

City of Ottawa film permitting process and digital modernization review

Audit and Accountability Fund final report

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Assumptions and constraints

This report was prepared pursuant to an agreement solely for the interests of the City of Ottawa (the City) and relied on the accuracy and completeness of information and data provided by the City. Observations provided to the City were designed to assist the City in reaching its own conclusions.

This project meets the following objectives as laid out within the Ontario Audit and Accountability fund:

- Digital Modernization
- Service Integration
- Streamlines development approvals

City of Ottawa, Event Central (EC Film) staff have developed close working relationships with film production applicants and are keenly aware of issues applicants have with existing processes.

For expediency, all information gathering was conducted with City of Ottawa staff, and primarily EC Film.

Overview

Promoting Ottawa as a film-friendly city is a priority for the City of Ottawa. The permitting, regulating, and governing of filming events on public and private property is established in the Film By-law (No. 2020-164). The by-law is managed by the Event Central Unit and establishes the authority of City services through the Special Events Advisory Team (SEAT).

The internal application and review process is similar to the permitting of special events therefore building on the existing Microsoft Dynamics (MSD)-based event permitting process for the film permitting process is a logical next step.

The development team for the Event Central Special Events software solution was retained and leveraged their experience working with the Event Central team and knowledge of the permitting processes.

The primary objective of this project is to identify efficiencies and improvements for customer service delivery in the film permitting process.

Project scope

This project included an intensive audit of the City of Ottawa film application process and service delivery pertaining to the Film By-law, for the purpose of finding efficiencies and improvements.

This review consisted of the following:

- Identification of current processes, gaps, and desired features
- An Agile-based approach to development of detailed requirements for transitioning to a digital services framework application

This report contains specific and actionable recommendations for efficiencies and service delivery improvements and is available on ottawa.ca.

Project methodology

High level existing process and future requirements were determined through information gathering sessions with Event Central (EC Film) staff

Agile development methodology was used, analyzing, and developing detailed requirements throughout the build to identify efficiencies.

This methodology consisted of the following:

- User Stories were formulated for every requirement identified to move the end-to-end process for City staff and applicants online
- The Development team scored the work effort required for each User Story
- Planning sessions held at the beginning of each sprint cycle to develop technical requirements for implementing the User Stories
- As the build occurred, new User Stories were developed to further deliver on the project objectives of efficiencies and improved customer experience

Summary of recommendations

As-is film application process

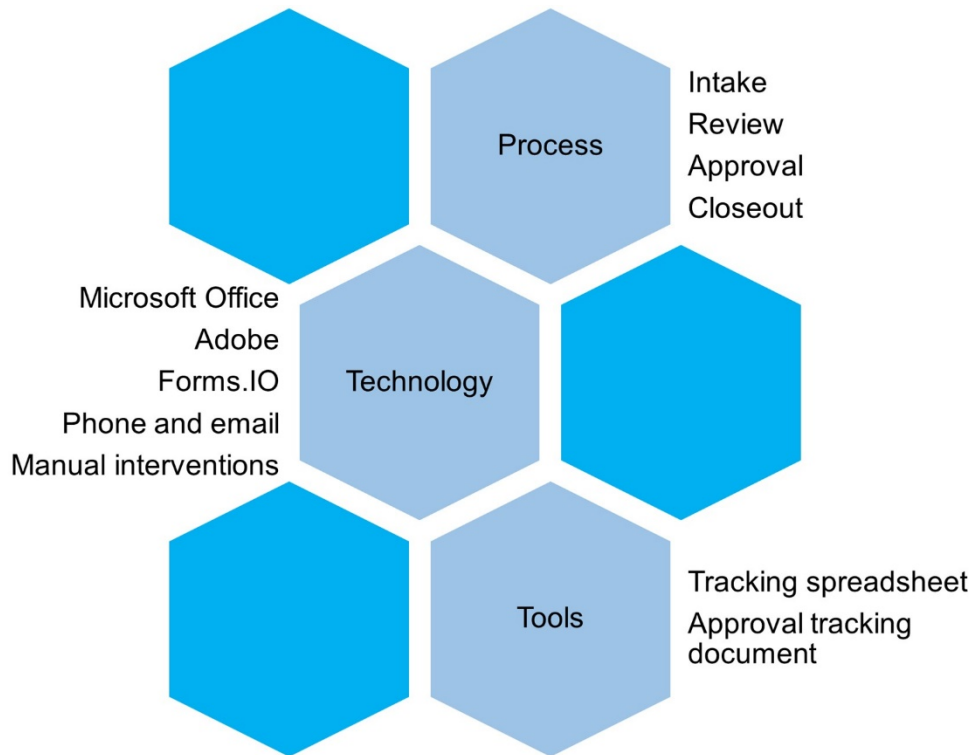
- Applicants fill out application forms on Forms.IO online form for each required permit
- Forms have no save function and applicant business information must be entered every time
- EC Film manually processes film applications and all records management related to film approvals
- Data is shared with approvers and other stakeholders by manually duplicating or replicating data into 22 unique templates managed by EC Film
- EC Film replicates data from film forms into the film permit leaving room for human error
- Excessive use of email/phone/meetings to share information with staff, ward offices, BIAs, and the Ottawa Film Office (OFO)
- Excel templates with manual inputs from application forms are used to generate statistics for reporting requirements

Recommended film application process

- Film Application Portal to MS Dynamics Framework Application integrated with SharePoint
- Automation for scheduled actions and deliverables by City staff and applicants
- Workflow notifications advising EC Film and SEAT of new and updated applications and documents, and overdue tasks
- Dashboards and views enable EC Film to manage more applications with higher productivity and accuracy
- Templates (notifications, permits, etc.) auto-populated to ensure data accuracy
- Accessible customer experience consistent with Service Ottawa standards

Review of current state

Current state analysis is a technique for assessing processes and workflows. It involves a review of as-is diagrams, technology assets and working documents. As-is processes help improve business tasks by evaluating the efficiency, effectiveness, and reliability of existing functions to identify strengths, weaknesses, opportunities, and threats for individual processes.



Existing EC film process

Applicants for film permits are directed to two application forms available on ottawa.ca. Initial applications include high-level production details and location information. Subsequent locations within the same production can be submitted using the second condensed form, which doesn't require production details.

Returning applicants must input their organization and contact details each time they are filming a new production. In addition, to edit an application or request a new element be added, applicants must complete and submit a new form.

When received, Event Central conducts a tier-1 review of the application details, confirms location bookings, and reviews insurance details. Staff disseminate selected information to the impacted Ward office, BIA, and applicable members of SEAT. There are 22 different templates used for the emails with several distribution lists. Creating the emails is done manually by copy and paste activities. SEAT approvals are received through email and are tracked manually by Event Central staff. Depending on the scale and complexity of a film production, Event Central may convene SEAT for a meeting to establish requirements.

Based on responses from SEAT, Event Central outlines requirements and considerations to the applicant, which must be fulfilled before a permit is issued. Permits are created using copy and paste activities into a template that is converted to a PDF before being sent to the applicant.

When a film production has wrapped, Event Central sends a feedback form to the applicant to inform future service improvements.

Existing EC film technology

City of Ottawa film permit applications are currently processed and managed to a large degree manually using the following technologies and tools:

- Microsoft - Outlook email and calendar / Excel / Word / Forms
- Shared Drive (file storage/archival)
- Adobe PDF (Acrobat and Reader)
- Forms.IO
- Telephone
- Manual intervention

Existing EC film tools

Throughout the film permitting process, EC Film staff manually maintain an Excel dashboard spreadsheet of all applications and individual tracking checklists of actions necessary to punctually complete the requirements for each Film Permit. Staff will regularly communicate with the applicant and SEAT staff to ensure items are completed.

The dashboard:

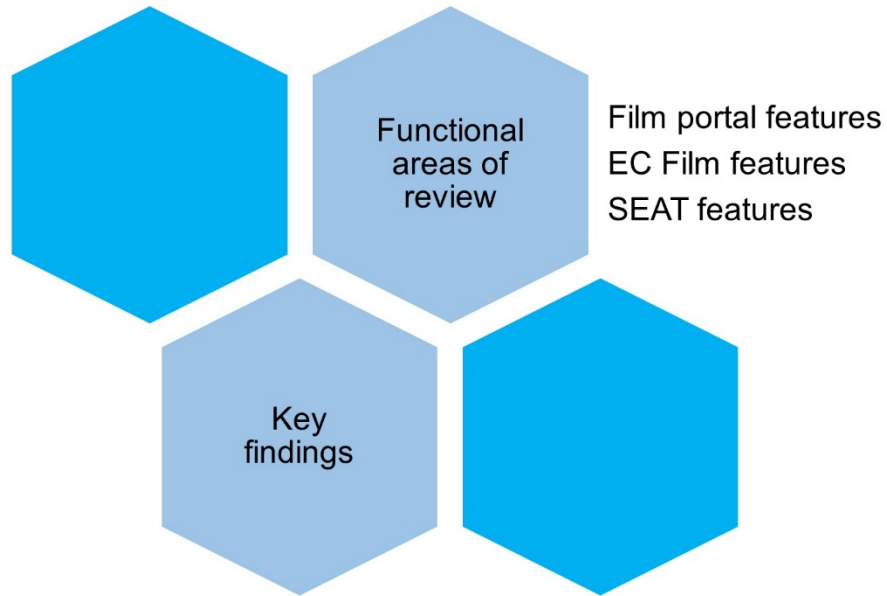
- Includes details of every application submitted to Event Central, including location information and filming elements
- Tracks the status of every application
- Is used to generate reporting statistics

The checklist includes:

- Applicant required actions
 - Applicants may be asked to update information on their application, provide additional information or documents.
- SEAT tasks
 - SEAT users may be required to review or approve the event from the perspective of their service area or provide additional permits, contracts, and costs.
- EC Film tasks
 - EC Film must follow a series of review and notification actions to garner approvals. Verification steps are required before a film permit can be issued.

Findings

This section identifies the functional areas of review and key findings of specific areas of interest for efficiencies.



Functional areas of review

Information gathered from EC Film identified high-level functional areas that would benefit from enhancements in the film permitting process. These functional areas were the focus of user story development in detailed sprint planning sessions. User stories addressed the following requirements for each area.

Film portal for applicants

- Security
- Accessibility
- Bilingualism
- *My ServiceOttawa* integration
- Portal functions and appearance
- Portal user account registrations (i.e., profile information)
- Permit applications – production details and location details
- Uploading and managing documents
- Required actions

EC Film within the Dynamics 365 framework

- General appearance / custom forms
- Film application management
- Calendars
- Dashboards
- EC Film and SEAT tasks
- Document templates
- Email notification templates
- Records management
- Auditing
- Issuing permits
- Feedback form
- Reporting

SEAT within the Dynamics 365 framework

- Task notifications
- Functional review
- Service Area approvals
- Document templates

Key findings

Information gathered from EC Film identified specific areas of opportunity for efficiencies.

There is little need to change elements of the permitting process for EC Film, rather the areas of improvement remain in the areas of technology solutions to improve productivity, data quality and general efficiencies. Pursuant to the Film By-law, application, review, and permit issuance can take as little as five business days.

The applicants' experience will improve with portal features and eliminate the need to replicate to provide data in multiple places.

SEAT users process will be improved by using new tools for Film. Onboarding will be minimal since they have been using similar features with Special Events.

Summary

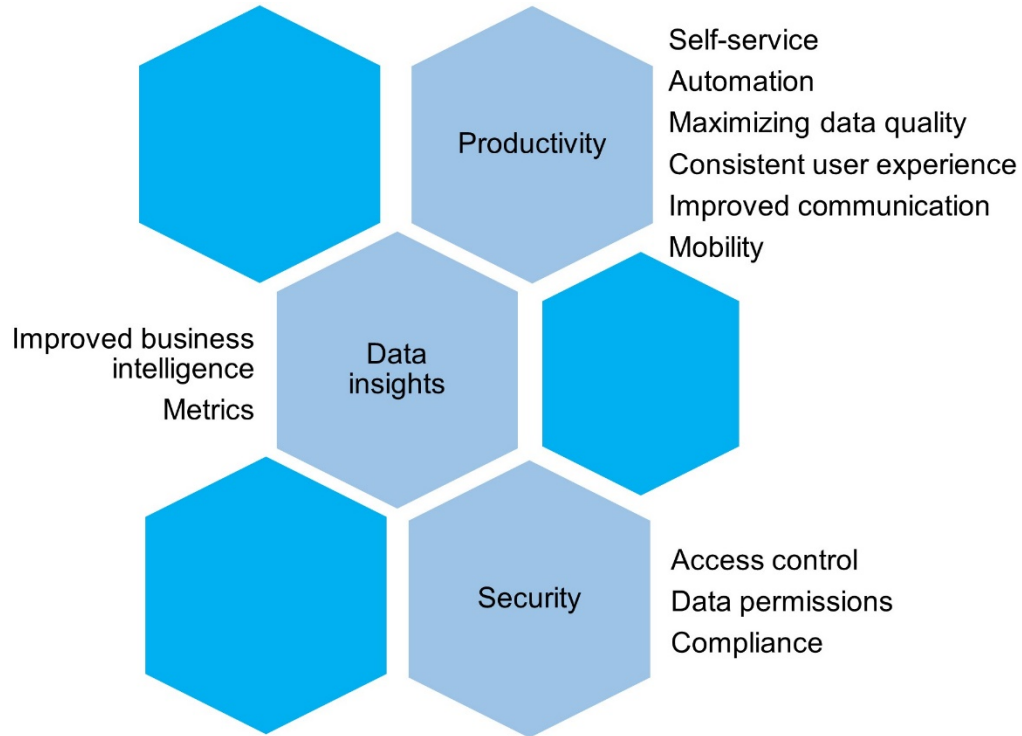
- The largely manual processes should be replaced with a solution to provide an online self-service portal for film applicants to enter applications, upload documents and access information and status of their applications
- Use of automation to increase productivity
- Leverage business intelligence
- Standardize communications capabilities with applicants, SEAT members and other stakeholders
- Applicants should have ability to edit application details, parking requests, etc. without completing a new application form
- Follow standardized City of Ottawa user experience
- Limit access for film applicants to productions they are authorized to work with
- At times, EC Film will need to enter or modify applications on behalf of applicants and upload documents provided by applicants
- EC film have notification and stakeholder engagement obligations and must create a permit for all approved film locations

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- SEAT users need read access to Film Application information and the ability to create new documents and read existing documents
- Pursuant to City of Ottawa policy and legislation, applicants with disabilities must be able to do business with the City with the use of commonly available assistive technologies
- Pursuant to City of Ottawa policy and legislation, applicants must be able to do business with the City in the language of their choosing
- Support for multiple devices

Recommendations

Recommendations for implementation of features include productivity improvements, data insights and security.



Productivity improvements

Self-service

Self-service to data eliminates the need for Applicants to contact EC Film for information, documents, or status updates, which in turn improves productivity and capacity.

Features recommended for implementation

1. The Film Portal home page prominently display information and links
 - Link to start a permit application
 - List of active applications that the Applicant is authorized to work with, including application status and quick links to edit details and add/view documents
 - Realtime list of action items required by the applicant to approve the application
 - Links to related reference documents and downloadable forms
2. Customize the Film Portal to specifically suit the film application process
 - The content, features and look of the landing page
 - Re-directing to prerequisite pages necessary before proceeding with an application
 - Forms auto-save with the previous / next buttons
 - The “Options” column context menu on lists contains logically sorted menu options contextually relevant to the selected list record
3. Applicants able to manage their account registration for Organizations they are associated with
 - Submit registration requests to authorize working with applications associated with an organization
 - Optionally submit a registration request to register as an individual for authorization to work with applications not associated with an organization
 - Be advised of successful submission and view status of registration request
 - On-demand access to view the list of organization / individual accounts they are registered with

4. Applicants able to send general or specific requests to EC Film from the Film Portal, allowing EC Film to better schedule and manage their workload to handle such requests in their own time
 - General queries
 - Scheduling appointments with EC Film staff and/or SEAT
 - Update information on their own or organization profile
 - Removing their account registration(s)
 - Deactivating their account
5. Applicants able to self-manage permit applications they are authorized to work with
 - Access active or (read-only) inactive permit applications organized by film production
 - Be presented with a start page on starting an application, which they can cancel without creating a new production in error
 - Be presented with the number of steps on each page of the application, to see progress as each step is completed
 - Save progress and return to active application forms
 - View when an application is still in draft state and not yet submitted
 - Provide details for relevant City permits directly within the application (e.g., encroachment permits, road closure permits, noise exemptions, etc.)
 - Upload relevant documents directly within an application
 - Provide consent a single time prior to submitting the application for it to be deemed authorized and legally submitted
 - Review application details prior to submitting
 - See a confirmation notice and receive an email upon submission that the application was successfully submitted
 - Send notice of production and application cancellation to EC Film prior to receipt of a film permit or denial

6. Applicants able to self-manage previously submitted applications
 - Use of the Options context menu to edit an existing form (as required by EC Film or SEAT), add updated or new documents
 - Edit or add a parking or road closure request within an existing application
 - Use the Options menu to view documents (permits, contracts, invoices) issued by the City to the applicant
7. Applicant receives and marks action items complete
 - Up-to-date tracking of outstanding requirements
 - Optional comments and document uploads
8. SEAT users use Dashboards and Task views to manage their own workload
9. SEAT users can create and save dashboards and views of application lists to create a custom work environment

Automation

Automation avoids delays in processing applications through automated notifications to applicants and City staff and data availability, such as updating and displaying application progress.

Features recommended for implementation

1. Automated logic to determine application progress or status of a permit application throughout the permitting process and presented as status on lists on the Film Portal
2. Automation to prepend the application name with the name of the production
3. Automation to update the production timeline (start date/end date) on application if the filming end date at a location extends beyond those originally specified
4. Automation auto-fills related organization addresses in application forms if applicant indicates address is same as portal registered account
5. Automation to present documents to the applicant in the Film Portal, which have been uploaded in SharePoint and assigned specific titles by EC Film
6. Automation to update Organization master data when information is changed on transactional forms
7. Automation to set due date time for action item tasks to 3:30 PM
8. Automation to save an insurance certificate uploaded by the applicant in the D365 Production documents folder and display a notice of its filing on prominently on applications, so that EC Film and SEAT can quickly locate the file
9. Automation to present a previously uploaded insurance certificate within a subsequent application on the portal so that the applicant does not unnecessarily upload it again
10. Automation to advise EC Film when an applicant makes
 - a (post-submission) change to a permit application (production or location details)
 - a (post-submission) document upload
 - cancels a production or a single location application
11. Automation to indicate on the application record in D365 if the organization has submitted a late application in the past for any production to quickly inform EC Film of late fee requirements
12. Automation to prevent applications from being deactivated with open tasks

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13. Automation for EC Film to re-open closed tasks on demand
14. Automation to pull data from the application into a PDF version of the application form so that EC Film can disseminate information to stakeholders that work outside the D365 system
15. Automation to populate email templates with application data used to notify ward offices, BIAs, and the Ottawa Film Office of filming events
16. Automation for additional licences, agreements and/or permits issued by Service Areas for a location to be identified and automatically listed in on the Film Permit
17. Automation to generate a PDF Film Permit and save it in SharePoint so it can be issued to the applicant to have a copy on record
18. Automation to attach relevant documents to email templates (external SEAT notifications and permit issuance)

Maximizing data quality

Eliminating errors or other issues with manually entering/replicating data to other tools that ensure data is complete, current, and accurate, and the metrics that measure data quality.

Features recommended for implementation

1. Applicants able to edit information in a submitted application as information changes
2. Complete multi-select lists in the application form (production details) to meet reporting requirements
3. Forms contain messaging to advise applicants what is expected to be entered into a field
 - Remaining characters for long multi-line text fields updated on each key click
 - Format for phone numbers
 - Format for postal code / zip code
4. Applicants identify what type of support document they are uploading from a list of valid document types provided by EC Film
5. Applicants view a preview page before submitting an application to ensure the information is complete and accurate
6. Custom page validation ensures all mandatory fields are identifiable and completed by the applicant
 - Applications require at least one filming date
 - If applicable, applications require the details of a parking request
 - If applicable, applications require the details of a road closure request
7. SEAT users provide their responses to SEAT Review and Approval tasks
 - Approve or deny
 - Identify concerns
 - Comments required if the approval is not given or there are concerns
8. SEAT users provide their responses to SEAT Review tasks
 - Confirm review has been performed
9. SEAT users will provide their responses to SEAT Location Clearance tasks

Consistent user experience

Consistent interface familiar with other *My ServiceOttawa (MySO)* business applications improves usability, productivity and supportability.

My ServiceOttawa is an online portal that allows Ottawa residents to securely access multiple City services and information in one place using a single email address and password. Applicants must register a *MySO* user account to access the Film Portal apply for film permits.

Features recommended for implementation

1. Provide a widget tile on *MySO* landing page to access the Film Portal
2. Users provide privacy consent to share profile information with the EC Film before using the Film Portal
3. Portal pages include *MySO* styling and other branding standards and conform to the digital services toolkit
4. The Dynamics 365 interface is consistent with application previously deployed for EC special event permitting. EC Film and SEAT users interact with both environments.
 - Application ribbon
 - Navigation pane
 - List columns
 - Customizations to forms

Improved communications

Automation and using email and document templates to communicate with applicants, SEAT members and other stakeholders eliminates barriers to communication, improves usability and productivity.

Features recommended for implementation

1. Email templates using automation to standardize communications with ward offices, BIAs, and Ottawa Film Office
2. Email templates using automation to communicate application progress to applicants. Emails directly link back to Film Portal
3. Emails, action items and film permit are generated in the chosen language of the applicant
4. Document repository attached to each application allowing SEAT users to access the most current files in real time
5. SEAT approvals on each application accessible to all SEAT users providing open flow of information between departments
6. Task (EC staff, applicant, and SEAT) tracking on each application accessible to all SEAT users allowing for open communication of requirements
7. Business process flow prominent on all applications providing all users of clear indication of application progress
8. Notification function for EC Film to advise applicants when new required actions have been added to Film Portal
9. Automation to send task notification emails to SEAT users to ensure timely response
 - Advise SEAT users when new tasks have been added to their service area queue
 - Daily advise SEAT users of outstanding open approval tasks for their service area

Mobility

Eliminating barriers to accessing technology, data or documents from remote locations improves usability and efficiency

Features recommended for implementation

1. Applicants apply for a Film Permit on the device of their choosing

Data insights

Improved business intelligence

Creating action item tasks manually or through automation provides insight and tracking capabilities that increases capacity for managing, tracking and processing applications as well as providing statistical information.

Features recommended for implementation

1. EC Film maintain a Task Library containing template configurations to determine what generated tasks will contain
 - Task group to identify if task is exclusively generated for applicants, EC Film or SEAT users
 - Service Area field to identify if task is exclusively generated for a specific SEAT service area
 - Functioning web links to save applicants time finding related information
 - Flexible due date calculation method and calculation days
 - Indicate what response type, if any, is expected
 - Task automation to define tasks that are auto-generated
2. EC Film generates and assigns tasks for SEAT users to track all related work items
 - SEAT Review & Approval task assigned to multiple SEAT service area queues
 - SEAT Review tasks assigned to multiple SEAT service area queues
 - Location Clearance task assigned to appropriate SEAT service area to determine if the site has been cleared for use
 - Tasks that track service comments (permits, contacts, etc.)
 - Unique tasks that track related items a service has to perform as a function of their approval
3. SEAT users assign themselves tasks from the task library related to their service area to track the work they are doing for an application
4. The Film Portal include a list of applicant action items related to applications they have authorization to work with
5. Dashboard for SEAT users to show approvals and related tasks assigned to their service area

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6. Dashboard for EC Film to track new applications, pending approvals, application stage, and file distribution among staff
7. Calendar views to present EC Film and SEAT users location filming dates, parking request dates and road closure dates

Metrics

Tracking operational data creates opportunities to establish new metrics for measuring historical performance, that can be used to identify additional efficiencies through process improvements or technology investment

Features recommended for implementation

1. Custom list views of film productions and location applications that provide the basis for pulling advanced metrics
2. Creation of custom Customer Voice survey so applicants can provide feedback on productions. EC Film ability to send survey invitation within D365.

Security

Access control

Secure access to data for only authorized users eliminates exposure to operational threats or data loss.

Features recommended for implementation

1. Account registration feature to allow authenticated users permissions to work with applications for Film Productions they are authorized for
 - User can register with multiple organizations
 - Multiple users can be registered under same organization allowing flow of information and transfer of responsibility within an organization
 - When a user is denied registration or is removed from an organization, they can no longer view or access that organization's permit records
2. EC Film manages all Film Portal account registrations
 - Vets and approves registrations
 - Ability to link users to same organization
 - Ability to deny and remove registrations
3. EC Film manages the list of SEAT members with access to Dynamics 365 and submits to ITS for account access as required

Data permissions

Restricting access to EC Film to exclusively perform certain functionality or access data with elevated permissions prevents against unauthorized changes to data and remove clutter for SEAT users.

Features recommended for implementation

1. EC Film may manage productions and location applications with permissions not granted to other users
 - Create and modify application data on behalf of applicants
 - Assign application to EC Film advisors
 - Move application through the business flow
 - Update the title property of a document in a SharePoint document location folder
 - Indicate if the application is exempt from the by-law

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- Identify what Ward(s) the film location takes place in
 - Identify what BIA the filming activity takes place within if any
 - Use email templates
 - Generate the PDF application and film permit
 - Put applications on hold
 - Cancel productions and location applications
 - Deactivate completed or cancelled productions and location applications
 - Assign and manage action item tasks for applicants
 - Assign review and approval tasks for SEAT users
 - Send and review survey invites
 - Manage access to the Film Portal
2. SEAT users' security role configured with permissions to review and approve applications for their service area
 - Read-only access to application data
 - Create and read permissions for SharePoint documents
 - Read access to tasks with update permissions to approval and commentary fields
 - Read-only access to EC Admin areas
 3. Only EC Film may edit information in the Registration
 4. Only EC Film may edit information in an Organization or Individual record
 5. Only EC Film may Quick Create an Organization or Individual from within the Production or Location Application forms
 6. Only EC Film may view the Audit History to track changes made to data by all users
 7. Only EC Film may manage BIA data so it can be linked to an application
 8. Only EC Film may manage Ward data so it can be linked to an application
 9. Only EC Film may manage SEAT Service Area data, including members
 10. Applicants have read-only access to inactive records

Compliance

As outlined in its Accessibility Policy, the City of Ottawa is committed to providing equal treatment to people with disabilities with respect to the use and benefit of City services, programs, goods, facilities, and information. Accessibility removes barriers and misinterpretations for disabled applicants.

The City of Ottawa recognizes both official languages as having the same rights, status and privileges and each department with whom the public has contact must have a bilingual capacity to provide services in both official languages. Bilingual systems eliminate barriers to communication.

Compliance with City policy or legislation is mandatory.

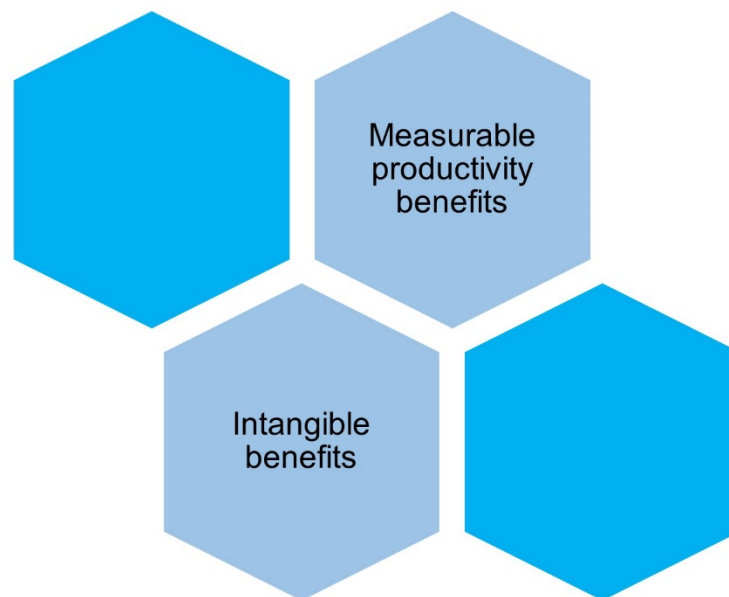
Features recommended for implementation

1. All content on the Film Portal, emails to applicants, and documents originating from EC Film be certified accessible
2. All content on the Film Portal, emails to applicants, and documents originating from EC Film be available in English and French
3. Applicants specify preferred language of communication on the start page of a new application (production details), which is used to ensure all email and documents generated for associated applications are in the chosen language
4. Feedback form and survey invitation email available in English or French, depending on the language of communication selected at time of application

Efficiencies

Implementing recommendations results in efficiencies that may be quantified over time. The improvements forecast over time incorporates efficiencies and anticipated capacity growth over a three-year span.

Projected growth is based on increase EC Film has experienced in intake since the inception of the Film By-law in 2020. It does not take into account growth that is anticipated from the Ottawa Film Office's renewed recruitment strategy or the construction of a sound stage and does not account for wage increases as a result of ongoing collective bargaining.



Calculation methodology

Item	Recommendation	Estimated hours per application	Value per application	Projected benefit in 2023	Projected benefit 3 years
1	<p>Eliminate EC Film staff effort creating production folders and storing documents in shared drive and eliminate creation of tracking sheet for each location application</p> <ul style="list-style-type: none"> Self-service Portal for submitting film applications Microsoft Dynamics 365 environment to receive and store application data and documents 	<p>Assisting applicants with completing applications + Creating shared drive folders and tracking files</p>	<p>Multiply by the employee cost per hour (CIPP 2: \$46.61 / hr)</p>	<p>Multiply by number of applications expected in 2023 (406 based on 17 % annual growth)</p>	<p>Multiply by number of expected applications for the next 3 years (406 in 2023, 475 in 2024, 556 in 2025)</p>
2	<p>Eliminate EC Film staff effort in selecting appropriate follow-up email template for applicant with copy/paste of required actions based on application specifications</p> <ul style="list-style-type: none"> Email templates with automation Task library with standardize applicant tasks Applicant view / manage tasks in Film Portal 	<p>Creating applicant follow-up email with list of required actions</p>	<p>Multiply by the employee cost per hour (CIPP 2: \$46.61 / hr)</p>	<p>Multiply by number of applications expected in 2023 (406 based on 17 % annual growth)</p>	<p>Multiply by number of expected applications for the next 3 years (406 in 2023, 475 in 2024, 556 in 2025)</p>

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Item	Recommendation	Estimated hours per application	Value per application	Projected benefit in 2023	Projected benefit 3 years
3	<p>Eliminate staff effort drafting approval emails to SEAT, including replicating application data</p> <ul style="list-style-type: none"> • Dynamics Task Library, Service Areas, and queues • Email template with automation <p>Eliminate staff effort storing approval emails and manually tracking approvals in tracking checklist</p> <ul style="list-style-type: none"> • SEAT approvals tab in application <p>Eliminate staff effort tracking standard deliverables in tracking document</p> <ul style="list-style-type: none"> • Dynamics business process flow 	<p>Drafting email to SEAT</p> <p style="text-align: center;">+</p> <p>Email records management</p> <p style="text-align: center;">+</p> <p>Replicating comments to tracking document</p> <p style="text-align: center;">+</p> <p>Tracking application progress</p>	<p>Multiply by the employee cost per hour (CIPP 2: \$46.61 / hr)</p>	<p>Multiply by number of applications expected in 2023 (406 based on 17 % annual growth)</p>	<p>Multiply by number of expected applications for the next 3 years (406 in 2023, 475 in 2024, 556 in 2025)</p>
4	<p>Eliminate EC Film staff effort replicating data from Film application to stakeholder notification emails</p> <ul style="list-style-type: none"> • Ward email template • BIA email template • OFO email template 	<p>Emails to stakeholder groups</p>	<p>Multiply by the employee cost per hour (CIPP 2: \$46.61 / hr)</p>	<p>Multiply by number of applications expected in 2023 (406 based on 17 % annual growth)</p>	<p>Multiply by number of expected applications for the next 3 years (406 in 2023, 475 in 2024, 556 in 2025)</p>

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Item	Recommendation	Estimated hours per application	Value per application	Projected benefit in 2023	Projected benefit 3 years
5	Eliminate staff effort replicating film application information into service-specific application templates <ul style="list-style-type: none"> • Encroachment permit application template 	Replicating application information into encroachment permit application	Multiply by the Traffic Management employee cost per hour (CUPE 16: \$46.78 / hr)	Multiply by number of encroachment applications expected in 2023	Multiply by number of expected applications for the next 3 years (306 in 2023, 383 in 2024, 455 in 2025)
6	Eliminate EC Film staff effort replicating application data and permissions information into Word film permit and converting to PDF <ul style="list-style-type: none"> • Permit template with automation 	Creating film permit	Multiply by the employee cost per hour (CIPP 2: \$46.61 / hr)	Multiply by number of permits expected in 2023 (340 based on 22 % annual growth)	Multiply by number of expected permits for the next 3 years (340 in 2023, 415 in 2024, 506 in 2025)
7	Eliminate EC Film staff effort replicating and updating application data into Excel dashboard used to track process and stats on all applications received <ul style="list-style-type: none"> • Custom dashboards for EC Film • Custom list views • Dynamics 365 functionality for filtering and presenting data 	Maintaining Excel dashboard	Multiply by the employee cost per hour (CIPP 2: \$46.61 / hr)	Multiply by number of applications expected in 2023 (406 based on 17 % annual growth)	Multiply by number of expected applications for the next 3 years (406 in 2023, 475 in 2024, 556 in 2025)

Calculations

Item	Estimated hours per application	Value per application	Projected benefit in 2023	Projected benefit 3 years
1	0.25	\$11.65	\$4,729.90	\$16,741.05
2	0.25	\$11.65	\$4,729.90	\$16,741.05
3	0.5	\$23.31	\$9,463.86	\$33,496.47
4	0.25	\$11.65	\$4,729.90	\$16,741.05
5	0.10	\$4.68	\$1,432.08	\$5,353.92
6	0.25	\$11.65	\$3,961.00	\$14,690.65
7	0.25	\$11.65	\$4,729.90	\$16,741.05

Total quantifiable efficiencies in 2023: \$33,776.54

Total quantifiable efficiencies 2023-2025: \$120,505.24

Intangible benefits

1. Improved data quality and records management
2. Reduce delays in processing film applications and issuing permits
3. Increased capacity for processing film applications at current levels of program growth
4. Better analytics for future analysis
5. Feature improvements for applicant being able to save and return to an application in progress
6. Time savings for applicants not having to submit a full application form to make an edit to one area of their application (e.g., adding or amending a parking request)
7. Features for applicant able to manage active applications and view past applications along with City-issued documents
8. Reduce number of emails generated and stored by EC Film – storage capacity
9. New tools support City's branding efforts to be a competitive filming destination
10. Better positions EC Film and SEAT for the future program growth expected as a result of capital investments

Appendix 1: Glossary of acronyms and terms

EC Film: City of Ottawa Event Central Office staff

SEAT: Special Events Advisory Team is a collection of internal and external stakeholders who review film applications as they relate to their field. They are subject matter experts who provide guidance to applicants as they work through the permitting process.

OFO: Ottawa Film Office

MSD: Microsoft Dynamics 365

Data quality – complete metric: One of three metrics used to measure the quality of data in a set, typically assigned a score out of 33 1/3 to calculate data quality as a percent

Data quality – current metric: One of three metrics used to measure the quality of data in a set, typically assigned a score out of 33 1/3 to calculate data quality as a percent

Data quality – accurate metric: One of three metrics used to measure the quality of data in a set, typically assigned a score out of 33 1/3 to calculate data quality as a percent



Final report prepared for the City of Ottawa

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