

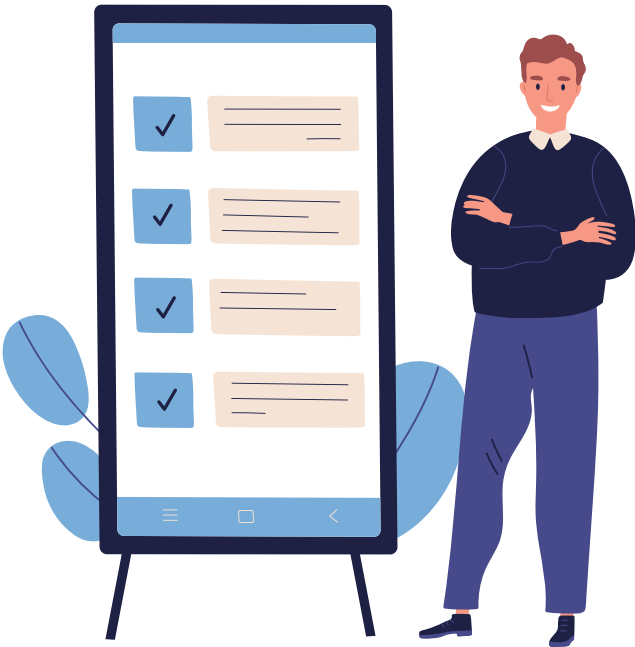
A network diagram background consisting of interconnected nodes and lines. The nodes are represented by circles of varying sizes and colors, including light blue, dark blue, purple, and pink. The lines are thin and connect the nodes in a complex, web-like structure. The diagram is positioned on the right side of the page, extending from the top to the bottom.

Corporate Digital Business Strategy

May 2023

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What is a Digital Business Strategy?

A Digital Strategy is a planned set of actions and investments that take advantage of technology and data to optimize and transform the way City services are delivered. The strategy will guide the delivery of services that meet the needs of the community, are easy to use and cost efficient.

The strategy addresses key enterprise risks while future-proofing the City's service delivery.

A Digital Business Strategy asks:

- ✓ How can we better understand and respond to changing customer and employee needs?
- ✓ How can we drive innovation and agility to achieve business outcomes more quickly?
- ✓ What changes do we need to introduce to our business model and services to thrive?
- ✓ How can we be more efficient and cost effective?

Why does Burlington need a Digital Business Strategy?

A number of external and internal factors make a Digital Business Strategy for the City important.



Burlington is a city experiencing growth and changing socio-economic conditions. The expectations for the speed and quality of service the City delivers is evolving, including mounting pressures from external partners (e.g., the Province and business community) for more efficient and effective services.



Industry trends are increasingly moving away from the way the City has historically conducted business, and it needs to modernize to stay relevant. The longer the City waits, the more difficult it will be to make these changes.



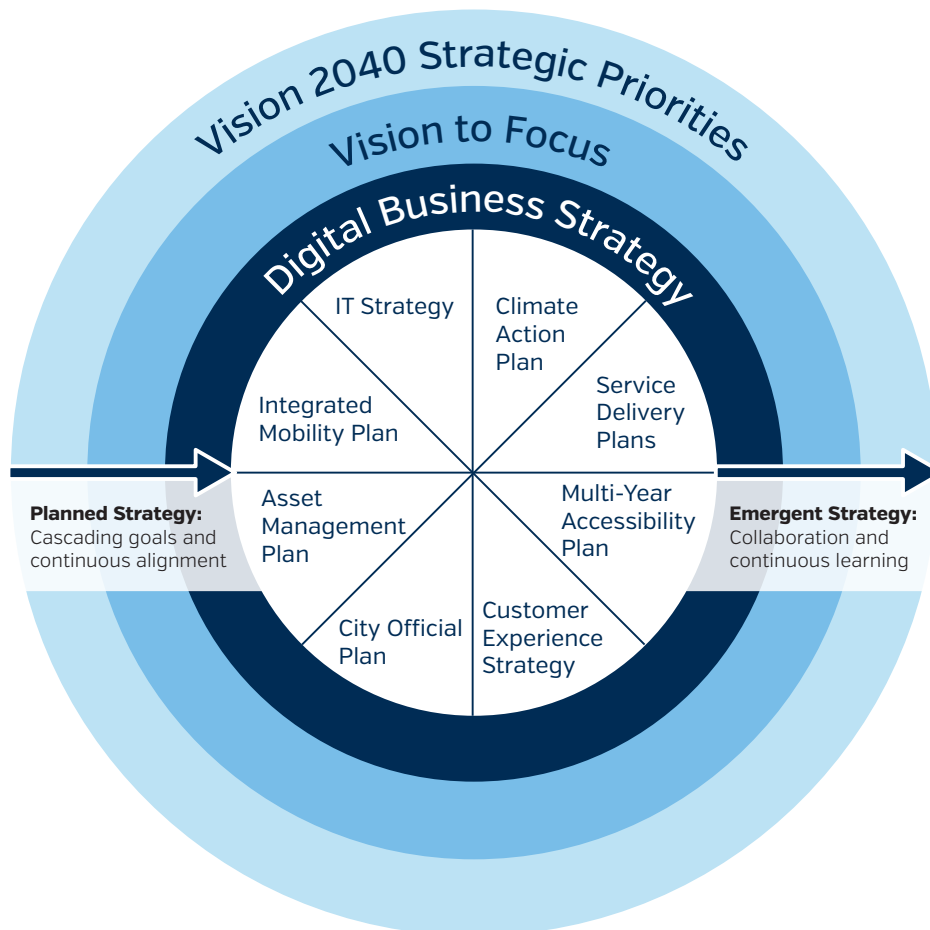
Multiple corporate projects - The City is introducing change across several areas to enhance the systems it uses to operate. A corporate digital business strategy will help coordinate these efforts and promote shared accountability. Internal stakeholders are increasingly seeing the value and need for change in the way the City operates.

How does the Digital Business Strategy align with the City's Strategic Plan?

The City recognizes an effective digital business strategy must be developed in alignment with the organization's strategic priorities and initiatives.

To have a successful Digital Strategy, it must:

- ✓ Align to the overarching strategic priorities of the City, so that efforts are directed toward achieving the outcomes of the City's overall mission.
- ✓ Inform and support the City's other strategies to ensure the Digital Business Strategy aligns ongoing efforts to achieve specific goals and objectives.



Approach to building a Digital Business Strategy

The City developed its digital business strategy by gathering data from a variety of external and internal inputs.



Approach to building a Digital Business Strategy

The primary themes that emerged from the research were:



Customer experience



Optimization



Delivery of a consistent standard of services across all City service groups



A desire to have a data-driven enterprise to assist in making decisions using evidence and data

Vision, principles and objectives

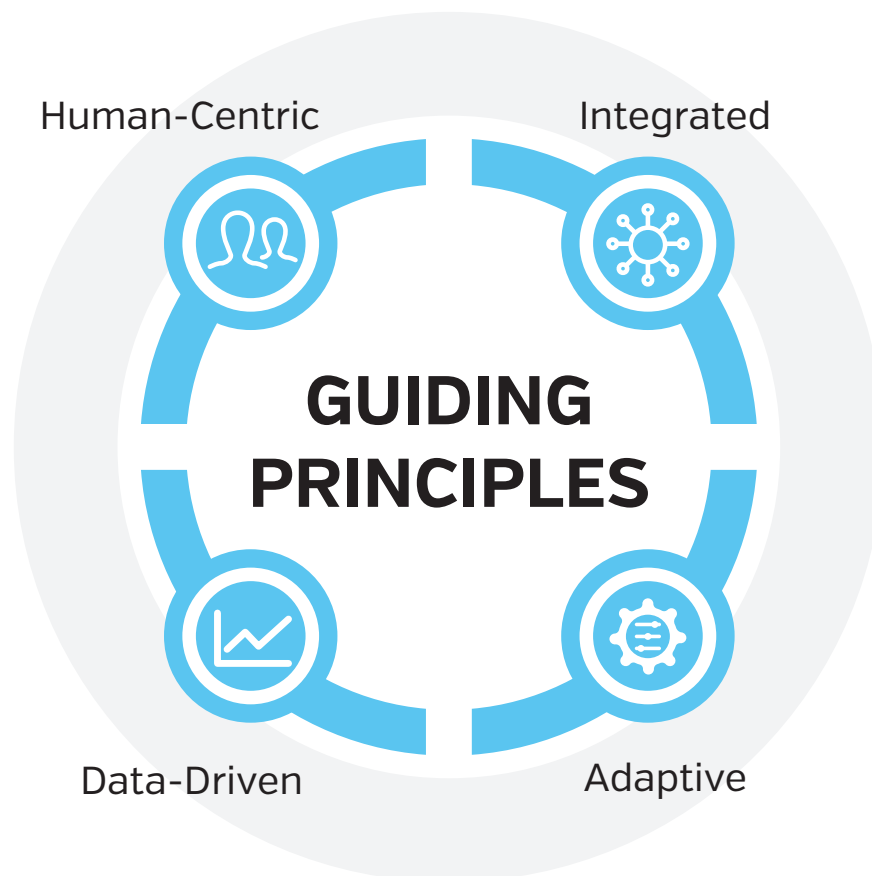
Vision

The City will accelerate Vision 2040 [the City's Strategic Plan] results by providing human-centric digital business solutions, an integrated one-Burlington mindset, a data-driven decision-making approach, and an improved ability to adapt to change.

Guiding Principles

The guiding principles will help guide the strategy and ensure it is:

- Human-Centric
- Integrated
- Data-Driven
- Adaptive



Vision, principles and objectives

Digital Business Strategic Objectives

Improve External Customer Experience

- Provide customers with a straightforward and targeted user experience
- Integrate cross-functionally to ensure consistent services

Possible KPIs: customer satisfaction; % digitally-enabled services

Better Use of City Data

- Empower workforce by providing access to real-time data and insights for strategic and operational decisions
- Improve external access to information for transparency

Possible KPIs: data quality; data literacy; time from insight to action

More Meaningful Customer Engagement

- Develop new engagement channels focused on promoting accessibility and bolstering voices of the City's diverse residents

Possible KPIs: public participation; engagement quality and diversity

Optimize Revenues

- Optimize service offerings to increase use of revenue generating services

Possible KPIs: revenue increases; service utilization

Improve External Customer Experience

- Eliminate redundancies, streamline or automate low-value manual efforts, and introduce enhancements that improve employee satisfaction and effectiveness

Possible KPIs: employee satisfaction; retention; productivity

Achieve Operational Excellence

- Embrace new ways of working that enable the City to be efficient and nimble in the face of a rapidly changing external environment

Possible KPIs: service request resolution; time to implement change

Digital Business Strategy Opportunities

The City has identified several initial digital business opportunities*. These are City service areas where the introduction of technology would help to address the challenges and goals of a service category.

**Please note: The prioritization of potential opportunities will be determined by the City's leadership team and revisited regularly.*



A City That Grows

1. Growth forecasting
2. Growth planning transparency
3. Permit application streamlining
4. Permit processing automation



A Safe City

15. By-law compliance
16. Emergency response times
17. Proactive enforcement



A City That Moves

5. Intelligent traffic monitoring
6. Smart parking expansion
7. Transit fleet monitoring
8. Alternative transit
9. High-use transit improvement



Good Governance

18. Smart funding
19. Advanced performance management
20. Records management



An Engaging City

10. Blended engagement
11. Public sentiment analysis



Enabling Services

21. Data-driven budgeting
22. Digital procurement



A Healthy and Greener City

12. Environmental monitoring
13. Connected assets
14. Data-based marketing

What is needed to help the City enable its Digital Business Strategy

Activities – There are 30+ distinct activities that will help the City achieve a sustained digital business service delivery model.

	Crawl	Walk	Run
Total Experience Solution	<ul style="list-style-type: none"> • Prioritize 1-3 customer journeys for Total Experience • Establish fusion team(s) for prioritized customer journeys • Begin to develop business architecture deliverables 	<ul style="list-style-type: none"> • Link customer/employee journeys to business architecture • Define initiatives needed to scale Total Experience 	<ul style="list-style-type: none"> • Establish/align product teams to customer/ employee journeys • Continuously identify, pilot, and scale relevant use cases
Data Powered Burlington	<ul style="list-style-type: none"> • Establish the City's data & analytics strategy • Articulate data capabilities and deficits to enable use cases • Prioritize data use cases to pilot, scale, and monitor success 	<ul style="list-style-type: none"> • Define digital-business aligned data governance leadership • Define target state data architecture • Pilot initial data use cases to drive digital business value 	<ul style="list-style-type: none"> • Operationalize appropriate data governance models • Mature data documentation to increase data quality
Digital Business Platform	<ul style="list-style-type: none"> • Identify key platform interactions to enable desired use cases • Identify data and integration implications of key interactions 	<ul style="list-style-type: none"> • Seek out existing digital business platform options • Modernize current systems toward a platform approach • Establish digital business platform product team(s) 	<ul style="list-style-type: none"> • Implement new digital business platform • Maintain/evolve ecosystem of digital business platforms
Community-Informed Innovation	<ul style="list-style-type: none"> • Develop inventory of current engagement channels • Identify current engagement gaps and business impacts • Define desired community partner ecosystem 	<ul style="list-style-type: none"> • Define integrated enterprise community engagement strategy • Refresh community engagement governance 	<ul style="list-style-type: none"> • Align community engagement with digital business governance
Citywide Collaboration and Shared Accountability	<ul style="list-style-type: none"> • Tirelessly share the digital business vision • Create compelling digital business vision • Examine current leadership practices impacting progress 	<ul style="list-style-type: none"> • Identify, attract, and utilize early digital business adopters • Allow employees to adopt new digital business behaviours 	<ul style="list-style-type: none"> • Move from digital business experimentation to execution

What is needed to help the City enable its Digital Business Strategy

Behaviours

In addition to the activities, there are behaviours that contribute to the success of the Digital Business Strategy.



Start small, fast, and repeat. It is important to begin to deliver value quickly to generate momentum and learnings.



Be collaborative and work in the open. Digital business is a shared enterprise responsibility, and being open about progress, successes, and failures will optimize efforts.



Build incrementally to scale. Digital business is a journey, which means ensuring long-term benefit through an emphasis on reusability.



Experiment and learn. Organizations can learn more from failure than success, so taking controlled risks and not being afraid to experiment can accelerate digital business.

Next Steps



Confirm Digital Business Priorities

Work with senior leaders at the City to confirm the immediate digital business priorities and potential opportunities.



Establish Digital Business Strategy Governance

Set up an internal program team and governance structure to develop a roadmap for implementing the strategy, including:

- Executive Director Digital and Chief Information Officer
- Digital Business Strategy Team
- Cross-functional teams with diverse skills, knowledge and perspectives to collaborate and tackle complex challenges.



Develop Plan to Execute Digital Business Strategy

Develop a realistic execution plan for the digital business strategy, with consideration for projects currently underway and future projects, in the context of the City's overall corporate priorities.

