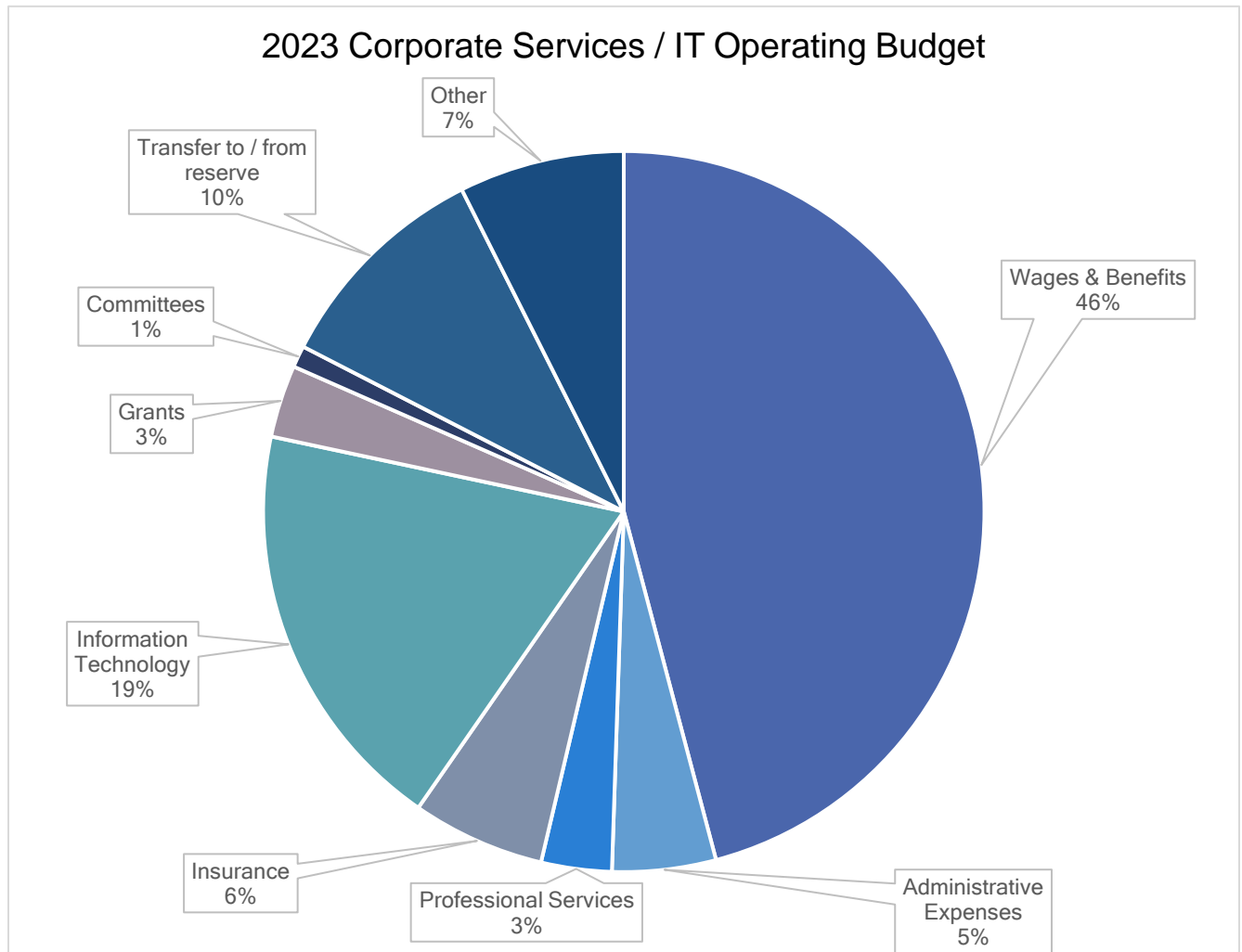# Corporate Services Department Organizational Chart

The Corporate Services staff is a team of hardworking and committed staff, that together provide a range of services to the community. The Corporate Services Department is comprised of two primary divisions supporting primarily inward facing Township services. The Legislative Services division delivers frontline customer services plus acts as a secretariat to Council, and Committees of Council, maintain corporate records and vital statistics including marriage licences and burial permits, runs municipal elections, manages legislative requirements under the Municipal Act, Freedom of Information Act, accessibility compliance, and real estate. In addition, the Information Technology (IT) Division provides enterprise-wide technology services across the organization. Their main responsibilities include managing technology projects and helpdesk support to ensure the enterprise systems, applications, networks, end user devices, and communications systems, which support the operations of the Township, are continuously available and operating effectively. Additionally, IT provides Business Solutions development and support including analysis, selection and deployment of various technology across the organization.

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                          Director of
                          Corporate
                        Services/Clerk
                    /                    \
             Deputy                    Network
             Clerk                     Analyst
      /        |       \          /        |        \
Legislative  Committee  Customer  Project         Business /
Services    Coordinator Service   Coordinator     Solutions
Associate   Associate   Associate (Contract -     Analyst
                                  Vacant)
      |         |                              |
  Records    Customer                      Help Desk
  Assistant - Service -                    - Summer
  Summer     Summer                        Student
  Student    Student
```

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Corporate Services Department
Services By The Numbers

	188 **Commissions**		**73** **Marriage** **Licences**
	35 **Special Occasion** **Permits and / or** **Liquor Licence** **Applications**		**249** **Electronic Burial** **Permits**
	27 **Freedom of** **Information** **Requests**		**29** **Livestock Claims** **Processed**
	79 **Council /** **Committee** **Meetings**		**39** **Delegation** **Requests**

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Department Operating Budget

2023 Corporate Services / IT Operating Budget

- Other 7%
- Transfer to / from reserve 10%
- Committees 1%
- Grants 3%
- Information Technology 19%
- Insurance 6%
- Professional Services 3%
- Administrative Expenses 5%
- Wages & Benefits 46%

2023 Department Budget = $1,246,800

Transfer to Reserves = $179,000

7% of the total 2023 Township Operating Budget

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Accessibility, Diversity, Equity & Inclusion

The Township of Scugog is committed to ensuring that people of all ages and abilities enjoy the same opportunities as they live, work, play visit and invest in our community.

As a requirement of the Integrated Accessibility Standards Regulation (Ontario Regulation 191/11) made under the Accessibility for Ontarians with Disabilities Act, (AODA 2005) the Township of Scugog is mandated to prepare, implement, and maintain a multi-year accessibility plan to prevent and remove barriers.
Corporately, the preparation of this document is conducted by the Corporate Services Department.

An Accessibility Plan must be updated at least once every 5 years in consultation with people with disabilities and accessibility advisory committees.

In 2023, a focus on accessibility, diversity, equity, and inclusion was undertaken corporately.

The Township of Scugog undertook a comprehensive website redesign, in collaboration with members of each internal department. The website redesign included re-writing all content to ensure accessibility, accessible documents training for the web and training on accessibility design criteria.

The Accessible Advocates Staff Working Group continued their work, supporting the Township of Scugog's commitment to proving an accessible environment for employees, residents and visitors.

A new Diversity, Equity and Inclusion (DEI) staff working group was launched as a summer pilot project, led by Corporate Services staff. Staff for all departments participated in the working group, which led to a more formalized DEI Staff Working Group being established.

The IDEA (Inclusion, Diversity, Equity, and Accessibility) Staff Working Group was established in late 2023, seeing the Accessible Advocates and DEI Staff working group amalgamate. With the Accessibility piece of the group remaining as a Corporate Services responsibility.

In 2023, Corporate Services (in collaboration with members of each internal department) completed the participation component of the Leading Equitable and Accessible Delivery (LEAD) Improvement initiative. This initiative was led by the Abilities Centre and Queens University and guided the Township through a facilitation process that resulted in an action-

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oriented work plan to assist the organization to embed accessibility and inclusion into their processes, programs, services, and organizational culture. Areas identified by the LEAD Improvement initiative that have not yet been implemented have been included in the 2024 – 2028 Multi-Year Accessibility Plan.

Honorable Mentions – Accessibility, Diversity, Equity, and Inclusion Accomplishments from Corporate Services in 2023

- Continued to maintain a relationship with the Northern Municipalities Accessibility Coordinators by hosting and participating in the TRI-AAC group (Brock, Uxbridge and Scugog)

- Continued to maintain a relationship with Region of Durham Accessibility Coordinators by hosting and participating in the Regional AAC group

- Submitted 2023 AODA Compliance Reports as required

- Followed up on feedback received by residents on accessibility issues/concerns

- Implemented a Customer Relationship Manager (CRM) software platform that allows residents to input service requests for numerous departments, and allows for staff to update the status on the "ticket". Creating an accessible platform for residents to log complaints or service requests and follow along for progress. The CSR can also be used to register for recreation programs and purchase some standard permits, such as open air burn permits

- Six (6) kiosk units have been installed at five (5) Municipal facilities placed in the lobby. All units are 27 in. H x 16 in. W touchscreen units with zoom capabilities. Units utilize standard Customer Relationship Management (CRM) portal to enter service requests, locate service information and submit applications/payments. The installed height, midpoint of the screen is 49 in. with all units installed on tilting brackets to minimize reflection / glare, with an AODA Plaque offers braille and text to request additional support. The kiosks are located at The Township of Scugog Municipal Office, Blackstock Arena, Scugog Memorial Public Library and Scugog Community Recreation Centre (2)

- Have installed and have two (2) infrared systems available in Council Chambers for anyone requiring hearing assistance to use

- Signage has been installed on the walls in Council Chambers to identify the system is available

- Online reporting forms for various departments have been converted into an accessible form for users to input service complaints and concerns

- Implemented Monsido to assist staff with Accessibility website testing and website maintenance solutions as Scugog continues to comply with WCAG 2.0 Level AA

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- Introduced Cloudpermit for building and planning permits, which has an imbedded accessibility tool.

- The training program on the requirements of the accessibility standards included in the IASR and Ontario Human Rights Code was developed and presented to all members of Council, and volunteers appointed to all Township boards of management and committees. The content of training was appropriate to the duties of the employee/volunteer.

- Added more form features to our website, increasing accessibility and broadly eliminating fillable pdfs.

- A new internal platform was developed as an intranet site for employees to access.

- Created accessible Word and PDF templates for most documents;

  - reports
  - letters
  - policies and procedures; and
  - correspondence

- Most staff have completed training on developing accessible documents in the Microsoft Suite, as well as run an accessibility check, using the tools, when creating documents, to ensure all documents are legible for use with most readers.

- The Regional Accessibility Coordinators meet periodically with Durham Region Transit (DRT) to continue the important conversation of the needs of rural Municipalities and the lack of access to Transit.

- Enhancements were made to our Council Chambers which includes an adjustable speaking desk, with an extra wide opening, allowing for delegates with mobility aids to address Council with access to a microphone. Incorporating a clear path to and from the podium for anyone with mobility aids.

- Angled the delegate desk in Council Chambers providing a better line of sight for the delegates to the projector screens and members of Council. Also offers a wider space for turning around or exiting in a wheelchair, scooter or other mobility device.

- Washrooms on the main floor of the municipal office and the second floor have been made all gender washrooms, removing specific gender symbols on the signage and now indicating a toilet and the wording washroom. The signs include brail.

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Operating Highlights

Information Technology Division

On the Information Technology front, several items were implemented and are highlighted below:

- Hybrid meeting rooms to seamlessly integrate both in-person and remote participants ensuring effective communication, collaboration, and engagements.
- Mobile devices provided to staff to utilize enterprise software solutions and provide enhanced communication.
- Cybersecurity Awareness Training initiative deployed to staff aimed at fortifying security posture and providing staff with crucial knowledge and skills.
- Kiosks were configured and deployed to various Township facilities.
- Implemented a new Corporate website, www.scugog.ca, in conjunction with Community Services.
- Delivered Council Chamber technology enhancements to allow a seamless hybrid experience.
- Continued to develop and expand the Customer Relationship Management Software, myscugogconnected.ca, with additional service requests and other enhancements.
- Updated the Region of Durham Geographic Information System (GIS) Enterprise Agreement through to 2026 that delivers tools to visualize and analyze special data.
- Procured an enterprise Asset and Work Order Management Solution to provide a centralized asset registry and automated work order management.
- Deployed internet and cellular service improvements at multiple Township facilities.
- Implemented an enhanced email filtering solution.

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Legislative Services Division

On the Legislative Services front, several projects were completed and are highlighted below:

- Online marriage license application was converted to a fillable, accessible form through our new website. Allowing applicants to complete the necessary paper work and submit payment, all on line prior to coming to the office.

- An online Freedom of Information request form was added to the new website. Making it easy for a resident to apply online and pay for it in one transaction, immediately starting the processing time.

- Began the implementation of Audio / Visual enhancements in Council Chambers using a system that allows for external meeting participants to feel like in-room meeting participants

- Implemented Vayle FOI Software to assist in the management of and tracking of all Freedom of Information Requests received.

- Began testing of the new V6 eScribe meeting management portal, which will continue to bring a user friendly experience to both township staff and residents viewing Council and Committee agendas, minutes and resolutions.

- Created a new Report Template with direct linkages to the approved Strategic Plan, Objectives and Directions

- Updated several internal procedures and implemented many standard operating procedures, leading to a consistent approach across the department handling the following matters;
    - Incoming and Outgoing Mail
    - Bereavement Authority of Ontario Reporting
    - Livestock claims and reporting
    - Vital Statistics – Burial Permits and Marriage Licences
    - Notice of passing a Zoning By-Law
    - Letters Of Credit
    - Handling of Third Party Claims

- Updated Terms of Reference and Code of Conduct for all Advisory Committee(s)

- Implemented training for all Committee Members which included AODA, Code of Conduct, and Ontario Human Rights training components

- Updated the procedures for all committee's annual report and work plans

- Updated the Grants policy and summary form, which received Council approval

- Facilitated the deposition of several land sales and property leases.

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- Implemented an Electronic Participation Policy for members of Council and Committees.

- Reviewed and revised the internal standard operating manuals for the department.

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Information Technology Strategic Plan (ITSP) And Five Year Roadmap

In Fall of 2021, the Township retained a third-party consultant to develop the ITSP and Five-Year Roadmap for the Township of Scugog. The plan was presented and endorsed by Council on January 17, 2022. Township staff continued the work contained and highlighted within the ITSP and Five-Year Roadmap in 2023.

In early 2024, the Township has retained the third-party consultant for a health check to confirm progress and validate alignment.

Highlights of the ITSP & Five Year Roadmap work accomplished in 2023:

- The five-year roadmap identified 37 main projects and 7 sub-projects to be completed over the next 3-5 years.

- 11 projects are In Progress (IN); 20 projects are Completed (C), and 13 projects have Not Commenced (NC).

- Council Chamber technology enhancements to allow a more seamless hybrid experience for all attendees.

- Implement of Kiosks in various Township facilities. Offer some locations such as the Library and Arena to encourage use on evenings and weekends to easily check status of permits, pay a recreation booking, create a complaint/concern and more online services.

- Electric signature solution implemented through Adobe Sign to streamline workflows and reduce the need for paper-based processes.

- Launched eservices.scugog.ca in collaboration with the Finance team allowing

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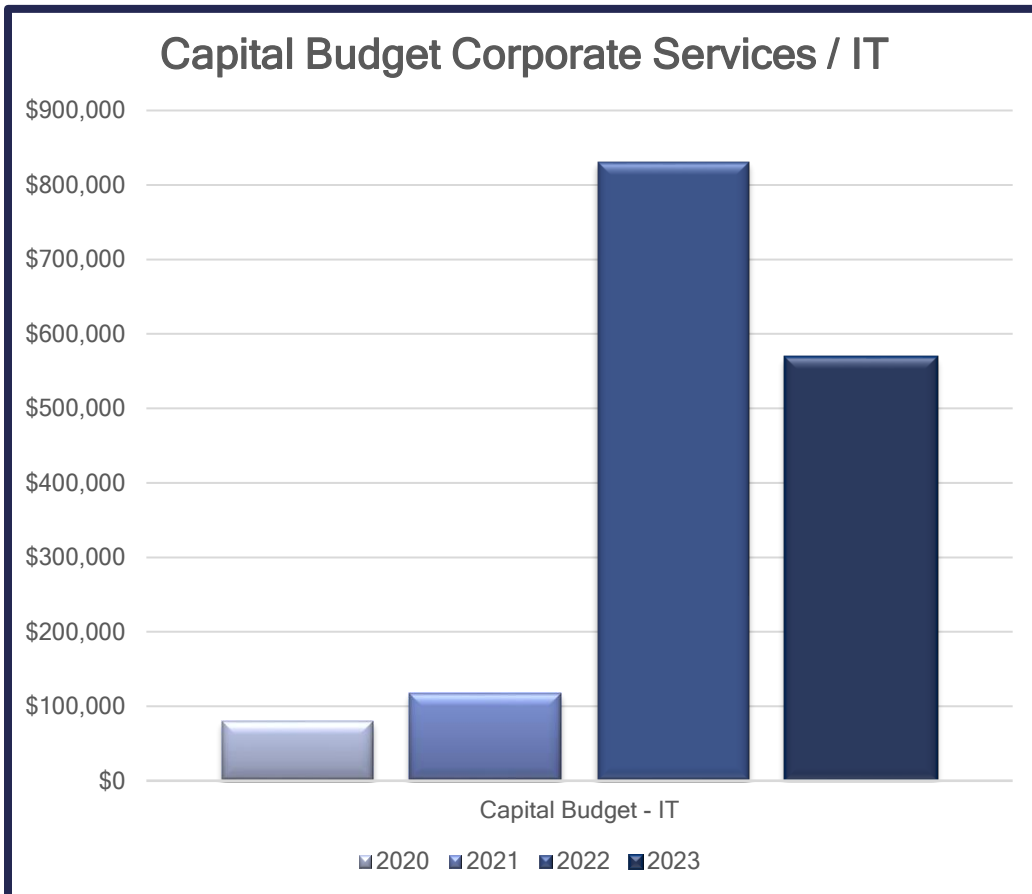181 Perry Street, Port Perry ON, L9L 1A7

residents to access property tax information and allow for online payment.

- Asset and Work Order management enterprise solution procured.

Capital Budget

Corporate Services has very limited capital needs except for information technology. In 2023, capital budget approvals for Corporate Services included;

- Microsoft Serving operating system upgrade (2023)
- New Township of Scugog Website
- Replace 1/3 of Computers
- Replace Backup Device and VM Host
- Cameras at Parks Depot
- Helpdesk Modernization
- Networking Infrastructure Replacement
- CRM Expansion
- Records Management Software Replacement (carried over to 2024)
- Wi-Fi Upgrade and Replacement Continuation

Capital Budget Corporate Services / IT

Bar chart showing Capital Budget - IT values for 2020 through 2023:

- 2020: approximately $75,000
- 2021: approximately $115,000
- 2022: approximately $830,000
- 2023: approximately $565,000

Legend: ■ 2020 ■ 2021 ■ 2022 ■ 2023

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2023 Capital Projects

MyScugogConnected.ca Phase 2

Phase 2 of My Scugog Connected, a 311 portal that allows residents to request services and report issues online to the Township of Scugog and/or Region of Durham. This phase introduces more options to serve the community better. Residents can now use this portal to submit and track requests for many Township services, submit general Township inquiries, connect with Mayor and Council, and apply for special events. The portal also provides direct access for Durham Region services such as waste and recycling, water and sewer, and traffic inquiries.

Self-Service Kiosks

Six (6) kiosk units were installed at five (5) Municipal facilities, placed in the lobby.
All units are 27 in. H x 16 in. W touchscreen units with zoom capabilities.
Units utilize standard Customer Relationship Management (CRM) portal to enter service requests, locate service information and submit applications/payments. The installed height, midpoint of the screen is 49 in. with all units installed on tilting brackets to minimize reflection / glare, with an AODA Plaque, offering braille and text to request additional support.
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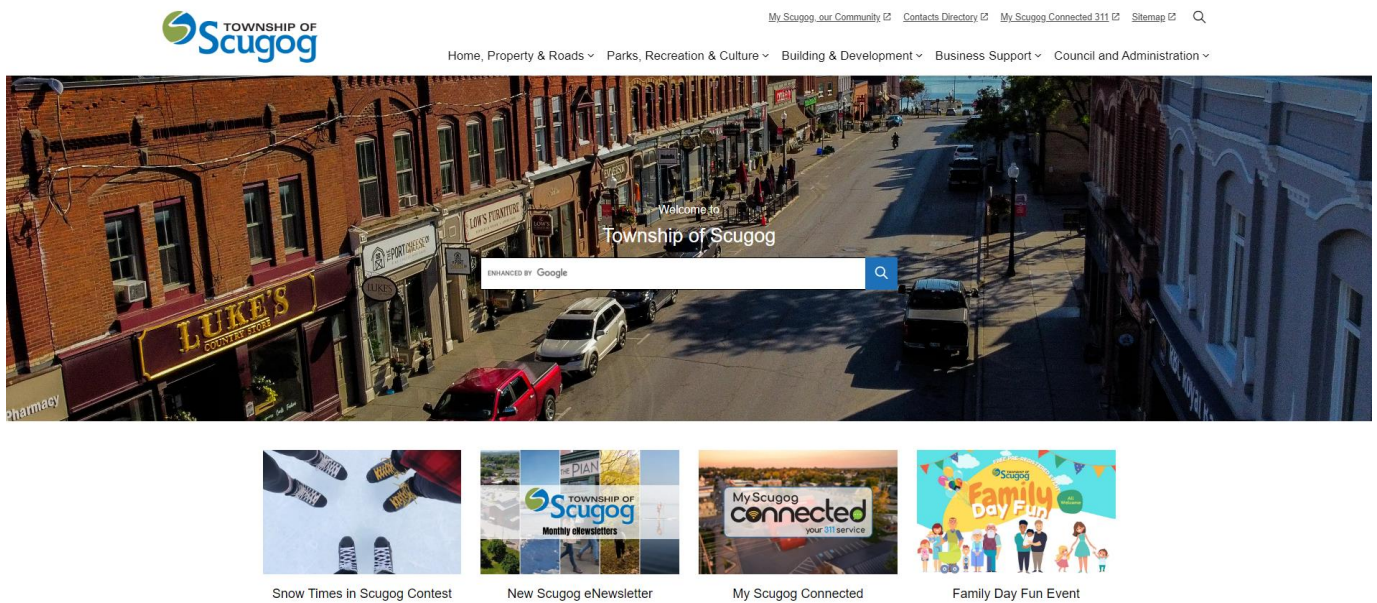
Online Fillable Forms

Continued to grow our offering of fillable forms using our new website, incorporating eCommerce. Offering easy and accessible options for residents to complete documents and submit payment to the Township for items such as marriage licences, Freedom of Information requests, and Boat Trailer Licenses.

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Scugog.ca

A complete re-design and re-launch of Scugog.ca was undertook, in collaboration with Community Services, and with contributions from all Township departments.

This involved working with a consultant to map out a new website, considering the most local places for pages to be housed. With a focus group, involving members of staff from each department, members of Council, Senior Managers and community members feedback, the layout of the page was developed. All content on the website was examined and re-written for accessibility, keeping writing style at a grade six (6) reading level wherever possible. All attachments were put through an extensive accessibility check or re-produced to ensure accessibility. The re-design and re-launch of the Corporate Website ensures WCAG 2.0 Level AA AODA standards.

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Awards

2023

The Township of Scugog was a recipient of the Municipal Information Systems Association (Ontario) 2023. A panel of representatives from various Ontario municipalities selected our submission for the 2023 Excellence in Municipal Systems Award, for the myDurham 311 and MyScugogConnected Customer Relationship Management Solutions project.

This award recognizes the partnership between Durham Region and Township of Scugog. This partnership enabled the Township of Scugog to leverage the Region of Durham's Microsoft Dynamics 365 platform to provide customers with the new MyScugogConnected.ca portal. This flagship partnership has strengthened the information sharing process between the Local and Regional Municipalities and enhanced how both organizations manage their business process and enhances customer service delivery.

A quote from Mayor Wotten on this project states "We have committed to our residents to improve the customer experience and leverage technology to create convenient, online options for services and customer inquiries. MyScugogConnected harnessing 311 provides a seamless interaction for residents looking for information on any service without having to know which level of government to ask. We are pleased for this partnership with the Region of Durham. Congratulations to both project teams on this award."

This award highlights how our investment in technology is making a difference!

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Staffing Changes

Welcome to New Corporate Services Team Members in 2023

Chantelle Rolland – Legislative Services Associate
Ralph Walton – Interim Director of Corporate Services / Clerk

2023 Advancements in Corporate Services Team Members

Ashley MacDougall – Acting Deputy Clerk

2023 Retirements/ Departures

Becky Jamieson – 3 Years of Service
Sandra Irvine – 1 Year of Service

2023 Seasonal Team Members

Claire Bailey - Customer Service
Jane Richardson – Records Assistant
Graham Soomre – IT Help Desk

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Looking Ahead To 2024

2024 is expected to be another busy and exciting year for the Corporate Services Team! There are several projects and initiatives planned for this year including:

- Review, update and the develop Information Technology Policies.

- Develop and expand the Customer Relationship Management Software, myscugogconnected.ca, with continuous improvements and integrations.

- Improve and secure the network infrastructure including wi-fi.

- Finalize deployment of Asset and Work Order Management Software.

- Design and deploy the Cloud Permit Planning Department module to improve the electronic receipt and processing of various applications.

- Configure and implement the Asset and Work Order Management solution to support the asset lifecycle from acquire to dispose.

- Assess and define Records Management Solution needs to further understand items of continuous improvement or solution requirements for replacement.

- Build and implement the Tourism website in collaboration with Community Service

- Review and update/modernize the current records retention by-law

    o Evaluate the current electronic management system with a view to upgrading or replacing software to support a modern information management program

    o Provide data management and data disposal training for across the corporation and establish a best-practises committee for continued information dissemination

- Review Council procedural By-law

    o Review the functionality of the Council Procedural by-law with a view to further integrate with the Council meeting management program and to take advantage of the experience gained at the half-way point of the Council term

- Review Notice Policy and procedures

    o Review the policy, update, modernize to reflect newer notice practices and legislation for notice provision

- Review and modernize current council orientation practice.

    o Evaluate alternatives for the delivery of Council orientation for citizen members of advisory boards.

- Develop business case and plan to offer civil ceremonies at the Township of Scugog

- Continue documentation of policies and processes for all activities and functions of Legislative Services (for example, continue to documents processes and procedures for Freedom Of Information (FOI) requests.

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Current Department Team

Interim Director of Corporate Services / Clerk
Ralph Walton

Acting Deputy Clerk
Ashley MacDougall

Legislative Services Associate
Chantelle Rolland

Committee Coordinator Associate
Christy Harrison

Customer Service Associate
Barbara Pelley

Network Analyst
Daniel Popham

Business / Solutions Analyst
Debbie Showler

Back Row: Dan Popham, Ashley MacDougall, Christy Harrison, Ralph Walton
Front Row from left to right: Debbie Showler, Barbara Pelley, Chantelle Rolland