

Requirements to Implement the New Business Licence Bylaw

The Business Licence Bylaw Renewal project team has identified a number of activities that must be completed to ensure successful implementation of the proposed new Business Licence Bylaw.

Due to the impact of COVID-19 on the City's financial position, Administration will manage the implementation using existing internal staff resources. The following positions will be allocated for the implementation of the new bylaw:

FTE	Position	Role(s)
1.25	Methods Analyst II	Strategic Implementation Officer Policy Lead
1.5	Methods Analyst I	Technology Lead Business Process Lead External Communications Lead Internal Communications Lead
0.25	Team Leader - Public Service / Call Centre	Data Conversion Lead
2.75	Clerk III	Clerical Support

Key implementation tasks and the staff resources allocated to each task are described in the following sections. With the exception of Policy and Procedure Development which is already in progress, the implementation work will commence immediately after the October 26, 2020 Executive Committee meeting. Tasks that are critical for implementation of the bylaw will be prioritized, while some tasks may be completed after implementation.

Technology and Business Process Changes

Significant updates and changes to business technology are required in order to implement and effectively administer the proposed new bylaw. Technology implementation costs are expected to be between \$317,000 and \$392,000 depending on the use of internal versus external IT resources.

The project team must work closely with IT to ensure that deliverables support business objectives, that work is completed within established timelines, and that business technology can support complete implementation of the new bylaw.

Activities include:

- Project planning
- Process mapping and workflow / feature design
- Development (programming)
- Testing and validation of deliverables
- Data migration

Resource Allocation

In addition to the technology funding requirements described above, Administration will require the following internal business area support:

- 0.2 FTE - Strategic Implementation Officer (Methods Analyst II)
- 0.5 FTE - Technology Lead (Methods Analyst I)
- 0.5 FTE - Business Process Lead (Methods Analyst I)
- 0.25 FTE - Clerical Support (Clerk III)

Policy and Procedure Development

The proposed bylaw must be supported by policies and procedures that outline rules for interpretation and provide clear and consistent direction to staff.

Activities include:

- Reviewing and updating existing policies, procedures, and supporting materials
- Retiring policies, procedures, and supporting documents that are no longer relevant
- Developing new policies, procedures, and supporting documents as required
- Establishing mutual service level agreements with internal and external partners to outline roles, responsibilities, timelines, and other integrated workflow expectations

Resource Allocation

- 0.2 FTE - Strategic Implementation Officer (Methods Analyst II)
- 0.25 FTE - Policy Lead (Methods Analyst II)

External Communications

The project team will collaborate with Corporate Communications and Web Operations to explore a variety of avenues for communicating bylaw and policy changes, and providing relevant licensing information to businesses using clear communication practices.

Activities include:

- Preparing and implementing a communications strategy to notify business owners of licensing changes
- Reviewing and updating web pages
- Reviewing, updating, and developing communications materials
- Developing 311 messaging and scripts

Resource Allocation

- 0.2 FTE - Strategic Implementation Officer (Methods Analyst II)
- 0.25 FTE - External Communications Lead (Methods Analyst I)
- 0.25 FTE - Clerical Support (Clerk III)

Internal Communications and Training

The project team will develop and implement a strategy to inform internal partners of changes to business licensing, and provide them with the knowledge, skills, and tools they need to respond to customer inquiries, process business licences, and enforce the new bylaw.

Activities include:

- Developing training and reference materials
- Hosting information sessions to make internal partners aware of changes to the bylaw, policies, and procedures
- Training users on changes to business processes and technology
- Establishing an escalation team to support frontline staff during the transition

Resource Allocation

- 0.2 FTE - Strategic Implementation Officer (Methods Analyst II)
- 0.25 FTE - Internal Communications Lead (Methods Analyst I)
- 0.25 FTE - Clerical Support (Clerk III)

Data Conversion

The proposed bylaw will require thousands of existing business licences to be updated to reflect the updated business licence categories. This work will continue for up to one year after the bylaw has been implemented.

Activities include:

- Removing, re-naming, and adding licence categories to information systems
- Prioritizing data conversion for various licence categories based on urgency
- Establishing workflows for high and low-priority changes that includes:
 - Automating batch changes wherever possible
 - Manually reviewing existing business licences
 - Identifying and contacting affected businesses and assisting them with fulfilling new licensing requirements
 - Processing changes and re-issuing business licences

Resource Allocation

- 0.2 FTE - Strategic Implementation Officer (Methods Analyst II)
- 0.25 FTE - Data Conversion Lead (Team Leader - Public Service / Call Centre)
- 2 FTE - Clerical Support (Clerk III)