REPORT

Council

Meeting Date: September 19, 2022

FROM: Strategy, Policy and Communications Department

DATE: September 6, 2022

SUBJECT: Digital Oakville 2022 Plan and Look Ahead

LOCATION: Town-wide
WARD: Town-wide

RECOMMENDATION:

That the 2022 Digital Plan from the Strategy, Policy and Communications department, be received.

KEY FACTS:

The following are key points for consideration with respect to this report:

- Oakville's Digital Strategy was approved by Council in 2017 and aims to make Oakville the GTA's most connected community.

- The 2022 Citizen Survey returned a 93 per cent satisfaction rating for town services with 79 per cent satisfied with the availability of online services. Of those who have used the town's website, nine in 10 (89 per cent) were satisfied.

- The COVID-19 pandemic accelerated demand for online services and increased expectations to operate in a safe, responsible and resilient way. The town continues to be impacted by pandemic challenges including supply chain delays, resource capacity, staff recruitment, and staff turnover.

- Technology continues to rapidly evolve and the town has adopted a build-measure-learn approach to development and improvements that can be tested and modified based on user feedback.

- Looking ahead, the town will focus on key foundational initiatives in the digital plan to establish direction, guidance, and standards for staff and residents that will enhance the customer experience and position the town for success in the next phase of digital transformation.

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BACKGROUND:

In 2017, Council approved a Digital Strategy to guide the digital transformation of the town. The strategy focused on making Oakville the most connected community in the Greater Toronto Area (GTA) by achieving a digitally connected community in the areas of online services; partnerships and data management; and digital infrastructure, along with ongoing continuous improvement. In preparing the 2022 Digital Plan progress report, the town continues to build on the planned investments made to date. This has resulted in well-established digital infrastructure on which the town will continue to grow.

COMMENT/OPTIONS:

The 2022 Digital Oakville Plan is a comprehensive progress report that summarizes the achievements and ongoing work taking place across the organization as it works towards being the most connected community.

1. Connected community through online services.
    The town has continued its focus on driving services online in the areas of applications, permits and licenses, registrations and bookings, and parking services. Looking ahead, the town will prioritize key foundational initiatives that measure the quality of online services, staff experiences and internal processes, optimize productivity through standards and technology and anticipate customer needs to create better experiences.

2. Connected community through partnership and data management.
    The success of this next phase of digital transformation is only possible with data. Everything from services, programs and back office support is becoming smart, autonomous and interconnected and all of it depends on quality data, not only to operate, but also to spot trends and new opportunities. The town is developing a data management strategy that will establish standards across the organization focused on data availability, privacy, retention and access. The town will also seek out opportunities to engage with the community and partners.

3. Connected community through digital infrastructure.
    Digital infrastructure transformation is exposing how analogue municipalities are in processes, policies, and technologies and the need to embed digital approaches into everything the organization does. A centralized governance policy and guiding principles will help to identify town-wide standards, mandatory technology requirements, and business priorities that will ensure the right digital infrastructure elements are implemented to deliver services, encourage engagement, drive efficiencies, and inform decisions.

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4. Connected community through continuous improvement.
With the initial phase of digital transformation underway, the town is taking a fresh look at its online services, staff experiences, and internal processes and how the next phase of transformation, data management, and smart technologies will be applied to continuous improvement. The goal is to optimize productivity, performance, and resource allocation through better utilization of data and connected technologies while continuing to enhance the customer experience and internal efficiencies.

CONSIDERATIONS:

The town's commitment to a connected community through digital service delivery and underlying infrastructure, along with ensuring an engaged community, data management and ongoing continuous improvement, well positions the town to take advantage of economic, social and environmental opportunities. In doing so, these initiatives directly support the town's vision of being the most livable town in Canada.

(A) PUBLIC
The public and business community will be consulted on an ongoing basis through user focus groups and feedback channels built in to new solutions that are implemented.

(B) FINANCIAL
All major, work underway and look ahead initiatives are reviewed as part of Oakville's capital plan and budget process.

(C) IMPACT ON OTHER DEPARTMENTS & USERS
Departments are responsible for leading digital initiatives in their respective areas in support of the Digital Strategy.

(D) CORPORATE STRATEGIC GOALS
This report addresses all five of the corporate strategic goal(s). Digital Oakville improves:
* Livability through economic development opportunities generated from digital availability and services that are available anytime/anywhere.

* An engaged community through program offerings, data availability and opportunities to influence solution development and improvement.

* Accountable government through a thoughtful and planned approach to digital investments.

* Mobility through a connected transportation and pedestrian network and a responsive transit system.

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* Environment through decreased energy consumption in town facilities and traffic management solutions to reduce congestion.

(E) CLIMATE CHANGE/ACTION

Supports the Community Energy Strategy through the use of digital infrastructure in reducing energy consumption in town facilities. Moving to greater online services will reduce the town's reliance on paper-based and in-person service requirements.

APPENDICES:

Appendix A – 2022 Digital Oakville Plan and Look Ahead

Prepared by:
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Recommended by:
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Submitted by:
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