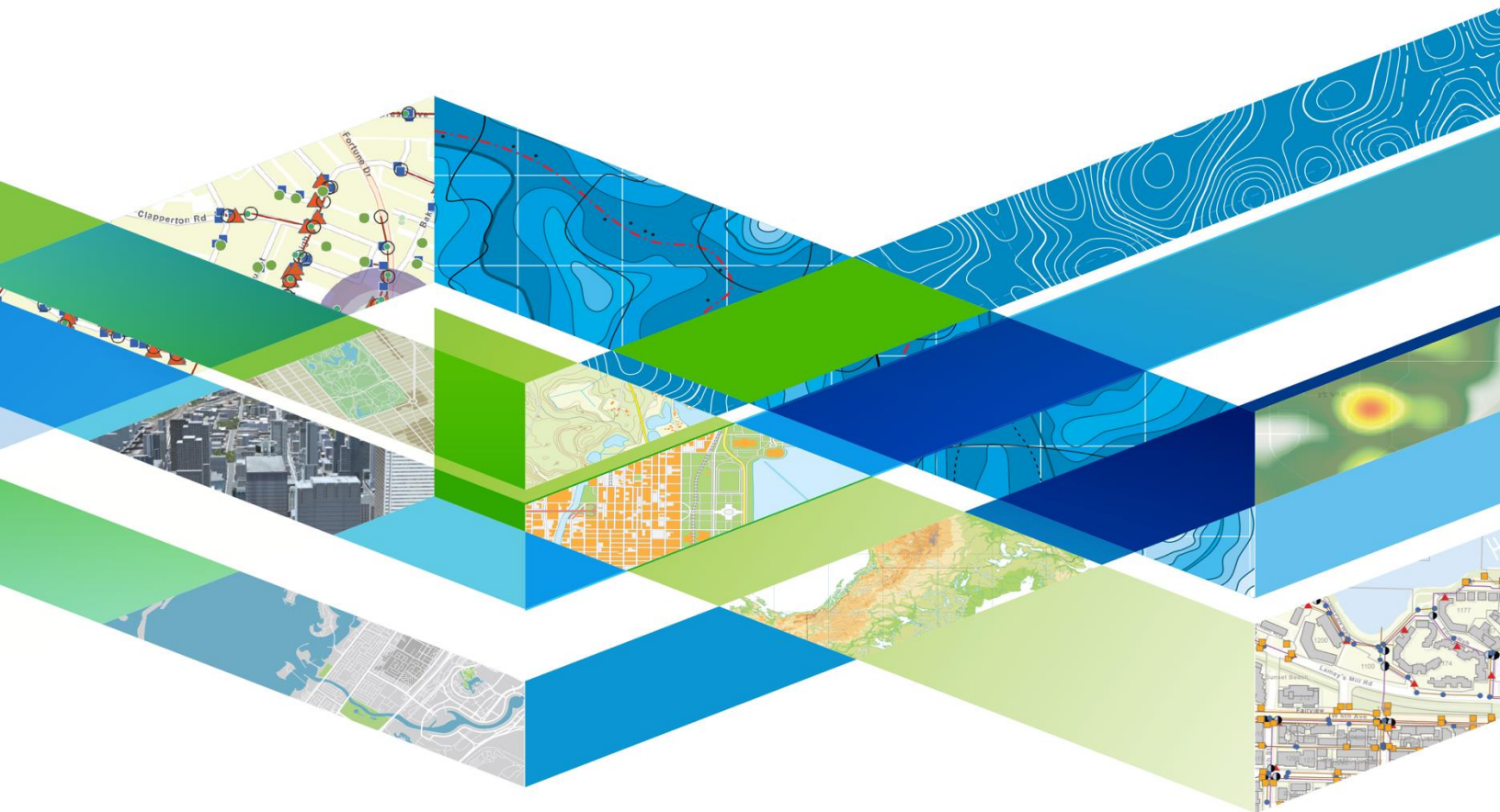




# Modernization Report

## Findings and Recommendations

LAND USE PLANNING – CITYWORKS PERMITS, LICENCING AND LAND (PLL)



December 2020

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## Executive Summary

As part of the Ontario Municipal Modernization Program, a service delivery and modernization review was conducted by Esri Canada for Bruce County's Land Use Planning Division. The review examined department business processes with a focus on:

- *Improvements related to Public Access to Land Use Planning Information;*
- *Recommendations related to Data Sharing between the County and Lower-Tier Municipalities;*
- *Enhancements related to Process Maturity Assessment for Current Workflow Management for Planning.*

In undertaking this work, ESRI Canada has provided over 35 recommendations to the County. A precise reporting on the service delivery expenditures is outside the scope of this document and would be difficult to categorize and quantify due to the dynamic nature of individual tasks.

Dependent on the specific task, it is expected that the County could see a reduction in staff effort ranging from 10 to 60%. In some specific cases, staff intervention may be totally eliminated.

## Key Findings

The key challenges and findings that are driving business inefficiencies and hampering customer service quality can be summarized as:

### *Public Access*

#### **Limited public access to information about planning activities**

- The Public's access to property information and related activities is limited and may affect their ability to access or provide all information when initiating an inquiry or application.

#### **Information about planning activity requirements and processes is limited or hard to find for the Public**

- The Public may contact an incorrect municipality or division for inquiries which causes frustration and delays
- Submission of incomplete inquiries due to lack of information can create frustration and require input from the County.

#### **Limited infrastructure for communication between the County and Public.**

- County Staff involvement is needed to provide information on application status, updates and about information required for the next steps in a process.

### *Data Sharing*

#### **Inconsistent formats and levels of completeness of application data**

- Variety of application data formats and business processes across County and Local Municipalities hinder ability to share information.

#### **Siloing of application data**

- Inability to easily access and share data from County and Municipal management systems.

#### **Extended response times to process requests between County and Municipalities**

- Manual collation of data may affect ability to meet response times.

#### **Scheduling and management of tasks**

- Deadlines pertaining to milestones must be managed manually.

### *PLL Enhancements*

#### **Refinement of processes**

- Some of the current processes as currently defined in the County's management system,

Cityworks PLL, are cumbersome and discourage accurate data entry.

#### **Limited Centralized Case & Activities Data**

- Employees experience delays when using Geocortex and Cityworks PLL platforms for property searches.

#### **Time-intensive Manual Reporting, Searching & Analytics**

- Current dashboard and some data groups are missing metrics required for easy reporting.

## **Key Recommendations**

The summary of key recommendations to promote improved business efficiencies and citizen-centric service delivery and quality are:

**Take advantage of Cityworks PLL internal use through the implementation of a Public Access Portal.** Ensure that Cityworks becomes the primary source of information in order to expose the data captured by the division but also to receive inquiries or applications from the public.

- The online submission portal would be on the Bruce County Planning Landing Page and would embed a map feature and directed interface to guide users.
- Applicants will easily find required information through the interface.
- Data entered about the application through forms will use logic and validators applied at the field level.
- The payment function must be available to the applicant during this process.

**Take advantage of GIS and use a data sharing program bi-directionally to communicate and increase the collaboration of application data between the County and the Local Municipalities.**

- An easy to use map that can combine a variety of data sources in a single interface.

- Expose data from all municipalities to provide better visibility and collaboration between all levels.
- Standardize the terminology and methods for sharing to avoid manual work or to avoid re-keying data into various systems.

**Take advantage of Cityworks PLL Workflow Engine to adjust the tasks/workflows depending on user feedback.**

- Standardize the workflows by documenting the steps a user has to accomplish, for instance, the inquiry workflow should have the users start on the map first to perform checks.

**Take advantage of Crystal Reports to enrich the reporting & analytics.**

- Meaningful reports can be created such as the application processing timeline. These reports can then be shared to Managers and Directors to increase the collaboration and awareness of critical decision points.

Readers of this report are encouraged to review the supplementary deliverables that were provided to the County, which included further details on the findings and recommendations of this report. A list of deliverables can be found in the [Appendix](#).

## Mandate

As part of the Municipal Modernization Program, the Government of Ontario has provided funding for Ontario's small and rural municipalities that have limited capacity to plan, modernize and improve the way they provide services to their communities. This funding was allocated based on the number of households in a municipality and whether the municipality is urban or rural to ensure investments were targeted to where they are needed most. The funding is to help reduce future municipal costs and improve program and service delivery.

Bruce County received approval and funding from the Province to retain an independent third-party reviewer to conduct a service delivery and modernization review of Bruce County's Public Access, Data Sharing between County the Lower-Tier Municipalities as well as a Process Maturity Assessment for the Land Use Planning Division. Esri Canada was retained as the third-party reviewer.

## Objectives

The objectives of the initiative were focused on identifying improvements to help modernize service delivery, including:

- Improve visibility and empower constituents;
- Improve coordination between upper and lower tiers;
- Improve efficiencies with digital tracking of current planning processes.

With this goal as the directive, the objectives were to:

1. *Complete a review that identifies issues and opportunities to **Improve Public Access to Land Use Planning Information managed by the County**;*
  - a. *Develop recommendations for a web-based portal that enables applicants*

*to submit planning applications and fees to the County's planning system, and to provide a portal for the public to find information about current and recent planning applications from the County's planning system.*

2. *Complete a review that identifies issues and opportunities to improve **Data Sharing between the County and Lower-Tier Municipalities**;*
  - a. *Develop recommendations for a Data Sharing process between the County and Lower-Tier Municipalities.*
3. *Complete a review that identifies issues and opportunities to improve **Current Workflow Management**;*
  - a. *Develop recommendations for configuration of enhancements to the County's workflow management system that improve efficiency and accuracy.*

To achieve the objectives of the modernization review, the following milestones were scoped:

1. *Conduct AS-IS (current state) process reviews for all scoped activity areas;*
2. *Design TO-BE (future state) processes for all scoped activity areas;*
3. *Develop a Business Requirements Document to support the future implementation of improvements and recommendations, and;*
4. *Develop a Modernization Report to compile all findings and recommendations.*

## Background

### Bruce County

With a growing population of over 68,000 residents as of 2016, Bruce County is located in Southwestern Ontario. The Peninsula is part of the Niagara Escarpment and is known for its views, rock formations, cliffs, and hiking trails. The County is comprised of eight municipalities: Town of Saugeen Shores, Municipality of Kincardine,



Municipality of Brockton, Town of South Bruce Peninsula, Township of Huron-Kinloss, Municipality of Arran-Elderslie, Municipality of South Bruce and Municipality of Northern Bruce Peninsula. As the community continues to grow, the need for modernized and efficient citizen-centric service delivery becomes more prominent. This is shown through the 2013-2023 Bruce County Strategic Plan<sup>1</sup>, which includes among its goals leveraging technology, finding creative new ways to engage the public, eliminating red tape, and stimulating and rewarding innovation and economic development.

The activity areas administered by the Land Use Planning Division are a collaborative process between customers, staff, and the public. Due to the transactional nature of the services, inefficiencies can lead to consequences in increasing resource workload, extending timelines, increasing costs for the County and customers, and frustration for applicants, staff, and the public. The County is committed to improving service delivery and identified the following department for the modernization review.

### Land Use Planning Division

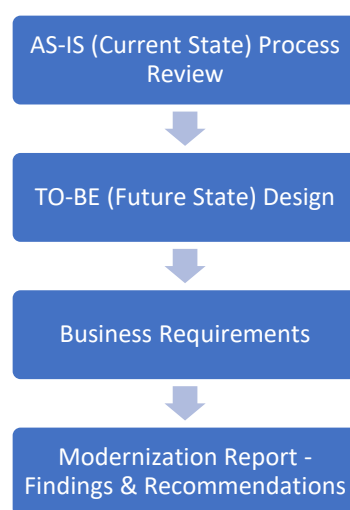
The Land Use Planning Division is comprised of two parts, Development and Policy. Together, they ensure all development activities adhere to the County and Local Official Plans and the Ontario Planning Act.

The Land Use Planning Division provides professional planning advice, assistance, and land use planning functions to each of the eight local municipalities within its jurisdiction, on local development processes including applications for Minor Variance, Zoning By-law Amendment, Official Plan Amendment, Consent, and Plans of Subdivision and Condominium.

<sup>1</sup> [Strategic Plan.pdf \(brucecounty.on.ca\)](#)

## Review Methodology

The modernization review took place over five months in the summer and fall of 2020 to meet all defined milestones. The review relied exclusively on various operational and service-specific data collected from Subject Matter Experts representing the three activity areas from Bruce County and local Municipalities in combination with Esri Canada's experience in implementing electronic solutions for the modernization of municipal services.



### AS-IS (Current State) Process Review

Two-day AS-IS workshops were conducted for each activity area to discover the existing process landscape (roles, workload volume, and objectives) and business processes as related to the activity.

The AS-IS Workshops primarily followed an interview style format with relevant participants from the County and Lower-Tier Municipalities. Discussions included existing operating procedures, diagram of flow for high level work activities, sample inputs (application forms and fees), and sample outputs (reports, notices, etc.). Workshops were supplemented by Document



Analysis based on existing processes provided by the County.

Workflows were modelled to capture the current state of each major process with areas to enhance (based on subject matter expert and historical knowledge) which served to identify the critical path for each process and highlight efficiencies that could be gained. Bottlenecks, rework, and other time-delays where applicable were also highlighted in the workflow outputs. Pain-points expressed by customers (such as residents and developers) and internal staff were also captured as findings.

### TO-BE (Future State) Process Design

Utilizing the findings and opportunities identified from the AS-IS workshops, Esri Canada developed TO-BE process designs from the perspective of technology-enabled service-delivery for all major processes. One-day workshops were conducted to jointly review the TO-BE process designs with a focus on improving areas of inefficiencies identified in the AS-IS process workshops.

The areas of efficiencies and inefficiencies covered included: the source of referrals, integration with local municipalities, user processes, additional PLL Template Items, GIS and Mapping, inconsistent formats, level of completeness of application data, opacity among the various data sharing processes, and systems limitations.

The TO-BE process designs describe the sequential flow of streamlined work activities to enable time-based efficiencies, alleviate bottlenecks, eliminate occurrences of re-work, and automate inputs and outputs through the implementation of an electronic/digital solution.

### Business Requirements Document

A Business Requirements Document was developed for the three activity areas to capture all business requirements that support the

recommendations and efficiencies outlined in the TO-BE process designs.

The Land Use Planning Division's business requirement for this project is to communicate technology needs to improve the processing, management, administration and communication regarding Permits and Planning Applications in Bruce County. Business Requirements have been provided for the three activity areas mentioned in this document:

- Current processes surrounding public interaction for Planning and a future public access portal
- Data sharing and data flows between government tiers for building permits, inquiries, and Planning applications
- Effects on current Planning process flows due to changes in legislation

All business requirements for each activity area were segmented into logical groupings to support implementation; the groupings included:

- Public Access – User Interface / Accessibility
- Public Access – Application Types & Workflow
- Public Access – Case Data & Case Data Groups
- Public Access – Status Change Behaviour
- Public Access – Related Documents / Attachments
- Public Access – Mapping / GIS
- Public Access – People Roles
- Public Access – Notifications
- Data Sharing – General
- Data Sharing – Processes
- Data Sharing – GIS and Spatial Data
- PLL Process Review – Inquiry Workflow
- PLL Process Review – Local Official Plan Amendment (LOPA) Workflow
- PLL Process Review – Consent Workflow
- PLL Process Review – Subdivision Workflow
- PLL Process Review – Condo Exemption Workflow – New

- PLL Process Review – Zoning By-law Amendment (ZBA) Workflow
- PLL Process Review – Joint Applications
- PLL Process Review – Application Tracking (Inboxes)
- PLL Process Review – Other Processes and Considerations

## Findings

This section describes the findings related to challenges and opportunities captured during the modernization review.

### Specific Activity Areas

The following findings and challenges apply uniquely to the respective activity areas.

#### Public Access - Inquiries

##### Limited Access to Property Information

- Members of the public may not be familiar with roll numbers or provide inaccurate roll numbers or civic addresses when making inquiries.
- Potential owners may not have access to all of the required property information when making inquiries.
- Increased staff time is required to validate the property information and applicants may be required to resubmit details, delaying the inquiry process.

##### Inconsistent formats and levels of completeness of application data

- Applicants encountering a need for service from varying sources receive different and incomplete information about the process, and often submit incomplete information.
- Increased staff time is required to validate the application information and applicants may be required to resubmit details, delaying the inquiry process.

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##### Lack of public knowledge

- Lack of public knowledge on the roles of local municipalities and the Bruce County Land Use Planning Division can cause confusion for Applicants when initiating inquiries
- Applicants are unaware that their local municipality is the first point of contact as they can address most common inquiries.
- Applicants who directly contact the County Land Use Planning Division first may be referred to their local municipality, delaying the inquiry process.

##### Limited communication and transparency

- Communication and transparency between the County and the public on inquiry status is limited
- Applicants are unable to monitor the status of their inquiry without contacting staff members, inability for the public to understand or prepare for next steps
- Applicants are dependent on staff availability when seeking information
- Consistent communication and transparency between the County and local municipalities regarding inquiries is limited
- Staff being provided with limited information when applicants are referred by other offices, staff are unaware of events occurring in other offices (local or County level)
- Increased staff time is required to verify referral details, delaying the inquiry process for the applicant
- Increased staff time is required to provide the public with updates on inquiry statuses and guidance on the inquiry process

### Inefficient processes and duplication of information

- Processes configured in Cityworks PLL are not efficient and do not accurately represent all potential scenarios
- An inefficient workflow path configured for incomplete inquiries, inefficient floating tasks, inability to track multiple meetings in a single inquiry
- Staff are not using the 'Incomplete' workflow and close the inquiry to prevent clutter in the Cityworks Inbox, which causes confusion for applicants as they can be provided with multiple inquiry numbers when following up
- Property histories are not accurate, and Planners cannot efficiently identify which inquiries were truly complete without reviewing details of each file
- Data input into Cityworks requires staff to manually duplicate information
- Applicants may not receive proper updates if contact information is not accurate (i.e., email or phone number)
- Inconsistent documentation of inquiries in Cityworks
- Select hubs requiring locations to be defined before entry while others will document inquiries without locations
- Planners do not have consistent or valuable data when researching inquiries or a property history
- Reduced ability to generate accurate KPI reports or measurements to accurately monitor service levels
- Inquiry process may be delayed if data is entered incorrectly

## Public Access - Applications

### Inconsistent Application Review

- Inconsistent application review procedures and multiple follow ups create lag between administrative review and planner review

- Cause unnecessary delays if the administrative review can identify concerns immediately

### Lack of Automation

- Contacts that have requested notifications must be added manually to emails (could be 50+ recipients).
- Manual processes increase the risk of incorrect email addresses being entered or addresses being missed, causing the public or clients to not be notified when requested.
- Application notifications can cause confusion for members of the general public
- Applicants depend on staff availability to receive updates on the current status of their submissions
- Staff are required to dedicate time to explaining notifications and have less time available to serve current applications
- Significant staff time is required to manually address email notifications to contacts from the circulation list
- Planning staff face significant challenges when scheduling application tasks and setting applicant expectations

### Lack of Public Knowledge

- Members of the general public do not have easy access to proper information about the Planning process
- Information may be difficult to find for the public. This may cause confusion among constituents.
- Inability to search emails for information contained in attachments
- Increased staff time is required to validate the application information and applicants may be required to resubmit details, delaying the application process

## Data Sharing

### Inconsistent formats and levels of completeness of application data

- Application Tracking Systems were only recently implemented, and therefore, only contain data on recent applications.
- Data formats for legacy applications varies across local municipalities.
- Level of completeness for legacy application data is limited as most local municipalities only recently started tracking some KPIs (i.e., redevelopment of existing lots).
- Most local municipalities are using Cloudpermit to track permit applications but each have configured their system differently.
- As a result, data entry is not consistent across all local municipalities. Access to Cloudpermit data is currently limited.
- In some situations, data may not be complete and the ability for Planning staff to properly analyze Development activity may be limited.
- Limited and inconsistent data impairs the County's ability to prepare accurate long-range planning forecasts or respond to stakeholder requests (i.e., school board data inquiries).

### Limited visibility of data

- Visibility of application data is restricted to respective system users at Bruce County and each local municipal office.
- Planning activities captured in Cityworks PLL can only be accessed by Bruce County Land Use Planning Division staff.
- Local municipal staff are unable to access information regarding these activities.
- Building Permit activities stored in Cloudpermit can only be accessed by local municipal staff.
- Bruce County staff are unable to access information regarding these activities.

- County staff must contact respective staff at the other offices by email or phone to receive information on current activities. Staff must gather the required data from their Application Tracking System (reports, copy and paste) and provide a response (may not be immediate).
- As a result, access to application and inquiry information is dependent on the availability of staff at the respective office.
- Increased staff time is required to initiate contact, gather information, and provide responses. This process may delay staff responses to clients and/or prolong the overall application and inquiry process.
- As a result, customer experience levels may be negatively impacted.

### Extended Response Times

- Planning processes and the ability to meet legislated application deadlines may be negatively impacted by extended response times between the local municipalities and the County.
- Responses to requests may be delayed due to other activities occurring at the local level and are dependent on the organizational skills of the request recipient (i.e., email requests may be missed or overlooked).
- Application Technicians at Bruce County must track the response deadlines and provide reminders to local staff when deadlines are approaching.
- Activities for files that were received prior to Cityworks are tracked separately (i.e., spreadsheets on shared drives, clipboard tracking Public Meeting dates based on count back dates, flow boards to track progress).
- As a result, time required by Application Technicians to monitor upcoming deadlines using the various resources and methods is increased.

- Increased risks of missed reminders, and therefore, potentially missed response deadlines.
- Customer experience levels may be negatively impacted as a result.

#### Lack of automation

- Cityworks does not send or generate automatic reminders of upcoming deadlines or tasks.
- Land Use Planning staff must manually check their Cityworks Inbox, Crystal Reports, or associated spreadsheets outside of Cityworks to monitor deadlines.
- Involved County or local staff do not receive automatic notifications of upcoming deadlines.
- Land Use Planning staff do not receive automatic notifications and must rely on their own organizational skills to monitor the various resources on a regular basis, which increases time spent tracking deadlines and the risk of missing deadlines.
- Application Technicians manually remind Planners and local staff of upcoming deadlines, which requires a significant amount of administrative time.
- Crystal Report templates configured for Cityworks PLL are not yet complete and limitations exist surrounding their use.
- Crystal Report templates have not yet been configured for all existing MS Word templates. Current Crystal Report templates required additional effort to refine formatting and data parameters.
- Staff are required to use existing MS Word templates, which must be manually populated by copying information from Cityworks to MS Word.
- Increased administrative time is required to generate Notices or to

respond to requests for application information.

- Manual data entry into MS Word templates also increases risk of errors in notice information.

## PLL Enhancements

#### Limitation of the processes

- Staff are facing limitations using the existing Inquiry workflow in Cityworks PLL, which is impacting both internal staff and public applicants.
- There is confusion around the order of tasks for the Consent workflow.
- There are currently issues acknowledging the Application Technician role and providing flexibility for staff to support cases outside their hub-based service area.
- There are currently issues communicating that the case is ready to move forward and who is responsible for initiating this (exit the “limbo” or “hibernation” stage).
- Too many tasks discourage system use as there is too much effort to enter data (i.e., too many clicks).
- Cityworks tasks are locked upon completion and Administrators are required to re-open tasks for users.
  - The current process of submitting a request delays the correction as users have to wait for the Administrator to review and complete the request

#### Limited Centralized Case & Activities Data

- Touchpoints between the Application Technician and Planner at this point vary slightly between Hubs.
- The County is experiencing challenges when delivering a request for schedule updates to GIS Technicians in a timely manner
- If tasks are completed earlier outside of Cityworks, Application Technicians will

enter dates in a comment box as the tasks are not currently open.

- This is additional administrative time for data entry and workflow completion
- Differences in Data Groups has been a challenge when cloning cases or creating a related child case
- Concurrent applications are currently tracked using individual cases in Cityworks PLL, which may add unnecessary complexity and repetitive tasks
- Staff are experiencing a delay when using both Geocortex and Cityworks PLL platforms to look up properties.
- Lack of relevance of Case Data groups has been an issue for reporting.

#### Time-intensive Manual Reporting, Searching & Analytics

- Several limitations exist surrounding the use of the Inbox, including:
  - Missing tasks in workflows
  - Items may “clutter” the Inbox
  - Saved searches are dependent on assigned Planner and task codes
- As a result, the Inbox is not used to its full potential and staff are commonly communicating outside of Cityworks and inconsistently updating information inside of Cityworks as a result

## Recommendations

This section describes the recommendations for improving business efficiencies and reducing challenges identified as part of the modernization review.

### Specific Activity Areas

The following recommendations apply uniquely to the respective activity areas.

## Public Access

### Online Public Submission Portal

- Provide a public facing solution that is:
  - Easy to find and use
  - Contains an embedded map
  - Displays file details using a pop-up
  - Has a guided interface
  - Works with mobile devices
- Use Cityworks as the primary source of data, documents, and application status for the public website.
- Present a Bruce County Planning landing page first to users and provide access to the public facing solution and tools from this Home Page.
- Provide one landing page for both Inquiries and Applications.
- Provide a ‘locate property’ on a map function to members of the public.
- Enable inquiries / applications to be initiated from the map.
- Embed information and guidance into the public facing solution.

### Flexible Case Management

- Implement required field logic to assist with the entry of required data to complete an inquiry or an application.
- Leverage Case Data from Cityworks
- Process fees online when specific conditions are met such as when an applicant has completed all required fields.

### Automation

- Interactive option to search the map by pan/zoom instead of using a search tool
- Provide a way for attachments to be saved on County’s Internal SharePoint.
- Use e-mail-based notifications when a submission is accepted.



- Use the minimum requirements outlined in the applicants' guides to pre-populate the required attachments for each application type.

## Data Sharing

### Automation

- Provide meaningful report templates to reduce effort required when generating application summaries
- Pull data from Cloudpermit for downloading (i.e., GIS export or download from published Cloudpermit layers).
- Provide bi-directional data flows between the County and the Municipalities

### Centralized Electronic Case Data

- Increase sharing of application information through GIS/Geocortex platform
- Provide a map-based data sharing program
- Provide the ability to see current and historical application information
- Standardize language between Bruce County and Lower-Tier Municipalities to have common terms and measures
- Provide better context for access to inquiry or application data
- Provide for better access to inquiry and application information through a Web Portal to help reduce the time required to describe application details
- Synchronize County parcel information with local assessment rolls (parcel ownership data) using Geocortex

### Reporting, Searching & Analytics

- Download or export Cloudpermit data for review when preparing for long-range planning analysis and reports

## PLL Enhancements

### Automation

- Send automatic notification to GIS team if an application is in effect (to support GIS updates).
- Provide an Outlook Integration to reflect critical milestones from Cityworks PLL in the Outlook Calendar.

### Centralized Electronic Case Data

- Decrease response time to inquiries by searching for and referencing similar inquiries responded to in the past by utilizing a centralized system to track cases, applicants, contractors, consultants, and GIS.
- Develop a formal online application interface
- Align the data groups to help users clone the data across the data groups

### Flexible Case Management

- Standardize the Inquiry Workflow so the users start on the map to view the property history and check for existing inquiries.
- Expose the GIS Layer from Cloudpermit to the Cityworks PLL Map to allow users to view municipal information directly from the map.
- Adjust the placement of Request for Comments in the workflow based on consultation with involved parties and enforcement of pre-consultations.
- Create process for Managers and Directors to enter Cityworks, approve tasks/applications and apply an e-signature.

### Reporting, Searching & Analytics

- Report on the number of results for Application Received.
- Report on the overall application and inquiry processing timeline



- Clean up Saved Searches and confirm tasks appear across all Inboxes (no missing tasks)
  - Provide opportunity to signal or 'flag' specific cases to Managers and Directors
- (for example, cases requiring their attention)

# Appendix

## List of Deliverables

1. As-Is Workshop Output Document
  - a. Public Access
  - b. Data Sharing
  - c. PLL Workflows
2. As-Is Process Flows
  - a. Public Access
    - i. Public Interaction – General Inquiry
    - ii. Public Interaction – Planning Application
  - b. Data Sharing
    - i. Planning Process Touchpoints (Master Workflow)
    - ii. Current Application Data Requests (County to Local)
    - iii. Current Application Data Requests (Local to County)
    - iv. Current Application Data Requests (Management to Planning)
    - v. Bulk Data Requests for Reports and Analysis
    - vi. Parcel Address/Ownership Verification
    - vii. GIS and Land Information
  - c. PLL Workflows
    - i. County OPA Workflow
    - ii. Local OPA Workflow
    - iii. Consent Workflow
    - iv. General Inquiry Workflow
    - v. Appeal Workflow
    - vi. Minor Variance Workflow
    - vii. Subdivision Workflow
    - viii. ZBA Workflow
    - ix. Appeal General Workflow
3. To-Be Workshop Output Document
  - a. Public Access
  - b. Data Sharing
  - c. PLL Workflows
4. To-Be Process Flows
  - a. Public Access
    - i. Online Submission
    - ii. Public Viewing
  - b. Data Sharing
    - i. Planning Process Touchpoints (Master Workflow)
    - ii. Current Application Data Requests
    - iii. Bulk Data Request for Reporting and Analysis
    - iv. Parcel Address/Ownership Verification
    - v. GIS and Land Information
  - c. PLL Workflows
    - i. County OPA Workflow
    - ii. Local OPA Workflow
    - iii. Consent Workflow

- iv. General Inquiry Workflow
  - v. Condo Exemption Workflow
  - vi. Minor Variance Workflow
  - vii. Subdivision Workflow
  - viii. ZBA Workflow
  - ix. Part Lot Control Workflow
- 5. Business Requirements Document
  - a. Public Access
  - b. Data Sharing
  - c. PLL Process Review
  - d. External References
  - e. Process Flows
- 6. Presentation to Municipal Innovation Council
  - a. Review of findings with a focus on data sharing components
  - b. Survey on findings and survey of further recommendation from the council
- 7. Modernization Report – Findings & Recommendations