



## The Corporation of the Town of Tecumseh

Technology & Client Services

**To:** Mayor and Members of Council

**From:** Shaun Fuerth, Director Technology & Client Services

**Date to Council:** February 22, 2022

**Report Number:** TCS-2022-01

**Subject:** Digital Strategy

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### Recommendations

It is recommended:

**That** Technology & Client Services Report TCS-2022-01 Digital Strategy **be received**;

**And that** the independent third party final report, “Tecumseh Digital Strategy Final Report, February 2022” as prepared by Perry Group Consulting Inc. **be endorsed**;

**And further that** the independent third party final report “Tecumseh Digital Strategy Final Report, February 2022” as prepared by Perry Group Consulting Inc. **be posted** to the Town of Tecumseh website in accordance with the requirements of the Municipal Modernization Program Intake 2;

**And furthermore that** Administration **report back** to Council with a framework for the implementation of recommendations found in the Digital Strategy.

### Background

As part of the 2021 Information Technology Service Review (ITSR) conducted by Perry Group Consulting (PGC) there were a number of recommendations including the development of a Digital Strategy for the Town of Tecumseh.

Subsequent to the ITSR the Province of Ontario announced a second intake to its Municipal Modernization Program.

The Municipal Modernization Program Intake 2 (Program) is a provincially funded program designed to assist small and rural municipalities modernize services.

The review stream investigates opportunities to modernize service delivery processes with the objective of finding savings and efficiencies. These initiatives are to be undertaken by a third party reviewer and result in a public report posted to the municipality's website.

The Town submitted an application towards the Review Stream of the Program seeking funding to support four projects, one of which being a Digital Strategy, as detailed in Council Report "CAO-2021- 05 Municipal Modernization Program – Intake 2". The Town was awarded \$40,000 through the Program to undertake this work.

A Digital Strategy will assist the organization in identifying digital transformation opportunities with a "customer first" focus. The creation of a Digital Strategy provides the overall framework for how the Town can improve service delivery, reduce costs and realize efficiencies through digitization opportunities. The Digital Strategy will help guide the Town in the selection and implementation of essential technology solutions, digitization projects as well as to determine the best approach to maximizing value from current and future technology investments. The Digital Strategy identifies ways to optimize existing software platforms, integrate applications for streamlining accessibility and service, and transform manual processes to digital applications, where it may improve service or efficiency. The Digital Strategy considers internal systems and identifies municipal digital platforms/applications that will facilitate collaboration and communication between municipal departments.

The Town secured consulting services from PGC to develop a Digital Strategy.

## **Comments**

This consultation began in October 2021 and consisted of the following stages:

### **Stage 1 – Project Kickoff**

- Collected background documentation to orientate to the Town service model (calls, web stats, complaints, budget documents, business plans, organization charts, demographic and customer satisfaction).
- Kick-off with Senior Management Team. Discussed opportunities and barriers; initiated the discussion to define the scope of digital and potential outcomes; reviewed project approach.

## **Stage 2 – Digital Discovery**

- Worked with Town staff to review the PGC Services List to determine which services the Town offers (and thus which services are in scope for potential digital delivery).
- Interviewed those involved in web management. Reviewed the Town's website and the Municipal Online Services Assessment (MOSA) to ascertain the Town's current digital services, digital capabilities, and the customer's experience in connecting with the Town.
- Conducted online ideation / survey with staff to seek their input regarding online service ideas and opportunities.
- On January 11, 2022, PGC conducted a workshop with Town Council to review current online services and received input on future digital opportunities for residents and clients.
- Using the Services List and input from staff, PGC identified a candidate list of 30 services that would be suitable for the Town to move online.
- Engaged with the public through a Virtual Open House held on January 27, 2022 to seek input on their digital priorities, using the Top 30 as a seed list. Although attendance was low for this event, participation was from a wide cross-section which allowed for good discussion on the Digital Strategy.
- Gathered information about transaction numbers, staff processing time, customer interactions and travel, paper use and other costs for the Top 30 processes. This combined with public input, allowed the consulting team to identify the Top 15 online services for the Town to pursue.
- Reviewed with the project team the Town's digital maturity and its implications. Validated and confirmed the top 15 proposed digital services with the project team using previous assessments and selected two services to review. A Business Process Optimization (BPO) review was conducted for Pet Licensing and Building Permit Applications.
- Reviewed findings and plans for stage 2 with the Senior Management Team.

## **Stage 3 – Digital Strategic Setting**

- Worked with the selected services (from the Top 15), modelled these services for optimal digital delivery. Using BPO methodology, developed the end-to-end process to understand As-Is and design the To-Be solution.

- Reviewed existing business solutions to determine whether they could meet the Top 15 needs and determine where necessary what alternative solutions may be required.
- Prioritized implementation of the 15 online services based on an assessment of the potential impact, value and effort of implementing the new services – resulting in a recommended order of implementation.
- Revisited from the IT Strategy: governance, organization and staffing, skills and capabilities, partnership options to confirm whether any adjustments are necessary.
- Reviewed and prioritized needs and supporting recommendations with the project team.

## **Digital Strategic Plan**

- Reviewed recommended priorities and sequencing with the Senior Management Team (SMT) and conducted a workshop to develop a shared Digital Vision, supporting principles to drive adoption and implementation of the Strategy.
- Developed a draft implementation roadmap, identifying timing, budget, resources, and other impacts to outline a clear path for Town departments to follow.
- Prepared and compiled a draft Digital Strategy (written document) to include cost benefit assessment of the recommendations.
- Reviewed and revised the draft Digital Strategy with the project team and Senior Management; revised and incorporated feedback, as necessary, into a final Digital Strategy.
- Perry Group to provide a presentation with findings and recommendations to Town Council on February 22, 2022.

The attached comprehensive report was authored by Susan Chase, Andy Will and Prasanna Gunasekera of PGC and contains details of the above noted review and an road map for implementation of recommendations.

## **Consultations**

All Departments

## Financial Implications

The third party review cost of the Digital Strategy is fully funded through the Municipal Modernization Program – Intake 2.

## Link to Strategic Priorities

Applicable	2019-22 Strategic Priorities
<input checked="" type="checkbox"/>	Make the Town of Tecumseh an even better place to live, work and invest through a shared vision for our residents and newcomers.
<input checked="" type="checkbox"/>	Ensure that Tecumseh's current and future growth is built upon the principles of sustainability and strategic decision-making.
<input type="checkbox"/>	Integrate the principles of health and wellness into all of Tecumseh's plans and priorities.
<input checked="" type="checkbox"/>	Steward the Town's "continuous improvement" approach to municipal service delivery to residents and businesses.
<input checked="" type="checkbox"/>	Demonstrate the Town's leadership role in the community by promoting good governance and community engagement, by bringing together organizations serving the Town and the region to pursue common goals.

## Communications

Not applicable ☐

Website ☒    Social Media ☐    News Release ☐    Local Newspaper ☐

This report has been reviewed by Senior Administration as indicated below and recommended for submission by the Chief Administrative Officer.

Prepared by:

Shaun Fuerth, BCS  
Director Technology & Client Services

Recommended by:

Margaret Misek-Evans, MCIP, RPP  
Chief Administrative Officer

<b>Attachment Number</b>	<b>Attachment Name</b>
1	Tecumseh Digital Strategy – Final Report February 2022