

Attachment-2: Priority Opportunity Action Plan

Opportunity	Expected Benefit/Value	Estimated Start Date	Length of Project	Financial Investment Estimate
<p>1. Conduct an assessment of the City's current service delivery capabilities and develop a prioritized set of service digitization initiatives based on demand, strategic alignment, expected benefit, deliverability, and equity considerations.</p>	<p>Enhance customer service, create service delivery efficiency, and create budget capacity to absorb impacts of a growing city.</p>	<p>Third Quarter (Q3) 2021</p>	<p>Phase 1: Assessment - 3 months Phase 2: Implementation - 2 years</p>	<p>Phase 1: Provincial funding through Audit and Accountability Fund (AAF) grant available. Phase 2: capital investment is likely required however estimate is not yet known.</p>
<p>2. Implement a Customer Relationship Manager (CRM) system / "311" system for public inquiry intake and response monitoring to streamline and improve customer services under Service Guelph.</p> <p>A one-stop-shop via Service Guelph for all citizen inquiries and complaints (in-person, phone, and online) and centralize customer service functions across the City.</p> <p>Consistent service level standards for enhanced customer service.</p>	<p>Enhance customer service, create service delivery efficiency, and create budget capacity to absorb impacts of a growing city.</p>	<p>Phase 1: Q3 2021 Phase 2: Q1 2022 Phase 3: Q1 2024</p>	<p>Phase 1: define good service standards - 6 months Phase 2: establish central contact centre and digital service platform - 12 to 18 months Phase 3: fully functional 311 prioritized digital services</p>	<p>Phase 1: \$170,000 Phase 2: up to \$1 million capital and \$300,000 operating Phase 3: \$300,000 capital and \$360,000 operating</p>

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			- 24 to 36 months	
<p>3. Review the development approval process and consider an end-to-end digital transformation solution to reduce manual processes and paper records.</p>	<p>Enhance customer service, create service delivery efficiency, and create budget capacity to absorb impacts of a growing city.</p>	<p>Phase 1: Q1 2022 Phase 2: Q3 2022 Phase 3: Q1 2023</p>	<p>Phase 1: process review and inputs with impacted departments to find efficiencies - 6 months Phase 2: interim digital commenting and timeline tracking via SharePoint - 6 months Phase 3: implementation of dedicated planning software to track the process steps, allow for digital collaboration and commenting, and automate</p>	<p>Phase 1: \$50,000 operating Phase 2: \$50,000 operating Phase 3: \$1 million capital and possible operating impacts up to \$400,000</p>

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			timelines and process date tracking - 2 years	
4. **Opportunity is available in closed agenda material**				
5. **Opportunity is available in closed agenda material**				
<p>6. Implement a unified payment platform that enables citizens to pay fees for any service across the City.</p> <p>Consistent service level standards for enhanced customer service and payment handling (cash, credit cards, bank transfers).</p>	<p>Enhance customer service, create service delivery efficiency, and create budget capacity to absorb impacts of a growing city.</p>	<p>Q3 2021</p>	<p>Phase 1: Assessment – 3 months</p> <p>Phase 2: Implementation - 2 years</p>	<p>Phase 1: Assessment is funded through provincial AAF grant.</p> <p>Phase 2: Implementation will likely require budget investment, but estimate is not known.</p>
<p>7. Review the Council approved user fee structure and seek approval of user fee subsidization levels (on a capital-inclusive costing methodology), with the opportunity</p>	<p>Budget savings, equitable and consistent user fee recovery practices</p>	<p>Q2 2021</p>	<p>5 years in multiple phases.</p>	<p>\$100,000</p>

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to increase cost recovery ratios (e.g. Transit, Environmental Services, Planning, Culture and Recreation)				
8. Review the location of Paramedic services within the City boundaries, and consider partnerships with other emergency services for service locations in an effort to improve response time. Station locations in the County are subject to further collaboration with Wellington County. Council support would be required for the initial outreach to obtain cooperation from the Townships.	Cost avoidance, improved relationships	Q3 2021	60 - 72 months (includes time for land acquisition, design, and construction)	If new construction, building approximately \$3 - \$5 million plus the cost of land acquisition. Potential to lease purpose built space would be cheaper and potentially speed up the timeframe.
9. Partner with the City's Boards and Agencies to centralize back office support functions within the City.	Operational efficiency, improved customer service, budget savings, budget capacity for growing city.	Q2 2022	9 months	\$25,000
10. Invest in necessary resources to implement Community Plan and Equity, Anti-Racism and Indigenous	Enhance customer service, and	Q3 2021 assuming successful	6 months for phase 1 of work, but work	No funding required to develop a longer-

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<p>initiatives. This includes a review of the use/availability of translators (internally and externally) across the Corporation.</p>	<p>equity and inclusion actions.</p>	<p>recruitment for Senior Advisor, Equity, Anti-Racism and Indigenous Initiatives</p>	<p>will be ongoing for the broader scope of this initiative</p>	<p>term resource strategy. Existing resources can be used to review use of translators and provide recommendations. Implementation may require additional resources.</p>