

# Information Report

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Service Area	Corporate Services
Date	Friday, October 1, 2021
Subject	<b>Service Rationalization Review – Digitization Roadmap and Payment Report</b>

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## Executive Summary

### Purpose of Report

Since City Council received the [Service Rationalization Report](#) from KPMG in July, staff used funding under Intake 2 of the province's Audit and Accountability Fund (AAF), to take action on the top opportunities identified in the report. Specifically, the City re-engaged KPMG to:

- further research tools being used to deliver services;
- develop a roadmap to continue improving digital services; and
- consider a more unified platform for payments.

The KPMG Digitization of Service Delivery Report provides a more in-depth analysis of the tools and technology being used to deliver City programs and services, and a roadmap the City can use to prioritize digital service improvements based on work already underway, ease of implementation, and available resources.

Publishing KPMG's Digitization of Service Delivery Report with the Service Rationalization Report on the City website by October 15, 2021 ensures Guelph meets final requirements for the AAF program.

On November 1, staff plan to report back to the Committee of the Whole to show how KPMG's research findings can be used to support Guelph's ongoing efforts to modernize customer service.

### Key Findings

The KPMG Digitization of Service Delivery Report research findings include:

#### Service inventory and digitization

- There are inconsistent levels of digital maturity throughout the organization. Specific digital projects have been successful, but there are no shared standards or strategy.
- Overall, Guelph's digital maturity scored lower than the average among other Canadian municipalities. With material gaps in data collection and analytics technology, integrated service delivery, customer journey and experience management, and data governance and architecture.
- There are 257 digital initiatives already underway – a more aligned and collaborative approach is needed going forward.

- There are multiple software duplications (different programs performing the same function) with 30 payment platforms, 12 operations tracking systems and 11 data management or reporting platforms. There are opportunities to consolidate, improve efficiency and reduce support requirements.

### **Connected payment platform**

- There were 30 different payments-related systems assessed with no consistent experience or processes for payments. Payment data is managed in isolation and relies on manual effort to ensure data integrity.
- Recommend considering the applicability and feasibility of a unified payments platform that provides a quality, consistent, equitable citizen experience across divisions.

### **Financial Implications**

No immediate financial implications. Research findings will be used to develop business cases for future customer and digital service improvement projects.

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## **Report**

### **Details**

Before COVID-19, several City departments made services available online. COVID-19 sped up progress in other areas. Departments were forced to review and reconsider how the City delivers those services to reduce in-person interactions.

The City quickly managed to get employees working remotely and implemented several separate digital solutions including online forms, digital signatures, online meetings, appointment bookings with limited internal collaboration to be as timely as possible.

While these new digital tools helped the City maintain critical services, in some cases they were never intended to be long-term, permanent solutions.

KPMG's research into Guelph's digital services and payment platforms provides a roadmap the City can use to prioritize ongoing customer and digital service improvements in a more customer-centric, cohesive, strategic, and sustainable way.

As stated in the attached KPMG Digitization of Service Delivery Report, cities now find themselves faced with a rare and important opportunity to revolutionize how they function and meet the fast-evolving needs and expectations of their customers in the digital era — be they citizens, businesses, partners, leaders and stakeholders across the diverse cities and communities they serve.

The transformation journey currently unfolding is about breaking down traditional silos and becoming more connected - putting the customer at the very center of everything a modern city does.

A fully connected, digitally enabled city is key to supporting the changing role of local leadership, extending the range of capabilities, capacity and reach, and ultimately helping to ensure inclusion, prosperity, resilience and recovery.

With the support of Council, City staff are prepared to make the permanent, sustainable commitment and investment needed to achieve the goals set out in the City's strategic plan, the Council-approved customer service strategy: [Service Simplified](#), and Guelph's digital and technology master plan.

On November 1, staff will provide an update to Committee of the Whole demonstrating how KPMG's research findings can be used to support Guelph's journey to become a more connected, customer focused and digitally enabled organization.

### **Financial Implications**

While the KPMG report has no immediate financial implications, City staff recognize the need to invest in ongoing customer and digital service improvements.

Staff will analyze the findings and prepare business cases for future investments in digital service improvements. Any related budget requests will be proposed as part of the 2022-2025 multi-year budget and forecast.

### **Consultations**

Leaders and frontline staff were consulted to inform the KPMG findings. Research methodology is included in Appendix C and D of the KPMG Digitization of Service Delivery Report included as Attachment-1.

### **Strategic Plan Alignment**

Using these research findings will contribute directly to the objectives outlined under the City's Strategic Plan Working Together for our Future pillar. Specifically, this report helps to outline the ways in which the City could improve how the organization communicates and delivers services. Opportunities outlined in the report show how the City can improve services through greater use of technology and data and by accelerating the digital delivery of services.

Working together for our future is not just about technology, it's about transforming the organization to be more collaborative, customer-focused, digitally-enabled and future ready.

### **Attachments**

Attachment-1: [KPMG Digitization of Service Delivery Report](#)

### **Departmental Approval**

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