TO: **Community and Corporate Services Committee**

FROM: **City Manager's Office**

SUBJECT: **e-Government Program Status**

Report Number: CM-2-15 Wards Affected: All

File Numbers: 200-06

Date to Committee: June 16, 2015 Date to Council: June 22, 2015

Recommendation:

For Information Only

Purpose:

To provide an update on the status of the e-Government program.

- Address goal or action in strategic plan; Excellence in Governance

Background:

The e-Government initiative was identified within the ITS strategic plan and became essential in supporting the Excellence in Governance' deliverables in the 2010 Corporate Strategic Plan. The initiative is focused on 'enhancing our customers' online experience' and shifting our corporation's priority to the on-line service delivery channel.This channel is chosen when it provides improved availability and efficiency for our customers and staff. The e-Government initiative has been delivered through three distinct phases:

- Policy and Principles – approved in July 2010 (report IT-4-10)

  The policy's six principles that were approved and applied in the initiative are:

Customer First Service	Ensuring customer service is timely, transparent, engaging and supports the City's customer service principles.
Access	Ensuring there is choice in delivery platforms, service is inclusive for all, it is user friendly and there is awareness of the services.
Value	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	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	Supporting the services will take leadership and commitment at all levels for its success.
Collaboration	Encouraging collaboration will maximize the effectiveness of the service provision.

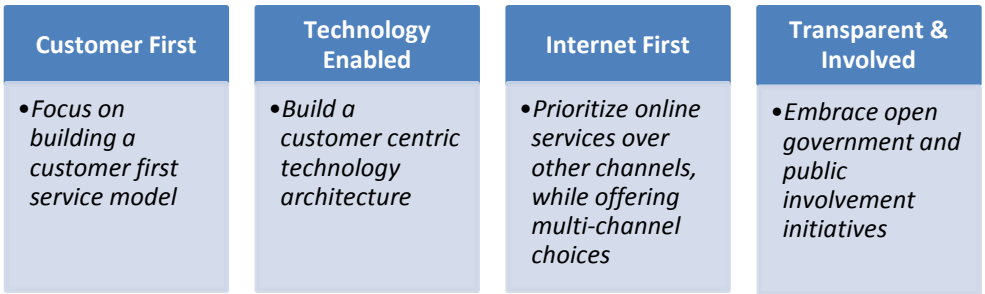
- Strategy – approved in December 2011 (report IT-03-11)

The e-Government Strategy, Towards a Digital City, identified the community's needs for greater online services to match the service options they were receiving from the private sector and other public sector service providers. In 2011 more than two-thirds of residents and 70 per cent of businesses surveyed said they prefer to carry out interactions and transactions with the city online. The city responded to their requests with the e-Government program.

Within the strategy seven core needs were identified related to e-Government:

- Address existing online service gaps
- Respond to the growing expectations of our citizens for online service delivery
- Move from internally focused to a customer first focused service delivery model
- Ensure enhancements to service delivery are sustainable through business process improvement and change management
- Update web technology to improve functionality and capacity
- Address Open Government
- Enhance Burlington's reputation as an innovative leader in online service delivery.

The e-Government strategy in Burlington rests on four cornerstones to address the identified needs.



The e-Government Strategy provided the basis for the establishment of a three year e-Government Program to deliver 'enhanced online customer experiences with the City of Burlington'. The program's funding was approved by Council in annual capital budget submissions in 2012, 2013 and 2014.

- Program Implementation – Summer 2012 to Summer 2015

  The program's plan was developed and ten individual projects were defined to support the overall program's delivery. The overall program was led by a Program Manager and each project was managed by an ITS Project Manager and Business Lead to ensure delivery of the documented scope; on-budget and in a timely manner. The Business Leads had the additional responsibility to handle the on-going operation of the service in their business areas once the project was complete.

  1. Web Experience - Clerks
  2. Recreation Services – Parks & Recreation
  3. E-Billing and e-Commerce - Finance
  4. Public Involvement – Clerks and Strategic Planning
  5. Community Calendar – Parks & Recreation
  6. E-forms - Clerks
  7. Online Mapping – Capital Works
  8. Service Requests – RPM and e-Government
  9. Development Services – Planning & Building
  10. Transit – Transit

  In 2013 an Open Data project (Capital Works) was incorporated into the e-Government program after the completion of that project's pilot work in 2012.

Discussion:

The City of Burlington's e-Government program is coming to a conclusion after a successful three-year implementation period. During this time an impressive range of new services were introduced:

- An all new web site experience that is customer focused and recently won the gold Hermes Creative Award in the government website category
- Increased public involvement and engagement using social and digital tools such as MindMixer and Insight Burlington
- Improved online mapping, including My Municipal Services interactive map and a recreation facility map with amenities information as well as a link to availability inquiry
- A new community calendar
- A range of eForms, including mobile responsive parking ticket payments and dog licensing
- Online service requests using SeeClickFix for potholes, graffiti, and more.
- E-billing and e-Payment services, including optional credit card payment for city taxes
- Open data offering of over 40 data sets including Transit GTFS data and budget visualization using Open Budget

- New online recreation services, including online program catalog, online tee times, memberships and facility availability lookup

Additionally the following e-Government projects will launch over the next year:

- Transit services (Fall 2015); online notifications and alerts, real-time bus schedules, online booking for Handi-van, trip planning
- Online document migration to meet AODA standards
- Licences (24 in total; business and personal), Property Information Requests and Permits (signs, pools, decks)
- Development application for single family homes (launch date to be determined)

Program Achievements

Leading practices review

Comparing the City's online services with other Canadian municipalities is a useful benchmark. This exercise was carried out as part of the original e-Government strategy in 2011 by Prior & Prior Associates. That research was updated by Prior & Prior Associates for 2015 and it suggests that:

Common Canadian municipal online practices offer:

- A clear, website that is easy to use, navigate and search
- Social media presence (Twitter, Facebook, YouTube)
- Online Bids and tenders
- Online recreation bookings
- Online parking ticket payments
- Some payments
- Online Maps
- Notifications / Messaging (Subscriptions)
- A small number of simple online forms

Leading Canadian and world municipalities offer:

- Mobile / responsive designs that fully support activities for mobile devices
- Simplification of content – customer-centric, simple, plain English
- Modernized permitting and licensing services, that offer online services to submit, pay, track and manage applications online
- Online payments for high volume services
- Online submission, tracking and management of service requests, and/or via apps
- Online eForms (and online processes) in place of paper forms
- Open Data by default, and broader transparency associated with Open Government
- Social Engagement platforms that engage the community in meaningful two-way conversations
- Online bookings for facilities, equipment, appointments
- Public facing, visual performance reporting (in many cases built on Open Data)

The above noted basic standard services were in place prior to or implemented and enhanced in the e-Government Program. Additionally, the Burlington e-Government Program has or is scheduled to deliver all of the leading services except for the last item – visual performance reporting. This opportunity would support the City's Service Management Framework with its results based accountability and will be explored in the future.

Performance Measures insights

Overall e-Government Program

The e-Government team developed overall performance measures to report on the important corporate customer service impacts delivered through the new online services and to support the business service areas' performance measures. The **'Is anyone better off'** headline measures are:

- Increase % of transactions utilizating online compared to all service delivery channels provided year over year

  This measure will show how the investment in online services is being used and valued by our customers as they choose to shift to a larger percentage of online service delivery. This will provide the customers with the convenience, greater accessibility, and expanded service options from the location of their choice.

- Increase % of customers satisfied with their web experience year over year

  We will learn how our web online experience is meeting our customers' expectations and it will provide insights on what we can do for continuous improvement.

- Increase % of online service provided without staff support intervention year over year

  As services are launched they may not be able to be completed fully online e.g. identification verification required, exception handling, software limitations. This measurement will show how we are addressing these gaps and reducing the customer's need for staff support so that the customer can experience the satisfaction of fulfilling their service request in one interaction

These performance measures are new to the organization along with the many new services and the web site. In 2015 we are building the baseline for measurement and the responsibility for reporting on these performance measures have been assigned to the new Online Customer Service Advisory Committee.

Egg-cellent web user survey

A users' survey was promoted in March after the web site's launch as an 'egg-cellent adventure'. Over 75 users responded in the two week period and over 88% rated the web site as excellent or good.

Here are a few of the comments from the website feedback form:

- What an excellent site and the art and communications around Easter is so engaging to me as a citizen.
- Great website very informative.
- A great city needs a great website! Well done!!!
- Very easy to navigate. I can find what I'm looking for with minimal clicks and in several ways. Love the photos...please add more!
- This is a much faster system and very user-friendly. Well done!
- This is a significant improvement over the previous website. Kudos!

Individual Project Results

The following are some of the benefits realized by the e-Government projects that were implemented:

- Increased citizen access to information and services:

  The city's new website, www.burlington.ca, has had 257,841 visitors between January 29 and May 1 2015, with visitors looking at more than one million pages. The most popular areas of the site include the Careers section, Burlington Transit and recreation. In city community surveys, 60 per cent of residents say they receive information about the city from its website and initial feedback has been that it is easier to find information and subscribe for updates.

- Increased staff productivity for web posting:

  The new web site software is very reliable especially for posting information and is saving staff 15 minutes for an average page post. With over 700 web pages to update at least four times a year, the minimum time savings is 700 staff hours now available to be used on more valuable work.

- Easier update of events by community providers and staff:

  With the calendar's new capabilities event organizer groups can now update their information immediately so it is current to use in their promotions. This tool that is free to the community, has a wide-reach and can save on advertising costs related to their event. It is also becoming 'the' one place to look for calendars rather than seeking out multiple web pages. Prior to Aug 2014: Average monthly views for all calendars was ~ 27,000 views. In the first 15 day period with the new calendar service, we attained over 24,000 views. Also staff are now saving 10 hours/month with the easier admistration that is being redeployed.

- Service requests submission able to be done anywhere, any time

  Mobile responsive service allows customers to access the service request submission anywhere from the device of their choice. The immediate acknowledgment and service update keeps customers informed about the status of

their request. Additionally, they are able to view what is being done and what has been fixed at anytime. In the first year of service the community has submitted over 1,000 requests with street light maintenance being the most popular use followed by coyote sightings, potholes, and graffiti.

- Responsive mobile online forms

  Updating the online parking ticket form to be accessible on mobile devices has dramatically reduced the number of phone calls and manual processing at the ticket counter. Immediately following the implementation of the new form the call volume fell from 30/day to less than 6/day.

Policy review and updates

The e-Government corporate policy was utilized to guide the work of the full program. A review of the e-Government and Web Communication policies was done at the end of the program to identify any changes that needed to be made to reflect the reality of the implementation experiences. The e-Government policy does not require any changes but the Web Communication policy will need revision to reflect the new operating processes now in place. This update will be presented in a future report.

Future Opportunities

The E-Government program is coming to an end but the work of enhancing our customer's online experiences is a work in progress that needs to continue. The work will use the original e-Government's policy with its principles and the strategy with its four cornerstones as guidance along with the many standards that have been developed within the e-Government's projects. It is important that the City continues to evolve and improve our on-line presence to meet our community's expectations for service.

In April 2015, Prior & Prior Associates, the original e-Government Strategy consultant, was engaged to do a review of the e-Government Strategy's implementation status (Appendix A) and to facilitate the development of future options for enhancing the city's online services.

Brainstorming ideas

Prior & Prior Associates worked with the e-Government Program Manager and the Director of Information Technology (sponsor of the e-Government program) to:

- review the current state of the e-Government program,
- discuss planned transition activities as the program winds down, and
- develop a set of future potential e-Government opportunities.

In addition, a broader consultation with approximately 25 people, made up of City staff, regional partners, external experts and members of ChAT, was conducted at two half-day workshops held in May 2015. This consultation process resulted in over 45 ideas being generated (Appendix B). Below are the top priority items from these consultations.

Ideas with work planned or in-progress

A number of the items identified as important are in fact already underway. They are carried forward from the e-Government strategy or progressing as business-led initiatives. These include:

1. Improved Online Transit Services - improved trip planning and real time bus notifications
2. Permitting and Licensing Online - apply online for development approvals, permits and licenses
3. eParking - pay and extend parking via smartphones and the web, find available parking spots (RFP in progress)
4. e-Forms - replace paper forms with online forms
5. Online recreation program management and facility booking - replace the legacy CLASS and RecExpress system with a modern system
6. CRM – Customer Service Online – submit and track service requests online, search, knowledgebase, FAQ's, Live Chat

New Ideas

Four ideas that currently do not have initiatives in-progress and that stood out with the consultation groups as having the highest potential impact for the City of Burlington's online customers are:

1. Continued Expansion of Digital Citizen Engagement
   – expanding the use of digital tools and techniques to engage citizens in electronic conversations
2. Public Facing Performance Management Dashboards
3. MyProperty; Property History and Future
   – access to location based information; historical and planned activities
4. MyBurlington
   – online city user account that provides personalization for quick links, subscription/notification management, contact information for pre-filling forms, account statuses for services and transaction history

These ideas will be shared with the Service Owners and the new Online Customer Service Advisory Committee for potential future submissions to the ITS annual workplan and capital budgets.

Financial Matters:

The approved budget for the E-Government program was $1,945,000. The e-Government program has been successful in delivering its identified projects for $1,627,000 with an overall surplus of $318,000 projected. Program expenditures were less than original estimates due to the unbundling of the solutions and exclusion of custom development for single sign on capability. The operational budget impacts are estimated at $ 84,000 upon completion of the program. This is $49,500 below the original forecast of $133,500.

The following additional e-Government items were delivered within the overall program budget and have provided added value to the public and staff:

- New online by-law system ($12,000)
- Open Budget visualization software ($12,500 for one year)
- Accessible document training and template creation ($15,000)
- Accessibility document migration ($50,000)
- Prior and Prior Associates post program review of the e-Government strategy and development of future opportunities ($7,500)

Source of Funding

Budget Detail and Status			
Budget (Report IT-03-11)	**Forecasted Actuals**	**Variance**	**Purpose**
Program Budget			
$1.464 million (2011 – 2014 capital budget; CA0046)	$1.146 million	$318,000	For software, hardware, implementation, and IT staff costs.
$481,000 (2012 current budget – multi year)	$481,000	$0	For business project staffing costs; recreation services, web design, migration and overall e-government program implementation.
$1,945,000	**$1,627,000**	**$318,000**	**Program Total**
Operational Budget impacts			
$133,500	$ 84,000	$49,500	Software maintenance costs – ITS operating budget

Note: The projects supported with this funding are web experience, e-forms, e-commerce, public involvement, community calendar, service requests, open data and development services. The online mapping and transit technology costs were funded from approved project budgets for their program areas.

Public Engagement Matters:

Public engagement was planned and executed for the overall e-Government program and each project.

- There were regular quarterly program updates scheduled to council, senior management and project teams as well as being posted on the City's web site for the public.
- Each project had milestone updates and user consultations prior to their launch. The launches were supported with marketing to the general public and key user groups.

With the new web site online engagement options have grown to include:

- Feedback surveys to capture our customer's satisfaction with the services they use.
- The online calendar provides the opportunity for people to subscribe for updates on the activity of their choice. This will support the continued growth of community involvement through the promotion of many different opportunities e.g. programs, events, open houses, committee meetings.
- The 'Stay Informed' subscription service let citizens personalize what information they would like to receive from the city.

Conclusion:

The city's website is highly used and is often the first point of contact for customer service with more than two-thirds of Burlington residents and businesses stating they prefer to interact with the city online. After engaging with residents, business owners and staff, the e-Government project teams developed a highly visual and responsive website along with many new online services to meet the needs of residents and the business community. These projects have focused on 'enhancing our customers' online experience' through providing efficiency, convenience and accessibility to the city's online services. As well, the new web platforms will provide staff with the ability to continue to develop new and enhance existing online services to meet our community's continually growing expectations.

Respectfully submitted,

Deb Caughlin, E-Government Program Manager

335-7600 ext. 7504

Appendices:

A. e-Government Program Deliverables Status

B. Future online services enhancement options

Notifications: (after Council decision)

Name:	Mailing or E-mail Address:
ChAT	Through Michelle Dwyer

Approved by:

Reviewed by:

Appendix A – e-Government Program Deliverables Status

Assessing the City of Burlington in comparison to leading practices reveals the following:

The following key applies: - Achieved ③ - Some key work completed, additional work remains ⊙ - Requirement not yet addressed.

Area	Status	Comments
Mobility		The City has made significant and impressive process in this area, implementing a responsive design based web strategy and newly responsive website. Online services, such as eForms have been designed with mobile in mind.
Content simplification		The City undertook work in this area as part of the website design, carrying out a major rewrite of all web content to be simpler and more customer centric. Communications owns the content process and reviews all content to ensure it is customer focused. Further work is being done to formalize and communicate the principles of content simplification to the rest of the organization.
Permitting and licensing	⊙	This project recommended as part of the original e-Government strategy has experienced some delays. The project is now in the development phase.
Online payments		All of the high volume City transactions are available to be handled electronically / or online.
Submit, track and manage service requests	③	The City has implemented SeeClickFix (SCF) as an interim solution. Requests for some types of customer request are available using SCF. A broader corporate CRM strategy and implementation is planned in 2015 and onward.
Online bookings	③	While program registrations can be done online, the City offers the ability to search for facilities, but facility rental bookings cannot be made online. Inspections and other bookings cannot be carried out online.
Online eForms	③	A flexible corporate e-Forms solution has been implemented and approximately 20 new online forms are live. However, there are multiple person-years of effort ahead to convert and re-design hundreds of forms and supporting processes – but no specific plan or roadmap to implement this program.
Open Data / Open	③	The City has done some early work on open data, and seen some limited uptake. However the

Government		concept has not been broadly embraced corporately or by the community at this time. Open by Design and Open by Default are concepts that are being embraced by leading municipalities, and the Province of Ontario is currently drafting policy to make it a requirement for all ministries and agencies in the province. Opportunities remain to work with the community to stimulate interest, and with Council and staff to reinforce commitment to Open Data and Open Government.
Social Engagement	③	The City appears to have done some extensive and impressive work, using MindMixer and Insight Burlington to connect with, and seek input from the community. Nonetheless ChAT representatives at the at the community forum identified more opportunities to continue to work on improved engagement, including having the City engage in more two-way conversations and using MindMixer as a platform for community discussion on City issues and service areas.

Appendix B – Future online services enhancement options

A broader consultation with approximately 25 people, made up of City staff, regional partners, external experts and members of ChAT, was conducted at two half-day workshops held in May 2015.

This consultation process resulted in over 45 ideas being generated. These ideas are summarized in the table below. Using the dotmocracy approach, participants were invited to vote for the ideas that they felt would have the most impact for the Community. The votes column indicates the votes that each idea received consolidated across the two workshops.

Ideas	**Votes**
Single sign on / MyBurlington online account	26
Service integration (process redesign, forms)	14
Offer online chat as a customer interaction method	13
CRM Strategy and integrated service requests	10
Property history and future - ability to find out the history and what is planned for a location (address)	6
Mobile App for Registration (Parks and Rec) + other opportunities	5
Facility bookings online (including forms, insurance, proofs, payments) + facility tours	4
Social media coordination (various corporate and departmental accounts)	4
Use video / YouTube more to present guides on how to do things (e.g. fill forms, apply for a service)	4
Use technology and gamification to connect people to the Community	4
Public facing performance reporting / dashboards	3
Sell / Market "Internet First" to staff and community	3
Single champion to continue the ongoing leadership of the e-Government Program	3
Mobile friendly GIS and mapping	3
Online tools to plan, book and get approvals for events within the City	3
City One Card / Reloadable Gift Card	3
e-Town Hall / Skype delegation - allowing delegations to Council without requiring physical presence	3
Collaborative policy development - using Internet tools to collaboratively develop policy online	3
Readiness for Crisis response (social and community tools)	3

Ideas	Votes
Enhanced emergency notifications / Improved Notifications [1]	2
Online Records Directory - allow customers to find out what data/records the City holds	1
Expand Open Data (including community engagement)	1
Services overlay on Website - ensure that website navigation supports services view, not just organizational view [2]	1
Greater GIS Integration into the Web / Using GIS more as a tool to coordinate activities and communicate more effectively / Online construction maps (e.g. road closures)	1
Extend use of Cameras and Web Cameras	1
Online vendor e-Invoicing and e-Pay	1
Host online discussion forums / community forums on the City's website to encourage community discussion / discourse [3]	1
Continous improvement of the web experience (using analytics to inform improvements)	1
Parking App (lots and on-street) for parking payments / extend time	0
POA - ability to schedule, submit documents online, or carry out resolution online	0
Online shopping cart [4]	0
Content to promote and educate children around civic engagement (tie to curriculum)	0
Online process for City advertising bookings	0
Increase use of visuals on the website to make content easier to understand	0
Use the website more as a hub for Community News / Events	0
Council material (reports, etc) in plain english (to make more accessible to general public)	0
Capture feedback from public via any channel (e.g. twitter, facebook, mindmixer, leave a voicemail) and incorporating the feedback into decision making	0

[1] This functionality is already available on the City's website. Its availability must be more broadly promoted to staff.
[2] Services view is already available on the City's website
[3] Mindmixer offers this functionality, City to explore this capability further with CHAT
[4] This concept has been previously reviewed and discounted due to a lack of customer demand by the e-Government team

Ideas	Votes
Increase the number of Service Request Types that can be submitted via SeeClickFix (e.g. Graffiti)	0
Fire Alarm check (for seniors) - online booking / scheduling	0
Provide customer service kiosks at service points to allow customers to self-serve	0
Digital Signs - build a more coordinated distributed network of (existing City, and future) digital signs throughout the City	0
Web Accessibility - continuing / ongoing work to meet compliance requirements, plus going beyond the basics required of by the legislation [5]	0

[5] The City is currently compliant with Web Accessibility. However, standards frequently change, and the City endeavors to exceed the basic compliance requirements.