



OAKVILLE

2022 Digital Plan

Progress Report
and Look Ahead

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.

Context

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 with it.
- 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

The plan

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. Outcomes are focused on the areas outlined below.



Key facts

Connected community through online services

Applications, permits and licenses

- 1366 (100%) business licensing applications received online January-August 2022
- 83% of all building permit requests submitted online
- 100% Zoning Certificates of Occupancy submitted online
- 60% building inspections requests made online
- 95% building permits paid online

Registrations and bookings

- 92% of program registrations completed online (since August 2021)
- 73% of drop-in program registration completed online (since August 2021)
- 2,748 downloads of the Oakville Transit app in 2021

Online parking services

- 4,210 paid residential parking permits were issued online
- 85,489 courtesy temporary on street parking permits issued
- 26,720 online parking ticket payments in 2021*
- 72,257 Honk Mobile street parking transactions*
- Real-time parking availability map for downtown Oakville available online
- 100% parking and by-law ticket screenings and hearings conducted virtually

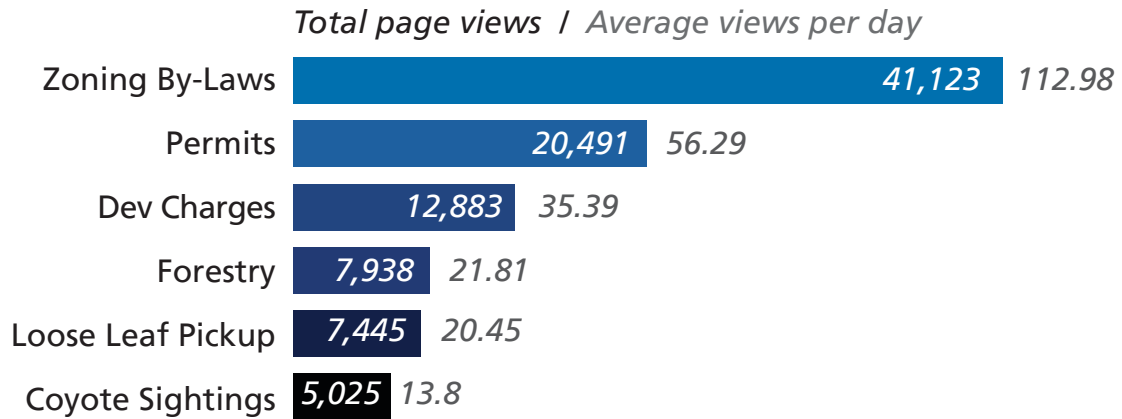
Connected community through partnership and data management

Open Data

- 117 total datasets published in 2021
- 565 total downloads, including 65 address points, 56 road network, 30 contours, 29 active building permits, 28 trees
- Most popular open data page views include road network and active building permits

**volumes for 2021 were lower as a result of the impacts of the COVID-19 pandemic.*

GIS most popular sites in 2021



Connected community through digital infrastructure

- 23 electric vehicle (EV) charging stations installed on streets and in town facilities, allowing for 46 charging stalls
- 1,038 parking sensors installed on streets and in parking lots in supporting downtown digital strategy, along with two digital signs promoting available parking
- 24.7% reduction in energy use compared to 2014
- 23.5% reduction in carbon emissions compared to 2014
- 294 public Wi-Fi access points

Facilities

- 17 facilities connected to Building Automation System technology representing 65% of the total square footage of corporate facilities.
- Sub-metering installed at 12 facilities covering 85% different utility points (electricity, water and natural gas)

Connected community through online services



Key objectives

- Improve the ease, speed, and experience for residents to access information, programs, and services, safely and securely
- Adopt a customer-centric approach to designing digital tools and services

2021/2022 major initiatives completed

- Launched new recreation software in August 2021 with expanded online services including membership sales and select facility rentals. New offerings include last minute ice bookings (launched February 2022) and picnic bookings (launched April 2022)
- Launched online marriage license application
- Increased online property and development permits options including residential rebuilds, pool installations, and driveway upgrades
- Launched sign and noise exemption permits
- Launched online business license application submission
- Integrated the existing online property survey request and the certified tax statement into the town's offerings of online services
- Enhanced map viewer for active development applications
- Expanded online bookings for photography
- Launched Town of Oakville 3D GIS map
- Established a town-wide service inventory to assist with service transformation prioritization
- Procured vendor and beginning the rebuild of oakville.ca with a new content management system (CMS) and search engine optimization (SEO)

Work underway

- Develop a public identity and access management strategy
- Upgrade and modernize Service Oakville's customer relationship management (CRM) platform
- Launch online viewing of tax bills and balance information
- Launch the Digitized Election Rebate Program Application Process
- Provide residents with the option to submit pre-authorization tax applications and rebate information
- Deploy PRESTO Open Payment "tap-on" functionality
- Implement electronic plan review recommendations to improve permits and applications status tracking and transparency

Connected community through online services

- Launch online planning applications with improved web content on oakville.ca for better navigation of development processes
- Digitally connect applicant with Building Services (portal and citizen information virtual assistant), designer with examiner (e-document management system) and constructor with inspector (mobile builder and inspector app)
- Accept and review a building permit application submitted using Building Information Modeling (BIM) making Oakville the first municipality in Ontario to adopt the technology
- Implement new online options for road corridor permits

Look ahead in 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 and create better experiences. Initiatives may include:

- Managing Oakville's public facing services through a service inventory tool that provides data on the number of services available online end-to-end and a future prioritization roadmap.
- Lean process reviews of key internal processes that need to be optimized for improved service delivery
- Implementation and/or upgrades of foundational technologies that will provide a more cohesive customer experience and prepare Oakville for the next phase in online digital transformation that may include artificial intelligence (AI) and virtual assistants. Service delivery foundational technology includes; CMS, customer relationship management system and Azure search tool
- Establishing strategies and standards that will guide and enhance Oakville's customer experience including Customer Experience Framework, Public Identity & Access Management Plan and Enterprise Payment Plan

**All look ahead initiatives are pending budget approval and project plan development.*

Connected community through partnership and data management



Key objectives

- Make better use of data and analytics to drive evidence-based decisions
- Establish partnerships with private, public and academic leaders

2021/2022 major initiatives

- Develop a comprehensive town-wide data management strategy
- Implement mobile GIS solutions for data collection
- Establish a corporate-wide payment strategy
- Conduct a pilot with Sheridan College and Inovex Inc. to determine what additional services or infrastructure is required to enhance mobility of residents travelling to and from the Oakville GO Station

Work underway

- Action the data publication and learnings with partners on town sub-metering programs (electricity, water and natural gas usage)

Look ahead in 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 will focus on the following priorities over the next several years:

- Implementation of a town-wide data management approach including community engagement opportunities, public education, and ongoing discussions
- Data management governance and standards that focuses on privacy, security, maturity, and sharing across the organization
- Establishment of a partnership model and decision making framework that provides the organization with guidance on public and/or private partnership opportunities and key considerations
- Building on a culture of evidence-based decision making that ensures an understanding of both department and corporate-wide requirements and data availability and accessibility

**All look ahead initiatives are pending budget approval and project plan development.*

Connected community through digital infrastructure



Key objectives

- Create pilot projects to test out smart technologies
- Engage partners to help find new applications and benefits of smart technologies
- Continue investing in the town's digital infrastructure to support livability and economic development and change how complicated urban challenges like transit, emissions, traffic safety, and energy management are solved

2021/2022 major initiatives

- Launched free public Wi-Fi, digital information kiosks, pedestrian counters, and real-time parking information in downtown Oakville
- Expanded electric vehicle charging stations across the town
- Launched a real time parking availability map on oakville.ca
- Installed 1,038 parking sensors on streets and lots supporting the downtown digital strategy, along with digital signs promoting available parking
- Installed automated cameras to detect "walk" signals at select intersections.
- Council advocated for several key digital infrastructure items through intergovernmental requests
- Installed 23 dual-level EV charging stations (allowing for 46 charging spaces) on street and in town facilities

Work underway

- Review results and lessons learned from the downtown smart city technology implementations and consider expansion in consultation with BIA districts.
- Introduce first fleet of battery electric buses into service
- Initialize digital parking management implementation at 300 Church St. parking garage including smart city components
- Continue expanding free public Wi-Fi to Oakville Transit fleet
- Initiate Transit Ride Hailing app pilot
- Collaborate with the Greater Toronto and Hamilton Area Recovery and Prosperity Alliance
- Participate in Halton Digital Access Strategy 5G deployment working group
- Implement additional electricity and water sub-metering at town facilities
- Introduce Automated Speed Enforcement in Community Safety Zones around town
- Implement corporate payment standards and recommendations

Connected community through digital infrastructure

Look ahead in 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. Looking ahead the town will:

- Focus on centralized governance and long term planning, including embedding digital infrastructure into the framework development process
- Draft a comprehensive digital infrastructure roadmap that includes policy standards and decision making framework for future investments, pilots, and partnership opportunities
- Conduct lessons learned from other smart connected communities and Oakville's downtown smart city implementation
- Prepare for rapid change in this area including partnership opportunities, federal and provincial regulations, and community engagement
- Implement Traffic Data Collection Program including automated data traffic control, speed survey data, and pedestrian/bicycle counters

**All look ahead initiatives are pending budget approval and project plan development.*

Connected community through **continuous improvement**



Key objectives

- Encourage a “build-measure-learn” approach to service and process design
 - Build a continuous improvement culture
 - Seek opportunities to enhance services, streamline internal processes, build efficiencies, and continuously improve the quality of service delivered
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2021/2022 major Initiatives

- Launched the online loose leaf service tracker that allows residents to track the progress of the loose leaf service program and coordinate their yard work with this service
- Equipped on-road transit supervisor vehicles with tablets to drive efficiencies in work processes
- Implement online courtesy temporary permits and paid overnight parking in downtown Oakville

Work underway

- Modernize and standardize field staff’s communication devices to increase operational range, increase productivity, reduce costs, and reduce the operational footprint
- Review key Human Resources processes and systems, including performance management, learning management, and hiring and onboarding to identify improvements and digital efficiencies
- Develop a five-year digital plan for property development services to guide future efforts and investments
- Optimize Information Technology Systems infrastructure to increase network reliability, improve security, and reduce risk, including the development of standards, future-state architecture, and transition roadmaps
- Digitize records and files to decrease retrieval time, increase security, and make it more accessible
- Deploy Microsoft 365 productivity and collaboration technologies across the town

Connected community through **continuous improvement**

Look ahead for 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. Some examples include:

- Implementation of a Long-term Infrastructure Planning solution that will leverage the asset data within multiple systems to enable predictive modeling, forecasting, analysis, and reporting across all service areas and optimize asset management life cycle investment decisions
- Establish a community street sweeping app that the community can use to track this public service similar to how the PlowOakville interactive map provides real-time updates – adding transparency to this operation
- Launch of a sidewalk plow tracking app to enhance public visibility of winter service operations

**All look ahead initiatives are pending budget approval and project plan development.*

Town of Oakville

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