Collaborative Service Delivery Review for Digital Transformation

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1.0   Introduction

Middlesex County, in collaboration with seven local municipalities, including the Municipality of Adelaide Metcalfe, the Municipality of the Township of Lucan Biddulph, the Municipality of Middlesex Centre, the Municipality of North Middlesex, the Municipality of Southwest Middlesex, the Municipality of Thames Centre, and the Municipality of Strathroy-Caradoc, initiated an innovative project that will leverage the strong collaboration already in place within the County.

The project intent was to review and analyze municipal business processes and citizen services across each respective municipality to identify a "Top 10" list of business processes or citizen services that can be moved online in a way that would benefit all participating municipalities through a collaborative and cost sharing initiative.

On December 12, 2019, the County submitted two applications to the Ministry of Municipal Affairs and Housing (MMAH). The County leveraged the funding provided by MMAH under the Municipal Modernization Program (MMP). The MMP is a great opportunity for small municipalities to invest in the future. The County and the area municipalities are appreciative of the funding provided for this project.

Through this third-party service delivery review initiative; it is anticipated that the Collaborative Municipalities will receive shared and common recommendations that will result in cost savings, create better business continuity, and deliver efficient and effective services to the residents through digital service delivery vehicles.

1.1. Project Overview

Today, more than ever before, municipalities are faced with the need to do more to meet customer expectations for fast and reliable service delivery. Municipalities are expected to deliver excellent public service as compared to their private sector counterparts while still respecting limited public funds.

There are increasing demands and expectations for efficient and customized services along the lines of the types of services provided by Amazon, Uber and other current technology-based service providers. Technology has become a key focus in being able to deliver effective and efficient municipal operations. The best run municipalities rely on technology to enable staff productivity, great customer service and cost effectiveness, with a focus on customer-centric service delivery driving the transformation of public service.

In view of these expectations but also with limited resources, municipalities have been learning how shared arrangements can deliver enhanced services to customers, improve cost effectiveness for taxpayers and secure access to services that smaller organizations can't achieve on their own. This has become a common theme, especially with smaller municipalities who have the same expectations for service delivery as the larger communities.

By sharing experiences and understanding the value of collaboration, municipalities are finding ways to share the costs of service delivery, share the necessary expert resources and streamline services all while maintaining the critical cultures of their own communities. The County has a successful experience with this collaborative model.

Currently the County provides a full-service Information Technology Services portfolio including; traditional network and security services, digital transformation and business process improvement, GIS services among others to the majority of local municipalities in Middlesex. These shared programs enable the local municipalities to have access to a higher level of service and support, at a reasonable cost, in these two highly technical areas than they would be able to accomplish on their own.

Several municipalities in Ontario have already embarked on these sharing initiatives, including:

- Collaborative purchasing enabling organizations to afford better solutions that provide more complete capabilities than they could individually afford

- Shared systems that can:

    o Address common needs across municipalities, reducing the need to purchase and implement separate systems (for example, shared document and records management systems in Northumberland County, or shared GIS solutions in York, Simcoe and Niagara Regions)

    o Streamline business processes, reduce delays and handoffs across tiers of government (for example, in handling planning and permitting processes)

    o Improve the coordination of work between partners and neighbours (for instance, asset maintenance and roadworks on County and local roads)

    o Improve customer experiences (perhaps by allowing customers to search and book ice time, facilities or recreation programs across all of the communities in the County, or to apply to transport abnormal loads through the community more easily)

    o Share core IT services, as at the District of Muskoka that shares Financial Systems with some of its area municipalities, or Grey County (among others) that share GIS services and infrastructure between the County and its area municipalities

Both the upper and lower tier governments in Middlesex County identified the opportunity for sharing services to realize efficiencies and savings. This is the intent and objective of this project. Working with stakeholders at the County and the Local Area Municipalities (LAM), the goal for the project is to identify 10 viable, implementable shared solutions that will deliver cost savings, improve business continuity and deliver efficient and effective customer services.
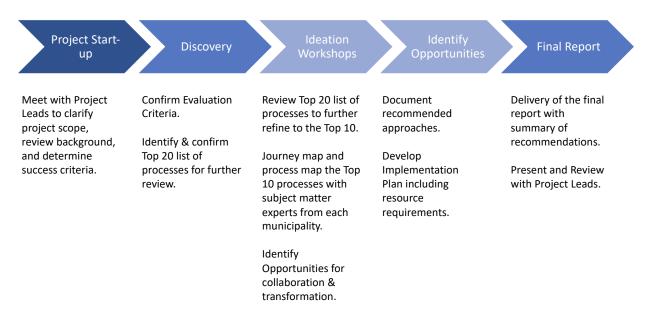
Business Process Optimization (BPO) Review

2.0   BPO Methodology

Perry Group uses a simplified BPO methodology informed by the Lean Six Sigma and Business Process Re-Engineering (BPR) best practices. Emphasis was given to working collaboratively with the seven Local Area Municipalities (LAM) and the County.

The project followed these steps:

1. Project kick-off with the CAOs of the seven LAMs was held.
2. High-level objectives for the project were defined in collaboration with the seven CAOs.
3. Process selection criteria was developed in collaboration with the seven CAOs.
4. Ten business processes were selected for the review using a systematic prioritization metric.
5. BPO workshops were held for each selected process.
6. Shared improvement ideas were developed and reviewed.

Project Start-up	Discovery	Ideation Workshops	Identify Opportunities	Final Report
Meet with Project Leads to clarify project scope, review background, and determine success criteria.	Confirm Evaluation Criteria. Identify & confirm Top 20 list of processes for further review.	Review Top 20 list of processes to further refine to the Top 10. Journey map and process map the Top 10 processes with subject matter experts from each municipality. Identify Opportunities for collaboration & transformation.	Document recommended approaches. Develop Implementation Plan including resource requirements.	Delivery of the final report with summary of recommendations. Present and Review with Project Leads.

2.1.   Objectives of Digital Transformation

Middlesex County in collaboration with the area municipalities are seeking advice from a third-party consultant in transforming current business processes to gain efficiencies and cost savings. The objectives of the project have been defined in the Request For Quote (RFQ) as below:

"Through this third-party service delivery review initiative and resulting report, it is anticipated that the Collaborative Municipalities will receive shared and common recommendations that will result in cost savings, create better business continuity, and deliver efficient and effective services to our residents through digital service delivery vehicles."

Deriving from the RFQ, the participants of the process optimizations focused on finding opportunities through digital transformation to meet the following objectives:

- Identify opportunities for all seven LAMs and the County

- Look for ways to reduce the cost of service delivery

- Identify opportunities to share services and/or systems to gain cost efficiencies

- Find ways to improve the customer experience

- Identify ways to make business processes more efficient, effective and sustainable

A collaborative workshop was held with the seven CAOs of the LAMs to define what Digital Transformation meant to the group. The following ideas were generated as a result.

The group identified Digital Transformation to be:

- Paperless

- Efficient

- Faster service

- Self-service

- Electronic payments

- Electronic applications: licences, permits, etc.

- Reduced overheads

- Automation of business processes

- Positive customer experience

- Allows remote work

- Mobile work

- Real-time responses

- Expanded service hours

- Improved accountability and transparency

- Data tracking, analytics, and Business Intelligence (BI)

- Integrated systems and business processes

- Understand the customer better

- Dashboards, Key Performance Indicators (KPIs)

2.2. Business Process Selection for Review

Municipalities offer hundreds of services to external customers as well as internal staff. The challenge was to identify the Top 10 processes to be reviewed. The selection of the top ten was done in three stages:

Step 1: Define the process selection criteria

Step 2: Select the Top 20 processes

Step 3: Narrow down to the Top 10 processes

2.2.1. Step 1 – Define the Process Selection Criteria

The first step of selecting the business process for review, was to define a selection criteria.

Starting from Perry Group's standard process selection criteria, the group of CAOs finalized a common set of criteria. The idea was to apply the criteria to all processes and come up with the Top 10 business processes to be reviewed. The team came up with the following seven criteria:

1. Annual transaction numbers
2. Most requested online services by citizens
3. Most requested internal services by staff
4. Benefit to customers/staff
5. Success rating
6. Readiness
7. Number of departments benefitted

Each attribute would have a rating range of 1-3 with 1 being low and 3 being high.

A detailed explanation of how to apply these ratings was defined collaboratively and is explained below.

Annual Transaction Numbers

- Gives a quantifiable measure of the number of times a process is executed, e.g., # of parking tickets issued, # of building permits issued
- 3 (Over 500 annual transactions), 2 (500-100), 1 (less than 100)

Most Requested Online Services by Citizens

- Based on the staff knowledge, citizen surveys, what other municipalities have provided, what are the citizens looking for online?
- 3 (high customer demand), 2 (medium demand), 1 (low demand)

Most Requested Internal Digital Services by Staff

- Based on staff requests, internal surveys, your personal knowledge, what services have the staff asked to be digitized?

- 3 (high staff demand), 2 (medium demand), 1 (low demand)

Benefit to Customer/Staff

- Would the changes improve the customer/staff experience, e.g., currently require a visit vs. online self-service anytime; manual workflow vs digital?
- 3 (visits vs. online), 2 (semi-automated), 1 (no change)

Success Rating

- How successful would the implementation be? A high risk, high complex process will have a low success rate compared to a low risk, low complex process
- 3 (low risk, low complex), 2 (medium risk, medium complex), 1 (high risk, high complex)

Readiness

- Readiness depends on two factors: availability of budget and staff resources
- 3 (budget approved and staff ready), 2 (either budget or the staff is available), 1 (no budget and staff is not ready)

Number of Departments Benefitted

- Would the improvements impact all internal staff (e.g., payroll) or multiple departments or a single division?
- 3 (County/Town-wide), 2 (multiple departments), 1 (single department/division)

2.2.2. Step 2 – Select the Top 20 Processes

The next step was to narrow down the list of services to the Top 20.

The Municipal Reference Model (MRM) was used as the source to identify the services and processes within a typical municipality. The MRM identified over 100 services/processes.

The MRM list was shared with each municipality where the relevant services/processes for each municipality were selected. These relevant services/processes were consolidated to build a common list that was relevant to all municipalities. This consolidated list had 55 business services/processes.

Then, a collaborative workshop was held to refine the list of 55 services/processes to the Top 20. The CAOs individually applied a rating of 0 to 3 (0 – not interested, 1 – low priority, 2 – medium priority, 3 – high priority) based on the overall importance of the process to their individual municipality.

This exercise was done together so that each CAO could see the importance applied by their peers. Each process had a total score based on the priority applied by each municipality. This allowed the team to identify certain processes that some municipalities were not interested in for the review. This was helpful to filter those out so that the Top 20 list included processes that all LAMs were interested in at some level.

The next step was to filter out the services where at least a single municipality had given a score of 0, representing that they are not interested. This was done so that all LAMs would have a common interest in the work going forward. Then the Top 20 list was selected directly based on the consolidated score. The Top 20 list is available in Appendix 2.

2.2.3. Step 3 – Narrow Down to the Top 10 Processes

Using the Top 20 list of processes, individual workshops were held with each municipality. During the individual workshops, the CAOs used the prioritization criteria defined in Step 1 to identify the local municipal priorities for each of the Top 20 processes. This allowed each municipality to define its local priorities based on the criteria. The outcome was a total score for each of the Top 20 processes from each municipality.

The total scores from each municipality were consolidated for each of the Top 20 processes to find the Top 10. The analysis and the methodology allowed a systematic and consistent way to identify the Top 10 business processes to be reviewed. The Top 10 process list and the scores are available in Appendix 1.

As a result, the following 10 business processes were selected for the review:

1. **Asset Service Requests, Complaints and Work Orders process**: This process includes resident requests for services related to physical assets and resulting work orders upto the point where the request is fulfilled

2. **Asset Condition Tracking**: Is the process where each municipality would perform periodic assetment of physical assets to identify risks, replacments and upgrades that are required to maintain the service standards

3. **Asset Preventive Maintenance**: This process includes the predefined maintenance activities that are required to maintain physical assets

4. **Asset Replacement/De-Commission**: Is the process where the municipality analyze the data available including financial information to make decisions on asset replacement and/or de-commision

5. **Asset Reporting (PSAB, etc.)**: Is where a collection of data from the previous activities are used to develop business analytics and firrnancial reporting in line with the legislative reporting requirements

6. **Budget Preparation process**: This process includes the activities that the municipal staff go through on an annual basis to prepare their municipal operating and capital budgets

7. **Council/Committee Meetings and Agenda Management**: Is the process where all activities related to Council and Committee meetings are tracked and reported

8. **Development Planning Applications process**: Includes all activities from the time a development application is submitted to the point where the application is approved

9. **External Communications process**: Is the process of how a municipality share information with public

10. **Policy/SOP Creation and Maintenance process:** Is the process where municipalities develop and maintain policies and procedures

2.3. Current State Assessment

With the Top 10 processes selected, workshops were conducted to review each of the business processes.

- All municipalities and County staff who are part of the particular process being reviewed were invited. During the review sessions, the most common activities were identified and mapped using the Miro online mapping tool.

- All participants could see each step and the mapped-out process flow. The Miro online process mapping tool (illustrated below) helped each participant to collaborate and share their individual municipal practices in real-time with their peers.
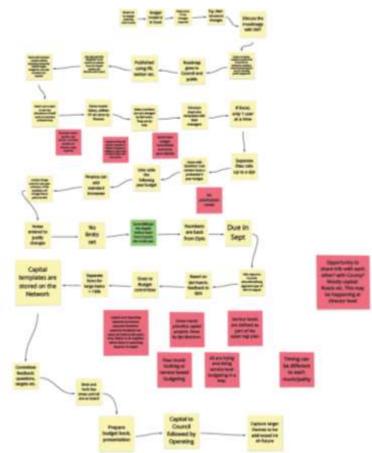

Figure 1: A sample process capture using the Miro tool during the As-is process workshop

- The current challenges of the processes were discussed during the review session

- Potential improvement ideas for the processes were discussed; specific attention was given to shared improvement opportunities

- Opportunities to use digitization and sharing of knowledge and technologies across LAMs was discussed

- After the workshops, the As-is business process maps were prepared; ideas for improvement and sharing opportunities were consolidated and documented
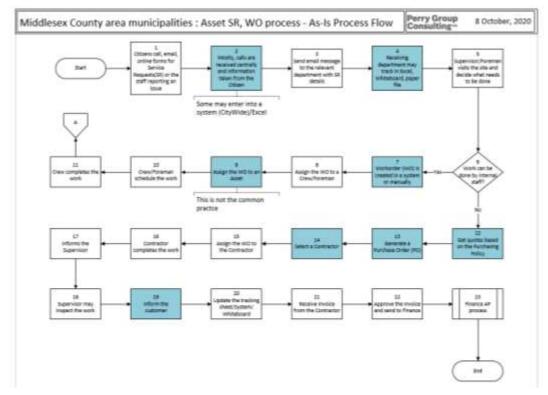

Figure 2: A sample as-is process map

- The Shared Improvement Ideas and the as-is process maps were distributed to all the participants for their review and input; the feedback was incorporated into the final version of the documentation

Business Process Optimization – Shared Improvement Ideas

Business Process Name	External Communications Process
Review Date	October 8, 2020
Process Owner	Communications Coordinator
Process Owner Department	Office of the CAO or Economic Development
Review Team	Heather Kernan (Middlesex Centre), Brianna Hammer (Strathroy), Mike Barrier (North), Sheila Mccahon (South), Lisa DeBoer (Lucan), Ebyan Hassan (County), Bill Cation (Strathroy), Alan Busheti (Thames), Jill Berkchamber-glazen (Southwest)

Business Systems used: Website, Facebook, Twitter, HootSuite.

Proposed Digitization:
An overall digital communications strategy should be developed. With over 80% of Canadians being online, the online channel should be considered a priority for external communications. The following long term recommendations are proposed:

- A county-wide online 311 service for in-coming requests for services and information. Such a service could allow citizens in all municipalities to use a single method to contact their local and regional service providers.
- The online 311 service is primarily for inbound service and information requests. This could be augmented by a county-wide call centre as well.
- Websites of the municipalities could be improved to be the single point of information sharing and collaboration platform for citizens. Municipalities should expand the use of emails and text messages to communicate with their customers while increasing the Social Media presence. This requires the collection of such contact information with consent. A combined campaign by all municipalities could help achieve better results.
- Standardize the Social Media communications through HootSuite for all municipalities. This allows to share experiences and learn from each other.

Sub processes and Integration Opportunities:
- Municipalities are looking for cost effective ways to deliver services. Online service delivery is a key channel used to achieve cost efficiencies. External communications can be integrated with online services. This allows Citizens to receive services and communications using the same channel that they are comfortable with. E.g. A Citizen can receive their Tax Bill as well as the Public meeting announcements through email.

- A County-wide online 311 service could help integrate the services provided through the County and the area municipalities into a common channel.

Overall Benefits of Digitization:

- The cost of digital channel is cheaper than the print channel for communications. E.g. Printed Recreation Program Guide compared to Digital
- Ability to track the usage through analytics that is not available through the print channel. E.g. you can measure the amount of seconds spent on a website by a user but would not know how many people read a newspaper advertisement

Cost Saving Opportunities Through Shared Initiatives:

External communication is a key service area for municipalities. Even though the internal business processes are simple and don't need much improvement, the tools in use and the channels used by all municipalities have multiple opportunities for shared improvements.

- A combined license for HootSuite Enterprise for all municipalities could reduce the cost of individual implementation. The Organization and/or Teams configuration in HootSuite could allow each organization to manage their own channels. See details here: https://help.hootsuite.com/hc/en-us/articles/360056669673
- A combined negotiated contract for account management software such as Constant Contacts also could help reduce the cost of individual contracts for each municipality
- A similar arrangement for external printing services and design services could bring bulk discount opportunities.
- Municipalities could also develop common policies and share among each other. E.g. Social Media Policy.
- A common shared 311 service could be more practical and cost effective than building contact centres for each municipality

Figure 3: A sample Shared Improvement Ideas document

Observations

3.0   Observations

The BPO workshops helped the participants to understand the commonalities as well as the exceptions in their individual processes. The teams shared information regarding the various digital technologies they use in performing the day-to-day activities within the processes. The diversity of automation and the level of use of technology was clear. Following are some general observations based on information received during the BPO workshops.

3.1. Similarities Across Municipalities

The area municipalities are governed by the same legislation, therefore, the rules around the business processes are very similar. For example, the timelines for the Development Application process is defined by the Planning Act and are adhered to by all municipalities. The services provided by each municipality are all very similar.

During the prioritization exercise, it was evident that the priorities of the area municipalities are also very much similar across the County. It was also observed that the municipalities tend to learn from each other and implement the business systems that are successfully used by their peers within the County.

3.2. Differences in the Business Processes

Even though there are so many similarities between the area municipalities, it was observed that each municipality still has its own business processes tailored to its unique organizational structure. This is not surprising. The objectives of the individual business process are similar but how the business process is executed is unique to each municipality. For instance, in the budget preparation process, one municipality receives a target from Council to prepare the budget, whereas the other municipalities propose the budget to Council with no specific predefined target.

Some differences are due to the size of the organization whereas other process differences are based on internal decisions. It was evident that even where the same business systems were used in multiple municipalities, the level of digitization could vary. For example, the same asset management system is implemented in multiple municipalities at different maturity levels.

3.3. Digitization of Business Processes

A common observation is that all municipalities have opportunities to improve the level of digitization. These opportunities lie in end-to-end digitization of business process and providing online self-service opportunities to residents. Some municipalities have made conscious decisions to maintain over-the-counter and phone services due to the lack of broadband access in the communities.

There are some good examples of digital business processes among the municipalities. For example, the asset management system implemented by Southwest Middlesex has digitized the end-to-end Locates business process. The use of a Council Agenda Management system by Middlesex Centre is an example of how most of the Council

and Committee matters could be centralized into a single system that allows a central repository of related information.

3.4. Common Business Systems

Another important observation is that the area municipalities are open to share their system implementations with each other. This has been a trend over the years. When one municipality takes the lead and implements a system, others will replicate.

Following are some examples of this observation:

- Five area municipalities are using the same **financial management system** as their main financial and human resource management system

- The new **building permits system** (which is fairly new) is a hosted Software as a Service (SaaS) product that has been adopted by multiple area municipalities

- The **Council agenda management system** is another example where the County is leading the conversion from their homegrown system to a vendor solution

- The same **asset management system** is used by multiple municipalities for their asset-related business process automation

- The latest development is the conversion of the individual municipal **websites** to a common platform that would be supported through the County's IT department

Considerations & Recommendations

4.0   Considerations and Recommendations

4.1. Considerations

The following section outlines key factors and considerations that the County and local area municipalities (LAM) might consider as they move forward with the recommendations and projects identified within this report but also as they move forward with future planning.

4.1.1. Establish a vision for shared services

It is remarkable how the County and the area municipalities are working together to find shared efficiencies. There are already many good examples of collaborative shared services that has shown tremendous opportunities for all participating municipalities, e.g., IT Services, Planning Services and Legal Services. The discussions to date have identified opportunities for more efficient business processes, sharing knowledge and for potential cost savings for each municipality.

There is significant opportunity for the consortium to expand on the platform that has been developed through greater integration of technology and service offerings.

For example, a property owner in Thames Centre wants to sever their property. This consent process will involve the County, the local municipality and the Committee(s) of Adjustment. The property owner should be able to go online and access a portal for applications, permits and information about by-laws. At this point, they have just entered a community portal, maybe through the County's website; maybe through the specific municipal website. They fill out their consent application online and click submit. This application is then immediately directed to the appropriate organization for review and processing. The property information database is updated to indicate to all that work is pending. Further, the complete history of a property could become available online with the appropriate privacy and access controls. The goal is to establish a one-stop access point for all residents of the County and the system knows which local bylaws apply and which local municipality needs to be involved. The workflow is built into the solution and this is all completely transparent to the property owner.

4.1.2. Governance

With tighter integration of services and greater interdependence, Governance becomes all the more important. The CAO's are the right people to do that as they are able to link corporate strategies with projects and organizational involvement. They can commit the right resources that ensure accountability for success. They can define a future vision and define specific opportunities for consideration under the shared service model. Good governance not only helps to ensure successful projects but it also builds trust among the involved organizations as well as with external customers or observers. Project details would be handled by specific teams but overall decision-making should be the responsibility of the Governance committee.

Governance would include establishing mechanisms for new projects to be identified and executed. Questions such as:

- How should our people work? Online or in-person?

- How much should we spend on IT projects and services?

- Which business processes should receive our IT dollars?

- Which IT capabilities could be shared County-wide rather than Town-specific?

- How good do our IT services really need to be?

- What security and privacy risks will we accept?

- Who is accountable for the success of the shared IT initiatives?

This strategic level of governance will enable improved IT decision making and digital transformation For example, some typical actions that should be undertaken include:

- Implement and support special groups and teams (steering committees, project teams, advisory teams) that engage leadership, management, and staff (business and IT) in steering specific program goals such as the Asset Management team.

- Implement policies, standards and processes to improve the rigor by which shared service ideas are conceptualized, planned, funded, and executed.

- Improve project delivery outcomes through the adoption of project management and change management best practices.

- Build and continuously improve project portfolio reporting to monitor the delivery of projects effectively.

- Implement key performance indicators (KPIs) to monitor the quality and performance of the shared services delivery.

4.1.3. Cloud Strategy and Policy

In the context of shared solutions, it is likely that cloud solutions may be used to meet shared goals.

The move to the Cloud is a true industry paradigm that has gained steam in recent years, to the point where it is becoming increasingly difficult in some areas (e.g., HR systems) to find vendors that provide on-premise solutions that will meet the needs of the County or LAMs. This trend is expected to spread into other solution areas (e.g., Customer Relationship Management (CRM), Finance, etc.) over the coming years.

Many municipalities, including the County, have embraced Cloud services or are in the planning stages of doing so. Cloud services can provide efficiencies in the overall support of IT infrastructure and business solutions. They are also accessible from anywhere, from any device. Some have more aggressively adopted a "Cloud first" approach.

It is recommended that the County and LAM establish a clear policy around the adoption of Cloud technology that identifies and mitigates local concerns, provides clear guidance on when and where not to leverage Cloud technology, and provides a checklist of requirements that Cloud solutions must meet in order to be used by the partnership.

Aside from the tactical decisions that should be addressed when considering Cloud solutions, the County and LAM must consider that the funding model will likely be operating, as services are typically structured around monthly payments. This is a consideration for the existing shared services agreements and payment schedules.

Another important factor to note is that although some Cloud technology has the prospect of saving time and supports resources for a product, there is an increasing need to manage the vendor to ensure the service received meets the standard of the contractual agreement.

4.1.4. Internet Access

As with many rural areas in Ontario, internet access can be a challenge. There are currently infrastructure gaps in many of the rural areas of the County that can make it challenging to move toward end-to-end digital service delivery.

Addressing these challenges will require a combined effort of all levels of government as well as the owners and operators of the infrastructure providers (ISP's) and individual customers (residents, businesses, institutions).   Funding and grant opportunities are available from other levels of government to improve broadband connectivity and to address gaps in an effort to postion for future opportunities and growth.

Some areas in the County, particularly those with lower customer density, have limited options for internet service and capacity. While other areas seem to have satisfactory service levels. It should be noted that businesses in general, often identify the cost of upgrading or even installing improved infrastructure can be cost prohibitive, meaning they are not able to fully take advantage of the digital economy.

Until such time that internet service is ubiquitous and affordable, the multi-channel service delivery model will be required.

4.1.5. Extending the Partnership

Once the County and LAM are comfortable with their shared services methodologies and solutions and things are working well, consideration could be given to expanding beyond the County's boundaries. This not only provides a potential revenue source for the partnership, but provides a benefit to area municipalities who also have similar struggles to those in the Middlesex County. For example, area municipalities could also benefit from having access to more sophisticated technology solutions, specialized staff and support all while lowering oveall costs for each organization. The ability to further leverage economies of scale when purchasing products or services provide advantages to all the partners realizing even greater return on the investments.

4.2. Recommendations

This study has shown more opportunities where collaboration could produce additional efficiencies to the group.

The focus of this study was to find efficiencies through collaborative Digital Transformation. The benefits of Digital Transformation are two-fold:

- Efficiencies gained by individual municipalities through digitization of business processes; these benefits are mostly through cost avoidance where current manual activities are automated and the staff time is saved as a result

- The other area of benefits comes from collaboration among municipalities; implementing the same business solution among multiple municipalities provides negotiating power for the initial purchase; most cost benefits could be further realized through designing common business processes and common configurations within the systems; detailed opportunities are provided in Section 4 above

In order to achieve these collaborative and common benefits, there should be an organizational structure to facilitate the collaboration and common decision-making. The following informal committees are recommended:

- Create a County-wide Asset Management consortium with director level representation from each municipality

  - This consortium could work together to make shared decisions on the digitization of asset management

  - The focus should be to reduce the cost of implementing individual solutions that are unique to each municipality and instead, push toward common tools and processes that could be built once and reused among all participants

- Area municipalities and the County should create a Development Planning Digitization Team with representatives from each organization

  - There is an opportunity to implement a common system that could be used by all municipalities

  - The focus of the committee should be to encourage collaboration to find a single business system that could be used by all participating municipalities, agencies, and the County

- A higher-level forum for the CAOs to meet twice a year to focus on new collaborative opportunities is recommended

  - They could review the success of current projects and identify potential new ones, extending opportunities beyond the Top 10 identified through this project to look at the others (in particular the Top 20 list)

  - Key opportunities such as community engagement, innovation labs, competitions (such as community hackathons and the Federal Smart City program) could be prioritized and developed in a way that benefits all participating municipalities

Appendices

5.0   Appendices

5.1.   Appendix 1 – The Top 10 Process List

Business Processes	Public / Internal	Consolidated Score
External Communications	Internal	159.5
Development Planning Applications	Public	159
Service Requests, Complaints Related to Assets	Public	158
Council / Committee Meetings	Public	155
Asset Preventive Maintenance	Internal	148
Asset Condition Tracking	Internal	148
Policy / SOP Creation And Communication	Both	145
Asset Replacement / De-Commission	Internal	143
Asset Reporting (PSAB, etc.)	Internal	143
Budgeting	Internal	142

5.2. Appendix 2 – The Top 20 Process List

Business Processes	Public / Internal	Consolidated Rating
Service Requests, Complaints Related To Assets	Public	21
Asset Preventive Maintenance	Internal	20
Asset Condition Tracking	Internal	20
Asset Replacement / De-Commission	Internal	20
Asset Reporting (PSAB, etc.)	Internal	20
Council / Committee Meetings	Public	20
Policy / SOP Creation and Communication	Both	19
Development Approval	Public	19
Marriage Licensing	Public	19
External Communications	Internal	18.5
Licensing	Public	17
Internal Communications	Internal	16
Budgeting	Internal	14
Applications Related to Council / Clerks	Public	13
Integrated Service Delivery	Internal	13
Business Attraction	Public	12
Public Policy Development	Public	11

Business Processes	Public / Internal	Consolidated Rating
Business Retention	Public	10.5
Animal Registration	Public	10
Emergency Management	Internal	7