Service Rationalization Report

Phase 2 | Digitization of Service Delivery

September 2021

KPMG

CITY OF Guelph

Accelerating Guelph. Future Ready.

EXECUTIVE SUMMARY

If Guelph is going to meet its ambition to be a more inclusive, more connected, and more prosperous city which looks after each other and our environment, then identifying early, adopting quickly and executing effectively on digital transformation is key to not only enabling, but accelerating a future ready Guelph.

0.1 Background & Context

The origin of this digitization of Guelph's services report has been primarily the combination of three separate factors:

1   A direct follow on from the original services rationalization report which outlined the opportunity for efficiency through the use of technology in service delivery.

2   The funding available under the Audit and Accountability Fund (AAF) made available to municipalities to support the process of finding more cost-effective ways of delivering services to citizens through service modernization, streamlining and integration. And

3   Supporting the acceleration of the city's strategic plan – Guelph. Future Ready.

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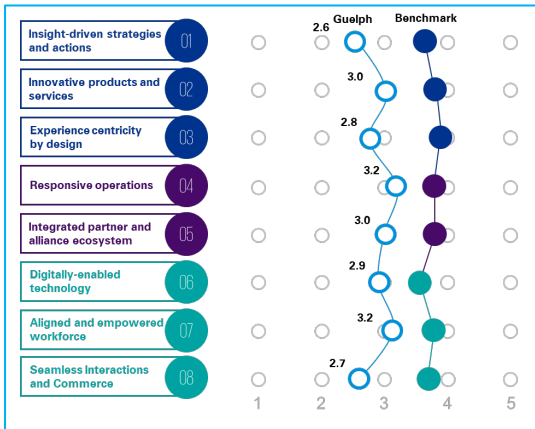
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Finally, it should be noted that the scope of this report was to look at city digitization through the lens of the business – focusing on service delivery use cases rather than the underlying technology. As such, this report is meant to inform and support Guelph's digital strategy, not substitute it.

0.2 Research approach

Step 01 | Context Development

- **Digital Inventory |** Set a baseline through a digital inventory by surveying and assessing the City's current set of initiatives and tools.

- **Digital Maturity Survey |** Understanding the individual service lines digital maturity aspirations through a consistent and quantitative survey.

Step 02 | Ideation & Initiatives

- **Stakeholder Workshops |** Augment the survey data through facilitated discussions on challenges, vision, digital opportunities, and service use cases.

- **Portfolio Management** | Development of a portfolio prioritization model to support decision making on foundational and service application initiatives.

Step 03 | Next Steps

- **High Level Roadmap** | Development of a high-level roadmap to provide direction on next steps and operating model development.

- **Payments Platform Review** | A deep dive on payments as a test use case for key digitization themes.

0.3 Context Development

Digital Inventory Survey

On average survey participants ranked Guelph with an overall digital score of 2.6 out of 5 putting the average level of digitization between use of baseline technology and digitally enabled services.

The survey emphasized an inconsistent level of variability in digital maturity across departments and functions in Guelph – ranging between 1 (paper based) and 4 (highly connected) out of 5 (automated self-service).

The survey also highlighted a leaning to the digitization of the operational (middle office) and administrative (back office) functions over customer experience and engagement.

There are multiple types of software dedicated to the same function. Functions like payments have multiple software performing the same tasks, there are 30 different payment systems currently being used by Guelph.

Low standardization across departments will make system integration difficult and lack of systems interoperability creates issues with department communication, coordination, and service integration.

Digital Initiatives Review

There are over 257 digital initiatives planned, in progress (184), or potentially completed (43).

Of the 257 initiatives, 30% were technology led with the remaining focused on promoting digital enablement through operating model development.

There is a need for increased focus on both data and governance to manage both efficient execution and potential digital risk.

Digital Maturity Survey

The digital maturity survey is based on KPMG's Connected Enterprise methodology – a customer-centric, enterprise-wide approach to

understanding digital transformation for cities. The approach uses eight main capabilities, which are then further sub-divided into 40 discrete sub-capabilities that the respondents must rate. The survey also draws on benchmarking data collected from local and global cities to provide insight as to Guelph's current relative maturity level.

Across all eight capabilities, Guelph is below the industry average. This implies resources and investments should be made to assist in improving these capabilities to provide better services for residents.

Experience Centricity by Design has the largest gap of -1.1 from the industry average. This indicates the customer journey and delivery of outcomes has been facing challenges.

The next largest gaps are within the Seamless Interactions and Commerce and Insight-driven Strategies and Actions areas, both with a gap of -1.0. This suggests that the ability to interact with customers and stakeholders for services and harnessing data to provide insights into those interactions requires work.

0.4 Developing the bigger themes

There is a strong appetite to digitize and enhance municipal services across the City generally and departments specifically which is actively supported by the Strategy, Innovation, and Intergovernmental Services department dedicated to driving a digital enablement agenda and the Continuous Improvement Office focused on process efficiency enhancement. Furthermore, staff seemingly have a forward planning mindset, recognizing the role digital will play in the following six key improvement themes for the City.

In synthesizing the outputs from the digital maturity survey and the facilitated workshops, the following themes arose as Guelph's main digital aspirations:

- Customer Experience | focus on improving the customer experience by enabling far greater digital engagement of the customer and supporting self-service.

- Digital and Efficiency | use of digitally enabled processes and tools to support decision making, reduce transactional activity and enable more effective delivery of city services.

- System Integration | there is a real opportunity to drive increased efficiencies and improved service delivery through the consolidation or rationalization of duplicative software solutions for the same services – specifically in the area of payments.

- Data and Documents | all departments saw early benefit in focusing on improving the quality and access to data – customer and GIS data where seen as prime areas for early focus.

- Insights and Analytics | there was general consensus that improved data analytics could radically improve the efficiency of service delivery and city management through data driven decision making.

- Innovation and Culture | whilst there was a general recognition of an underlying culture of innovation and continuous improvement at Guelph – acceleration of digital enablement would need increased awareness, training and access to skilled resource.

0.5 Digital Services Workshop

- The digital workshops were four, 90 minute facilitated discussions on the challenges, vision, and technology opportunities to help identify and develop a set of prioritized initiatives based on Guelph-specific challenges. Attendees suggested ideas for improving administrative, operational and customer facing systems and services, assessed opportunities on a prioritization matrix, voted for high impact ideas, and noted potential challenges to application.

0.6 Conditions of success

In developing the portfolio approach to digital development and initiative execution – the project highlighted the following key themes, providing some practical conditions for success:

- **Strong foundations** | An early focus on the key foundational elements of digital transformation (including training, culture, process design and governance, as well as, technology.

- **Use Cases Driven** | Digital enablement is most effective when it is driven by the business to solve actual service problems.

- **Technology Harmonization** | Working more collaboratively to reduce redundancies and share best practices with focus on data and system interoperability.

- **Personalized** | A digital approach which looks to technology to enable customers and staff to have a far more tailored Guelph experience.

- **Simplicity** | Use of early digital planning and clear governance to reduce tendency for complexity from organic development of IT. Also, focus on intuitive and simple digital tools that work seamlessly within the broader digital system.

- **Centralized** | Actively reinforcing the use of a central depository for data and customer information to enable a single source of truth accessible across the city.

0.7 Key transformation challenges

In addition to developing a set of guiding principles, participants also reviewed key operating model risk areas for individual digital initiatives. The following is an aggregated list of key risks ranked by risk impact:

1. **People (27%)** | Managing organizational change, building staff skills, and developing a consistent and common language for service delivery at Guelph.

2. **Process (27%)** | Critical review, refresh, and redesign of business process to meet a user-centric approach.

3. **Technology (19%)** | Managing efficient and effective technology procurement, implementation, and systems integration.

4. **Governance (15%)** | Ensuring the right level of data governance and business sponsorship for delivering digital transformation.

5. **Data (8%)** | Effective management of the collection, curation and access to the relevant data.

6. **Service Delivery Model (4%)** | Identifying service delivery use cases to enhance and embed new digital practices.

0.8 Developing the digital portfolio

To manage the inherent complexity of developing a roadmap which includes more than 40 foundational initiatives and 257 digital development initiatives we propose using a consistent approach to portfolio management.

Using a standardized approach to evaluation and prioritization enables the City to have a 'common language' for transformation to help maintain a focus on Guelph-specific priorities and requirements.

Key early focus initiatives that where prioritized by this process include:

Customer

- Measurement and reporting framework
- Modernization of Guelphs Customer Relationship Management (CRM) Approach
- Establish single digital window / user interface planform
- Streamline digital identity
- Develop AI Chatbot
- Enable donation platform
- Commercial/academic partnerships
- Digitize voting
- Increased level of digital personalization of services provision / UX
- Generic web-service for bookings
- Establish government as a platform concept
- Integrate provincial and federal services
- Employ customer data analytics and Key Performance Indicators (KPIs)
- Automate follow-up on requests
- Update City's website to be more user friendly
- Implement a Unified Payment Platform
- Conduct customer needs assessment

Operations

- Implement Robot Process Automation (RPA) and process mining
- Mobile technology for field workers
- Consolidate and data cleanse GIS
- Implement smart infrastructure
- Automate predictive analytics
- Build analytics capabilities
- Develop end-to-end process maps
- Digitize forms
- Enhance connectivity infrastructure
- Enhance Information Technology (IT) / Information Management (IM) interoperability
- Develop Guelph connectivity/5G network strategy
- Develop digital twin
- Common collaboration platform
- Centralize inventory management
- Establish cross functional digital Center of Excellence (CoE)

Administration

- Learning management system
- Implement intuitive reporting
- Integrate software ecosystem
- Modernize Enterprise Content Management (ECM)
- Digitize onboarding
- Enable real time information update
- Implement cloud migration

- Centralize employee information
- Harmonize project management
- Digital communication channels

0.9 Building the roadmap

Digital transformation is difficult and often does not achieve its stated goals. Forbes states that 84% of companies fail at transformation in the digital era whilst Gartner says 88% of companies are going through transformations but only 25% know why. We have built the roadmap using the following waves and focus:

- Wave 1 (<18 mths)
  Initiation & Consolidation
- Wave 2 (12 – 24 mths)
  Service Optimization
- Wave 3 (18 – 36mths)
  Citywide Transformation
- Wave 4 (>36 mths)
  Continuous Improvement

Categorized into the following target operating model elements.

- People | training and development
- Process | process delivery re-engineering
- Technology | acquisition and integration
- Governance | decisions & investments management
- Data | develop analytics & integration
- Service Delivery | optimization & efficiency

- Customer | accelerating customer engagement

0.10 Next steps for Guelph

Further to the development of the digital services portfolio and foundational initiatives, key to success will be setting up a digital development program to co-ordinate delivery and drive the expected value improvements and efficiency savings from acceleration of the digitization of Guelph. In this section we have developed the elements of the digital roadmap.

1. **Resources** | Constitute a centralized service transformation team with a mandate to manage and support execution of the digital delivery program (including the unified payments initiative)
2. **Baseline** | Review and validate digital baseline, as set out in this report, to enable ongoing monitoring of digital development for the city and impact of the digital delivery program
3. **Prioritization** | Execute a full portfolio review of foundational and digital application initiatives (including outline business cases) to support prioritization of digital investments and multi-year budget
4. **Plan** | Using the proposed roadmap structure and prioritized portfolio list, develop a detailed plan for digital development across all areas of the operating model across all departments

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SERVICE RATIONALIZATION
Digital Development

MAIN REPORT

Context & Approach

Section 01 | Introduction

The Services Rationalization Review (Phase 2) Digitization of Services commenced on July 21, 2021 and was delivered six activities across three key steps with the final report being submitted to the City on September 23, 2021 to meet the City's obligations in respect to the provincial Audit and Accountability Fund deadlines

In 2020/21, the City of Guelph conducted a comprehensive service rationalization review to assess service delivery to its citizens and develop opportunities to enhance efficiency and effectiveness. A key finding from that review was the expected benefits from having an increased focus on the digitization of city services.

KPMG has been engaged by the City of Guelph to assist in a second phase of the Service Rationalization in a review of the "Digitization of Services". This review will identify the current digital tools inventory utilized to deliver the City's services and will begin to identify the maturity of the

City in terms of digitization of their services. This project involves two specific areas of work as per the Change Order:

1. The development of a broader city digitization roadmap
2. Review the City's multiple payment platforms and assess the value of integration

Overall, the review focused on the following:

- Identify and list the City services offered and their respective digital tools being utilized to deliver those services (provided to the City of Guelph in Excel format);

- Identify the level of digital maturity of the City;
- Identify the list of Payment Platforms being utilized and identify current state payment strengths, pain-points, opportunities, etc.
- Explore future state guiding principles and design elements for a unified payment platform(s)
- Provide next step guidance for the City of Guelph's consideration on prioritization of future digitization efforts through a roadmap

The approach to the review and reporting is provided in the table of the following page.

Step 01 | Context Development

Action: **Digital Inventory**

Status: Complete

Overview: Review and assess the City's current inventory of initiatives and tools.

Outcomes: Mapped technology to deliver services

100 total respondents with 82 complete responses

173 number of software are used for 93 functions.

Identified current state of digitization for 15 departments.

Action: **Digital Maturity Surveys**

Status: Complete

Overview: Develop a quantitative assessment of digital maturity from in relevant service lines.

Outcomes: Assessed level of digital maturity across all departments.

128 complete responses

The capability under the Connected Enterprise framework of the highest strategic importance for Guelph is 'Insight-Driven Strategies and Actions'

Step 02 | Ideation & Initiatives

Action: **Stakeholder Workshops**

Status: Complete

Overview: Facilitate discussions on challenges, vision, and digital opportunities

Outcomes: 36 attendees

4 workshops hosted

50+ of initiatives identified/prioritized

Process, Technology, and People were top three challenges to overcome

Action: **Portfolio Management**

Status: Complete

Overview: Use of a standardized approach to evaluation and prioritization of digital initiatives (foundational and delivery)

Outcomes: 6 x Return on investment criteria

6 x Ease of implementation

3 x data sets for existing initiatives, new initiatives, foundational initiatives

Step 03 | Next Steps

Action: **High Level Roadmap**

Status: Complete

Overview: Consolidate the work completed during the previous phases and develop the final report.

Outcomes: Final consolidated report which includes mapping of services and digital tools, the outcomes from the Digital Maturity and Payment Platforms phases, and provides a prioritization framework and roadmap

Action: **Payments Platform Review**

Status: Complete

Overview: Review existing payments systems

Outcomes: ~16 attendees

5 thematic opportunities identified

Roadmap for next steps

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Developing a digital baseline

Section 02 | Digital Context for Guelph

The development of the digital context for Guelph primarily provides a baseline for the review on the current level of city digitization. This baseline was then used to develop the initial insights and key themes of the report through a combination of current state self-assessment by city staff, city benchmarking and framework-based analytics of existing data.

The digital context for Guelph was developed as a combination of three digital assessment tools designed to provide a consistent approach to understanding:

1. The current level of digitization of Guelph by department
2. The current level of digital aspiration based on individual staff sentiment
3. Guelph's current positioning against global and Canadian benchmarks, and
4. Clarity on the current digitization efforts being taken forward by the city.

DIGITAL INVENTORY SURVEY	**DIGITAL INITIATIVES CATALOGUE**	**DIGITAL MATURITY SURVEY**
Provides the baseline for Guelph's level of digitization based on individual and departmental responses	Provides a summary of Guelph's current digital initiatives by project type and delivery status	Provides an indicative view of Guelph's current / proposed digital maturity against industry benchmarks

2.1 Digital Inventory Survey

The digital inventory survey, as a basis of the level of digitization of Guelph by individual department, emphasized the high level of variation in digital maturity across departments and functions in Guelph. The survey also highlighted a leaning to the digitization of the operational and administrative functions over customer experience and engagement.

Survey Approach

The survey went to staff across departments and elicited 100 responses (82% complete, 28% partial). The survey asked staff to rate their department's level of digital maturity, using the scoring below, against three areas:

1. **Operations** | How the department manages service delivery.
2. **Customer** | How the department engages their customers / citizens / users?
3. **Administration** | How the department supports staff's day to day delivery.

| Maturity Assessment Criteria	
1	**Paper-Based** (e.g. no technologies leveraged across touchpoints)
2	**Baseline Technology** (e.g. standard commercial software like Excel, Outlook)
3	**Digitally Enabled** (e.g. bespoke software like traffic operations, work orders, etc.)
4	**Connected Organization** (e.g. fully connected set of software solutions)
5	**Automated Self-Service** (e.g. end-to-end fully automated journey)

The survey also collected qualitative data on the use of specific software and digital tools, payments systems and any additional general commentary the respondents may have.

General Findings

- On average survey participants ranked Guelph with an overall digital score of 2.6 out of 5 putting the average level of digitization between use of baseline technology and digitally enabled services.

- There was a significant gap between the level of customer digitization and that of operations and administration.

- There was a material level of variability of the level of digitization between departments.
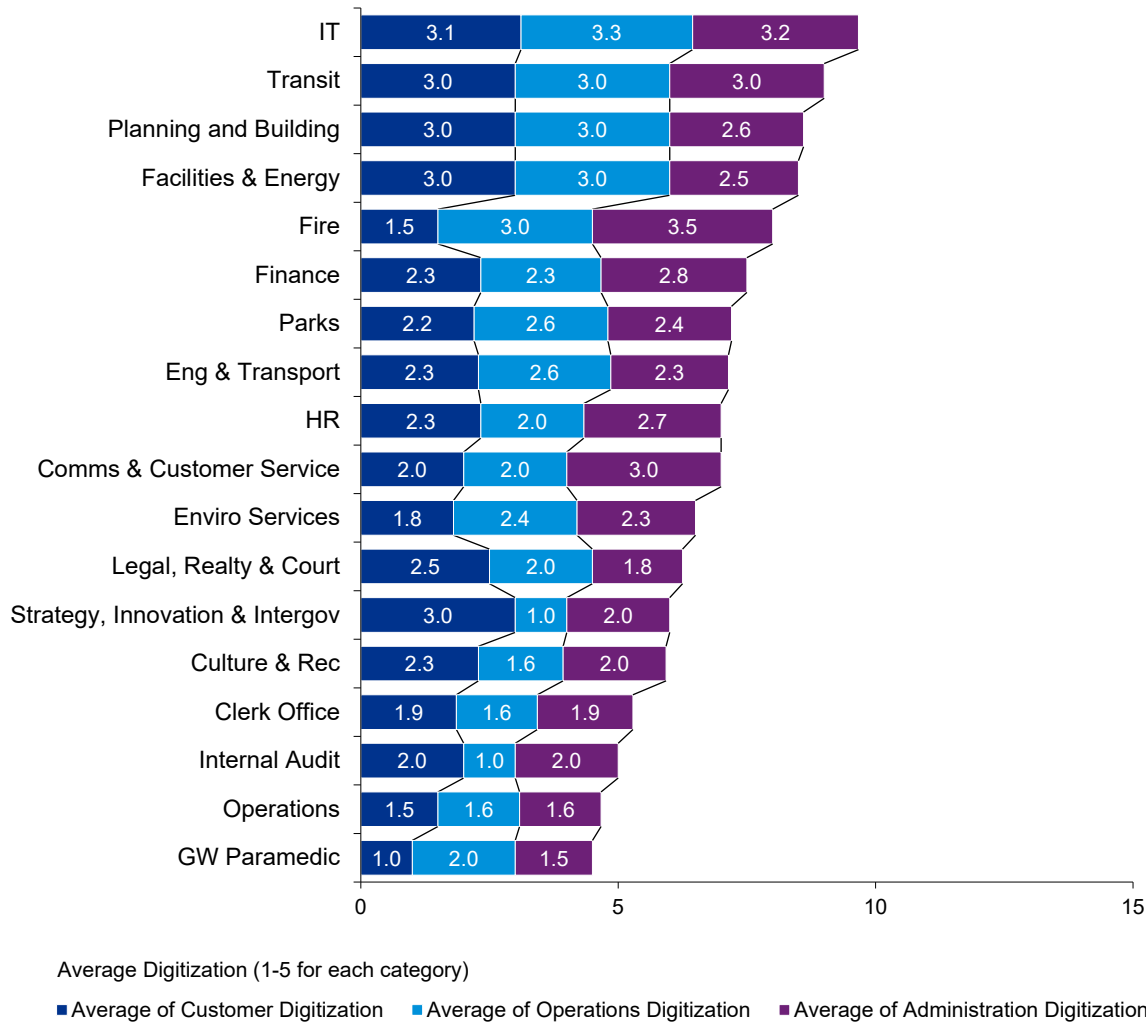
Customer Experience

In looking at the level of digitization across Guelph by activity type, Customer lagged behind Operations and Administration in the current level of digitization and/or application within individual departments.

Level of digitization by activity area
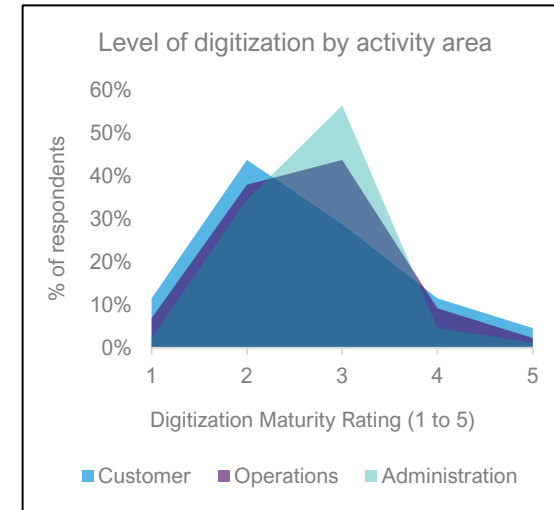
- Customer services scored the lowest in digitization with majority of respondents (44%) indicating a score of 2 out of 5.

- 55% of surveyed individuals said customer interactions leverages minimal digital tools

Although this is to be expected from an ease of digital implementation perspective, it does highlight a need for increased focus on the development of the customer digitization.

Overview of digitization by department / activity type

Department	Avg of Customer Digitization	Avg of Operations Digitization	Avg of Administration Digitization
IT	3.1	3.3	3.2
Transit	3.0	3.0	3.0
Planning and Building	3.0	3.0	2.6
Facilities & Energy	3.0	3.0	2.5
Fire	1.5	3.0	3.5
Finance	2.3	2.3	2.8
Parks	2.2	2.6	2.4
Eng & Transport	2.3	2.6	2.3
HR	2.3	2.0	2.7
Comms & Customer Service	2.0	2.0	3.0
Enviro Services	1.8	2.4	2.3
Legal, Realty & Court	2.5	2.0	1.8
Strategy, Innovation & Intergov	3.0	1.0	2.0
Culture & Rec	2.3	1.6	2.0
Clerk Office	1.9	1.6	1.9
Internal Audit	2.0	1.0	2.0
Operations	1.5	1.6	1.6
GW Paramedic	1.0	2.0	1.5

Average Digitization (1-5 for each category)

■ Average of Customer Digitization　■ Average of Operations Digitization　■ Average of Administration Digitization

Digital and departmental efficiency

There is a large spread of digitization maturity between departments ranging from 1.0 (purely paper-based delivery) to 3.3 (digitally enabled services using specific technology).

- Information Technology, a department that would usually score relatively high in other municipalities was still only self-rated a value of 3.2.

- Low levels of digital and software standardization across departments will make system integration more difficult.

- Operations tracking was comparatively more digitized across departments; however, the lack of a centralized system creates difficulties in comparing or monitoring operations across departments.

- Some functions and services, such as 65% of bookings and 70% of payments, still maintain traditional paper or manual processes.

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System Integration

There are multiple types of software dedicated to the same function. The chart on the right shows the instances where >7 different types of software performing the same function.

- Low standardization across departments will make system integration more difficult across Guelph.

- Systems that are not consolidated among each other create issues with department communication and coordination.

- Functions like payments have multiple software performing the same tasks, there are 16 different types of payment software being used.

- The payments systems workshop then increased the number of systems to 30 evidencing that there is not clarity on the full list of systems within individual departments and that the survey result are indicative and conservative.

- The best example of successful adoption of software across Guelph is Kronos for payroll. It highlights the need for strong corporate sponsorship to drive mass adoption.

- Lack of systems interoperability creates issues for cross service integration.
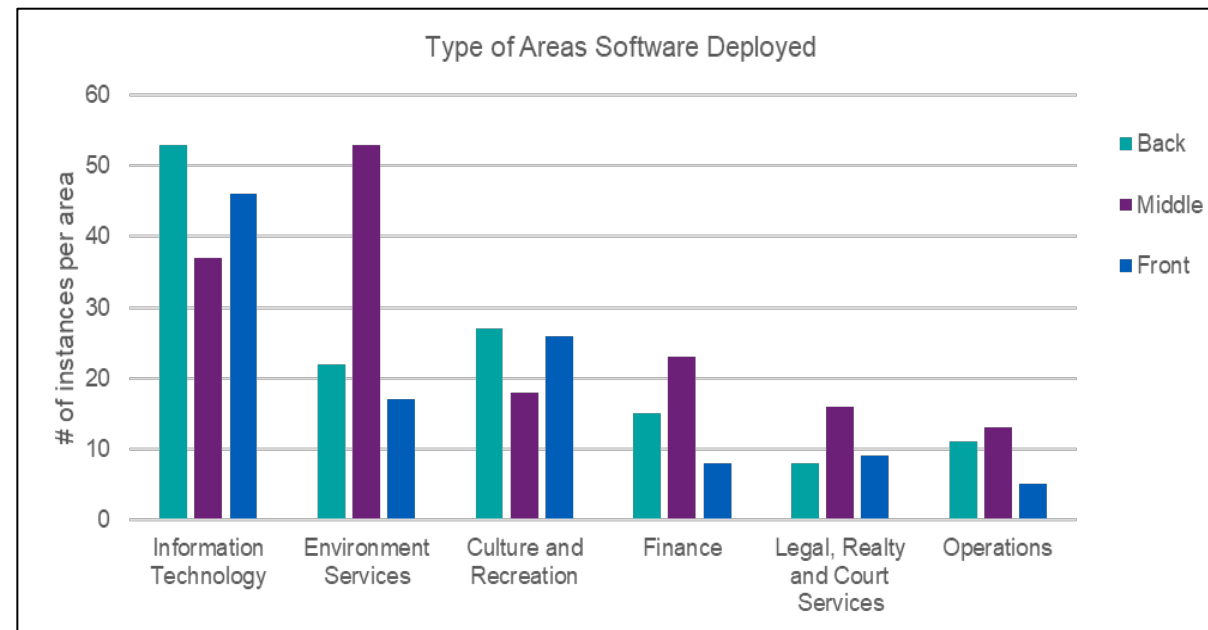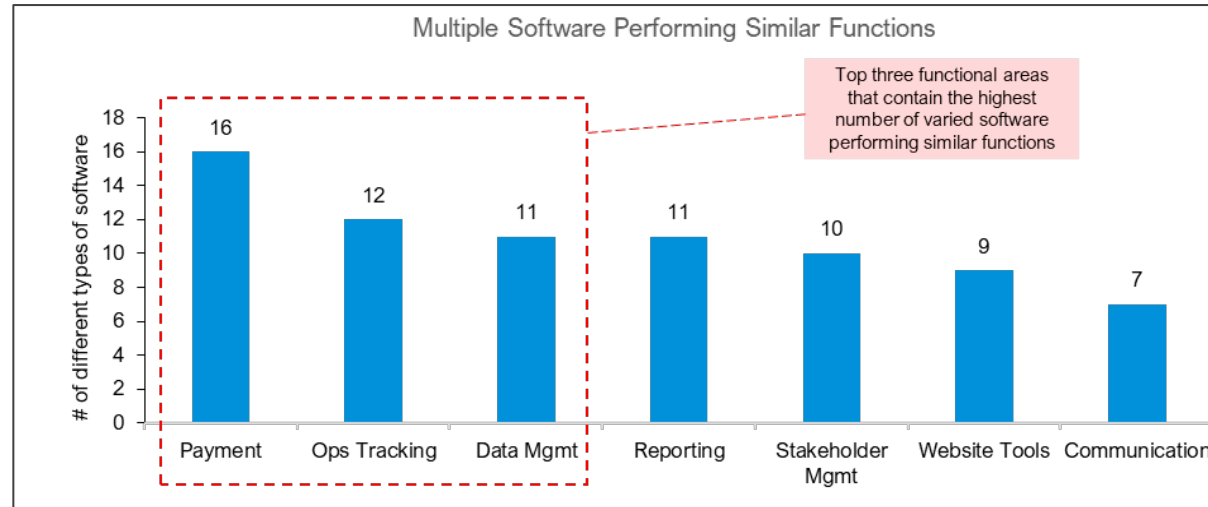
Multiple Software Performing Similar Functions

Top three functional areas that contain the highest number of varied software performing similar functions

Type of Areas Software Deployed

2.2 Digital Initiatives Review

With over 250 digital initiatives, explicitly delivering digital transformation or supporting IT delivery, it is clear that Guelph's digital journey is in flight. The initiatives review helped further refine how the digital agenda is being taken forward.
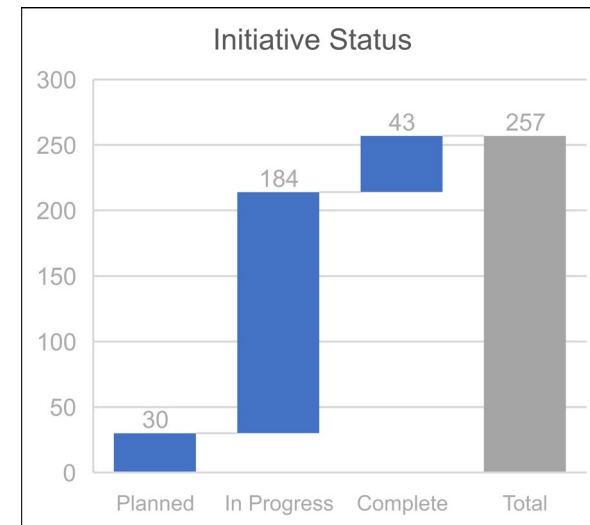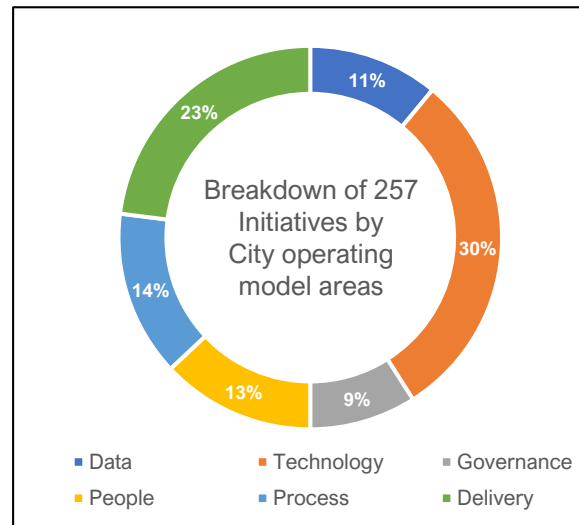
Initiatives Review

The review across various plans and reports yielded 257 initiatives, many of which are focused on digitization. There is an opportunity to consolidate and coordinate the multiple strategies into an overarching digital roadmap.

- There are over 257 initiatives across various plans and reports planned, in progress, or potentially completed.

- The initiatives originated across six different programs or reviews:

  - KPMG Service Rationalization Review,

  - Blackline Consulting Review of Human Resources,

  - Blackline Consulting Review of Customer Service,

  - City of Guelph Digital and Technology Master Plan,

  - Perry Group Consulting Mobilizing Service Simplified, and

  - Service Simplified - Guelph Customer Service Strategy

- Of the 257 initiatives, 30% were technology led with the remaining focused on promoting digital enablement through operating model development.

- Technology infrastructure investments, including CRM, HR system, File Management, Work Management, AMANDA, and Tax Management system, were the most common initiatives.

- There is a potential growing imbalance to the focus on technology implementation over process design and human factors.

- There is a need for increased focus on both data and governance to manage both efficient execution and potential digital risk.

- It should be noted that whilst Guelph has plenty of individual initiatives (drawn from multiple sources) they will need extensive co-ordination to manage efficient delivery and a high potential for change fatigue.

Breakdown of 257 Initiatives by City operating model areas

- Data: 11%
- Technology: 30%
- Governance: 9%
- People: 13%
- Process: 14%
- Delivery: 23%

Initiative Status

Status	Value
Planned	30
In Progress	184
Complete	43
Total	257

2.3 Digital Maturity Survey

The digital maturity survey was based on KPMG's Connected Enterprise methodology – a customer-centric, enterprise-wide approach to understanding digital transformation for cities. The approach uses eight main capabilities, which are then further sub-divided into 40 discrete sub-capabilities that the respondents must rate. The survey also draws on benchmarking data collected from local and global cities to provide insight as to Guelph's current relative maturity level.

Using Connected Enterprise as a consistent framework to receive feedback and develop a digital maturity score, we enable Guelph to self-assess their current and ambition levels of digital maturity, understand the range and consistency of digital application across department, and benchmark the city against the industry average.

Quantitative Assessment Survey:

- Developed a quantitative assessment survey for digital maturity.
- 128 complete responses from all 18 departments across Guelph
- Comparative benchmarks, from Canada, Australia, the US and the UK to provide insight into Guelph's relatively digital maturity.

Assessment Process Summary:

- Each of the 8 Capabilities contains 5 individual statements.
- For each statement, a participant provided a "maturity score" on a scale from 1-5 representing Guelph's current state, future state (ambition), and strategic value (strategic importance)
- The "maturity score" is indicative and represents an individual assessment of Guelph's current digital maturity.
- If a participant does not have sufficient information to score a specific statement, then a "N/A" score would be assigned to it.
- "N/A" scores are not factored into the overall scoring of the capabilities.
- Survey participants may provide examples and rationale for their self-assessed scores.
- Benchmarking is based on municipalities of similar size across Canada.
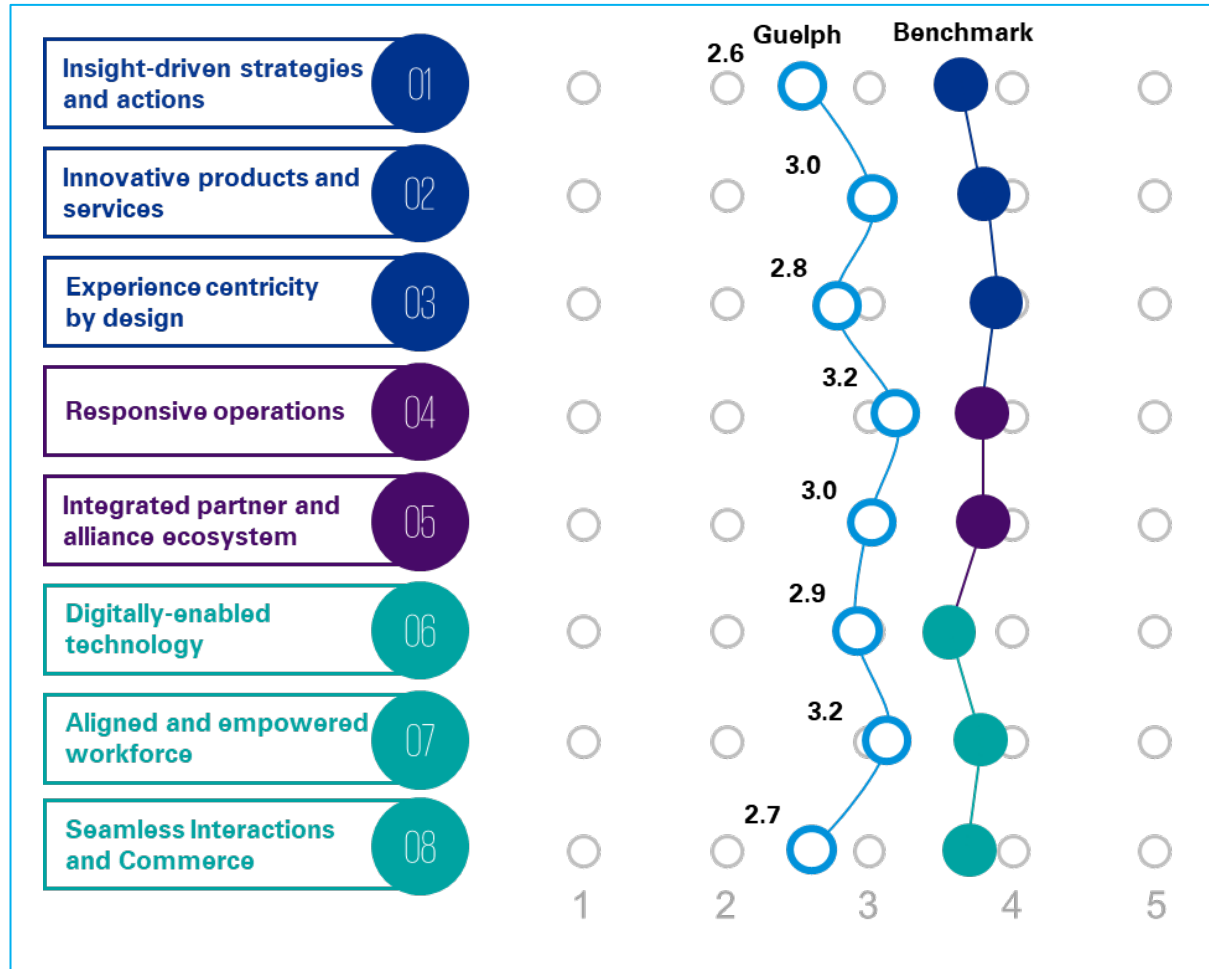

Insight driven strategies and actions	Data & Analytics Strategy (DAS)	Data Governance (DG)	Analytics Technology & Enablement (ATE)	Data Collection Enrichment and Transfer (DCE)	Data Insights and Visualization (DIV)
Innovative Services	Needs Analysis (NA)	Policy Development (PD)	Service Design (SD)	Implementation (I)	Outputs, Impacts & Benefits measurement (OIB)
Experience Centricity by Design	Experience Mindset (EXM)	Experience Journey Management (EJM)	Experience Centric Strategy and Design (ECD)	Co-Design and Engagement (CDE)	Experience Measurement and Improvement (EMI)
Seamless Interactions	Channel Strategy (CS)	Integrated Delivery (ID)	Integrated and Secure Channel Structure (ISC)	Omni-Channel Access (OCA)	Optimized Personalization (OP)
Responsive Operations	Demand and Capacity Management (DCM)	Operational Excellence and Resilience (OER)	Supplier Management (SM)	Asset Management (AM)	Financial Management (FM)
Aligned and empowered workforce	Workforce Strategy (WS)	Organizational Design and Governance (ODG)	Leadership & Culture (LC)	Talent Strategy and Capabilities (TSC)	Change Management (ChM)
Digitally enabled technology architecture	Digital Strategy & Enablement (DSE)	Technology Strategy (TS)	Enterprise Architecture (EA)	Security and Privacy (SP)	Data Strategy (DS)
Integrated partner and alliance ecosystem	Partner & Alliance Strategy (PAS)	Commercial Frameworks (CF)	Contract Management (CM)	Outcome Management (OM)	Ecosystem Management (EM)

Quantitative assessment survey overview

The following are the insights gathered from the Digital Maturity Assessment. The information reported below is not listed in any order of priority, but merely speaks to the various capabilities and their respective maturity levels.

- Across all eight capabilities, Guelph is below the industry average. This implies resources and investments should be made to assist in improving these capabilities to provide better services for residents.

- Experience Centricity by Design has the largest gap of -1.1 from the industry average. This indicates the customer journey and delivery of outcomes has been facing challenges.

- The next largest gaps are within the Seamless Interactions and Commerce and Insight-driven Strategies and Actions areas, both with a gap of -1.0. This suggests that the ability to interact with customers and stakeholders for services and harnessing data to provide insights into those interactions requires work.

KPMG's Connected Enterprise for Cities and Local Government drew information from benchmark organizations in Canada, the US, Australia, and the UK

01 Insight-driven strategies and actions

The ability to harness real-time data and advanced analytics for actionable insights on customer and the business to shape integrated business decisions.

Relevance to Guelph | Data governance holds the highest strategic value and relatively small gap between current maturity and ambition. Strong case to implement a data governance framework to achieve desired ambition of robust policies and procedures.

02 Innovative services

Ability to develop compelling and innovative policies and services to deliver outcomes and drive a positive customer experience.

Relevance to Guelph | Service design has the highest strategic value. Should conduct assessment on services and how they balance customer need, policy requirements and business priorities. Subsequently, action the items that are imbalanced.

03 Experience-centricity by design

The ability to design seamless experiences for customers, employees, and partners, supporting the customer value propositions and delivering business objectives.

Relevance to Guelph | Experience mindset scores highest on strategic value and has the lowest gap between current and ambition.

Need for staff are trained to design, use, and maintain customer experience journeys.

04 Responsive operations and supply chain

The ability to operate the enterprise with efficiency and agility to fulfill the customer promise in an efficient and effective way

Relevance to Guelph | Lessons learned are not actively shared across the organization and services are reactive. There is greater need for cross-departmental business planning to share the vision for the year; identify target areas for process improvement / learning opportunities.

05 Integrated partner and alliance ecosystem

The ability to engage, integrate and manage partners to help increase speed, reduce costs, mitigate risk and close capability gaps to deliver customer outcomes.

Relevance to Guelph | Partner and alliance strategy scores highest in strategic value with a relatively small gap from ambition. Consider how those partnerships and alliances can be leveraged to meet customer needs and define criteria to effectively identify and engage partners.

06 Digitally enabled technology architecture

The ability to create intelligent and agile services, technologies and platforms, enabling

the customer agenda with solutions that are secure, scalable and cost-effective.

Relevance to Guelph | Data strategy has largest gap between current state and ambition with the second highest strategic value. Implement a City-wide ECM and data governance framework to guide employees.

07 Aligned and empowered workforce

The ability to build a customer-centric organization and culture that inspires people to deliver on customer outcomes.

Relevance to Guelph | Service performance is not actively managed / rewarded. Need for service standards with relevant KPIs and incentives. Train leaders to be digitally savvy service advocates and embed safe-to-fail mindset.

08 Seamless interactions and transactions

The ability to interact and transact with customers, partners and stakeholders across policy, services, and communication channels and achieve measurable results.

Relevance to Guelph | Integrated delivery scored highest for strategic value but maintains the largest gap. There is a lack of a seamless service, and there is not a single view of customer across all services. Need to

create a single customer profile in a CRM and integrate service systems.

2.4 Developing the bigger themes

There is a strong appetite to digitize and enhance municipal services across the City generally and departments specifically which is actively supported by the Smart Cities department dedicated to driving a digital enablement agenda and the Continuous Improvement Office focused on process efficiency enhancement. Furthermore, staff seemingly have a forward planning mindset, recognizing the role digital will play in the following six key improvement themes for the City

Customer Experience

[Guelph] communication usually begins with "I do not know if this is the right environment"

- 30% of surveyed services do not use a digital payment system
- 55% of surveyed individuals said customer interactions leverages minimal digital tools
- Navigation and usability issues with Guelph website

System Integration

"A lot of our [Guelph] digitization plans are limited by the integration between digital systems…"

- Low standardization of software and digital tool usage, i.e. 16 different payment software
- Low harmonization of software can create issues around cross-department coordination and integration

Data and Documents

"We collect and keep a lot of stuff… but get conflicting data sets. Who manages it? Who validates it?

- No clear data governance frameworks
- Document management systems vary across departments (11 different referenced software)
- 45% of respondents said they leverage minimal digital tools for operations

Digital and Efficiency

"We need to build solutions for tomorrow's cities and support it with the required infrastructure…"

- 35% of surveyed services do not use a digital booking system
- Operations are tracked in different applications across departments. 12 different software being used for similar functions.

Insights and Analytics

"It is difficult to merge data from multiple providers concluding in duplicated profiles for a single user…"

- No unified central data base
- Low utilization of data to analyze citizen demographics
- Customer service levels insufficiently monitored or reviewed

Innovation and Culture

"Employees comes and go everyday. We spend too much time onboarding and everything is siloed…"

- Inconsistent and informal onboarding for new employees
- Ineffective staff training on digital capabilities and tools
- Staff are not equipped with live information or digital tools to improve their service

2.5 Interpreting survey data

The digital inventory and digital maturity surveys provide useful insights into the City's current operating ecosystem, challenges, and a view into what the future may be. However, there are certain considerations and potential limitations to be mindful of, while interpreting the insights from the surveys:

Digital inventory survey:

- The data collected through this survey is based on self-reported observations from City staff. Therefore, the results may vary based on the respondents' understanding of the ideal state of digitization for their business unit or function could look like.
- The respondents may be missing a common language and lens for defining digitization and technology-enabled operations, which could cause variability in how the questions were read and interpreted.
- This survey was a point-in-time analysis conducted in July-August 2021; as such, the relevance and validity of insights and key observations from this survey may diminish over time.
- The simplified survey did not have any test/re-test correlation measures or validity checks in place to certify response consistency and normalize variability in question interpretation.

Digital maturity survey:

- It should be noted that the digital maturity survey is only indicative, representing an aggregation of the individual views of Guelph staff on the digital maturity of the city.
- Based on the feedback from the City, the survey was deemed to be complex for certain respondents which may have resulted in staff responding with "N/A" or picking a score for a statement that they may not have fully internalized.
- Due to the complexity, the number of "N/A" in the survey responses may impact the response sample size, and therefore the insights.
- This survey was a point-in-time analysis conducted in July-August 2021; as such, the relevance and validity of insights and key observations from this survey may diminish over time.

Developing a pragmatic portfolio

## Section 03 | Ideation & Initiatives

The ideation and initiatives step engaged key stakeholders from across Guelph to provide insight and innovation on the guiding principles, key initiatives and critical risks to be used to develop the portfolio prioritization framework. This was then all wrapped up in the three key digital initiative types – customer, operations and administration.

The categories of Customer, Operations, and Administration were used to help workshop participants focus and group their initiatives based on their perspectives.

- **Customer** – refers to customer facing elements of the services that the City of Guelph delivers, such as how to make interactions with their clients (citizens) easier and smoother, therefore considering initiatives that will have high impact to citizens through better reach, lower barriers to access, flexibility, and availability, for example.

- **Operations** – refers to how the City of Guelph technically deliver their services; this is intended to be more employee focused and how it enables the City's services and how to deliver services better to drive operational efficiency. Examples include automation to eliminate manual processes and streamlining processes, to reduce cost of service delivery.

- **Administration** – refers to how the City enable its services to function, and how to make the City staff's jobs easier by optimizing the employee experience with a focus on value added tasks.

3.1 Digital Services Workshop

The digital workshops were four, 90 minute facilitated discussions on the challenges, vision, and technology opportunities to help identify and develop a set of prioritized initiatives based on Guelph-specific challenges. Mural, an interactive platform, was leveraged to facilitate the workshops, enabling attendees to collaboratively ideate, assess opportunities on a prioritization matrix, and vote for high impact ideas as well as challenges to application.
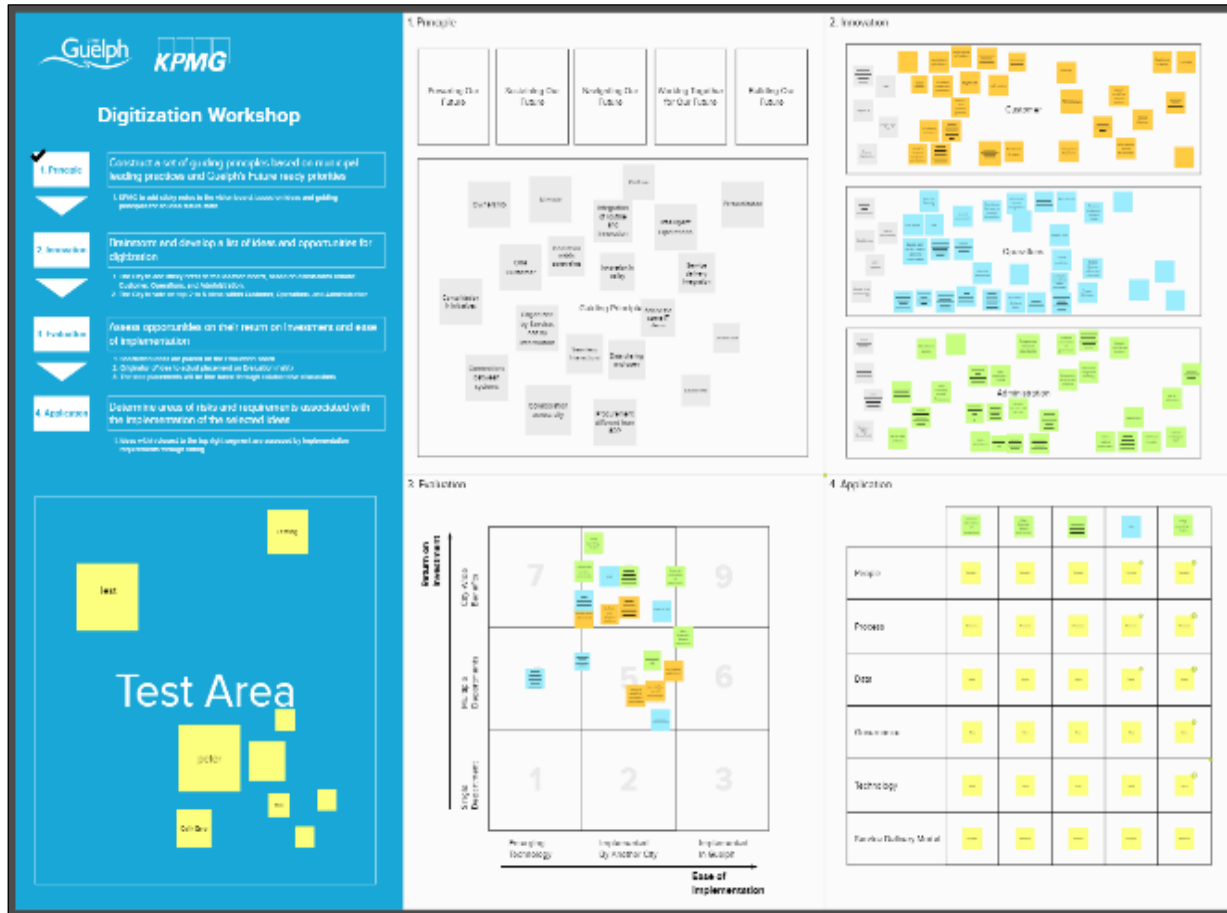
Approach and agenda

The interactive workshops delivered through Mural, as seen on left, enabled attendees to:

1. Identify a set of guiding design principles, specific to Guelph, in respect to digitization.

2. Three collaborative sprints to ideate digital initiatives for Guelph across the Customer, Operations, and Administrations facets. Conclude through group voting on the most relevant ideas for Guelph per area

3. High-level opportunity prioritization using return on investment (service, financial, and social), as well as ease of implementation (using service maturity).

4. Voting on key change and transformation risks challenges for Guelph based on the six operating model components.

A summary of the key workshop initiative themes and focus

Although we have provided a greater level of detail on the themes and content of each of the individual workshops in the appendices, the following table is a summary of the qualitative initiative outputs from each workshop.

	Workshop 1 Participants – 9	Workshop 2 Participants – 16	Workshop 3 Participants – 9	Workshop 4 Participants – 8	Summary Total Participants – 42
Customer	▪ Integrate with provincial identity management ▪ Complete web overhaul – redesign with service focus ▪ Improve website navigation ▪ Implement a single payment system ▪ Follow-up on complaints detailing resolution and rationale	▪ Use a single point of contact for customers ▪ Unified OneWindow platform to store user data ▪ Define service standards ▪ Centralize call center ▪ Train staff on use of technology ▪ Measure customer satisfaction	▪ Encourage a process to get to the right person ▪ Provide GIS / real time updates for customers ▪ Provide digital wayfinding ▪ Improve payments integration ▪ Provide Self-service functionality	▪ Integrate dissimilar systems ▪ Leverage customer analytics ▪ Ask users what they want ▪ Implement business specific services for departments that service them	▪ There is alignment across the workshops to improve the customer experience by leveraging analytics to measure performance ▪ The discussions indicated centralizing the customer channels, supporting tools and customer data is crucial ▪ There was a common consensus to allow a self-service optionality
Operations	▪ Enable a digital workforce ▪ Greater GIS integration ▪ Allow data sharing across operational areas	▪ Improve GIS usage ▪ Allow ease of use for employees ▪ Implement data governance frameworks ▪ Have shared platforms for payments and address information ▪ Share data access across systems and inputs ▪ Use service dashboards	▪ Use directed workflows ▪ Use predictive analytics to transition staff time to more value-add functions ▪ Implement smart infrastructure ▪ Allow GIS enabled delivery ▪ Use lean 101 practices	▪ Use data insights to drive decisions ▪ Implement a customer and corporate CRM ▪ Data-driven decision making to guide processes ▪ Build solutions for tomorrow's cities	▪ Greater usage of GIS will enable more efficient operations and service delivery ▪ Sharing information and data across departments and operational groups will improve customer service ▪ Leveraging data to guide decision making and operations is important
Administration	▪ Onboarding required training ▪ Standardize on existing digital tools ▪ Update InfoNet ▪ Work to improve interdepartmental relationships ▪ Standardize document management framework	▪ Use easy reporting – 1 click ▪ Define corporate service standards ▪ Use efficient processes that reduce duplication ▪ Align internal education of processes ▪ Provide user friendly admin processes ▪ Utilize single sign on	▪ Improve access to information and knowledge ▪ Centralize document management system ▪ Integrate myriad of software ▪ Share online work plans ▪ Share customer data history	▪ Use a single sign-on for employees ▪ Consolidate with Office 365 collaboration ▪ Standardize address format with GIS ▪ Provide automated onboarding and training ▪ Modernize the ECM ▪ Standardize data sets	▪ Consolidating the technology and software is an integral and foundational element to digitization ▪ Digitization should allow for easier execution of administrative tasks without adding additional burdens ▪ Successful change management and people development is a key success factor for digitization

Guiding principles for developing Guelph's digitization agenda

The following list outlines the guiding principles the workshop participants felt were important considerations in developing and sustaining a successful digital transformation program.

- **Agile delivery** | Guelph's approach to digital transformation will need to "nimble" to leverage emerging technological and service modernization opportunities

- **Customer** | Digital transformation of Guelph's services needs to be rooted in customer centric, service delivery use cases and not technology advancement.

- **Consolidation** | A core early focus for accelerating Guelph's digital journey is the rationalization of redundant and/or multiple system delivering the same service

- **Systems Integration** | Guelph's needs to stop piecemeal development and focus on increasing the integration / harmonization of initiatives and the interoperability of data and systems across the city.

- **Seamless interactions** | In conjunction with systems interaction, development of Guelph's digital portfolio should promote seamless interaction for the user – from

identity and access management to being a single platform for digital services.

- **New ways of working** | Guelph's digital development must enable the emergence of multiple working styles including remote working, increased collaboration, and a far more mobile workforce

- **Simplicity** | From the use of a consistent and common language for digitization to reduction of technical complexity to an intuitive user experience and interfaces

- **Tangible Benefits** | Digitization needs to deliver practical and measurable value, be it increased delivery efficiency or the modernization / expansion of services.

- **Foundational Initiatives** | Critical to the acceleration of digital services at Guelph will be identifying and investing in the core capabilities needed to sustain ongoing digital success – including people skills development and processes enhancement

- **Service Innovation** | Guelph needs to ensure innovation is grounded in service delivery, based on practical use cases and owned / driven by the business if it is going to protect innovation from inherent city / organizational resistance.

Key transformation challenges and potential change risks

In addition to developing a set of guiding principles, participants also reviewed key operating model risk areas for individual digital initiatives. The following is an aggregated list of key risks ranked by risk impact:

7. **People (27%)** | Managing organizational change, building staff skills, and developing a consistent and common language for digital delivery at Guelph

8. **Process (27%)** | Critical review, refresh and potential redesign of business process to meet a revised digital approach

9. **Technology (19%)** | Managing efficient and effective technology procurement, implementation and systems integration

10. **Governance (15%)** | Ensuring the right level of data governance and business sponsorship for delivering digital transformation.

11. **Data (8%)** | Effective management of the collection, curation and access to the relevant data

12. **Service Delivery Model (4%)** | Identifying service delivery use cases to enhance and embed new digital practices
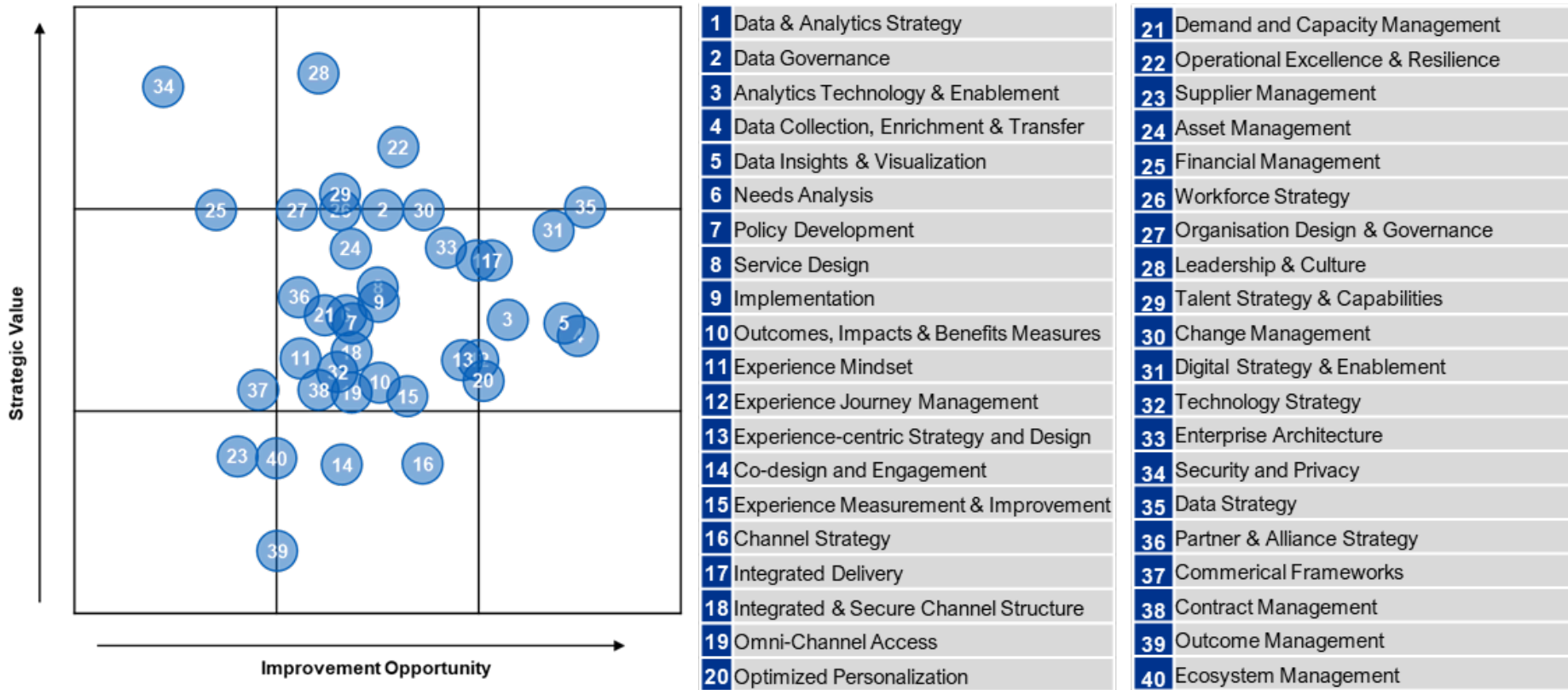
3.2 Foundational Initiatives

KPMG leveraged the Connected Enterprise framework designed for Cities and Local Government as the basis for foundational digital capabilities.

Through the digital maturity survey, City stakeholders have reflected on the strategic value and the improvement opportunities of

the 40 sub-capabilities, which was in turn used to prioritize the sub-capabilities (i.e. foundational initiatives) that the City should focus on.

These capabilities and sub-capabilities are denoted below and illustrated in the image on the following page.

The axis combines the strategic value of each of the sub-capabilities (as rated by the respondent s of the digital maturity survey) and the benchmark gap which provide a quantum to the overall improvement opportunity. This enable s prioritization of initiatives that do not have a direct return on investment figure.

#	Capability	#	Capability
1	Data & Analytics Strategy	21	Demand and Capacity Management
2	Data Governance	22	Operational Excellence & Resilience
3	Analytics Technology & Enablement	23	Supplier Management
4	Data Collection, Enrichment & Transfer	24	Asset Management
5	Data Insights & Visualization	25	Financial Management
6	Needs Analysis	26	Workforce Strategy
7	Policy Development	27	Organisation Design & Governance
8	Service Design	28	Leadership & Culture
9	Implementation	29	Talent Strategy & Capabilities
10	Outcomes, Impacts & Benefits Measures	30	Change Management
11	Experience Mindset	31	Digital Strategy & Enablement
12	Experience Journey Management	32	Technology Strategy
13	Experience-centric Strategy and Design	33	Enterprise Architecture
14	Co-design and Engagement	34	Security and Privacy
15	Experience Measurement & Improvement	35	Data Strategy
16	Channel Strategy	36	Partner & Alliance Strategy
17	Integrated Delivery	37	Commerical Frameworks
18	Integrated & Secure Channel Structure	38	Contract Management
19	Omni-Channel Access	39	Outcome Management
20	Optimized Personalization	40	Ecosystem Management

Insight-Driven Strategies and Actions (1-5)

Harness data, advanced analytics and actionable insights with a real-time understanding of the customer and the business, to shape integrated business decisions.

Guelph has a wealth of data but there is an opportunity to better harness the potential insights. The biggest gaps to achieving an insights-driven organization are across all aspects of insight-driven strategies, particularly around data and analytics strategy, data collection, enrichment, transfer, and data insights & visualization.

Innovative Products and Services (6-10)

Develop compelling and innovative policies and services to deliver outcomes and drive a positive customer experience.

Guelph is capable with the design, development, and implementation of innovative services. The only gap here is the measurement of outcomes and impact, which was also reflected in discussions with City stakeholders. Initiatives such as collecting data for KPIs will enable Guelph to continuously innovate.

Experience Centricity by Design (11 – 15)

Design seamless experiences for customers, employees and partners, supporting the customer value propositions and delivering business objectives.

Guelph has various gaps in the design of seamless experience for its residents, with the two largest being experience centric design and measurement. Guelph can also do better with engaging its

residents to understand their journeys, and allowing them to participate in service design.

Responsive Operations (16 – 20)

Operate the enterprise with efficiency and agility to fulfil the customer promise in an efficient and effective way.

Guelph has agile and responsive operations, with strong acumen in demand, supplier, and financial management. There are significant opportunities for improvement in continuous operational excellence and resilience.

Integrated Partner & Alliance Ecosystem (21– 25)

Engage, integrate and manage partners to increase speed, reduce costs, mitigate risk and close capability gaps to deliver customer outcomes.

Guelph has minor gaps across the sub-capabilities under integrated partner and alliance ecosystem. Notable opportunities lie with contract, outcome, and ecosystem management.

Digitally-Enabled Technology (26 – 30)

Create intelligent and agile services, technologies and platforms, enabling the customer agenda with solutions that are secure, scalable and cost-effective.

While Guelph is very strong in enterprise architecture, security and privacy, Guelph has marked gaps in technology, digital, and data strategy. This finding is consistent with the insights from the digital tools survey, where it was found that a large number of digital tools were used in an unharmonized fashion across departments.

Aligned and Empowered Workforce (31 – 35)

Build a customer-centric organization and culture that inspires people to deliver on customer outcomes.

Guelph has a strong focus on empowering their workforce, evident from the plethora of people related initiatives underway. One opportunity for improvement is through leadership and culture particularly pertaining to digital collaboration, as well as instilling a culture of digital and data-driven delivery. Further, it is hard to identify a single owner or organization fully responsible for all of the initiatives as it includes high levels of coverage and complexity across departments. This creates challenges with ownership of these initiatives and managing them using a portfolio approach.

Seamless Interactions (36 – 40)

Interact and transact with customers, partners and stakeholders across policy, services and communication channels and achieve measurable results.

Guelph has a fairly large gap in seamless interactions, with opportunities to improve in all of its sub-capabilities, particularly integrated delivery and optimized personalization. These aligns well to the broader themes of harmonization and personalization identified by City stakeholders, as well as the future of local government study.

The table below provide an overview of how the forty foundational areas map to the eight major development themes used in the digital maturity survey and prioritized by the business as to strategic importance.

3.3 Portfolio Management Approach

To manage the inherent complexity of developing a roadmap which includes more than 40 foundational initiatives and 257 digital development projects, within the context of ongoing initiatives from the various master plans, the report proposes using a consistent approach to portfolio management.

Portfolio approach

Using a standardized approach to evaluation and prioritization enables the City to have a 'common language' for transformation to help maintain a focus on Guelph-specific priorities / requirements.

Foundational vs. Application

We have separated the digital portfolio into two discrete categories, foundational initiatives (the underlying set of capabilities which will support Guelph's digital development i.e. digital training or data analytics) and service delivery application (initiative based on service delivery use cases i.e. transit services software) which builds on the current digital projects portfolio.

A Future Ready. Guelph is more than a set of software tools, it is a system of digitally savvy employees, processes, and digital applications enabled by foundational capabilities. By analyzing gaps in foundational capabilities, such as those identified in the Digital Maturity assessment, the City can better prioritize initiatives for digital applications, which would in turn facilitate building more robust digital capabilities.

While this does not immediately improve any customer-facing services, it enables digital applications such as the automatic generation of asset data when a new work contract is procured. The enhanced quality of the asset database can in turn enable reliable predictive maintenance, allowing for better asset uptime and improved citizen service experience.

Portfolio Prioritization Framework and Scoring Proxies

The prioritization framework was developed based on Guelph-specific priorities and requirements. The Return on Investment (ROI) dimension is comprised of both net financial and non-financial benefits. The Ease of Implementation (EOI) dimension is composed of people, process, technology, data, delivery model, and governance requirements to implementation.

Defining Return on Investment (ROI)

Strategy | Alignment to city strategy

Alignment of the initiatives / use cases to Guelph's strategic priorities and directions under Guelph. Future Ready.

Application | Breadth of application

Degree of applicability of the initiatives to the various departments and services across Guelph.

Cost Savings | Projected efficiency

Expected total cost savings or costs reductions driven by the opportunity for the services within Guelph.

Impact | Service modernization

Expected enhancement to the delivery of services driven by the initiative or opportunity.

Timeframe | Time to complete

Expected time to complete implementation of the initiative, assuming no constraints in resources or dependencies.

Cost | Investment approach

Expected capital and operational costs associated with the design, development, implementation, and operations of the initiatives.

Defining Ease of Implementation (EOI)

Resources | People & capability

Expertise, requirements, and availability of people to action the initiative.

Maturity | Process maturity

Maturity of current processes or precedents to accommodate the implementation of the initiative.

Status | Current progress

Progress of initiatives as part of Guelph's various strategies and master plans.

Complexity | Tech requirements

Complexity of the initiative's technology dependencies and relative impact to other software or digital tools.

Risk | Data and security

Risks associated with the data requirements, privacy, and cyber security of the initiative.

Change | Stakeholders & proponents

Complexity of the stakeholder ecosystem involved and employee change management requirements of the initiative.

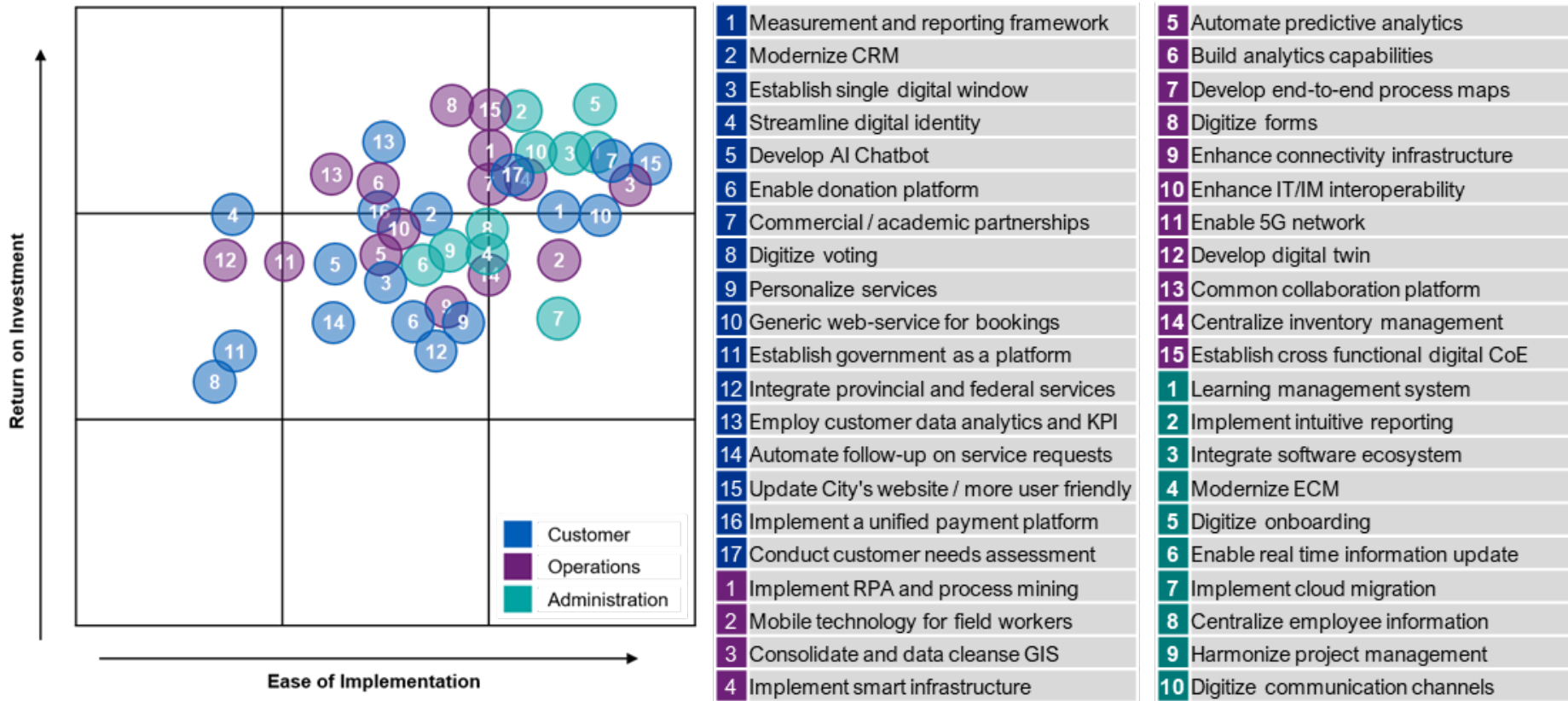| Dimension	Return on Investment (ROI)						Ease of Implementation (EOI)					
Theme	Strategy	Application	Cost Savings	Impact	Timeframe	Cost	Resources	Maturity	Status	Complexity	Risk	Change
Portfolio Proxy	Alignment to city strategy	Breadth of application	Projected efficiency	Service modernization	Time to complete*	Investment approach	People & capability	Process maturity	Current progress	Tech requirements	Data & security	Stakeholders & proponents
Sensitivity	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
High	4+ pillars	City-wide	Material cost reductions	Automated / self service (minimal direct staff involvement)	<1 year	No additional budget required	Resources already in place (CoG)	End-to-end process exists and documented in Guelph	In progress	Does not materially change existing technology or plug-ins	Open data	One department
Mid High	3 pillars	Multiple departments	Moderate cost reductions	Connected organization	1 – 2 years	Dedicated resources required	Resource readily available in the market	End-to-end process exists but not documented in Guelph	Signed off	Materially changes a single technology or plug-in	Internal city data	Multiple departments
Mid Low	2 pillars	Single department	Neutral cost impact	Digitally enabled with some traditional processes	2 – 3 years	Material investment required	Resource available for contract / hire	Similar end-to-end process available to reference	In development	Materially changes multiple technologies	Anonymized citizen data	All of city change
Low	1 pillar	n/a	Increased costs	Baseline with traditional processes	>3 years	Major investment required	Resource are scarce or costly	New end-to-end process creation required	New initiative	Requires major systems integration	Sensitive / PII citizen data	Customer change

3.4 Digital Application Initiatives

KPMG leveraged insights from current state diagnostics, the ideation workshops, and comparable Canadian municipalities to create a list of initiatives.

The initiatives were then prioritized based on the prioritization framework described above.

Based on the assessment, most of the highest priority initiatives in the top right segment of the matrix are foundational, system of system administrative initiatives.

This is consistent with foundation first findings from the workshops and surveys.

Initiatives that placed in the bottom left of the matrix included digitized voting, establishing government as a platform, 5G, digital twin, and automated interactions. These initiatives are by still valuable to the City but can be prioritized later on due to a mix of complexity, costs, and time to implement.

1	Measurement and reporting framework
2	Modernize CRM
3	Establish single digital window
4	Streamline digital identity
5	Develop AI Chatbot
6	Enable donation platform
7	Commercial / academic partnerships
8	Digitize voting
9	Personalize services
10	Generic web-service for bookings
11	Establish government as a platform
12	Integrate provincial and federal services
13	Employ customer data analytics and KPI
14	Automate follow-up on service requests
15	Update City's website / more user friendly
16	Implement a unified payment platform
17	Conduct customer needs assessment
1	Implement RPA and process mining
2	Mobile technology for field workers
3	Consolidate and data cleanse GIS
4	Implement smart infrastructure

5	Automate predictive analytics
6	Build analytics capabilities
7	Develop end-to-end process maps
8	Digitize forms
9	Enhance connectivity infrastructure
10	Enhance IT/IM interoperability
11	Enable 5G network
12	Develop digital twin
13	Common collaboration platform
14	Centralize inventory management
15	Establish cross functional digital CoE
1	Learning management system
2	Implement intuitive reporting
3	Integrate software ecosystem
4	Modernize ECM
5	Digitize onboarding
6	Enable real time information update
7	Implement cloud migration
8	Centralize employee information
9	Harmonize project management
10	Digitize communication channels

Legend: Customer / Operations / Administration

Turning strategy into action into value

Section 04 | Next Steps

Further to the development of the digital services portfolio and foundational initiatives, the key to success will be setting up a digital development program to co-ordinate delivery and drive the expected value improvements and efficiency savings from accelerating the digitization of Guelph. In this section we have developed the critical elements of the digital roadmap.

In respect to the charting the path forward from this report, we are suggesting the following five next steps:

1. Resources		**2. Baseline**		**3. Prioritization**		**4. Plan**		**5. Engage**
Constitute a centralized digital transformation team with a mandate to manage and support execution of the digital delivery program (including the unified payments initiative)	+	Review and validate digital baseline, as set out in this report, to enable ongoing monitoring of digital development for the city and impact of the digital delivery program	+	Execute a full portfolio review of foundational and digital application initiatives (including outline business cases) to support prioritization of digital investments and multi-year budget	+	Using the proposed roadmap structure and prioritized portfolio list, develop a detailed plan for digital development across all areas of the operating model across all departments	+	Develop and execute an internal stakeholder engagement plan and external citizen comms plan to help engage key parties and embed a culture of digital services delivery at the city.

4.1 Managing digital transformation

Digital transformation is difficult and often does not achieve its stated goals. Forbes state that 84% of companies fail at transformation in the digital era whilst Gartner says 88% of companies are going through transformations but only 25% know why. Below is a summary of the key steps to managing transformation that have actively informed the development of this report and key element of the proposed roadmap considerations.

01. DIAGNOSTIC

Use available organizational data in the key value areas and relevant industry benchmark data, to develop a view on the baseline for change and a relative view on benefits available.

The Guelph digital diagnostic is the basis for management to decide on a high level timetable for either incremental or a transformational digitization agenda

SET THE BASELINE

02. PORTFOLIO

Take a portfolio approach, using areas of material efficiency and/or potential value creation from the high level diagnostic data, to assess the potential return on investment (ROI or Value) and ease of implementation (EOI or Deliverability).

Then define how modernization would support the transformation and weight the opportunities based on a standard matrix.

IDENTIFY EFFICIENCIES

03. ROADMAP

Develop a tangible roadmap of activity focusing on the potentially increasing levels of change management required and potential organizational resistance to digital modernization.

Timing will be critical for Guelph in showing "speed to value" and building momentum and managing a practical cadence for change without fatigue

MAKE THE CHANGE

04. AGILE DELIVERY

Use of an agile approach is critical due to the nature of digital transformation and speed of emerging digital solutions.

Splitting transformation into a set of focused sprints enables Guelph a number of benefits, like – change is incremental, transformation can be self funding, consistent review of the priorities of the City and departments, etc.

SUSTAIN MOMENTUM

4.2 Summary of the digital development roadmap

Timeline ▶ Focus ▶ ▼ Area	Wave 1 (<18 mths) **Initiation & Consolidation**	Wave 2 (12 – 24 mths) **Service Optimization**	Wave 3 (18 – 36 mths) **Citywide Transformation**	Wave 4 (>36 mths) **Continuous Improvement**
People	Develop **digital awareness** training for all staff and identify **digital champions** for individual departments	Build **digital capability** through discrete **training** and **recruitment** to drive a more **integrated delivery model**	Initiate a **citywide review** of organizational **structural design** and **resources** based on **new digital capabilities**	Ongoing digital training and development program to reinforce **digital culture** and **future digital capabilities**
Process	Identify specific processes for **early digital adoption** and build an exhaustive **digital services inventory** (process based)	Initiate a centrally managed **process re-engineering program** to enable increased digital delivery, driven by the process improvement office	**Intensify** the process re-engineering program to focus on **next generation digital capability** (i.e. automation)	Continuous **evaluation** of city delivery processes in light of **changing technology** and **customer expectations**
Technology	Develop exhaustive existing **technology inventory** for all services / departments and **current interoperability** (technology or tool based)	**Consolidate** and **rationalize** current suite of applications to deliver enhanced **digital consistency** (i.e. payments)	Develop a citywide program of technology **development / acquisition** to support **future digital enablement**	Continuous **review** and **augmentation** of Guelph's technology set for new **use cases** and **city innovation**
Governance	Develop a digital **governance structure** and **mandated team** to manage a citywide digital transformation program	**Identify** and **upskill** business / departmental **sponsors** to lead digital initiative and own associated investment	Focus the digital governance on driving **delivery of the business benefits** and the **embedding of change**	On going digital design authority, benefits monitoring and investment management **embedded back into the ELT**
Data	Confirm **data architecture** and **security** approach whilst improving and cleansing **key data sets** (i.e. GIS)	Focus on **migrating** all of Guelph's major data sets to a new **integrated** data model **centralized location**	Build Guelph's **data analytics capability** to support the development of **data driven decision** making culture	Continuous **development** and **enrichment** of Guelph's data sets from new data sources / new devices (i.e. IOT)
Service Delivery	Identify **quick wins** and/or **pathfinder projects** to road show digital capabilities internally and to citizens	Focus on delivering **material operation efficiencies** through digital enablement and **process optimization**	Focus on delivering **service modernization** through digital enablement enhancing the city's **range of offerings**.	Focus on moving Guelph to more **platform enabled** approach to customer, operation and administration
Customer	Develop digital enablement of **customer engagement** with specific focus communication (i.e. website enhancement)	Develop **new digital channels** enhancing **citizen experience**, supporting **self service** and enabling **customer analytics**.	Focus on increased **service automation** (i.e. AI / chatbots) and **data driven delivery** (i.e. RPA / machine learning)	Continue to **monitor** and **early response** to key **customer trends** for city engagement and **citizen satisfaction**

4.3 Preliminary Task Roadmap Waves

The following table takes is an indicative view on the potential time to complete using the unconstrained view of resources from the portfolio of initiatives.

	Customer	Administration	Operations
<12 Mths	▪ Update City's website to be more user friendly ▪ Implement a generic web-service for bookings ▪ Establish a measurement and reporting framework ▪ Assess commercial/academic partnerships ▪ Conduct customer needs assessment	▪ Implement a learning management system ▪ Digitize onboarding ▪ Centralize employee information ▪ Digitize communication channels ▪ Implement intuitive reporting	▪ Build analytics capabilities ▪ Develop end-to-end process maps ▪ Establish cross functional digital CoE
12 – 24 Mths	▪ Establish single digital window ▪ Streamline digital identity ▪ Employ customer data analytics and performance metrics ▪ Modernize CRM ▪ Implement a unified payment platform ▪ Enable donation platform	▪ Modernize ECM ▪ Integrate software ecosystem ▪ Harmonize project management	▪ Implement harmonized GIS ▪ Expand mobile technology use by field workers ▪ Implement RPA and process mining ▪ Enhance IT/IM interoperability ▪ Digitize forms ▪ Centralize inventory management ▪ Establish a common collaboration platform
24 – 36 Mths	▪ Automate follow-up on service requests ▪ Develop AI Chatbot ▪ Digitize voting ▪ Personalize services	▪ Enable real time information update ▪ Implement cloud migration	▪ Automate predictive analytics ▪ Implement smart infrastructure ▪ Develop digital twin
36+ Mths	▪ Establish government as a platform ▪ Integrate provincial and federal services		▪ Enhance connectivity infrastructure ▪ Enable 5G network

Turning strategy into action into value

Section 05 | Unified Payments Review

This Case Study is an overview of Guelphs current payment state and the benefits of various unified payment options.

5.1 Case Study Approach

In parallel to the overarching assessment of the City's digitization of services, a specific Case Study around digital payments and a unified payments technology platform was explored.

This Case Study took a stakeholder- and workshop-centric approach to understanding the current state of the City's payments landscape and look for opportunities for the City to enhance their payments ecosystem. This overall approach is outlined in the figure below, followed by the overarching objectives of the Case Study.

Phased Payments Case Study

We are here

Phase 1: Digitization of Services Assessment

Identified a Unified Payments opportunity for the City

Phase 2: Unified Payments Platform Review

Assess the viability of the Unified Payments based on divisional use-cases.

Phase 3: Detailed Assessment and Target Architecture

Use a principles driven approach to define future state payment target architecture

Case Study Objectives

- Gain an understanding of the current payment flows, channels and the systems that enable the City to send/receive transactions
- Recognize the different divisional needs and use cases that drive system disparity
- Articulate the strengths, weaknesses and pain points in the current state of payment systems that is impacting the City's digital capabilities
- Articulate how the City's digital capabilities and aspirations can be enabled by payment systems
- Discuss guiding principles and key design elements that will influence the City's future state of payments
- Explore relevant models and approaches to unify the City's payment systems
- Align the next steps for the Unified Payments Platform

30 Participants in an Accounts Receivable centric payments workshop. This included the exploration of high-level payment flows, participating systems as well as pain points and opportunities

16 Division and Payment Related Use Cases

20+ Payments-related systems

8 Co-authored principles for Unified payments

5.2 Current State of Guelph Payments

The Case Study assessed the current state of City Payments via a cross-functional exploratory workshop. In this workshop, system users and owners walked through their daily use cases and interactions with the City's payments technology. The figure below highlights the breadth of City representation in the workshop.

Throughout each payment flow – strengths, weaknesses, pain points, and gaps were discussed and documented with the group. These in-depth discussions revealed several unwelcome findings and impacts that typically arise from i) the absence of a unified payment system and strategy, ii) and poor technology coordination amongst divisions. The most common eight issues identified by the City of Guelph are listed below.

Most Common Payment Challenges as Identified in the Workshop

- ✕ Manual integration and reconciliation
- ✕ Mix of new and aging technology resulting in inconsistent processes
- ✕ Multiple POS systems and a mixed system (offering different capabilities)

- ✕ Multiple systems of record for citizen data (usage depending on specific use case)
- ✕ Inconsistent fee capture and citizen payment experience
- ✕ Poor 3rd party system integration
- ✕ Poor data management resulting in the inability to provide business insights
- ✕ Excessive customization in certain cases resulting in technical debt

Payments Architecture

It's important to emphasize the current complexity of the City's payments architecture. In 16 payments-related use-cases City stakeholders identified 30 payments systems that facilitate the flow of transactions and information (see appendix D). Moreover, these use-cases only covered customer-centric receivable systems. Therefore, it is assumed that the actual list of systems that support all City payments (including treasury, payables, and other departments) is higher and more complex.

This complexity heightens the challenges that the City faces within their current state payment architecture, namely with consistency, data, and process integration.
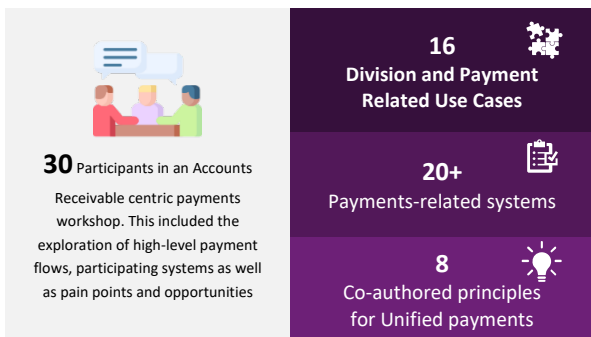
However, there are positives within the current architecture as well. It is likely that several of the existing platforms and technologies that can be leveraged within a unified payments platform moving forward.

In summary, the following general observations around the City's payment architecture were noted.

1. **The current application landscape is a collection of independent applications providing capabilities for City of Guelph divisions**. As such there is no consistent experience or processes for payments across the landscape.

2. **Data concepts are managed in isolation and integrated through human effort** (e.g., payment instruction and payment context). Significant manual effort is required to execute use-cases and successfully maintain the data integrity between the financial and business-related aspects.

3. **System and process integration is low (in general) for payments related use-cases**. A degree of data integration exists in certain cases; however, this is most notably between older systems. The City should be cautioned in continuing to integrate applications without the full knowledge of downstream/future implications

4. **Certain recent software choices are functionally rich and use modern software design principles**. For older software, workarounds have been implemented to help solve for technology and capability gaps. Some platforms/technologies have the potential to be leveraged across use-cases and departments

5.3   Payment Platform Options

It was clear from the analysis that the City of Guelph should consider the applicability and feasibility of a unified payments platform across their payments' ecosystem. Given the current state analysis and existing architecture, there are several options that could be considered for the future state of payments technology.

Option 1: Continue to take a decentralized approach to payments technology.

The first option resonates with the status quo of today. Here, each division is granted authority and autonomy to make payments technology decisions that best meet their needs. This typically results in fit-for-purpose solutions within each Division – but considerable complexity across Divisions. It becomes increasing challenging to integrate

these systems into a unified payments platform.

Option 2: A single application infrastructure to meet as many payments needs as possible.

The second option is to try and procure a centralized, single system to meet most City payment needs. This application is typically self-contained, independent and can perform every step needed to complete a particular function. However, what the city will gain in simplicity, performance, and reduced complexity – it is likely to lose in reliability, low customization and functionality. In general, single application infrastructures are challenged to meet the diverse business needs of a City.

Option 3: A centrally managed composite application infrastructure.

The third option consists of a series of smaller sub-applications that are integrated together to provide a range of payments services. The modularity allows for increased agility and an ability to separate functions between different services. The key difference with Option 1 is that this infrastructure is managed centrally to ensure that there is scalability, low coupling, and reduced technology barriers across the City. However, it is still likely to require

increased testing, duplicated resources, and greater complexity than other options.

Option 4: A hybrid architecture that balances commonality and customization.

The final option is to consider an architecture that attempts to leverage single systems across as many divisions as possible. This is a mix of the best-of-breed approach taken by Option 3 and the drive towards a single platform from Option 2. This option would typically result in rationalization of both core and auxiliary systems across the technology stack.

5.4   Future State Guiding Principles

The City will need to make some challenging decisions on what the future of payments technology will look like. There will always be a balance of early transformation pain with long-term benefits.

A strong starting position for this future-looking analysis is to develop guiding principles that can be used to help the City of Guelph make these decisions around their future state of payments. This is because guiding principles allow users to:

1. Align on the core business needs

2. Prioritize business needs under one framework

3. Make consistent and rational technology decisions

During the Payments Workshop, guiding principles were co-designed with stakeholders across Guelph's different department and divisions. Therefore, the guiding principles below reflect a cross-functional stakeholder perspective as to what the future state of payments in Guelph should look like.

Co-Designed Guiding Principles

1. Provide a quality, consistent, equitable citizen experience.

2. Provide a considered, multi-channel experience

3. Optimize payment processes, systems & costs

4. Provide flexibility / agility to respond to payment trends and meet the nuanced needs of users

5. Maintain always uptime for core services and protect data and user privacy

6. Prioritize a data centric view of payments

7. Enable consistent policy decisions for the City

8. Offer exceptional visibility across payments and payment types

Although there was general agreement on each of the guiding principles, they should be socialized more broadly across Guelph's key stakeholders for further alignment. It's also important to note that they have not been prioritized, however, these are a key next step as some principles may have natural tension between them (e.g., optimizing costs and delivering an exceptional customer experience).

5.5   Identified Payments Opportunities

Irrespective of the future state architecture or the prioritization of guiding principles, the City should look to capitalize on several high-impact payment opportunity areas. Each of the improvement opportunities below describes _what_ the City should do and _why_ it should be a priority. The following section provides more tactical and practical guidance on _how_ this can be accomplished.

Improve Payment System Integration

WHAT: Seamless integration and automation across Guelph's payment systems. Each system should be able to communicate bilaterally/ unilaterally with its immediate upstream/downstream applications. Manual entries and reconciliation should be extremely limited.

WHY: Guelph currently operates with a mix of highly integrated payment systems, and systems that are unable to communicate with each other. This is resulting in duplication of effort (e.g., dual entries), increases the likelihood of error, and is not sufficiently scalable.

Optimize Payment-Related Costs

WHAT: Systems and processes are in place to ensure that payment costs are captured and charged out/back to the appropriate divisions. This means that technology costs, merchant fees and other expenses are captured to a sufficient level of detail to support an accurate representation of division spending. Once this is understood, payment-related costs are optimized across the City.

WHY: Guelph has divisions (such as Service Guelph) that are responsible for taking payments on behalf of other city services. However, payment-related costs aren't always charged back to these divisions appropriately. This creates misrepresentation of division costs and prevents Guelph from having an accurate picture of their payment cost structure.

Enhance the Multi-Channel Payment Experience

WHAT: At the centre of a positive payment experience is consistency across channels. This multi-channel is considerate to accommodate the citizen and division's payment needs. Portals that promote access, availability, self-service and social equity can all contribute to an enhanced multi-channel payment experience.

WHY: There is considerable disparity between divisions in their payment channels, accepted payment types, credit card policies and other operational aspects of payments. Each of these can have a considerable impact on the citizen's perceived payment experience as they expect consistency across the City.

Centralize Payments System of Record

WHAT: A centralized payments system of record captures every payment that is executed across the City. Even with a composite architecture solution, relevant integrations and data management support this City-wide view of payments.

WHY: Guelph does not have a view (and cannot easily get a view) of all payment activity across the City. Considerable technology complexities are limiting the business intelligence and insights that could be used to support key payment decisions.

Legislation, Policy and Cultural Shifts

WHAT: Legislation and policy enhancements as well as culture shifts support the new world of payments.

WHY: Communications and change management are critical to support transformational shifts. These need to be prioritized alongside the initiatives above.

5.6   Payments Action Plan and Next Steps

As mentioned, each of payments opportunities identified above needs to be explored and analyzed further to validate its feasibility. However, this analysis needs to be designed and sequenced in a logical way – at the City-level (i.e. centrally). Continuing to make payments changes that solve for complexities in one area may very well create additional challenges in another.

To this effect, the following high-level activities and illustrated roadmap can help move the City towards a Unified Payments Platform.

High-level Activities and Next Steps

1.   **Additional current state analysis**
   - Inventory of all payment related systems across AR (receivables), AP (payables) and treasury capabilities
   - Inventory of AR, AP and treasury use-cases mapped against app inventory

- Inventory of all technical changes in flight or proposed

2. **Determine strategic direction and priorities**

- Define a clear payments strategy driven by the principles co-created through the payments Workshop
- Document the current payments application landscape, including from an integration and data viewpoint
- Define a payment target application architecture (60-month time horizon) aligned with the chosen payments platform option (Likely Option 3 or 4)
- Define a payments channel target architecture (across all channels) to inform and guide development across interactions (incl. portals, POS, in-person, system-centric, devices, etc.). Facilitate roadmaps to a single point of capture for use-cases.
- Define a data target architecture for the primary data concepts (Citizen, Service, Payment, etc.) to guide roadmap decisions and facilitate appropriate data governance and data management.

3. **Perform gap assessment**

- Assess the current payments landscape against the desired target state to identify key areas to be addressed (gap assessment)
- Assess the current changes that are in flight or proposed, considering the envisioned target state

— *e.g. Customizations of PerfectMind which are impacting its data model need to be reconsidered*

- Assess application acquisition plans.

— *e.g. Stop acquiring new applications until there is clarity on how they form part of the broader future state architecture*

4. **Establish a suitable governance framework**

- Embed a formal IT digital design authority discipline to manage and guide changes to the City's technology assets over time

— This should include at a minimum the following concepts.

  o Solution architecture,

  o Application ownership,

  o Application roadmaps, and

  o Data ownership.

- Embed a project management discipline to assist in coordinated and effective execution of change over time

5. **Begin iterative execution towards the target state**

- Establish a 'market clock' concept for each application to guide its application lifecycle. I.e., explore the entire lifecycle of the City's technology assets from implementation, continued investment, through to its eventual replacement.

- Define transitional architectures for critical areas in the payments landscape (identified in the gap assessment) to inform the payments roadmap over different time horizons
- Define projects to execute on delivering these transitional architectures, including:

— Vailtech replacement

— JDE integration to 3rd party apps for high risk/volume use cases

— TD process integration and referencing for Card and EFT use cases (including submission and failure resolution scenarios)

— Implementation of a system of record for payments events across channels including instruction, execution, and associated states.

— Integration of SG into the current application landscape and portal strategy to prevent manual duplicate capture requirements.

— Investigation into POS/AIMS integration options

— Re-implementation of the online donation portal and integrate into existing software directly

Assessment of payments method and channel consistency across all citizen-based use-cases.

How to Sequence Activities: Illustrative High-level Payments Transformation Roadmap

	Near-Term	Medium-Term	Long-Term

Existing/Planned Work (TBD)

Integrate Payment Roadmap into the City of Guelph's inflight and planned initiatives.

> Ongoing alignment between Payment Roadmap business outcomes and City initiatives

Illustrative Payment Roadmap for Unified Payment Platform

Business Case
Define the business case, business outcomes and use cases for the Unified Payment Platform.

- Define Use Cases & Case for Change
- Draft & Approve Business Case

Further analysis on explore opportunities identified on the prior Slide. Suggest focusing on logical areas given the existing roadmaps of certain applications.

Discovery, Analysis and Target Operating Model (TOM) Development
Gather functional and non-functional requirements from each Division/Department. Determine the TOM required for the Unified Payment Platform.

E.g., look at citizen and payment data. Define what data elements are required to support an enhanced multi-channel payment experience (data management and control process).

- Requirement Gathering
- TOM Development

Identify the operational components to support a systems of record/reference with relevant integration, consistency between channels, an orchestration capability, etc.

Revisit and reconsider the deployment model.

Solution Options and High-Level Design
Requirement gap assessment to determine which ones and filled by current systems and processes. Agree on final solution to deliver the remaining business requirements.

Detailed Design and Planning
Detail the technology and business architecture required to support the Unified Payment Platform.

E.g., consider piggybacking (in staged fashion) the building out a repository of all payment instructions (and the ability to capture it). Basically, a citizen ledger that shows payment-by-payment information.

- Technical Design, Vendor Selection (if applicable), and Release Planning

Deal with the most material operational challenges and optimize.

Execution and Build
Deploy and orchestrate process and technology changes.

- Execution

Policy and Operational Changes
Change management to support policy and operating model changes.

> Policy changes, communications, stakeholder engagement and other change management to support the Unified Payment Platform

SERVICE RATIONALIZATION
Digital Development
APPENDICES

A | Digital Maturity Survey Case Studies

KPMG's proprietary Connected Enterprise Maturity Diagnostic tool leverages a survey that requests each respondent to provide a 'maturity score' against 40 discrete sub-capabilities to begin to quantify the level of Digital Maturity within the City of Guelph.

Connected Enterprise for Local Government is KPMG's customer-centric, enterprise-wide approach based on the following eight capabilities, which are further sub-divided into 40 discrete sub-capabilities, which form the basis for our approach to digital transformation for cities.

In this section we have outlined the eight high level capabilities and provided some examples of how they are manifesting themselves in comparative cities and/or contexts.

01 Insight-driven strategies and actions

The ability to harness data, advanced analytics and actionable insights with a real-time understanding of the customer and the business to shape integrated business decisions.

Example | City Competitiveness Index provides insight by utilizing multi-dimensional analysis that harnesses 55 data sources over 300 metrics to provide in-depth insights about the best city for a business to locate. These insights are generated based on diverse factors, including business costs and environment, cost of living and quality of life. The range of factors are calibrated to the different requirements for each business. This data-driven approach provides investors with in-depth business costs and location information and gives policymakers a sharp understanding of how best to tailor future investment.

02 Digitally enabled technology architecture

The ability to create intelligent and agile services, technologies and platforms, enabling the customer agenda with solutions that are secure, scalable and cost-effective.

Example | In Germany, an innovative partnership has brought a local government authority, private business and a football club together on a 'winning' game-plan to modernize a 50,000-seat stadium with digital capabilities that are aligned with local Smart City developments. The 'Smart Stadium' features digital capabilities related to energy

management, environmentally friendly green practices, fan mobility and logistics, security management and more. Digital technology is significantly

03 Innovative services

The ability to develop compelling and innovative policies and services to deliver outcomes and drive a positive customer experience.

Example | United Cities have established a new partnership and program, Step Up Now, to evaluate cities and local government organizations on their performance in achieving net zero targets and SDGs. United Cities has a defined methodology to evaluate city and local government performance, based on 200 plus KPIs endorsed by the United Nations. Analyzing performance on net zero targets and SDGs allows public officials to target resources toward strategic priorities, communicate with the public and engage private-sector partners in achieving defined goals.

04 Integrated partner and alliance ecosystem

The ability to engage, integrate and manage partners to help increase speed, reduce costs, mitigate risk and close capability gaps to deliver customer outcomes.

Example | The city of Lafayette, Louisiana, is taking connected public service to a new level, implementing digital technology to replace traditional silos and departmental barriers with seamless connections and speedy processes. The goal is to get the city 'moving forward in collaborative new ways.' Lafayette's Smart City program has seen it launch a 311 portal to encourage and manage service requests from citizens, a traffic-monitoring system to inform drivers and alleviate congested roadways, and a blockchain application that manages maintenance and safety services for the city's fleet of vehicles. Lafayette's holistic innovation program is forging powerful new connections to enhance customer engagement and satisfaction while helping to reduce operational costs.

enhancing stadium management during sports events, and is being used between events to test potential future advancements.

05 Aligned and empowered workforce

The ability to build a customer-centric organization and culture that inspires people to deliver on customer outcomes.

Example | Citizens in the London Borough of Barking and Dagenham now enjoy easier access to multiple municipal services after local leaders there consolidated 17 separate government teams into one community-solutions team with shared access to citizens' data. This workforce-alignment initiative is raising the bar on the borough's service efficiency and customer-centric capabilities.

06 Experience-centricity by design

The ability to design seamless experiences for customers, employees, and partners, supporting the customer value propositions and delivering business objectives.

Example | Citizen-focused applications like Amana 940 are also examples of platforms that strive for citizen-centricity and creating value. Amana 940 was developed by Saudi Arabia's Ministry of Municipalities, Rural Affairs and Housing (MOMRAH), and provides citizens with the opportunity to report any violations related to municipal services in neighborhoods and roads around the Kingdom through a snap and send system; taking a photo of the incident and sending it through the app. The incident is then transferred to the MOMRAH to take the needed course of action.

07 Seamless interactions and transactions

The ability to interact and transact with customers, partners and stakeholders across policy, services, and communication channels and achieve measurable results.

Example | The City of Port Phillip in Victoria, Australia, had an acknowledged pain point: licensing and permit forms. Several of these forms spanned multiple pages and required physical submission and / or multiple supporting forms. Using a set of principles built around value exchange, unique assets and partnerships, physical, people and digital touchpoints and data, the local council utilized cross-functional, collaborative design sprints (with cross-sections of council subject matter experts, and strategic design and writing teams) to create initial designs that were then tested and validated with customers. This improved customer experience, reducing legally required fields, and created a more streamlined and intuitive entry system.

08 Responsive operations and supply chain

he ability to operate the enterprise with efficiency and agility to fulfill the customer promise in an efficient and effective way

Example | Amid the public's urgent need for COVID-19 vaccines in the face of pandemic-related disruptions of medical supply chains and timelines for vaccine distribution to citizens, the government of India is making its innovative CoWIN open-source vaccination platform available to nations worldwide. The online platform's software can be customized as needed to accelerate and support local vaccination drives, in addition to tracking local vaccine usage and minimizing wastage. CoWIN's agile capabilities are helping local government organizations enhance response times and efficiency during the current health emergency.

B | Future of Local Government Overview

No one can deny that the past 18 months has been incredibly challenging for cities the world over. But as we begin to normalize post pandemic, 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.

If necessity is the mother of invention, cities have been thrust into a new model of public service by the pandemic that is revealing exciting opportunities to provide a modern customer experience that today's citizens and businesses expect.

Done well, local services being delivered during the pandemic have illustrated how cities serve as a viable and proactive community-based platform — one that connects constituents and responding to their specific needs quickly and reliably.

The future of the local government sector is clearly more digitally enabled, data-driven and community focused than ever before.

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.

Redefining a city's role as a 'community platform'

It is anticipated that game-changing technology will be central to forging cities that are digitally enabled, data-driven and effectively serving an increasingly more diverse array of stakeholders and communities within their boundaries and across their localities.

It is clear that benchmark cities are now seeing their digital vision as a 'community platform', providing personalized services and connecting public-service customers and their digital identities within trusted and secure data driven ecosystems.

And future-focused cities need to be embracing the technologies, platforms, systems and processes needed to reshape the service delivery models into a more responsive and resource-efficient offerings.

Furthermore, the use smart data and emerging automation will also transform city organization into fully integrated front, middle and back offices, transforming core processes, enabling workforces, enhancing self-service accessibility, response times, performance and operational effectiveness.

Finally, digitally enabled cities are able to act more dynamically as economic stewards — fostering both highly productive private-sector and government-to-government networks to drive development.

Nothing short of a revolution in workforce expectations and the future working experience

Beyond a heightened focus on the customer experience, forward looking cities are expected to increasingly focus on their people, workforce expectation and changing workplace cultures.

The COVID-19 pandemic has also provided a rare and revealing glimpse into new working paradigms as cities increasingly rely on remote working, new collaboration and cloud-based applications to help manage the impact of unexpected disruption – seemingly changing the status quo overnight.

It is more than likely that cities will continue to see increased adoption of the innovative work models and emerging digital capabilities as you adopt a more flexible position on how employees can best serve their local communities with new levels of agility and an inspired sense of purpose.

Combining smart data use and secure identity management

Although cities are only starting to tap into the immense power of analytics and data-driven business insights – we are already seeing the critical role in data and analytics is having on reshaping city response to highly complex problems, making them more reactive and resilient for a new era.

But the challenges and risks associated with data and digital are real and significant…

Public sector data is often held across a bewildering array of sources, databases, and systems across departments and entities.

Recent Forrester Consulting research showed that whilst most local authorities state they are making "insight-driven" strategies and data driven decision making a top priority, one in four local authorities surveyed cited data housed in multiple databases and lines of business as a significant obstacle to executing new customer-focused strategies.

At the same time, data-driven service management of this newly integrated, personalized and customer-focused data requires strong identity management in order to effectively control and safeguard access to sensitive data wherever it may reside.

An effective overarching cyber-security position can serve to build trust in how data is being used and managed in today's increasingly automated ecosystems, particularly as the public sector has become a growing target for cyber-crime attacks.

A growing focus on integration, interoperability and systems harmonization

Smart data integration and secure management of trusted digital identities — combined with newly integrated teams and processes — will play a significant role in enabling governments to better serve their communities and citizens.

We are already seeing examples of noteworthy progress — such as one London-area government consolidating no less than 17 separate departments and teams into one 'community-solutions team' — unlocking new access to multiple customer centric services while enabling a single view of consolidated public data.

Yes, there is still much ground to cover on this front. Be it addressing the ever-increasing data spaghetti associated with undisciplined growth or integrating systems that have grown organically more complex one patch

at a time or simply unstructured or siloed procurement. But momentum is growing, and the possibilities are truly exciting.

Enabling our workforce to focus on areas where they can bring the most value

The potential for automation to increase efficiency and productivity is material but the real value will come from reducing the time city employees, at every level of service, typically dedicate to routine administration and manual tasks – allowing them to focus on delivering added value to the frontline.

New workforce models and innovative approaches driven by the pandemic response are expected to gain momentum, freeing employees to flexibly shift their focus to work that is value-based and customer-centered.

Acquiring critical new skills for the digital era will be paramount. And management styles will need to evolve as well — from traditional 'command-and-control' approaches to trust based and outcome-focused workplace cultures.

Managing digital transformation

But meaningful transformation cannot be driven by technology but by clear service delivery use cases, digitally enabled, strategically aligned and owned by department or citizens – since anything else is simply the tail wagging the dog.

But the pandemic has been an unanticipated accelerant to transformative change that is nothing less than inevitable for today's cities and local government organizations who will need to step up to a powerful new role in shaping and supporting 'connected communities' across their diverse future needs and expectations is on the horizon.

In this engagement and report we have endeavored to both build on the output of phase one of the services rationalization review whilst aiming to translate and test many of these bigger global themes of digital cities within the context of Guelph.

Colin Earp
Partner | KPMG

Link to the full article | [Future of Local Government](#)

REPORT NAVIGATION BAR

Executive Summary

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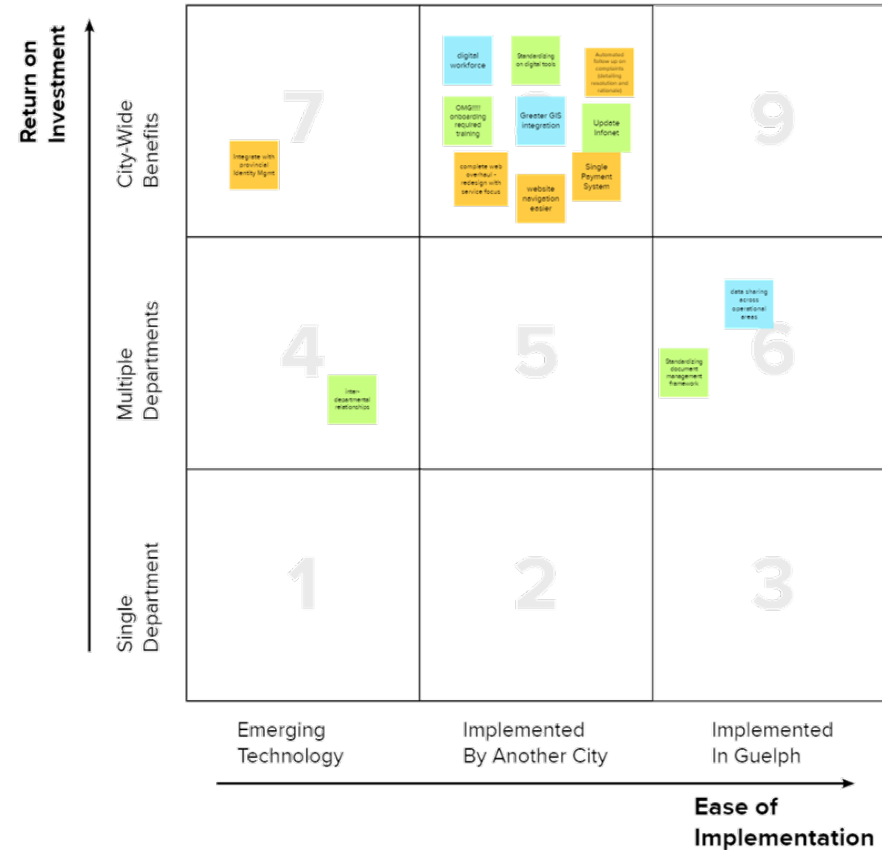
Methodology

The results from the digital inventory survey reflects significant opportunity to digitize customer, operations, and administration functions across Guelph departments, as well as a need to have a unified approach to digitization.

To identify the digital tools used to deliver services within the City of Guelph, a 5-minute survey was sent to Guelph employees to fill out. In the end, there were 87 complete responses and 102 total responses. The survey asked respondents to rate their services' state of digitization for customer, operations, and administration out of 5, with 0 being the lowest and 5 being the highest. The results were used for general analysis on how digitized the service/department is with respect to front office, middle office, and back office functions.

1. N/A, Paper-Based (e.g. no technologies leveraged across touchpoints)
2. Baseline Technology (e.g. standard commercial software like Excel, Outlook)
3. Digitally Enabled (e.g. bespoke software like Kronos for time tracking or payroll)
4. Connected Organization (e.g. fully connected set of software solutions)
5. Automated Self-Service (e.g. end-to-end fully automated journey)

As a part of the state of digitization, the survey also asked respondents to fill out a text box labeled "What digital tools does your department/service use for Customer/Operations/Administration, and what do you use it for?". The results were used to create a catalog of digital tools per department. The survey also asked respondents a directed question on the use of digital tools for booking and payments. Lastly, the survey asked respondents for any additional commentary or thoughts on digitization.

Digitization

Overall, the self-assessment indicated departments/services on average rank themselves a 3 out of 5 on the rating scale with 56% of responses giving administration a score of 3 out of 5 and 44% of responses giving operations a score of 3 out of 5. Customer has the lowest state of digitization and technology use for their independent department/service with 44% of responses giving customer a score of 2 out of 5. There were only a small proportion of respondents who gave a high digitization score for any of the three functional areas as only 8% of total respondents gave a rating of 5 across customer, operations, and administration.
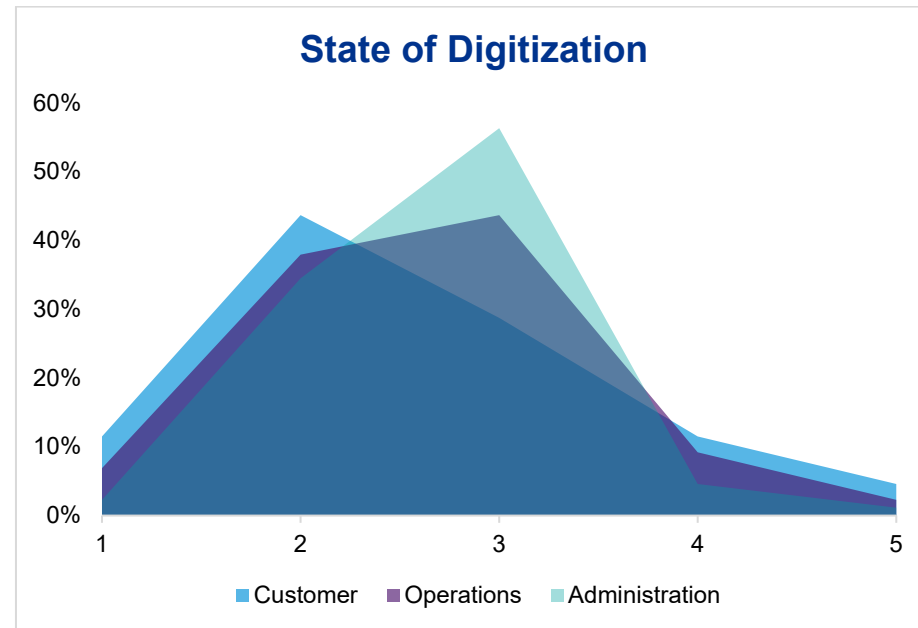
State of Digitization

The 100 total respondents with 82 complete responses identified the current state of digitization for 15 departments. A significant number of Guelph's departments are using, to some degree, the Microsoft suite of tools (baseline tech) for specialized applications (i.e. Ordering). However, 35% of respondents do not use a digital booking system and 30% of respondents do not use digital payments systems. Although, not all departments may require digital bookings or payments, the availability and standardization of that technology is important to accommodate service evolutions or allow the department to host events that would require such technology.

Current State of Digitized Operations

■ Administration ■ Operations ■ Customer
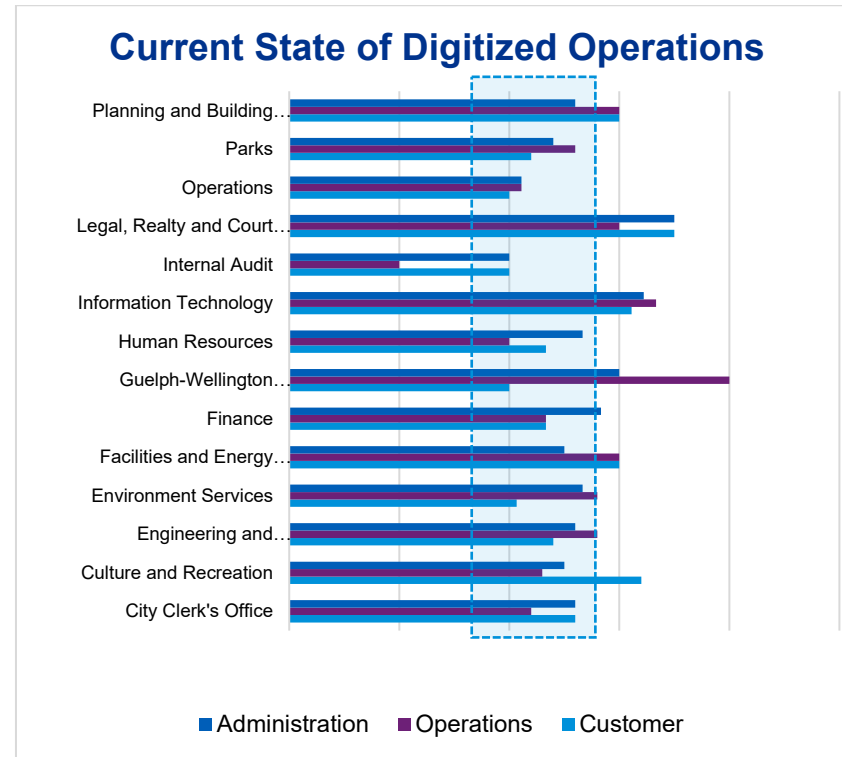
Functional

On average, middle functional areas tended to be the most applicable for using software across departments. Customer-facing functions are more likely to score lower on digitization which impacts the customer experience negatively, especially for modern users that demand instantaneous and comprehensive availability of information.

Type of Areas Software Deployed
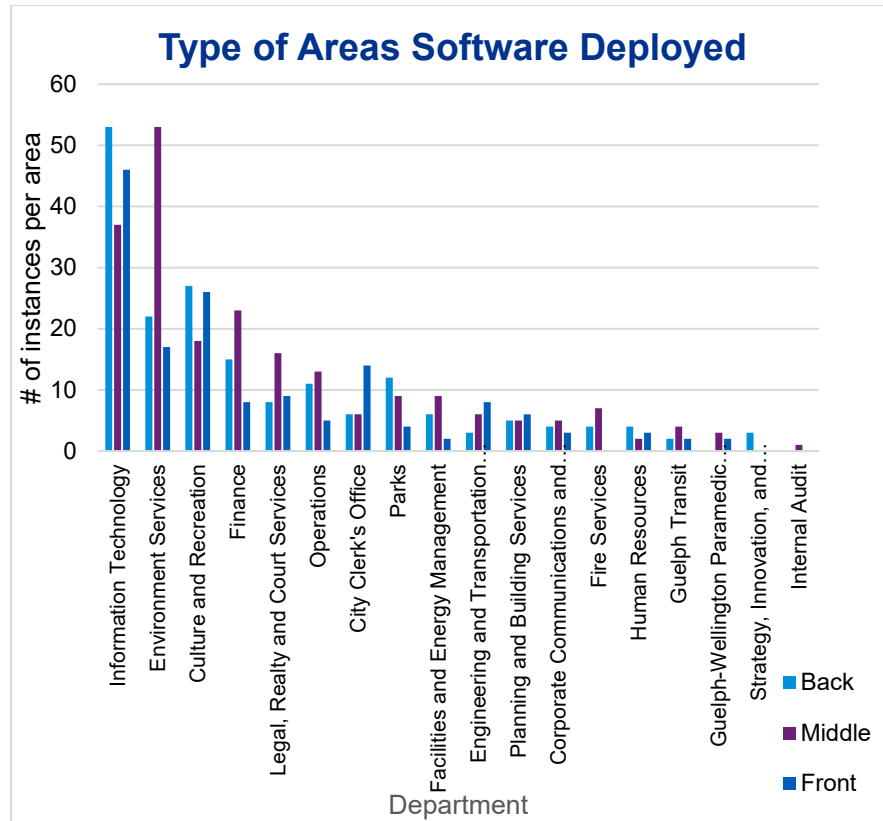
Tools

In total, there are 173 different types of software being used to serve 93 functions. Payroll across departments seemed to be the most digitized and streamlined (96% of instances were using the Kronos software). Purchase orders and work orders across departments seemed to be predominately digitized and streamlined (93% of instances were using the WAM software).

REPORT NAVIGATION **BAR**

Executive Summary

Table of Contents

Section 01
Introduction

Section 02
Digital Context for Guelph

Section 03
Ideation & Initiatives

Section 04
Next Steps

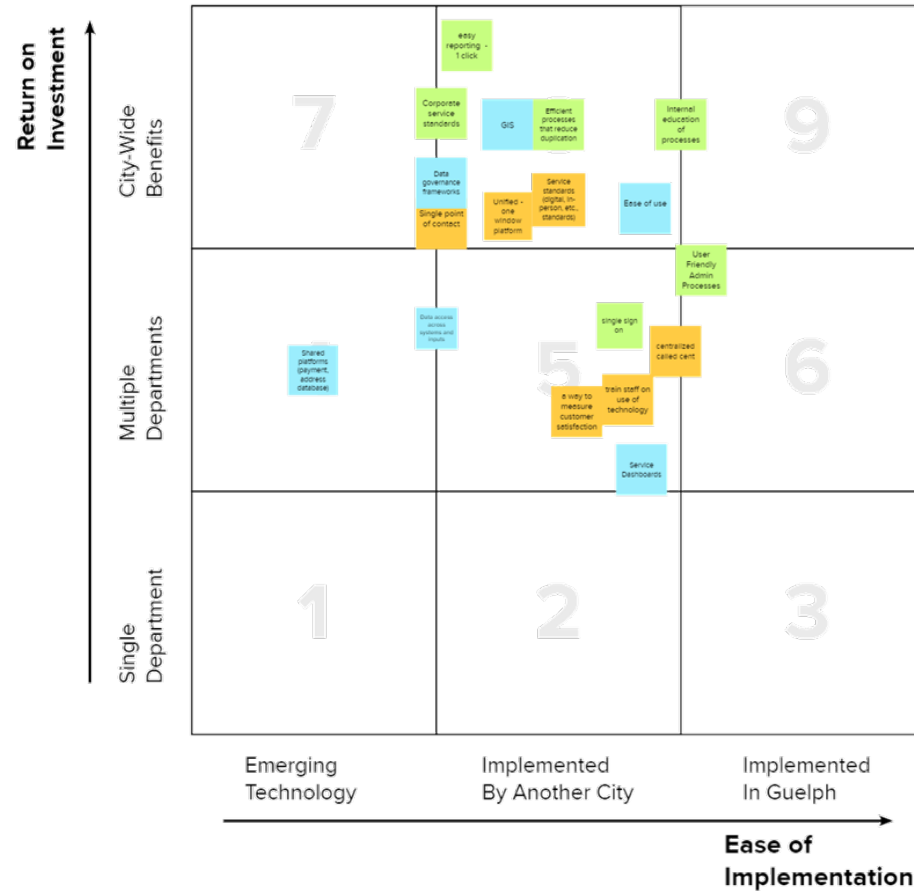Section 05
Unified Payments Review

Appendix
Additional Content

When examining the tools, Kronos, Wam, Outlook, JDE, and AMANDA were the top 5 software being used with WAM and Kronos in particular appearing to be the most uniformly adopted and used software across departments. In terms of similar function, WAM, JDE, PerfectMind and AIMS are all used for payment. Similarly, financial reporting is done across multiple programs in different departments. JDE, Excel, and FMW all seem to be doing a similar function

Top 10 Software Being Used

Most Digitized Functions
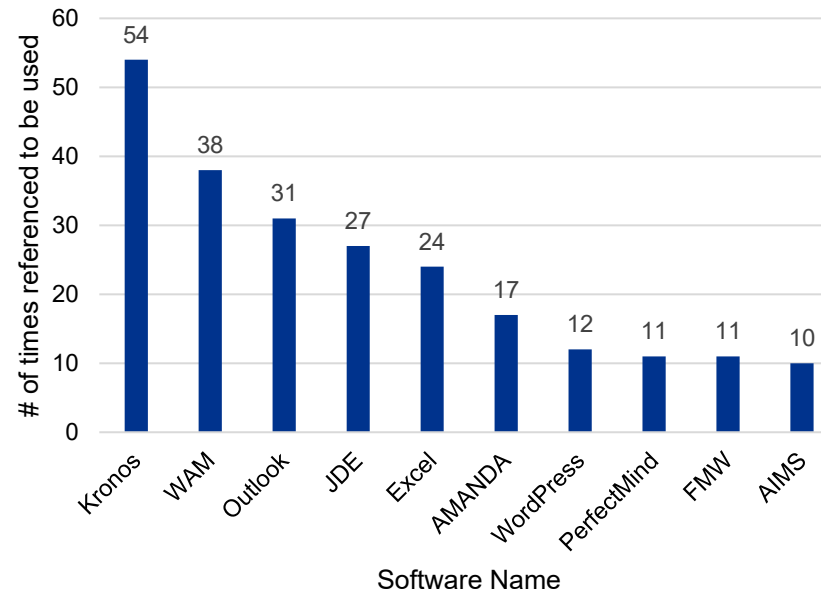
D | Digitization Workshops

Workshop Methodology

The digital workshops facilitated discussions on challenges, vision, and technology opportunities to develop a set of initiatives and prioritization based on Guelph specific challenges.

Agenda (90 mins)	
Opening | Introductions and Context / Surveys	**Baseline**
Ideation | Guiding Principles / Initiatives	**Opportunities**
Assessment | Return On Investment / Ease Of Implementation	**Prioritization**
Turning strategy into action | Challenges and Next Steps to Application	**Action**

Four 90-minute workshops were conducted with department leadership, with the agenda as per outlined below. The outcomes were:

- Guiding principles to digitization;
- A set of prioritized opportunities and initiatives; and
- Core challenges and next steps to implementation.

Decision Framework

A simplified version of the decision framework was leveraged at the workshop to preliminarily prioritize initiatives.

The simplified decision framework follows the following design principles.

Return on Investment (ROI) | Develop relatively strategic value scoring (ROI) used for all initiatives based on their expected benefits outcomes. The ROI was divided into 3 buckets, ranging from single department benefit to city wide benefits.

Ease of Implementation (EOI) | Apply a uniform approach to deliverability. The EOI was divided into 3 buckets, ranging from emerging technology to implemented in Guelph.

Key Outputs | Workshop #1

Customer | The participants all agreed they would like a single unified payment system. Along the same theme of harmonization and user experience, they thought single sign-on, potentially integrated with the Provincial database would be valuable. With respect to customer interactions, automated updates for service requests, as well as AI as a tool to escalate issues or problems to live agents in real time could create a more seamless experience. Lastly, they hope to leverage analytics based on collected data to personalize services accordingly. This will enable assessment into current and future service performance and examine how the offerings extend beyond the municipality.

Operations | Within operations, it was noted that the dedicated Geographical Information System (GIS) team, working with integration and mapping, would be a key factor in driving value out of GIS data. In addition, there is a need to better leverage mobile technology to enhance functionalities (e.g. Content Management System, GIS, work orders, etc.). Finally, the team hopes for greater data availability to create outcome based key performance indicators leading to results that can be visualized, tracked, and monitored.

Administration | A common theme under administration was around improved communication between departments to determine how to appropriately allocate tasks. Participants indicated standardized policies and frameworks would help guide workflows and cross-department collaboration.

Customer (cluster of sticky notes)

Operations (cluster of sticky notes)

Administration (cluster of sticky notes)
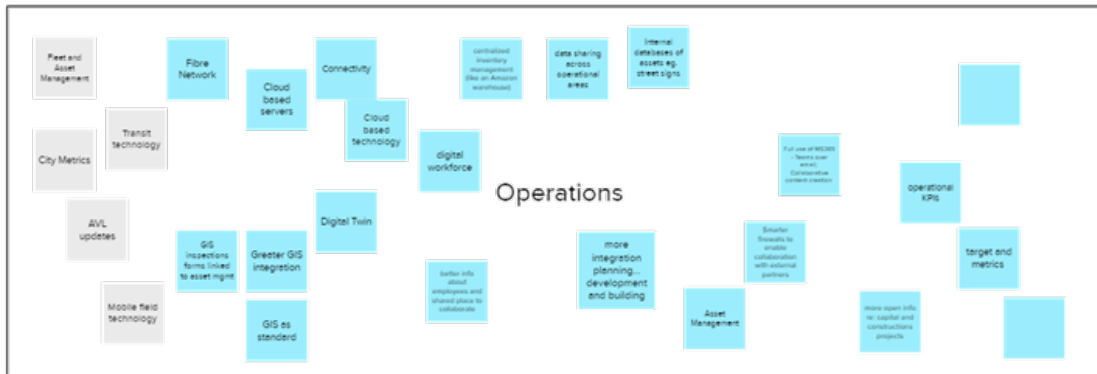
Workshop Attendees

- Shanna Odwyer
- Tammy Adkin
- Stuart Robertson
- Andrea Mikkila
- David Messer
- Jennifer Rose
- Amy Rocha
- Stacey Hare
- Stacey Dunnigan

Key Outputs | Workshop #2

Customer | The participants noted issues with customer interactions and suggested City AI / chat bots to connect residents to the right information at the right time. They also feel that there needs to be a stronger foundation of what service standards are expected and the commitments being made to users, as participants were unclear on the service standards or expectations. Additionally, they believe a unified one window platform can further consolidate interactions. In terms of software implementation, they indicated there is a limited review process across departments. Participants suggested decision making at a corporate level can be beneficial to cross-department application.

Operations | The team observed that accessibility to inter-department data can be beneficial to Guelph as a whole, for example collaboration in building GIS layers. Operations also reflected that a unified platform could enable better reporting. It was also noted that the current data governance framework and quality of information can be improved upon. For the Maximo implementation, attendees highlighted that it needs to be properly integrated to realize its full potential. Proper integration would require the mapping of current processes and standardize these processes with respect to the systems integration with other systems and their respective processes and standards.

Administration | The participants noted the changing expectations of internal users to have a seamless online experience. Similar to requirements of residents and other external stakeholders, the concept of a single login to access all their apps, reporting, and KPIs can materially improve user experience. Additionally, participants reflected that internal education on processes and workflows is an important step to digital transformation and change management. This helps to enhance the capabilities of the workforce in using digital tools and technology to enhance municipal services.

APPENDICES

Customer

Operations

Administration

Workshop Attendees

- Mark Ellis
- Christopher Cooper
- Stacey Hare
- Marina Grassi
- Sasha Einwechter
- Gregory Bedard
- Michelle Lowther
- Stephen O'Brien
- Robin Gerus
- Greg Glark
- Phil McIntyre
- Robert Jelacic
- Gene Matthews
- Glenn Marcus
- Krista Walkey
- Terry Dooling
- Stacey Dunnigan

Key Outputs | Workshop #3

Customer | The participants observed and were of the opinion that neighboring cities maintain customer centricity through a custom system to better understand residents. They believe similar implementations in Guelph can cut down call volume. They referred to an example of a transportation service technology that allowed people to find parking through real time wayfinding information. Participants also indicated that it is difficult to track information across the City and determine where data is being collected. This results in an inconsistent customer experience. In response, the implementation of a cross-department Customer Relationship Management (CRM) was suggested as the foundation to more seamless interactions.

Operations | The team noted that it is important to standardize and digitize workflow management, potentially with a platform that provide step-by-step instruction and the ability to monitor progress. Additionally, they reflected the introduction of Maximo later this year (project started in 2021 with a 3-year implementation time frame), which can provide real-time data and workflow monitoring. They also highlighted the potential use of smart infrastructure such as sensors that could help collect data and drive digital applications.

Administration | One reoccurring issue reflected was the absence of a single source of truth, notably multiple address lists and formats. It is difficult to extract good quality data given the current system, which has the opportunity to be re-evaluated and improved. Along similar veins, the participants reflected that there are a myriad of digital tools, but not enough harmonization across the City, which can cause complexities with employee training and upskilling. As such, there is an opportunity to integrate existing software.

APPENDICES

Customer

Permitting, planning and licensing online · CRM · City Wi-Fi · Single sign-on · Forms digitization · estimate of service time/ delivery · Customer Analytics · digital identity · digital Wayfinding · GIS / Real Time Updates · providing feedback to the City · Services Delivery Monitoring · Multiple Customer End Points to Faciliate Messaging and Insight Delivery · Getting to the right person · streamlined online application process · Payments Integration · digital event approval · self service functionality · tracking customer data across organization (address linked, otherwise) · alignment with billing agent for customer data (Alectra) · Chatbots & AI · customer self service options · 311

Operations

Fleet and Asset Management · Transit technology · City Metrics · AVL updates · ie AVL - garbage trucks and waste sorting practices) · Mobile field technology · GIS Enabled Delivery · Internal digital forms · long-term planning models · Predictive analytics - transition staff time to more value add) · directed workflows · Integrated work history · Cameras & Smart City functionality · Lean 101 · automated reconciliations · AP automation - Reporters - final step, just have them work out all one system. · Field staff being able to collect info on site conditions on hand held and upload to GIS · Mobile Workforce · smart infrastructure · Diaries and Schedules · Use of GIS Mapping for Emergency Response · Virtual Centers · Service Dashboards · Payments Management · Permits · 311 and Asset Management

Administration

Digital workflows and approvals · Office 365 & collaboration · Self-service for HR and finance processes · Modern ECM SharePoint · Eliminate all paper · Yes to all the grey box items to left · better Integration of myriad of software · Hoteling / Space that supports digital needs. · Document management system · Interactive Scheduling for 24-7 operations · Digital Development Review · Maximo · Use of MS Teams Mural pages for virtual meetings) · digital platform that allow information to be shared internally and externally with partners and customers · searchable roles and responsibilities · one address list to rule them all (location ids, GIS) · prioritization framework - transparency for all work plans · these two!!! · Single Sign On · Cross city / department collaboration · shared customer data history · Access to information and knowledge · Shared online work plans · shared and linked · EDMS or some version? P drive and TOMRMS,...ohhhh....

Key Outputs | Workshop #4

Customer | The team noted that there could be opportunities to centralize customer service functions, such as the small business enterprise center, and is currently working with Service Guelph to implement this. The priority is to streamline customer interactions and provide all answers in one place, although there was no further discussion on a hierarchy, a triage process, or consolidate repository of these answers at this time. Another topic of discussion was the integration of dissimilar systems. There are internal systems which are completely segregated, such as the fire, police and paramedic departments. This can be problematic as callers may need to give the same information multiple times across the various dispatchers. Overall, they highlighted that it is critical to have a better understanding of what residents want. There is not enough feedback on services provided, which means there is no way of collecting, tracking, and assessing data for improvement opportunities.

Operations | The participants noted digital applications such as driverless and electrical vehicles are important, but foundational infrastructure can be even more critical. If the infrastructure is not future proofed for a new transportation paradigm, digital applications can be materially more difficult to implement. They also highlighted creative use cases of existing smart infrastructure, such as leveraging smart streetlights indicating the geolocation of a distress call. This will require enhanced inter-department data sharing and collaboration. They also reflected on the importance of data driven decision making, to enhance the efficiency and effectiveness of operations.

Administration | The participants highlighted various digital applications, such as automated dashboard with connections to existing systems. Additionally, standardizing the address format in GIS and data standardization was again noted as a opportunity for improvement. Foundational people initiatives such as training on the utilization of current tools and automated onboarding were opportunities that can result in cost and time savings.

Customer

- Permitting, planning and licensing online
- CRM
- Integration between different levels of government
- central service centre - with knowledge base for ALL depts.
- true one door for business
- automatic billing for servce
- Integration of dissimilar systems
- Integrated Payments
- Synchronization between response units and GIS elements for real time traffic control
- Smart City Services
- City WI-FI
- Smart AI that gets to know our customers and suggests other things they may want to do online
- Collective contact lists (also part of corporate CRM)
- city wide comprehensive app
- Single Identity
- Digital 311 & GIS
- Customer Analytics
- Single sign-on
- Business specific services for departments that service them.
- Use of GIS to supprt delivery
- Data Sharing
- ask users what they want
- Governance of data and trust
- Digital Learning and development
- Wayfinding
- Forms digitization

Operations

- Fleet and Asset Management
- Link smart streetlights with service locations
- CAD/AVL links
- Data driven decision making
- Removal ov governance barriers
- Analytics and Budgeting
- Automatic notifications of items that are due, or when a project milestone has been reached.
- Transit technology
- Build solutions for tomorrow's cities
- Digital Twin, IOT, sensors
- GIS
- City Metrics
- Data insights to drive decisions
- Real time data and dashboards
- Future Infrastructure
- Automated onboarding and training
- video conferencing equipment in meeting rooms for both in-person and virtual meetings.
- AVL updates
- centralized customer service group
- Corporate CRM
- open/shared work plans so we can see what all departments are doing and share rather than compete for resources
- shared customer data - all departments can see customer history - anticipate and customize service
- Mobile field technology

Administration

- Digital workflows and approvals
- standard processes for delivery
- Standardized address format with GIS
- Automated dashboard
- Diary & Scheduling
- Office 365 & collaboration
- one path for customer transactions
- Administration
- Data & Doc Access
- Self-service for HR and finance processes
- keep employee skills up to date (digital skills)
- more automated onboarding and training
- Single Sign On
- Modern ECM SharePoint

Workshop Attendees

- Dave Elloway
- Stacey Hare
- Glenn Marcus
- Sasha Einwechter
- Jodie Sales
- Christine Chapman
- Jared Karr
- John Regan

E | Digital Maturity Survey Results

Detailed summary of the digital maturity result by the underlying sub-capabilities and application considerations for Guelph

E1   Insight Driven Strategies & Actions

E2 Innovative Services

Innovative Services
Develop compelling and innovative policies and services to deliver outcomes and drive a positive customer experience.

Application to Guelph

Service design has the highest strategic value. Should conduct assessment on services and how they balance customer need, policy requirements and business priorities. Subsequently, action the items that are imbalanced.

● Current State   ▲ Ambition   SV 1-5 Strategic Value

Capability Assessment Statement	Guelph Maturity Score	Rationale/Comments
Needs Analysis: We engage with customers, stakeholders and communities to identify and understand their needs.	N/A 1 2 3 4 5 ●▲ SV 3.9	▪ Some departments clearly define the demographic whom they provide services for
Policy Development: Policy options are developed to balance competing priorities. Where possible, we take early action to deliver sustainable outcomes.	N/A 1 2 3 4 5 ●▲ SV 4.0	▪ Some policies do consider government requirements, customer needs and Guelph priorities
Service Design: We design services to deliver agreed policies using evidence, insights and leading practices.	N/A 1 2 3 4 5 ●▲ SV 4.0	▪ There are groups that actively seek out innovative and better practice (Continuous Improvement Office)
Implementation: Our capabilities are suitable and consistent with policy and service design.	N/A 1 2 3 4 5 ●▲ SV 3.9	▪ There are options for customers to exercise choice in how they access services in Guelph
Outcomes, Impacts and Benefits Measurement: We collect, monitor, review and evaluate outcomes, impacts and benefits to continuously improve and shape policy, services and our operations.	N/A 1 2 3 4 5 ●▲ SV 3.8	▪ Guelph is somewhat transparent and is actively welcoming external review through consultants
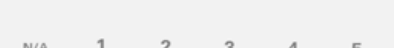
E3 Experience Centricity by Design

Experience Centricity by Design
Design seamless experiences for customers, employees and partners, supporting the customer value propositions and delivering business objectives.

Application to Guelph

Experience mindset scores highest on strategic value and is the lowest gap between current maturity and ambition. Need to ensure staff are trained to design, use, and maintain customer experience journeys.

● Current State ▲ Ambition SV 1-5 Strategic Value

Capability Assessment Statement	Guelph Maturity Score	Rationale/Comments
Experience Mindset: Our strategy is established by an experience mindset.	N/A 1 2 3 4 5 ●▲ between 3 and 4 — **SV 3.9**	▪ Guelph moderately recognizes the value of customer and stakeholder experience and delivering positive outcomes
Experience Journey Management: We ensure a smooth service experience by managing the journey of customers through our organization and services that we provide directly or through third parties.	N/A 1 2 3 4 5 ● at 2.5 ▲ at 3.8 — **SV 3.9**	▪ The customer journey is supported by front, middle, and back offices
Experience centric design: We optimize the customer journey through experience-centric design which drives the delivery of outcomes..	N/A 1 2 3 4 5 ● at 2.8 ▲ at 3.5 — **SV 3.9**	▪ There is a challenge in understanding the changing expectations of citizens
Co-design and Engagement : We actively engage customers to co-design their experience and enable them to meet their needs.	N/A 1 2 3 4 5 ● at 2.8 ▲ at 3.3 — **SV 3.6**	▪ Limited formal processes for engaging customers during journey to ensure services are meeting expectations and needs
Experience Measurement & Improvement: We ask all customers about their experience as a basis for continuous improvement.	N/A 1 2 3 4 5 ● at 2.8 ▲ at 3.3 — **SV 3.8**	▪ There is limited accountability to drive coordinated department-wide customer-centric transformation

E4   Seamless Interactions & Commerce

Seamless Interactions and Commerce

Interact and transact with customers, partners and stakeholders across policy, services and communication channels and achieve measurable results.

Application to Guelph

Integrated delivery scored highest for strategic value, but maintains the largest gap. There is a lack of a seamless service, and there is not a single view of customer across all services. Need to create a single customer profile in a CRM and integrate service systems.

● Current State   ▲ Ambition   SV 1-5 Strategic Value

Capability Assessment Statement	Guelph Maturity Score	Rationale/Comments
Channel Strategy: We have a clear and effective plan to move the service through the chain of commerce to the end customer.	Current State 2.5, Ambition 3 — **SV 3.6**	▪ Not all channels are digital by default, some require traditional processes
Integrated Delivery: Our services are integrated within and across departments.	Current State 2.5, Ambition 3.5 — **SV 4.0**	▪ There is not a single view of customers across departments; services not integrated
Secure Channel Structure: Trust and confidence are maintained through secure and strong components to enable delivery to the end customer.	Current State 3, Ambition 3.5 — **SV 3.9**	▪ Customers somewhat see Guelph channels as trustworthy and secure
Omni-Channel Access: We offer a comprehensive range of channels for all interactions and communications with internal and external customers.	Current State 3, Ambition 3.5 — **SV 3.8**	▪ There are a few different channels to access services (call-in, website, etc.)
Optimized Personalization: We proactively deliver digitally enabled personalized services that optimize experiences.	Current State 2.5, Ambition 3.5	▪ There is no digital platform that enables personalized customer recommendations

E5   Responsive Operations & Supply Chain

Responsive Ops and Supply Chain

Operate the enterprise with efficiency and agility to fulfil the customer promise in a an efficient and effective way.

Application to Guelph

Lessons learned are not actively shared across the organization and services are reactive instead of proactive. There is a need for cross-departmental business planning to share the vision for the year; seek to target areas for process improvement and sharing learning opportunities.

● Current State   ▲ Ambition   SV 1-5   Strategic Value

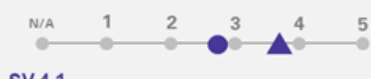| Capability Assessment Statement	Guelph Maturity Score	Rationale/Comments
Demand Management: Clarity of demand drives our operational approach and resource allocation.	N/A 1 2 3 4 5 — score ~3.3, SV 4.0	▪ There is some evidence of understanding resource requirements to manage demand
Operational Resilience & Improvement: Resilience and continuous improvement are deeply rooted in our organization.	N/A 1 2 3 4 5 — score ~3.5, SV 4.3	▪ Guelph staff are mainly equipped with the necessary tools to be resilient
Supplier Management: Our procurement strategy is aligned with and delivers the overall organization strategy.	N/A 1 2 3 4 5 — score ~3.3, SV 3.7	▪ The sourcing and procurement process is somewhat fair and impartial
Asset & Liability Management: We manage assets and liabilities in line with current and long term policy objectives.	N/A 1 2 3 4 5 — score ~3.7, SV 4.1	▪ There is some indication of understanding the assets under Guelph control
Financial Management: We manage finance in line with current and long term policy objectives.	N/A 1 2 3 4 5 — score ~3.7, SV 4.2	▪ There are defined financial management practices evident
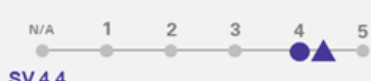
E6   Aligned & Empowered Workforce

Aligned and Empowered Workforce

Build a customer-centric organization and culture that inspires people to deliver on customer outcomes.

Application to Guelph

Performance is not actively managed and rewarded accordingly. Define service standards first, then attach incentives to meet and exceed KPIs. Train leaders to be digital advocates and teach safe-to-fail mindset.

● Current State   ▲ Ambition   SV 1-5 Strategic Value

Capability Assessment Statement	Guelph Maturity Score	Rationale/Comments
Workforce Strategy: Government objectives guide the organizational strategy which informs individual and team performance metrics.	N/A 1 2 3 ● 4 ▲ 5 — SV 4.2	▪ There is evidence of some strategic workforce plans that identify current and future capabilities to deliver services
Organization Design & Governance: We align our organizational design and strategy.	N/A 1 2 3 ● 4 ▲ 5 — SV 4.2	▪ Employees sometimes collaborate with each other within and across departmental lines to achieve objectives
Leadership & Culture: Our leaders create a positive culture that is collaborative, encourages feedback and supports diversity.	N/A 1 2 3 ● 4 ▲ 5 — SV 4.4	▪ Some leaders are agile, adaptive and comfortable with leading in ambiguous times with devolved responsibility
Talent Strategy & Capabilities: We have a strategy to attract and retain diverse talent. Our workforce have the right capabilities and are empowered to achieve our organizational objectives, for which they are accountable.	N/A 1 2 3 ● 4 ▲ 5 — SV 4.2	▪ There are some learning and development opportunities available on multi-modal platforms
Change Management: Our organization has a culture that drives and supports innovative, agile and adaptive ways of working.	N/A 1 2 3 ● 4 ▲ 5 —	▪ There is no clear documented approach to effectively drive change management within the organization

E7 Digitally Enabled Technology Architecture

Digitally Enabled Technology Architecture

Create intelligent and agile services, technologies and platforms, enabling the customer agenda with solutions that are secure, scalable and cost-effective.

Application to Guelph

Data strategy has largest gap between current state and ambition with the second highest strategic value. Implement a City-wide ECM and data governance framework to guide employees.

● Current State   ▲ Ambition   SV 1-5 Strategic Value

Capability Assessment Statement	Guelph Maturity Score	Rationale/Comments
Digital Strategy & Enablement: Our digital technology operating model is flexible, resilient and agile to enable experience-centric practices.	N/A 1 2 3 4 5 — Current State at ~2.5, Ambition at 4 — SV 4.1	▪ Software and tools are not all aligned and integrated for front, middle, and back office
Technology Strategy: Common, reusable platforms and capabilities enable optimal delivery of required outcomes.	N/A 1 2 3 4 5 — Current State at ~3, Ambition at ~3.5 — SV 3.8	▪ There are some reusable technological capabilities that enable delivery of required outcomes
Enterprise Architecture: Our organizational architecture supports business strategy and policies, by aligning functions with our digital technology portfolio to meet future strategic objectives.	N/A 1 2 3 4 5 — Current State at ~3, Ambition at 4 — SV 4.1	▪ The enterprise architecture does not fully support business strategy and policies
Security and Privacy: Our digital technology is designed and built to be secure and to protect our data, systems and products. We use technology to manage and maintain security across all channels, inclusive of data and physical networking.	N/A 1 2 3 4 5 — Current State at 4, Ambition at ~4.5 — SV 4.4	▪ The digital technology is secure and protects data adequately
Data Strategy: Our overall data strategy puts data at the heart of driving customer experience, our organization, the wider ecosystem and Government.	N/A 1 2 3 4 5 — Current State at ~2.5, Ambition at 4 — SV 4.2	▪ There is a lack of a clear data strategy to drive customer experience

E8   Integrated Partner & Alliance Ecosystem

Integrated Partner and Alliance Ecosystem

Engage, integrate and manage partners to increase speed, reduce costs, mitigate risk and close capability gaps to deliver customer outcomes.

Application to Guelph

Partner and alliance strategy scores highest in strategic value with a relatively small gap from ambition. Consider to detail how those partnerships and alliances can be leveraged to meet customer needs and define criteria to effectively identify and engage partners.

● Current State   ▲ Ambition   SV 1-5 Strategic Value

Capability Assessment Statement	Guelph Maturity Score	Rationale/Comments
Partner & Alliance Strategy: We align our strategy with the market and engage partners accordingly.	N/A 1 2 3 4 5 SV 4.0	• There are some criteria that effectively identify and engage our partners
Commercial Frameworks: Our partnerships & alliances deliver best value and sustainability of outcomes.	N/A 1 2 3 4 5 SV 3.8	• There is some evidence of assessing commercial arrangements that provide best value for money
Contract Management: We have a robust contract management and optimization capability which maintains quality, continuity of service, cost and risk.	N/A 1 2 3 4 5 SV 3.8	• There is some review process for contracts to manage compliance
Outcome Management: Our partner value chains are agile and continuously respond to the needs of organization to drive efficiencies and deliver effective outcomes.	N/A 1 2 3 4 5 SV 3.5	• There is a lack of a comprehensive and systematic approach to partner management to monitor and continually assess performance
Ecosystem Management: We effectively engage and manage our partnerships, alliances and vendors in a collaborative manner within the ecosystem.	N/A 1 2 3 4 5 SV 3.6	• There is some structure in place to ensure the effective integration and management of partners

F | Payments Workshops

The payments workshops facilitated discussions to identify and list the Payment Platforms being utilized and to identify current state payment strengths, pain-points, opportunities. Additionally, they were utilized to explore future state guiding principles and design elements for a unified payment platform(s).

Current State of Payment Systems
- What: Identifying Daily Interactions with Payments Systems
- How: Structured Breakdown of Activities into use Cases
- Why: Highlighting key gaps in Systems/Channels, identifying shared Systems/Components, and understanding System Materiality and Purpose

01

City of Guelph Payments Use Cases
- Understanding payment use cases
- Identifying payment systems
- Recognizing payment flow & Confirming payment strengths and pain points

02

Identifying Payments System Importance and Opportunities
- Discussion questions on payment use cases

03

Designing the Future State of Payment Systems
- Future State Guiding Principles and Key Design Elements
- Enabling digital capabilities via a unified payment platform
- Emerging models for a unified payment platform

04

Workshop Attendees

- Amy Rocha
- Greg Clark
- Tammy Adkin
- Victoria Ballah
- David Boyle
- Christine Chapman
- Christopher Cooper
- Rich Grau
- Ashley Kassian
- Wendy Kornelsen
- James Krauter
- Kim Lawrence
- Courtney McDonald
- Dylan McMahon
- Colin Reynolds
- Mathew Newman
- Bill Nuhn
- Shanna O'Dwyer

- Nicholas Rosenberg
- Patrick Sheehy
- Jennifer Slater
- Markham Wismer
- Jamie Zettle
- Minna Bunnett
- Stacey Hare
- Val Harrison
- Sara Temple
- John Tsilogianis
- Anna Marie O'Connell
- Stuart Robertson

REPORT NAVIGATION **BAR**

APPENDICES

The payments workshops were able to identify several different payment systems that the City of Guelph utilizes. This data is explicitly derived from the workshop.

	System Name	Category	Description
1	AIMS Parking	Channel, Capture, LOB	Parking Management solution
2	Amanda	Capture, LOB	Permits and licenses management, invoice creation
3	Bamboora	Capture	EFT initiation for Perfect Mind (Proposed)
4	CAMS	Capture	TD commercial bank corporate interface
5	canadahelps.org	Channel, Capture	Charity donation portal
6	Chrome River	Channel, Capture, LOB	Expense Management Solution & Parking (Implementation)
7	CLASS (SG)	LOB	Citizen system of record, memberships, registrations, facilities bookings (Being deprecated)
8	CLASS - Payment Manager	Integration	Integration component for CLASS to 3rd party applications
9	CLASS - RegExpress	Channel	Public Portal side of CLASS
10	CLASS - POS	Channel	POS capability
11	DocuPet	Capture, LOB	Pet licensing solution
12	EFMS, Farebox, Payment in Motion(PM)	Channel, Capture, LOB	Electronic Fare Management System, OnYourWay fare cards
13	Etsy	Channel, Capture	Portal
14	Eventbrite	Capture, Capture, LOB	Event management & ticketing solution
15	Givex	Channel, Capture, LOB	Banqueting software & POS (Proposed)
16	HONK	Channel, Capture	Parking Payment solution (App)
17	ICON	Capture, LOB	Provincial court database
18	JDE	Capture, LOB	Accounting ledger
19	Kim's Paypal account	Channel, Capture	Paypal form for payments

	System Name	Category	Description
20	MacKay Pay	Channel, Capture, LOB	Parking Payment solution (Meters & App)
21	Maitre'D	Channel, Capture, LOB	Banqueting software & POS (Being deprecated)
22	Moneris	Channel, Capture, LOB	Card related payments channel and SOR
23	Paradigm	Capture, LOB	Weighing solution
24	ParkSmart	Capture, LOB	Parking infraction notices (Citation, Skeletal) (Legacy)
25	Paymentus	Channel, Capture	Electronic bill payments solution - presentation and payment
26	Perfect Mind	Channel, Capture, LOB	Facility Management software solution
27	Public Portal	Channel	Citizen portal
28	TCOL	Capture, LOB	Tax Certificates Online
29	TixHub	Channel, Capture, LOB	Ticketing solution
30	Vailtech	Capture, LOB	Tax Management

G | Initiative Prioritization

Initiative (Description)	Strategy	Application	Cost Savings	Impact	Timeframe	Cost	ROI	Resources	Maturity	Status	Complexity	Risk	Change	EOI
Centralize employee information	1	3	1	1	3	2	1.83	3	2	1	3	2	1	2.00
Digitize communication channels	2	3	1	2	3	2	2.17	3	3	1	3	2	1	2.17
Digitize onboarding	2	3	2	3	3	2	2.50	3	2	1	3	3	3	2.50
Enable real time information update	2	3	1	3	1	1	1.83	2	2	1	0	3	2	1.67
Harmonize project management	2	3	1	2	2	1	1.83	2	2	1	2	2	2	1.83
Implement a learning management system	2	3	2	2	3	2	2.33	3	2	1	3	3	3	2.50
Implement cloud migration	1	3	2	2	1	0	1.50	2	2	3	3	2	2	2.33
Implement intuitive reporting	3	3	2	3	2	2	2.50	3	3	2	2	1	2	2.17
Integrate software ecosystem	2	3	2	2	2	3	2.33	3	3	1	3	3	2	2.50
Modernize ECM	2	3	2	2	2	0	1.83	2	3	2	2	2	1	2.00
Assess commercial/academic partnerships	3	2	2	1	3	3	2.33	3	3	3	3	2	2	2.67
Automate follow-up on service requests	1	2	2	3	1	0	1.50	2	2	1	0	1	2	1.33
Conduct customer needs assessment	2	3	2	1	3	3	2.33	3	3	2	3	0	2	2.17
Develop AI Chatbot	1	2	2	3	1	1	1.67	2	2	1	2	1	0	1.33
Digitize voting	1	1	2	2	1	0	1.17	1	1	1	1	0	0	0.67

Initiative (Description)	Strategy	Application	Cost Savings	Impact	Timeframe	Cost	ROI	Resources	Maturity	Status	Complexity	Risk	Change	EOI
Employ customer data analytics and performance metrics	2	3	2	3	2	2	2.33	2	2	1	2	0	2	1.50
Enable donation platform	0	1	2	2	2	2	1.50	3	2	1	2	0	2	1.67
Establish a measurement and reporting framework	3	2	0	1	3	3	2.00	3	3	1	3	2	2	2.33
Establish government as a platform	3	2	0	3	0	0	1.33	1	1	1	1	1	0	0.83
Establish single digital window	2	3	2	1	2	0	1.67	2	2	1	2	2	0	1.50
Implement a generic web-service for bookings	1	2	2	2	3	2	2.00	3	3	3	3	1	2	2.50
Implement a unified payment platform	2	2	2	3	2	1	2.00	2	3	1	3	0	0	1.50
Integrate provincial and federal services	3	2	0	2	0	1	1.33	3	1	1	3	2	1	1.83
Modernize CRM	3	3	2	2	2	0	2.00	2	2	2	2	0	2	1.67
Personalize services	3	2	1	1	1	1	1.50	3	2	1	2	1	2	1.83
Streamline digital identity	1	3	2	3	2	1	2.00	1	1	1	2	0	0	0.83
Update City's website to be more user friendly	1	2	2	3	3	2	2.17	2	3	3	3	3	2	2.67
Automate predictive analytics	2	3	2	3	1	0	1.83	2	2	1	1	1	2	1.50
Build analytics capabilities	2	3	1	2	3	2	2.17	2	3	0	2	1	1	1.50
Centralize inventory management	2	2	2	1	2	1	1.67	3	2	1	2	2	2	2.00
Consolidate and harmonize GIS	2	2	2	3	2	2	2.17	3	3	3	3	2	2	2.67
Develop digital twin	2	2	2	3	1	0	1.67	1	0	1	0	1	1	0.67

Develop end-to-end process maps	2	3	2	1	3	2	**2.17**	3	3	0	3	2	1	**2.00**
Digitize forms	2	3	3	3	2	2	**2.50**	3	3	0	3	1	1	**1.83**
Enable 5G network	2	2	2	3	0	1	**1.67**	1	0	0	0	3	2	**1.00**
Enhance connectivity infrastructure	3	2	2	2	0	0	**1.50**	2	3	0	1	3	2	**1.83**
Enhance IT/IM interoperability	2	3	2	3	2	0	**2.00**	2	3	0	2	0	2	**1.50**
Establish a common collaboration platform	2	3	2	3	2	1	**2.17**	2	2	1	1	1	1	**1.33**
Establish cross functional digital CoE	3	3	1	2	3	3	**2.50**	3	2	0	3	3	1	**2.00**
Expand mobile technology use by field workers	2	2	1	3	2	0	**1.67**	2	3	3	2	2	2	**2.33**
Implement RPA and process mining	2	3	2	3	2	2	**2.33**	3	3	0	2	2	2	**2.00**
Implement smart infrastructure	3	3	3	3	1	0	**2.17**	2	3	3	1	2	2	**2.17**

H | Initiatives

#	Initiative	Description	Example Actions
Customer			
1	Measurement and reporting framework	Establish a process to monitor and track customer service performance in a standardized manner across departments.	▪ Define service standards (digital, in person, etc.) ▪ Assign supervisors and managers to monitor performance ▪ Determine service level agreement (SLA) standards
2	Modernization of Guelphs Customer Relationship Management (CRM) Approach	Transfer any traditional forms of customer data (paper-based) into digital data and use a common software.	▪ Digitize traditional data ▪ Centralize shared customer data/history ▪ Procure and use a single CRM to manage customer data
3	Establish single digital window / user interface planform	Enhance a single virtual platform for all users to access all City services that manage workflow management, activity tracking, work ticket logs and user access / identity security	▪ Establish centralized call center ▪ Assess the process to getting to the right person and adjust workflows as necessary
4	Streamline digital identity	Combine and cleanse existing customer data to conclude in a single source of truth. This entails using the same customer data across departments.	▪ Create a centralized customer profile and ▪ Transfer and clean existing information from other data sources for customers ▪ Enable single sign-on for customers ▪ Digitize customer interactions for services still using traditional methods
5	Develop AI Chatbot	An automated artificial intelligence (AI) chatbot to interact with customers and escalate issues to live staff if required.	▪ Define escalation framework and process ▪ Source chatbot software ▪ Integrate chatbot into Guelph website ▪ Track and monitor usage and customer satisfaction
6	Enable donation platform	Provide a digital avenue to submit donations through the Guelph website.	▪ Identify department and events that will utilize function ▪ Train staff on availability and usage of platform ▪ Create online training materials to help guide customers ▪ Conduct privacy and security testing

#	Initiative	Description	Example Actions
Customer			
7	Commercial/academic partnerships	Review commercial and academic partnerships with the City and assess how they add value. Develop a partnership strategy to onboard and select new alliances.	▪ Develop partnership and alliance strategy ▪ Define a commercial risk management approach ▪ Conduct partner and commercial outreach ▪ Review procurement and sourcing strategy
8	Digitize voting	Provide a digital method to vote and participate in voting sessions for citizens.	▪ Develop content that describes each voting option ▪ Create training materials for voting platform
9	Increased level of digital personalization of services provision / UX	Use of customer data and analytics to increase the level of service personalization as to the content and digital wayfinding the user experiences when accessing Guelph services.	▪ Leverage the single depository of customer information (Customer #4) ▪ Create user categories to place customers ▪ Assign behaviors, characteristics, and metrics to categorize users ▪ Integrate analytics to adjust content according to user categories
10	Generic web-service for bookings	Provide a web-based tool for users to book facilities and services.	▪ Identify existing services and facilities within the City ▪ Source and integrate web-based booking tool ▪ Track usage and customer experience
11	Establish government as a platform concept	Develop the concept of a digital platform approach to support a mixed delivery ecosystem including City and 3rd party providers for key city services.	▪ Develop e-commerce management approach ▪ Service integration data management approach ▪ Communications and UX strategy
12	Integrate provincial and federal services	Integrate the centralized City CRM system into the provincial and federal identification database.	▪ Identify required metadata for provincial and federal identification system ▪ Seek approval to integrate systems ▪ Adjust and update the City CRM data to allow transition into provincial and federal system
13	Employ customer data analytics and Key Performance Indicators (KPIs)	Utilize customer data analytics for data collected within CRM. Assign KPIs for metrics, establish a baseline and track progress against desired outcome.	▪ Implement customer analytics into service systems and performance management framework (Customer #1) ▪ Ensure customer facing transactions are seamless and digitized ▪ Leverage data analytics to generate personalized services (Customer #9) ▪ Measure customer satisfaction (Customer #1)

#	Initiative	Description	Example Actions
Customer			
14	Automate follow-up on requests	Send automated follow-up communication on existing service and support requests.	▪ Define SLAs (Customer #1) to guide response and reply periods ▪ Create template communication messages ▪ Outline communication guidelines for departments ▪ Automate follow-up on complaints and feedback
15	Update City's website to be more user friendly	Adjust the City of Guelph website to be more intuitive and easier for navigation.	▪ Adhere to ease of use principles ▪ Develop self-service functionality ▪ Redesign web with service focus ▪ Review website navigation for intuitive use and adjust UI/UX design accordingly
16	Implement a Unified Payment Platform	Implement a payment system and process that can be leveraged across departments. This system should be integrated and able to communicate across services.	▪ Review validity of existing payment systems being used in Guelph ▪ Integrate all payment systems into a single source of truth or centralize the system ▪ Digitize payments for all services using traditional methods
17	Conduct customer needs assessment	Conduct customer outreach to gain an understanding of the changing customer needs to adjust services to meet their demands.	▪ Define business specific services for departments ▪ Reach out to customers to understand how services are satisfying their needs ▪ Assess customer experience with services and ability to fulfill customer need ▪ Aggregate data from customers, stakeholders and wider communities ▪ Understand the changing needs of customers

#	Initiative	Description	Example Actions
Operations			
1	Implement Robot Process Automation (RPA) and process mining	Develop an approach to digital automation for City services including Robotic Process Automation (RPA), chatbots, machine learning, transactional services support, and KPI / assurance reporting.	▪ RPA opportunity development ▪ Automated customer experience ▪ Data driven delivery assurance analysis
2	Mobile technology for field workers	Use mobile technology (e.g. tablets, laptops, etc.) for field staff to assist their operations and data collection.	▪ Create an inventory list of existing mobile technology ▪ Assess how to make operations are lean and efficient through use of mobile technology ▪ Determine any gaps in technology and procure equipment as necessary ▪ Create trainings to transition to a digital workforce
3	Consolidate and data cleanse GIS	Centralize GIS information into a single data repository and standardize the metadata across services.	▪ Standardize metadata like the address format with GIS ▪ Enable greater GIS integration throughout existing services and applications ▪ Implement GIS enabled delivery
4	Implement smart infrastructure	Utilize smart digital technologies (e.g. sensors, cameras, waste management systems, traffic control, etc.) imbedded into the physical infrastructure to assist with reporting and maintenance.	▪ Assess smart infrastructure technologies ▪ Implement digital wayfinding through information provided by smart infrastructure ▪ Build solutions with a mindset of tomorrow's cities and their changing characteristics
5	Automate predictive analytics	Look at ways to develop a catalogue of standard analytical and reporting capabilities to be leveraged by staff to accelerate data driven decision making	▪ Department analytical requirements gathering ▪ Review streamlining opportunity for current data reporting using advanced analytical functions.
6	Build analytics capabilities	Actively build Guelph's access to analytical capability and resource through recruitment, centralized resource sharing and 3rd party arrangement.	▪ Analytical resource strategy
7	Develop end-to-end process maps	Create end-to-end process maps for departments and their respective services. This workflow diagram should include the activities, user touchpoints. Internal stakeholders involved and desired outcomes.	▪ Define the services provided by each department ▪ Create process maps for services and assign responsibilities ▪ Review process maps across departments to examine opportunities for consolidation

#	Initiative	Description	Example Actions
Operations			
8	Digitize forms	Catalogue the existing paper-based forms currently used in Guelph and transform them to provide a digital form alternative. Ensure this is driven by individual departments.	▪ Catalogue the existing forms used in Guelph ▪ Migrate any paper-based form to a digital form ▪ Integrate digital forms that seek customer feedback into performance measurement tracking
9	Enhance connectivity infrastructure	Ensure the connectivity infrastructure is supporting the digitization initiatives. This includes availability of internet access across Guelph, especially in regions where Guelph staff require the use of mobile technology.	▪ Create a connectivity map to detail areas with limited access ▪ Invest in the digital infrastructure for regions that lack sufficient capabilities
10	Enhance Information Technology (IT) / Information Management (IM) interoperability	Define or review existing IT and IM governance. Standardize and consolidate the guidelines to and process to ensure interoperability.	▪ Collate existing IT and IM processes, frameworks and guidelines ▪ Working session with stakeholders to align strategies ▪ Assess interoperatbility
11	Develop Guelph connectivity / 5G network strategy	5G will play an integral role in delivering municipal services in the future. This also unlock Internet-of-Things applications to enhance the visibility and analytics of operations. Develop a strategy to accommodate this network adjustment and how it is leveraged to benefit the customer and Guelph staff.	▪ Develop a 5G network strategy ▪ Identify a steering committee or owner to drive and guide implementation ▪ Assess which existing digital tools or services will benefit from enhanced connectivity
12	Develop digital twin	Accelerate the use of agent-based modeling and/ or digital twin development. This will allow Guelph to further its understanding of operations and test initiatives and programs in a test environment before launch.	▪ Develop the agent-based model or digital twin development (may require sourcing external support and expertise) ▪ Upload existing services and characteristics of Guelph into the model
13	Common collaboration platform	Establish a familiar and common platform (e.g. Microsoft Teams) to enable staff to collaborative effectively online	▪ Define the collaboration guidelines across Guelph ▪ Provide training for all users of the common platform ▪ Decommission old or unused collaboration platforms
14	Centralize inventory management	Consolidate inventory across departments and centralize supply chain management and inventory control.	▪ Create a master inventory list ▪ Examine how inputs into the master inventory list can be integrated to existing purchasing systems ▪ Automate updates to the centralized inventory data ▪ Define procurement and sourcing strategies

#	Initiative	Description	Example Actions
Operations			
15	Establish cross functional digital CoE	Develop a centralized team to accelerate and support digitization of Guelph by individual departmental use cases.	▪ Identify the key team members who have the knowledge and expertise to guide the digitization agenda ▪ Conduct reoccurring meetings to examine progress and assign tasks to encourage implementation

#	Initiative	Description	Example Actions
Administration			
1	Learning management system	Use a software application or web-based technology to plan, implement and assess the learning process of employees.	▪ Review employee comfort with digital tools to set a baseline and train where required ▪ Develop standardized internal workflows for departments and educate employees ▪ Implement customer service training for employees
2	Implement intuitive reporting	Putting into effect reporting that is easy to use and understand. This can be leveraged across departments and is understood by the department heads to help track individual department performance.	▪ Enable information sharing ▪ Create automated management reporting ▪ Create service dashboards
3	Integrate software ecosystem	Combining software to interact with each other resulting in several software solutions or services being accessible under a single view.	▪ Compile list of software to be integrated ▪ Integrate dissimilar systems ▪ Review existing processes to ensure no duplication ▪ Assess existing processes for ease of use ▪ Review software and application subscriptions and consolidate where possible ▪ Create a standard software expectation for each function ▪ Centralize financial reporting within a single program ▪ Outline financial management and reporting requirements
4	Modernize Enterprise Content Management (ECM)	Updating the enterprise content management to work better with the other systems.	▪ Consolidate collaboration within OneWindow

#	Initiative	Description	Example Actions
Administration			
5	Digitize onboarding	Using digital technology to move the process of introducing newly hired employees online.	▪ Improve inter-departmental relationships through unified onboarding ▪ Mandate onboarding training ▪ Automate onboarding for new hires
6	Enable real time information update	Having the ability to receive information during the actual time in which a process or event occurs. A use case example includes leveraging Internet-of-Things data to intelligently model and support data driven decision making.	▪ Identify services that provide real time information ▪ Examine how those processes collect and curate the information (inputs) ▪ Interweave how that data intersects with the process, and reporting
7	Implement cloud migration	Move current data center capabilities onto the cloud. This process is already underway in Guelph.	▪ Acquire sources of all data from data centers ▪ Determine a cloud service provider ▪ Moving all information onto the service provider platform
8	Centralize employee information	Bring all the data regarding employees into one place for easier access, improved organization, and communication	▪ Find all employee data across channels ▪ Determine a system to be used as the central employee information channel ▪ Define how privacy and access to information is managed
9	Harmonize project management	Provide consistent and compatible processes when leading the work of a team to achieve project goals within preset constraints	▪ Determine current project management steps and processes ▪ Find gaps that create inefficiencies within a project or department ▪ Determine solutions that eliminate those gaps
10	Digital communication channels	The process of becoming omnichannel through the use of digital technology to create integrated and cohesive channels to communicate within an organization	▪ Determine current communication methods ▪ Find technology that matched the business communication requirements ▪ Implement the new system ▪ Send out surveys to determine feedback and buy-in