MARKHAM

MAKE IT HAPPEN TASK FORCE

PROJECT TERMS OF REFERENCE

Working Group 5: Development application processing software/automating user interface

Sponsor:	Make it Happen Task Force	
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Project Purpose:
To identify where process automation would reduce approval times and improve service quality.
To identify where an Internet enabled interface may improve the speed and effectiveness of communication among the Town, developer, builders, other agencies and the public.

Project Scope/Deliverable:
Identify six business rules that are currently managed manually and if automated, would reduce the incidence of error and delay.
Identify six transactions that depend upon effective communication among role players in the development approval cycle and determine if an Internet enabled interface would improve the speed and effectiveness of those transactions.
Develop an implementation project plan for automating business rules and developing an effective Internet interface, including the selection of the appropriate solution.
The actual implementation of these project plans is out of the scope and will be treated as separate projects by the responsible department head.

Overall Timeline / Milestones:
Project Terms of Reference approval: End of May
Analyze issues and opportunities: Month of June/July
Generate solutions: Month of August
Report to Task Force: Early September
Report to Council   September/October
Implement solutions   September – Q2 2008

Measurable Success Indicators/KPI's:
Project plans that encompass the deliverables will be endorsed by Senior Management, assigned to the appropriate department head, and incorporated into their 2008 business plan.

Additional Resources Required:

Additional Resources will be required as opportunities to automate, etc. are identified. Department Heads will be required to be directly involved in the definition of business rules and any redesign of their operating procedures. Stakeholders external to the Town, including builders, developers and other approval authorities will have to be engaged to prove the efficacy to their organization.

Constraints/Assumptions:

The IT Strategy (Nov, 2004) identified as the highest priority recommendation the adoption of an IT Architecture Plan to increase compatibility of solutions, enable sharing of solutions, establish common processes, flatten learning curves, improve response to changing needs and better manage the introduction of new technologies. Ideally, a mature IT Architecture Plan and the recommended refinements to the IT Governance Model, would be in place. The underlying principles expressed in the strategic plan will help in the solution selection and implementation.

Business automation is integral to, rather than separate from core business activities. All of the "Make it Happen" focus areas could identify opportunities for improvement that would be enabled by technology. Those opportunities will inform and depend on the deliverables of this working group.

Successful business automation requires holistic consideration of business processes by the organization's strategic leaders. Changes to those processes will be necessary and unless business automation is seized by senior management as an enterprise priority, the success of the project plans identified will be constrained.

Capacity to support AMANDA has already been exceeded. New implementations arising from Make it Happen initiatives will require additional resources.

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