



Website and Online Service Delivery Review

Final Report

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Township of Red Rock Acknowledgement and Disclaimer

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Executive Summary

Executive Summary

Project Background: Website and Online Service Delivery Review

The Township prioritizes excellent service delivery and as part of a continued effort to provide accessible, user-friendly services, the Township is planning to redevelop its website and develop and implement online services to ensure ease of use for staff and members of the public including residents, visitors and potential investors.

With the current website having been identified as outdated in terms of mobile-friendly use, accessibility, and ease of navigation for users, the Township is not only seeking to improve and modernize the public-facing user experience, but also looking to streamline back-end website functionality to ensure staff can easily update information, add documents, process bookings and receive applications. In addition, the Township will pursue development and implementation of online services for the first time in its history.

The purpose of the Website and Online Services Review project (herein referred to as the Review), which is essentially *Phase 1*, is to validate the need for a new website and development of online services, and provide recommendations on *Phase 2*, the design and build phase.

As the world has shifted to embrace digital services, it is increasingly important for townships to conduct assessments of their public and internal facing technologies to ensure they are meeting the needs and expectations of all key stakeholders.

Ideal Future State

- A visually stunning, accessible, mobile-friendly website that is easy to use for Township staff, residents, visitors and potential investors.
- Streamlined in-person processes and services, made possible by shifting to online services that will allow front-line staff to spend more time on other administrative duties while offering residents and visitors a convenient and accessible way of conducting their business with the Township anywhere, anytime.

Benefits

- A modernized website and online services will enable the Township to better serve and remain accountable to the community. Additionally, there will be increased efficiencies and staff time saved as a result of streamlined, digital processes.
- The design and launch of a new website will directly and indirectly benefit the Township's residents, tourism sector, local businesses and local employment opportunities. This will in turn improve the community's attraction of visitors, residents and potential investors, while ensuring ease of use for staff.

Executive Summary

Current State Findings Overview

In order to better understand **Red Rock's current state opportunities**, MNP facilitated a series of engagement sessions with **key stakeholders** across the organization, including Red Rock internal staff and public stakeholders in the community.

MNP has outlined the findings within this section as they relate to '**People, Process and Technology**'.

01

User Experience Design

From a user experience design and engagement perspective, the website is **outdated, is not intuitive** and does not provide a modern experience to users.

02

Accessibility

From an **experience perspective**, there are **accessibility challenges** when interacting with the current website that may impact various users.

03

Technical Issues

There are **technical issues** with various **website components** that impact users overall experience when trying to **navigate** the website and **access** relevant information.

04

Digital Services

There is an opportunity to utilize **modern functionality** to provide users with **online services** and enable Township employees to facilitate operational processes **digitally**.

05

Website Language

There is an opportunity to better align **website content and language** that showcases and **promotes** the Township and amenities in order to attract future residents and tourists.

06

Organizational Readiness

Employees are open to utilizing a **modern website and digital platform** to provide **online services** to residents, tourists, businesses and other key stakeholders, but they are nervous about staff capacity and capability – orientation and training will be important.

Executive Summary

Recommendations Overview

Based on the Current State Findings and Future State Vision, MNP recommends that the Township of Red Rock implements a new website with the ability for stakeholders to conduct online services.

A new website would enable the Township to **redesign the navigation, content and language** in order to effectively provide residents, tourists, businesses and potential investors with **accurate, up-to-date information** through an **intuitive and accessible platform**. Additionally, the Township should integrate the ability for stakeholders to **conduct activities**, such as bookings and payments and permit applications, through a **digital platform** that is convenient and accessible.

The new website and online services would provide the Township with the opportunity to **streamline and digitize** current processes. The streamlining and digitization of current processes would also provide the Township with digital file and information storage to ensure an effective retention of knowledge and data.

A key component of **digital modernization** is ensuring that the **foundational elements** within an organization are **effectively established** to support digital platforms and processes. These foundational elements will enable the Township to be successful, both currently and in the future.

The remainder of the report will outline the **recommended options, implementation plan and cost considerations** that the Township should undertake to transform the website and provide stakeholders with online services.

Executive Summary

Implementation Plan Work Streams

The following Work Streams are recommended for the Township to undertake to enable an engaging, accessible and user-friendly experience for internal and external stakeholders through a modern, digital platform – i.e., a new website and online services.



Governance and Guidelines

The purpose of this stream is to establish the **governance structure** and **accompanying materials** (policies, standards, guidelines, etc.) to **enable the Township** to ensure strategic alignment and consistency.



Data and Process Review

The purpose of this stream is to **review and document** current Township knowledge, data and processes in order to consolidate relevant information prior to modernization.



Vendor Procurement

The purpose of this stream is to lead the **procurement** of a vendor who can design and implement a **new website and online services platform** to enable effective modernization.



Design and Implementation

The purpose of this stream is to **design and implement** a new website and online services platform in partnership with the selected vendor. It will also include the appropriate **training and support** for key stakeholders.

Management and Oversight

The purpose of this stream is to provide **leadership and sustainable management** of the various work streams to ensure they **integrate effectively** in support of the Township's **goals and strategy**, as well as **defined key outcomes**.



Change Management

The purpose of this stream is to lead the change management **strategy, planning and implementation**, including understanding and monitoring **organizational readiness and resistance**. It also encompasses leading the **communications strategy and plan**.

Executive Summary

Implementation Plan Cost Summary

Listed below is the summarized estimated incremental costs per work stream for the Township's Modernization Initiative, including the Website and Online Services design and implementation.

Work Stream	Estimated Incremental Cost	Estimated Cost with 25% Contingency
Governance and Guidelines	\$28,000	\$35,000
Data and Process Review	-	-
Vendor Procurement	\$40,000 <i>Note: The purpose of this stream is to lead to the procurement of a vendor who can design and implement a new website and online services platform to enable effective modernization. The Vendor Procurement activities could be conducted internally or external. The estimated cost to hire external resources has been included in the total estimates on this page</i>	\$50,000
Design and Implementation	\$123,000 - \$158,000	\$153,750 - \$197,500
Management and Oversight	-	-
Change Management	\$25,000	\$31,250
Total	\$216,000 - \$251,000	\$270,000 - \$313,750

While MNP recommends undergoing the Modernization initiatives with all outlined activities to ensure the Township is effectively enabling long-term success, there is recognition to the fact that resources may be limited.

If the Township were to conduct only the **Design and Implementation Work Stream**, which is essentially the **design and build of a new website and online services**, the costs are estimated to be approximately **\$123,000 - \$158,000** but will ultimately depend on the selected Vendor and the agreed upon contract.

Project Overview



Website and Online Service Delivery Review

The purpose of this project is to **review, assess and identify opportunities to modernize the Township of Red Rock's website and online services** in order to further enhance the Township's capability to provide excellent services to the community through ease of use, accessibility, and streamlining online service offerings.

The final deliverables of this project will **demonstrate the need for and validate the importance of moving into the next phase of this modernization initiative**, which is the actual **design and build of a new website** and the **development and implementation of online services**.

Project Background

Website and Online Service Delivery Review

The Township prioritizes excellent service delivery and as part of a continued effort to provide accessible, user-friendly services, the Township is planning to redevelop its website and develop and implement online services to ensure ease of use for staff and members of the public including residents, visitors and potential investors.

With the current website having been identified as outdated in terms of mobile-friendly use, accessibility, and ease of navigation for users, the Township is not only seeking to improve and modernize the public-facing user experience, but also looking to streamline back-end website functionality to ensure staff can easily update information, add documents, process bookings and receive applications. In addition, the Township will pursue development and implementation of online services for the first time in its history.

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Benefits

- A modernized website and online services will enable the Township to better serve and remain accountable to its community. Additionally, there will be increased efficiencies and staff time saved as a result of streamlined, digital processes.
- The design and launch of a new website will directly and indirectly benefit the Township's residents, tourism sector, local businesses and local employment opportunities. This will in turn improve the community's attraction of visitors, residents and potential investors, while ensuring ease of use for staff.

Strategic Alignment

Website and Online Service Delivery Review

The Review project is a critical step in the Township's **modernization** of their **online platform** to ensure it is **functional and provides value** for members of the public. The Review's findings and research show that it is important to **streamline the website to remove technological inefficiencies** while enabling **greater process efficiencies and improved navigation** for both internal and external stakeholders.

It is essential to ensure the online platform is **utilizing modern features** and designed in a way that is **intuitive, user-friendly and aesthetically appealing**. In recent years, the population of individuals between the ages of 20 and 29 increased within the Township, and this trend is predicted to continue. The younger demographic has grown up interacting with the digital world, resulting in higher expectations for their digital experiences with organizations and their communities. The Township's website and online services need to be **accessible, intuitive to navigate and visually stunning** in order to **reach and exceed** growing expectations and standards. Users want to interact with a digital platform in a way that is **satisfactory and hassle-free**, which in turn results in **increased satisfaction, meaningful digital interactions and enhanced relationships with the Township**.

The Review has found that developing a new website and launching into online services, will not only improve the user experience but also provide an opportunity to **integrate modern functionality** into the website. Community members could have the ability to reserve Township services, such as the campground, marina, and newly built interpretive center. This would enable the Township to **capitalize on observed trends** of increased domestic travel and first-time campers as a direct result of the COVID-19 pandemic. Addressing technological opportunities, while integrating modern online service functionality, will enable the Township to utilize this channel to more **effectively promote the community as a tourist destination** that is accessible and available to interact with in the digital realm.

In summary, the Review has found and validates that it is **crucial to modernize and enhance the user experience through the development of a new website and online services** in order to meet the evolving expectations of the community and key stakeholders. This would also enable cost savings (through saved staff time), increased efficiencies (through streamlined processes) and increased utilization of existing municipal spaces, services and infrastructure (through digital booking).



Approach and Methodology

Business Review & Transformation

Throughout the Review, the MNP Project Team worked within the **MNP Business Review and Transformation** methodology. This framework brings together the three aspects of successful business-driven digital transformation – **People, Process and Technology** – ensuring that the recommended approach and implementation plan resulting from this Review, are holistic and pragmatic, while at the same time, customized to the unique context of Red Rock.



Approach and Methodology

Digital Transformation Leading Principles

The following leading principles were developed based on MNP's research and experience into how organizations, including municipal government organizations, can **successfully leverage modern technology to enable business outcomes**. The Review activities were guided by these key principles, and the resulting recommendations are in alignment so as to ensure the recommended implementation plan is modern, innovative, collaborative and user-friendly.



Modern Technology

Activate modern tools, platforms and applications that support user-friendly, accessible, efficient and effective website and online services offerings.



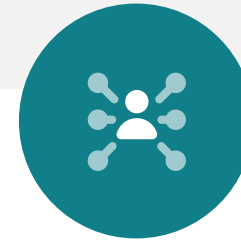
Process Innovation

Seek opportunities for process improvement supported by the future website and enhanced online services, enabled by innovative technologies available to municipal government organizations.



Partner Collaboration

Collaborative partnership is a foundational element of our recommendations, leveraging technology to ensure effective communication and information sharing between the Township and the community.



User Experience

Focus on providing a user friendly, mobile (when applicable), and intuitive experience for users and advance organization and community-wide adoption of technology.



Usable Information

Ensure accuracy and reliability of data and records management in order to support a strong culture of data-driven decision making, transparency and reporting.

Privacy and Security is a foundational component of each of these principles.

Industry Trends & Leading Practices

Industry Trends & Leading Practices

Municipal Trends: Citizen First Design

A key priority for **modern municipal government organizations** is **designing services with citizens in mind**. Townships and cities are no longer solely a utility provider, but an **enabler of a vibrant, healthy and thriving community** of citizens, businesses and other organizations.

As organizations and businesses evolve and provide **high quality** services through diverse channels, citizens have come to expect the same **efficient and seamless services** from government – especially at the local level.



Municipal government organizations are shifting their focus to provide exceptional service delivery in a **centralized manner**. This way, citizens can **access relevant and timely information** through **transparent, convenient programs and services**, whether in person, virtually, or digitally. The COVID-19 pandemic forced many organizations to **embrace technology** to shift services and operations to a **digital environment**. As a result, citizen expectations are even higher than ever, for accessing programs and services through **user-friendly, mobile and convenient digital tools**.

As the world is moving towards an **increased utilization of digital technologies** to conduct various activities, it is critical that townships also ensure their technology meets the evolving expectations of their key stakeholders. This is a key moment for townships to undergo **technology transformations** to modernize the technology tools and processes that support those tools. Increasingly across the country, organizations have increased **investment in technology resources** to build a strong and adaptable foundation for the future.

Industry Trends & Leading Practices

Municipal Digital Channels

An **important component for service delivery at the local level**, is the ability for citizens to access services through **digital channels**. As citizen expectations for digitalization grow, organizations governments at all levels within Canada are shifting to **embrace online channels** to improve interactions with the public and establish **streamlined, standardized service expectations** in **alignment with service in-person and by phone**.

Flexibility

Citizens are interested in accessing services when and how it is convenient for them.

This often includes outside of “regular business hours” and from mobile devices such as smartphones and tablets.

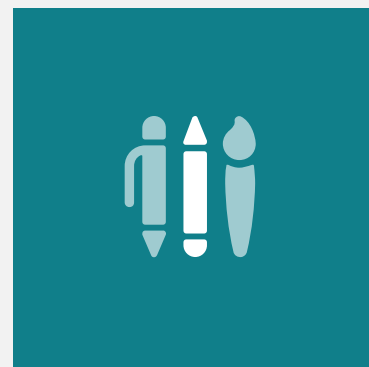


Responsive

Citizens expect transparent and responsive services from all levels of government. This includes developing feedback mechanisms and ongoing continuous improvement initiatives to adapt, shift and improve service delivery.

Availability

Citizens expect information to be readily available in an easy to navigate online platform, including information that is properly categorized and searchable.



Visibility

Citizens expect to be informed with proactive notifications and status updates. This can include anything from online visibility into the status of a service request to the renewal of memberships.

Industry Trends & Leading Practices

Principles for Municipal Service Experience

The following principles outline **five foundational elements** of meeting and managing the **evolving needs and expectations of citizens and stakeholders**. These elements work together to ensure municipalities are able to **effectively design or redesign programs and services** that will **improve the relationship** between **citizens and their community**.



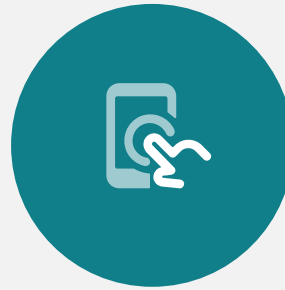
Accessible

Citizen want services to be simple, timely and easy to access and consolidated in one location.



Informative

Citizens are looking to civic employees to provide them with an answer to their inquiries in a fast, efficient manner.



Digital-First

As more organizations embrace digital service models, citizens are looking for similar experiences with township services and often seek a digital-first option.



Streamlined

Citizens are looking for a seamless experience where they can access relevant information for numerous services in one consolidated location.



Transparent

Clear, consistent, open and transparent communication builds trust and increases overall citizen satisfaction.

Industry Trends & Leading Practices

Practices for Municipal Service Experience

The following **Practices for Municipal Service Experience** outline **seven foundational activities** that must be undertaken when **providing positive citizen and stakeholder experiences** in order to effectively meet and manage the **evolving needs and expectations of citizens** and demonstrate a **commitment to continuous improvement**.



Design for Citizen Experience

Programs and services are designed to ensure citizens are at the centre enabling positive and meaningful interactions with the Township.



Simplify Services

Programs and services are intuitive and accessible for citizens through various channels while reducing complexity and confusion.



Work Holistically

There is a focus on ensuring the Township operates as one organization to enable consistent citizen experiences.



Focus on Transparency

Relevant Township data and information is transparent and accessible to citizens.



Document Clear Processes

Processes are clearly documented, communicated and understood throughout the Township.



Capture and Integrate Citizen Feedback

The Township utilizes citizen feedback to improve interactions, programs and services to effectively serve the community.



Effectively Train Employees

Employees have the knowledge and ability to effectively conduct high-quality citizen interactions.

Industry Trends & Leading Practices

User Interface

As **technology** continues to **evolves**, new features, functionality and capabilities emerge to ensure that the stakeholder experience is high-quality and satisfying. In order to achieve this, there has been a focus on **emerging technologies' ability** to design an **engaging and effective user interface**, as it is a foundational component to stakeholder experience. The goal of interface design is to provide **engaging digital interaction** for the public while ensuring accessibility and transparency with a modern look and feel. Emerging and evolving technologies focus on the following key elements in relation to user interface.

Boosts User Experience

Proper utilization of design elements results in a **memorable experience** for users while increasing the **overall satisfaction** with their interaction with the organization.



Encourages User Loyalty

As users are more engaged, they become more **loyal and personally invested** in their experience, which may result in increased retention and attraction.



Fulfills User Needs

User-friendly interfaces with easy, standardized navigation **decreases the user search time** and meets user needs in a **fast and efficient way**.



Prioritizes Accessibility

Recognizing the diverse needs of all users to ensure content is **proactively designed to be accessible** in a variety of formats, rather than reacting to challenges.



Minimizes Errors

An intuitive, consistent interface **minimizes the risk of user errors, unwanted actions or frustrations** throughout the navigation process.

Industry Trends & Leading Practices

User Experience and Design

As previously mentioned, emerging technologies have a focus on the user design of a digital platform as it plays a critical role in the stakeholder experience. Below are some **best practices** for **user experience and design**, ensuring a **seamless** experience while **meeting user expectations**.



Design with Users Needs in Mind

Website and content design should be user-focused and address the needs and interests of the target audience.



Ensure Website Reflects User Preferences

Users prefer to interact with websites that have understandable information and smooth functionality. They want the site to be intuitive and easy to use.



Identify Essential Website Design Elements

Essential elements in website design include unity, complexity, intensity, interactivity, and novelty.



Make Design Visually Appealing

Visual appeal and design are equally important as functionality and information because users want to interact with platforms that are aesthetically pleasing.



Implement Interactivity

Websites that utilized interactivity can increase user satisfaction and overall experience.



Acknowledge Users Perceptions of Websites

Users evaluate websites based on content, clarity, likeability, informativeness, and credibility.

Environmental and Market Scan

Environmental and Market Scan

Local Region Trends

MNP analyzed various trends within Canadian regions to determine **key environment factors** that can impact the Township.

Digital Technologies



The world has shifted to become **increasingly reliant on digital technologies** to conduct various activities. As more organizations utilize digital platforms, individuals' expectations are constantly evolving in alignment with **emerging technologies'** functionalities.

COVID-19 Pandemic



Many Canadian vacation destinations have experienced a surge of individuals since the start of the COVID-19 pandemic. This can be attributed to limitations placed on international travel, inspiring individuals to **explore their local regions**.

Remote Work



The COVID-19 pandemic contributed to remote work and stay-at-home orders as a way to mitigate the spread of the virus. As a result, there has been an **influx** of individuals and families **leaving larger cities in favour of smaller local communities**.

Population Shift



Additionally, MNP used recent Census results to analyze **key statistics and trends** in the surrounding region. The data revealed that similar Townships have exhibited decreasing population figures, especially amongst younger individuals. However, as a result of the ability to work remotely and the desire to travel locally, **younger populations** in Townships are expected to **recuperate**.

As the world adapts to the changing environmental factors, the Township has the **opportunity** to undergo a technology transformation to **modernize its technology tools and processes**. Technological transformation has the potential to attract younger individuals thus increasing the number of residents and tourists to the Township. Additionally, the Township must maintain pace with the world's technological improvements in order to effectively promote their town and build a **strong and adaptable foundation** for the future.

Environmental and Market Scan

Public Facing Website Comparison

In order to gain a **deeper understanding** of the local region's comfortability with digital platforms, MNP conducted a **comparative analysis** of the public facing technologies of **similar sized local communities** in Ontario. Please see findings below and continued on the next page.

	Red Rock	Nipigon	Bonfield	Ignace	Southwold
Town Overview	<ul style="list-style-type: none"> • Pop. 898 (2021) • Ontario, East of Thunder Bay 	<ul style="list-style-type: none"> • Pop. 1,642 (2016) • Ontario, East of Thunder Bay 	<ul style="list-style-type: none"> • Pop. 1,975 (2016) • Ontario, North of Toronto 	<ul style="list-style-type: none"> • Pop. 1,202 (2016) • Ontario, West of Thunder Bay 	<ul style="list-style-type: none"> • Pop. 4,421 (2016) • Ontario, South of Toronto
Website Link	https://www.redrocktownship.com/	https://www.nipigon.net/	https://bonfieldtownship.com/en/	https://www.ignace.ca/en/index.aspx	https://www.southwold.ca/en/index.aspx
Website Headings	<ul style="list-style-type: none"> • The headings are clearly outlined but there are no subheadings accessible on the main page. 	<ul style="list-style-type: none"> • Headings and subheadings are clear, understandable and provide visibility into website sections. 	<ul style="list-style-type: none"> • Headings and subheadings are clear, understandable and provide visibility into website sections. 	<ul style="list-style-type: none"> • Headings and subheadings are clear, understandable and provide visibility into website sections. 	<ul style="list-style-type: none"> • Headings and subheadings are clear, understandable and provide visibility into website sections.
Website Navigation	<ul style="list-style-type: none"> • There are multiple 'clicks' required to find relevant information. • The search bar does not always provide relevant information. • Outdated or inaccurate information. 	<ul style="list-style-type: none"> • There are specific quick links on the home page for residents, businesses and visitors. • The search bar does not always provide relevant information. 	<ul style="list-style-type: none"> • There are quick links on the homepage to direct users to most relevant services. • The search bar provides relevant information and has suggested search items. 	<ul style="list-style-type: none"> • There is a most requested resource section, however it requires users to scroll to the bottom of the home page; not intuitive. • The search bar provides relevant information. 	<ul style="list-style-type: none"> • There is a quick link heading to direct users to most relevant services. • The search bar provides relevant information.

Environmental and Market Scan

Public Facing Website Comparison (*Continued*)

	Red Rock	Nipigon	Bonfield	Ignace	Southwold
Online Services	<ul style="list-style-type: none"> None. Users must visit or call the Township to conduct services. 	<ul style="list-style-type: none"> Applications can be found online but users must email the completed pdf to the Township. 	<ul style="list-style-type: none"> Applications can be found online but users must email the completed pdf to the Township. Users can submit service requests online. 	<ul style="list-style-type: none"> Users can submit requests or feedback through a link on the website that opens an email. 	<ul style="list-style-type: none"> Users apply for building permits through an online permit software found on the website.
Online Payments	<ul style="list-style-type: none"> None. Users must visit the Township or mail cheques to make payments. 	<ul style="list-style-type: none"> Users can make some payments via e-Transfer. Users can pay various eBills online, such as water rates. 	<ul style="list-style-type: none"> Users can make specific payments through the website, such as property taxes, entrance permits, work orders, etc. 	<ul style="list-style-type: none"> Users can make property tax and utility bill payments through an online payment system on the website. 	<ul style="list-style-type: none"> Users can make property tax, utility bill and invoice payments through the website.
Other	<ul style="list-style-type: none"> Currently undergoing a website review to identify opportunities for modernization. 	<ul style="list-style-type: none"> Self-serve accessibility features enable users to adapt the website to fit their needs. Completed a website redesign last year to modernize their public facing technology. Users can access the website in English or French. 	<ul style="list-style-type: none"> Completed a Digital Strategy Roadmap in 2021 with BDO. There is a TownApp used for service requests, reporting issues and personalized notifications. 	<ul style="list-style-type: none"> Users can access the website in English or French. 	<ul style="list-style-type: none"> Users can submit website feedback through an online form linked at the bottom of the homepage.

Environmental and Market Scan

Summary

Based on the information gathered through the **environmental and market scan**, MNP has highlighted some key takeaways below.

- Stakeholder **expectations** are **shifting** and adapting as a result of **emerging digital technologies**. There is a greater focus on the interface design to ensure that it is intuitive to use, easy to navigate and designed with the user in mind.
- The COVID-19 pandemic has **accelerated the adoption of digital technologies**. As a result, remote work has become a new normal for individuals, causing many to move to or vacation in smaller local communities.
- Many similar Townships have websites that are **easy to navigate and intuitive to use**. Information can be found using headings / subheadings, quick links and/or search functions. The ability to easily search for and access relevant information is critical for user experience.
- Many similar Townships have **online services** that citizens can utilize to conduct various activities through a digital platform, such as making payments, submitting service requests, applying for permits, etc. While the various Townships' online services range, it is key to provide citizens with the **option and ability to conduct services digitally** in order to enhance the overall experience of the citizen.

Current State Findings

Current State Findings

Overview

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Organizational Readiness

Employees are open to utilizing a **modern website and digital platform** to provide **online services** to residents, tourists, businesses and other key stakeholders, but they are nervous about staff capacity and capability – orientation and training will be important.



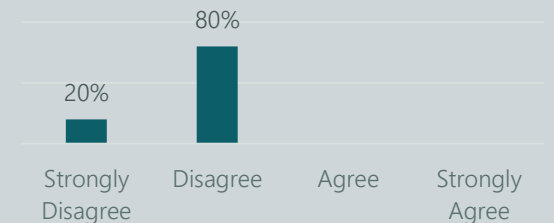
Throughout **engagement with internal and external stakeholders**, a number of **key themes** were identified. Listed below are **'People' focused** results gathered through **workshops, interviews and surveys**.

There is a **strong desire** to provide **high-quality, satisfactory services** to members of the community and other key stakeholders. As well, there is a **powerful sense of pride** in the **community and the natural scenery** that surrounds the Township. The Township has **numerous amenities to offer**, however the **current website does not effectively promote the Township** in a way that can draw new residents and tourists to the area. There is an opportunity to **leverage modern technology**, and align language and content, to provide **users with an enhanced experience** and **showcase** all the town has to offer.

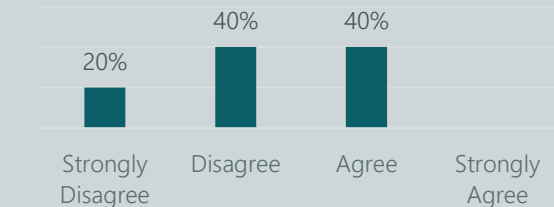
From an **internal perspective**, there is **limited support available for the technical aspects** of managing the Township's website because staff **do not have the knowledge or technical capabilities needed**. Currently, the Township must contact the previous website developers for technical support. It is likely the previous website developers did not provide adequate training and so the Township staff were not set up to sustainably manage their website. Training has occurred on an individual ad-hoc basis over time, but it hasn't been sufficient.

From a **user experience perspective**, there are challenges and technical issues that impact the experience of individuals using the website. There are **numerous broken links and incidents of defective functionality** that impact **users' ability to search for and find relevant information**. Additionally, the **current headers do not enable users to easily navigate the website's current pages**. There is also inaccurate or dated information on the website. This is in part because it is too difficult or time-consuming for Township staff to make updates on their own, without contacting the previous developer.

Overall, there is a clear **opportunity to implement modern technology to enhance the overall experience** for both **internal employees and external stakeholders**.



I find the Township's website easy to navigate and intuitive to use.



I can easily find the information I need on the Township's website.



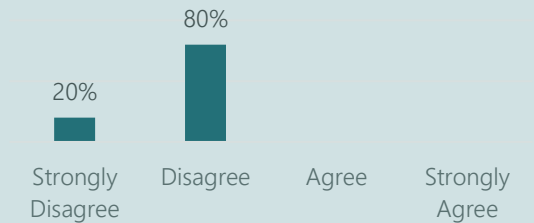
Throughout **engagement with internal and external stakeholders**, a number of **key themes** were identified. Listed below are **'Process' focused** results gathered through **workshops, interviews and surveys**.

All public-facing services are currently managed in-person or over the phone, during business hours. This means limited accessibility for people who work regular business hours. There is an **opportunity to utilize the website to provide residents, businesses and tourists with online services** while digitally connecting with the Township during non-business hours.

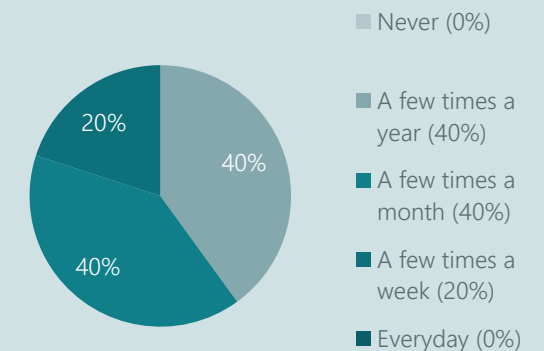
Currently, the Marina management processes are completed through **significant manual effort involving paper documentation**. Residents and tourists **must call or physically visit the Marina in order to book dock locations or boat storage**. In addition, residents and tourists must **physically visit the Township office to make payments for their bookings or services using cash or cheques**. Therefore, there is an opportunity **to leverage a digital platform to streamline processes** by enabling users to **complete bookings and payment transactions online**. Additionally, there is an opportunity to ensure **valuable knowledge and information** known by staff is safely stored digitally for future use.

There is currently **only one Township resource** that manages the **website and social media channels for the Township**. The content on the **website is only updated as needed** as the process for updating content with the **back end functionality is unclear and not intuitive** to manage. As well, there **are no policies or guidelines that direct the website content or utilization**. As a result, there is a **lack of consistency** for the Township's branding and look-and-feel within the website.

Overall, the current Township processes **require manual effort by employees** in order to **facilitate operational activities**, such as booking and payments. There is an **opportunity to leverage technology to increase efficiencies and streamline processes**, resulting in a **cohesive experience for stakeholders and more efficiency and effectiveness on the backend for employees** which with time, would improve the overall employee experience.



Overall, I am **satisfied** with the Township's website.



How **frequently** do you go on to the Township's **website**?



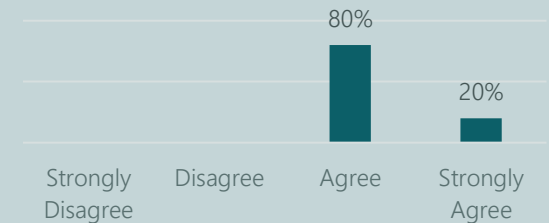
Through **engagement with internal and external stakeholders**, a number of **key themes** were identified. Listed below are **'Technology' focused** results gathered through **workshops, interviews and surveys**.

The **current website design**, developed via WordPress, **does not enable ease of navigation for users**, both internally and externally. The **website is not mobile-friendly and does not meet accessibility standards**, resulting in a lack of ability to effectively serve a diverse range of users. As well, the **website is not intuitive and has functionality challenges** which impact the user's ability to find the information they need in an effective way. Additionally, many stakeholders indicated that **information is outdated and inaccurate**, which could be a result of information being transferred from the previous website in 2018 without undergoing a formal content review.

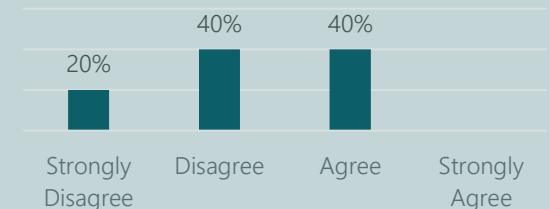
The **website's backend interface is not intuitive for employees** to make content updates, page additions, or deletions. The content is updated on an ad-hoc basis. There is **incorrect information or 'broken' functionality** on the website which cannot be fixed without developer support.

Additionally, **reporting and data analytics have not been fully implemented** to give the Township insights into how the website is used and where users run into issues. There is an **opportunity to leverage a tool like Google Analytics to collect data about website traffic and use to inform decision making on user experience improvements** that could be valuable to the community.

Overall, there are **improvements** that can be made to **the functionality and content of the website** to enable both internal and external users to **find accurate information in an intuitive way**.



I frequently experience challenges with **outdated** or **inaccurate** information on the website.



My experience using the Township's website on a **computer** or on a **mobile device**, is a **consistent** experience (*i.e. I experience the same level of ease and accessibility to the website on a computer as I do on a mobile device*).

Technology



Current Bookings and Services

Currently, the Township processes bookings and services through in-person and phone processes that require manual effort by employees. The current processes are only conducted during business hours and involve outdated technology. Listed below are the various bookings and services that the Township provides to its resident, tourists and businesses.

Bookings

- Campground reservations
- Marina
- Conference rooms
- Curling lounge
- Seniors room
- Bowling alley
- Arena ice surface

Permits

- Fire permits
- Curb cutting permits
- Building and demolition permits

Payments and Fees

- Utilities
- Taxes
- Building and demolition fees
- Marina fees
- Gym memberships
- Dog license

Opportunity

There is an opportunity to streamline the various bookings and services into an online platform that enables residents, tourists and businesses to conduct activities and payments in one consolidated, digital location with an easy to navigate interface.



MNP conducted a **review of the current Township website** from a **technical and user experience perspective**. Listed below are the key findings.



Technical Components

- There are **some accessibility challenges**, such as font colour on specific backgrounds that are challenging to view, and PDFs and images with content that cannot be read by screen readers.
- **Accessing information on mobile devices can be challenging.** For example, looking for business contact information and finding Township contact information instead.
- **'Attractions' section on homepage does not link to additional information** about each component.
- Some **external site links** are linking to pages that **no longer exist**.
- **Newsletter sign up link is broken** and displays 404 not found error code.
- The **events calendar is either broken or empty** and shows an error code.



User Experience

- **The website lacks reason to frequent it** as it does **not have accurate content / information** and does **not feel modern in appearance**.
- **The website is not interactive** and requires users to use **other channels** to receive services from the Township.
- The website **opens to a video** rather than to **the homepage**. The **sound** on the video **does not always work**.
- **Menu items do not have secondary navigation** to indicate what is included in each section.
- **Content could reside in more than one page**, causing confusion and numerous clicks for users on where to go to find the relevant information. Once found, information is often inaccurate or out of date.
- The website uses the **same photos on every page rather than utilizing different pictures** to showcase the Township's beautiful scenery and amenities.
- The **language on the website does not effectively promote the Township** as a preferable location for residence, business, or tourism.
- The **search bar is at the bottom of the homepage** resulting in users having to scroll to be able to search for their content. It would be very easy to miss it all together.

SWOT Analysis

Current State

Below is a summary of the **Strengths, Weaknesses, Opportunities** and **Threats** identified throughout engagement and analysis.

01 | Strengths



- Township Council and leadership recognize and support the need for a new website with online services.
- There is a willingness among staff to embrace change and adopt new technology and processes.
- There is public interest and support for the project as individuals want an enhanced website with available online services.

02 | Weaknesses



- Technology and user experience components of the website are not sufficient. Information available on the website is not accurate, up-to-date or easy to find.
- The Township conducts all services in-person or over the phone during business hours with no availability of digitally accessible services.
- Staff are not equipped to make updates to the website and supporting processes are not in place.

SWOT Analysis

03 | Opportunities



- Modernize and streamline internal Township processes and customer facing services.
- Incorporate learnings from leading practice research on emerging trends and the environmental and market scan.
- Align language and content on the website to effectively showcase and promote the Township and amenities in order to attract future residents and tourists.

04 | Threats



- There is significant risk if the Township does not transfer knowledge and information held by staff into a digital data filing system to ensure no loss of intellectual capital for sustainability of Township services, specifically the Marina.
- Township reputation has the potential to be damaged if information and services are not accurate, up-to-date and modernized.
- There is the potential to lose tourism-generated revenue if public information and services are inaccurate and inaccessible.

Needs Assessment

Needs Assessment

Future Needs of the Township

Based on the information gathered through **stakeholder engagement, including interviews, workshops and surveys, and the leading practices, trends and jurisdictional scan**, MNP has conducted a **needs assessment** for the Township of Red Rock's current website. Listed below are **key focus areas** that should be addressed in order to meet internal and external stakeholders' growing expectations and needs.

- **Mobile Friendly and Intuitive User Experience Design:** As the world continues to **embrace digital technologies**, stakeholders' expectations continually evolve alongside the **exponential growth of functionalities and capabilities** available through various digital platforms. **The Township must leverage modern technology** to enhance their digital channels and interactions with the community in order **to meet stakeholder needs**.
- **Accessibility:** A large component of ensuring technology meets the needs of stakeholders is ensuring that the **channels for interaction are accessible to all**. Many individuals require accessibility features to use digital channels effectively and the Township must consider these components when using digital channels to ensure they are **accommodating stakeholder needs**.
- **Interactive Digital Platform:** As expectations and technologies evolve, stakeholders, especially the younger generations, are **looking for ways to interact and conduct activities on digital platforms**. This allows stakeholders to complete various transactions at their own convenience. In order for the Township to continue to attract and retain the younger generations, **digital platforms must be utilized to provide stakeholders with the option to complete their services digitally**.

Survey Results – Future State

Future State Needs from Stakeholder Engagement

Through **engagement with internal and external stakeholders**, a number of **key themes** were identified. Listed below are **‘Future State’ focused** results gathered through **workshops, interviews and surveys**.

Thinking about an ideal future state, what **information** would you like to be able to access on the **Township’s website**?

- Marina Service Information
- RV Park and Campground
- Other places to book (conference/meeting rooms, curling lounge, senior's room, sports facilities, ice surface time)
- Process Information (permits, licenses, payments)
- Township and Local Area Amenity Information
- Links to Current Businesses or Services
- Links to Regional Sites
- Attraction or Event Information
- Community Calendar
- Trail and Hiking Information (maps, descriptions, etc.)

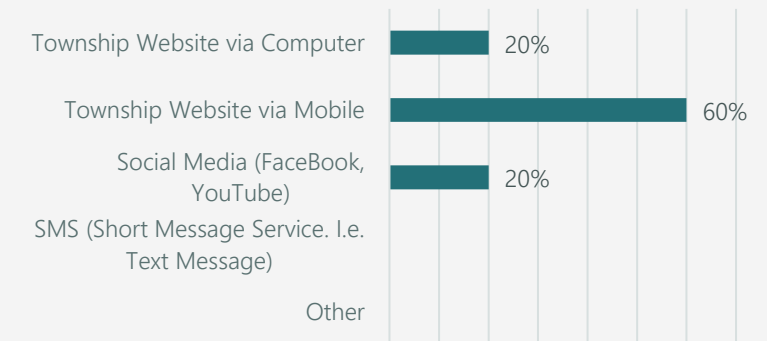
Thinking about an ideal future state, what **online services** would you like to be able to access on the **Township’s website**?

- Marina Bookings
- RV Park and Campground Bookings
- Other Bookings
- Applications (Permits, Licensing, Fire Permits, Dog Tag Registration, Recreation, Rentals)
- Online Payments
- Online Forms
- Links to Election Forms
- Option for General Inquiries, Feedback and Concerns

Stakeholder Considerations raised about their **Ideal Future State**:

- User friendly interface
- User friendly services for seniors
- Accessibility
- Ease of use
- Easy to navigate
- Mobile Friendly Website (not an app)
- Keep the user as the main focus
- Up to date information
- Updated photos of the Township

Thinking about an ideal future state and focusing on **digital options**, how would you prefer to **engage** with the Township? (Please select your preferred choice):



Current State Review Summary

This concludes the **Current State Review** portion of this report. In summary, our review of the Township's current state has found and can validate that a new website needs to be developed and that the Township and its community would greatly benefit from the development and implementation of online services.

The following pages in this report move into MNP's recommendations to enable the Township to realize their Future State Vision for providing excellent services to their community.

Future State Vision

Future State

Vision

To provide the Red Rock community with a modern, user-friendly, and accessible website with online services, enabling a meaningful service experience for stakeholders, including staff, residents, visitors, businesses, and investors.

Future State

Outcomes

Based on the **Future State Vision**, the following outcomes have been developed to **ensure alignment is maintained** between the Future State Vision, Recommendations and Activities identified in the Roadmap.



Internal and external stakeholders can **access** the right **information in a timely, intuitive manner** through the website.



External stakeholders can **conduct Township services**, such as bookings and payments, **through a digital platform**.



The Township's website **can accommodate various user needs** through accessible functionality, to ensure that **all stakeholders** are able to **access information**.



Internal stakeholders have the **knowledge and ability to effectively make changes and improvements** to the website, and have allocated time to do so.



Opportunities to **increase efficiencies and streamline processes** that support and align with the digital platform, are identified and leveraged, fostering an environment of continuous improvement.



Organizational tools support the **effective and efficient use of data and information for decision-making and improvements**.

Future State

User Experience and Strategic Alignment



Future State User Experience

The **Future State Vision and Outcomes** identified will enable the Township to **modernize and digitize their services** in order to provide stakeholders with an enhanced experience.

User experience is a key success factor when aiming to meet stakeholder expectations. The **interface design and usability** of any website or online platform **directly impacts user satisfaction**, not only with the specific website but with the Township as a whole. The **digital interaction of key stakeholders** with the Township **reflects on the overall user experience**.

A **modern website and online digital platform** will allow for stakeholders to interact with the Township in a way and at a time that is **convenient** for them, through their own electronic devices. Additionally, the user interface should be **easy to navigate, use and understand**, resulting in an intuitive and seamless experience for the user, and for the Township employees who update, maintain and manage it on the backend.



Alignment to Strategic Scope

The Township of Red Rock outlined a **2018 – 2022 Strategic Scope** that outlines their mission, vision, initiatives, goals, objectives and values.

Two values that are highlighted within the Strategic Scope are: **'Innovate' and 'Progressive'**. In order to embody these values, the Township must **leverage modern technology** and ensure that evolving stakeholder expectations are met. Additionally, the Township aims to be an inclusive community and the **current website does not provide accessible functionality**.

A goal / objective within the Strategic Scope is **marketing and branding of Red Rock**. A **modern website** will enable the Township to **promote Red Rock** as an attractive destination for residents, tourists and potential investors.

Overall, the Website and Online Service Review initiative will **enable the Township to be more innovate, progressive and inclusive**.

Recommendations

Recommendations

Overview

Based on the Current State Findings and Future State Vision, MNP recommends that the Township of Red Rock implements a new website with the ability for stakeholders to conduct online services.

A new website would enable the Township to **redesign the navigation, content and language** in order to effectively provide residents, tourists, businesses and potential investors with **accurate, up-to-date information** through an **intuitive and accessible platform**. Additionally, the Township should integrate the ability for stakeholders to **conduct activities**, such as bookings and payments and permit applications, through a **digital platform** that is convenient and accessible.

The new website and online services would provide the Township with the opportunity to **streamline and digitize** current processes. The streamlining and digitization of current processes would also provide the Township with digital file and information storage to ensure an effective retention of knowledge and data.

A key component of **digital modernization** is ensuring that the **foundational elements** within an organization are **effectively established** to support digital platforms and processes. These foundational elements will enable the Township to be successful, both currently and in the future.

The remainder of the report will outline the **recommended options, implementation plan and cost considerations** that the Township should undertake to transform the website and provide stakeholders with online services.

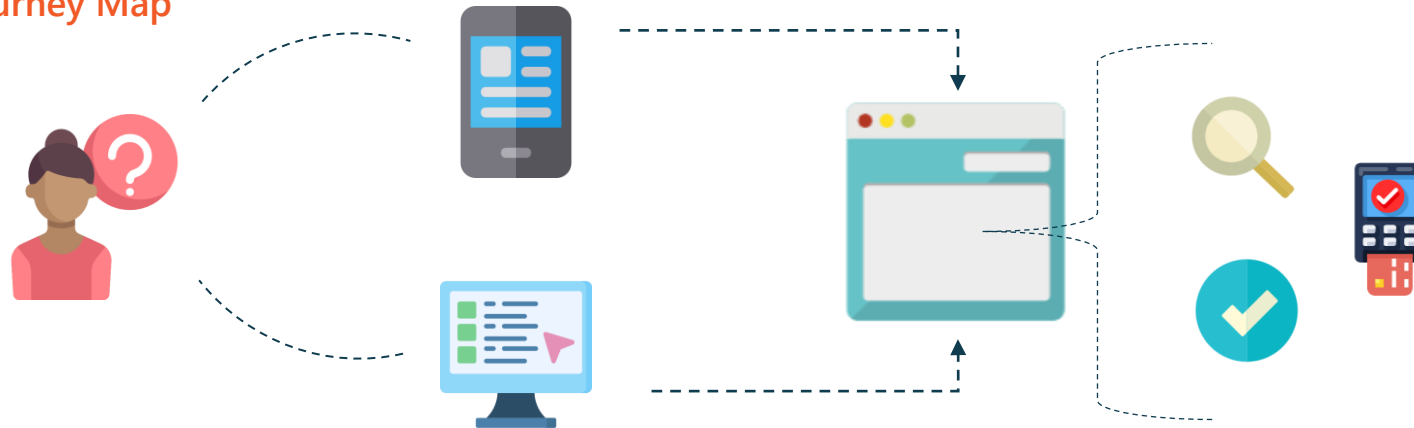
Website and Online Service Delivery Options

Website and Online Services Options

Future State Technical Architecture Journey Map

The following diagram explores, at a high level, how stakeholders will be able to interact with the Township utilizing various technologies.

Digital Journey Map



Stakeholders can utilize both mobile and computer devices to visit the website to find information. Within the website, stakeholders can conduct various services, such as bookings and payments.

Supporting Channels



Stakeholders can still interact with the Township through other methods, such as in-person, phone, email and other communications, in order to accommodate those who experience barriers to using digital channels.

Website and Online Services Options

Key Opportunities

The following **opportunities** have been identified as a result of the current state findings, to be **implemented within a new website and online services** as part of **overall service delivery optimization**. Leveraging these opportunities will result in internal process efficiencies, streamlined public-facing processes for a better user experience and increased transparency and accountability as a result of opening sharing and engagement with the community.



Access to Digital Services

- Secure payment portal
- Portal for acquiring permits and other Township documents
- Reservation and booking system for campground and marina
- Reservation and booking system for use of Township amenities and space, for activities and events
- Registration portal for recreational activities



Community Engagement

- Community Events calendar
- Centralized access to permits and other documents
- Prominent location for local notices
- Alert/notification bar
- Feedback forum via an option to submit inquiries
- Newsletter sign-up
- Strategic Plan updates



Usability Improvements

- Ensure content is up to date and accurate
- Optimize content (e.g., Search Optimization)
- Improve site navigation
- Predictive search bar
- Advanced analytics and reporting

Website and Online Services Options

Key Areas for Improvement

There are four main sections / groupings on the existing website: Community, Government, Business, and Tourism. If the Township decides to utilize the four sections in the new website (based on design discussions with a selected vendor), there are several opportunities listed below for improvement.

Overall Website



- Remove “video” takeover on homepage. It gets in the way of the user finding information.
- Ensure all content is displayed as text instead of embedded images. This is better for SEO and website search results.
- Currently section landing pages are acting as redundant menus. Each section landing page should act as a “hub” for that audience segment with easy access to important and timely info.
- Calls to action are often generic and not indicating what users can expect when they click. (e.g., important to identify external links where applicable)
- Search tool should be in the main navigation and easy to locate.
- Add sub-navigation to the main menu to help users find info faster

Community



- Focus on serving the needs of the community:
 - Information and easy access to Public Services
 - Community events
 - News & Notice
 - Elections
 - Public Inquiries and Feedback Form

Government



- Present the “voice” of the Council
 - What are the current priorities for this Council?
 - How are they working to better the community?
 - What is the Council’s position on key issues?
- Remove “Services” and move to “Community” as “Public Services”

Tourism



- Present the best Red Rock has to offer. Give tourists a reason to visit. Answer the question: “Why should I visit Red Rock?”
- More “beauty shots” to showcase the scenery
- Needs more welcoming “tourist” oriented language

Business


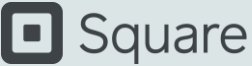




- Answer the question: “Why should I do business in Red Rock?” Make it accessible through streamlined, clear processes.
- Create two pathways focused on two key goals:
 1. Attract new businesses
 2. Support current businesses

Website and Online Services Options

Technology Examples

Listed below are some examples of potential digital platforms that could enable the Township to provide effective online service delivery. Actual system, processes and functionality usage for a new website and online services will be dependent on the vendor procurement process. *The platforms listed below are intended as leading market examples of the kind of specialized digital services that can be leveraged and deployed relatively quickly.*

TECHNOLOGY EXAMPLES	
 	<p>Secure and reliable, online ecommerce tools like Shopify and Square are used by millions of websites. They offer seamless integrations for all leading Content Management System (CMS) platforms and payment gateways, making setup a breeze.</p> <p>Advantages of these services include:</p> <ul style="list-style-type: none"> • No-worry security • 24/7 support • Mobile ready • Customizable • Point of Sale (POS) options
 	<p>Specialized services like Campspot and SimpleBook.me provide robust reservation management solutions. They both offer a suite of tools tailored to the unique needs of the organization's business.</p> <p>Advantages of these services include:</p> <ul style="list-style-type: none"> • Invoicing tools • Calendar integrations • Reservation management • A variety of service models and functions (e.g., memberships, subscriptions, coupons and deposits)

Website and Online Services Options

Technical Needs Assessment Recommendation

A **thorough technical needs assessment** is recommended during the Design phase with the procured vendor (see page 59 for more details). A technical needs assessment involves conducting an **in-depth technical evaluation and analysis to** determine current and future tech specific needs of your organization, including reviewing existing technology, examining existing privacy and security needs and developing a technical roadmap. A technical needs assessment would enable the Township to **identify where the organization is and where it needs to be**, from a technical perspective, to achieve long-term success with your website and online services project specifically, but importantly, with your overall evolution and continuous improvement as an organization.

Why conduct a technical needs assessment?

- ✓ Provides a snapshot of the current technology landscape
- ✓ Identifies gaps in the current technology infrastructure, including aging and inefficient technology
- ✓ Finds areas where the current technology is impeding productivity
- ✓ Reveals inefficiencies and duplication of hardware
- ✓ Provides roadmap for future technical adoption
- ✓ Streamlines the technology budgets
- ✓ Prepares the organization for when current technology reaches its end-of-life

Implementation Plan

Implementation Plan

Prioritization

The following pages outline MNP's recommended **Implementation Plan**. The Implementation Plan is organized into six work streams, shown on the right.

A **key component** to ensuring the success of this Modernization initiative is setting the **foundational elements** that will support the Township long-term. MNP has **prioritized** the foundational elements as critical to complete before implementing a new website and online service platform. The *Governance and Guidelines* and *Process and Data Review* streams will encompass the foundational elements.

MNP has identified the Implementation Plan in a **prioritized and logical sequence** that will optimize and enable the Township's **long-term success** with this project, and in alignment with the Townships strategic goals and needs, as well as with technical complexities including integrations and cyber security/privacy considerations.



Governance and Guidelines



Process and Data Review



Vendor Procurement



Design and Implementation



Management and Oversight



Change Management

Implementation Plan

Work Streams

The following Work Streams are recommended for the Township to undertake to enable an engaging, accessible and user-friendly experience for internal and external stakeholders through a modern, digital platform – i.e., a new website and online services.



Governance and Guidelines

The purpose of this stream is to establish the **governance structure** and **accompanying materials** (policies, standards, guidelines, etc.) to **enable the Township** to ensure strategic alignment and consistency.



Data and Process Review

The purpose of this stream is to **review and document** current Township knowledge, data and processes in order to consolidate relevant information prior to modernization.



Vendor Procurement

The purpose of this stream is to lead the **procurement** of a vendor who can design and implement a **new website and online services platform** to enable effective modernization.



Design and Implementation

The purpose of this stream is to **design and implement** a new website and online services platform in partnership with the selected vendor. It will also include the appropriate **training and support** for key stakeholders.

Management and Oversight

The purpose of this stream is to provide **leadership and sustainable management** of the various work streams to ensure they **integrate effectively** in support of the Township's **goals and strategy**, as well as **defined key outcomes**.



Change Management

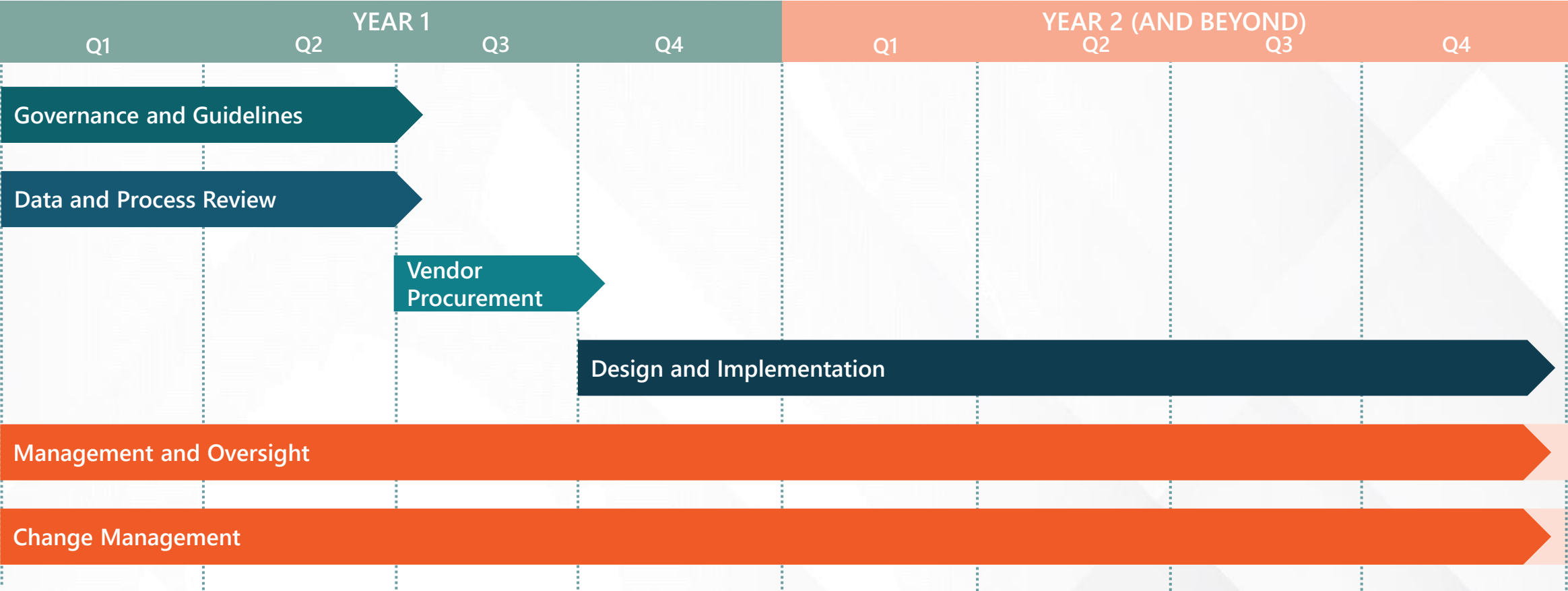
The purpose of this stream is to lead the change management **strategy, planning and implementation**, including understanding and monitoring **organizational readiness and resistance**. It also encompasses leading the **communications strategy and plan**.

Implementation Plan

Roadmap

The identified workstreams have been outlined in a sequential order throughout the next 24 months and beyond to successfully transform the Township and achieve the outcomes identified within this report.

Note: This could be accelerated to take place over a 12-month period of time.



Implementation Plan

Activity Overview

The following slides outline detailed descriptions of activities within each workstream that explain how the organization will achieve the identified outcomes and execute a successful Modernization program.

Listed below is a description of how each activity is categorized and definitions of what each element includes.

Activity	Description	Estimated Timeframe	Recommended Approach	Estimated Incremental Cost
The identified activity within each work stream.	A description for each specific activity.	The estimated timeframe categorized by: <ul style="list-style-type: none"> Short-term (3 – 6 months) Medium-term (6 – 12 months) Long-term (12 – 24 months) 	The recommended approach to execute the activity: <ul style="list-style-type: none"> Internal Resources Hybrid (Internal and External Resources) External Resources 	The estimated cost or considerations necessary to execute the activity.

Throughout the development of the implementation plan, MNP made the following assumptions in order to estimate timeframe and cost:

- The Modernization initiative will occur over a two-year time period but could be accelerated to a one-year time period.
- Some activities will be conducted internally by the Township based on available capacity and resources.
- Activities will only be costed for external and hybrid approaches to represent the estimated cost of engaging with external consultants.
- The estimated average external consultant rate is \$200/hour (note, this is not an MNP hourly rate quote).

Implementation Plan

Detailed Activities



Governance and Guidelines

The purpose of this stream is to establish the **governance structure** and **accompanying materials** (policies, standards, guidelines, etc.) to **enable the Township** to ensure strategic alignment and consistency.

*Reminder: Activities will only be costed for **external and hybrid approaches** to represent the estimated cost of engaging with external consultants.*

	Activity	Description	Estimated Timeframe	Recommended Approach	Estimated Incremental Cost
GG-1	Determine Technology Governance Structure	Determine the resource(s) within the Township who will be accountable for technology management, including the current and future website and online services. Identified resource(s) will be responsible for prioritizing strategic technology initiatives and making technology decisions that will benefit the Township.	Short-term	Internal	-
GG-2	Develop Technology Use Policy	Develop a Technology Use Policy to guide the organization to ensure appropriate, effective use of technology within the Township. <ul style="list-style-type: none"> <i>This may include outlining principles, goals and responsibilities for technology use.</i> <i>Ensure alignment to the Technology Governance Structure.</i> 	Short-term	Hybrid	~\$10,000
GG-3	Data Governance and Management Policy	Develop Data Governance and Management policy, with any necessary procedure documents, to outline how data and information will be stored, maintained, accessed and used within the Township. <ul style="list-style-type: none"> <i>Ensure alignment to the Technology Governance Structure and Technology Use Policy.</i> <i>This includes identifying how data and information from the website and online services will be managed.</i> 	Medium-term	Hybrid	~\$18,000
GG-4	Develop Brand Standards	Develop Township Brand Standards that outline the approved colours, fonts, images and logos for internal and external use to ensure standardization across channels and documents.	Short-term	Internal	-

Implementation Plan

Detailed Activities



Data and Process Review

The purpose of this stream is to **review and document** current Township knowledge, data and processes in order to consolidate relevant information prior to modernization.

	Activity	Description	Estimated Timeframe	Recommended Approach	Estimated Incremental Cost
DPR-1	Document Internal Knowledge	Review and document internal knowledge of Township capabilities and nuances to ensure there is appropriate documentation of relevant information. <ul style="list-style-type: none"> <i>This specifically includes information related to the Marina.</i> <i>This is critical to reducing the risk of intellectual capital loss.</i> 	Medium-term	Internal	-
DPR-2	Document Township Processes	Review and document Township processes in preparation for Modernization. <ul style="list-style-type: none"> <i>This includes public-facing and internal processes.</i> <i>This should include developing process maps – including public facing and internal operations process elements – for each unique service provided by the town.</i> 	Medium-term	Internal	-
DPR-3	Develop Standardized Data Storage Structure	Develop a standardized data storage structure for digital files and information, leveraging or upcoming digital filing systems (e.g., Office 365). <ul style="list-style-type: none"> <i>This includes saving Township knowledge (DRP-1) and processes (DRP-2) in the digital structure.</i> <i>Data storage structure should be aligned with the Data Governance and Management Policy (GG-3).</i> 	Short-term	Internal	Within current plans and budget for Township
DPR-4	Identify Process Standardization Opportunities	Review existing Township processes to identify opportunities to standardize, streamline and automate where possible. <ul style="list-style-type: none"> <i>Current state findings identified throughout this report can be leveraged.</i> 	Short-term	Internal	-

Implementation Plan

Detailed Activities



The purpose of this stream is to lead the **procurement** of a vendor who can design and implement a **new website and online services platform** to enable effective modernization. MNP has provided an at-a-glance **Procurement Journey Map** to illustrate the significant steps the Township has taken towards securing a new website and online services platform in Appendix 1, as well as **example Procurement Objectives and Guiding Principles** in Appendix 2.

Vendor Procurement

	Activity	Description	Estimated Timeframe	Recommended Approach	Estimated Incremental Cost
VP-1	Develop Procurement Plan	Develop Procurement Plan to determine approach and plan for going to market for a new vendor to design and implement a website and online service platform. <ul style="list-style-type: none"> <i>The Procurement Plan will adhere to the Township's existing Procurement Policy.</i> 	Short-term	Internal or External <i>Note: The activities on this page could be outsourced if the Township determined it needed support with Vendor Procurement.</i>	~\$40,000
VP-2	Create and Issue Procurement Documentation	Prepare and issue required procurement documents and accompanying materials, in alignment with the Procurement Plan. <ul style="list-style-type: none"> <i>This includes developing evaluation criteria for potential vendors.</i> <i>This includes identifying which services and activities will be included in the vendor's responsibilities, such as content review, technical needs assessment, training and support.</i> 	Short-term		
VP-3	Facilitate Procurement Activities	Facilitate procurement activities, including any vendor and solution demonstrations and evaluations, in alignment with the Procurement Plan.	Short-term		
VP-4	Facilitate Contract Negotiations	Identify selected vendor based on procurement evaluation. Develop and approve a contract with the selected vendor.	Short-term		

Implementation Plan

Detailed Activities



Design and Implementation

The purpose of this stream is to **design and implement** a new website and online services platform in partnership with the selected vendor. It will also include the appropriate **training and support** for key stakeholders.

** Additional Design and Implementation activities are continued on the next page.*

	Activity	Description	Estimated Timeframe	Recommended Approach	Estimated Incremental Cost
DI-1	Conduct Content Review	Review current website content to identify gaps and inaccuracies. <ul style="list-style-type: none"> <i>This includes identifying content that is outdated and does not need to be transferred to the new website.</i> <i>This includes identifying, creating and documenting new content for the new website to address current gaps.</i> <i>This may be executed with the selected vendor; however, that is dependent on the vendor / Township contract and the majority of this work would be Township work, because of your knowledge of what is accurate vs. not.</i> 	Medium-term	Internal	-
DI-2	Conduct Technical Needs Assessment	Conduct technical needs assessment to complete an in-depth technical analysis to determine current and future technical needs. <ul style="list-style-type: none"> <i>This includes identifying cyber security and privacy needs.</i> <i>This may be executed with the selected vendor; however, that is dependent on the vendor / Township contract.</i> 	Short-term	External	~\$20,000 - \$30,000
DI-3	Design Website and Online Services	Work with selected vendor to design a new website and online service platform that will meet the needs of internal and external stakeholders. <ul style="list-style-type: none"> <i>Stakeholders will be consulted and utilized to provide subject matter expertise throughout website and online service design.</i> 	Long-term	Hybrid (Vendor to be selected during procurement)	TBD (Based on vendor contract)

Implementation Plan

Detailed Activities



Design and Implementation (*Continued*)

The purpose of this stream is to **design and implement** a new website and online services platform in partnership with the selected vendor. It will also include the appropriate **training and support** for key stakeholders.

	Activity	Description	Estimated Timeframe	Recommended Approach	Estimated Incremental Cost
DI-4	Implement Website and Online Services	Implement the design website and online services to provide internal and external stakeholders with a modern, accessible and intuitive platform to find information and conduct relevant services.	Long-term	Hybrid (Vendor to be selected during procurement)	Website: \$75,000-\$100,000 Other platforms: TBD depending on software selected
DI-5	Execute Required Training and Support for Modernization	Provide stakeholders with the required training and support necessary to ensure a successful utilization of the website and online services. <ul style="list-style-type: none"> <i>Liaise with stakeholders to determine preferred channels and methods for training and support to ensure effective learning and adoption of new technologies and processes.</i> <i>This may be executed with the selected vendor; however, that is dependent on the vendor / Township contract.</i> 	Short-term	Hybrid (Vendor to be selected during procurement)	~\$10,000
DI-6	Develop Sustainable Management Plan	Develop a sustainable maintenance and management plan to ensure Township staff are equipped and enabled to maintain and update the website and online services platform regularly, on an ongoing basis, through user-friendly, efficient internal processes. <ul style="list-style-type: none"> <i>Identify a resource(s) responsible for this role, and identify back-up support.</i> <i>During the procurement process, ensure the selected vendor will provide post launch tech support and issues management, as well as training and orientation content.</i> 	Short-term	Hybrid (Internal plan and resources, supported by the selected vendor)	~\$18,000/year

Implementation Plan

Detailed Activities



Management and Oversight

The purpose of this stream is to provide **leadership and management** of the various work streams to ensure they **integrate effectively** in support of the Township's **goals and strategy**, as well as **defined key outcomes**.

	Activity	Description	Estimated Timeframe	Recommended Approach	Estimated Incremental Cost
MO-1	Resource Modernization Initiative	Determine the resources required to manage and execute the Digital Transformation Program throughout the entire duration. <ul style="list-style-type: none"> <i>This may include staff augmentation, full-time staff deployment, part-time staff deployment and consultants.</i> <i>This includes determining required change management resourcing to enable success in alignment with the Change Management Stream.</i> 	Short-term	Internal	-
MO-2	Establish Modernization Governance	Establish governance structure and decision making process to ensure effective Modernization. <ul style="list-style-type: none"> <i>This may include the identification of key stakeholders for involvement to ensure meaningful stakeholder engagement opportunities are provided, as required.</i> 	Short-term	Internal	-
MO-3	Ongoing Management	Continually manage Modernization risks, issues, concerns and mitigation strategies to ensure effective management and oversight and enable successful implementation.	Ongoing	Internal	-
MO-4	Reporting	Report on overall progress towards Modernization implementation.	Ongoing	Internal	-

Implementation Plan

Detailed Activities



Change Management

The purpose of this stream is to lead the change management **strategy, planning and implementation**, including understanding and monitoring **organizational readiness and resistance**. It also encompasses leading the **communications strategy and plan**.

	Activity	Description	Estimated Timeframe	Recommended Approach	Estimated Incremental Cost
CM-1	Develop Change Management and Communications Plan	Develop and implement a Change Management and Communications Plan to manage the Modernization initiative. <ul style="list-style-type: none"> <i>This includes identifying methods and channels for informing internal and external stakeholders of the purpose, progress and impacts.</i> 	Medium-term	External	~\$25,000
CM-2	Draft and Deliver Communication Materials	Draft and deliver approved communication materials and key messages through approved channels to the appropriate stakeholders, in alignment with the Change Management and Communications Plan.	Ongoing	Internal	-
CM-3	Execute Change Management Activities	Identify and execute change management activities to ensure internal and external stakeholders are guided through the Modernization initiative, in alignment with the Change Management and Communications Plan.	Ongoing	Internal	-

Summary

Implementation Plan Cost Summary

Listed below is the summarized estimated incremental costs per work stream for the Township's Modernization Initiative, including the Website and Online Services design and implementation.

Work Stream	Estimated Incremental Cost	Estimated Cost with 25% Contingency
Governance and Guidelines	\$28,000	\$35,000
Data and Process Review	-	-
Vendor Procurement	\$40,000 <i>Note: The purpose of this stream is to lead to the procurement of a vendor who can design and implement a new website and online services platform to enable effective modernization. The Vendor Procurement activities could be conducted internally or external. The estimated cost to hire external resources has been included in the total estimates on this page</i>	\$50,000
Design and Implementation	\$123,000 - \$158,000	\$153,750 - \$197,500
Management and Oversight	-	-
Change Management	\$25,000	\$31,250
Total	\$216,000 - \$251,000	\$270,000 - \$313,750

While MNP recommends undergoing the Modernization initiatives with all outlined activities to ensure the Township is effectively enabling long-term success, there is recognition to the fact that resources may be limited.

If the Township were to conduct only the **Design and Implementation Work Stream**, which is essentially the **design and build of a new website and online services**, the costs are estimated to be approximately **\$123,000 - \$158,000** but will ultimately depend on the selected Vendor and the agreed upon contract.

Implementation Plan

Anticipated Savings and Benefits of Modernization

The anticipated cost savings of the Township's planned modernization are listed below. In addition to dollar savings, there are benefits such as improved business relationships between the Township and its key partners and stakeholders, increased customer satisfaction and accessibility, and an enhanced reputation of the Township.

Opportunity	Anticipated Savings
Secure payment functionality for: <ul style="list-style-type: none"> Utilities and Taxes Building and demolition fees Marina fees Gym memberships Dog license 	<ul style="list-style-type: none"> Greater accuracy of payments Possible time savings through error reduction Employees have time to focus on higher value work Increased stakeholder satisfaction as they do not have to physically visit Township office to make payments in-person, and would not have to worry about regular business hours Potential for automated data and information flow into financial system
Application functionality to streamline permit application process for: <ul style="list-style-type: none"> Building and demolition Fire Curb cutting 	<ul style="list-style-type: none"> Increase in interest from potential investors and developers when the permitting process is more user-friendly – more permits bring in more direct revenue, and long term indirect income to the town as a whole Increased stakeholder satisfaction in conducting processes online Increased back-office efficiencies for processing various applications and Township services
Reservation and booking functionality for: <ul style="list-style-type: none"> RV Park and Campground Marina Conference rooms, Curling lounge, Seniors room, Bowling alley, Arena ice surface, etc. Recreational activities 	<ul style="list-style-type: none"> Increased transparency for Township staff into the amount of bookings and reservations Increased visibility for stakeholders into the amenities the Township has to offer Attraction of potential residents and tourists due to ability to reserve amenities online Opportunity to track reservation and booking information to conduct data analysis to identify trends in space utilization, membership numbers, repeated users, etc. to drive strategic, informed decisions
Accurate and up-to-date Township information	<ul style="list-style-type: none"> Increased stakeholder satisfaction as they will be able to easily find relevant and accurate information Reduction in amount of calls, emails, in-person interactions to inquire about up-to-date information Attraction of potential residents and tourists due to ability to find the right information online
User-experience enhancements	<ul style="list-style-type: none"> Increase in return website visitors Increased stakeholder satisfaction to interact with intuitive, easy to use digital platform Attraction of potential residents and tourists due to user-friendly interface drawing them in, and making them aware of all that Red Rock has to offer

While there are many anticipated savings noted above, it is important to estimate an approximate dollar amount saved by implementing modern technology. This number was calculated by estimating the number of hours saved per task due to stakeholders conducting their activities digitally (bookings, payments, finding information, etc.). As a result, it is estimated that the Township would save a minimum of \$12,600 annually. However, this value could increase dependent on the number of stakeholders utilizing digital functionalities.

Change Management Considerations

Change Management Considerations

Overview

Throughout stakeholder engagement, there was a **clear desire to improve** the current website and overall service delivery processes, both from internal and external stakeholders. It was highlighted that current processes and navigation of the website was a significant pain point for stakeholders. Stakeholders generally understood the need for change and why modernization is important. However, there is **slight apprehension** within the Township about the changes involved, for example learning how to use and best leverage new technology and processes.

Therefore, **change management tactics and a training plan** will be critical in ensuring an effective and successful modernization of service delivery. It will be important to have **formal and consistent communication** with all involved stakeholders. Communication must highlight the purpose, value and benefits of the overall initiative. It is also key to communicate what the future will look like for internal and external stakeholders, to mitigate any apprehension and hesitancy.

The following pages outline change management principles to ensure that transformational changes are successful.

Change Management Principles

Organizational Readiness Framework

The five framework elements work together to determine the organizational readiness to implementing change as well as the collective capacity to ensure the change will be successful and sustainable. The organization must **prioritize** these elements when embarking on an **organization-wide change initiative** in order to **achieve long term organizational success**.



Vision

Transformation goals are clearly defined, outlined, understood and achievable.

Leadership

Leadership believes in, understands, and advocates the transformation. Leaders demonstrate needed change management knowledge and skills to address challenges.

Culture & Climate

Employees understand the need for and are receptive to change. Employees are willing and open to new ways of working.

Knowledge & Skills

The organization has the internal expertise or ability to access external expertise to understand the concepts and processes involved in change and implementation.

Resources

The organization has or will obtain the resources necessary to implement the transformation, including staff, funding, infrastructure, etc.

Change Management Principles

Organizational Readiness Assessment

MNP conducted an organizational readiness assessment for the Township, including the identification of key focus areas to **achieve long term organizational success**. *It is important to note that this assessment is a point in time understanding of where the organization is in relation to this stage of the project. Organizational readiness should continue to be assessed as the overall modernization initiative progresses, through from planning to implementation, in order to effectively and meaningful conduct change management activities.*

Element	Description	MNP Assessment
Vision	<i>Transformation goals are clearly defined, outlined, understood and achievable.</i>	The Township chose to undergo a Website and Online Service Delivery Review to identify Modernization goals and outcomes . This is a key first step; however, it is important to communicate goals to stakeholders to ensure effective change management .
Leadership	<i>Leadership believes in, understands, and advocates for the transformation. Leaders demonstrate needed change management knowledge and skills to address challenges.</i>	Township leadership understands the need for modernization to provide stakeholders with modern technology to effectively access information and conduct services. Leaders recognize the need for change management initiatives to enable stakeholder buy-in and acceptance of change.
Culture & Climate	<i>Employees understand the need for and are receptive to change. Employees are willing and open to new ways of working.</i>	Stakeholders generally understand and appreciate the need for change and why modernization is important for the Township to undertake. However, there is slight apprehension about the changes involved (e.g., learning to use new technology and processes could be challenging at first).
Knowledge & Skills	<i>The organization has the internal expertise or ability to access external expertise to understand the concepts and processes involved in change and implementation.</i>	The Township does not have the knowledge or skills internally to conduct all activities with this Modernization initiative. There is an opportunity to leverage subject matter experts to assist the Township and provide training / support for stakeholders. With training and support, the Township can achieve the level of internal knowledge and skills needed to maintain new technology and processes.
Resources	<i>The organization has or will obtain the resources necessary to implement the transformation, including staff, funding, infrastructure, etc.</i>	The Township will engage with Council to approve the funding necessary to design and implement a new website and online services. Throughout the initiative, the Township can partner with consultants and vendors to effectively resource the activities with subject matter expertise.

Based on MNP's assessment, a key focus area for the Township would be to **leverage the right resources** to **effectively implement** various activities throughout the implementation plan. Utilizing the right resources will **aid in effective change management** as stakeholders will be provided with opportunities to enhance their **digital knowledge, skills and abilities**.

Change Management Principles

Transformation Principles for Success

The principles listed below are **foundational** to ensuring an organization is ready to **facilitate a change journey** that is focused on **empowering employees** with the **information and capacity** to **successfully and meaningfully participate**.

Change Story

Outline a clear change story with detailed reasoning, goals, outcomes, and accountability to align and articulate the desired future state.

Accessible Information

Make relevant information easily accessible throughout the organization and communicate frequently with stakeholders using concise and tailored language with open dialogue.

Change Champion

Identify an executive leader to act as change champion that will advocate organization-wide and create the right mindset, vision, and shared understanding while reducing resistance.

Empower Employees

Ensure individuals and teams are invited to participate actively in the change in order to create higher levels of engagement and as cultural and operational behaviours shift.



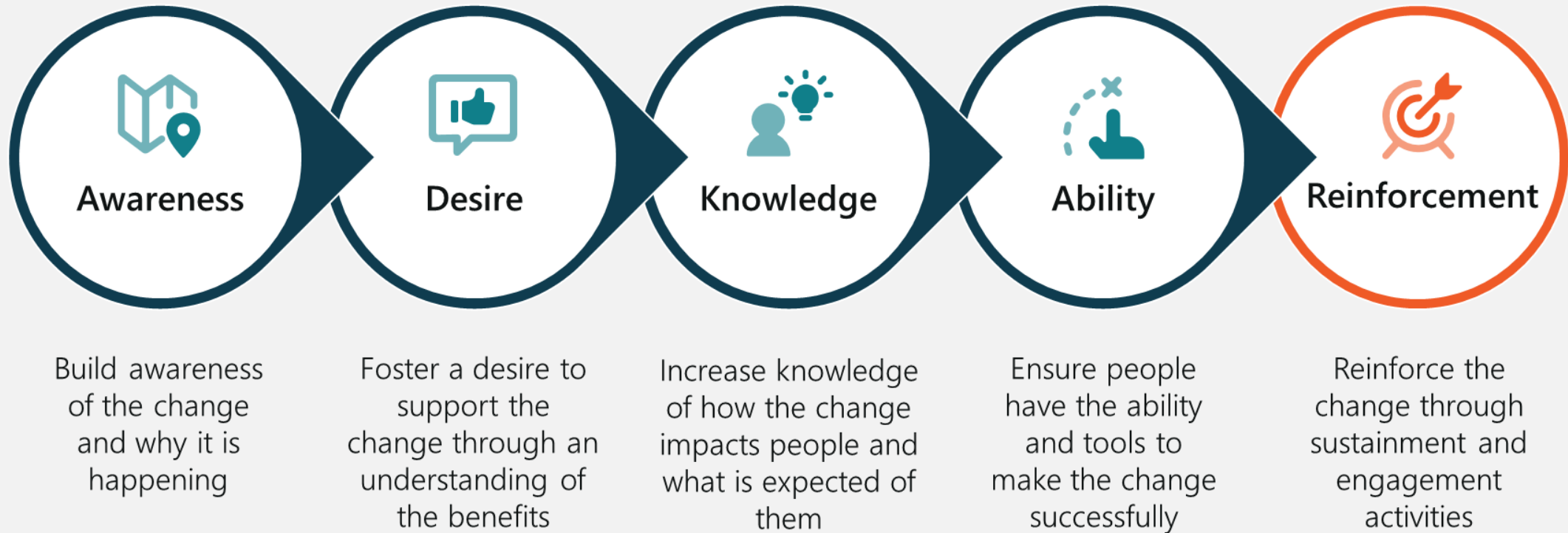
Capacity

Develop strategies to determine the skills, capabilities and resources needed as organizations must invest to meet future goals.

Change Management Principles

The Change Journey

The **ADKAR Model** of change is a well-known and widely used tool that helps organizations **analyze their change initiative** and better understand it. The five ADKAR elements—**awareness, desire, knowledge, ability, and reinforcement**—are the **building blocks** for creating change from the **human perspective**.



Change Management Principles

Change Management Activities

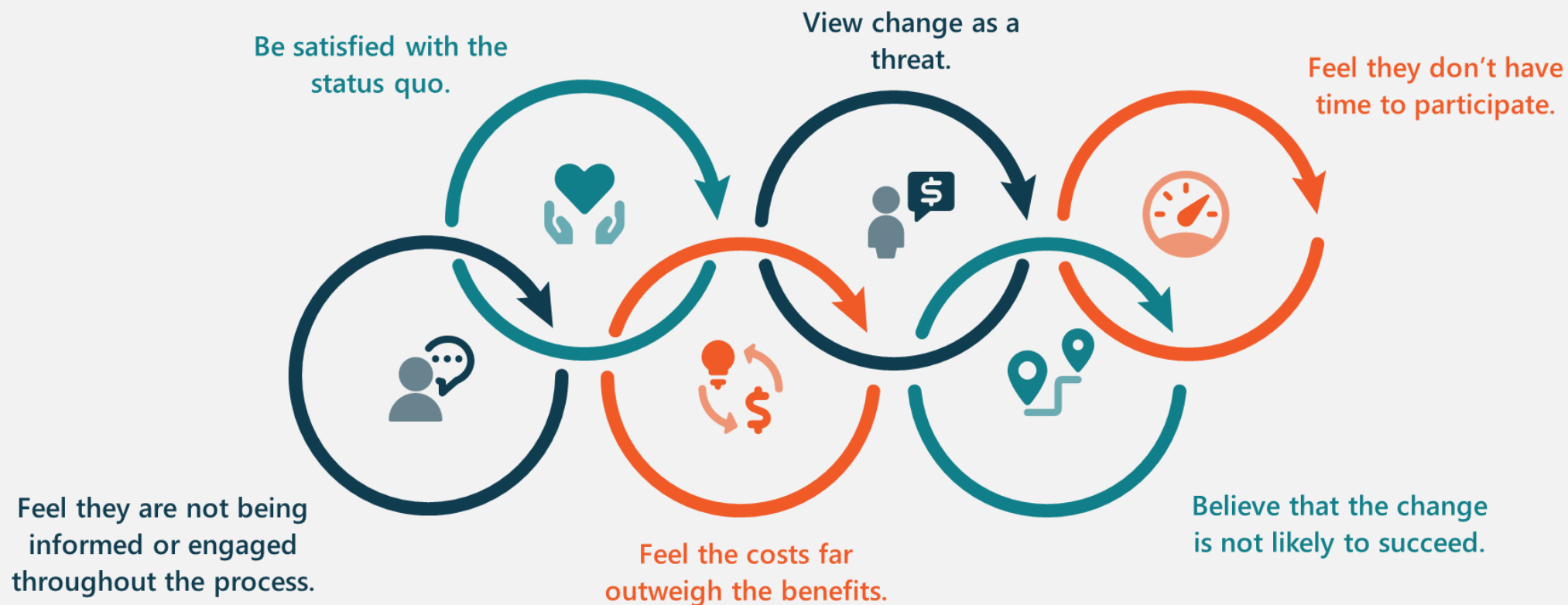
A change approach that is **consistent, clear and meaningful** requires a dedicated focus on the following key change management activities so that **employee resistance** can be **actively managed** through **communication, engagement, knowledge transfer and training** as well as **strong leadership and direction**.



Change Management Principles

Resistance to Change

It is important to note that **resistance to change is to be expected** throughout the change journey. Leaders should familiarize themselves with these common ways in which **employees may feel or show resistance** and be comfortable talking about them with their teams in order to **address resistance transparently and respectfully**.



Appendices

Procurement Journey Map

The Township is well on its way to designing and launching a new website and online services platform, and has taken significant steps towards that goal. The Website and Online Services Delivery Review project included completing **Step 1 – Current State Understanding** and **Step 2 – Requirements Gathering** steps shown below (although a more in-depth technical needs assessment is recommended as part of the Design and Implement project with your selected vendor). MNP has provided some example content to prepare for Step 3 – Procurement Strategy and Planning.



Sample Procurement Objectives & Principles

Outlined below is a list of key **Procurement Objectives** and **Guiding Principles** to be considered in the selection of a vendor to design and implement the website and online services platform.

-  High Level of **Responsiveness**
-  Knowledgeable of **Cyber Security & Privacy**
-  Understand the **Municipal Government Context**
-  Meet the Township's **Budget Expectations**
-  Have **Capacity** to Partner
-  Have a solution that meets the Township's **Current and Potential Future Requirements**

Guiding Principles

