

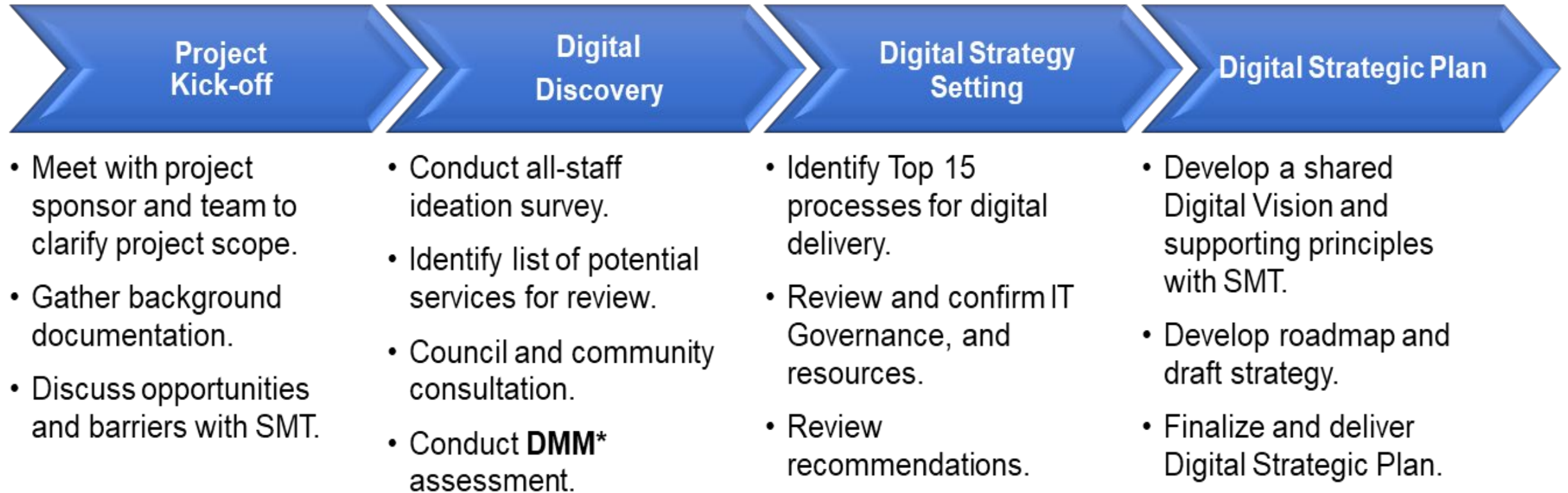


Digital Strategy Report to Council

February 22, 2022



Overview and Methodology





Engagement Results

Council Feedback

Are we offering the right services?

- Need the ability to look back at records – property information
- Need to be able to virtually send service requests
- Increase use of data and geospatial
- Should move towards paperless
- Online payments
- Service requests should be multi-channels

Council's Priorities for Digital

- Human / Digital engagement – the user experience
- Need to have sustainable technology – continuous improvement
- “We may not be the biggest, but we would like to be the best”

Council's Vision “one word”

- Accuracy Responsive
- Service Adaptability
- Intuitive Interactive
- Continuous evolvement for the betterment of the municipality

Council - Opportunities

- Easier to search online for information
- Customer Service:
 - Online Service Requests
 - Service Requests through Social Media
- Use of sensors, devices to collect data and information
- Simplify – more efficient
- Continuous Improvement
- Improve services to all – residents, business, tourists, partners, etc
- Positive corporate image and reputation
- Pursue opportunities to share and partner with others eg Essex County
- Digital Education
 - Provide training for residents
 - Digital 101 Training Program
 - Provide for those who might be less tech-savvy
- Accessibility
 - Access to devices
 - Offer both current and digital services
- Share data
- Automated reporting and communications
- Ensure security of data and records

Community Engagement:

- Age groups between 35 – 65 represented.
- One response under 24 years old.
- 8 respondents have lived in Town for more than 20 years; 2 have lived here for 10 – 20; 2 less than 10.
- Majority prefer to conduct business through email – 80%
- Next is direct by phone – 60%
- In-person interactions are still important



1. Website – Tecumseh.ca
2. Email or e-newsletter
3. PlaceSpeak
4. Connect with my Councillor



What services do you want to see online?



- Payments & purchases
- Permit & license applications
- Service requests & tracking
- Forms
- Account management & inquiries
- Site plan applications
- Public engagement/webinars
- Chat with staff

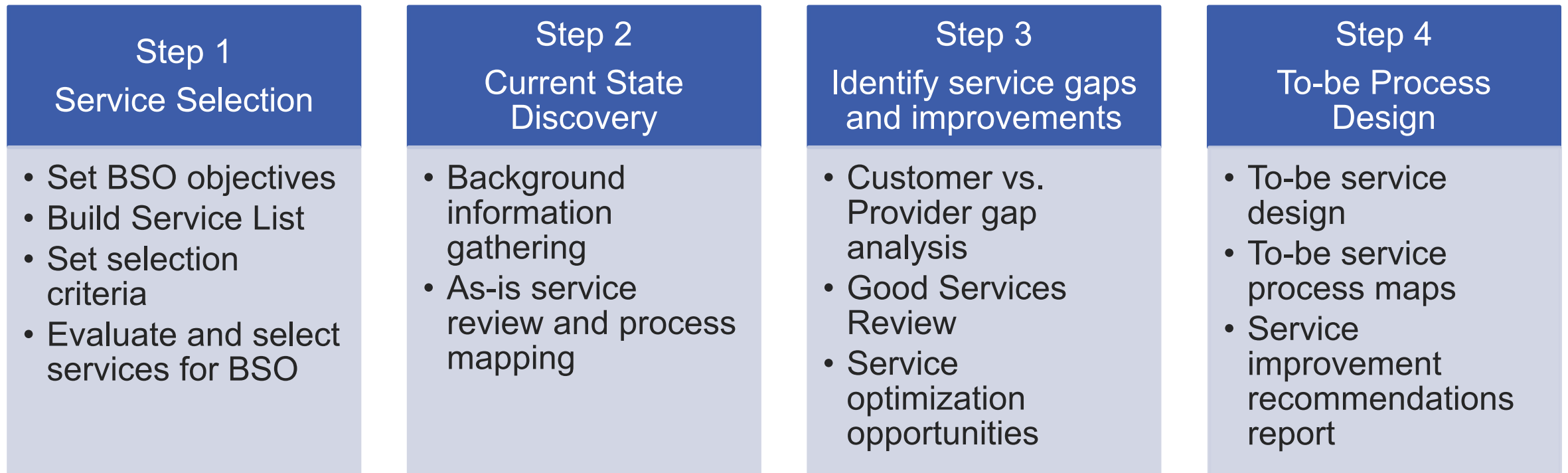
Ideas to enhance customer service

- More information through social media
- Better clarity of information provided – not “government speak”
- Current info on how many people are at sports fields, courts, etc
- Online tax account information
- Online forms for permits
- Online payment options
- Online notifications of road closures, construction projects, power disruptions, etc.



Business Service Reviews

Service Review Methodology



BSO – Business Service Optimization

Business Service Review Details

Top 10 Services for Digitization

1. External Communications
2. 311/Customer Services
3. Locates
4. Pet licensing & Renewals
5. Security and Fire Alarm registrations
6. Building Permits & Inspections
7. Procure to Pay includes Accounts Payable
8. Accounts Receivable
9. IT helpdesk services
10. Claim submission

Selection Criteria

- Annual transaction numbers
- Most requested online services by citizens
- Most requested internal services by staff
- Benefit to customer/staff
- Success rating
- Readiness
- Number of departments benefitted

Savings

Two services were reviewed in detail

1. Building Permits and Inspections

- 50 out of 69 activities could be improved or eliminated
- Potential internal cost avoidance of \$67,093 annually
- Potential customer time savings of \$18,320

2. Pet licensing & Renewals

- 26 out of 44 activities could be improved or eliminated
- Potential cost avoidance of \$5,007 annually
- Potential customer time savings of \$8,333

A blurred background image of a modern office. Several people are visible working at desks with computers. In the foreground, a woman is seen from behind, sitting at a desk. To her right, a man in a blue shirt and red tie is leaning over a desk, talking to a smiling woman in a pink top. Other people are visible in the background, some standing and some sitting at desks. The overall atmosphere is professional and collaborative.

Recommendations

Digital Areas of Focus

1. Digital Services

Modernizing the Customer Experience

2. Digital Workspace and Collaboration

Enhancing the staff environment

3. Services and Process Transformation

End to end automation

4. Data & Architecture

Importance of data, integration, and the building blocks

Key Opportunities

Digital Services

- CRM Decision
- Digital Form Transformation
- Develop Digital Standards
- Customer Portal
- Enhance Digital Engagement
- Online Permits & Licenses
- Online Payment Portal

Digital Workspace & Collaboration

- Collaboration & Productivity Tools
- Implement Municipal ERP
- Enhance Digital Governance
- Develop Digital Capacity & Enablement

Data & Architecture

- Integration & Data Management Plan
- Choose Digital Channels

Modelling Digital Services

- Business Service Optimization
- End-to-end digitization of services

Digital Strategy Recommendations

- Adopt this **Digital Strategy** - a collaborative approach to delivering customer-centred, digitally powered, re-designed Town services.
- Continue to implement and build on the ITSr Plan.
- Adopt Digital principles.
- Concentrate on the four Areas of Focus.
- Leverage BSO reviews and recommendations.
- Organize and Resource the four Focus Area initiatives.
- Measure and report back.



Business Continuity Program Development

Business Continuity Program Objectives

- **Business Continuity:** involves protecting the Town's reputation, establishing and maintaining redundant systems and support teams, restoring IT systems and ensuring employees are able to return to their daily work tasks following an emergency.
- **Primary Objectives:** Identify the core business services and define the impact if they were disrupted; identify all IT requirements to support each service; develop a BCP/DR strategy.

Business Continuity Planning Benefits

- **Roadmap:** A well-defined business continuity plan is like a roadmap during a disruption. It allows the Town to react swiftly and effectively and maintain continuity of core services.
- **Build Confidence with the Public and Town Employees:** A great benefit of a business continuity plan is that it can give both employees and the public the needed assurance on the capability of the Town to deliver services in times of disaster.
- **Avoid Excessive Downtime:** Cyber-attacks are common within municipalities. These attacks often lead to data breaches, data loss, or infection that can cause many problems to the daily operations.

Business Continuity is a "Program"

- **Business Continuity is NOT a project that has a "start" and "stop" date:** The Town must invest in maintaining the plan by keeping it current and properly updated/validated.
- **Annual Tabletop Exercises:** Each year the Town needs to "test" the strategy and provide training & awareness through well-structured tabletop exercises.
- **The "Business" Must be Involved:** Key committees such as a "Crisis Management Team" must be developed to include IT and the business.

Sample Screenshot Illustrating Town Service Recovery Objectives

Based on data collected from interviews with business units - <u>not</u> meeting the recovery time objective (RTO) for each specific service...					
Division/ Business Process	Will...		Downtime Factors		
	(Impact Assessment)	Impact	RTO Score	RPO	MTD
Community Safety & Fire/ Fire Suppression	...risk life safety in the community and severe property damage/loss.	Very High	180	N/A	0-4 Hours
Community Safety & Fire/ Emergency Management	...risk life safety and a breach of the provincial Minimum Maintenance Standards (MMS) requirements.	Very High	125	N/A	24 Hours
Financial Services/ Payroll	...risk financial issues for staff, legal issues for the Town and reputational damage.	High	75	1-Day	24 Hours

Next Steps

- **Validate all Service Recovery Times:** The Town will review all services and validate recovery times.
- **Develop Tabletop Exercises:** A schedule will be developed to initiate annual tabletop exercises.
- **Develop an IT Recovery Plan:** Based on the business recovery time objectives, IT will implement a technical solution to provide redundancy in the event of a disruption in IT services.
- **Develop Recovery Playbooks:** IT will start the process of creating recovery playbooks to be used in the event of a disruption.

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Thank you!