

Attachment A

Corporate Report R183/2023

Committee of the Whole, June 19, 2023



Corporate Digital Strategy

Progress Update (January 2022 – April 2023)



*A collaborative approach to delivering customer-centred,
digitally-powered City services.*



Strategy Background

This update highlights initiatives related to the Corporate Digital Strategy that have been actioned through the identified reporting period. The full digital strategy document can be viewed on the City’s website at [thunderbay.ca/digitalstrategy](https://Thunderbay.ca/digitalstrategy).

Specific projects listed in the Digital Strategy, which were recommended at the time the Strategy was developed are reviewed to determine feasibility, benefit, and priority prior to being selected for implementation. Additional projects, that were not included in the original roadmap, will also be actioned following the established guidelines and framework for intake, prioritization and selection through the IDTG (Information, Digital and Technology Governance) Committee and inline with the Digital Strategy.

The Vision

Looking to the future, the Digital Strategy sets a vision for digitally-enabled City services. The Vision for the Digital Strategy is articulated in the following statement:

A collaborative approach to delivering customer-centred, digitally-powered City services.

Major Areas of Focus

As identified in the Digital Strategy, there are five work streams for the City to focus on:

Digital Workplace – Connecting all staff; using technology to make staff working lives simpler and easier.

Digitized Business Processes – Replacing paper-based, manual processes with automated, digital, real-time workflow-based processes.

Digital Infrastructure – Ensuring the City has the connectivity, Cloud capabilities and cybersecurity to support the City and its community.

Geographic Information Systems (GIS) and Data – Managing data well and using it to drive City practices and decision making.

Digital Services – Providing great, self-serve digital experiences to customers over visits or calls to City Hall.

Governance, Change Management and Operating Model

In support of the five work streams and areas of focus, the Digital Strategy includes a number of recommendations aimed at setting the City up for success in order to become a more digital service organization. These recommendations improve the City's technology implementation operating model to help achieve the goals and objectives of the Digital Strategy.

Given the importance of technology and its role in delivering City Services, and particularly given the many competing demands of the municipal setting, Digital Governance is required to address questions that are fundamental to the City's future success, such as:

- Are we doing the right things with technology and digital?
- Are we making the right technology and digital investments?
- Is our information technology environment properly managed, maintained and secured?
- What are our future business needs?
- Is our technology environment equipped to meet current and future business needs?

Key Performance Indicators and Benefit Realization

In order to ensure that progress is being made and efficiencies are resulting from the implementation of Digital Strategy Initiatives, it was recommended that Key Performance Indicators (KPIs) be developed as the strategy rolls out. Not all suggested KPIs are currently available, but over time, this area will evolve. In addition, the progress reports will strive to provide some examples of operational efficiencies, benefits and costs savings where applicable.

Progress Update: (January 2022 – April 2023)

The following provides an update for items related to the five major workstreams and recommendations related to governance, change management and the IT operating model. It should be noted that this update does not represent all IT work taking place in Corporate Information Technology (CIT) or other City Divisions, but rather focuses on items related to Digital Strategy initiatives or framework.

Governance, Change Management and Operating Model



Completed

- Establish an Information, Digital & Technology Governance Committee
- Establish Coordinating Committees for key enterprise systems and processes
-People and Money, Asset and Work Management, Property & Permitting, Web & Customer Service
- Establish an intake, selection and prioritization process for projects
- Implement changes to CIT organizational structure, including adding a GIS & Data Coordinator and IT Delivery Section
- Develop a Change Management Plan for the overall Digital Strategy
- Develop a Change Management Toolkit for business areas to use when implementing digital projects
- Develop a Digital Education for Leaders training program



In Progress

- Deliver Digital Education for Leaders to all division and section Directors and Managers
- Conduct a City Staff change readiness survey
- Develop a City Staff Digital Strategy education video
- Develop an IT Policy framework as recommended in the Digital Strategy
- Develop a CIT operational / KPI dashboard



Planned to start (May 2023 – April 2024)

- Setup additional Coordinating Committees for key enterprise systems and processes
-Information Management, GIS & Data
- Adjust change management actions based on change readiness survey results
- Develop a benefits target and realization framework that aligns to the project intake process.

Digital Workplace and Digital Infrastructure



Completed

- Wi-Fi expansion at City facilities (additional 33 areas equipped)
- Microsoft Teams expansion to all computer users
- Phone System modernization (including softphone / email integration)
- Network performance review and Network speed increases between City facilities
- Real-time 911 dispatch information to Fire Services vehicles (tablets)
- Real-time field access to data for Licensing and Enforcement (laptops)
- Development Services – digital plans review and markup software, and real-time field access to data for building permit inspections (tablets)



In Progress

- Migration to Microsoft 365 cloud-based services (productivity, collaboration, and email) for all computer users
- HR Recruitment Process – Interim IT improvements to drive efficiencies and improve process flows
- Shift scheduling / time and attendance system – Superior North EMS (Corporate rollout to follow)
- Traffic management software replacement



Planned to start (May 2023 – April 2024)

- SAP upgrade to S4/HANA Cloud – (financials, HR/payroll, supply management, plant maintenance, etc.)
- Shift scheduling / time and attendance system – additional Corporate rollout (based on SNEMS rollout outcomes)
- Corporate PC/Laptop cyclical replacement
- Business Case for Automated Water Meter Readings (AMR)

Digital Services and Digitized Business Processes



Completed

- Mobile Meter App and online customer portal for Parking
- Online campground booking system for City owned campgrounds
- Expanded online fee payments for Thunder Bay Fire Rescue (TBFR) services invoices (including fireworks permits and various inspections)
- Development of a property and permitting software roadmap for Development Services.
- Development Services – property and permitting digitization:
 - Planning and Building new Online Customer Portal
 - End-to-end digital services – Release 1 and Release 2a including: apply, pay, check status, request inspection for some pre-consultation applications and the following residential Building Permit types:
 - Accessory Buildings, Decks, Interior Alterations, Plumbing, Solid Fuel Burning Appliances and Pool Fences
- Archived records online public search portal
- Realty Services - Available Lands Module for City Website
- Driveway entrance permits – Online applications and payments (interim solution)



In Progress

- Water Billing system replacement with online customer account portal
- Development Services – property and permitting digitization:
 - End-to-end digital services – Release 2b
 - Remaining Residential Building Permits (modification and new construction)
 - Planning compliance reporting
- Childcare billing system with online customer account portal
- Parks, playfields and Conservatory online bookings and payments through online software portal (Perfect Mind)
- Transit electronic fare management system
- Freedom of Information (FOI) Requests management system with online customer portal



Planned to start (May 2023 – April 2024)

- Development Services end-to-end digital services – Release 3 (commercial building permits) and Release 4 (Bylaw Licensing and Enforcement-including business licensing, animal licensing, complaints, etc.)
- Property Tax Billing system replacement, including implementation of online customer account portal
- City dashboard software – KPI's / City Strategic Plan updates
- Asset and work management software review and roadmap
- Digital signatures – policy and software needs assessment
- Information and electronic records management review and roadmap
- SAP multi-year advancement roadmap

GIS and Data



Completed

- Implementation of GIS integration software to enable development of workflows for automated GIS integration between business systems and the Open Data Portal
- Review of GIS roadmap for City of Thunder Bay and development of GIS action plan and recommendations with corporate GIS stakeholders
- Upgrade of GIS enterprise platform system to latest version
- Implementation of self-serve mapping and real-time data editing applications for non-GIS staff to be able to maintain data, including transit stop and routing, and engineering assets



In Progress

- Implementation of online software portal to allow for real-time single-source access to GIS data for field workers
- Interim field data collection solutions for Asset Management regulatory requirements (e.g. traffic lights, street poles)
- Development of GIS data collection and maintenance standards and guidelines for GIS tools (e.g. asset condition inspections)
- Upgrade of land parcel data model to facilitate the move to advanced GIS mapping tools to enable a streamlined approach to GIS parcel data relationship management
- Review of additional datasets to be added to Open Data Portal for 2023



Planned to start (May 2023 – April 2024)

- Creating departmental GIS sites to allow for self-service and access to GIS data without GIS tool knowledge for staff
- Continue to expand self-service mapping, data-editing and fieldwork applications
- Operations dashboards to be able to visually monitor operational work such as inspections and work order completions in real-time
- Pending review by GIS Coordinating Committee and stakeholder approval, provide for a customer-facing solution to help customers find their nearest city services, facilities or events (e.g. where is the nearest park, recreation centre, recycling depot, neighbourhood events)
- Pending review by GIS Coordinating Committee and stakeholder approval, provide for a customer-facing solution to provide real-time location-based winter and road maintenance information

Key Performance Indicators and Benefit Realization

With the need to build momentum on action items from the Digital Strategy, there has been limited capacity to focus on specific performance measurements. Additional work is needed to develop a full set of performance measurements and a more detailed benefits target and realization framework which could be used by CIT and the various Divisions undertaking digital initiatives.

The measurements and benefits that are identified below for this reporting period suggest that the City is moving in the right direction. The following are some of those indicators and some of the benefits realized to date:

Governance, Change Management and Operating Model

Staff Digital Strategy Change Readiness Survey (187 respondents)

82% of respondents understand the benefits and advantages of the City becoming more digital in its service delivery

86% of respondents are happy to see the City moving towards more digital products, services and internal processes

43% of respondents indicated that they have participated in one or more digital initiative or project since the Digital Strategy has been in place

CIT Staffing

Full-time positions within the Division have increased from 28 to 33 (17%).

*Increased resourcing for CIT is a recommendation of the Digital Strategy

CIT Operating Budget

12% increase to CIT gross operating budget in each of the last two years (2022 and 2023).

*Increased investment in resourcing, modern collaboration tools and cloud technologies is a recommendation of the Digital Strategy. Some operating budget increase is offset by capital reductions in future years.

Digital Infrastructure/Digital Workplace

Connected Sites and Wi-Fi Connectivity

City facilities with Corporate Network **increased by 5%** (63 to 67)

City facilities with Corporate Wi-Fi **increased by 100%** (27 to 54)

In Field Technology use

Staff working in the field with real-time data **increased by 157%** (28 to 72)

Mobile devices for real-time field access **increased by 59%** (32 to 51)

of New Citizen Facing Digital Services

7 new digital services launched during this reporting period with work continuing with the development and implementation of an additional 6 digital services.

Digital Service Benefits

Parking Services Digitization - Online Customer Portal and Mobile Meter App

68% (9356 tickets) were paid on-line (April 2022-2023)

Staff time savings - seven weeks (re-allocated to other work)

Parking Services Digitization – Mobile Meter App

5250 unique users of the Parking Application

18% of all on-street parking revenue is through the Mobile App by year-end 2022

Online Campground Booking System

430 bookings completed online (January 2023-April 2023)

Staff time savings – two weeks (re-allocated to other work)

*the online campground booking system is expected to assist with projected increased revenue identified in the 2023 budget by providing online visibility for City campgrounds

Archived Records Online Public Search Portal

6000+ Portal visits in first two months - launched late February 2023

900+ records searches conducted, 3500 records viewed

Provides for expanded hours of operations, operational efficiencies, self-serve for standard searches and convenience to citizens

Development Services – Property and Permitting digitization release 1 and 2a

Soft-Launched April 6th, 2023 – over the first few weeks, more than 33% of Applications are being made through the NEW Online portal for pre-consultation and the following available building permits:

- Accessory Buildings (garages, sheds, etc.)
- Decks
- Interior Alterations (basement finishing, minor alterations, etc.)
- Building systems (plumbing)
- Solid Fuel-Burning appliances (wood stoves, fireplaces)
- Pool Fences