Service Delivery Review

Planning and Development, Drainage, and Records Management Services

Final Report

January 28, 2022

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Executive Summary

1.0   Executive Summary

1.1.   Background

The Township of Adelaide Metcalfe (the "Township") successfully completed an organizational restructuring initiative in 2020. The restructuring created a new leadership structure and new positions to support the business needs. The Township has developed a close collaboration with the County for shared services and shared resources, which is working well.

The Council and the new management are now looking to take the next step of improving the service levels and the business processes through modernizing the way services are delivered.

The Township, using the provincial Accountability and Audit Fund (AAF), hired Perry Group Consulting ("Perry Group") to perform a Service Delivery Review (SDR) in the areas of Planning & Development, Drainage, and Information Management Services.

The key desired outcomes of the review were to:

- Create opportunities for cost savings and efficiencies.

- Develop recommendations for the modernization of the Planning and Development, Drainage, and Records Management Services and its activities, including but not limited to the use of policies, best practices, shared services, technology, processes or business software.

- Provide process maps for key processes, the purpose of which is to identify potential areas for operating efficiencies, enhanced customer service and/or improved risk management.

Perry Group consultants worked on the project with these key outcomes as the ultimate goals for the Township. The recommendations were developed to align with these outcomes in the long run.

1.2.   Opportunities

Technology has changed the way we do business. Our customers are familiar with many day-to-day services that are performed online, from anywhere, at any time. Services that required face-to-face interactions in the past are now done from the comfort of home, at any time of the day. Booking a vacation, depositing a cheque, renewing a license plate or watching a movie are common services that our customers do online today.

During the pandemic, the use of online services has surged. This is an opportunity for Adelaide Metcalfe. This is the right time to introduce more digital and modern service delivery to its residents.

Today, over 92% of Ontarians are online[1] and 88% of people across Canada bank online. This is a valuable indicator – if this many people are willing to bank online, it is reasonable to expect that they are also willing to transact with their municipality in the same way.

The opportunity for Adelaide Metcalfe lies in modernizing the services through digitization and process improvement.

1.3. High-Level Recommendations

The key recommendations of this SDR are aligned with improving operational efficiencies, reducing service delivery cost and improving the customer experience.

Planning and Development – Planning review services are provided by Middlesex County through a Shared Services Agreement. The intake of applications, notification of complete applications and Council decisions are handled by the Township. The County is in the process of implementing the Cloudpermit system for processing applications including an online portal for submissions. As this project rolls out, it should provide many benefits for streamlining the process, reducing duplication of files at the local and County level and providing role clarity. It will also provide better customer service through ease of submissions (24/7) and public commenting.

The Township, the County and the other municipalities should pursue a standard template for application submissions and terms of reference for studies.

Drainage Services – The Drainage Services are provided through a collaboration between the County Drainage Superintendent and Township staff. The current process is very complex and lengthy. An optimized business process with digital workflow could help reduce the repetitive manual work and enhance the customer experience. The Township should investigate expanding the use of the Cloudpermit system to digitize the Drainage Services as well.

Information Management – Information Management (IM) has now become a key focus area for municipalities who are broadening out from their Records Management focus to consider how best to leverage data as an asset. Both digitization and automation through use of technology require that the Township have the proper IM foundations in place. By establishing an IM Framework and by consolidating on only a few central technology solutions, the Township will slowly mature its information assets and better utilize them to make work easier for staff and customers.

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[1] https://www150.statcan.gc.ca/n1/daily-quotidien/191029/dq191029a-cansim-eng.htm

Introduction

2.0   Introduction

The Township of Adelaide Metcalfe hired Perry Group Consulting to perform a Service Delivery Review. The Township has recognized the value of technology and was looking for an experienced municipal IT consulting company to perform the review.

Perry Group has conducted similar work for more than 130 Canadian municipalities. All our consultants are also former senior municipal IT and business leaders.

2.1.   Key Outcomes

The key desired outcomes of the review as identified in the Request for Proposal (RFQ) were to:

- Create opportunities for cost savings and efficiencies.

- Develop recommendations for the modernization of the Planning and Development, Drainage, and Records Management Services and its activities, including but not limited to the use of policies, best practices, shared services, technology, processes or business software.

- Provide process maps for key processes, the purpose of which is to identify potential areas for operating efficiencies, enhanced customer service and/or improved risk management.

The service review was conducted with the above objectives in mind. The consultants have aligned the SDR recommendations with the above outcomes of the Township.

2.2.   Importance of Technology to Municipalities

Municipalities are faced with significant challenges to stretch resources to deliver high-quality customer service that meets the expectations of the modern citizen, to manage and sustain new and aging assets and effectively engage citizens in decisions related to the building of the community.

Municipalities face several pressures as they embark on digital and modernization strategies to meet their communities' needs and requirements.

2.3.   Pressure on Core Services

Many manual processes inhibit the Township's ability to move at the speed it needs, while balancing corporate controls. These core functions, used by all departments, must be efficient, effective and operate in real-time if the Township is to be successful.

Increasingly, municipalities across the world and here in Ontario are turning to technology as a means of addressing these challenges and are seeing positive results.

These opportunities include:

- Delivering customer service that meets expectations.

    o With further restrictions from COVID-19, there is a need to ensure that customers can transact with the municipality through online services. This means the municipality must change the way it is delivering service to meet the needs of its residents who, especially now, use online services as part of their day-to-day routine. While digital services do not have to replace face to face meetings (when safe) or phone calls, they allow municipalities to provide improved service options for customers and staff

- Stretching scarce resources.

    o Resources are scarce in municipalities, as is funding. It has been proven that municipalities that utilize integrated systems – rather than manually keying in data – are able to utilize staff more efficiently to work on more value-added activities. The value of integrating systems is that there is "one version of the truth". In other words, there is only one place data is entered and the system does the linkages between programs. Having good data is valuable to any organization, especially municipalities that manage many lines of business.

- Doing more with less.

    o Enabling mobility is a valuable step in moving toward modernization. By deploying, for example, mobile building inspections software and enabling online inspection booking, the Township would see increased productivity of inspectors. Other municipalities have seen cost savings each year by enabling mobility in areas such as Building, Fire and Asset Management. Organizations that have implemented Work Management systems with mobile capabilities have seen a significant increase in productivity, in some cases seeing crews resolving up to 60% more work orders through supporting technologies.

- Using data to optimize services.

  - Municipalities are seeing savings using route optimizing technologies (as used by UPS and FedEx) to optimize patrols, inspections, and garbage collection routes. Integration of systems is a key component in being able to optimize services through data.

- COVID-19 and other infectious viruses.

  - Municipalities are working remotely and streaming Council meetings rather than having face-to-face interactions due to the changes thrust on them by COVID-19. Some municipalities are adopting this model as a permanent way of doing business, and this requires availability to broadband services that allow residents and staff to interact effectively and seamlessly. There will be more pressure on municipalities to implement solutions quickly and offer online services.

These are some examples, but new technology opportunities appear daily, and the speed at which new innovations arrive is accelerating. Municipalities need to be well-positioned to evaluate and implement those innovations that can add value.

Being an organization that can react and embrace new technologies as they become available, to deliver improved and evermore cost-effective services, is advantageous. Adaptation should become a core competency for any high-functioning municipal organization.

2.4.   Responding to Changed Customer Expectations

Many municipalities are rightly considering moving services online because customer expectations have changed. Not only has COVID reduced the desire for personal interactions and shown how offering services digitally can work, but the reality is also that many citizens today rely on their devices as a way of life.

We have all moved from the situation 25 years ago – where booking a flight was so complex, you needed a travel agent to do it for you – to a world in which you can book your own flight with a few taps on your smartphone from anywhere and at any time.

Think of all the service industries and about how technology/digital has changed them:

- Finance – Online and smartphone banking, online trading.
- Media – Netflix, YouTube, Disney+, Prime, CBC Gem, online news.
- Travel – Airbnb, Expedia, aircanada.com.
- Retail – Amazon, Indigo, beer and wine direct, Skip the Dishes.
- Transportation – Uber, Lyft.
- Insurance – Compare and buy insurance online; report a claim online.
- Exercise – Online classes.
- Education – Online school, remote tutoring.
- Health – Telehealth, virtual medical appointments, online therapies.

Unquestionably, we are in the *smartphone and internet era* and this has changed customers' expectations about what service looks like today. Delivering online has become *the way* that services are delivered in the 21st century.

A common sight at the sports fields is many hockey/soccer parents sitting on the sidelines, registering for programs, booking appointments and hotels and ordering dinner, plus responding to several emails, all while their children are involved in a 45-minute practice – a very efficient way of getting things done!

Governments too are responding to these changed expectations and are rapidly moving services online. Think about the online services that ServiceOntario offers for example, allowing customers to renew health cards or driver's licenses, get their vehicle sticker or fishing license, all while in your PJs using a tablet, on the sofa on a Saturday night.

Today, over 92% of Ontarians have access to the internet at home, 88% of Canadians bank online, 76% have smartphones. So, introducing online services is not for the minority – it is for the majority.

It is important to note that, even when the Township does introduce online services, this does not mean it should stop offering services via existing methods or channels. Customers should still be able to call or drop into municipal offices to carry out a transaction, to seek advice, submit an application or pay a bill. The introduction of digital services can be offered as an additional option that customers can choose – and one we are certain many will choose because of its convenience and ease of use.

2.5.   A Vision for Online Services

In response to these changed expectations, the following section illustrates a more online-enabled set of services that the Township could offer.

In order to embrace the online opportunities, interacting with the Township needs to be easy, simple, straightforward, and designed around the convenience for customers and staff alike.

John is a resident who is planning to sever his property into two lots. John visits the Township website that helps him to gather all the relevant documents to apply for the severance. The online wizard guides him through the process including paying the application fee, loading the supporting documents, etc.

Once submitted, the Planning staff receives the application for review and comments. John and the County Planner use a chat feature that allows for short questions and answers as well.

The application is reviewed and circulated to other agencies for comments. John can see the progress of the application and is constantly informed of the status changes. The application is approved with conditions.

John is able to re-submit drawings online and make the final payments online. The Township and the County staff are able to track all activities of the application from start till the end. The data collected from all development applications are available for reporting and analysis for future use.

In the background, integrated technologies such as telecommunications, networks, mobile devices and business solutions (e.g., Planning Tracking system, GIS, and Finance systems) are working in concert to allow the Township to offer simple access to services, and to alert and provide field staff with the information (Planning records, maps and drawings) they need to review the application.

Processes are designed to make the end-to-end process simple to interact with for customers and easy for staff to administer.

Marsha lives in Toronto and is building a new home in Adelaide Metcalfe.

It's difficult for her to get up to the Township, so she submits her permit application online, pays her fees and submits the drawings. A few adjustments are required by the Chief Building Official and Marsha has her architect make the changes and submit the revised documents online.

With some key work done onsite, Marsha books an inspection of the work. The building inspector visits the site and uses their tablet to record the results of the inspection.

The inspection passes, Marsha and her contractor are notified by email of the outcome of the inspection and work on site continues.

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With each interaction, customers are offered choices about how to interact with the Township. Each interaction leaves a lasting impression of how effective the Township is.

These are not dreams of a Jetson's future. Adelaide Metcalfe has already implemented an online Building Permitting service. The opportunity lies in learning for such implementations and then expanding the learnings to the rest of the service areas.

Real municipalities are delivering their services *in this way today*, and the municipality doesn't need to be large to do so.

For instance, citizens in Southwest Middlesex, North Middlesex, *and* Adelaide Metcalfe can today submit and track building permits and drawings online. Building inspectors in these communities use mobile technology to help them complete their inspections.

In some municipalities, people can report a sign down or pothole via smartphone, can search and review Planning Applications and associated drawings, can generate their own tax certificate online, or get a marriage license.

Communities throughout Ontario are increasingly using technology in various ways to make customer service simple and cost-effective – and small municipalities, nimble as they are, can often implement these solutions much faster than their larger counterparts.

2.6.   Service Delivery in Multiple Ways – Encouraging Digital Adoption

The Township should continue to offer all services across all channels – face-to-face, phone and digital – so those who don't wish to use digital channels, won't be forced to.

Nonetheless, it is worth noting that the most recent information available from Statistics Canada for internet penetration in Ontario (from 2018) identified that 92% of households in Ontario had access to the internet. 71% of seniors were using the internet in 2018 compared to 48% in 2012.

It is reasonable to assume that today, in 2021/22, these numbers are higher. In addition to home-based internet (according to the Canadian Radio and Telecommunications Committee, CRTC) over 73% of Canadians had a smartphone in 2015. According to a Media Technology Monitor Report in 2016, "*74 per cent of people aged 65 and older were using the internet regularly*". So, the vast majority of citizens have access, and likely a willingness, to use digital channels offered by the Township.

For Adelaide Metcalfe, there is a real cost imperative to encouraging the adoption of digital channels. Although there has been limited research in this area in Canada, some studies have examined municipal transaction costs across the primary customer service channels.

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The table below indicates average costs of local government service delivery modes taken from research in the UK, Norway and Canada.

Channel	Cost per Transaction (Service Canada)
Web / Online	$0.10
Phone	$4.00
Face-to-Face	$6.50

Figure 1: Transaction Cost Comparison Across Service Channels

Reference: Anywhere, Anytime, Any Device: Innovations in Public Sector Self-Service Delivery Research Report by Kenneth Kernaghan Brock University 2012

The results are consistent in their message: online transactions cost a fraction of phone or face-to-face transactions. Notably, from one study in the UK, postal-based transactions (that the Township uses for some of its services) are the most expensive transactions.

Thus, implementing online services and encouraging their adoption is an important way for the Township to reduce staff time processing requests and overall transaction costs.

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3.0   Project Approach

The following chart shows the basic steps in the approach taken by Perry Group.

Project Start-Up	Discovery	Future Directions	Final Report
• Meet with Project Sponsor and Team to clarify project scope • Gather background documentation • Review and analyze	• Conduct service review workshops • Conduct department interviews • Identify and present findings of current state	• Identify the strategic directions • Develop recommendations • Review recommendations	• Summarize recommendations and implementation plan • Prepare and deliver final report

Figure 2: Perry Group's Project Approach

The majority of time was spent with staff to understand the current status. Feedback was collected directly from staff through a variety of methods.

- Individual meetings were conducted with the Adelaide Metcalfe and County staff who are responsible for the Development Planning, Drainage and Information Management Services, to understand the current service offerings, challenges and future aspirations.

- Business process review workshops were conducted with the Subject Matter Experts in five selected process areas.

- The current processes were mapped and the business flow diagrams were generated.

- The As-is process flow diagrams were shared with the Subject Matter Experts (SMEs) for review and input.

- During the workshops, the current pain points we discussed and SMEs were consulted for improvement ideas.

Based on the inputs, the consultants prepared a high-level current state assessment and high-level recommendations.

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The current state findings and the high-level recommendations were shared with the project sponsor and the CAO. After those reviews, the consultants collaboratively developed a set of detailed recommendations and then proceeded to prepare a draft of this report.

This Draft Report was shared with the project team for review and input. Based on the review feedback, the final SDR recommendations were prepared and shared with the Township.

Current State Assessment

4.0   Current State Assessment

Before developing any future looking strategy, it is important to take stock of the current situation. This section describes and summarizes the current state of the Planning, Drainage and Records Management services of the Township.

4.1.   Planning and Development

Adelaide Metcalfe has a shared services agreement with the County of Middlesex for the provision of Planning Services for the Township. While the authority for processing some applications rests with the Township and others with the County, planning advice, review and recommendations is undertaken by the County Planner on behalf of the Township.

Applications are submitted locally, scanned and sent to the County for review to determine completeness and for processing. Sending notices and scheduling of items for Planning Committee, Committee of Adjustment are done by the Clerk at Adelaide Metcalfe. See Appendix 2 – Adelaide Metcalfe Overview of Responsibilities for Development Approvals for a simplified chart of responsibilities.

The consultants reviewed three specific Development Planning Approval processes: Official Plan Amendment process, Consent Approval process and the Site Plan Approval process. Detail process maps are available in Appendix 3 – As-Is Development Planning Process Maps.

Although as a result of Covid-19, the use of soft files has increased, the process relies on scanning paper documents for circulations and the use of emails for commenting purposes as opposed to a fully digitized business process.

4.1.1. Key Positives – What's Working Well

Shared Service

The shared service agreement with the County seems to be working well. A good working collaboration between County Planning and the Township is in place. While the current level of development activities is manageable through the shared service agreement, in case of increased development activities, the Township may wish to evaluate additional human resources.

Tech Savvy Leadership

The leadership and the Planning staff are looking for digital solutions to automate the current processes and improve the efficiencies. There is a high amount of collaboration between multiple parties in this process. Some activities have been moved to digital means due to the pandemic.

County Implementing an Online System

The County has taken the lead in implementing the CloudPermit system to digitize all Development Planning processes. This is a key positive initiative that can help the area municipalities and the County to streamline the Development Planning service.

The County-level implementation allows standardization of the service among all participating municipalities. Development industry partners that work in the area will have a positive, consistent customer experience. Area municipalities will be able to learn from each other and support each other in the implementation and continued use of the system.

4.1.2. Challenges

The current state involves the following key statistics for the three Planning processes that were reviewed:

Official Plan Amendment (OPA) Process:

- 56 activities.
- 20 documents generated or received.
- 4 data/information stores.
- 3 external notices.
- 3 Council meetings.

Consent Process:

- 46 activities.
- 18 documents generated or received.
- 2 data/information stores.
- 2 external notices.
- 1 Council meeting.

Site Plan Approval (SPA) Process:

- 74 activities.
- 27 documents generated or received.
- 4 data/information stores.
- 1 Council meeting.

The as-is process flows for each of the above services have been mapped and can be found in Appendix 3 – As-Is Development Planning Process Maps.

Manual Tracking

The current method of tracking of Development Planning Applications requires manual activities from start to finish.

The customer is required to apply manually using a printed form. Payments are processed via cheques. Tracking is based on file folders, email, and Excel sheets. Some of these steps are duplicated within the Township and the County.

Information Duplication

Due to the collaborative nature of the Planning processes, the Township, County and commenting agencies duplicate the application information within their own environments. This situation gets more complicated when there are re-submissions.

Due to the duplication of information and documents, it is difficult to pinpoint the most current version of the truth at any given time. And, at any given time, the same information related to a single application could be stored in a physical file folder, digital network folder, Excel sheet and in Outlook.

Data duplication also happens when there are related applications, e.g., an OPA application could require a re-zoning application where most of the application information such as the location, applicant, purpose, etc. are the same. In the current process, this information is duplicated in multiple applications. The situation gets worse when there are separate applications for the County, e.g., Official Plan Amendment for the Township and one for the County.

The current system also requires the County Planner to send comments received from the agencies and the Township which brings into question the completeness of the official record. Conversely, the Township Clerk's name appears on public notices so written comments from the public are going to the Clerk who in turn sends them to the County Planner.

Cohesiveness

Most times, a development project requires multiple types of development applications. The current process requires that the customer separately fill each type of application even though the information in each application is very similar and for the same purpose, e.g., a specific development project may require an OPA, ZBA and a Consent application. Each of these applications are tracked separately. There could be duplicate circulations to commenting agencies for the same project, creating additional confusion.

Customer Confusion

The current process requires the customer to apply to the local Township as well as the County for some of the services where other services require a single application but multiple payments. At any given time, the application could be with the County or the Township for processing.

Efficiency

Due to the above challenges, the current process is not the most efficient way to provide Development Planning services.

Role Clarity

Due to the highly collaborative nature of the manual processing of applications, clarity of roles of "who does what when" is not easily understood.

The County Planner is providing a service to the Township for Planning but not all the activities lie with the Planner. For example, application intake materials which must be sent to the County to be verified by the County Planner for completeness, happens at the Township office.

There also appears to be some uncertainty as to who is clearing any conditions associated with the applications. Although there are high-level flow charts describing the process, there appears to be no detailed internal manuals for staff to follow.

Data Analysis Capabilities

The current process does not collect sufficient data in a structured manner for analysis and reporting. Excel sheets are used to track some status and timelines along with manual files and digital folders. It is difficult to perform business intelligence using data analysis when the data is not captured in a structured manner.

Transparency

The information related to Planning Applications is not available to the public and the customer in an open manner. Public that needs information regarding an ongoing project is required to contact the Planning staff to get information.

The process is working satisfactorily today, largely due to the relatively small number of applications per year (approximately 30 for all types). If there is an increase in development activity, the above noted challenges could impact service delivery.

4.2.   Drainage Services

Drainage Services, similar to Planning Services, is provided with assistance from the County. The drainage superintendent of the County is providing the necessary technical oversight and supervision to the process.

The processes for a New Drainage or a Drainage Improvement request are very lengthy with over 100 steps, while the Drainage Maintenance process is relatively simpler. The consultants reviewed the business processes of both situations.

4.2.1. Key Positives – What's Working Well

Shared Service

The sharing of the Drainage Superintendent is working well for the Township. A good collaboration is in place between the two municipalities of Southwest Middlesex and the Township staff. The current workload does not require an in-house full-time Drainage Superintendent for the Township.

Tech Savvy Leadership

The leadership responsible for the Drainage Service is looking for digital solutions to automate the current processes and improve efficiencies. Some activities have been moved to digital due to the pandemic.

4.2.2. Challenges

The current process to request a new or improvement to a drainage involves the following attributes:

- 111 activities.
- 30 documents generated or received.
- 10 parties involved: customer, Council, municipal administration, conservation authority, engineering company, superintendent, contractor, residents on the drain, public, province.
- 6 external notices.
- 3 visits to Council.
- 2 contracts.

Overly Complex Process

As shown above, the process for a new drain or drain improvement process is overly complex. A detailed process map is available in Appendix 4 – As-Is Drainage Service Process Maps. The service is supported through multiple sub-processes that are interlinked:

- Drainage Request Approval process.
- Engineer's work.
- Contractor work and payments.
- Grants Request and Approval process.
- Customer Billing and Collection process.
- Warranty Management process.

Paper-based Historical Records

The historical drain records are stored on paper files. This creates additional challenges when it comes to sharing and accessing the information.

Manual Process

The process is currently tracked manually. While some information is available in the County GIS system, most activities starting from the customer application though to the Grants Request and final billing are carried out manually. Excel is used to track certain aspects of the process along with emails and documents in network folders.

Due to the manual nature of tracking, certain important milestones could be missed, e.g., informing Finance regarding work completion and grant applications within the timeframe, etc.

Customer Experience

Applicants are required to fill manual forms and drop off at the Township offices or scan and email to the Township. Area residents receive updates via mail and any concerns and appeals require filling manual forms and letters.

4.3. Information Management (IM)

The [Association of Intelligent Information Management](#) (AIIM) suggests that "*the overall volume of information is expected to grow 4.5 times over the next two years*". The proliferation of information is clearly not going to slow down, so the Township will need to become more mature in this area moving forward.

Information Management is a broad term that relates to how an organization manages the information lifecycle. This includes records and documents in various forms, both physical and digital. IM has grown to become a key priority for many municipalities as they attempt to better leverage information as an asset and navigate regulatory compliance.

Significant restructuring of the Township occurred in 2020. As a result of these changes, a renewed interest in IM has been actively driven by the Senior Leadership Team. Exacerbated by the Covid-19 pandemic, staff now have a heightened awareness with respect to the potential efficiencies that could be realized through better Information Management practices and further digitization.

In order to fully succeed, however, further focus is required in order to build the foundational principles of a corporate IM program. This program of work can be daunting for organizations, and it will be for the Township as well, but progress in this area is achievable if using an agile approach that leads to better compliance along with other tangible benefits that make it easier for staff to do their day-to-day work.

4.3.1. Key Positives – What's Working Well?

Leadership Driving Better Use of Technology

The CAO and Clerk have brought a wealth of knowledge to the organization and have already begun to modernize the Township's approach to information by better leveraging existing technology solutions (e.g., Laserfiche) and procuring others (e.g., M365).

The team manages and leverages relationships with Middlesex County well. The CAO (having previously been the IT Director for the County) has a unique insight into operations which strengthens Adelaide Metcalfe's ability to fully leverage solutions and optimize shared processes.

The objectives from this leadership team are clear – improve the user experience for staff and customers through digital transformation. This mindset will serve the Township very well moving forward.

M365 Procurement

The Township has purchased a Microsoft 365 (M365) subscription model which provides remote access to the full suite of productivity tools including SharePoint Online and OneDrive. There is a commitment in place to "test and learn" with the product and to gradually scale out features that will enhance staff's ability to digitally collaborate and access information.

Elements of TOMRMS Classification in Place

The Township currently has elements of TOMRMS classification model in place – namely, a retention schedule that complies with the requirements of the *Municipal Act* and the *Municipal Freedom of Information and Protection of Privacy Act* (MFIPPA) an indexing/classification system.

There are no formal policies or procedures in place (the other elements of TOMRMS).

Management System for Physical Records

Currently, OmniRIM is used to facilitate the physical Records Management system. This solution allows staff to store metadata with respect to physical records and uses a barcoding system to help manage and track their whereabouts.

The system works as intended but has not been explored in detail for several years.

Laserfiche Digitization Pilot

The Clerk is currently managing a project to digitize key corporate and public documents (by-laws, agendas, minutes, etc.). This is done to preserve the documents, but more importantly, to provide remote access to them.

Laserfiche, hosted by Middlesex County, is being used as the system of record. Converting any physical records is an overwhelming task, but the Township has done well to focus on the most critical documents first and utilize technology that was at their disposal.

Municipal Website Launched

In August 2021, the Township launched a revised municipal website built on a Drupal 8 platform. The municipalities across Middlesex County share this platform.

The website is a good (and affordable) starting point with which to provide better access to civic information. The Clerk intends to scale out content and publish key documents.

Electronic Signatures Policy

While the Township does have some historical gaps to fill within its policy framework, there is an Electronic Signatures Policy in place.

Unfortunately, this policy is not in place in many municipalities (due to a number of factors). Electronic signatures and approvals serve to reduce the overhead associated with OmniRIM and improve the speed of process workflows.

This is a key policy to have in place in support of modernization efforts.

4.3.2. Challenges

Legislative Compliance

A primary focus on building IM foundations will be to mitigate any exposure to risk and address compliancy issues relating to the destruction process for physical records (which is currently undefined and undocumented) as well as in relation to any potential missing municipal transparency and accessibility policies provided for by Section 270, MA and MFIPPA.

While there is no regulatory requirement to have a "Freedom of Information (FOI) Policy" as the Act itself is very prescriptive, it is strongly advisable that municipalities document this process and share this information with the public.

Policy and Procedure Gaps

There are major gaps within the current policy and procedure framework.

The Township is missing key IM corporate guidelines that, when aligned with operating procedures, would create a baseline to better align and optimize how information is managed and safeguarded at the Township.

Balancing Operations with Modernization Projects

It's clear that Township staff are capable of managing operations (which can be very inefficient based on the relationship with the County) while also attempting to drive information technology modernization, however, this will be unsustainable over the long-term.

It is now commonplace for municipalities to dedicate regular funding to retain professional services and third-party expertise to help support project work as well as to support aspects of the day-to-day which can be suitably out-tasked. Budget constraints are always a factor, so municipalities typically have to prioritize these efforts carefully.

Information Lifecycle is Not Well-Supported

Currently, staff are savvy and quite capable to create and modify both physical and digital records, however, the conditions by which they are stored, shared, archived, and ultimately destroyed presents some challenges and some risk (e.g., physical records room conditions, duplicated data on network shares, etc.).

Although staff are making several critical improvements in these areas, a broader, more strategic (and somewhat more formalized) approach to IM is required. There is a myriad of IM industry-focused reference models that can be followed/adopted, however, a pragmatic approach to developing this corporate discipline will be to start with the fundamentals, adopt only what works and can be managed contextually and slowly mature over time.

There is No Information Classification in Place

Although the TOMRMS functional classification model is in place, it does not cite which records are "vital" to the organization.

The Township currently must consider the "sensitivity" of each potential record in a very ad hoc manner and in relation to the context at hand. Information classification allows an organization to make consistent decisions about how to process records based on corporate standards (aligned with legislation).

Technology Consolidation and Rationalization

This is an area that is both a challenge and an opportunity. The ability to rationalize business solutions and consolidate on a limited few will make it easier to manage the technology environment and, over time, reduce the overall cost of ownership. Efforts to consolidate and rationalize are not easy – concessions must always be made.

There is no system that can do everything well for the Township so it *must* rely on a number of solutions to support operations. That said, evaluation of these systems needs to take a minimum viable compliance perspective – meaning, sometimes "good enough" should trump a "perfect fit" if it means the ability to rationalize solutions.

This will be key for the future of IM at the Township as there are a number of existing (and planned) tools that will have some significant redundancy in feature sets (i.e., Laserfiche, OmniRIM, M365, ESRI, Cloudpermit, etc.).

Business Continuity Planning

Currently, there is a Business Continuity Plan in development, however, it needs further work to ensure that access to critical systems and information is considered.

Similar to information classification, business systems and access to digital information must be prioritized as they are key components in providing contingency operations to assist staff in working through major disruption periods.

Relationship Management with Middlesex County

As noted above, the Township maintains a critical relationship with Middlesex County for information exchange and shared workflows associated with planning application approvals. This adds further complexity to the information landscape and requires diligence on the part of both organizations to ensure that roles and responsibilities are clear in relation to information custodianship.

Managing this relationship will continue to be a key focus for the Township moving forward and the implementation of Cloudpermit presents an immediate opportunity to work in partnership to improve shared processes as well as optimize the use of this new technology.

4.4.   Current State Summary

Based on the analysis, all three areas of study show that the current service delivery is designed for over-the-counter with manual tracking of activities. Past records are stored in paper files and the use of technology is lacking. The limited staffing resources is also evident in all three areas.

The key positive aspect is that the Township's leadership is willing and able to leverage technology to transform the way services are provided. Below is a summary of the findings:

Planning and Development

- Manual tracking of activities.
- Information duplication.
- Lacks cohesiveness.
- Customer confusion.
- Lacks efficiency.
- Lacks data analysis capabilities.
- Lacks transparency.

Drainage Services

- Overly complex process.
- Paper-based historical records.
- Manual process.
- Poor customer experience.

Information Management

- Legislative compliance.
- Policy and procedure gaps.
- Balancing operations with modernization projects.
- Information lifecycle is not well-supported.
- There is no information classification in place.
- Technology consolidation and rationalization.
- Business continuity planning.
- Relationship management with Middlesex.

Recommendations

5.0   Recommendations

After completing the current state assessment, the Perry Group consultants prepared a list of draft recommendations. Among the draft recommendations, a future to-be process flow was developed.

The draft recommendations were presented and reviewed with the CAO and the project sponsor for feedback.

The final recommendations were formed and presented in line with the Key Outcomes as defined in the RF, namely:

- Create opportunities for cost savings and efficiencies.

- Develop recommendations for the modernization of the Planning and Development, Drainage, and Records Management Services and its activities, including but not limited to the use of policies, best practices, shared services, technology, processes or business software.

- Provide process maps for key processes, the purpose of which is to identify potential areas for operating efficiencies, enhanced customer service and/or improved risk management.

With the majority of businesses having to close down their in-person operations during the Coronavirus pandemic, they are trying to make decisive shifts to keep their customer service and support operations running.

This crisis has revealed that a robust, customer-first service strategy is required to maintain long-term business resilience and success so, with the delivery of municipal services to residents, visitors and businesses, Adelaide Metcalfe can seize the opportunity to provide end-to-end service capability through greater emphasis on access to more services via the corporate website.

Ongoing investment in online/web service delivery will result in significant improvements to customer and employee satisfaction. It is recommended that Township assemble an internal *"Online Services Improvement"* working group to maintain a focus on efforts related to determining an inventory of services that could be provisioned, delivered and managed online.

5.1.   Planning and Development

The County is in the middle of implementing the Cloudpermit system for its area municipalities as well as the County to automate the processing of various Development Planning services.

The Township is part of the project team that is leading this implementation. The Township should continue to be part of this initiative and ensure that the local municipal business needs are incorporated into the final solution. The recommendations outlined below are proposed.

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5.1.1. Optimize the Business Processes

The consultants and the Subject Matter Experts collaborated to build an ideal future business process for each of the three Development Planning Application processes.

The ideal processes were developed based on the business requirements of the Township, industry knowledge of the consultants and the outcomes identified in the RFQ.

The future to-be processes were compared to the as-is processes to calculate the benefits and savings for the Township. The to-be process flows are provided below.

Perry Group Consulting Ltd.

Official Plan Amendment (OPA) To-Be Process Flow

| Adelaide Metcalfe: Official Plan Amendment To-be Process Flow | Perry Group Consulting Ltd. | January, 2022 |

Start

1
County-wide customers visit a single Planning website

2
A Wizard provide information and application types needed to accomplish the development approval process.

Location based intelligence from GIS layers: CA, MTO, Zoning requirements etc.

3
Customer apply online for pre-con.

Application information automatically available in the back-office system

4
Load necessary info: concept, sketch etc. System alerts staff

5
Pre-consultation mtg requested and scheduled online

6
All parties circulated through the system

7
Agency inputs received via the portal

8
Pre-consultation mtg takes place

9
Application requirement checklist generated and available to the customer

10
Customer completes the application online along with the necessary supporting docs

11
All sub-applications (ZBA, SP, etc.) use the same base information:

location, applicant, purpose etc. No need to repeat

12
Application reviewed for completeness

13
System generates application fees

14
Customer makes payment online.

Consolidated payment to all agencies

15
System generated notice to all agencies:

Complete application received notice

16
Public recipients list generated through GIS and mailed out by LAM

D01-Public Notice 1

17
System automatically starts the clock

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Perry Group Consulting Ltd.

Figure 3: Official Plan Amendment To-Be Process Flow Diagram

Consent Application To-Be Process Flow

| Adelaide Metcalfe: Consent Application To-be Process Flow | Perry Group Consulting Ltd. | January, 2022 |

Start →
1 County-wide customers visit a single Planning website →
2 A Wizard provide information and application types needed to accomplish the development approval process. →
3 May discuss with Planner →
4 Application requirement checklist generated and available to the customer →
5 Customer completes the application online along with the necessary supporting docs

Location based intelligence from GIS layers: CA, MTO, Zoning requirements etc. (from box 2)

D01-Public Notice 01

11 Public recipients list generated through GIS and notice mailed out by LAM ←
10 System generated notice to all agencies: Complete application received notice ←
9 Payment info automatically integrated with Finance system ←
8 Customer makes payment online. ←
7 System generates application fees ←
6 Application reviewed and accepted.

no double entry (from box 9)

Other related applications are generated within the system and linked (from box 6)

12 System automatically starts the clock →
13 Complete application pkg is circulated to all agencies →
14 Agency comments received online via the Agency portal →
15 Customer checks status online →
16 Local Public mtg notice mailing list generated from GIS →
17 Committee of Adjustment decision/By-law

A

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Figure 4: Consent Application Approval To-Be Process Flow Diagram

Site Plan Application To-Be Process Flow

Adelaide Metcalfe: Site Plan Approval To-be Process Flow	Perry Group Consulting Ltd.	January, 2022

Start →

1 County-wide customers visit a single Planning website →

2 A Wizard provide information and application types needed to accomplish the development approval process.
Location based intelligence from GIS layers: CA, MTO, Zoning requirements etc.Text →

3 Customer apply online for pre-con.
Application information automatically available in the back-office system →

4 Load required supporting documents:
concept, sketch etc. System alerts staff →

5 Pre-con mtg requested and scheduled online →

6 All parties circulated through the system →

7 Agency inputs received via the portal →

8 Pre-con mtg takes place →

9 Application requirement checklist generated and available to the customer online →

10 Customer completes the application online along with the necessary supporting docs and other related applications (ZBA, OPA etc.) →

11 Application reviewed for completeness →

12 System generates application fees →

13 System generated notice to all agencies: Complete application received notice →

14 System generated automatic reminders to agencies →

15 Agency, Engineering comments received online via the Agency portal →

16 Customer checks status online →

17 System consolidates all comments into the Comments letter →

18 System alerts County Legal for upcoming SP agreement →

19 Applicant work on the changes/ conditions/ requirements and resubmits via the portal →

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20 All conditions completed?

21 All parties are informed by the system

22 Securities amounts are finalized and in the system

23 Council report prepared using system template

24 Legal alerted to create the Agreement

25 Agreement signed by the customer

26 Council mtg and decision

27 Customer provides securities. Securities tracked in the back-office system

28 Agreement signed by Township

29 Customer registers the Plan on Title

End

Start

Securities release

30 Customer logs into the portal to initiate a securities release

31 System contains the conditions and securities on the portal

32 Customer initiates a release, load necessary evidence/ documents

33 Township alerted for Review and approval

34 Completes inspection/review and update the system with results

35 Internal digital approval to release or deficiency letter sent to customer via email

36 Finance alerted to release payment

37 Automatic reminders for over due securities

End

Page 2

Pre-con-Pre Consultation
MTO-Ministry of Transportation
CA-Conservation Authority
ZBA-Zoning By Law Amendment
OPA-Official Plan Amendment

Business system/ Database

Start and/or End of a process

On-page reference/ connector

Core business Activity

Non-core Manual/ Administrative Activity

Decision Point

Sub Process

Off-page reference/ connector

Document/Email

Page 3
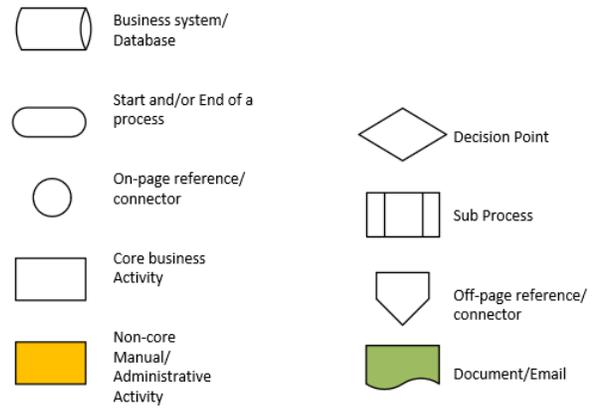
Figure 5: Site Plan Approval To-Be Process Flow Diagram

5.1.2. Implement an Integrated Digital Development Tracking System

The diagram below depicts the envisioned shared and integrated Development Planning system environment.

Through an integration engine in the back-office system, the customer, external commenting agencies, County staff and Township staff can self-serve using a shared Planning portal to perform all the activities related to Development Planning and tracking processes.

- User accounts can be created and managed.

- Documents can be circulated, updated, and completed.

- Fees can be calculated and payments can be made online.

- Comments can be made and reviewed and notices can be sent.

- Conditions can be defined, met, and noted as complete.

- Notifications can be sent.

- Submissions and re-submissions can be made.

- New applications can be applied for, completed, submitted, approved, and paid for.

- A wizard will help guide users on steps to follow, requirements, progress, and status.
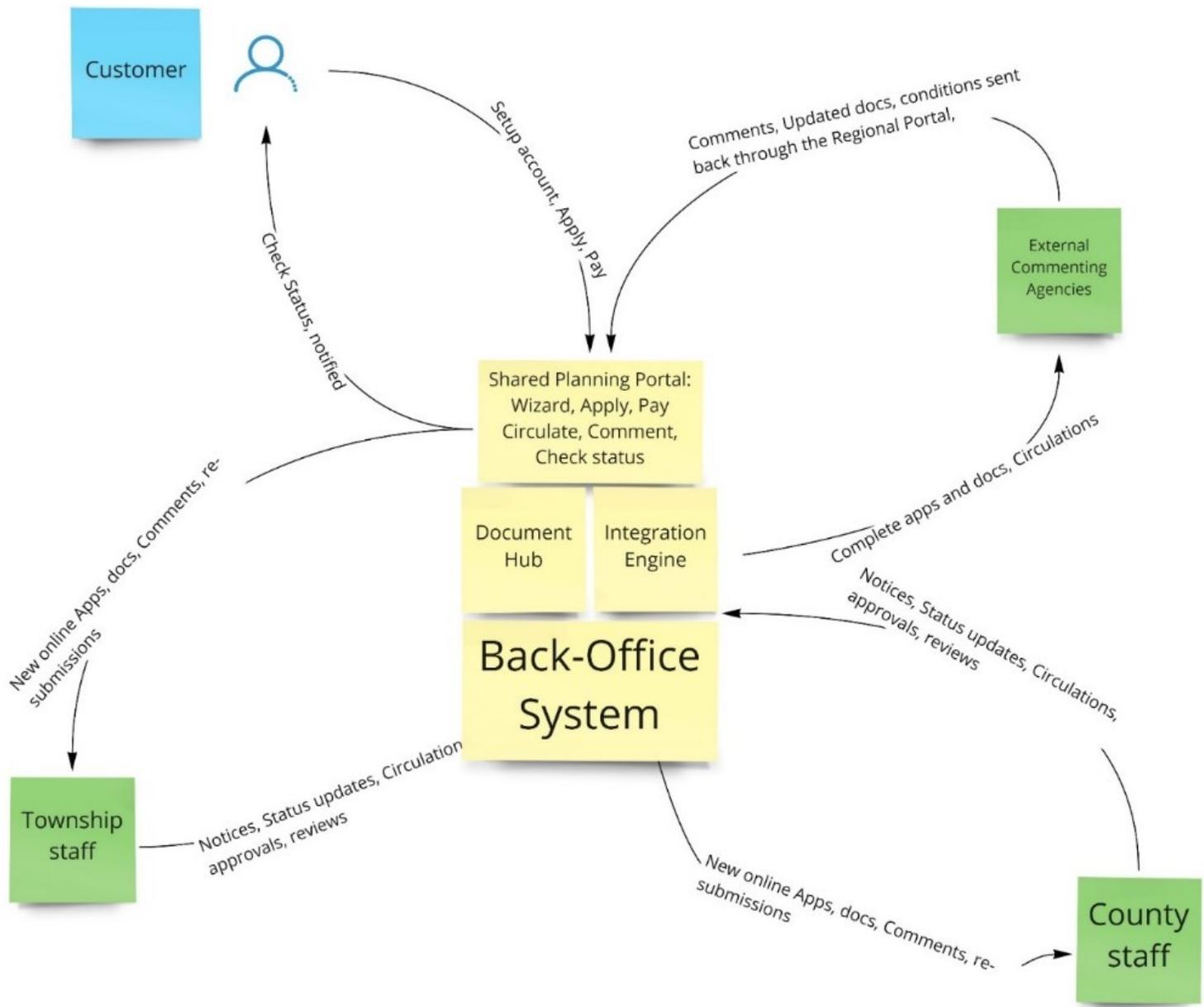
Figure 6: Integrated Development Planning System Diagram

The integrated Development Tracking system should provide the following benefits to the stakeholders:

- Improved customer experience with a single-window approach to all development-related services through an online self-service customer portal.

- Increased internal efficiencies with a seamless integration between the customer, local municipality, County and the commenting agencies through a well-integrated, digitized back-office system spanning across all stakeholders.

- Reduced service delivery costs with the re-engineered business process and automation of administrative tasks.

In order to achieve the above benefits, the ideal final solution should include the following high-level features:

- County-wide single-window customer portal.
    - Allow customers to receive information online through a wizard that helps the customer to understand the requirements, restrictions and the type of applications needed for a specific project.
    - Ability for the customer to receive automated insights based on the location of the property through various GIS layers, e.g., Conservation Authority requirements, flood plain restrictions, transportation, and environmental aspects, etc.
    - Ability to apply for ALL types of development applications online.
    - Ability to create a personalized login account with a profile for individual applicants as well as companies.
    - Online payment feature with fee calculation, payment, and receipting.
    - Ability to upload drawings, plans, sketches, documents, studies, etc.
    - Ability to automatically create related applications without having to repeat the same information, e.g., automatically generate a re-zoning application based on the existing OPA parent application data.
    - Ability to submit the application with the use of checklists to confirm the requirements.
    - Ability to receive updates and alerts based on customer preference, e.g., email, text, chat.
    - Online two-way chat feature to communicate with the Township, agency, and County staff.
    - Automated reminders for pending items.

- Integrated back-office system.
  - Seamlessly integrated with the online portal, the customer portal should be a natural extension of the back-office system.
  - Integrated with the local and County websites, financial system, document management platform, identity management system, email and calendaring system, office productivity system, plans review system, GIS platform.
  - Ability to seamlessly move an application and related documents between the County and the Township.
  - Ability to initiate circulations to selected agencies and internal departments.
  - Ability to generate notices and standard letters based on pre-defined templates.
  - Electronic plans review feature with electronic mark-ups, red-lining, notes on maps, etc.
  - Ability to digitally sign final plans, drawings, and documents.
  - Ability to message back and forth with the customer, Planner, County and Township staff and agencies.
  - Ability for agency staff to receive, review and comment on applications.
  - Automatic reminders to commenters.
  - Ability to track all milestones and related statuses within the system.
  - Automatic actions based on status changes and vice versa.
  - Fee calculation based on pre-defined criteria as well as manual entry of fees.
  - Ability to present fees to the customer via the portal for payment.
  - Ability to track unit types, unit numbers and related attributes such as square footage, set-backs, etc.
- Reporting features.
  - Ability to track the total time an application has been with the customer, agencies, County and the Township.
  - Ability to generate all mandated data reports to agencies.
  - Ability to generate ad hoc reports based on quick and simple queries.
  - Dashboards for internal management and staff use.

- o Time tracking according to the Planning Act regulations.
- o Access to all data for data analysis by the Township.
- General features.
  - o Mobile-friendly, responsive user interface.
  - o User-friendly intuitive user interface.
  - o Configurable workflow engine.
  - o Configurable document template generation.
  - o Configurable forms and data entry screens.
  - o Security and access controls to allow Township data to be secure with the ability to share with other agencies based on configuration.
  - o AODA compliant.
  - o MFIPPA compliant.

5.1.3. Standardize the Development Planning Service Across the County

The County is working on standardizing the technology platform for the Planning service across the County.

There is a good opportunity for the area municipalities to standardize the other aspects of the Planning Service across the County as well.

Following are some of the areas to consider:

- Terms of Reference (TOR) used in the Development Planning processes should be reviewed and standardized across the municipalities in the County.

- Development Planning Application forms could be standardized across the County.

- Requirements for the Development Planning Applications could be standardized.

- Approval processes could be standardized.

Standardizing of the above should help improve the customer experience across the County as well as reduce the cost of system implementations, e.g., the configuration of the system for one Township could be easily replicated in another municipality when the approval process is similar.

5.1.4. Opportunity to Delegate the Authority

The Site Plan Approval process has an opportunity to delegate authority to staff. Some Ontario municipalities have taken this step to reduce the time required in the approval process. Township staff should work with Council to implement Planning and Development Policy such as Urban Design Guidelines to support delegation to staff.

5.2.   Drainage Services

The high-level recommendation for the Drainage Service is to simplify and optimize the current complex lengthy process through a re-engineering of the process and then to digitize the entire service.

The Township should also consider delegating where appropriate some of the activities to staff.

Further details of the recommendations are provided below.

5.2.1. Optimize the Business Process

The consultants and the Subject Matter Experts collaborated to build an ideal future business process for the Drainage Service and related processes.

The ideal processes were developed based on the business requirements of the Township, industry knowledge of the consultants and the outcomes identified in the RFQ.

The future to-be processes were compared to the as-is processes to calculate the benefits and savings for the Township. The to-be process flows are provided below.

New Drainage and Drainage Improvement Approval: To-Be Process Flow

The re-engineered ideal process has combined multiple Council meetings into one. This is a significant change to the current process where three Council meetings are required throughout the process.

The recommendation is to evaluate both the technical solution and the financial impact of a new drain at the same Council meeting. The same meeting should be used to receive the approval to proceed with the contracted work.

The simplified and digitized future process flow is provided below.

Adelaide Metcalfe: New and Improvement of Drainage To-be Process Flow

Perry Group Consulting Ltd. — January, 2022

```
Start

1  Customer visits website, receives info and fills the online form

2  Back-end tracking system is automatically updated with details of the petition/application

3  Sup reviews the application

4  Circulate to CA and the Township

5  Sup visit the location and gather more details using a mobile app

6  Field data automatically updated in the tracking system

7  Prepare recommendation report to Council

8  Integrated GIS system generates the mailing list, Public notice sent

9  Council decision to appoint an Engineer

10  Engineer appointed

11  Site mtg scheduled and notices sent

D01-Public Notice

12  Site mtg takes place

13  Field notes collected using the app

14  More specific list of effected residents identified. Collect phone and email details

Email/text options for future communications identified

15  Tracking system updated with field data and new list of residents and their contact details

16  Engineer's report to Council: Technical and Financial combined

17  email/text communication to residents with public input/appeal form link and the cost breakdown/schedule

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```

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18 Resident concerns collected online and consolidated in the tracking system along with requests to speak at the mtg

19 Council mtg

20 Both technical and financial aspects presented, discussed and public inputs received

21 Council decision/By-law passed

22 Tribunal Appeals process if needed

23 Tracking system automatically informs all parties including Finance

24 Tender published

25 Contractor assigned

26 Work starts

27 Field inspections with notes captured in the App

28 Work complete

and back-end tracking system automatically updated

29 Engineer issue the Completion Certificate

30 Contractor invoices paid

31 Tracking system loaded with the Completion Certificate

32 System generates the TPON grant request/alert and reminders

33 TPON request entered in the provincial website

34 System triggers Finance to update TPON, reminders, timelines tracked etc.

35 TPON updated with final details

36 System generates the Assessment Schedule

37 Invoices are generated by the system

38 Invoices emailed to customers along with online payment options

39 Customer payments received

End

Page 2

Sup-Superintendent
CA-Conservation Authority

Business system/
Database

Start and/or End of a
process

On-page reference/
connector

Core business
Activity

Non-core
Manual/
Administrative
Activity

Decision Point

Sub Process

Off-page reference/
connector

Document/Email

Page 3

Figure 7: New Drainage and Drainage Improvement: To-Be Process Flow Diagram

Drainage Maintenance: To-Be Process Flow Diagram

| Adelaide Metcalfe: Drainage Maintenance To-be Process Flow | Perry Group Consulting Ltd. | January, 2022 |

Start

1 Customer visits website, receives info and fills the online form for Drain Maintenance

2 Back-end tracking system is automatically updated with details of the petition/ application

3 Sup reviews the application

4 Sup visit the location and gather more details using a mobile app

5 Field data automatically updated in the tracking system

6 Based on complexity, may send a notice to all residents on the Drain

D01-Optional Public Notice

7 Integrated GIS system confirms historical data and generates the mailing list if needed:

Municipal Drain, Engineering Report etc.

8 GIS generates a Drain report with red-lining by Sup

9 Inform the contractor on file with the Drain report (Includes work to be done)

10 Work starts

11 Field inspections with notes captured in the App and back-end tracking system automatically updated

12 Work complete

13 Contractor invoices received

14 Contractor invoices paid through the AP process

15 Tracking system loaded with the Completion information

A

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A → 16 System generates draft assessment schedule → 17 Sup updates the Assessment schedule → 18 System triggers Finance to Bill customers and apply for Grant → 19 System generates the consolidated Grant request → 20 TPON request created for Grant → 21 Grant received

18 → 22 Customers Billed → 23 Payments received → End

Sup-Superintendent
AP-Accounts Payable

Business system/Database

Start and/or End of a process

On-page reference/connector

Core business Activity

Non-core Manual/Administrative Activity

Decision Point

Sub Process

Off-page reference/connector

Document/Email

Page 2

Figure 8: Drainage Maintenance: To-Be Process Flow Diagram

5.2.2. Digitize the Drain Application Services

The current Drainage Services are designed for the over-the-counter channel and includes a complex manual process.

It is recommended that the Township implement a digital solution to track the end-to-end Drainage Service.

The logical sequencing and the features required to automate this process is very similar to the requirements of the Development Planning Application system, therefore, the Township should look into the possibility of using the County implemented Cloudpermit system to digitize the Drainage Service as well.

The main components of the system – intake, online portal, circulations, public notices, GIS integration, back-office workflow and approvals, mobile inspections – are all common features for both Development Planning and Drainage Services, therefore, the same system should be evaluated for the Drainage Service as well.

The existing County GIS service should be expanded with other relevant layers of information such as flood plains. GIS location-based intelligence should be used to facilitate quick and easy decision-making.

5.2.3. Investigate the Opportunity to Delegate Authority to Staff

According to the Drainage Act, there is a mandatory requirement for Council involvement.

The current process includes three separate Council meetings and decisions built in.

The recommendation is for the Township to investigate delegating some of the approval authority to staff (the current drain maintenance process is entirely managed by the staff).

5.3. Information Management (IM)

5.3.1. Establish the Foundations for an IM Program

Records and Information Management is a large, multifaceted, and complex corporate program of work that cannot be completed in short order. Municipal leaders in this area have spent decades trying to implement best practices in concert with technology and competing priorities that are constantly changing.

In brief, it's not really a curve you can get ahead of, so it's better to start small and scale out when it makes sense to do so. Proper planning of the foundations for an IM program do not need to over-encumber smaller municipalities. Various templates, guides and reference models are freely available to adopt and/or adapt. Several links to these materials are provided within the recommendations below.

Enterprise Content Management (ECM) technology has advanced along with the overall mindset to traditional records programs. Organizations are moving away from physical records and storage rooms to instead leverage digital information and Cloud platforms that make it easier to manage the information lifecycle.

For the purposes of the following recommendations, the term **Information Management** is used to relate both to municipal records as well as more broadly to data and technology.

Traditional Enterprise Content Management

1. Focus on managing content
2. Human interventions
3. Mostly paper-based documents
4. Simple linear internal workflows
5. Single cohesive repository
6. Monolithic architecture, self-contained system
7. Mostly on-premises

Modern Content Services

1. Focus on pervasive utilization of content
2. AI-ML powered cognitive services
3. Electronic, paper-based, email, social, and audio-video content
4. Collaboration and extended enterprise
5. Large-scale federated repositories
6. Modular, services-based architecture
7. Cloud and hybrid deployments

Figure 9: Traditional vs. Modern Content Management

As denoted by ARMA's Information Governance Framework diagram below, there are various concepts that, when put together, form a corporate IM Program. This varies from organization to organization and manifests according to the corporation's overall objectives and capacity to deliver. There are foundational elements that the Township needs to address to become more mature with IM.

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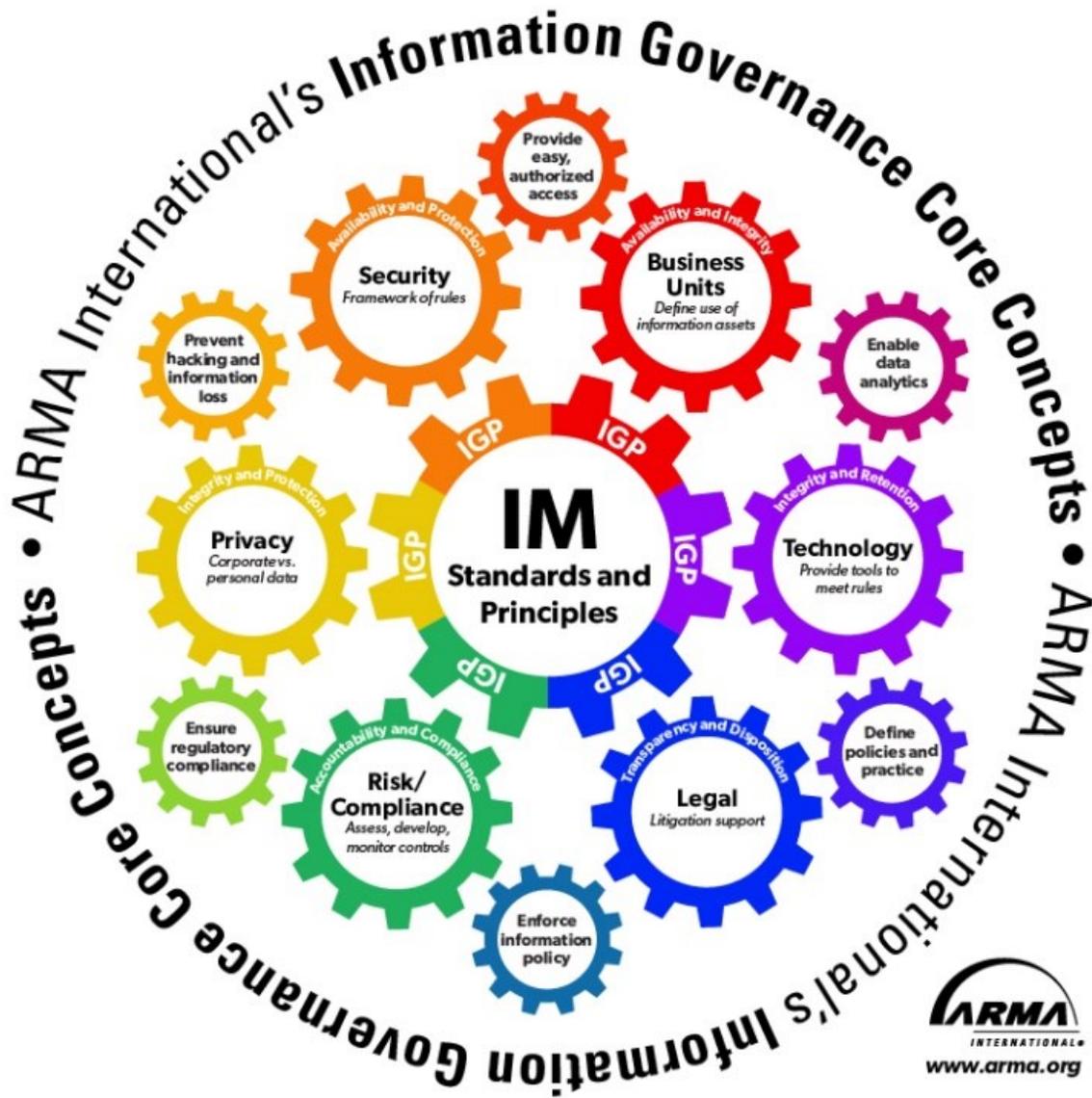
Figure 10: ARMA Info Governance Framework – Core Concepts

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Consulting Ltd.

Governance

As multiple skills and perspectives are required to manage in these areas, IM is often driven through a collaborative effort tied to an IT Governance process. In the case of larger municipalities, this is commonly managed by way of a separate advisory committee that ultimately reports through a Technology Steering Committee to the Senior Leadership Team.

This type of governance process is not required due to the size of the Township, however, we do recommend that IM and technology modernization become a standing item on Management Committee's agenda moving forward. Ensuring that there is a top-down focus on reporting and accountability will help support forward progress. It will also help bolster the need for annual Operating Expenditure funding allocations which may be required to retain professional services and or support from third-party experts.

Leadership

Ideally, IM is championed within municipal organizations by way of a partnership between Clerk's and IT.

As there are no dedicated internal IT resources in place at the Township, the Clerk is a logical choice given the relationship with Records Management and having been delegated responsibility for the FOI process.

Familiarity with business solutions as well as the various operational requirements around data management (e.g., data access provision, storage, and backups, etc.) is also critical, however, nearly 100% of the Township's business solutions are hosted by Middlesex or third-party service providers so this requirement becomes less crucial. That said, in undertaking this foundational work, the Township may want to consider retaining a Subject Matter Expert to support the Clerk on this project.

Vision and Goals

It is important to have a vision and goals driving the development of an IM program. It needs to be an honest depiction of where the Township needs to go and why it's important to get there.

Given that savvy leadership is in place and committed to digitization as a key goal, the vision for the Township should be on reducing manual processes and use of paper to support workflows. It is possible (and in the Township's case, very reasonable) to assert that Adelaide Metcalfe will strive to eliminate paper and become a fully digital workplace.

We recommend developing a vision statement along these lines and establishing a model that can help guide the work through an IM Framework.

IM Framework

An IM Framework will help to establish the early foundations of an IM program and provide an overarching structure that will help staff manage and control information assets on a more consistent and standardized basis.

The initiative does not need to be overly onerous as various models are available for reference and/or adoption (e.g., Alberta, Toronto, Government of Canada, NSW Government, Gartner etc.). This should, however, be an exercise where everyone within the organization has a voice.

The intent is to develop a framework that encodes the vision, governance, organizational roles, and reporting metrics associated with the information lifecycle. When in place, an IM Framework can help to guide decision-making in order to develop policy, procedures and to configure business solutions.

Again, the idea is not to get over-encumbered by this process, it is simply meant to facilitate conversations in order to contextualize what IM means to Adelaide Metcalfe. The Framework can be very concise at the beginning and evolve over time – it should reflect the current state of the program, yet also be aspirational in terms of goals.

In many ways, this Framework can become the Township's "IM Strategy" until such time that the organization is ready to delve deeper and conduct a more detailed strategic development process. Based on the Township's overall size, however, this may not need to take place. Actual, tangible progress (e.g., digitization of workflows, policy and procedure development, classification, etc.) should be the focus over spending too much time planning for it.

5.3.2. Develop an Information Classification Schema

The proliferation of unstructured data has presented a challenge for the Township who is in custody of sensitive information in the form of emails, spreadsheets and documents housed within various (shared) business solutions and file shares.

This data is quite often moved to the Cloud prior to setting policies (and automated controls) to formally identify and categorize information in order to ensure it is handled appropriately. This struggle with data lifecycle often results in the storing of sensitive data long after it's useful, creating an unnecessary exposure to risk. As data is created on a daily basis, much of it can be forgotten and simply stored in perpetuity without adequate controls in place.

In conjunction with developing a Corporate IM Framework, the Township needs to prioritize the development of an **Information Classification Schema** that can help define the sensitivity of information regularly managed throughout (and beyond) the organization. This classification exercise also does not need to be complicated. Some municipal organizations have simply adopted a framework (such as the Information Security Classification Framework sample below) and completed a rough, high-level classification of their information in one day, simply by brainstorming and using standard corporate reporting materials as reference tools.

While this schema does not replace the need for a functional classification model (e.g., TOMRMS) it *will* guide the organization in making better decisions to protect unauthorized access to sensitive data and better safeguard personal information collected from residents. This process can also be used to "complete" the TOMRMS retention model by marking appropriate records as "vital" or highly sensitive.

Similar to the IM Framework, this initiative should be tackled by the Clerk but approved by the corporation as a whole. The Framework should be shared with staff and can serve to help provide training on IM broadly, but also with respect to managing information that may be subject to FOI requests or protected by way of legislation.

PUBLIC	INTERNAL ONLY	CONFIDENTIAL	RESTRICTED
Data that may be freely disclosed to the public	Internal data not meant for public disclosure	Sensitive data that if compromised could negatively affect operations	Highly sensitive corporate data that if compromised could put the organization financial or legal risk
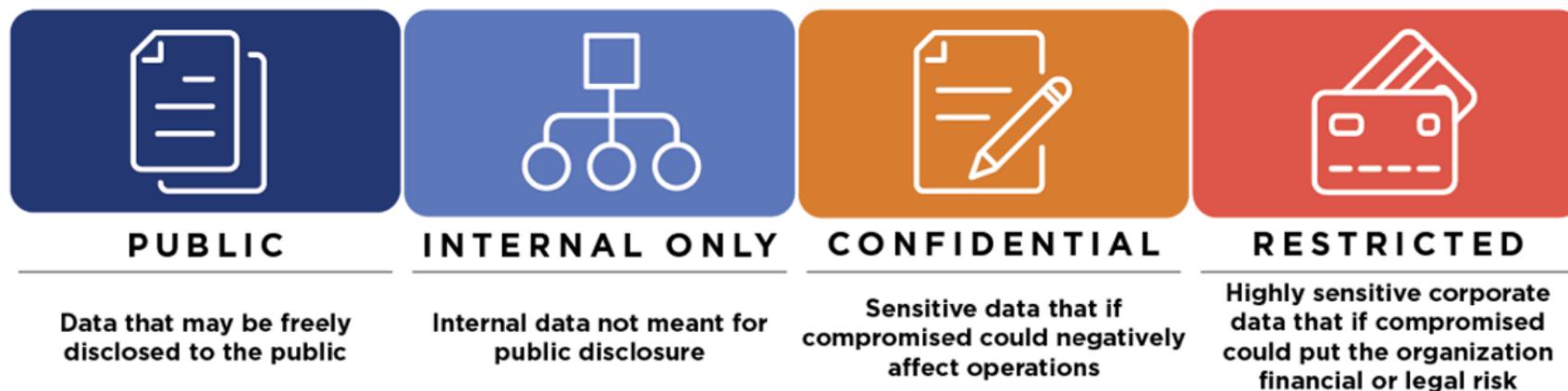
Figure 11: Information Security Classification Framework Sample

Having information classified makes it easier to inform the configuration of technology systems to protect an organization's most sensitive data. It also makes it easier to establish standards, access privileges and rules to support staff in collecting and distributing civic information.

Next to people, information is the Township's most critical asset. The investment of time required to develop a schema and undertake an information classification exercise is a worthwhile first step for the Township to take.

5.3.3. Address IM Policy and Procedure Gaps

The Township is missing several policies and procedures that would enhance decision-making and help ensure that work is undertaken in a more consistent and transparent manner.

IM policies and procedures also provide benefits in onboarding and training staff (and new Councillors) and in establishing review periods to ensure compliancy is in place. IM policies should be approved by management and published to the Township's website.

Freedom of Information (FOI) – Privacy Policy, Routine Disclosures and MFIPPA Delegation By-law

The Province of Ontario maintains a [Freedom of Information and Protection of Privacy Manual](#) which is a valuable reference document to use in addition to *MFIPPA* in order to determine the overall compliancy regime and best practices when it comes to FOI.

The Township currently uses the legislation to support their response to FOI submissions from the public, however, there is no formal policy or procedure in place. Well not required, having an approved **Privacy Policy** (e.g., [Guelph](#), [Kingston](#), [Brampton](#)) as well as a procedure for the organization will help mitigate risk by further clarifying "how things work" for everyone involved.

Further on FOI, the Township may want to consider establishing a **Routine Disclosure Program** which proactively publishes access to Township information – especially that which is most commonly requested through FOI. This can help to curtail the number of FOI applications received as well as heighten the overall transparency related to civic information.

Routine disclosures look very different from municipality to municipality, however, the commonality between them is to simply make it easier for the public (and third parties) to find the information they are looking for. For example, some municipalities have established Routine Disclosure processes for insurance providers to attain information related to traffic accidents and fires, while others have consolidated information on how this process applies to various areas within the municipality (e.g., [Hamilton](#), [Ottawa](#)). In the interest of supporting open government and being "open by default", some municipalities even publish the full FOI release package (as redacted) to their municipal website.

The Township should consider enacting routing disclosure around the information that is most commonly requested by the public. Setting a target to do this for 3-5 processes per year would enhance transparency of information and potentially reduce the ad hoc administrative burden associated with FOI responses.

Records Retention, Policy and Procedures

The Township currently has a **Records Policy** in place by way of By-law 71 of 2020. This includes the complete **Records Retention Schedule** (TOMRMS).

This policy should be published to the website and reviewed regularly (at least every two years), to ensure compliancy with the underlying legislation. Adelaide Metcalfe's current policy is well-articulated and aligns with the current state. That said, with M365 and other new solutions coming online within the next few years, it will be important to revise this policy to

more accurately define the systems of records used as well as any other IM processes that are enhanced (e.g., classification, destruction of physical records, references to other related policies etc.).

Further iterations of this policy should refer to it as a **Records and Information Management Policy** (RIM) which signals bridging the gap between traditional regulatory language used by the province and our current data and technology driven environment.

A RIM Policy not only helps standardize practices within the organization, but it also provides an administrative baseline to track optimization and growth of capabilities over time. It should be looked at as a living document that is revised according to the continued maturation of the IM discipline within the organization.

Accountability and Transparency Policies

Although not wholly related to IM, the *Municipal Act* also requires that municipalities publish a number of **Accountability and Transparency** policies.

Aside from the specified policies pursuant to the [Municipal Act, Section 270](#) (such as the hiring of employees, the sale and disposition of land and the procurement of goods and services etc.), the *Municipal Act* also requires policies that help inform Council's ability to make decisions in closed meetings, provide a code of conduct for Council as well as establish a public process that would allow citizens to work through an Integrity Commissioner to review past in-camera meeting conduct.

The Township can refer to the [provincial guide](#) as well as [updates published by AMCTO](#) to help navigate these *Municipal Act* requirements. It is commonplace for municipalities to have a dedicated webpage that provides access to these corporate documents along with online forms that make it easy for the public to utilize them (e.g., [Guelph](#), [Burlington](#), [Whitby](#), [Ottawa](#), etc.).

Technology Policies

Although Middlesex provides technology support and services to the Township, it is still recommended that there be a review of technology policies in place at the Township. It is typical for municipal organizations to have a **Technology Use Policy** that provides standards and guidelines around how to use technology at the municipality.

5.3.4. Review Physical Records Storage and Formalize Destruction Process

The storage of physical records at the Township is supported by use of a solution (OmniRIM) which helps to index and apply retention. While there is a central storage room used, each department also manages various records within their immediate areas. It is often challenging to distinguish between active and inactive records as a result.

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Consideration should be given to using an offsite storage provider to house inactive records that need to be kept. The standards provided by a third-party will improve the overall ability to retain and manage inactive records and mitigate risk associated with information loss/retrieval. Having said that, the Township will need to evaluate value for money as a strong commitment has already been made to move to a more "digital office". Although a program to digitize the information holdings may take several years to accomplish, it may lead to a better ROI.

The destruction process used for physical records is currently undefined. Although there are "annual activities" to purge inactive records, there is currently nothing in place to define or document these activities. The Township should investigate use of a third-party to not only support the annual destruction process but also provide onsite confidential bins that could be used to dispose of sensitive materials (pursuant to MFIPPA and the Corporate Information Management Schema). Out-tasking this service will help to mitigate any potential risk and immediately establish a formalized process for the Township.

5.3.5. Install Naming Conventions for Unstructured Data

Naming conventions can greatly assist in organizing and providing easier access to unstructured data on corporate network shares. The future for the Township will be leveraging an Electronic Document Management System (EDMS) to better manage digital records, however, this is likely still years away from deployment to that level.

In the interim, the Township should install a naming convention for unstructured data to enhance access to information, improve version control and avoid further data sprawl and duplication. Even the most simplistic naming convention can lead to improvements in these areas (e.g., document name_subject_date_version number), but it will require all staff to adopt the approach.

When developing a naming convention, the Township should use a format that makes the most sense for every department. Likely, there are already some areas that have begun to adopt "similar formats" when applying file names (most likely within the Treasury area). Specifically, the development and consistent use of electronic file naming conventions would:

- Help employees easily find and identify the record(s) they are seeking.

- Enable employees to browse file names more effectively and efficiently.

- Help employees distinguish one electronic record from others on the same (a similar) topic.

- Increase the likelihood that staff would be able to interpret file names without needing to open the files to confirm their purpose/contents or having to consult with the file creator.

- Make file naming easier because an employee who followed the conventions would not have to "re-think" the naming process each time they named a file.

- Allow sorting of documents in a logical sequence (e.g., by date).

- Eliminate the confusion and delays often experienced when attempting to distinguish between different versions of a draft document (between drafts and final/approved/published documents and between final approved versions over time (such as approved policy which has been superseded or revised).

- Reduce the likelihood that an obsolete version would be used or distributed.

The use of electronic file naming conventions would be particularly helpful in shared network drives because the current lack of standardization often results in ad hoc file names that have little (or no) meaning to anyone other than the file creator.

Using a corporate-wide standard would bring greater precision to the organization of unstructured electronic records, particularly in the near-term until the Township implements an Electronic Document Management System (EDMS) (or similar technology) in which versioning is automated and a "record type" can be applied to a filename via a drop-down box during the file saving process.

5.3.6. Develop M365 Roadmap

The Township has already procured M365 E3 licensing and is beginning to explore how it should scale to become the centralized productivity tool to support modern working at the Township.

The Township has already migrated to use of M365 for corporate email. This is a common entry point for organizations leveraging Microsoft's suite of business productivity Cloud offerings commonly followed by delivering Office Online (Word, Excel, PowerPoint, etc.) and collaboration (Teams). SharePoint Online is often rolled out subsequent to this mainly because work typically needs to be done in order to understand how the platform will be used strategically (e.g., intranet, EDMS, automated workflows, project team sites, etc.).

Microsoft released Microsoft 365 (M365) in 2017 as an enhanced bundle that combines the features of O365 with Enterprise Mobility and Security (EMS). Some additional capabilities that are provided by this offering are:

- **Microsoft Intune** – Cloud-based enterprise mobility management service that would help the Township manage mobile devices and applications.

- **Identity and Threat Protection** – detect potential vulnerabilities affecting the Township's identities, configure automated responses to detected suspicious actions.

- **Integration with On-Premises Active Directory (Single Sign On)** – the single sign on feature adds extra value to the Azure AD authentication process and provides a better experience for your users by eliminating the need to enter passwords or usernames whenever Township staff need to authenticate to the network (Cloud or on-premise).

- **SharePoint/OneDrive** – Microsoft Cloud storage products with common characteristics. There are some key differences between the two which decipher how and when one or the other should be used, however, the Township will have opportunities to leverage both services.

The next step for the Township is to complete an assessment to sequence implementation over the next 1-3 years. The added complexity of the County serving as the Township's IT service provider will need to be a key focus point.

It is recommended that Adelaide Metcalfe retain the services of an experienced third-party to assist in building a suitable M365 Roadmap and likely also supporting the implementation through a number of phases. Regardless of the size of the Township, M365 presents a lot of changes for users so change management will be an important component to address as part of this plan.

5.3.7. Develop Requirements for Future Electronic Document Management Solution (EDMS)

Adelaide Metcalfe has a number of considerations to make in determining what will become the organization's future Electronic Document Management Solution (EDMS, also known as ECM, Electronic Content Management).

Such a project requires a pragmatic review to determine factors such as:

- Cost.

- Maintenance and Support (SLA).

- Ease of Use / Training.

- Scalability.

- Integration.

- Compliance, Security and Data Protection.

Municipal EDMS implementation projects historically have a poor success rate. This is often due to the fact that IM program ambitions are too broad, do not have clear or contextualized goals for the organization and/or technology was put ahead of building the necessary IM foundations that it must support it.

It is key that the **people** and **processes** are in place to support the **technology**. That said, the following are potential options for the Township to consider in the future.

Laserfiche

Currently, Laserfiche is being used to facilitate the digitization of key corporate and public records. The application is Cloud-based and access to the solution is provided by Middlesex County, however, it was not used prior to 2020 (onboarding of new Clerk).

The product can do everything an EDMS should – securely manage the lifecycle of both physical and digital records, provide access for staff to search on metadata, integrate with other enterprise applications, automate workflows (related to documentation) and provide analytics/portfolio level reporting on the holdings. Although the overall solution can also help in managing a physical records room, it is not currently being utilized for this purpose at the Township.

Laserfiche has been a trusted name in the IM space for decades. They offer a competitive solution that staff already have some familiarity with. It also contains some corporate documentation and there are currently plans to begin another wave of digitization using the tool.

OmniRIM

OmniRIM, the Township's current solution for managing physical records was acquired by FileTrail from Access Corp in October, 2020. Support is still offered for customers who have traditional OmniRIM deployments and FileTrail has noted that they are reaching out to these customers in order to discuss potential upgrade (conversion) options to the broader FileTrail solution.

To date, Adelaide Metcalfe has not discussed this option with the vendor.

The acquisition of OmniRIM has added to the FileTrail suite which provides an integrated solution to manage physical and digital records as well as the overall governance associated with IM policies and controls. Staff have experience using this tool to manage physical records, however, the solution has not been upgraded or reviewed in several years.

Microsoft SharePoint Online

The Township acquired several M365 licenses which provides access to SharePoint Online. As of 2020, this solution now has the capabilities to fully manage both electronic and physical records within a municipal environment.

Although recently released, two key deliverables of the product – retention labels and physical records management capabilities – have now refined the solution enough that it could be implemented as a complete, end-to-end municipal EDMS.

Given that Adelaide Metcalfe is already on the way to standardizing on M365 and has begun to "kick the tires" on SharePoint Online, the solution itself might be ideally suited as the EDMS of the future. It would help to rationalize existing IM solutions and consolidate on a platform that is likely to become the Township's central productivity and collaboration tool for years to come.

That said, refinement of the solution to adequately manage "regulatory records" is **very recent** and costing with respect to the appropriate licensing model will need to be clarified (specifically, between E3 and E5 Microsoft license categories, which provide varying levels of control over information governance).

EDMS Requirements

The Township must explore all three potential options (as well as possibly test the market through a procurement vehicle) in order to make a final decision on a future EDMS solution.

Before getting to this point, however, there is preliminary work to be done. It is recommended that the IM foundations for the Township be built first – at least at a high-level – prior to committing to a solution. Concurrently, further pilots and exploration of all three existing tools should continue to take place. These pilots will give staff practical experience in using and comparing features between tools which will be invaluable when developing EDMS requirements.

We feel that it's practical for the Township to continue to explore solutions throughout 2022 as they develop the necessary IM foundations noted above. In 2023, a decision will need to be made as to whether a formal procurement process is required to purchase an EDMS, and potentially, an implementation partner to assist with the deployment.

Given that the Township is more or less at an inception point with their IM program and given the fact that consolidation on M365 is already a corporate goal, we feel that strong consideration should be given to M365 as Adelaide Metcalfe's future EDMS.

Having a "single source of truth" that has the out-of-the-box capability of giving you a compliance report on all information holdings is very attractive. This is especially true as the *same system* could then be leveraged to not only create but also manage the majority of the information lifecycle for the Township. This can help avoid data sprawl and information redundancy which is currently an issue within various business solutions and network shares. Nevertheless, further pilots and exploration to build formal requirements will help to make a more informed decision.

Any plan to migrate away from existing systems will also have to be carefully considered. Often, municipalities will decide to implement a future solution, but then sequence the migration away from existing solutions using a phased approach.

In the Township's case, this would likely mean a three-phase process where SharePoint Online is configured first, followed by data migration from Laserfiche, then from OmniRIM. Regardless of the decision and implementation approach, the Township should plan for this to be a multi-year project and will want to retain third-party expertise to help build requirements, support procurement and plan/support implementation efforts. If the decision is made to move to SharePoint Online for the Township's EDMS, then planning should occur during the development of an M365 Roadmap.

5.3.8. Develop Business Continuity (BC) Plan to Better Consider Access to Information and Systems

As evidenced through the Covid-19 pandemic, the ability to ensure vital services are operational throughout a major disruption is critical – baselines in place to uphold emergency and support services, public communications, and the associated decision-making processes (e.g. Emergency Operations Centre).

The Township has recently drafted a 'Contingency Plan – Business Continuity Plan' in response to the Covid-19 pandemic. At the time this report was drafted, this draft plan includes the necessary preamble, a list of vital services as well as the conditions required to support them (the appendices). Information related to the provision of IT services and the accessibility of corporate records is provided for within the appendices. While this isn't a fully robust BC plan, it serves as a good starting point.

Greater detail regarding "how and where to access" services and information should be included to the existing information, specifically noting systems of record and file shares that would be critical for staff to access in relation to each department or functional service. It should also provide for additional detail regarding how data is backed up, the level of

redundancy in place and how this process is regularly maintained or serviced (often by a third party) to meet acceptable standards (e.g. recovery time objectives). The associated review exercise to complete this work would also give the Township a better idea of where major bottlenecks would be created if a skeleton staff (or 100% remote) model were enacted – particularly at Middlesex County which is the Township's IT service provider.

If the Township continues to consolidate on the M365 platform, it will greatly assist in providing remote management capabilities to access vital information. Business continuity measures should be considered during the M365 Roadmap development process.

5.3.9. Develop Stronger Data Partnerships

Data has become a critical asset for municipalities to manage but most don't do it alone. Partnering with vendors, academic institutions, other organizations, and the community can greatly assist in refining the quality of data assets for all stakeholders.

Middlesex County currently leverages the ESRI GIS platform to support an open data catalogue (ArcGIS Hub). There are few datasets available through this portal (less than 10, currently), however, it presents an opportunity for Adelaide Metcalfe and other lower-tier municipalities within the County to leverage this solution in order to provide (and automate) better access to information.

GeoHubs are quickly becoming another entry way for users to access the information they are looking for by navigating maps and geo-enabled data (e.g., municipalities like the City of Brampton have published a number of dynamic performance dashboards, story maps and personas on their GeoHub).

The Township could certainly consider building their own GeoHub, however, should first curate a more active partnership with the County, particularly with respect to IM, in order to explore ways in which shared value could be delivered through the Middlesex portal GeoHub.

The Township would need to identify someone within its organization to help manage this relationship and lead the work. At first, this could simply be locating Adelaide Metcalfe-specific information which can be released through the County's GeoHub as an open dataset or map. Next could be building a budget dashboard or story map. What will be key is the partnership with the County and an understanding of how the region can collaborate to enhance the overall experience for citizens.

Open data programs can also help create community partnership that can enhance the overall quality of civic information by providing a two-way connection to information. For example, active transportation advocacy groups within communities (e.g., trails, cycling) are often empowered by their municipalities to survey base data and improve on it by adding secondary and tertiary trail names, mapping connections, identifying condition-related information, and marking locations where remediation work is ongoing.

Solutions like Trailforks and Strava often contain data that was developed by way of a partnership between municipalities and local users. Cultural and community maps (e.g., Burlington, Oshawa, Richmond Hill etc.) also provide opportunities for the public to self-identify community landmarks, heritage centres, public art and neighbourhood events.

Benefits Summary and the Work Plan

6.0   Benefits Summary

The recommendations of the Service Delivery Review are aligned with the corporate requirements of this project.

The main focus has been improving customer service and internal business process efficiencies while reducing the cost of delivering services.

The following benefits could be achieved through the implementation of the recommendations in this Report:

- Enables excellent customer service – digital channel provides convenience to residents, anytime, anywhere.

- Improves the service delivery timelines – better turnaround times due to automation.

- Less duplicate data entry due to integrated systems.

- Addresses resident concerns in a timely manner – automated status updates to applications, concerns, complaints.

- Helps the environment – paperless process reduces the amount of paper (e.g., tax bills).

- Reduces the service delivery cost – online service cost is lower than over-the-counter or over-the-phone.

- Creates capacity – automation reduces the need for manual processing by staff.

- Increases transparency – digitization allows the Township to collect and share data with the public, Council and management.

- Reduces the number of complaints received by Council – digital business processes can provide automated status updates to customers (e.g., Planning Applications, property complaints, snow issues).

- Helps make informed decisions – data analytics allow Council and management to make decisions based on evidence, data and trends.

- Increases the accessibility and availability of services – driving to a Township office is not required, visitors, seasonal/out-of-town workers/businesses, residents are served.

The consultants reviewed five business processes in two service areas to identify potential improvements to the existing services. Through the review, specific process optimization opportunities have been identified.

The current business processes were mapped out and compared to an ideal future state. Specific tasks in the current business processes were identified for either elimination or improvement through digitization. The process improvements were tabulated based on the potential time saved. The total time saved per process was calculated and expanded to find the total number of hours that could be saved per business process annually.

The following table shows the tangible cost avoidance for the five business processes:

Service Name	Potential Process Steps Eliminated / Improved	Potential Cost Avoidance / Year
Development Planning – Official Plan Approval	30 of 56 steps	$175
Development Planning – Consent Approval	27 of 46 steps	$1,350
Development Planning – Site Plan Approval	48 of 74 steps	$383
Drainage – New and Improvements	57 of 111 steps	$4,275
Drainage – Maintenance	17 of 23 steps	$1,050
Total		**$7,233**

Table 1: Potential Cost Avoidance Calculation

The potential cost avoidance may seem to be low in dollar value, but the non-tangible benefits to the end customer are far greater.

The convenience of doing business with the Township via the online channel is an expectation of the community who is used to such services from other service providers like banks, grocery chains, etc. The ability for the Township to use the data generated from such digital processes allows better decision-making based on facts.

Digital channels also provide an easy and cheap avenue to tackle growth. In case of a future situation where development in the County rises, the Township will be able to handle the additional work with fewer administrative staff. Activities such as data entry, payment processing, manual circulation and filling types of administrative tasks are automated through the proposed digitized business processes. A sustainable digital service delivery however will require other staffing resources to support and maintain the digital platforms.

7.0   Work Plan

The following table identifies specific initiatives with their related cost estimates.

The Senior Management Team may prioritize the Work Plan according to the needs of the Township.

ID#	Business Area	Opportunity	Capital Impact	Operating Impact	Level of Difficulty	Estimated Time to Implement (Months)
1	Development Planning	Fully implement the Digital Planning Business system in collaboration with the County as per the recommended optimized future process	Existing project	Existing project	High	6-12
2	Development Planning	Develop a roadmap for the expansion of the Planning system to other business areas related to land and property: building and other permits, by-law complaints, licensing	n/a	n/a	Low	2-3
3	Development Planning	Create a master property record/database using the new Planning system	Existing project	Existing project	Medium	Refer to #1
4	Development Planning	Digitize the historical property files and related documents and link to the digital property record and the IM system	$10,000	n/a	Medium	6-12

ID#	Business Area	Opportunity	Capital Impact	Operating Impact	Level of Difficulty	Estimated Time to Implement (Months)
5	Development Planning	Delegate authority to staff for Site Plan Approvals	n/a	n/a	Medium	2-3
6	Development Planning	Continue to apply for the provincial grants to support the modernization effort	n/a	n/a	Low	1-2
7	Development Planning	Develop a long-term plan for a potential growth situation in the future. Evaluate the opportunity to have a local Planner and/or a shared local Planner with a neighbouring municipality	n/a	n/a	Medium	3-6
8	Development Planning	Collaborate with the County and area municipalities to standardize the Development Planning artifacts, e.g., application forms, TOR documents, application process, business system configuration, etc.	n/a	n/a	High	6-12
9	Drainage Services	Evaluate the Cloudpermit system for suitability for the Drainage Service modernization	n/a	n/a	Low	1-2

ID#	Business Area	Opportunity	Capital Impact	Operating Impact	Level of Difficulty	Estimated Time to Implement (Months)
10	Drainage Services	Digitize the Drainage Service with the recommended future process improvements	$10,000	$5,000	Medium	3-6
11	Drainage Services	Evaluate the possibility of delegated authority for the New and Drainage Maintenance Service	n/a	n/a	Medium	3-6
12	Information Management	Implement the foundations of an IM program (leadership + framework) to simplify and standardize decision-making	n/a	n/a	Low	3-6
13	Information Management	Develop an Information Classification Schema to better protect information assets	n/a	n/a	Low	1-2
14	Information Management	Develop a Privacy Policy to define and encode MFIPPA	n/a	n/a	Low	1-2
15	Information Management	Establish a Routine Disclosure Program	n/a	n/a	Medium	3-6
16	Information Management	Setup a review period to ensure practices align with Records Policy (71-2020)	n/a	n/a	Low	1-2

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ID#	Business Area	Opportunity	Capital Impact	Operating Impact	Level of Difficulty	Estimated Time to Implement (Months)
17	Information Management	Review and address any gaps in terms of *MA* Accountability and Transparency policies	n/a	n/a	Low	3-6
18	Information Management	Enact a Technology Use Policy	n/a	n/a	Low	1-2
19	Information Management	Review third-party records storage provider and formalize current destruction process	n/a	$5,000 - $15,000	Low	2-4
20	Information Management	Install naming conventions for unstructured data	n/a	n/a	Low	2-4
21	Information Management	Develop M365 Roadmap (with help from third-party expert)	$5,000	$10,000 - $25,000	Medium	12-24
22	Information Management	Develop EDMS Requirements (with help from third-party expert)	n/a	$5,000 - $15,000	Medium	3-6
23	Information Management	Revise Business Continuity Plan (BCP) to include greater detail concerning access to vital technology and data	n/a	n/a	Low	3-6
24	Information Management	Develop stronger data partnerships (with Middlesex, other municipalities and the community)	n/a	n/a	Medium	6-12

Figure 12: SDR Work Plan

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Appendices

8.0 Appendices

8.1. Appendix 1 – Tables and Figures

8.2. Appendix 2 – Adelaide Metcalfe Overview of Responsibilities for Development Approvals

This table reflects the Person Most Responsible (PMR) while recognizing there is a high-level of cooperation. CPAM is the County Planner, working on behalf of Adelaide Metcalfe.

Application Type	Approval Authority	Pre-consultation	Submission Intake	Review for Completeness	Preparation of Notices (2)	Circulation of Notices – Complete app, Public Meeting, Decisions	Receipt Of Planning Comments Agency & Public (3)	Report Writing	Agenda Scheduling & Prep	Ensuring Conditions Have Been Cleared	Agreement Preparation
OPA	County	CPAM	AM	CPAM	CP	AM	AM	County	AM	AM	n/a
ZBA	AM	CPAM	AM	CPAM	CP	AM	AM	County	AM	AM	n/a
Subdivision	County	CPAM	AM	County & CPAM	CP	AM	AM	County	AM	County	County
Site Plan	AM	CPAM	AM	CPAM	n/a	CP Circulates Application	CP	County	AM	AM	AM
Condominium	County	CPAM	AM	County & CPAM	CP	AM	AM	County	AM	County	County
Consents	AM	CPAM	AM	CPAM	AM	AM	AM	County	AM	AM	AM
Minor Variance	AM	CPAM	AM	CPAM	AM	AM	AM	County	AM	AM	n/a

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Application Type	Approval Authority	Pre-consultation	Submission Intake	Review for Completeness	Preparation of Notices (2)	Circulation of Notices – Complete app, Public Meeting, Decisions	Receipt Of Planning Comments Agency & Public (3)	Report Writing	Agenda Scheduling & Prep	Ensuring Conditions Have Been Cleared	Agreement Preparation
PLC	County	CPAM	AM	County	n/a	n/a	AM	County	AM		
Tile Drainage	AM	AM	AM	AM	AM	AM	AM	AM	AM	n/a	n/a

Notes:

1. Adelaide Council acts as Planning Committee and Committee of Adjustment.

2. The comments go to the Clerk of Adelaide Metcalfe and are sent to the County Planner.

8.3. Appendix 3 – As-Is Development Planning Process Maps

8.3.1. Appendix 3.1 – As-Is Official Plan Amendment Process with Savings

| Adelaide Metcalfe: OPA As-is Process Flow With Improvements | Perry Group Consulting Ltd. | January 2022 |

Start

Official Plan Amendment Process

1 Customer contacts the LAM
Experienced consultants directly call The County Planner (CP). Mostly Bldg. Inspectors identify what is needed and forward to CP

2 Customer, consultants (mostly) contacts the County Planner (CP).
mostly phone conversations

3 Track on note book
01-CP Note Book

4 Advice on the Pre-Con mtg. and ask for proposal prior to the mtg.

5 customer provide. general sketch of the proposal, info about the project, location etc.
02-Proposal sketch

03-Pre-Consultation mtg invitation

11 Customer gets ready for the formal application. Std template available online
04-Pre-Consultation minutes

10 end of the mtg: identify what Other Planning applications will be needed:
Zoning, Site plan and the documents needed for the complete app etc. No checklist Is used

9 At the mtg: customer provides info to all re: proposal, phasing, what the full project look like etc.
Discuss any comments received from agencies , CA advice etc.

8 Mtg takes place. Virtual mtgs. usually within 2 weeks of the Initial discussion

7 Schedule the Pre-consultation mtg. and invite agencies.
generally share the info/docs to participants

6 customer emails docs to CP. CP identify the agencies required.
If major concerns, have a discussion with the relevant agency. E.g. consv agency, Roads etc.

12 Local OP application form filled, printed, scanned and sent to CP along with supporting docs.
05-Local OP Application Form
2 step process. local and County apps and fees and approvals

13 Application submitted to LAM. Emailed and physical (50/50).
Customer need to be present to make the payment.

14 LAM receives the chq. does not deposit. scan the material. Hard file is created
and app stored and the chq and the CA chq also in file

15 scanned material emailed to CP

16 CP review the application against the Pre-con requirements. docs, plans etc .
review the application form

A

Potential time saved: 30 mnts

Page 1

06-Complete application confirmation to LAM

County Tracking Sheet Excel

LAM Tracking Sheet

A → **17** Ensure sufficient info available from The customer → **18** Once complete, decide on Complete application → **19** Email to Town clerk informing complete application received → **20** Using Excel (County sheet) Assign a file#. → **21** LAM process the payment. LAM enter application in Excel (Local sheet): customer, location, milestones etc. → **22** Admin clerk process the payment

23 email receipt to customer

28 stuffed and posted to residents ← **27** LAM: Notice of Complete application sent to public within the buffer mts. ← **26** Inform GIS to generate maps ← **25** CP prepares the Notice of complete application received and sends to the LAM Clerk ← **24** Send formal complete application received letter to customer.

08-Formal Complete Application Received Letter

07-Receipt

GIS

Using GIS mapping to get the names, addresses and printed to labels. using the County GIS

Word template. Some do emails

09-Agency Circulation

10-Agency Comments

Network Folders County

11-Agency Comments to LAM

Network Folders LAM

29 CP circulates to agencies (2-3 week time) and seek inputs. → **30** Application review starts → **31** Agencies send email comments back to the CP. → **32** Save comments in network folder. No physical files → **33** Email forward comments to LAM as they are received → **34** LAM Save comments in network folder → B

Email with attachments. may use ftp

Potential time saved: 45 mnts

Page 2

12-Public Notice

GIS maps included here

13-Report to Council

Excel Tracking Sheet

B

35
Update Excel sheet

36
All comments received

37
Review all comments and ensure they are acceptable/no issues.

38
Schedule the Public mtg.

39
Prepare the public notice (std template) and provide to LAM.

40
Formulate the formal report

47
Rreferred back to staff

48
Comeback to a future mtg with revisions

15-Attendence/ Comments List

14-Mailing List

No

45
Council decision made (Endorsed). OPA draft is part of the same approval , same with by-law under condition that the County approves same.

44
Public mtg held by LAM: CP track attendance and comments at the public mtg.

43
mail out the resident notices and email agency notices

42
Admin creates the mailing list using County GIS and applicable agencies (std list)

41
LAM Clerk review the notice, sign and submit to Admin.

46
Approved?

Yes

16-Council Decision/Minutes

C

Clause says the by-law is in effect after County approval

also track phone call comments in file

In complex situations, may hold community mtg to get inputs

Potential time saved: 15 mnts

Page 3

Perry Group Consulting Ltd.

17-County OP Application

18-County payment Chq.

20-County Report to Committee

C

49
Approved: LAM prepares the County OP application informing LAM has approved and requesting County for approval

50
Customer provide chq to County

52
County Approval Process

53
County Planner prepares the report

54
Committee approval

55
Council approval

19-Notice of Decision

51
LAM sends the notice of decision to all who were notified of the public mtg + who requested to be notified

(only County related matters: simpler report) to Committee of the Whole

End

56
Some LAMS may require a 3rd reading based on County approval

Potential time saved: 15 mnts

CP-County Planner
OP-Official Plan
LAM-Local Area Municipality

Business system/ Database

Start and/or End of a process

On-page reference/ connector

Core business Activity

Eliminated or improved activity

Decision Point

Sub Process

Off-page reference/ connector

Document

Page 4

8.3.2. Appendix 3.3 – As-Is Consent Approval Process with Savings

Adelaide and Metcalfe: Consent As-is Process Flow With Savings	Perry Group Consulting Ltd.	January, 2022

experienced consultants directly call CP. Mostly Bldg Inspectors identify what is needed and forward to Planners (County)

mostly phone convos

01-CP Note Book

02-Consent Application Form

Start

Consent Approval

1 Customer contacts the LAM

2 Customer (mostly consultants contacts the County Planner (CP).

3 CP Tracks on note book

4 Verbal Pre-consultation meeting is held

5 Customer fills the Consent application form

Network Folder

05-Hard copy Folder

03-LAM Chq 04-CA Chq

10 Enter the application details in the Excel Tracking Sheet: customer, location, milestones etc.

9 All material scanned and stored in a Network folder

8 Hard copy file is created and appLication, LAM Chq and the CA chq stored in file

7 LAM receives the chq.

6 Customer sends the Application to LAM. Emailed and physical (50/50).

LAM Excel Tracking Sheet

Does not deposit at this point

They need to be present to make the payments.

06-Receipt

07-Notice to Public

11 LAM Admin Clerk process the payment.

12 email receipt to customer

13 LAM: Notice of Consent application sent to public within the buffer limits.

A

Using GIS mapping to get the names, addresses and printed to labels. using the County GIS

Potential time saved : 30 mnts

Page 1

Email with attachments. may use ftp

CP Network folder

A

14 Envelopes stuffed and mailed to residents

15 Consent Application sent to CP

16 CP circulates to agencies (2-3 week time) and seek inputs.

17 Agencies send email comments back to the CP.

18 Save comments in network folder. No physical files

08-Application Circulation

09-Agency Comments

23 Review all comments and ensure they are acceptable/no issues.

22 All comments received

21 Update Excel sheet

20 Save comments in network folder

19 Email forward comments to LAM as they are received

LAM Excel Tracking Sheet

LAM Network folder

10-Comment emails to LAM

24 Schedule the Committee of Adjustment mtg.

25 Prepare the Committee report

26 Admin creates the mailing list using County GIS and applicable agencies (std list)

27 mail out the resident notices and email agency notices

B

11-Committee of Adjustment Report

12-Public Notice List

13-Public Notice

Potential time saved : 45 mnts

Page 2

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January, 2022

32
Review/resubmit/ comeback to future mtg

31
Referred back to staff

15-Notice of Decision

28
Comm of Adjustment mtg held by LAM: CP track attendance and comments at the public mtg.

29
Committee decision made.

30
Approved?

No

Yes

33
Approved: LAM prepares the Notice of Decision

34
LAM sends the notice of decision to all who were notified of the public mtg + who requested to be notified

35
Appeal period starts

B

14-Meeting attendee list/ Comments

also track phone call comments in file

40
Conditions tracking and clearing by LAM working with CP. Use a condition tracking check sheet (Excel)

Excel Condition Tracking Sheet

16-Notice of No Appeal

39
Add Conditions to the LAM Tracking Sheet

38
Prepare the Notice of no appeal

No

36
Appealed?

41
Need reminders to customer. 1 year time period to clear conditions

37
Appeals sub-process

Yes

42
Some Consents may end up requiring a Zoning approval or minor variance.

44
LAM issues the certificate of Consent to the customer

45
Customer registers the new plan

46
No maps updated as plans are registered. All done through Teranet data quarterly

End

43
Related applications sub process

17-Certificate of Consent

18-Plan Registration Document

Potential time saved : 60 mnts

Page 3

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CP-County Planner
LAM-Local Area Municipality

Business system/
Database

Start and/or End of a
process

Decision Point

On-page reference/
connector

Sub Process

Core business
Activity

Off-page reference/
connector

Eliminated or
improved activity

Document

Page 4

8.3.3. Appendix 3.2 – As-Is Site Plan Approval Process with Savings

Adelaide and Metcalfe: Site Plan Approval As-is Process Flow With Savings — Perry Group Consulting Ltd. — January, 2022

A

18
CP advice customer via email complete application or request additional info if needed

06-Complete Application Notice to customer

19
If complete, Circulate to Agencies:

prescribed list available + others based on location. use internal GIS maps: E.g. CAs, County road, Drains,

20
Update the comments agencies list on a Word doc for tracking with due dates and the list

07-Commnets tracking MSWord document

21
Add a reminder in Outlook to remind the agencies

Outlook Calendar

22
Provide 2 weeks for comments

23
Comments received by CP. Emails

08-Agency Comments emails

Send each comment to LAM as they are received

24
Save comments on County Network.

County Network Folder

30
Engineering comments received as attachments and attached to the letter

11-Engineering comments attachments

29
For emails received, copy and paste in the letter.

Planning comments written in the letter.

28
Using the letterhead template, outline all comments received.

10-Consolidated comments document

27
All comments received

26
Update the Word tracking sheet with results

25
Send a reminder 2 days before the deadline

09-Comment reminder email

05-SP Hardcopy file

(ZBA, minor variance etc.) based on comments.

31
Send the comments letter to customer email and cc LAM Clerk and LAM Admin

12-Circulation email 1

32
LAM Clerk contact the County Legal and give them a heads up re:SP agreement coming up

33
LAM Admin saves letter on the LAM folder, print and save in the physical folder

LAM Network Folder

34
Customer start working on the revisions/other applications

13-Other related applications

35
may directly contact the agencies for clarifications. 90% engineering related

B

Potential time saved : 60 mnts

Page 2

15-Re-submission Circulation email

16-Re-submission agency comments

17-Final Site Plan

B

36
Resubmit with changes and other required applications to CP

37
Re circulate (email) to all who had specific site related comments/who had outstanding items to be addressed.

38
Comments are received

39
All pending matters resolved?

Yes

43
CP provides the final SP to LAM

44
LAM Clerk contact the County Legal to prepare the SP Agreement

14-Re-submissions

set a timeframe (E.g. 2 weeks)

repeat as before until all matters are resolved. May go up to 3 or 4 rounds

LAM Network Folder

No

45
Provide the final SP to Legal, back and forth, some could be Engineering specific, staff may be brought in

40
If in disagreement, customer can appeal

41
Appeal process through OLT

42
If approved

No

51
Agreement finalized?

50
Customer's legal review and Provide feedback (back and forth)

46
County Legal preps the Agreement, securities amounts are decided

Yes

52
Presented at the next Council mtg. via a basic report and By-law from and Agreement By LAM Clerk.

Customer is informed

18-Site Plan Agreement (Draft)

19-Site Plan By-law

49
LAM sends the draft agreement to customer for review (email)

48
Draft Agreement sent to LAM Clerk

47
Security amount reviewed by Eng. via LAM Clerk

53
Council mtg: Other related applications should be approved prior to this mtg.

C

Potential time saved : 60 mnts

Page 3

C

54
Decision made: Mostly accepted

20-Council Decision

55
LAM Clerk contacts the customer and arrange for receiving security and signing the agreement

56
Customer sign the agreement and return 2 copies with Letter of Credit (Securities) to LAM

22-Securities Instrument

57
Securities sent to Finance

58
Finance tracking of Securities

59
Agreement signed by LAM and copy returned to Customer

23-Signed Agreement

24-Land Registry Proof

60
Customer register the Plan on title and provide proof to LAM.

(Instrument #) Printout from Registrar

61
File the LAM copy in Agreements folder along with the registrar confirmation

LAM Network Folder

62
Scan it save in LF records mgt system

LaserFische

63
save a copy in the network folder

64
Move the network folder into LF

LaserFische

End

Potential time saved : 20 mnts

Page 4

25-Securities release request

Start

Securities release process

65 Customer initiates the securities release via email. May request partial releases

66 Forward the request to Building dpt.

67 Bldg Inspector inspects and provide inspection result

68 CP provides the approval/denial

26-BI Approval

69 Approved?

No

70 If denied, work with the customer to remedy

Yes

71 BI informs the Clerk

72 Clerk informs Finance to release

73 Securities released

74 Should have a reminder to follow-up and close and secure the funds after deadline

End

27-Security Release

Potential time saved : 30 mnts

BI-Building Inspector
BP-Building Permit
CP-County Planner
LAM-Local Area Municipality
Pre-con-Pre Consultation Meeting
SP-Site Plan

Business system/ Database

Start and/or End of a process

On-page reference/ connector

Core business Activity

Eliminated or improved activity

Decision Point

Sub Process

Off-page reference/ connector

Document

Page 5

8.4. Appendix 4 – As-is Drainage Service Process Maps

8.4.1. Appendix 4.1 – As-is New Drainage Process with Savings

Adelaide Metcalfe: New or Improve Drainage: As-is Process with Improvements — Perry Group Consulting Ltd. — January, 2022

Start
New or Improve Drain

1
A customer request for an assessment based on a past engineer's report
(may go back to many years). mostly farm properties

2
Farmers already know about these assessments.
E.g. old or needs upsized

3
Due to a drain issue in the farm/ property, the resident/farmer contact the municipality

4
receptionist takes the call and give Superintendent (Sup)'s number to the customer and inform the # of days available.

5
Customer contacts Sup

10
1-New Drain

Decide if they want improvement or maintenance

01-Drainage Application Form

11
Customer fills the form and sends back to Sup. 50/50 hardcopy and scanned emails.
Physical sig required (policy local)

9
2 options on the form. inform and instruct accordingly

8
Get as much info as possible during the call.

7
email, hardcopy, form available online etc.

6
Sup gets the Application form to the customer

12
Sup Review the form

2- Maintnenance

02-Notepad 03-Pictures

Network folder

Cons may send conditions or let know they like to be just informed

Old watershed maps are used to manually pick addresses and names

13
Visit the site (90%) of the time.
depending on the situation, inform the customer

14
review the area, drains etc. manual notes and pics.

15
in office, print pics or save on network.
enter manual notes on the application form

16
Send a notice to Conservation Authority

17
Identify properties including severances

18
Prepare the Public Notice

A

04-Watershed maps

05-Public Notice 1

Potential time saved: 15 minutes

Page 1

GIS

Tax System

Excel Tracking Sheet

A

19
Middlesex county GIS has the drains layer. In GIS, copy and paste the roll #, name

20
Send the list to Admin staff

21
Admin staff pulls the addresses and creates labels

22
Admin staff sends out the notices

23
Track the drain request in to Excel sheet:

Date received, name, desc, stage, type etc.,

24
include notification dates for Conservation auth, fisheries and oceans, Natural resources if needed,

30
Sup instruct the municipality to appoint the eng. with the template

29
Ongoing PO with an Eng company

28
Add comments to Excel sheet

27
Council decision to appoint an Eng.

26
get on the agenda take the request to municipal council mtg.

25
Prepare a report to Council

Excel Tracking Sheet

06-Council Report1

(received request and staff recommendation to accept),

Excel Tracking Sheet

31
Municipality, send the templated letter to the Eng. company requesting to appoint an Eng.

32
company acknowledges back and cc Sup

33
On-site mtg scheduled by Sup: Eng. Sup, Cons Auth

34
Mtg notice sent to all residents, Eng., Customer, Cons auth etc. Admins help

35
All correspondence saved on ntwk by Admin staff

36
Update Excel with date of mtg, name of the Eng

07-Letter to the Eng Company

(if needed), also pass Cons. Auth comment/ conditions to the Eng.

08-Site Mtg Notice 1

Network Folder

B

Potential time saved: 60 minutes

Page 2

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B

37
Mtg on site

38
Sup explain the work, intro to the project etc., financial impact to the public etc.

resident concerns noted. cost is not available yet

09-Engineer's Note Pad

39
notes on notepad, Eng. also take notes

Excel Tracking Sheet

40
back in office, any new info add to Excel

10-Engineer's Report

41
Eng. prepares report. named by the original name of the person and the drain

bring prel drawing, assessment and the breakdown for each prop owner

42
Eng ask for preliminary mtg.

43
Ppl involved are narrowed down to a list of who will be financially involved.

47
Finalize the rpt, include what was found during the mtg etc. provided to Sup

46
Eng. updates the report if needed based on the public concerns from the mtg

45
Eng. leads the mtg. explains the cost estimates, breakdown etc.

Eng. records concerns

44
Muni schedule the site mtg. notices sent

11-Site Mtg Notice 2

48
Final rpt sent to Muni with copies

49
Plan for an upcoming Council mtg "Mtg to consider"

(mtg scheduled within 30 days of report rcvd, notices to residents atleaset before 10 days of the mtg as per the drainage act.)

12-Public Meeting Notice 1

50
Include appeal process, parts of the act etc. Muni sends to all assessed land owners (impacted public),

along with, include the time of the Council mtg. sent by Admin staff. template available , Clerk signs

Excel Tracking Sheet

51
update Excel

52
public may send appeals to Muni. will be included in the agenda, copied to Eng.

13-Appeals

53
Mtg to consider takes place. public may register on Zoom

(during Covid) or at the Council chamber

54
Eng. present the report, technical aspects etc.

C

Potential time saved: 30 minutes

C

55 Clerks dpt prep the by-law

14-By-law

56 Public can speak, challenge, appeal during the mtg

57 Financials not discussed. only technical aspects

58 Council decision

Report accepted

Sent back for consideration

62 Council mtg

61 update excel sheet

Excel Tracking Sheet

59 Eng. make changes accordingly

60 re-file with Muni. steps similar to first submission including timelines

63 Accept as is

15-Public Notice of decision

must appeal within specific time frame

66 notice provide info for written appeal for the cost distribution.

65 copies of the by-law and a notice for the court of revision. clock starts from the time by-law is passed:

within 5 days of the by-law passed, send notice

64 First and 2nd reading, by-law passed

67 Written appeals come to Clerk.

D

Potential time saved: 30 minutes

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D

68
provide the appeals to Council through Agenda

69
Council makes decision (only about cost).

Review

Receive

73
Discuss how the changes take place, final amounts decided

(Assessment schedule)

70
Council changes the cost distribution

16-Assessment Schedule

77
Could also appeal to the Referee (typically for procedure)

18-Assessment Notice

71
Prepare notices saying the next mtg could have changes to the assessments

72
Mtg takes place

76
Can appeal to tribunal, template attached to notice

75
notice to all

74
Council receive the report

17-Meeting Notice

19-Tribunal Appeal

78
appeal to Drainage Tribunal

79
Tribunal process

E

Potential time saved: 90 minutes

Page 5

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F

E

80
No Appels

81
3rd reading of the by-law

20-Email to Finance with Assessment Schedule

82
Finance needs to be informed: by-law, estimated value, description etc.

Excel Tracking Sheet

83
Update the spreadsheet

TPON Grants system

84
upload all info to TPON (provincial system for grants), online form

85
on hold until the work is done.

88
Staff report to Council. (may not be required)

87
receive tender docs, evaluate, award. Tenders opened with finance staff

86
Eng Prepare tender and Municipality post online. send alerts to contractors

93
work starts. may take 1 - 3 weeks

94
Sup perform inspections, Eng inspects

95
Work complete

96
Eng issue a completion certificate and a progress payment certificate to Sup

22-Tender submissions

21-Tender Document

27-Payment Chq.

25-Completion Certificate

89
Council approval

90
Sup sends letters to successful bidders

91
Sign contract with successful bidder

92
Contractor gets the contact info from Sup and schedule onsite mtg with ppl impacted,

99
Finance pay the invoice (s), engineer invoices through out the project

98
forward to Finance

97
Sup code the invoice, signoff includes holdbacks: 3 months and 1 yr

(along with their submission docs) and to the successful bidder

24-Contract

contractor, Eng. announce the start of the work

End

26-Contractor Invoice(s)

Potential time saved: 30 minutes

23-Bidder Notice

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Within 1 year of the completion certificate before Feb 15th

28-Report-back Form

TPON Grant system

F

100
When work is completed, prepare the report back form.

101
Sup and Treasurer signs off on the report

102
Load to TPON, submission for grant

103
Province informs of the grant, money received, may ask for proof etc.

104
Grant Received?

No

105
if grant is not received, inform all customers About the actual cost

Yes

29-Updated Assessment Schedule

106
Prepare the assessment schedule.

107
Bill customers: Invoice prep

108
>$500 invoiced, others added to Tax bill

109
residents can contact Muni to discuss payment schedule if needed

110
Formal process through by-law for payment schedule

111
Municipal AR process and collections

E.g. grant amount is reduced from each payment

30-Customer Bill

End

Potential time saved: 30 minutes

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AR-Accounts Receivable
Sup-Superintendent
Eng-Engineer
Muni-Municipality

Business system/
Database

Start and/or End of a
process

Decision Point

On-page reference/
connector

Sub Process

Core business
Activity

Off-page reference/
connector

Eliminated/
Improved activity

Document

Page 8

8.4.2. Appendix 4.2 – As-is Drainage Maintenance Process with Savings

Adelaide Metcalfe: Drainage Maintenance As-is Process Map With Savings | **Perry Group Consulting Ltd.** | January, 2022

Perry Group Consulting Ltd.

A

18
Grants are due at end of April unless there are more work coming for the following year

08-Grant Application

TPON Grant System

19
Schedules are sent to Finance annually

20
Billing to customers similar to New Drainage Process. >$500 invoiced.

09-Customer Bill

21
Assessment Schedule from the Sup triggers the grant application. Grant pays 1/3 of the cost for the agricultural lands cost

22
If the drain is shared with another Muni, need to send The Bill and additional information to the other Muni

10-Information to neighbouring muni

23
If on a provincial road, separate form to MTO to pay their portion.

11-MTO payment schedule

End

Potential time saved: 30 mnts

Page 2

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AP-Accounts Payable
Muni-Municipality
Sup-Superintendent

Business system/
Database

Start and/or End of a
process

On-page reference/
connector

Core business
Activity

Eliminated or
improved activity

Decision Point

Sub Process

Off-page reference/
connector

Document/Email

Page 3