OAKVILLE

REPORT

COMMUNITY SERVICES COMMITTEE

MEETING DATE: NOVEMBER 7, 2016

FROM: Community Services Commission

DATE: October 12, 2016

SUBJECT: **Corporate Digital Strategy**

LOCATION:
WARD: Town wide   Page 1

RECOMMENDATION:

That the report dated October 12, 2016, from the Community Services Commission regarding Corporate Digital Strategy be received, and that the strategy be approved.

KEY FACTS:

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

- Oakville is very well positioned for a 'smart city' digital transformation and to thrive in an increasingly digitally driven world.
- The focus of this digital strategy is to make Oakville "the GTA's most connected community".
- The strategy identifies four key focus areas to move our digital transformation forward:
  - Adopt a citizen-centred service design approach;
  - Better utilization of data and analytics as a valuable asset and in decision making;
  - Support an internal digital-first culture; and
  - Establish an external partnership framework to maximize efficient use of expertise, resources and funding.
- The strategy recommends leveraging $22M of technology projects already planned in the 10-year capital forecast towards implementation.
- $250,000 has been included in the capital budget to run pilot projects designed to mitigate potential risks and optimize later full implementations.
- Ongoing digital transformation is vital to future business and employment growth and sustainability, and to overall citizen satisfaction.
- The strategy directly supports our "Most livable town in Canada" vision.

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BACKGROUND:

Digital is a transformational force affecting municipalities across the country. It is reshaping people's expectations of municipal services and their design, and is a potential game-changer for attracting knowledge based businesses, head offices, and skilled workers. In spite of these challenges, Oakville is very well positioned to be a leader in the digital space for the public sector.

The town's technology systems are best of breed, and are always extremely well maintained. The Town owns over 100km of high speed fibre optic cable and maintains direct high speed fibre connections to Sheridan College and the North American Internet exchange. Smart City technologies have been recently introduced with the Intelligent Transportation System (ITS) for Oakville Transit, and Automated Vehicle Locator (AVL) in Roads and Works and Fire Services.

Oakville has already started work on many of the key focus areas. In May 2014, a new Open Data catalogue was introduced as a one year pilot project that proved to be very successful. The town is also working on the electronic posting of corporate dashboard information. Oakville has also joined the Global Cities initiative in 2016 looking at data and analytics as a universal measurement tool for performance. Oakville is planning to do a full refresh of the website, a great opportunity to take a "services" focus. There are a number of service improvement projects planned over the next five years.

COMMENTS:

The goal of the digital strategy is to establish Oakville, in the minds of citizens and academic and business partners, as the GTA's most connected community: a 'digital first' municipality featuring citizen-centric digital services and engagement, Smart City innovations running atop a gigabit high-speed network, and data-driven decision making in all walks of Oakville life.

The strategy has been shaped by three main drivers: digital transformation that is already disrupting a number of sectors, ongoing financial pressures in the public sector, and economic development trends. Public expectations are increasing for easy to use, intuitively designed services both in the private and public sectors. Local governments are looking at how to contain and reduce costs while maintain high standards of service going forward. The public sector has also been exploring how to access and use data more effectively in decision making and to leverage as a new valuable asset. All communities are striving to attract new businesses and talented knowledge workers.

The Town of Oakville has great potential to become a digital leader in the public sector. There has been significant investment in technology infrastructure and an extensive high speed network. There continues to be significant capital investments planned over the next ten years which will ensure that Oakville is well positioned. A review of the 2017 – 2026 capital forecast has identified over $22M in projects that will assist in implementing the strategy. There are also several service reviews and redesigns planned in several departments over the next five years which can be launched to be more impactful and move this strategy forward. There is a wealth of untapped data which could be leveraged more strategically as a potential monetary source and to improve internal decision making. Lastly the town has a highly motivated staff team who want to streamline service design for the public and be strategically focused in service delivery.

The digital strategy also considers the effective management of change in its implementation with a balance across three key approaches:

- Strengthen what already is working well;
- Modernize processes where appropriate to better manage change as it happens; and
- Position the town for future growth, and build the capacity to thrive in a disrupted digital environment.

Strategy Objectives and Principles

- Engage citizens via a citizens' first approach to service delivery design;
- Reduce process times, management and technology silos for greater efficiency;
- Improve cost and resource effectiveness using networked technologies;
- Become an evidence-based, data-driven culture;
- Be recognized as a Smart City model; and
- Support the "most livable Town in Canada" vision.

Four Strategic Focus Areas

1. Citizens first: Citizen-centric design, responsiveness and engagement.

Engagement with citizens lies at the core of the digital strategy. Not only does digital enable us to reach people more effectively, and to hear from all members of our growing, diverse community, but we will engage community members early and up front in our service redesign, so that they are active participants in what and how we operate. We call this "designing for the resident perspective." From online banking to booking flights, people now expect and demand seamless online and mobile solutions with a user experience that is easy to access, and intuitively

designed. Residents and businesses expect the same experience when accessing oakville.ca so we need to make it as easy for residents to get a permit as it is to bank online, and to register for town services such as recreation programs as easily as it is to book a flight. The following are guiding principles:

- Citizens will be able to access services with their method of choice when they want;
- The municipal service experience will be as good or better than the private sector; and
- A positive municipal service experience will help to define how citizens view their tax dollars at work.

The UK government expresses citizen-centred design best when they say, "Build services, not sites." Borrowing leading practices directly from them and the world's leading digital companies like Google:

- The town will use citizen centric design techniques to position oakville.ca in the minds of users as a leading example of 'how to do it right'. The town will use an iterative approach to service design to enable teams to be nimble and flexible as new technologies and social media emerge.
- The town will invite citizens to participate upfront in our service design through a new beta website. The beta site is an official Town test site which allows the public to see the projects that are under development and provide feedback at different stages, as seen in New York and Washington, D.C.
- The town will continuously improve its service design upon a backbone of data and evidence based decision making.

2. Data, Analytics and Decision Making: Transforming our approach to Open Data, Business Intelligence, and Smart City Technologies.

Data is the New Oil. Oakville produces enormous amounts of data about places, people and events. Our challenge is to match the level of leading analytical organizations by transforming into an evidence-based decision making municipality, which uses data to optimally build a program, deliver it, and manage it.

Service delivery data is only a fraction of the data opportunity: Smart City technologies (sensor information) are completely changing how municipalities manage transit, emissions, traffic, building control systems, water, lighting, economic development and more. There are three main sources of data to be considered as part of this focus area:

Open Data
- The town needs to focus on the next phase of open data maturity through formal policy development, strategically curated packages of information that could be monetized, integration of KPI external and internal measures as part of the same workflow.

Business Intelligence
- The town will leverage data more effectively as a valuable asset that can improve evidence based decision making capacity.

Smart City
- The town will improve use of new sensor information to inform business transformation, spending. Through community partnerships, the town can create a living lab to build community solutions going forward.

3. Investment in Workplace Culture: Embracing a new Digital Culture.

Shifting cultures in an organization can be very challenging. In order to be successful at embracing an innovative mindset, this focus area will be developed through the following directions:

- Forecast the skillsets of future employees who will develop and promote a digital culture and the working environment that will be attractive to them;
- Promote a culture of research on leading practices, different options of delivery and run small innovation pilots to establish lessons learned before mounting large roll-outs;
- Target training opportunities for current employees that expand their skills in supporting digital projects;
- Support modernization of manual processes as a prerequisite to the introduction of new technologies;
- Encourage collaboration across teams to build corporate expertise on test projects; and
- Publicly promote and recognize staff digitization efforts.

4.   Partnership program: Attract private, public and academic leaders to help make Oakville the GTA's most connected community.

The town recognizes that many digital initiatives are better achieved through strategic partnerships with academic and private sector partners. The City of Surrey has been very successful in this regard. The key directions for this focus area is as follows:

- The town will develop a partnership strategy to maximize opportunities for resources, funding and expertise
- The town will create capacity to develop and enhance partnerships to maximize funding opportunities
- The town will connect with local organizations that can co-invest time and/or capital to create new initiatives

CONSIDERATIONS:

(A) PUBLIC

The public will be consulted on an ongoing basis through user focus groups and the new beta site on new digital services. The town will introduce a beta website as an official Town test site which allows the public to see the projects that are under development and provide feedback at different stages.

(B) FINANCIAL

There was an extensive review of Oakville's ten year planned IT capital investments. Each project was analyzed for its potential to move this strategy forward. A significant number of projects have been identified which support the four focus areas: citizen-centred service design, data, culture, and partnerships. Implementing a digital strategy creates structure and direction for these investments, aligning planned spending toward a common objective. The 2017 capital budget also includes $250,000 to run smaller pilot projects to mitigate potential risks and address lessons learned before recommendation for implementation.

(C) IMPACT ON OTHER DEPARTMENTS & USERS

All departments have gone through extensive interviews with the director, Digital Strategy and provided information on data analytics, future planned service improvements, other related initiatives that could help move the digital strategy forward.

(D) CORPORATE AND/OR DEPARTMENT STRATEGIC GOALS
This report addresses the corporate strategic goal to:
- To be innovative in everything that we do
- To continuously improve our programs and services
- To be the most livable town in Canada

(E)   COMMUNITY SUSTAINABILITY

Digital transformation brings with it the ability to understand our community and citizens better, and therefore the serve them better with more targeted and relevant services.

Communities that do not prioritize digital transformation risk losing future economic opportunities to those that do. Positioning Oakville as the GTA's most connected community, and aligning our resources behind that goal, makes us more appealing to knowledge based businesses and organizations, and to knowledge workers.

Our digital strategy includes engaging with the business and academic communities at the partnership level, so that digital transformation is accelerated with the skills, knowledge and capital of dedicated partners.

Prepared by: Submitted by:
Ian Barker   Colleen Bell
Director, Digital Strategy   Commissioner, Community Services