Corporate Digital Strategy

Progress Update (May 2023 – September 2024)

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, along with previous progress updates can be viewed on the City's website at 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 included within progress updates. 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: (May 2023 – September 2024)

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 talking 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** (May 2023 – September 2024)

- Deliver Digital Education for Leaders to 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
- Establish a GIS & Data Coordinating Committee

⚙️ **In Progress**

- Develop a benefits target and realization framework that aligns to the project intake process (ECD - Q4/2024)
- Setup Information Management Coordinating Committee (ECD - Q4/2024)

Note: ECD - Estimated Completion Date

📅 Planned to start (October 2024 – September 2025)

- Assemble an Artificial Intelligence (AI) working group to evaluate and identify use cases, benefits, risk and policy requirements associated with AI use within city operations
- Conduct staff checkpoint survey for input on digital changes to date, use results to inform additional digital initiatives, communications and change management
- CIT to introduce Business Intelligence Software and Services (data dashboarding, reporting and application development) to aid departments with operational insights

Digital Workplace and Digital Infrastructure

✅ **Completed** (May 2023 – September 2024)

- Migration to Microsoft 365 cloud-based services (productivity, collaboration, and email) for all computer users
- HR Recruitment Process – Interim applications system improvements to drive efficiencies and improve process flows
- Shift scheduling / time and attendance system – Superior North EMS (pilot group)

- SAP upgrade to S4/HANA Cloud – (financials, HR/payroll, supply management, plant maintenance, etc.)
- Corporate PC/Laptop cyclical replacement (including more mobile options)

In Progress

- Traffic Management Software Replacement (including phase 1 of signal controller upgrades - up to 50 intersections) **(ECD – Q2/2025)**
- Shift scheduling / time and attendance system - additional Corporate Rollout - Long Term Care – **(ECD – Q4/2024)**
- Shift scheduling / time and attendance system - additional Corporate Rollout - Fire Services & Childcare Operations **(ECD – Q3/2025)**
- Business case for Automated Water Meter Readings (AMR) **(ECD – Q4/2024)**
- Digitization of credit card reconciliation and approval processes with BMO details online application **(ECD - Q4/2025)**
- Rollout of M365 (mail, collaboration, identity management) to all frontline City Employees **(ECD - Q4/2024)**

   Note: ECD - Estimated Completion Date

Planned to start (October 2024 – September 2025)

- Shift scheduling / time and attendance system – additional corporate rollouts (Corporate Services & Community Services Department)
- Accounts Payable Digitization (Invoice processing and payment automation)

Digital Services and Digitized Business Processes

Completed (May 2023 – September 2024)

- Property and permitting digitization – Development Services:
  - End-to-end digital services – Release 2b
    - Remaining Residential Building Permits (modification and new construction)
    - Planning compliance reporting
    - Driveway Permits – integration into Property and Permitting Portal

- Housing Accelerator Fund – online applications & integration with Property and Permitting Portal

- Marina Seasonal Parking Permits Online (interim solution)

- Clover Concessions POS system with digital payment options (debit and credit card) at City Arenas and Chippewa Park Concessions

- Licensing & Enforcement – Online reporting of Bylaw Compliance Issues (interim solution)

🔄 In Progress

- Property and Permitting Digitization - Development Services **(ECD – Q3/2025)**
  - End-to-end Digital Services - Release 3
    - Commercial Building Permits – new and modification
- City Dashboard – Key Performance Indicators / City Strategic Plan Updates **(ECD – Q1/2025)**
- Asset and Work Management software review and roadmap **(ECD – Q2/2025)**
- Water Billing system replacement with online customer account portal **(ECD – Q2/2025)**
- Childcare billing system with online customer account portal **(ECD – Q1/2025)**
- Online bookings and payments for Conservatory and various parks & playfields **(ECD – Q1/2025)**
- Transit Electronic Fare Management System implementation **(ECD - Q4/2024)**
- Human Resources end-to-end- digital processes roadmap **(ECD – Q1/2025)**

Note: **ECD - Estimated Completion Date**

📅 Planned to start (October 2024 – September 2025)

- Property and Permitting Digitization - Bylaw Licensing and Enforcement
  - End-to-end digitization – Release 4
    - business licensing, animal licensing, complaints, inspections
- Property Tax Billing system replacement, including implementation of online customer account portal

- Information Management and Electronic Records Management systems review and roadmap

- Specialized & on-demand transit management software with online customer portal and mobile app

GIS and Data

✅ **Completed (May 2023 – September 2024)**

- Implementation of online software portal to allow for real-time single-source access to GIS data for field workers

- 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

- Expanded self-service mapping, data-editing and fieldwork applications (Parks Assets data editing and inspections)

- Interim field data collection solutions for Asset Management regulatory requirements (e.g. traffic lights, street poles)

In Progress

- Development of GIS data collection and maintenance standards and guidelines for GIS tools (e.g. asset condition inspections) **(ECD – Q1/2025)**

- Citizen facing solution to find the nearest city services, facilities or events (e.g. where is the nearest rink, recreation facility, recycling depot, neighborhood events) **(ECD – Q2/2025)**

- Real-time GIS Data Sharing between local utilities and City of Thunder Bay **(ECD – Q1/2025)**

- Review and addition of new datasets to the Open Data Portal **(ECD – Q4/2024)**

Note: ECD - Estimated Completion Date

Planned to start (October 2024 – September 2025)

- 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 (e.g. Street lighting data editing and inspections, sidewalk inspections)

- Operations dashboards to be able to visually monitor operational work such as inspections and work order completions in real-time

- Development of an Internal and customer-facing GIS 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 and additional measurements will be developed over time. Work is underway to develop a detailed benefits target and realization framework which will 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

CIT Staffing

9.7% increase in positions within the Division in this reporting period. CIT's FTE has increased from 33 to 34

The change represents the addition of the fifth position of eight recommended in the Digital Strategy

To date we have added:

> Manager – IT Delivery
>
> GIS & Data Coordinator
>
> Project and Business Analyst (x3)

CIT Operating Budget

18% increase to CIT Gross Operating Budget in 2024 from 2023 *

*Increased investment in staffing 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

Connecting All Staff (in office and out in the field)

120% increase in City of City of Thunder Bay Staff on the M365 platform. An additional 1330 field and frontline staff have been added to the City's M365 platform enabling e-mail, collaboration, application access and Identity Management

of New Citizen Facing Digital Services

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

A total of 12 new digital services launched since the Digital Strategy work started in 2022

Digital Service Benefits (for new services from this reporting period)

Online Reporting of Bylaw Compliance Issues

800+ compliance issues have been submitted online since this service was launched.

Citizen Convenience and Satisfaction

Efficiency and access to required details for Licensing and Enforcement

Clover Concessions POS System with digital payment options (Debit and Credit)

50% revenue increases in 2024 over 2023 for Chippewa Park Concessions

Citizen convenience and satisfaction

Staff time savings related to cash handling and reconciliation

Housing Accelerator Fund – Online Applications

After three weeks of the Online Portal being launched,17 applications were submitted with a number in progress (being prepared on the portal for submission to the City)

Development Services – Property & Permitting Portal - Residential Building Permits

88% of all Residential building permits since April 2023 have been issued online and are being reviewed and managed digitally.

$57,500 annual savings * – personnel services – 1 FTE reduction included in the 2024 operating budget

*savings are a result of digitization of some higher volume Building Permits and departmental restructuring