

Lake Country Information Management Strategy



October 9, 2015

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Executive Summary

This report sets out specific information management recommendations to define a target future state, what is the existing state and transitional considerations to move from one to the other. This executive summary is a high level overview, with specific details in other sections of the report.

The District of Lake Country has made good progress in using information systems to efficiently manage the many and varied business processes in place to serve Council, citizens and administration. As growth occurs, however, business process volumes and complexity put increasing pressure on systems designed for lower production volumes and low levels of data integration. The departmental systems in place now are not well suited to working across departmental boundaries or higher volume processes so the District should move to enterprise level Financial, Document Management and Work Management applications over the next three years.

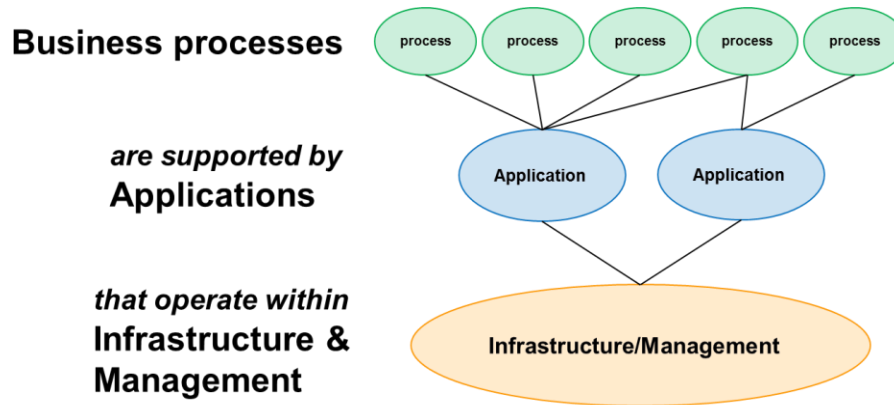
Software on its own is only part of a complete solution. Successful business applications are supported by proactive management of the business processes and also by skilled staff. The District needs to create an organizational role to co-ordinate and manage these applications both from a technical and a business perspective. In the broader business areas of asset management and information security there are ISO guidelines setting out specific business practices that combine with technology solutions for a complete business solution. There are also some specific process modelling and technology background skills needed to fully understand and utilize the applications.

The Gantt chart below summarizes actions, with specific actions listed in more detail in “Conclusions and Action Plan”.

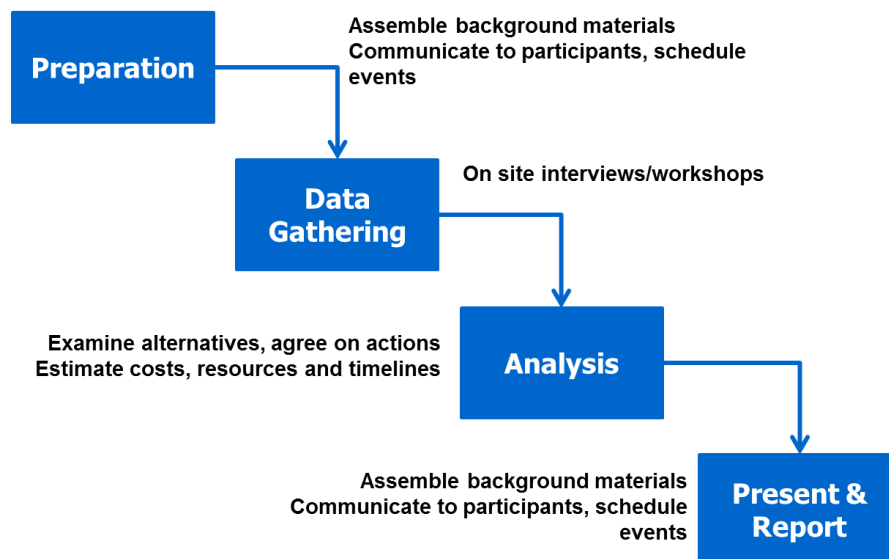
	2015		2016		2017	
	H1	H2	H1	H2	H1	H2
Application systems						
Financial management		■				
Document & records management			■			
Work management				■		
GIS integrations						■
Policy and governance						
Application management function		■	■	■	■	■
Operating practices		■	■	■	■	■
Skills acquisition		■	■	■	■	■
Network/server monitoring		■	■	■	■	■
Data/process standards		■	■	■	■	■
Information security management		■	■	■	■	■

Methodology and Process

The purpose of the study was to map out future business applications and the support structures for them to operate efficiently. We invest in business applications to support business processes, so this analysis is based on understanding the processes first, then from that we can understand the applications required to support those processes. By anchoring analysis on the processes we get insight to the process activity levels and access/security requirements as well.



To get as broad a perspective as possible there was extensive participation from District staff in documenting the business processes. In total 42 people were involved in workshops, interviews and follow up (appendix 1). With the information from these workshops we then analysed the existing and desired future states for processes, systems and support and reviewed the results with the District's management team to refine the analysis and the District's business priorities.



After reaching management consensus the final results were compiled into a report and presentation.

Analysis

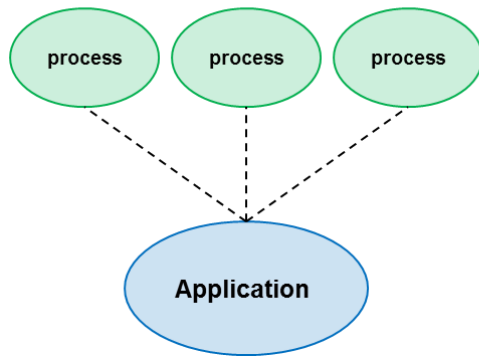
Existing State

Applications

Most applications in place now at the District operate as professional automation tools providing information for staff to make decisions or complete forms and reports. Some applications provide stronger support in tracking process completion and generating the final output form or report.

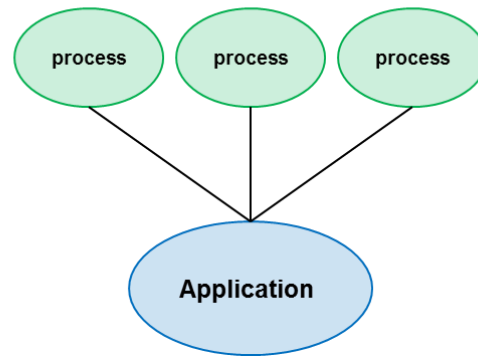
Professional automation process support

- **Good** information and data to support decision making
- **Sometimes** produce completed report or form
- **Limited** tracking for reviews approvals



Enterprise automation process support

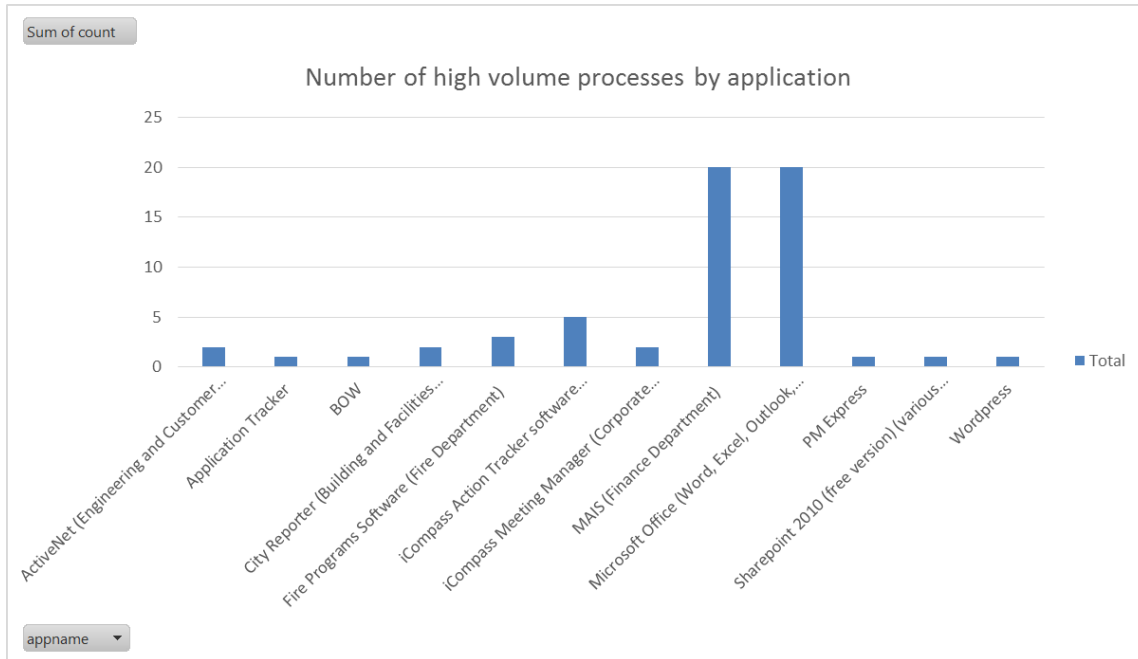
- **Good** information and data to support decision making
- **Always** produce completed report or form
- **Extensive** tracking for reviews approvals



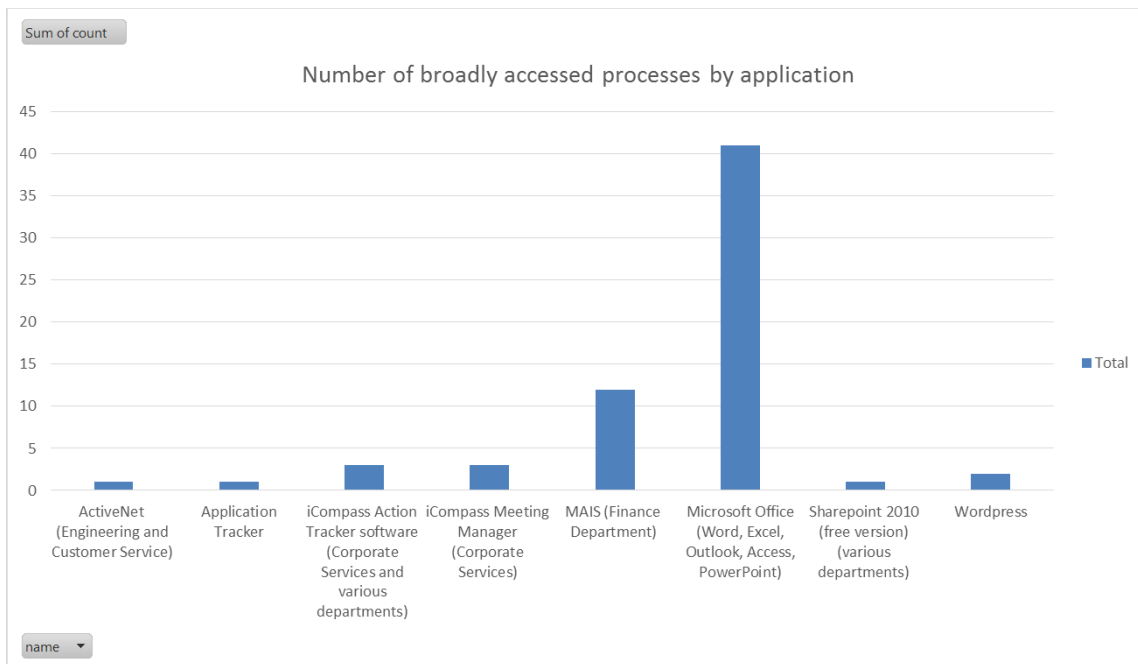
We look at two key determinants to understand whether or not a process can be supported by office automation tools or enterprise type tools.

- **Process Volume.** Processes that are executed many times per day or week are better suited to enterprise applications to get better control over data quality and management of the process itself (who needs to work on it next, what stage of completion are we at, routing to the next person and so forth).
- **Access requirements.** Word documents and spreadsheets don't have good tools to secure information in a multi user environment. Enterprise applications have tools to ensure data integrity so that all those needing access can have what they need without jeopardizing the process itself.

When we looked at the actual processes, volumes and access needs (Appendix 2) we found a significant number of high volume processes are supported by Microsoft Office applications (Word, Excel and so forth).



We also found that a number of processes with broad access and/or update



While Microsoft Office tools are industry leading, they are more suited to professional automation tasks than high volume, broad access processes.

When we canvassed the team on their satisfaction levels with the applications in place at this time most were satisfied but in some cases replacement needs were already evident.



application	Performance*
ActiveNet (Engineering and Customer Service)	1
AutoCAD (Engineering Department)	1
City Reporter (Building and Facilities Reporter used by Building and Operations)	2
Application Tracker	2
DT Express (Fire Department)	1
EntraPass Special Edition (Fire Department)	1
ESRI ArcGIS (Engineering Department)	1
FDM Mobile CAD (Fire Department)	1
Fire Programs Software (Fire Department)	1
Fire Q Response Verification System (Fire Department)	1
Geographical Information System (GIS) (various departments)	1
iCompass Action Tracker software (Corporate Services and various departments)	1
iCompass Meeting Manager (Corporate Services)	1
MAIS (Finance Department)	3
Metro Count Traffic Executive (Engineering Department)	1
Microsoft Excel tracking spreadsheets (various departments)	1
PM Express	2
Sharepoint 2010 (free version) (various departments)	2
Microsoft Office (Word, Excel, Outlook, Access, PowerPoint)	1
Auto Sketch	1
Wordpress	2
BOW	2

***1- Keep, 2 - possibly replace, 3 - replace**

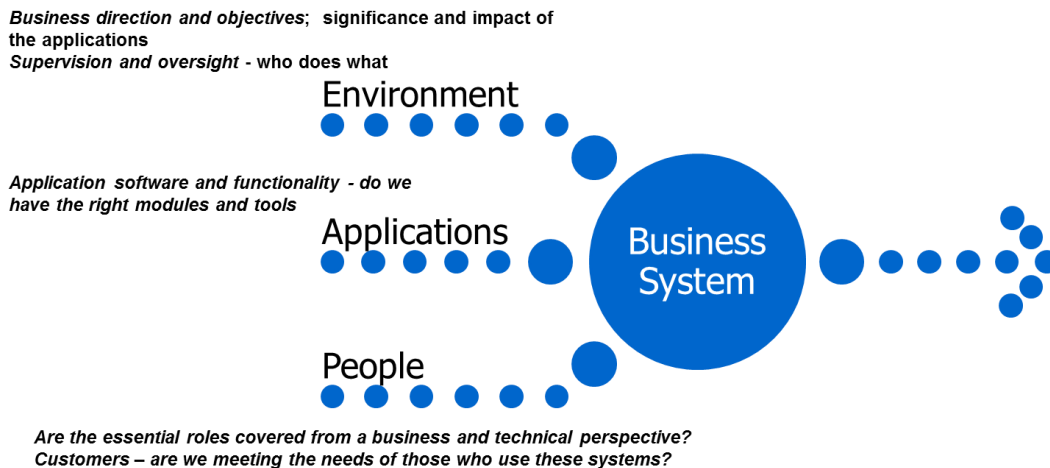
The GIS system is provided through a hosting agreement with the Regional District of Central Okanagan that runs through December 31, 2019. Should the District wish to withdraw from that arrangement notice needs be served by June 30 of the year preceding such withdrawal. In our opinion the services and software are good value and the District’s needs at this time are served at an acceptable level so stay with it at least until 2019 and probably beyond that date because the specialized management included in the contract will be challenging for an organization the size of the District to deliver at an equivalent cost.

At this time there are integration points available through overnight batch loading that can pull data from applications at the District into the GIS for inquiry, reporting and analysis. This level of integration is very pragmatic over the period where new financial and work management systems are to be implemented and the District gets good value from these integration points which is why we don't recommend changing at this time.

The real long term GIS needs won't be clear until the Financial and Asset Management systems are selected, as the vendor selected for Work Management will have many GIS touchpoints that need to be known to reach final conclusions. Depending on the eventual work management system and future process requirements the GIS integration needs may change from batch to real time, and/or with direct calls between the applications. For example, the integrations available now support displaying and reporting any georeferenced data in the GIS but not having the GIS application itself automatically opening a Work Management or Financial system window. If the District decides this higher level of automation is economically supportable then GIS will need to be re-evaluated. This decision point won't be truly reached until the work management application is selected and well understood.

Environment & People

Success and efficiency in business systems requires more than just software. The software must operate within a reliable and secure technical environment and the people operating the applications need to be trained and coordinated.



Analysis of how applications are managed (Appendix 3) indicated:

- Good management and oversight to the extent that important management dimensions have individuals assigned to them
- We noted that management for the most part is at a departmental level for the applications.
- There is enterprise level data management for some applications such as MAIS and Application Tracker, and this is appropriate for these high volume broadly accessed applications.

As the District moves away from departmental towards enterprise applications it will also move towards more tightly shared data sources rather than the “similar but not necessarily matching” separate data sources that are used by departmental applications. At the same time, interdepartmental work flows will need common agreement and structure to agree on process steps, timing requirements and many other process quantifications that are not necessary at present.

Examples of this matching are:

- Where a property has transitioned from a single roll number to multiple roll numbers, agree which of the new roll numbers get used for data that still applies to the legacy roll number or, in another case, multiple new roll numbers.
- Agree who is responsible for follow up on response to complaints or inquiries that may cross departmental boundaries as they are processed.

In a larger organization there would be an individual in the role of business application manager or some similar title to manage co-ordination and implementation of policies that ensure everybody uses their information. For organizations at the District’s stage of evolution common and practical approach is to appoint an individual and/or committee for this purpose.

The district uses a series of shared network folders to hold property and other shared data files. These folders have security assigned to them to protect files from deletion and are backed up regularly. While network folder sharing is a commonly used, low cost and pragmatic technique it does have some drawbacks.

- Shared folders don’t have enforcement of data standards.
- Ability to search is limited.
- There is no way to ensure we access the most current and/or correct data.
- Enforcement of record management policies is problematic (Appendix 4).

The ERDMS will address these issues as the documents in the folders are imported into it. The ERDMS provides a defined set of rules and access privileges that govern how documents are created, accessed and updated. The ERDMS will also have retention management rules that apply to each document so that these rules can be enforced.

Security of the network and servers is an important factor in protecting the District's data. There are security policies in place and communicated to staff. Administration of passwords, backup policies and so forth for the underlying technical infrastructure is managed by a recently filled full time role (IT and Support Services Administrator).

We reviewed the District's document retention and management practices as they are an important aspect of electronic information management. The District's records management practices operate within:

- the District's records management bylaw and
- BC Local Government Management Association's (LGMA) published Records Classification and Retention Schedule

While the legal and high level governance is established, working level policies and procedures are difficult to enforce with the shared drives and departmental applications in place at this time. Operating practices will need to be developed and information that qualifies as "records" should be moved to a systems environment (ERDMS) where they can be controlled as required.

An example of an operating practice is a policy document setting out:

- What kinds of documents should be inserted into the ERDMS or even into the shared folders that are used today.
- The fields that need to be completed as they are inserted into an ERDMS, such as "type" (report, correspondence, application form, resume...).

Operating practice documents, along with the appropriate user training and orientation, are important to the overall success of any application, especially of an ERDMS where its use is typically not as clear to the average staff member.

Transition

There will be interim stages as the District moves towards the future state of a financial system, work management system and an ERDMS. During this phase there are actions to be taken separate from the purchase and implementation of the applications themselves.

The systems and processes in place now can continue to function until they move to their target applications. In general the District is getting value from these systems and should continue to do so.

Establishment of the role (committee or an individual) to manage the applications can be done at any time to co-ordinate policy and procedure development as set out in the passages above under “Present State”.

Asset management in the future state is not a single application, it is a combination of the financial system, GIS and work management system and their relevant interfaces. ERDMS is a part of asset management also but its role is not so much with processes as with a repository of supporting information. In the time leading up to application procurement the District can still work on establishing associated leadership, planning, support and operational management functions. These functions are set out in ISO 55001, most of which are not directly related to application software and so they can move forward independently. As the District carries out studies and gathers asset management related data such as condition ratings ensure that the end data is delivered in a format such as Excel or a flat file that lends itself to data extraction and conversion to the applications that come later. If not already in place, establish an asset numbering hierarchy so the data can be associated with the relevant asset, as this relationship is important when it all comes together in integrated applications.

At this stage in its evolution the District is not in a position to invest heavily in IT technical resources for applications and interfaces. The District should move to applications that match the District’s ability to manage, support and evolve them over time as technology progresses. Desirable characteristics are:

- Off the shelf packaged products that do not require the District to develop code or have deep technical insight to make them work or troubleshoot.
- Technology that is current and clearly under continual development and evolution.
- Available technical support and training as well as consulting support familiar with local government requirements.
- An established user base, ideally municipal, to share experiences and ideas in their use.

The business functions in PM Expert now will move in to Work Management eventually however in the meantime it can stay in operation. It may seem appealing to expand PM Expert in the short term as a data repository or for more functionality. The District’s level of knowledge of this system is not well advanced beyond what is in place now though so any expansion in business functionality should be viewed with caution.

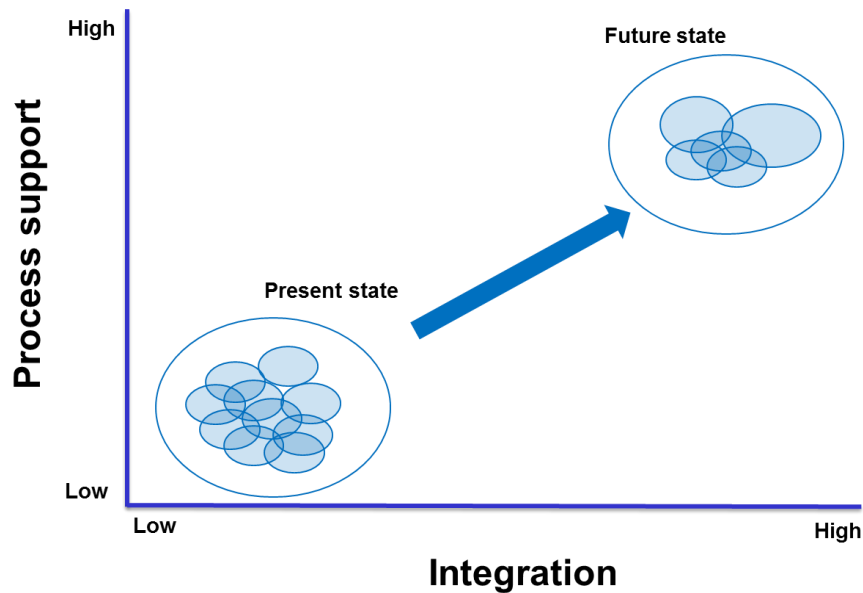
SharePoint is a good tool but not a packaged product more complex to manage than is suitable for the District at this time. As it is used at the District the SharePoint functions are not part of a supported package so there are technical management aspects that can be avoided by moving the (few) functions into an easier to manage system such as an ERDMS. Although the SharePoint functions will move into the ERDMS eventually in the interim they can continue.

Future State

As a high level statement, the District should continue evolving the shared information and automation tools towards more integrated systems with process support and security more suited to multi user enterprise applications. More detail on the intended future state is in the following sections, with transitional considerations in the previous section.

Applications

When analyzing the processes volumes and access distribution we also looked for commonality of function that could be addressed by affordable solutions. Analysis of the process volume and multi department security needs of the 196 processes and 23 applications in place indicates that the District should implement applications with higher levels of process and integration support such as the three



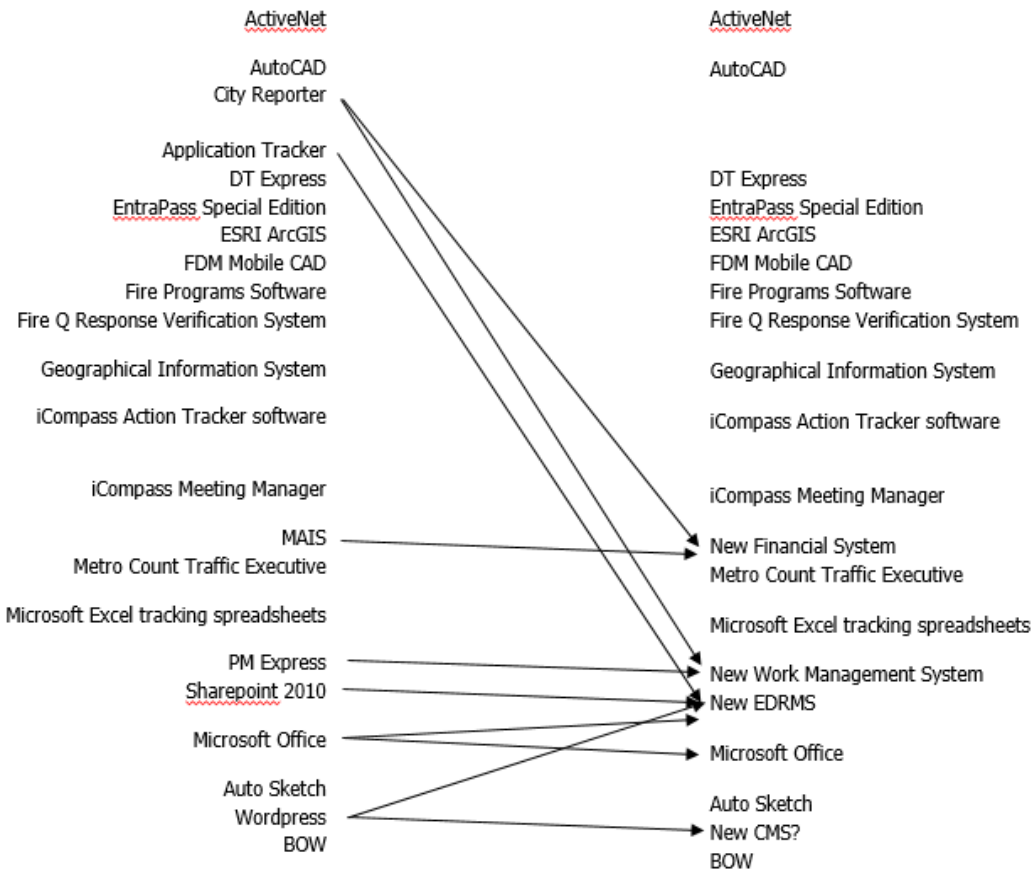
recommended.

District management had already determined that the financial system was not meeting their needs and a new financial system is to be purchased. In addition to financial processes we noted:

- 28 processes in various applications that for reasons of process volume and security should consolidate into a Work Management System.
- 73 processes, mostly in Word or Excel that should move into an EDRMS (Electronic Document and Records Management System). In many cases Word and Excel would still be used to enter, organize and present the data but the EDRMS shell will add data security and version control. In

some cases EDRMS workflow functionality can provide process tracking to replace modules such as Application Tracker.

In all, six applications will be replaced, as shown in the diagram below, with all other applications remaining in production. A detailed function by function table of the migration is shown in Appendix 5.



Where the diagram indicates Microsoft Office with an arrow towards EDRMS this means that the Word or Excel files for the function will still be Word or Excel but the file will be inserted into the EDRMS. Fire Department applications stay the same, as they are specialized, typically within the department itself and are functioning at an acceptable level. The WordPress CMS shows one function moving to the EDRMS and others going to possibly a new CMS but that won't be determined until the new financial system is chosen. It is possible that WordPress could remain as the CMS but if that happens it would be patched up to the most current version.

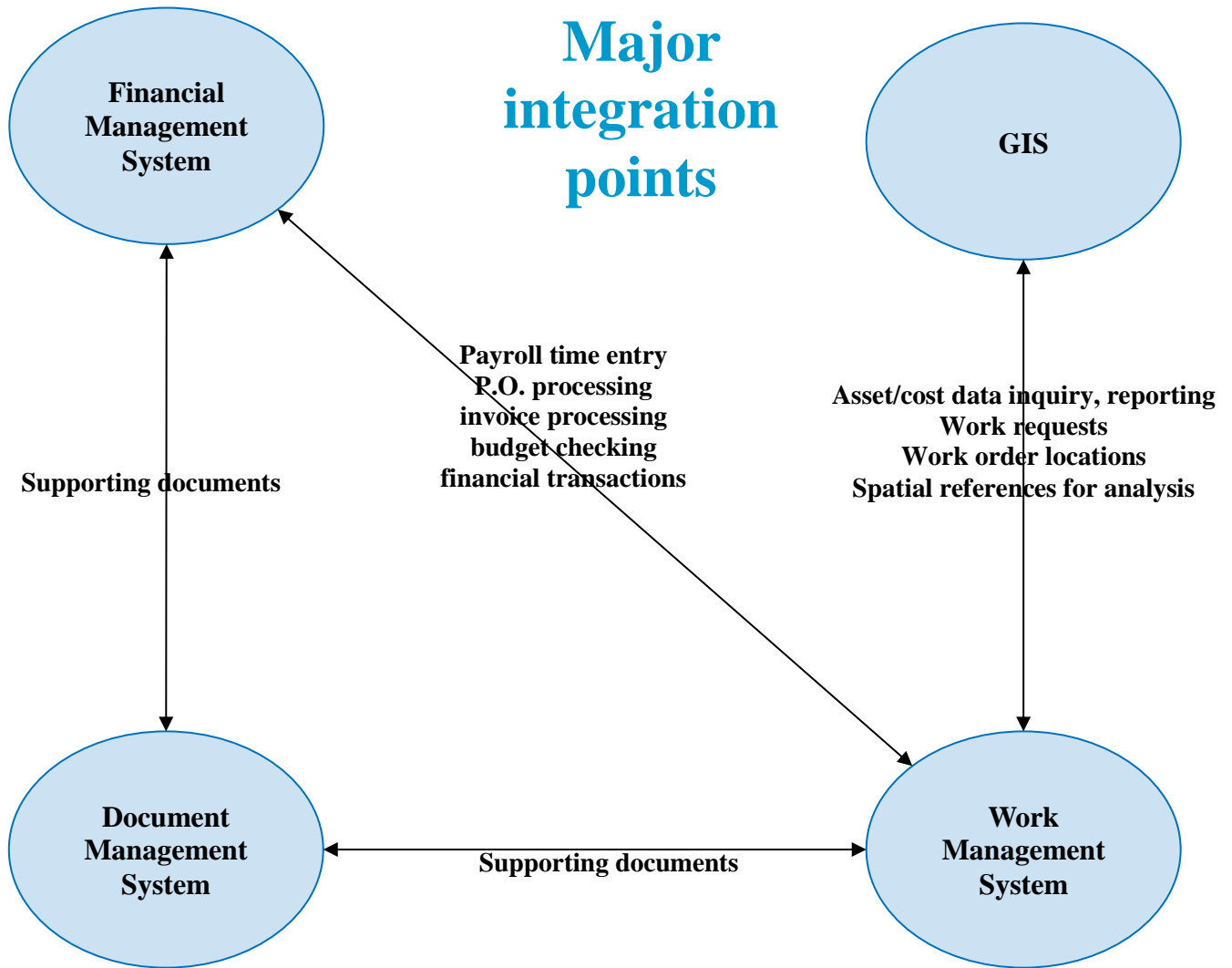
While not an application in the sense of Work Management or a Financial system, the unstructured files in the shared network folders should be moved into an EDRMS where:

- they can be given more precise access privileges
- they can be located within a structured lookup window where finding one or a set of specific files will be simpler

- have their content become easily searchable
- have retention schedules applied to them

The District's website presents a considerable amount of information to the public and does a good job of that in the sense that citizens can self-serve for informational items. Many local governments are extending their web sites to provide transactional support as well for things such as tax or water bill payments, ticker payments and so forth. Many of these services are associated with functionality within the financial system and therefore whatever vendor is ultimately selected will shape the District's next steps. After selecting a financial system vendor work with that vendor to understand what content management systems are preferred and, building from that, what third party support services are suitable.

There are many integration points that bring the three target applications together. The diagram below outlines some common integrations available in typical packaged local government applications available in the market today.



Environment & People

Much progress has taken place in managing shared data and managing processes that cross departmental boundaries and this evolution should continue.

Solid applications are important but the management structure supporting the applications is equally important to overall success and efficiency. There are policies and procedures needing further development to ensure that staff understand the duties that they have over and above operating application software.

Development and communication of records retention processes and indexes is important for all staff to understand the special responsibilities of a local government organization. Different kinds of records have different security and retention rules and these rules should be known and understood by all that work with them. The documentation and training delivered in advance of selecting an EDRMS will be excellent preparation and background for system selection and implementation.

Management of the underlying network and application servers has been moved from a third party contractor to a full time District position. Improvements have been made as a result of this transition and it is important for management to have visibility into the performance of these critical resources as they are essential to having the applications available to deliver the business processes. Visibility and measurement is an essential aspect of managing and so the District should *implement a program of network and server uptime reporting and monitoring*.

As the District moves towards applications that force departments to cooperate with more precision with respect to data and process execution it becomes more necessary to manage these departmental interdependencies. Examples of this management are:

- Managing data that relates to a parcel – ensuring that whatever relates is available (subject to privacy restrictions where those apply). Everyone needs to agree on how to categorize these in a consistent manner.
- Managing actions that cross departmental boundaries such as reports needing input from multiple departments or complaints/requests crossing departments. The new applications will have tools to address these issues but the District will need an agreed upon process so that all concerned can reach consensus.

The networks and servers have access controls in place, and the District also has a comprehensive IT and Computer Use policy in place for all employees. These measures are good protection and are good corporate practices for protecting information. As systems evolve towards higher levels of business criticality and direct citizen access the District should consider a broader framework to manage the many and interdependent aspects of information security. Clear responsibilities should be set out for issues ranging from HR policy maintenance to physical IT security through incident management. There are existing international standards such as ISO 27001 (as an example) that list these issues and the standards can be a useful guideline upon which to base a complete information security and control program. *Adopt ISO 27001 or similar standard as a basis to expand information security practices.*

In parallel with policy development there are some specific skills or expertise that the District should acquire to more fully understand and utilize the target applications.

- Understanding and documenting how to map business processes to applications such as a minor variance application, payroll generation or employment application. This can be as simple as setting out what application menu options and “who does what” at each step. Having these skills internally:

- enhances the District's understanding of how well the application will work for that process
- positions the District to efficiently generate operating procedures that then enhance job cross training
- enables effective creation of automated checklists that improve quality and timeliness of execution
- Workflow automation and design. Every listed business process represents a potential workflow but not every process warrants the effort to automate it. There will be many opportunities to automate workflows however the District needs to understand which processes will show benefits that warrant the effort to automate.
- Web site content management systems and how they integrate with internal business systems.

The District will likely need additional servers to support the three target applications. As each procurement proceeds the District will need to work with the vendors as each particular vendor application has slightly different recommended specifications. A conservative estimate for budget planning is that each server will be \$50,000.

Conclusions and Action Plan

This report sets out an end state where the District has business applications that are better able to support and control higher levels of activity. For unstructured data such as documents, spreadsheets and so forth that are necessary as support we recommend a management system to link these documents directly to the relevant business process and also provide better access control and records management enforcement. The report describes what kinds of applications are practical for an organization such as the District of Lake County to realistically implement and support as well as associated systems management and skills building.

The report also describes specific transitional activities to achieve the state where the applications are installed and the associated operating practices, application management and skills are in place. A table outlining the various actions is shown below.

Actions	Timing
Procurement and implementation	
Financial Information System (\$170,000)	In process
Documents and records management system (\$140,000)	H1 2016
Work management system (\$250,000)	H2 2016
Policy, governance and skills acquisition	
Investigate/adopt asset management operating practices (ISO 55001)	immediate
Document and communicate record handling operating procedures	Immediate
Create an application management role for an individual or committee	Immediate
Investigate/adopt broader information security practices (ISO 27001)	Immediate
Implement network/server monitoring and reporting	Immediate
Execute skills acquisition (courses, web research, books) for	
Business process mapping	Immediate
Workflow automation and design	Immediate
Web site content management	After FIS selection

The procurement prices include software and vendor implementation services. Each application may require its own server, and the size of the server requirements can vary depending on the vendor selected. A budget estimate of \$50,000 per server, or \$150,000 over all is reasonable.

Appendix 1: Staff Workshop Participants

Workshop Participants

Department	Person	Position
Fire		
	Steve Windsor	Director
	Brent Penner	Deputy Fire Chief
	Terry Cameron	Emergency Services Clerk
	John Mellor	Bylaw Services Officer
	Eric DeGelder	Fire Inspector
	Peter Whitfield	Maintenance Operator
Engineering		
	Greg Buchholz	Director
	Michael Mercer	Director
	Shaun Lesowski	Parks & Facilities Superintendent
	Aron Chatten	Engineering Technician II
	Sid Smith	Engineering Technician II
	Keil Wilkie	Engineering Technician I
	William Arndt	Roads Superintendent
	Mike Mitchell	Utility Superintendent
	Patti Meger	Water Quality Technician
	Janice Pederson	Engineering Clerk
	Julia Ambrozy	Engineering Clerk
	Martha Yukich	Engineering Clerk
Community Development		
	Mark Koch	Director
	Donna Buterman	Development Services Clerk
	Ian Walker	Plan Checker
	Jamie McEwan	Community Development Manager
	Karen Mckay	Development Services Technical Clerk
	Paul Dupis	Planner
	Paul Wolanski	Planner
	Shanon Bossy	Development Services Clerk
	Zara Rockwell	Chief Building Inspector
	Florian Goetz	Planning student
Admin, HR, Recreation		
	Reyna Seabrook	Corporate Services Manager
	Willene Perez	Executive Assistant

Department	Person	Position
	Karen Miller	Communications Officer
	Sheila Gunn	Customer Services Supervisor
	Ursula Christen	Customer Service Clerk
	Deborah Youngest	Customer Service Clerk
	Holly Flinkman	HR & Safety Manager
	Tanis Stoltz	HR & Safety Clerk
Finance		
	Rose Bronswyk	Chief Financial Officer
	Kassa	
	Annie Lynch	Financial Analyst and Services Supervisor
	Danni King	Accounting Clerk II
	Pat Bellamy	Accounting Clerk
	Richard Wagner	Accounting Clerk

Appendix 2: Raw Business Process Data

Volume: 1 - high volume, 2 – medium, 3 - low

Spread: 1 - enterprise wide, 2 - 1-3 departments, 3 -within a department

Process	Volumes	create	update	read	delete	existing app.	volume	spread
incident tracking	800-900 year	fire	fire	fire	fire	Fire Programs database	1	3
fire pay	55-60 volunteers	fire	fire	fire	fire	Fire Programs database, Excel	2	3
personnel records, certification	55-60 volunteers	fire	fire	fire	fire	Fire Programs database	2	3
training records	43 sessions/year	fire	fire	fire	fire	Fire Programs database	3	3
vehicle maintenance	14 vehicles, one boat, one ATV	fire	fire	fire	fire	Fire Programs database	2	3
dispute tickets						Action Tracker	3	1
ticket tracking	300/year					Excel	3	1
bylaw reports (background on complaints)	400/year					Word	3	2

Process	Volumes	create	update	read	delete	existing app.	volume	spread
business licenses (fire & bylaw)	new 100/year, follow up 130/year	DS	DS, bylaw, fire, building	DS, bylaw, fire, building	DS	spreadsheet, MAIS, word	2	1
Development Permit & subdivision reports	100/year					Excel	2	1
purchase orders	500/year					PO books,	1	1
fire inspections (incl. deficiency orders)	300-400 year	fire	fire	fire	fire	Fire Programs database	1	3
mapping	65 maps on file	fire	fire	fire	fire	Acrobat, Autosketch no GIS access, would like it	2	3
pre-plans,	70 on file					Auto sketch, Acrobat	3	3
certification renewal tracking	avg 10 per person or more	fire	fire	fire	fire	Fire Programs database	2	3
equipment maintenance tracking		fire	fire	fire	fire	Fire Programs database	3	3
inventory & Parts management	1,000 + or -	fire	fire	fire	fire	Fire Programs database	3	3

Process	Volumes	create	update	read	delete	existing app.	volume	spread
fire cause reports	100 per year	fire	fire	fire	fire	manual forms, direct entry to provincial web site	2	3
property information tracking	90-100	fire	fire	fire	fire		3	3
mobile CAD	800-1000 calls/year	fire	fire	fire	fire		3	3
SCBA servicing, battery replacement	46 units	fire	fire	fire	fire	Fire Programs database	3	3
incident response verification		fire	fire	fire	fire	"IM responding" (system out of NY)		3
bylaw files (track complaints, letters etc)	20/week, 30 open on average	bylaw	all	all	bylaw?	Action Tracker	1	1
track tickets, follow up	20-30/week May-Sept, average 4 under dispute at any time	bylaw	all	all	bylaw?	spreadsheet, Word for letters, photos on file	1	1
pager and radio maintenance	125-175 pieces	fire	fire	fire	fire	Access database	2	3
emergency management training DLC staff	55-60 people	fire	fire	fire	fire	Access database	3	3



Process	Volumes	create	update	read	delete	existing app.	volume	spread
maintain trucks, halls, pumps, ladders.....	750 pieces, maintenance vary from weekly to annual	fire	fire	fire	fire	manual, Kal Tire spreadsheet, Fire programs database, Outlook	2	3
building security	50-70 people needing access	fire	fire	fire	fire	Kantech, Chubb	2	3
booking facilities	600 bookings/year; 12 facilities	inf	inf	inf	inf	Activenet	1	1
public service requests	900-1500/year	inf, eng	inf, eng	inf, eng	inf, eng	Action Tracker, Application tracker, ad hoc intake/tracking, Excel	1	2
internal service requests	150/year	inf	inf	inf	inf	Excel	2	3
preventative maintenance	1,000 assets, 300 work orders/year	inf	inf	inf	inf	PMX	1	3
manage sewer PM contractor		inf	inf	inf	inf	PMX	3	3
manage roads PM contractor		inf	inf	inf	inf	n.a.	3	3
inspect buildings, parks, equipment	300-400 inspections/year	inf	inf	inf	inf	City Reporter	1	3

Process	Volumes	create	update	read	delete	existing app.	volume	spread
fire hydrant maint.	650-700 hydrants	inf	inf	inf	inf	Excel	2	3
daily log sheets water facilities	10-12 day, seasonal	inf	inf	inf	inf	scanned/stored	1	3
manage water quality equipment	10/week	inf	inf	inf	inf	Excel	1	3
water quality sampling	2,000/year	inf	inf	inf	inf	Excel	1	3
order supplies for water quality equipment	4 orders/year	inf	inf	inf	inf	PMX, Excel	3	3
motor vehicle accident inspections	100/year	fire	inf, eng	inf, eng	inf, eng	paper/PDF	2	2
issue permits (access rights of way)	150/year	inf, eng	inf, eng	inf, eng	inf, eng	paper based application form, Application tracker, Excel	2	2
daily ice log sheets	1 sheet/day (12 inspections)	inf	inf	inf	inf	paper	1	3
Dam structure logs	150/year	inf, eng	inf, eng	inf, eng	inf, eng	paper form	2	2
lake level records	300/year	inf	inf	inf	inf	paper form, Excel	1	3
log sheet for hydro plant	daily	inf	inf	inf	inf	paper, scanned	1	3

Process	Volumes	create	update	read	delete	existing app.	volume	spread
cross connection control	200/year	inf	inf	inf	inf	"Fast" licensed from a local consultant, Excel	2	3
record water consumption	4,500 accounts, read monthly in future	inf	inf, fin	inf, fin	inf	MAIS	1	3
vehicle maintenance	45-55 pieces	inf, eng	inf, eng	inf, eng	inf, eng	Excel, Kal Tire keeps details that they send us yearly, scan/store invoices	2	2
water/sewer applications	100-150/year	inf, eng	inf, eng	inf, eng	inf, eng		2	2
development referrals	5/week, 200/year	planning	inf, eng	inf, eng	inf, eng	email, Word	2	2
account for tangible capital assets	10,000 +/- assets	inf, eng	inf, eng	inf, eng, fin	inf, eng	excel	1	2
asset management	even more than 10,000	inf, eng	inf, eng	inf, eng	inf, eng	excel, AutoCAD files, GIS	1	2
manage development project	100 projects	all	all	all	inf, eng	Excel, word, paper, drawings, PDF,	2	1



Process	Volumes	create	update	read	delete	existing app.	volume	spread
manage capital project	100 projects	all	all	all	inf, eng	Excel, word, paper, drawings, PDF,	2	1
manage capital project list	30 major projects	inf, eng	inf, eng	inf, eng	inf, eng	Excel	3	2
manage email/project information	TBD	all	all	all	all	manual save/store	2	1
watershed management task tracking	200-300/year	inf, eng	inf, eng	inf, eng	inf, eng	Excel	1	2
track future work requests	400+ on the list	inf, eng	inf, eng	inf, eng	inf, eng	ad hoc, Outlook,	1	2
respond to regulatory requests	6-10/year	inf, eng	inf, eng	inf, eng	inf, eng	n.a.	3	2
track courses and training plans		inf, eng, HR, Fire	inf, eng, HR, Fire	inf, eng, HR, Fire	inf, eng, HR, Fire	Excel	3	2
weekly safety meetings		inf, eng, HR	inf, eng, HR	inf, eng, HR	inf, eng, HR	Paper tracking	3	2
track safety programs and incidents		inf, eng, HR	inf, eng, HR	inf, eng, HR	inf, eng, HR	Paper, Excel	3	2
claims management & loss control		inf, eng, CS	inf, eng, CS	inf, eng, CS	inf, eng, CS	ad hoc	3	2

Process	Volumes	create	update	read	delete	existing app.	volume	spread
outside agency records and participation		inf, eng	inf, eng	inf, eng	inf, eng	ad hoc	3	2
prepare and manage budgets	\$20-\$30MM/year, 1,000 accounts	inf, eng, fin	inf, eng, fin	inf, eng, fin	inf, eng, fin	Excel, MAIS	1	1
council and management reports		all	all	all	all	Word, Outlook,	2	1
share knowledge, communicate		all	all	all	all	email, documents, intranet	2	1
manage committee agendas, reports		inf, eng	inf, eng	inf, eng	inf, eng		2	2
manage meeting booking	500/year	all	all	all	all	Outlook	1	1
create, maintain SOPs, emergency response plans		inf, eng	inf, eng	inf, eng	inf, eng	Word	2	2
case research from archives		eng	eng	eng	eng		3	3
work orders	5-10/month	eng	eng, fin	eng, fin	eng	paper	2	2
manage waste bin contractor	daily instructions to contractor	eng	eng, admin	eng, admin	eng	email, excel	1	2
manage transit routes	ad hoc	eng	eng	eng	eng	Word, email	2	3

Process	Volumes	create	update	read	delete	existing app.	volume	spread
maintain transit stops	daily work events of one type or other	inf	inf	inf	inf	Action Tracker	1	3
development application reports	3/week	CPB	CPB	CPB, eng, IFS, CS, fire, fin	CPB	application tracker, GIS	2	2
track application processes/permits	30-50 outstanding items at any one time	CPB	CPB	CPB, eng, IFS, CS, fire, fin	CPB	application tracker	2	2
building permits	800/year	CPB	CPB	CPB, eng, IFS, CS, fire, fin	CPB	MAIS, GIS	1	1
building inspections	4-20/day	CPB	CPB	CPB, eng.	CPB	manual, then entered to City Reporter	1	2
business licenses	100-125 new/year, same number close, 600-700 renew	CS	CPB	CPB, fire, bylaw, CS	CPB	MAIS, excel	2	1
intercommunity business licensing	upload	CPB	CPB	CPB	CPB	MAIS	2	3



Process	Volumes	create	update	read	delete	existing app.	volume	spread
program	weekly							
committee agendas, public hearings	30-50/year	CPB	CPB	CPB	CPB	iCompass	2	1
file projections	refer weekly	CPB	CPB	CPB	CPB	Word document	3	3
respond to property inquiries	25-50/day	CPB	CPB	CPB	CPB	application tracker, GIS	1	1
manage correspondence for CPB	5-10/month	CPB	CPB	CPB	CPB	file pro	2	3
update web site information		CS	CS	CS	CS	wordpress	2	1
maintain document statuses for plans in effect	50 on the list	CPB	CPB	CPB	CPB	Excel (all plans)	3	3
reference bylaws	10 bylaws, reference 3-4 times/week	CPB	CPB	CPB	CPB	excel	1	3
track economic development metrics	60/entries/month	CPB	CPB	CPB	CPB	excel	3	3
manage "P files"	30/year	CPB	CPB	CPB	CPB	application tracker	3	3
Resume Tracking (Resume Applicant Tracking Mgmt)	2000 per year	HR/Safety	HR/Safety	all	HR/Safety	outlook, manual, records mgt (if we HAD that)	1	1

Process	Volumes	create	update	read	delete	existing app.	volume	spread
Interviews (pre-screens and interview booklets)	average of 5 perm hires plus 2 casuals plus 8 summer students, 8 pre-screens per hire, 3 interviews per hire - total 175 interviews/year	HR/Safety	HR/Safety	all	HR/Safety	word	2	1
Orientations (manuals, presentation)	15/year	HR/Safety	HR/Safety	all	HR/Safety	word, ppt., paper	2	1
Safety Bulletins	12/year	HR/Safety	HR/Safety	all	HR/Safety	word	2	1
Manage files	accessed daily	HR/Safety	HR/Safety	all	HR/Safety	manual, pdf	2	1
Manage personnel files	new 15/year (approx 10 files) ongoing 60-65/year (approximately 10 files per year) - total 800	HR/Safety	HR/Safety	HR/Safety	HR/Safety	manual, pdf	1	3
Manpower Report (Applicant Tracking)	5/year	HR/Safety	HR/Safety	all	HR/Safety	excel (online application tracking)	2	1

Process	Volumes	create	update	read	delete	existing app.	volume	spread
Benefits		HR/Safety	HR/Safety	HR/Safety	HR/Safety	"Groupsour ce", MPP	2	3
Reference Checks	30/year	HR/Safety	HR/Safety	all	HR/Safety	word	3	3
Committees (agenda's/minutes)	3 committees, 1 agenda a month, minutes for 2 committees - total 60/year	HR/Safety	HR/Safety	all	HR/Safety	word	3	1
Expense Tracking	20/month	HR/Safety	HR/Safety	HR/Safety	HR/Safety	excel	2	3
Quarterly Summary leave report	4/year	HR/Safety	HR/Safety	all	HR/Safety	excel, MAIS payroll	3	1
WCB Claims and Other Incidents	5/month	HR/Safety	HR/Safety	all	HR/Safety	excel/inter net	3	1
Attendance Management	1/year	HR/Safety	HR/Safety	all	HR/Safety	excel, MAIS payroll	3	1
Exit Interviews	5/year	HR/Safety	HR/Safety	HR/Safety	HR/Safety	pdf/word	3	3
New Hire and Exit Checklists	30/year	HR/Safety	HR/Safety	HR/Safety, fin,	HR/Safety	excel	2	2
Performance Reviews	65/year	HR/Safety	HR/Safety	all	HR/Safety	pdf/word	2	1
Manage credentials/certifi	65 staff	HR/Safety	HR/Safety	all	HR/Safety	Excel	2	1

Process	Volumes	create	update	read	delete	existing app.	volume	spread
cations								
Training Tracking (spreadsheet/driver's abstracts etc)	65/year	HR/Safety	HR/Safety	all	HR/Safety	pdf/excel	2	1
Organization Charts	10 changes per year	HR/Safety	HR/Safety	all	HR/Safety	word, website	3	1
Track policy review, sign off	65 people, annual renewals	HR/Safety	HR/Safety	all	HR/Safety	manual	2	1
Manage Collective Agreement, policies et cetera	add/change 2/year	HR/Safety	HR/Safety	all	HR/Safety	word/pdf	3	1
Job Postings and Job Descriptions	15 per year	HR/Safety	HR/Safety	all	HR/Safety	word/internet	2	1
Job Reviews	2-4/two years	HR/Safety	HR/Safety	all	HR/Safety	excel	2	1
Task Tracking	3/week	HR/Safety	HR/Safety	HR/Safety	HR/Safety	excel	2	3
Event planning	4/year	HR/Safety	HR/Safety	all	HR/Safety	word	2	1
HR Projects	3/year	HR/Safety	HR/Safety	all	HR/Safety	word, excel, ppt.	3	1
Safe Work Procedures		HR/Safety	all	all	HR/Safety	word	3	1
Staff Database (Emergency Contacts etc..)	15/year	HR/Safety	HR/Safety	all	HR/Safety	excel	3	1

Process	Volumes	create	update	read	delete	existing app.	volume	spread
Council/committee Agendas and minutes	4-6 Council meetings/month	Admin	all	all	Admin	iCompass, Word	1	1
Manage Council correspondence	5-10/week	Admin	all	all	Admin	iCompass, Word, email, "webmaster"	1	1
take payments	50-200/day	CSC	CSC	CSC	CSC	MAIS, Activenet, BOW	1	2
sell burning permits	200/year	CSC, Fire	CSC, Fire	CSC, Fire	CSC	MAIS, Excel, paper	1	2
sell dog licenses	800-1,000/year	CSC	CSC	CSC	CSC	paper, MAIS, Excel	1	2
sell transit tickets	30/month	CSC	CSC	CSC	CSC	paper, MAIS, Excel	2	2
sell bag tags	4-5/month	CSC	CSC	CSC	CSC	paper, MAIS, Excel	2	2
take payments for permits, licenses	700-900/year	CSC	CSC	CSC	CSC	MAIS, paper	1	2
process tickets payments	200/year	CSC	CSC	CSC	CSC	MAIS	2	2
process payments for RCMP	5/week	CSC	CSC	CSC	CSC	MAIS, email	2	2
theatre ticket payments	2,000-3,000/year	CSC	CSC	CSC	CSC	BOW, MAIS	1	2
manage recreation programs and	200-250 programs/ye	Rec, CSC	Rec, CSC	Rec, CSC	Rec, CSC	Activenet, MAIS	1	2

Process	Volumes	create	update	read	delete	existing app.	volume	spread
take payments	ar,							
facility/park/school bookings	5-10/week	Rec, CSC	Rec, CSC	Rec, CSC	Rec	Activenet, MAIS	2	2
reconcile deposits to payments	daily	CSC	CSC	CSC	CSC	MAIS, Excel, paper	1	3
complaints	add 30% to what bylaw said to capture other volumes						1	1
publish guides, publications	12-20/year	Rec, Admin, CSC	Rec, Admin, CSC	Rec, Admin, CSC	Rec, Admin	Adobe publisher, Joomag, wordpress, social media	2	3
manage solid waste bins	1-2/day	CSC	CSC	CSC	CSC	email, Excel, application tracker	2	3
website maintenance	10-20/day	Admin	Admin, all	all	Admin	FilePro, wordpress,	1	1
book internal meeting rooms	5/day	all	all	all	all	Outlook	1	1
maintain/manage indexes for bylaws et cetera	5 indices, updated at least daily	Admin	Admin	all	Admin	Excel	3	1
create advertising	1-2 week	Admin	Admin	all	Admin	Word, Publisher	2	1

Process	Volumes	create	update	read	delete	existing app.	volume	spread
news releases	1/week	Admin	Admin	all	Admin	Word	2	1
FOI requests	2/month	Admin	Admin	all	Admin	n.a. (all)	2	1
MIA/legal claims	2/month	Admin	Admin	all	Admin	n.a. (all)	2	1
track contracts/renewals	200 contracts, 2 notices/month	Admin	Admin	all	Admin	excel, link to scans	2	1
manage external events	1-2/month	Admin	Admin	all	Admin	Word,	2	1
manage intranet content	daily	all	all	all	Admin	SharePoint	1	1
input approved AP vouchers	50-60/day	fin	fin	all	fin	MAIS	1	1
send invoices around for approval	50-60/day	fin	all	all	fin	paper, excel	1	1
create/approve POs	3,000+/year	all	all	all	fin	paper	1	1
match invoices to POs	90% of above	fin	all	all	fin	paper	1	1
respond to inquiries	2/3 week	fin	fin	fin	fin	MAIS, paper	3	3
reconcile vendor statements to invoices	1/month	fin	fin	fin	fin	MAIS	3	3
process vendor payments (EFT and cheques, separate runs)	2-4 runs/month	fin	fin	fin	fin	MAIS	2	3

Process	Volumes	create	update	read	delete	existing app.	volume	spread
process credit card payments	1/month, 10 cards, 2 accounts	fin	fin	fin	fin	MAIS, excel	2	3
process work orders	12-15/year	fin, eng	fin	fin, eng	fin	MAIS, excel	3	2
filing vouchers, statements etc.	4-5 hours/month	fin	fin	fin	fin	paper	3	3
process remittances	GSD quarterly, payroll bi-weekly, monthly and quarterly (3 payrolls)	fin	fin	fin	fin	MAIS, Excel	2	3
document YE working papers	120 hours/year	fin	fin	fin	fin	Excel	3	3
process payroll runs	72 regular (13 salaried), 7 council, 50 volunteers FF	fin	fin	fin	fin	MAIS, Sterling payroll	2	3
T4s and other slips	72 regular (13 salaried), 7 council, 50 volunteers FF	fin	fin	fin	fin	Sterling, manual	2	3
enter timesheets	salaried, 30 "full" cards, 15 vehicles	fin	fin	fin, all	fin	Excel, paper, MAIS	1	1
track time banks	72 people	fin	fin	fin, all	fin	Excel	3	1
manage/reconcile benefits	72 people	fin	fin	fin	fin	Excel	3	3
WCB	quarterly	fin	fin	fin	fin	excel		3

Process	Volumes	create	update	read	delete	existing app.	volume	spread
management/reporting								
process/send tax bills	5,700 accounts	fin	fin	fin	fin	MAIS, paper	1	3
manage pre-payment plans	660 use pre-payment plan	fin	fin	fin	fin	Excel	1	3
send tax reminders	3x per year	fin	fin	fin	fin	MAIS, Word	2	3
parcel tax review notices	1/year	fin	fin	fin	fin	MAIS, Word	3	3
manage mortgage accounts	33% of tax accounts	fin	fin	fin	fin	MAIS	2	3
remit and reconcile school taxes	3 in July then monthly	fin	fin	fin	fin	Excel	3	3
remit and reconcile taxes for other authorities	by end of July for 5 others	fin	fin	fin	fin	Excel	3	3
HOG, eHOG	5000 accounts	fin	fin	fin	fin	paper, MAIS	1	3
tax deferments	120 accounts	fin	fin	fin	fin	paper	2	3
manage, reconcile user fees	ongoing,	fin	fin	fin	fin	Excel	2	3
title changes	daily	fin	fin	fin	fin	MAIS, entered manually from LTO download	1	3

Process	Volumes	create	update	read	delete	existing app.	volume	spread
subdivision control (add folios and manage local service taxes)	10/year	fin	fin	fin	fin	MAIS	3	3
repond to external inquiries/complaints	25-30/day	fin	fin	fin	fin	MAIS, others as required	1	3
mailing address changes	100/year	fin	fin	fin	fin	MAIS, paper	2	3
process, mail water bills	2-4x per year, 4,500 accounts	fin	fin	fin	fin	MAIS, paper	1	3
process AR vouchers	50/month	fin	fin	fin, all	fin	MAIS	1	1
reconcile	before billing cycle	fin	fin	fin	fin	Excel	2	3
enter manual consumption	1,500 accounts	fin	fin	fin	fin	MAIS	1	3
journal entries	100+ batches/year	fin	fin	fin, all	fin	MAIS, Excel	1	1
business license adjustments and reconciliation	monthly	fin,	fin, bylaw, fire, eng	fin, bylaw, fire, eng	fin	MAIS	2	2
bank reconciliations	monthly, 1 bank	fin	fin	fin	fin	MAIS	2	3
budget process management	3-4 review phases, 1,300 GL numbers	fin	fin, all	fin, all	fin	MAIS, Excel	1	1

Process	Volumes	create	update	read	delete	existing app.	volume	spread
financial reporting	monthly	fin	fin	fin, all	fin	MAIS, SharePoint	2	1
Council reporting	quarterly	fin	fin	fin all	fin	MAIS, Excel	3	1
grant claims	4-5/year	fin	fin	fin	fin	manual, MAIS, Excel	3	3
capital asset management (incl. amortization)	annually	fin	fin, eng	fin, eng	fin	Excel	2	2
invoice under soil removal bylaw	invoice 2x/year, 6 invoices	fin	fin	fin	fin	MAIS, Excel	3	3
invoice for hydro generation plant	monthly	fin	fin	fin	fin	MAIS, Excel	2	3
NR Can grants and annual reporting	quarterly, annually	fin	fin	fin	fin	Excel	3	3
process tax sales		fin	fin	fin	fin	manual, MAIS, paper, Word	3	3

Appendix 3: Application management and support

name	troubleshooting Who manages following up with troubleshooting problems?	upgrade Who decides when, and if, to upgrade?	features/modules Who decides what new features to utilise (or modules in cases of more complex applications)?	user training Who ensures we have users trained to an appropriate level?	success rating Who decides if the processes are properly served by the application?	business rules/processes Who is in charge of designing and implementing rules/processes? Examples are: § how/when to set up a new vendor or GL# in a financial system § what roll number to use to reference a document when multiple roll numbers might be relevant in Application Tracker § how do documents flow from draft to final form for a Council meeting in iCompass § how do we ensure that complaints are followed through to completion in Action Tracker
ActiveNet (Engineering and Customer Service)	Sheila, Julia, Ursula	Sheila	Sheila	Sheila	Sheila	n/a
AutoCAD (Engineering Department)	Aron	Aron	Aron	Aron	Aron	Aron
Bullard ECP (Fire Department)	n/a	n/a	n/a	n/a	n/a	n/a
City Reporter (Building and Facilities Reporter used by Building and Operations)	Shaun (Facilities) n/a (Building)	Shaun (upgrades are automatic) (Facilities) n/a (Building)	Shaun/Greg (Facilities) n/a (Building)	Shaun (Facilities) n/a (Building)	Shaun/Nick (Facilities) n/a (Building)	Shaun/Nick (Facilities) n/a (Building) * Building department is looking to get rid of City Report and use something else.
Application Tracker	Reyna, Mark	Reyna, Mark	Reyna, Mark	Reyna, Mark	Reyna, Mark	Mark
DT Express (Fire Department)	Terry, Iridia Medica/Physio-Control	n/a	n/a	Steve, Brent	n/a	Steve, Brent
EntraPass Special Edition (Fire Department)	Terry, Price Alarms	Steve, Brent	Steve, Brent	Steve, Brent	Steve, Brent	Steve, Brent
ESRI ArcGIS (Engineering Department)	Sid	Sid	Sid	Sid	Sid	Sid
FDM Mobile CAD (Fire Department)	Jakub	Steve, Brent	Steve, Brent	Steve, Brent	Steve, Brent	Steve, Brent
Fire Programs Software (Fire Department)	Terry, Rose, Jakub	Steve	Steve	Steve	Steve, Brent	Steve
Fire Q Response Verification System (Fire Department)	Brent, Jakub	Steve, Brent	Steve, Brent	Steve, Brent	Steve, Brent	Steve, Brent
Geographical Information System (GIS) (various departments)	RDCO Contract	RDCO Contract	RDCO Contract	RDCO Contract	RDCO Contract	RDCO Contract
iCompass Action Tracker software (Corporate Services and various departments)	Willene	Alberto, Willene, Reyna	Alberto, Willene, Reyna	Willene	none	Alberto, Willene, Reyna
iCompass Meeting Manager (Corporate Services)	Willene	Alberto, Willene, Reyna	Alberto, Willene, Reyna	Willene	none	Alberto, Willene, Reyna
MAIS (Finance Department)	Annie/Rose	Rose/Annie/council	Staff - Council - budget	Finance - for finance - adhoc for others	Finance	Rose/Annie
Metro Count Traffic Executive (Engineering Department)	William	William	William	William	William	William
Microsoft Excel tracking spreadsheets (various departments)	original agreements, bylaws, reference documents - Willene, Reyna	n/a	n/a	original agreements, bylaws, reference documents - Willene, Reyna	original agreements, bylaws, reference documents - Willene, Reyna	original agreements, bylaws, reference documents - Willene, Reyna
PM Express	Kiel	Kiel	Kiel	Kiel	Mike/Greg	Kiel
Sharepoint 2010 (free version) (various departments)	Jakub	Jakub/Rose - Budget	Still working on this issue	n/a	Still working on this issue	Jakub/Rose
Microsoft Office (Word, Excel, Outlook, Access, PowerPoint)	Jakub	Jakub/Rose - Budget	n/a	Department Heads		n/a
Auto Sketch	Eric, Brent	Steve, Brent	Eric, Steve, Brent	Steve, Brent	Steve, Brent	Steve, Brent
Wordpress	Karen	none	none	none	none	none
BOW	Jakub	Sheila	Sheila	Sheila	Sheila	n/a

Appendix 4: ARMA's Generally Accepted Recordkeeping Principles®

ARMA - Association of Records Managers and Administrators

Principle of Accountability

An organization shall assign a senior executive to oversee the information governance program, delegate program responsibility to appropriate individuals, adopt policies and processes to guide staff, and ensure program auditability.

Principle of Integrity

An information governance program shall be constructed so the records and information generated or managed by or for the organization have a reasonable and suitable guarantee of authenticity and reliability.

Principle of Protection

An information governance program shall be constructed to ensure a reasonable level of protection to information that is personal or that otherwise requires protection.

Principle of Compliance

An information governance program shall be constructed to comply with applicable laws and other binding authorities, as well as the organization's policies.

Principle of Availability

An organization shall maintain its information in a manner that ensures timely, efficient, and accurate retrieval of its information. More...

Principle of Retention

An organization shall retain its information for an appropriate time, taking into account all operational, legal, regulatory and fiscal requirements, and those of all relevant binding authorities.

Principle of Disposition

An organization shall provide secure and appropriate disposition of information in accordance with its policies, and, applicable laws, regulations and other binding authorities.

Principle of Transparency

An organization shall document its policies, processes and activities, including its information governance program, in a manner that is available to and understood by staff and appropriate interested parties.

Appendix 5: Application migration table

Process	Existing	Target
building inspections	City Reporter	Financial
business licenses (fire & bylaw)	MAIS	Financial
purchase orders	MAIS	Financial
record water consumption	MAIS	Financial
prepare and manage budgets	MAIS	Financial
building permits	MAIS	Financial
business licenses	MAIS	Financial
intercommunity business licensing program	MAIS	Financial
take payments	MAIS	Financial
sell burning permits	MAIS	Financial
sell dog licenses	MAIS	Financial
sell transit tickets	MAIS	Financial
sell bag tags	MAIS	Financial
take payments for permits, licenses	MAIS	Financial
process tickets payments	MAIS	Financial
process payments for RCMP	MAIS	Financial
reconcile deposits to payments	MAIS	Financial
input approved AP vouchers	MAIS	Financial
respond to inquiries	MAIS	Financial
reconcile vendor statements to invoices	MAIS	Financial
process vendor payments (EFT and cheques, separate runs)	MAIS	Financial
process credit card payments	MAIS	Financial
process work orders	MAIS	Financial
process remittances	MAIS	Financial
process payroll runs	MAIS	Financial
T4s and other slips	MAIS	Financial
enter timesheets	MAIS	Financial
process/send tax bills	MAIS	Financial
send tax reminders	MAIS	Financial
parcel tax review notices	MAIS	Financial
manage mortgage accounts	MAIS	Financial
HOG, eHOG	MAIS	Financial
title changes	MAIS	Financial

Process	Existing	Target
subdivision control (add folios and manage local service taxes)	MAIS	Financial
repond to external inquiries/complaints	MAIS	Financial
mailing address changes	MAIS	Financial
process, mail water bills	MAIS	Financial
process AR vouchers	MAIS	Financial
reconcile	MAIS	Financial
enter manual consumption	MAIS	Financial
journal entries	MAIS	Financial
business license adjustments and reconciliation	MAIS	Financial
bank reconciliations	MAIS	Financial
budget process management	MAIS	Financial
financial reporting	MAIS	Financial
Council reporting	MAIS	Financial
invoice under soil removal bylaw	MAIS	Financial
invoice for hydro generation plant	MAIS	Financial
process tax sales	MAIS	Financial
send invoices around for approval	Microsoft Office	Financial
create/approve POs	Microsoft Office	Financial
match invoices to POs	Microsoft Office	Financial
track time banks	Microsoft Office	Financial
manage/reconcile benefits	Microsoft Office	Financial
WCB management/reporting	Microsoft Office	Financial
manage pre-payment plans	Microsoft Office	Financial
remit and reconcile school taxes	Microsoft Office	Financial
remit and reconcile taxes for other authorities	Microsoft Office	Financial
tax deferments	Microsoft Office	Financial
inspect buildings, parks, equipment	City Reporter	Work Management
preventative maintenance	PM Express	Work Management
manage sewer PM contractor	PM Express	Work Management
order supplies for water quality equipment	PM Express	Work Management
pager and radio maintenance	Microsoft Office	Work Management
maintain trucks, halls, pumps, ladders.....	Microsoft Office	Work Management
internal service requests	Microsoft Office	Work Management
manage roads PM contractor	Microsoft Office	Work Management
fire hydrant maint.	Microsoft Office	Work Management
manage water quality equipment	Microsoft Office	Work Management
water quality sampling	Microsoft Office	Work Management
daily ice log sheets	Microsoft Office	Work Management
Dam structure logs	Microsoft Office	Work Management

Process	Existing	Target
lake level records	Microsoft Office	Work Management
log sheet for hydro plant	Microsoft Office	Work Management
cross connection control	Microsoft Office	Work Management
vehicle maintenance	Microsoft Office	Work Management
water/sewer applications	Microsoft Office	Work Management
account for tangible capital assets	Microsoft Office	Work Management
asset management	Microsoft Office	Work Management
manage capital project	Microsoft Office	Work Management
manage capital project list	Microsoft Office	Work Management
watershed management task tracking	Microsoft Office	Work Management
track future work requests	Microsoft Office	Work Management
work orders	Microsoft Office	Work Management
manage waste bin contractor	Microsoft Office	Work Management
manage transit routes	Microsoft Office	Work Management
capital asset management (incl. amortization)	Microsoft Office	Work Management
issue permits (access rights of way)	Application Tracker	EDRMS
development application reports	Application Tracker	EDRMS
track application processes/permits	Application Tracker	EDRMS
respond tp property inquiries	Application Tracker	EDRMS
manage "P files"	Application Tracker	EDRMS
manage solid waste bins	Application Tracker	EDRMS
manage intranet content	Sharepoint 2010	EDRMS
ticket tracking	Microsoft Office	EDRMS
bylaw reports (background on complaints)	Microsoft Office	EDRMS
Development Permit & subdivision reports	Microsoft Office	EDRMS
fire cause reports	Microsoft Office	EDRMS
emergency management training DLC staff	Microsoft Office	EDRMS
daily log sheets water facilities	Microsoft Office	EDRMS
motor vehicle accident inspections	Microsoft Office	EDRMS
development referrals	Microsoft Office	EDRMS
manage development project	Microsoft Office	EDRMS
manage email/project information	Microsoft Office	EDRMS
respond to regulatory requests	Microsoft Office	EDRMS
track courses and training plans	Microsoft Office	EDRMS
weekly safety meetings	Microsoft Office	EDRMS
track safety programs and incidents	Microsoft Office	EDRMS
claims management & loss control	Microsoft Office	EDRMS
outside agency records and participation	Microsoft Office	EDRMS
council and management reports	Microsoft Office	EDRMS
share knowledge, communicate	Microsoft Office	EDRMS

Process	Existing	Target
manage committee agendas, reports	Microsoft Office	EDRMS
create, maintain SOPs, emergency response plans	Microsoft Office	EDRMS
case research from archives	Microsoft Office	EDRMS
file projections	Microsoft Office	EDRMS
maintain document statuses for plans in effect	Microsoft Office	EDRMS
reference bylaws	Microsoft Office	EDRMS
track economic development metrics	Microsoft Office	EDRMS
Resume Tracking (Resume Applicant Tracking Mgmt)	Microsoft Office	EDRMS
Interviews (pre-screens and interview booklets)	Microsoft Office	EDRMS
Orientations (manuals, presentation)	Microsoft Office	EDRMS
Safety Bulletins	Microsoft Office	EDRMS
Manage files	Microsoft Office	EDRMS
Manage personnel files	Microsoft Office	EDRMS
Manpower Report (Applicant Tracking)	Microsoft Office	EDRMS
Benefits	Microsoft Office	EDRMS
Reference Checks	Microsoft Office	EDRMS
Committees (agenda's/minutes)	Microsoft Office	EDRMS
Expense Tracking	Microsoft Office	EDRMS
Quarterly Summary leave report	Microsoft Office	EDRMS
WCB Claims and Other Incidents	Microsoft Office	EDRMS
Attendance Management	Microsoft Office	EDRMS
Exit Interviews	Microsoft Office	EDRMS
New Hire and Exit Checklists	Microsoft Office	EDRMS
Performance Reviews	Microsoft Office	EDRMS
Manage credentials/certifications	Microsoft Office	EDRMS
Training Tracking (spreadsheet/driver's abstracts etc)	Microsoft Office	EDRMS
Organization Charts	Microsoft Office	EDRMS
Track policy review, sign off	Microsoft Office	EDRMS
Manage Collective Agreement, policies et cetera	Microsoft Office	EDRMS
Job Postings and Job Descriptions	Microsoft Office	EDRMS
Job Reviews	Microsoft Office	EDRMS
Task Tracking	Microsoft Office	EDRMS
Event planning	Microsoft Office	EDRMS
HR Projects	Microsoft Office	EDRMS
Safe Work Procedures	Microsoft Office	EDRMS
Staff Database (Emergency Contacts etc..)	Microsoft Office	EDRMS
maintain/manage indexes for bylaws et cetera	Microsoft Office	EDRMS
create advertising	Microsoft Office	EDRMS

Process	Existing	Target
news releases	Microsoft Office	EDRMS
FOI requests	Microsoft Office	EDRMS
MIA/legal claims	Microsoft Office	EDRMS
track contracts/renewals	Microsoft Office	EDRMS
manage external events	Microsoft Office	EDRMS
filing vouchers, statements etc.	Microsoft Office	EDRMS
document YE working papers	Microsoft Office	EDRMS
manage, reconcile user fees	Microsoft Office	EDRMS
grant claims	Microsoft Office	EDRMS
NR Can grants and annual reporting	Microsoft Office	EDRMS
booking facilities	ActiveNet	no change
manage recreation programs and take payments	ActiveNet	no change
facility/park/school bookings	ActiveNet	no change
property information tracking	AutoCAD	no change
building security	EntraPass	no change
mobile CAD	FDM Mobile CAD	no change
incident tracking	Fire Programs	no change
fire pay	Fire Programs	no change
personnel records, certification	Fire Programs	no change
training records	Fire Programs	no change
vehicle maintenance	Fire Programs	no change
fire inspections (incl. deficiency orders)	Fire Programs	no change
certification renewal tracking	Fire Programs	no change
equipment maintenance tracking	Fire Programs	no change
inventory & Parts management	Fire Programs	no change
SCBA servicing, battery replacement	Fire Programs	no change
incident response verification	Fire Q	no change
dispute tickets	iCompass Action Tracker	no change
bylaw files (track complaints, letters etc)	iCompass Action Tracker	no change
track tickets, follow up	iCompass Action Tracker	no change
public service requests	iCompass Action Tracker	no change
maintain transit stops	iCompass Action Tracker	no change
complaints	iCompass Action Tracker	no change

Process	Existing	Target
committee agendas, public hearings	iCompass Meeting Manager	no change
manage correspondence for CPB	iCompass Meeting Manager	no change
Council/committee Agendas and minutes	iCompass Meeting Manager	no change
Manage Council correspondence	iCompass Meeting Manager	no change
manage meeting booking	Microsoft Office	no change
book internal meeting rooms	Microsoft Office	no change
mapping	Auto Sketch	no change
pre-plans,	Auto Sketch	no change
update web site information	Wordpress	New CMS?
publish guides, publications	Wordpress	EDRMS
website maintenance	Wordpress	New CMS?
theatre ticket payments	BOW	no change