SUBJECT: Transforming design and delivery of services – Year 1 update on Digital Business Strategy

TO: Corporate Services, Strategy, Risk & Accountability Cttee.

FROM: Burlington Digital Service

Report Number: BDS-01-24

Wards Affected: All

File Numbers: 200-00

Date to Committee: May 13, 2024

Date to Council: May 21, 2024

Recommendation:

Receive and file burlington digital services report BDS-01-24 providing the first year progress of the adopted Digital Business Strategy.

PURPOSE:

The purpose of this report is multifaceted and significant for Burlington's ongoing development and prosperity. Firstly, it aims to provide Council with a comprehensive update on the inaugural year of the Digital Business Strategy (DBS) implementation (CWC-05-23). This strategy is integral to fulfilling our commitment to Vision 2040, serving as a dynamic catalyst for leveraging digital technologies, optimizing operational adaptability, and accelerating our progress towards those long-term goals.

Moreover, this report presents an opportunity to outline our strategic initiatives for the forthcoming 12-18 months, ensuring that our trajectory is not only maintained but also refined to meet the evolving digital landscape and the city's needs. Our near and medium-term plans are crafted to continue enhancing our city's digital infrastructure, streamlining processes, and fostering a culture of innovation, thus driving us toward a more connected and digitally empowered future.

This report also provides an update on the transformation of Burlington Digital Service from a conventional Information Technology (IT) service model to a more holistic Digital Service Group (CM-24-22 and IT-02-23). While our traditional IT framework focused

primarily on the infrastructure and technology required to support city operations, the new digital service group adopts a broader perspective. This innovative approach encompasses not just the underlying technology, but also the application of digital solutions to improve service delivery, user experience, and operational efficiency. It emphasizes a strategic alignment of digital initiatives with the city's objectives, fostering an environment where technology serves as a bridge to citizens and an enabler for staff to deliver services that are responsive, accessible, and adaptable to the changing needs of our community. The transition represents a paradigm shift towards a more integrated, collaborative, and outcome-focused use of digital technologies to advance the overall goals of the City of Burlington.

Perhaps most importantly, this report stands as a testament to the remarkable achievements our organization has accomplished through recent activities and strategic investments, including several pioneering innovations. It is an occasion to celebrate the groundbreaking strides we have made. By recognizing these milestones, we reinforce the value of our collective efforts and inspire continued excellence and dedication within our teams and the broader community.

The presentation of this report is a pivotal step in maintaining transparent and accountable governance. It offers an insightful reflection of where we stand, a clear vision of where we are headed, and an acknowledgment of the collective efforts that propel us forward. It serves not only as an informational document but as a tool to engage with our stakeholders, foster trust, and demonstrate the proactive and forward-thinking stance of the City of Burlington.

Finally, the report provides Council, in advance of Council's 2025 budget deliberations, additional detail to consider and ample time to engage with staff on direction or needs.

Vision to Focus Alignment:

The Digital Business Strategy (DBS) and the transformation to a digital service group are critical to supporting the "Vision to Focus" objectives by essentially realigning the operational infrastructure to meet the modern demands of Burlington's residents and businesses. While the traditional IT service group was instrumental in laying down the technological groundwork, Burlington Digital Service takes a leap forward. It emphasizes end-to-end digital solutions that are crucial for designing and delivering complete communities, as outlined in Focus Area 1 of the "Vision to Focus" plan. This shift represents an evolution from a support role to a strategic partner, where the use of data, analytics, and integrated digital platforms becomes the backbone for decision-making and service delivery.

By prioritizing customer-centric services and experiences (Focus Area 2), Burlington Digital Service seeks to enhance accessibility, inclusivity, and efficiency. This shift supports Burlington's plan to foster a culture of continuous improvement and innovation,

empowering the organization to respond proactively to our growing and changing community needs.

In environmental stewardship (Focus Area 3), the adoption of digital solutions aligns with initiatives to create sustainable, low-carbon, and climate-resilient communities. The utilization of smart technologies and data analytics helps in optimizing resource use, thus contributing to the environmental goals of reducing greenhouse gas emissions and increasing tree canopy coverage.

In driving organizational performance (Focus Area 4), the DBS and Burlington Digital Service supports several objectives.

- The objective of attracting and retaining high-performing team members. By leveraging digital tools for better workforce management and operational insights, the City can align its human capital and financial resources more effectively, hence, fostering a high-performance culture that is agile, innovative, and strategically aligned with the City's long-term goals.

  This transformation enhances the City’s capacity to optimize staff and technology resources, crucial for efficient and effective service delivery. The digital service group introduces more agile and innovative methods, streamlining processes, and leveraging technology to inspire employees and improve operations.

- Significantly enhancing data-driven decision-making. A cornerstone of this advancement is the development of a comprehensive dashboard of leading indicator Key Performance Indicators (KPIs). This dashboard is not just a tool for monitoring; it embodies the organization’s commitment to transparency, accountability, and continuous improvement.

  By integrating a system of leading indicators, BDS facilitates the City's ability to anticipate trends, measure progress in real-time, and adjust strategies proactively. This forward-looking approach empowers City leaders and stakeholders with actionable insights, fostering a culture where strategic decisions are informed by data, not just intuition.

  Moreover, the KPI dashboard aligns with the aim to foster a results-oriented culture within the City of Burlington. It serves as a navigational instrument that guides the organization towards its "Vision to Focus" objectives by providing a clear visual representation of performance across various domains. It also encourages a culture of innovation and continuous improvement by allowing for timely recognition of achievements and identification of areas needing attention.

Thus, BDS is essential in crafting an environment where data excellence becomes the norm, enhancing the City’s overall organizational performance and its journey toward a thriving community.

Lastly, the work of the team underpins the organizational values of inclusivity, diversity, and equity by providing the digital tools and platforms necessary for all City staff to contribute meaningfully to Burlington’s vision.

Background and Discussion:

DIGITAL BUSINESS STRATEGY

On May 15, 2023, Burlington Digital Service delivered the Digital Business Strategy and Roadmap review (CWC-05-23).

An IT strategy and a Digital Business Strategy, while interconnected, focus on different aspects of an organization's technological and business development.

IT Strategy

An IT Strategy primarily concerns the technological backbone of an organization. It outlines the technical aspects of IT operations, including the management of infrastructure, hardware, software, data storage, and network resources. It often emphasizes security, data management, IT governance, and operational efficiency. The strategy serves as a roadmap for technology management and is designed to support and streamline current organizational processes without necessarily redefining them.

Digital Business Strategy

A Digital Business Strategy, on the other hand, extends beyond the purview of IT infrastructure to encompass broader business goals. It is fundamentally aligned with the organization's core business model and focuses on leveraging digital technologies to transform business processes, customer experiences, and service delivery models. It incorporates digital marketing, e-commerce, customer engagement platforms, and data analytics to drive growth and innovation. This strategy is agile, customer-focused, and adapts to the changing digital landscape to seize opportunities.

Conversly, a Digital Business Strategy (DBS) is an outward-looking, comprehensive roadmap for integrating digital technologies into all areas of the City's operation. It’s not just about technology, but about transforming the business by using technology. The DBS is centered on human-centric solutions, ensuring services are tailored to the needs of residents, and fostering an integrated "One-Burlington" mindset. It incorporates digital services, customer engagement platforms, and data analytics to drive growth and innovation.

Burlington's Digital Business Strategy encompasses the adoption of new technologies to enhance service delivery and citizen engagement, data-driven decision-making, process optimization, and the creation of new value propositions. It is tailored to the unique requirements of the public sector, aiming to meet citizens' expectations in the digital age, improve access to information, and foster a transparent, inclusive, and efficient government. This strategy extends beyond mere digitalization and is designed to be agile enough to adapt to rapid changes.

Benefits of Burlington's Digital Business Strategy

The benefits of our strategy are multi-fold. It can lead to improved efficiency and cost savings through process automation, enhanced citizen services through digital platforms, increased transparency and accountability, better data management and analytics capabilities for informed policymaking, and innovation in public services. It also positions Burlington to be responsive to changes and opportunities presented by digital technology trends.

- Enhanced Citizen Services: Through human-centric process improvements and digital platforms, services such as development transparency, parking, and transit are made more efficient and responsive to citizen needs.
- Data-Driven Decision Making: Leveraging data and analytics will inform strategies and optimize operations, thereby improving public safety, by-law compliance, and environmental outcomes.
- Improved Adaptability: With an integrated approach and modern governance practices, Burlington is better positioned to adapt to changes in legislation, technology, and citizen demands.
- Operational Efficiency: By modernizing enabling services with targeted digital tooling and process improvements, there is a clear drive toward better time to value and resource stewardship.
- Risk Management: The strategy outlines a clear connection between digital initiatives and enterprise risk management, focusing on key areas like funding, alignment, and legislation changes.
- Future-proofing Service Delivery: Identifying key enterprise risks associated with Vision 2040, the DBS aims to future-proof service delivery, ensuring services remain relevant and effective.

By aligning the Digital Business Strategy with overarching strategic priorities, Burlington ensures that digital efforts drive toward outcomes in harmony with the City’s mission and broader goals, enabling transformational change rather than siloed IT advancements.

DIGITAL GOVERNMENT TRENDS

Governments worldwide are increasingly embracing digital transformation as an essential step towards enhancing efficiency, improving citizen experiences, and achieving mission outcomes. This journey, often referred to as the postdigital era, involves integrating advanced technologies and adopting new practices across governmental operations.

Key trends[1] in government digital transformation include:

- A Focus on Transformation and Optimization: Digitally advanced governments are extending their digital programs to include transformational activities that impact the entire organization. This involves redesigning existing processes, creating new digitally enabled services, and transforming citizen and stakeholder experiences through services. Emphasis is also placed on optimizing current practices, such as making services available through digital channels and enabling remote workforces.
- Measuring the Impact of Digital Initiatives: Advanced digital governments employ a range of metrics to quantify the benefits of their digital strategies, focusing on mission-related outcomes, regulatory compliance, service reach, and efficiency. They actively report these contributions, demonstrating how digital solutions enhance mission delivery and service quality.
- Adopting Contemporary Practices: There is a significant adoption of agile project delivery methods and human-centered design (HCD) approaches. These practices ensure that solutions are empathetic to user needs and that the right problems are addressed. Other contemporary practices like journey mapping, co-creation, and ecosystem modeling are increasingly used.
- Leveraging Emerging Technologies: There is a substantial deployment of technologies such as AI, machine learning, predictive analytics, and robotic process automation (RPA) in digitally advanced governments. These technologies are used to improve service delivery, predict trends, and automate processes. Citizen digital identity platforms and integration platforms are becoming common, reflecting the shift towards connected and automated services.
- Embracing Modularity in Technology Architectures: Governments are encouraged to adopt a composable technology architecture that supports modularity and ease of integration. This approach allows the seamless addition

[1] Techniques and Technologies Used by Governments on a Postdigital Journey (Gartner - 17 November 2023 - ID G00799641)

of new capabilities and paves the way for an agile, responsive digital government structure.

It's evident that as governments continue their digital transformation, the adoption of technology becomes more nuanced, targeted, and integrated into the fabric of government operations, enabling a more agile, citizen-centric, and efficient public sector. The trends indicate a move away from siloed services to a more cohesive, digitally enabled ecosystem that serves public needs in an interconnected and anticipatory manner.

In the local context, Halton Region is actively implementing their 'Halton Digital Strategy', illustrating a commitment to digital progress and innovation. Furthermore, we are at the forefront of this transformative wave, proactively collaborating with neighbouring municipalities, including Oakville, Mississauga, Brampton, among others. Our goal is to exchange valuable insights and explore synergistic opportunities for collaboration that will benefit all communities involved.

As governments deepen their digital transformation efforts, the landscape of challenges and benefits continues to evolve. The following is an updated analysis on these crucial elements.

Challenges encountered by digital service teams in government operations:

- Adopting an Agile and Adaptive Mindset: Digital teams must increasingly embrace rapid iteration and user feedback in development processes to keep pace with technological change and citizen expectations.
- Cultivating Specialized Talent: Attracting and retaining individuals with the necessary digital expertise remains critical, as competition with the private sector intensifies.
- Sustaining Innovation Cultures: Fostering a dynamic and entrepreneurial culture within the traditional structures of government can be a formidable task.
- Securing Advanced Technology Resources: Identifying and integrating cutting-edge technologies into public service models requires continuous exploration and investment.
- Financially Empowering Digital Initiatives: Securing consistent funding streams to support ongoing digital innovation is a persistent challenge.
- Navigating the Buy vs. Build Dilemma: Deciding whether to develop in-house solutions or procure them poses strategic and practical considerations.
- Realigning Workforce Skills: Transitioning the existing workforce to support new digital paradigms necessitates significant upskilling and reskilling efforts.

Impediments in government digital transformation:

- Redefining the Transformation Narrative: It's essential to recognize digital transformation as a comprehensive change management initiative, not just a tech upgrade.
- Encouraging Innovative Procurement: Traditional acquisition processes may need to be reimagined to accommodate innovative digital solutions.
- Integrating Cost-Effective Models: The adoption of new financial models that align with digital services is crucial for sustainable innovation.
- Broadening Team Composition: Including a diverse mix of technical and non-technical personnel in digital teams can enhance problem-solving and creativity.
- Overcoming Institutional Inertia: Challenging entrenched beliefs that government cannot innovate within current frameworks requires a strategic shift.
- Breaking Free from Legacy Practices: Overcoming resistance to change and the "we've always done it this way" mindset is essential for progress.
- Engaging Transformative Leadership: Leaders who can navigate the digital landscape and drive transformation are key to success.
- Fostering Collaborative Ecosystems: Building strong relationships between digital service teams and traditional IT departments ensures cohesive progress.

Benefits of Overcoming Challenges and Impediments:

- Enhanced Citizen-Centric Outcomes: A deeper understanding of resident needs can be achieved, leading to services that align more closely with those needs.
- Increased Service Efficacy: Providing public services more effectively and efficiently through digital means becomes a tangible outcome.
- Innovative Policy Solutions: Digital tools can uncover novel approaches to long-standing policy issues.
- Collaborative Model Development: Partnerships with external entities can foster innovative service delivery models.
- Economic Diversification: There is potential for monetizing certain public services, leading to new revenue streams.

The narrative around digital transformation in government is increasingly about creating a responsive, agile, and citizen-first approach that leverages technology as a means to an end, rather than an end in itself.

RISKS OF NOT EXECUTING

The risks of not executing or following a digital business strategy can be articulated as follows:

1. Impact on Organizational Mission

a. The City’s commitment to Vision 2040 and V2F may be jeopardized, undermining the delivery of effective and impactful resident-focused services.
b. Increased latency in solution development and delivery may result in missed opportunities to capture value.
c. A potential stall in creating proactive strategies and plans could hinder the City's progress and ability to address emerging trends.
d. A failure to meet the community's expectations could erode resident, business, and visitor engagement.
e. The inefficiency in resource utilization could lead to financial and operational strain.
f. The inability to meet emerging technology needs may result in outdated services and can tarnish the City’s reputation as an innovative service provider and employer.

2. Impaired Decision-Making
    a. Without data-driven decision-making capabilities, operational and strategic decisions may become less informed, potentially leading to suboptimal outcomes.
    b. Diminished insight and accountability may result in resistance to business process improvements and service innovation.
    c. Insufficient leadership in guiding digital transformation could lead to a lack of cohesive and effective information sharing across the organization.
    d. Underutilization of data assets may prevent the City from unlocking valuable insights that could drive improvement and innovation.

3. Human Resource Challenges
    a. The City could face increased staff turnover and challenges in attracting new talent due to perceived technological stagnation.
    b. Existing staff may experience burnout and fatigue as they struggle to manage outdated technology alongside their regular duties.
    c. There may be a noticeable decline in the workforce’s ability to develop and adapt to new technologies, which can significantly impact operational efficiency.
    d. Employee satisfaction and career development could suffer, potentially impacting morale and productivity.

4. Fiscal Stewardship Risks:
    a. Maintaining an outdated technology environment could become increasingly cost-intensive.
    b. Misalignment between technology and human capital could result in increased labor costs, as manual processes that could be automated are still performed by staff.
    c. Inefficiencies in procurement processes could lead to increased costs and missed opportunities for more strategic technology investments.

Addressing these risks head-on by pursuing a comprehensive digital business strategy allows the City to mitigate potential negative impacts while aligning its operations with modern, agile, and responsive practices that meet the expectations of its constituents and maintain its competitive edge.

INAGAURAL YEAR ACCOMPLISHMENTS

Since the launch of the Digital Business Strategy in May 2023, the Burlington Digital Services team has made strides in line with the Strategic objectives above. We have highlighted our key accomplishments in the past 12 months below:

A) Prioritized Digital Business Opportunities (Use-Cases)

As part of the strategy, we identified 22 business-focused City outcomes/opportunities to address challenges and aspirations within the City's Service categories. We have made progress on 6 use-cases highlighted below:

S/N	Use Case & City Objectives	Description	Accomplishments	City Impact
1	**Use Case 3:** Permit Application Streamlining *A City That Grows*	Streamline permit application workflows	Launched 2 pilot projects by utilizing Artificial Intelligence– to help streamline the application process and automate the inspection process. Pilot 1: An AI tool to assess the zoning bylaws related to industrial-commercial buildings, which can be further extended to all building types. In this case, the digital tool completes a review of the actual uploaded by an applicant to ensure it meets the requirements for things such as setbacks, heights, floor area ratios, landscape areas and parking ratios. Pilot 2: An AI tool to assess the architectural drawings against the rules of the Ontario Building Code. In this pilot, applicant drawings for single family residential homes, four-to-six-storey apartment buildings and mid-rise commercial buildings are uploaded and evaluated against the relevant building code requirements. For the pilot, these include exposed building face and separation,	Burlington is the second city in Canada to use this technology to improve its permitting process and the first city in Canada to use the technology specifically for development on employment lands. This value of this technology includes: • Time savings between applicants and City Staff • Real-Time feedback on applications • Faster approvals and turn around time • Shortened Design Time • Increased quality of submissions • Financial Savings
2	**Use Case 4:** Permit Processing Automation *A City That Grows*	Automate repetitive/low-value permit application and/or inspection processes		

			the flooring dimensions, stairway design, and minimum floor areas. In both pilots, a detailed compliance report is generated for the user, providing the applicant with immediate feedback about which aspects of the design pass, require additional consideration or fail the set requirements.	
3	**Use Case 9:** High-Use Transit Improvement *A City That Moves*	Improve high-use transit efficiency and safety using connected infrastructure	The City is in the process of executing a strategic initiative known as Transit Signal Priority (TSP), which is designed to enhance the efficiency of transit vehicle mobility across the city. The TSP initiative aims to facilitate the smoother passage of transit vehicles through intersections where they are typically subject to delays. Adopting a methodical phased implementation strategy, the city has successfully concluded an extensive Request for Proposal (RFP) process and is currently in the advanced stages of finalizing the agreement.	• Improve transit passenger satisfaction due to meeting scheduled time Passenger satisfaction can lead to increase in ridership
4	**Use Case 18**: Smart Funding *Good Governance*	Use smart funding to align digital and financial practices	The establishment of the Digital Platforming and Application Rationalization capital account within BDS is aimed at advancing our V2F and Digital Transformation objectives. This dedicated account is also instrumental in provisioning resources for the execution of smaller-scale initiatives, pilots, or proof of concept projects. One recent example of using this account involved the successful completion of the Archistar eCheck Pilot program with the City of Burlington, demonstrating the efficacy of a technology platform in automating and streamlining the pre-check assessment of planning and building permits	• Smaller-scale projects or pilots boost confidence in successful project execution. • The City can realize cost savings by identifying promising investments early and avoiding substantial financial commitments to underperforming ventures

			for industrial designs, thus facilitating more efficient and standardized permit application processes	
5	**Use Case 20:** Records Management *Good Governance*	Improve the effectiveness and efficiency of records retrieval	In line with ensuring records can be easily retrieved, and properly documented, the BDS team has kicked off a project with the use of Microsoft 365 – which includes: (1) Transitioning the City's employees from storing files to their local drive to One Drive (2) Enhancing collaboration across the City by implementing "Sharepoint" - a web based collaborative platform	The implementation of this helps to: • Elevate employee experience and productivity at the City of Burlington by fostering connections across the organization • Simplify content discovery, enabling employees to deliver enhanced value to the community.
6	**Use Case 22:** Digital Procurement *Enabling Services*	Align digital business and procurement practices	We are partnering with the Manager of Procurement, to create standardized templates and re-engineer the processes of our procurement templates.	• Reduced procurement lead times and increased efficiency. • Cost savings from standardized, shared service procurements.

B) Cross-Cutting Opportunities

In addition to the 22 prioritized digital opportunities/use cases, the strategy introduced a concept called "Cross-Cutting Opportunities" – highlighting efforts that enable or sustain digital business and position the City to embrace a new way of working, but which are agnostic of any single specific digital business use case. Highlighted below are some achievements in the past year, mapped against these cross-cutting opportunities:

S/N	Cross-Cutting Opportunities	Accomplishments
1	**Total Experience Solutions** to enable co-designed solutions across customer journeys	➢ **ERP(Workday Implementation):** The city successfully implemented the Workday solution to streamline HR, Finance, and procurement processes, and optimize organizational efficiency and data management. Focused on enhancing the Employee Experience (EX), This program implemented approximately 23 SKUs and over 39 critical integration points, including Payroll/Payment to Bank integration. For the first time in the history of the city, this program empowered every employee of the city by giving ownership of their personal data, through the Self-service abilities. ➢ **Created Customer-Centric Digital Architecture Blueprint:** This blueprint outlines the objectives of the Customer Centric Digital Architecture, emphasizing the development of foundational, common, and reusable platforms; while maintaining openness to agility, flexibility, and innovation. This approach is designed to enable the city to effectively address

		the increasing demands and expectations of customers in the contemporary digital era, as well as adapt to various disruptive factors that necessitate change. ➢ **Launched Customer Identity and Access Management (CIAM) platform project.** The CIAM platform is foundational to support the City's advancement to customer-centric services. The lack of a CIAM framework and supporting tools prevents the City's customers from authenticating with a single identity across all service channels, resulting in an inconsistent user experience for customers. A common CIAM platform will greatly enhance a consistent user experience, help the city manage proper levels of assurance required for customers accessing various levels of information, and support improved cyber security measures. ➢ **Completed a user experience discovery exercise which involved all functions within the city that use and/or support Customer Relationship Management system (CRM).** The report from the discovery initiative addresses customer experience improvement opportunities, operational assessment, notes and highlights from interviews and surveys. Particularly, the assessment provides improvement opportunities from Resource, Process, and Communication aspects where 'Resource' relates to the City's human and material assets; 'Process' denotes the organized steps taken to accomplish specific goals, and 'Communication' involves sharing information within the City and with external entities.
2	**Data-Powered Burlington** to drive decision-making and operational efficiency	With the objective to empower our workforce by providing access to real-time data and Improve external access to information for transparency, the team has made progress on the following: ➢ **Data Strategy:** Kicked off the Data Strategy for the City – including facilitating workshops for Directors and Business Stakeholders on accelerating our City's Data Strategy AND an evaluation of our current Data maturity landscape across all departments AKA Where are we vs, Where do we need to get to. ➢ **2031 Housing Targets meets Data Visualization**: In line with the City's objective for "A Data Powered Burlington", the City is utilizing our recent investment in a data-visualization tool to showcase our progress, insights and reports against our 2031 housing targets. The benefits of this real-time technology are: • Automated Updates & Increased Efficiency: real time updates on how we are tracking against our goal, while reducing the manual hours required to put together a report; • Enhanced Insights for Decision Making: Detailed insights highlighting opportunities for enhancements to customer service where required; • User-Friendly Visualization: easy-to-read dashboard for an every day user; • Continuous Improvement: In line with "Agile ways of working", the nature of this tool allows for continuous improvements and additions to its current build – receiving user feedback and making changes in real time.

		➢ **Reporting & Dashboards:** In the past year, we have produced multiple reports and dashboards to enhance decision making – highlighted below" 1) Provincial Reporting of Planning Data: In response to Ontario Regulation 73-23, automated the generation of planning data to be submitted to the province on a quarterly basis. 2) Building Permit Dashboard: Provided real-time information related to staff workload to Building Department management 3) Tree Permit Dashboard: Developed a dashboard relating to tree permits, providing real-time information linked to both private and public trees, including tree removals, tree species and staff workload 4) Health & Safety: Redesigned dashboard displaying safety talks conducted by supervisors and managers 5) Vision 2040 Risk Catalog: Designed dashboard which helps Strategy & Risk team report on corporate risks 6) Rates and Fees: Produced a new rates and fees report to be published on Burlington.ca 7) Weigh Scales and Winfuel: Created various reports related to city vehicle fuel consumption, automated weigh scales reports for both internal and external use. ➢ **Self-Serve Analytics:** As part of our goal to empower our users, we have kicked off a self-serve analytics initiative: 1) Azure Data Analytics PoC: Data analytics in Cloud to enable advanced and self-serv analytical business needs for building permits processing 2) Pools and Decks Provided datasets to end users in order to empower them to create reports using corporate reporting tools 3) Training History: Implemented a method of storing historical data related to corporate training, and provided a report to HR that allows them to view staff training completed prior to the implementation of Workday
3	**Digital Business Platform** to integrate and align different aspects of the organization	➢ **Copilot Studio Digital Assistant**: ChatGPT powered Digital Assistant to expand City customer service channels. Which led to Canada's first municipal Generative-AI Digital Assistant CoBy ➢ **City Portal and Web Form Portal:** Complimenting the CIAM platform, a common city portal and web form platform is viewed as a strategic and foundational platform in the City's digital enterprise architecture. CIAM and web form platforms, plus common payment platforms, comprise the foundation of the City's customer-facing solution architecture. This would ensure users have a streamlined and consistent experience interacting with the services provided by City, with the peace of mind that information being exchanged is protected.

		➢ **Azure Canadian Public Sector Landing Zone:** Created Cloud foundation to host CoB workloads. First municipality in Canada to implement Federal Protected B compliant Cloud platform. ➢ **MS365 E5 security and compliance Features Roll out: Enhanced** identity and threat protection, automated security policies, protect and govern data while reducing risk with tools like data loss prevention (DLP), advanced virus protection and security monitoring.

Skills and Capacity

As the City of Burlington transitions from a traditional IT department to the Burlington Digital Service, we have strategically augmented our leadership and technical teams to address the growing needs of our municipality. The addition of three senior-level positions underscores our commitment to not only bolster our existing IT operations but also to future-proof our city to take advantage of emerging digital opportunities and to pivot towards a more user-centric service delivery model.

The first leader, focusing on IT operations, has been instrumental in organizing the modernization of our systems and rationalizing our technology stack. This role ensures that our IT infrastructure is not only robust but also streamlined and efficient, resulting in cost savings and increased reliability. The second leader, dedicated to cybersecurity and infrastructure, has been pivotal in enhancing our defensive posture and securing our digital assets, an investment that has been indispensable in safeguarding resident data and maintaining public trust. The third leader's role centers around strategy and user-centric services, aligning project management with a renewed investment in data analytics and spearheading the creation of our user-centric design group. This has positioned us to better meet the needs of our community, delivering services that are both intuitive and tailored to the citizen experience.

Further bolstering our capabilities, we have welcomed specialists such as enterprise architects who provide the blueprint for our digital transformation, ensuring that our technological initiatives are both scalable and aligned with our long-term strategic goals. User researchers have been instrumental in capturing the voice of the community, driving design and development that meets the actual needs of our residents. Data engineers have been critical in harnessing the power of our data, facilitating informed decision-making and enhancing our operational efficiency. Product managers act as the linchpins of our service delivery, balancing user needs with business objectives and technical feasibility.

These enhancements in our human capital are a testament to our pioneering leadership and underscore our commitment to delivering on organizational goals. As a result of these strategic investments, we are not only able to provide services that are reflective of our resident's needs but also to do so in a manner that is both agile and cost-effective. The impact of these investments extends beyond improved service delivery; it

propels Burlington into a future where the municipality is recognized as a leader in digital innovation and citizen-centric governance.

SHORT AND MEDIUM TERM PLAN

In the upcoming periods, our strategic focus will be to enhance the experience of our users and streamline customer response times through the expansion of our AI capabilities. Particular attention will be given to developing a generative Digital Assistant to serve an increased range of user needs and implementing rapid compliance assessments for building permit submissions. These innovations are expected to deliver immediate benefits in terms of service accessibility and efficiency.

Alongside these advancements, we are in the process of identifying a technology platform that aligns with the needs outlined in our recent CRM Customer Discovery report (BDS-02-24). Our approach will be to experiment with and validate this technology through the creation of a Minimal Viable Product (MVP). This MVP, functioning as an initial 'pilot', will be instrumental in informing our budgeting and resource planning for the full-scale CRM platform rollout anticipated in 2025.

Concurrently, efforts are underway to consolidate the City’s multiple public-facing web portals into a singular, secure, and user-friendly common portal. This integration is expected to simplify the user experience significantly and enhance accessibility. In tandem with these upgrades, we are focused on establishing a robust Customer Identity and Access Management (CIAM) service, which will serve as a foundation for improved user experience while fortifying security and privacy protections.

The migration of additional workloads to Cloud platforms is another key objective, which aligns with our overarching goal of modernizing our digital infrastructure. This shift will also coincide with the development of a new telecom strategy that will address the need to update the City’s aging telephony systems.

Furthermore, a comprehensive consolidation and rationalization of the City’s application portfolio are in motion. This effort aims to eradicate redundancies, close gaps, and diminish the complexity and costs associated with maintenance.

Lastly, we are committed to addressing the recommendations from the recent cyber security audit to enhance our security posture continually. This commitment reflects our unwavering dedication to protecting our digital ecosystem and the data entrusted to us by our citizens.

These short and medium-term objectives encapsulate our dedication to driving Burlington forward as a leader in digital service provision, aligning with our promise to deliver cutting-edge, efficient, and secure services to all our stakeholders.

Options Considered

N/A

Financial Matters:

Total Financial Impact

No additional financial needs have been identified in this report.

Source of Funding

Operating and capital budgets.

Other Resource Impacts

The execution of a digital business strategy and the transformation to a digital service group can significantly impact an organization's resources.

Embracing a matrix-based organization over a siloed approach promotes collaboration across departments. This requires fusion teams, which may lead to the need for new types of managerial roles and possibly a reallocation of existing personnel to these cross-functional teams.

Corporate Strategy Team

The alignment between Corporate Strategy and Digital Business Strategy (DBS) services highlights the need for roles focused on continuous improvement and business performance. This has led to the creation of a new Full-Time Equivalent (FTE) role, a Business Improvement Specialist.

Human Resources (HR)

Although additional HR roles specifically for the transformation were not identified, there is a recognition of strained resources within HR, making talent management challenging. Therefore, new FTE positions in HR might be needed to support recruitment and performance management, indicating a need to scale HR operations.

Legal Services (LS)

Transitioning to cloud-based and large platform solutions increases the complexity and number of contracts, necessitating additional capacity and specialized roles in legal services. A Solicitor with expertise in General Litigation, Municipal Law, and Insurance Practice has been created, reflecting a need for specialized legal expertise.

Finance

An increased frequency in the procurement of technology and services has heightened both the volume and intricacy of transactions. To address this, an additional FTE, a Senior Buyer with specialization in technology solutions, has been identified to manage the procurement complexities.

Climate Implications

Investing in our digital strategy aids the environmental goals outlined in the City's Strategic Plan. This includes efficiency in utilization of technology assets, partnerships with third parties supporting sustainability to decrease the impact of computing on the environment (i.e. reduction in data centre electricity usage), and artificial intelligence to improve routing and enforcement and using our data assets to inform policy decision making.

Engagement Matters:

Integral to the transformative process from ITS to Burlington Digital Service, extensive consultations were undertaken to ensure alignment with strategic objectives and address stakeholder concerns. Initial discussions were held with internal stakeholders, including the Strategy & Risk Team, the Burlington Leadership Team, and selected members of the Council, laying the foundation for this pivotal shift. Expanding our engagement scope, we recognized the importance of incorporating insights from those outside our organizational structure. In the first year of implementing the Digital Business Strategy, we engaged with businesses and citizens within our community. This engagement was a crucial component of our executed initiatives, ensuring that our digital transformation not only aligned with internal mandates but also resonated with, and was shaped by, the community's needs and expectations. This collaborative approach has and will continue to be pivotal in refining our services to be more citizen-centric, thereby strengthening the trust and support of our community stakeholders.

Conclusion:

This report encapsulates the considerable progress the City of Burlington has made through the implementation of its Digital Business Strategy. Our pioneering approach in several categories has firmly positioned the organization as a leader in digital transformation within the public sector. We have not only met but exceeded expectations by creating scalable, human-centered services that are both agile and

proactive. The forward momentum we have garnered underscores our commitment to innovation and our readiness to meet future challenges with a predictive and responsive posture.

The investments made thus far have laid a robust foundation for a technology-enablement model that not only aligns with the City's strategic objectives but also resonates with the needs and expectations of our community. With the confidence instilled by early successes, we look to the future with optimism, ready to continue our journey of transformation and excellence. As we maintain our course, we affirm our dedication to enriching the lives of our residents through continuous improvement and leadership in the digital domain, setting the standard for municipal innovation and service delivery.

Respectfully submitted,

Chad MacDonald

Executive Director Digital Service and Chief Information Officer

905.335.7600 x.7776

Report Approval:

All reports are reviewed and/or approved by Department Director, the Chief Financial Officer and the Executive Director of Legal Services & Corporation Counsel.