



Information Technology Services Department

TO: Budget and Corporate Services Committee

SUBJECT: e-Government Policy and Principles

Report Number: IT-4-10

File Number(s): 200-00

Report Date: May 14, 2010

Ward(s) Affected: 1 2 3 4 5 6 All

Date to Committee: June 22, 2010

Date to Council: July 5, 2010

Recommendation: Approve the e-Government Policy and Principles, attached as Appendix A to Information Technology Services Department report IT-4-10, and dated May 14, 2010.

Purpose:

- Address goal, action or initiative in strategic plan
 - Establish new or revised policy or service standard
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Reference to Strategic Plan:

- Corporate IT Business Strategy (2009-2011)
 - Future Focus VII
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Background:

The City of Burlington's Future Focus VII Strategic Plan identifies the need to explore opportunities to raise awareness of city services through different forms of communications technology and offer additional opportunities for citizens to provide their views to Council.

In support of Future Focus VII the Corporate IT Business Strategy included an e-Government strategy as a key deliverable. An e-Government strategy will identify ways that technology can be used to conduct business with the City and to enhance two-way communication. The objective of the strategy is develop a list of prioritized e-Government services that will:

- enhance citizen engagement
 - enhance service delivery to citizens
 - improve efficiency, convenience, and accessibility to city services
 - provide quicker access to a wider array of information
 - help advance the goals of City's Strategic Plan
 - be sustainable
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E-Government services could include the ability to access and pay for City services over the internet, on the phone, or at a kiosk. E-Government could also include social media applications like Twitter, Facebook, and YouTube to enhance communications and engage citizens.

Current e-Government services that are provided by the City of Burlington include:

- RECEXPRESS for Parks & Recreation program registration
- BizPal
- Government representative locator by address
- Parking ticket appeal and payment
- Select License renewals, pool permits
- POA ticket payment
- Property Assessment and information requests
- Information delivery via Burlington.ca website

Discussion:

Definition: E-Government is the use of information technology to directly engage customers in the provision of government services and information.

The development of an e-Government strategy will be completed in three phases (see Appendix B for more detail):

Stage	Timelines	Deliverables
Stage 1: Policy and Principles	2010 Q1 to 2010 Q2	e-Government Policy and Principles: to guide how and why services/information will be provided electronically.
Stage 2: Strategic Planning	2010 Q3 to 2011 Q1	Strategic Plan: <ul style="list-style-type: none"> ▪ Defines and prioritizes the e-Government services that will be implemented ▪ Defines a model to sustain e-Government services
Stage 3: Implementation	2011 Q1 to 2011 Q4	Implementation Plan: short, medium and long-term projects for e-Government services.

The focus of this report is on the delivery of Phase One – Policy and Principles. Future updates and approvals will be presented to committee for the subsequent phases.

e-Government Policy and Principles

E-Government Policy and Principles will guide how and why services and information will be provided to the public electronically in order to conduct business and achieve the strategic goals of the City.

The policy can be best understood through the application of the six principles that it is based upon.

Customer First Service	<ul style="list-style-type: none"> ▪ Ensuring customer service is timely, transparent, engaging and supports the City’s customer service principles.
Access	<ul style="list-style-type: none"> ▪ Ensuring there is choice in delivery platforms, service is inclusive for all, it is user friendly and there is awareness of the services.
Value	<ul style="list-style-type: none"> ▪ Ensuring that services provided are sustainable, strategic, a responsible investment, accountable, and deliver measurable results while supporting the city’s environmental direction.
Privacy and Security	<ul style="list-style-type: none"> ▪ Ensuring all services will be compliant with legislation including protecting individual privacy, maintain the city’s integrity, protect corporate data and mitigate risks.
Corporate Leadership	<ul style="list-style-type: none"> ▪ Supporting the services will take leadership and commitment at all levels for its success.
Collaboration	<ul style="list-style-type: none"> ▪ Encouraging collaboration will maximize the effectiveness of the service provision.
See Appendix A: “e-Government Policy and Principles” for more detail.	

The approach to develop the City “e-Government Policy and Principles” document included:

- Use of internal staff expertise
- Analysis of existing e-Government policies including; Province of Ontario, British Columbia, Town of Oakville, City of Markham, City of Mississauga
- Consultation with staff across the organization as part of the review process.

The final document is intended to guide subsequent phases of the e-Government project.

Consultation

The following City teams have reviewed and contributed to the policy’s development.

- E-Government Focus Group (all departments represented)
- Customer Service Steering Committee
- Corporate Information Technology Advisory Group
- Senior Management Team

Options Considered

Option		Rationale
1	Utilize existing policy from another municipality	Not chosen. While there were many existing e-Government policies available none of those reviewed completely addressed the needs of the City.
2	Hire consultant to develop policy	Not chosen due to cost and timelines.
3	Internally develop policy using existing staff	<p><u>Option Taken</u></p> <p>Utilize existing City staff expertise to lead the development of the policy. This option included:</p> <ul style="list-style-type: none"> ▪ 3 City staff to review existing e-Government policies as a resource to review content and approach ▪ Facilitate appropriate consultation with City staff <p>This provided a faster delivery time at no additional cost.</p>

Next Steps:

Following the approval of the “e-Government Policy and Principles” phase 2 will begin and will include:

- Stakeholder engagement including Council and the community
- Assessment of existing e-Government services
- Best practice review of e-Government services offered by other government organizations
- Review of existing approved priority projects for alignment to e-Government strategy
- A list of new e-Government opportunities
- Assessment and prioritization process for e-Government projects
- Validation of “e-Government Policy and Principles”

Financial Matters:

Total Financial Impact

Phase 1: The only costs that were incurred in the development of the Policy and Principles document was staff time for research, consultation and writing.

Phase 2: A budget of \$75,000 was approved in 2009 IT Asset Category Capital Budget (IT-CA-1191). These funds will be used to complete the development of an e-Government Strategy that will be presented in early 2011.

Phase 3: It is anticipated that funds will be required for the implementation of projects providing e-Government services. These funding requirements will be presented as part of the annual budget approval process.

Other Resource Impacts

Phase 2: A Corporate Team will be established that will develop the e-Government strategy in 2010. Resource requirements will be defined as part of the strategy development process in Phase 2.

Environmental Matters:

E-Government will provide automated processes that will support the City's goal of being a clean, green and healthy city by reducing the City's carbon footprint through actions such as:

- a reduction in printed materials that will support the city's zero waste policy and
- a reduction in fuel usage for customers' travel as they will receive services and information at their home or at a location close by.

Communication Matters:

After the policy and principles are approved they will be posted to the City's website in the policy manual and be shared with the management team and the Phase 2 project team.

Conclusion:

By approving the e-Government Policy and Principles the City will be able to effectively deliver e-Government services in the City of Burlington.

Respectfully submitted,

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Appendices:

A. e-Government Policy and Principles
B. e-Government Strategy Timelines

Notifications:
(after Council decision)

Name	Mailing or E-mail Address
N/A	

Approvals:

*required

_____ *Department _____ City Treasurer _____ General Manager _____ City Manager

To be completed by the Clerks Department	
Committee Disposition & Comments	
	01-Approved 02-Not Approved 03-Amended 04-Referred 06-Received & Filed 07-Withdrawn
Council Disposition & Comments	
	01-Approved 02-Not Approved 03-Amended 04-Referred 06-Received & Filed 07-Withdrawn

e-Government Policy and Principles

PURPOSE

The purpose of the e-Government Policy and Principles is to guide how and why services and information will be provided to the public electronically in order to conduct the business and achieve the performance goals of the City.

The IT Business Strategy e-Government vision is to make use of electronic services to enhance customers (citizens, businesses, other governmental agencies, community groups, organizations, boards, citizen committees, staff and visitors) engagement and to improve efficiency convenience and accessibility to City Services. *[The IT Business Strategy approved by Council October 2008]*

Definition:

“E-government is the use of information technology to directly engage customers in the provision of government services and information.”

By agreeing to an e-Government Policy and Principles that reflect the City’s philosophy for electronic service delivery, the City can more easily plan, prioritize and facilitate e-Government solutions within set risk tolerance standards.

SCOPE

This Policy applies to the City’s customers (citizens, businesses, other governmental agencies, community groups, organizations, boards, citizen committees, staff and visitors) and to the City’s use of information technology to directly engage its customers.

POLICY STATEMENT

The City of Burlington is committed to providing services and information directly to customers through information technology to improve customer service, citizen engagement, access, and/or value.

GUIDING PRINCIPLES

The policy can be best understood through the use of the principles that it is based upon. The e-Government policy statement is supported by six principles:

- Customer First Service
- Access
- Value
- Privacy and security
- Corporate leadership
- Collaboration

CUSTOMER FIRST SERVICE

Customer First Focus: E-Government initiatives will support the City's customer service principle of 'customer first' and support the corporate Customer Service Standards.

Timely: Services will provide timely information and prompt customer response to promote a greater understanding of Burlington's current and planned business activities. Customers will have convenient access through a variety of platforms and options of extended hours of service availability.

Engagement: E-Government information and services will endeavour to create two-way communication with customers. This will strengthen customer participation and provide valuable input for continuous improvement opportunities.

Transparency: The move to e-Government will provide additional opportunities for information openness, communication and accountability.

ACCESS

Choice: With e-Government, customers will have choice in the method of interacting with the City. E-Government can be offered through emerging information communication technologies such as internet, kiosks, telephony and personal digital devices to deliver information and services to customers. E-government will provide expanded hours of service and availability of many access options.

APPENDIX A

Inclusive: E-government offers the option to provide information and services in a variety of languages, audio/visual formats and service delivery alternatives that will meet the needs of our diverse community and legislated requirements (e.g. Accessible Ontario Disabilities Act). This will provide a user friendly and flexible experience.

User Friendly: The implementation of e-Government will consider standardization of process, data, ease of use and user navigation.

Awareness: E-government will promote greater awareness of City services and information. E-Government can strengthen public awareness of important government administrative information and services.

VALUE

Sustainable: E-Government initiatives must be financially and technically sustainable. E-Government spending, where appropriate, needs to be treated as an investment in reliable options that improve connectivity with our customers to provide convenient and innovative service.

Responsible Investment: The value of the e-Government service must justify the total cost to deliver. Each use of e-Government will be subject to business case analysis to identify customer value, customer demand, total cost of ownership, benefits, resource efficiencies, process improvements, sustainment and describe how performance improvements will be measured. E-Government initiatives may integrate with traditional service delivery to enhance it.

Environmental: E-Government will provide automation of processes to reduce the City's environmental footprint. e-Government initiatives will align with the City's environmental policies.

Strategic: E-Government initiatives will be required to align with the City's strategic goals and support critical priorities.

Measurable Results: E-Government service performance measurement will monitor and evaluate value and effectiveness to ensure performance expectations are met.

Accountability: E-Government service will ensure that it is clear who is responsible for the service, implementation initiatives, maintenance,

data management, performance metrics, targets and policy success.

PRIVACY AND SECURITY

Compliance: E-Government will be delivered respecting all required legislation including the goal of protecting individual privacy as outlined in Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), the Municipal Act 2001, and federal laws. Compliance with all relevant laws, policies, regulations and standards will be applicable to staff, agents, and contractors to guide their decisions and actions.

Risk mitigation: E-Government will deliver services in a manner that will minimize the City's operational risk and ensure auditable processes.

Corporate Data: E-Government services will take reasonable precautions to protect information from loss, misuse or alteration. Corporate data as an asset should be shared rather than duplicated and must be managed to minimize inconsistencies, incompatibility between applications, maximize technical resources and decision-making processes.

Trustworthy: E-Government will use trusted, reliable computing and digital rights management technologies that maintain the integrity of City-held information.

CORPORATE LEADERSHIP

E-Government's success will require leadership and commitment at the political and administrative levels. Committed leaders are required to deal with change, to persevere when benefits take time to emerge, to respond when things go wrong, and to establish visions and plans for the future.

E-Government is an enabler. It is a new way of providing service and information so it will need time and open minds to be accepted into current practices. It needs to be integrated into broader policy and service delivery goals and corporate practice as a potential service avenue and assessed for its potential impact in the same way current processes are reviewed and approved. E-government needs to be treated as a long-term investment requiring guaranteed funding so that it can reach its potential of return that will be measurable in tangible and intangible results.

COLLABORATION

E-Government is most effective when departments and levels of government work together in collaboration as customer-focused groupings. Service provision needs to be able to operate within common frameworks to ensure interoperability, maximize implementation efficiency, and avoid duplication to provide seamless customer service.

POLICY CONNECTIONS

- Information Technology Security Corporate Policy
- Web Communications Policy

E-GOVERNMENT STRATEGY TIMELINE

e-Government Timeline

