City of Windsor
Digital Modernization Strategy

Supporting Materials

December 19, 2022

STRATEGYCORP.COM

Table of Contents

The overall Digital Modernization Strategy is separated into two documents. This document provides further information on the consultation findings, resident survey, prioritization approach, and initiative scoring.

Digital Modernization Strategy (See Separate Document)

Supporting Materials (This Document)

6

Supporting Materials

STRATEGYCORP.COM

6

Supporting Materials

Our Approach – Current State Observations

Our analysis was performed under the lens of our Digital Target Operating Model.

Standard Target Operating Model Pillars

1. Strategy

2. Users / Customers	3. Governance	**9. Suppliers / Procurement**
	4. Information / Performance Reporting Data Requirements	
	5. Tech. and Architecture	
	6. People / Org / Culture	
	7. Processes	
	8. Service Delivery Model	
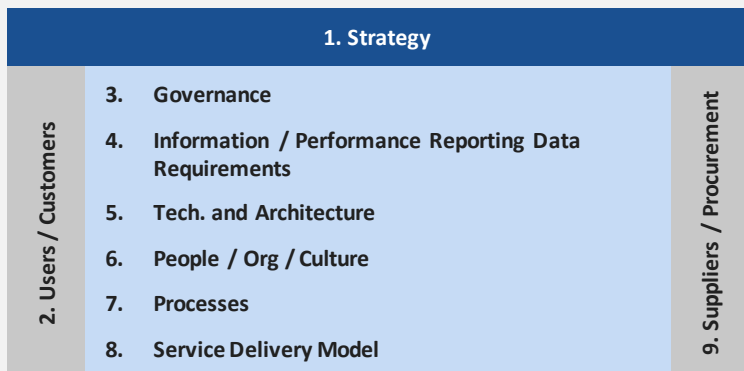
- The Digital Target Operating Model ("TOM") is a framework that characterizes the digital aspects of a municipality's operations, and the impacts they have across the entire organization.
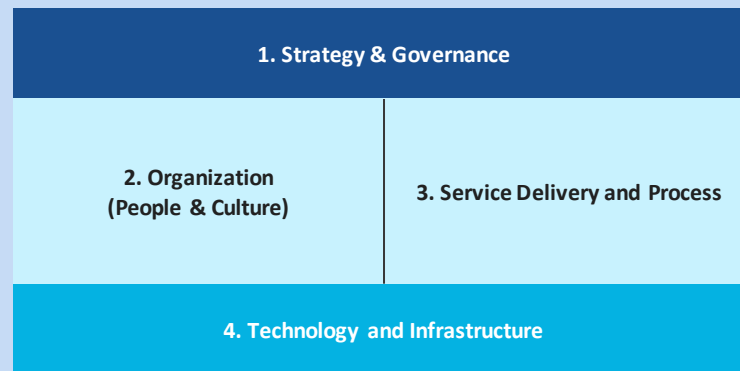
- This framework supports and reinforces the development of a digital strategy that is focused on all aspects of the organization – people, process, and technology – and is founded on business needs.

Tailored for Windsor

1. Strategy & Governance	
2. Organization (People & Culture)	3. Service Delivery and Process
4. Technology and Infrastructure	

- Based on our observations and consultation findings, we have tailored the Target Operating Model into four pillars most applicable to the current-state and future vision for Windsor, as well as the context of this project.

- This adapted TOM structure provides a framework to assess the City's current state.

Departmental Consultations Map

Legend
- Staff Interviewed
- Gap

Mayor → CAO

- Community Services
  - Parks and Facilities
  - Recreation and Culture
  - Communication and Community Services
  - Library Services
- Corporate Services Chief Financial Officer & Treasurer
  - Asset Planning
  - Financial Planning
  - Financial Accounting
  - Human Resources & Employee Relations
  - Taxation & Financial Projects
- Infrastructure Services
  - Engineering
  - Public Works Operations
  - Pollution Control
  - Transit Windsor
- Health and Human Services
  - Housing and Children's Services
  - Huron Lodge (Long-term care home)
  - Employment and Social Services
- Economic Development and Innovation
  - Planning and Building Services
  - Information Technology
  - Economic Development
- Legal and Legislative Services
  - Legal & Real Estate
  - Licensing & Enforcement
  - Fire & Rescue
  - Council Services

Key Observations – Strategy and Governance

Legend

Heard from a small number of participants.

Heard from a medium-large number of participants.

Pillar	Key Themes	Frequency
Strategy and Governance	**Historically, corporate mandates were often focused on minimizing operating costs, inhibiting long-term planning, and postponing critical investments in the City's digital infrastructure.** • As the focus has been on lowering operating costs, there has been no strategic investment in innovative solutions, as a result the city has remained dependent on systems and tool which increasingly do not meet the needs of staff, residents or leadership	
	Maintaining the status quo delayed strategic action, inadvertently exposing the City to risk. • Inaction in key areas concerning digital strategy and governance has resulted in the City being exposed to risk due to antiquated and siloed systems.	
	Initiatives and efforts to drive digitization within the City are generally department driven, rather than corporately prioritized and aligned. • As a result, the City has some areas leveraging innovative digital solutions and areas lagging in terms of digital enablement. • Siloing due to a lack of corporate-directed change has inhibited lessons learned between departments and caused duplicative systems or processes.	
	Recently, the City's appetite for digitization has increased, and several significant digital modernization gains have been realized. • Examples of digital wins include the City of Windsor being the first in Canada to go fully digital with its permit system with Cloudpermit, and the implementation of ServiceNow, DocuSign, and WFM.	

Key Observations – Organization and People / Culture

Legend

Heard from a small number of participants.

Heard from a medium-large number of participants.

Pillar	Key Themes	Frequency
Organization and People / Culture	**Although there is variation across departments, a culture of resistance to change has presented a barrier to the full implementation of innovative solutions.** • Many City employees feel pressure to maintain the status quo and avoid standing out; potentially rooted in historical pressures to reduce costs as well as the MFP scandal. • The current approach for projects and change initiatives has been to take small incremental steps to obtain staff buy-in and get other staff / departments to join.	
	There is currently a disconnect and mistrust between IT and other corporate departments, particularly due to the misalignment of expectations surrounding the role of IT and the purpose of digital change initiatives. • A lack of clarity on who should champion digital modernization initiatives and whether IT should act as an enabler or driver of change has resulted in a lack of collaboration and ownership of initiatives.	
	Despite a structured change methodology in IT, little recognition and support from initiatives and change activities often result in change management attempts being ineffective. • While a change methodology has been developed by the Workforce team (e.g., how to use systems, how to do training sessions, post-live support), lack of support hinders the effectiveness of change efforts.	
	Education and training are a gap within the City, and staff feel there needs to be more support on the use of the City's core digital systems. • Currently, staff within the City have varying levels of data literacy, with some having more advanced digital knowledge while others require considerable support using digital tools.	

Key Observations – Service Delivery and Process

Legend

Heard from a small number of participants.

Heard from a medium-large number of participants.

Pillar	Key Themes	Frequency
Service Delivery and Process	**As digitization is explored, business processes have not been redesigned to fully benefit from digitization.** • Several processes at the City now use digital tools but have not been reviewed and redesigned to fully benefit from digital capabilities, and the increase in efficiency digital tools can bring. • There is limited understanding as to who is responsible for reviewing processes prior to digitization and why the review is necessary.	
	Once implemented, digital or semi-digital processes are not reviewed or updated, occasionally resulting in suboptimal digital processes becoming the new status quo. • Several systems which have been implemented are not digital end-to-end and still require manual input throughout the process (e.g., Agenda.Net, JazzHR, PeopleSoft), resulting in difficulty tracking, limited communication of information and large volumes of staff time spent on data entry. • In some instances, processes and forms are out-of-date and often include redundant information or paper processes continue to exist in parallel to the digital process.	
	The City has experienced hiring and retention difficulties, which have been amplified by lengthy and highly manual HR recruiting processes and the COVID-19 pandemic. • The City currently has many positions that are vacant and have been difficult to fill. • The recently passed hybrid working policy, as well as efforts to improve the recruitment process (through JazzHR), have been initiated in order to address this identified problem.	
	Generally, resident-facing services are more digitized than internal processes. • Many resident-facing departments have implemented systems which make services for residents accessible, and easy to use and increase awareness of what is offered.	

Key Observations – Technology and Infrastructure

Legend

Heard from a small number of participants.

Heard from a medium-large number of participants.

Pillar	Key Themes	Frequency
Technology and Infrastructure	**The City currently uses several digital systems which are reaching their end of life and no longer meet the needs of the City.** • Several systems at the City, including PeopleSoft, Microsoft Office Suite, Agenda.Net, LiveLink, Motorola CRM, and AMANDA are antiquated and are increasingly difficult to support and integrate with, constraining innovation. • PeopleSoft, which is a core system in the City's IT infrastructure, was purchased years ago, and its age is causing multiple issues, including lack of vendor support and inability to integrate with newer programs. • Agenda.Net requires significant manual input and communications to move work through processes, resulting in extremely lengthy processes. • The current Microsoft Office Suite version has resulted in staff creating workarounds and using personal devices, which may have cybersecurity / privacy risk implications. • As a result, other applications are procured / used to fill the functionality gaps of legacy systems.	

STRATEGYCORP.COM

Key Observations – Technology and Infrastructure

Legend

Heard from a small number of participants.

Heard from a medium-large number of participants.

Pillar	Key Themes	Frequency
Technology and Infrastructure	**Selected digital tools and solutions have enabled staff to work more effectively.** • DocuSign and its enablement of electronic signatures have saved staff significant effort and time formerly spend physically chasing down multiple signatures. • The City has had success with the implementation of an online building permits system and is the first in Canada to go fully digital with its permit system Cloudpermit. • The City has benefited from digitizing WFM (tracking of timesheets, submitting requests online for time off etc.), allowing the City to digitize many processes. • The City has benefited from the contract approval process, sole source approval process, and separation employee process applications.	
	Field-oriented hardware and connectivity are often lacking, which further inhibits processes of end-to-end digitization. • Lack of digitization (e.g., Wi-Fi) at City facilities and hardware for field staff prevent digital systems which are in place from being fully utilized.	

6

Supporting Materials

Parks & Facilities

Department Overview

The Parks Department is responsible for 204 parks in the City with diverse trails, horticultural beds, and urban forest. Facilities is responsible for providing building maintenance and operations, caretaking, security, building renovations, lease administration, asset management and other services for buildings owned by the Corporation of the City of Windsor.

Department Specific Systems

Key systems used by the department include but are not limited to:

- PSD CityWide – for work order management
- Famis 360 (currently being phased out)
- WorkForce Management System (WFM)
- FleetFocus
- E-Learn
- Genetec Omincast – Video Management system

Overall Level of Digital Modernization

Although the department has made progress in the last few years, many processes still involve paper and manual efforts. Processes have not been digitized end to end and operational staff are often not part of the digital initiatives and are often hesitant regarding changes.

Digital Modernization Strengths

- Parks & Facilities currently use FleetFocus which enables GPS tracking of vehicles.
- Tree inventory has recently been updated.
- Asset management practices are in place.

Digital Modernization Gaps

- Many facility systems are aging and need to be replaced, but large hardware investment may be necessary as part of any upgrades.
- Historically, operational staff in the department have often not been a part of digital initiatives.
- Certain forms which commercial vehicle drivers need to fill out remain paper-based and are stored as physical copies – this makes compliance difficult to track.

Communications

Department Overview

The Communications department is the primary point of contact for communication and customer service, internally and externally including the 211/311 Contact Centre. The department employs roughly 30 FTEs.

Department Specific Systems

Key systems used by the department include but are not limited to:

- Motorola CSR (211, 311)
- City Phone Platform
- Survey Monkey
- Social Media Accounts
- City Website

Overall Level of Digital Modernization

Although the Communications department has tools and systems in place to allow them to perform customer service duties effectively, approaches (internal and residential communications) are not standardized across departments. Opportunities exist to leverage existing tools and data to generate digestible reports and data analysis to allow Councillors and senior management to make timely decisions on customer service-related inquiries.

Digital Modernization Strengths

- The department has benefitted from utilizing PowerBI with 211 to engage users and manipulate data to inform decisions; opportunities exist for 311 to also leverage this tool.

Digital Modernization Gaps

- There is currently not one CRM that ties all resident activities into one account/profile.
- Current systems and processes are not sufficient in conveying real-time information to Councillors; more efforts are required to provide them with better analysis of information (e.g., dashboards, "LiveMap" on Motorola CSR).
- Approach to resident consultations is not consistent across departments and is divided among platforms (e.g., Survey Monkey, social media). As a result, survey results and information are scattered making it challenging to filter out categories (e.g., demographics, volumes).

Recreation and Culture

Department Overview

Recreation provides services to residents including facilities (e.g., arenas, pools, community centres) and programs that allow residents to participate in recreational activities.

The Culture division provides programs, events and services that express the City's cultural identity, celebrates traditions and improves the quality of life for Windsor residents. Recreation & Culture employs roughly 72 FTEs.

Department Specific Systems

Key systems used by the department include but are not limited to:

- ACTIVENet
- SharePoint
- WFM
- DocuSign

Overall Level of Digital Modernization

The focus on delivering services to residents through multiple streams has ensured they are accessible to all. However, many of the department's front-line staff (e.g., aquatics) have different levels of accessibility to technology and lack hardware to connect to city services and systems.

Digital Modernization Strengths

- The department has digitized several manual processes through ACTIVENet and has leveraged the tool to increase accessibility for residents.
- Residents are able to register for events online from phones or computers.
- Monthly health and safety training has been moved online, increasing the ease of tracking compliance.

Digital Modernization Gaps

- As the department has a high volume of training required for certain staff, the slow communication of E-learn with other systems is a pain point.
- Many front-line staff lack the necessary hardware to connect to city services and systems when required.
- Incident and accident forms remain paper-based, causing inefficiencies due to illegible handwriting and difficulty tracking information.
- Several features of Active Net which could enhance services are not currently being leveraged.

Human Resources

Department Overview

The Human Resources Department provides services such as recruitment, compensation management, benefits administration, health and safety initiatives, professional development initiatives and employee relations. The department employs roughly 40 FTEs.

Department Specific Systems

Key systems used by the department include but are not limited to:

- HRMS PeopleSoft
- Workforce
- JazzHR
- E-Learn
- SharePoint

Overall Level of Digital Modernization

Overall, the Human Resource Department has a low level of digital modernization. Although efforts have been made to digitize several processes, changes have not been implemented for all departments, and many processes still require considerable paper and manual input.

Digital Modernization Strengths

- Many HR processes have recently been digitized through Workforce.
- Recently, a policy was passed allowing digital signatures to be accepted on any internal document; however, the policy has yet to be fully implemented in practice.

Digital Modernization Gaps

- HR relies heavily on paper, and many processes remain highly manual and processes which have been digitized are not rolled out across all departments.
- There is little integration between systems, resulting in much staff time spent inputting data from one system to another.
- Recruitment remains a highly manual and lengthy process and has not fully leveraged the new recruitment tool JazzHR.

Financial Services

Department Overview

Financial Services are covered by a wide range of departments including Financial Planning, Accounting, and Taxation with roughly 86 FTE.

- Accounting provides A/P, A/R, payroll services to the corporation.
- Financial Planning provides operating budget development, monitoring services, and overall financial to the corporation.
- Taxation provides property billing and tax collection services, cash management among other services.

Department Specific Systems

Key systems used by the department include but are not limited to:

- PeopleSoft
- Questica
- Amanda Tax (to be changed with Central Square)
- PSD City Wide
- EnergyCap
- Hansen

Overall Level of Digital Modernization

Despite a wealth of digital tools such as Questica, EnergyCap, and Amanda Tax, many financial reporting and analysis require manual manipulation of data on Excel with limited options to provide reports and tools for analysis purposes. Opportunities exist to enhance the City's data analysis and capabilities through the automation of data.

Digital Modernization Strengths

- Digitization of some workflows through Agenda.Net and DocuSign, has been helpful in addressing some manual processes.
- The department is looking to hold a trial for dashboards alongside managers (followed by CLT) to enable better data analytics and decision-making.

Digital Modernization Gaps

- The lack of integration of data across systems has resulted in a lack of consistent format in data analysis and generating reports.
- Significant manual manipulation of reports are required (e.g., cash flow projections, financial statement generation) on excel spreadsheets.
- There is little integration with other systems (e.g., PeopleSoft), creating barriers for making automated calculations.
- PeopleSoft is a legacy system which limits digital functions.

Transit Windsor

Department Overview

Transit Windsor provides residents and visitors public transit services for the City. The department employs roughly 250 FTEs.

Department Specific Systems

Key systems used by the department include but are not limited to:

- FleetFocus
- Schedule21
- Trapeze (fare collection point-of-sale and on-bus collection)

Overall Level of Digital Modernization

Although efforts are being made to digitize several processes such as replacing the scheduling software (Schedule21) and moving their fleet operations to FleetFocus, transit data currently exists across various data sources throughout the City. Resident experience can also be improved in terms of streamlining fare collection and boarding time.

Digital Modernization Strengths

- Replacement of existing systems such as Schedule21 ensures TW has a system which maintains up-to-date records and better monitors dispatch for drivers.
- The department has been actively procuring for automated passenger counter technologies to improve ridership / transit data collection.
- Migration of fleet operations to FleetFocus has allowed TW to integrate with the City's existing systems / data.

Digital Modernization Gaps

- Several hardware and software at the department are reaching end of life and have limited functionality, including transit fare boxes.
- Issues exist with the access and sharing of Transit / municipal benchmarking data due to transit information existing in various sources (GIS, google maps, trip planning apps).
- While TW does not have many paper processes, excel spreadsheets are used heavily (e.g., systems control report) and require significant manual manipulation of data.

Public Works

Department Overview

Public Works provides essential services to the residents of the City of Windsor such as maintenance of roadways, sanitary and storm sewers, traffic control, street lighting, municipal parking and seasonal maintenance including snow clearing. Public Works Operations employs roughly 200 FTEs.

Department Specific Systems

Key systems used by the department include but are not limited to:

- Antero
- GIS
- Hansen
- FleetFocus
- RoverAI
- WinCan
- SCADA & LIMS
- Passport

Overall Level of Digital Modernization

Overall, Public Works has a medium level of digital modernization. While some digital tools are leveraged to increase the efficiency of operations, field oriented digital capabilities are needed to improve areas such as data collection.

Digital Modernization Strengths

- The city has an advanced traffic management system which provides a wealth of data on circulation and road use.
- The department recently piloted using artificial intelligence technologies for roadway maintenance through the Rover AI product mounted on City vehicles. The conclusion of the Rover AI pilot provided the City with a successful path forward to adopt leading-edge technology to automate the discovery and cataloging of pothole deficiencies along the route of the service vehicle.

Digital Modernization Gaps

- Field oriented digital capabilities are needed to connect staff to the City's systems and improve data collection.
- The department leverages several digitally advanced solutions, yet a large volume of paper input is still used in processes leveraging these tools.
- The department has not yet leveraged DocuSign in several of its internal processes and continues to rely on physical signatures.

Housing and Children's Services

Department Overview

Housing administers Social Housing Program requirements and funding and administers various programs related to homelessness. The department works with residents in Emergency Hostels and Lodging Homes to ensure basic needs are met and assists with transition back into community. Children's Services is responsible for planning and managing the delivery of community-based early years programs and services for children from pre-natal to 12 years of age within Windsor-Essex. Housing and Children's Services employs roughly 11.5 FTE.

Department Specific Systems

Key systems used by the department include but are not limited to:

- Homelessness Individuals and Families Information System (HIFIS)
- OneHSN Child Care Registry

Overall Level of Digital Modernization

Housing and Children's Services interacts with several systems that are provincially or federally mandated and over which staff have little control. This results in manual processes which are difficult to avoid.

Digital Modernization Strengths

- The Housing and Children's Services team leverages SharePoint internally and is comfortable with this tool.

Digital Modernization Gaps

- The department collects a wealth of data that could be better leveraged to improve decision making through digital analytics tools.
- Currently, there is a no upfront online declaration form for property owner to express interest and participation in affordable housing programs.

Employment and Social Services

Department Overview

Employment & Social Services provides basic financial, social and employment assistance for individuals who are in temporary financial need including delivery of Ontario Works and Employment and Training Services (ETS). ETS assists residents with finding employment or, where feasible, to enter training or training placements through employment. Employment and Social Services employs roughly 200 FTEs.

Department Specific Systems

Key systems used by the department include but are not limited to:

- SAMS
- WFM
- PeopleSoft
- SharePoint
- DocuSign
- FrontDesk

Overall Level of Digital Modernization

Modernization in the department is largely built on best practices with Ontario Works on file management and aided by leveraging provincial tools such as SAMS.

Digital Modernization Strengths

- The department has digitized many of its files as of May 2021, which has resulted in time savings for staff previously spent finding and destroying files as well as allowing space previously spent on storage to be used for other purposes.
- Staff are able to leverage Provincial programs which provide training and resources to enable change.

Digital Modernization Gaps

- Although the department has a high level of digital modernization, staff still rely on highly manual processes when interacting with other city departments for financial or HR matters.

Notes: [1] Modernization level qualitatively based on: 1) prevalence of paper-based processes; 2) integration with other relevant systems / processes; 3) use of modern digital best-practice approaches for key processes;

STRATEGYCORP.COM

Fire & Rescue

Department Overview

The Fire & Rescue Department provides services to the community, including public education, code enforcement, fire plans examination, emergency dispatch, emergency response and fire cause determination. Firefighters in the departments respond to a broad range of emergency incidents. The department employs roughly 300 FTEs.

Department Specific Systems

Key systems used by the department include but are not limited to:

- ICO – Fire Records Management
- MyWindsor – for customer fire invoice payments and vulnerable persons registry
- Crysis – for emergency dispatch

Overall Level of Digital Modernization

The department is currently moving / integrating a series of solutions to ICO Fire system, which will enhance Fire on-demand reporting and provides many opportunities for efficiency gains and service improvements. However, the department still has several paper-based and manual processes which require significant staff time and effort.

Digital Modernization Strengths

- Many Fire processes have recently been digitized through the migration to ICO, assisting the department from a user-friendly and accessibility perspective,.
- Movement of HRMS to WFM has been able to automate some processes (e.g., time tracking).

Digital Modernization Gaps

- Potential challenges exist around accessibility and sharing of data across ICO and other corporate wide systems (e.g., WFM and Amanda).
- Digitized processes have not been adopted fully across the department and several manual processes exist (e.g., paper-based forms and record keeping, vehicle records, and physical signatures for invoices)
- Access to residential information (e.g., by-laws and other related information) is not always convenient; sometimes going to the City's public website is more efficient than the employee intranet.

Council Services

Department Overview

Council Services administers the City's legislative process including Elections, Council and Committee meetings, and the maintenance of public records. Council Services employs roughly 20 FTEs.

Department Specific Systems

Key systems used by the department include but are not limited to:

- DocuSign
- Agenda.Net
- Live Link
- Voterview
- Dominion

Overall Level of Digital Modernization

Council Services primarily utilizes Agenda.Net and DocuSign, which is not always sufficient to adequately address their current needs. Many processes still involve paper / manual effort and opportunities exist to digitize processes end to end.

Digital Modernization Strengths

- Agenda.Net has allowed the digitization of the council agenda process, which was previously done manually.

Digital Modernization Gaps

- Many processes and forms (e.g., invoices) remain highly manual and have to be physically stamped and manually entered into PeopleSoft.
- Many Agenda.Net features (e.g., interface, report generation) are not user-friendly and lags behind other systems such as E-Scribe, which is now being increasingly utilized by other municipalities. Agenda.Net is also not AODA compliant.

Economic Development

Department Overview

The Economic Development department is responsible for attracting new business development to the region and helping retain existing businesses that foster the development of an economically diverse city. The department employs approximately 3 FTEs.

Department Specific Systems

Key systems used by the department include but are not limited to:

- Microsoft Suite (SharePoint, Outlook, Teams)
- EIS system
- Zoom

Overall Level of Digital Modernization

Overall, most of the existing use of systems (e.g., Microsoft, EIS, Zoom) used by the Economic Development has allowed them to perform their duties consistently without much issues. More efforts are required on the maintenance and updates of the systems.

Digital Modernization Strengths

- Existing systems (e.g., Teams, SharePoint, PowerPoint, and Excel) has been effective in conveying information; use of SharePoint and real-time editing on the same document has been helpful in generating reports.

Digital Modernization Gaps

- The department has an outdated version of SharePoint (2010 not 2016).
- The Economic Development website is separate from the City's website on a stand alone platform SquareSpace. This renders IT unable to drive any integrated dynamic functionality.

Information Technology

Department Overview

Information Technology (IT) provides technology planning, support and operations, to enable City services, and drive efficiencies. IT provides and supports the systems, applications, computers, networks, data, internet access, security and policies critical to the delivery of City services. The IT department employs roughly 70 FTEs.

Department Specific Systems

Key systems used and supported by the department include but are not limited to:

- Workforce Management (WFM)
- Service Now (ITSM)
- Amanda
- PeopleSoft
- Office 365 / SharePoint
- DocuSign

Overall Level of Digital Modernization

Although the department has made progress in the last few years with regards to digital modernization across the City through the use of tools such as WFM, Service Now, and O365, many processes have not been fully digitized end to end. Users across the corporation lack understanding of the available tools and software supported by IT and how to use their functionality effectively.

Digital Modernization Strengths

- IT is currently in the process of the department's first ever Strategic Plan to help align IT processes, capabilities, and systems with overall business objectives.
- Platforms such as Service Now and WFM have been able to limit the amount of paperwork and digitize many manual processes.

Digital Modernization Gaps

- IT has been supporting several antiquated systems which has ongoing management / maintenance risks and implications.
- There is a culture of maintaining the status quo across the City and as such IT must work to gain buy in for initiatives despite often high resistance.
- Many projects do not have special project teams devoted to them due in part to resourcing constraints. This can result in projects being sidelined as staff do not have time to focus solely on one project.

Building Services

Department Overview

Building Services is responsible for the application and enforcement of the Ontario Building Code and property related Municipal Bylaws. The department employs roughly 65 FTEs.

Department Specific Systems

Key systems used by the department include but are not limited to:

- Cloudpermit
- AMANDA

Overall Level of Digital Modernization

While the department has a wide array of digital tools, many systems do not speak with each other, and more collaboration and support is required with existing processes and other departments.

Digital Modernization Strengths

- One of the first in Canada to go fully digital with its permit system Cloudpermit, which has allowed users better access information from their devices.

Digital Modernization Gaps

- Key systems utilized by the department are not integrated (e.g., Amanda and CloudPermit), impacting how information and data is pulled.
- Lack of communications and support with IT on the workflows and nuances of Building processes.

6

Supporting Materials

Residents were consulted to solicit opinions and views on the current-state of the City's resident-facing digital services, and ideas for improvements and other additions.

Response Results

110 responses

73 respondents completed every question

37 respondents skipped at least 1 question

54 comments were collected

Consultation Approach

- The survey was hosted on Survey Monkey and links were posted on Windsor's social media, including a landing page created on Bang the Table.
- The survey consisted of 7 questions and was designed to take approximately five minutes to complete. The survey was available to residents from November 21st to December 4th. This time frame was selected to avoid conflict with the October 2022 election.
- Respondents were asked for their knowledge of current services, satisfaction with services they use and frequency of use.

Results Overview

- Many respondents expressed dissatisfaction with the City's website.
- Commonly used services include the City's website and social media platforms, and online payment and permitting systems.
- Some respondents are unaware of the range of digital services offered by the City. Increased promotion of digital service offerings may improve this.
- Many respondents expressed dissatisfaction with the difficulty of navigating the City's digital services. This concern was expressed for individuals who traditionally face technical barriers.
- Some respondents find the City's digital services difficult to use, and many noted concerns for seniors or those who are traditionally digitally disadvantaged.

Respondent Characteristics	Responses (n = 72)
I live in the City of Windsor.	87.50%
I work in the City of Windsor.	52.78%
I own property in the City of Windsor.	47.22%
I own or operate a business based in the City of Windsor.	9.72%
I own or operate a business that does business in the City of Windsor.	4.17%
None of the above	1.39%

Satisfaction with the extent and quality of the City's digital / online services	Responses (n = 69)
Generally Satisfied	39.13%
Unsure	33.33%
Generally Dissatisfied	23.19%
I don't use any digital / online services from the City	4.35%

STRATEGYCORP.COM

Respondents most frequently interact with the City's social media and website.

Insights

- Many respondents interact with the City's social media platforms and the City's website on a weekly and monthly basis.
- Child Care Registry, BizPal, Ontario Works Application, and Vulnerable Persons Registry were the least used services by the respondents.

Digital and Online Services	Once per week or more		Once per month or more		Once per year or more		I don't use this service		Total responses
City Website	26.09%	18	39.13%	27	24.64%	17	10.14%	7	69
City Social Media Platforms	60.29%	41	25.00%	17	7.35%	5	7.35%	5	68
Open Data Catalogue	7.46%	5	7.46%	5	19.40%	13	65.67%	44	67
311 Online	8.82%	6	11.76%	8	48.53%	33	30.88%	21	68
Child Care Registry	2.94%	2	0.00%	0	4.41%	3	92.65%	63	68
Dog License Application	2.90%	2	0.00%	0	33.33%	23	63.77%	44	69
Windsor Alerts	8.96%	6	4.48%	3	22.39%	15	64.18%	43	67
Property Document Request	4.48%	3	0.00%	0	13.43%	9	82.09%	55	67
BizPal	2.94%	2	1.47%	1	2.94%	2	92.65%	63	68
Council Meeting Delegation Request	2.94%	2	4.41%	3	13.24%	9	79.41%	54	68
Online Building Permit Applications – Cloudpermit	4.41%	3	5.88%	4	7.35%	5	82.35%	56	68
Online Payments	4.41%	3	8.82%	6	30.88%	21	55.88%	38	68
Ticket Payments	2.94%	2	1.47%	1	36.76%	25	58.82%	40	68
Lottery Reports	2.94%	2	0.00%	0	2.94%	2	94.12%	64	68
Public Property Inquiry	2.99%	2	0.00%	0	23.88%	16	73.13%	49	67
My Property Tax	2.90%	2	4.35%	3	31.88%	22	60.87%	42	69
Ontario Works Application	2.94%	2	2.94%	2	5.88%	4	88.24%	60	68
Active Windsor	7.35%	5	10.29%	7	32.35%	22	50.00%	34	68
Subsidy Programs	2.94%	2	0.00%	0	11.76%	8	85.29%	58	68
MapMyCity	7.35%	5	7.35%	5	38.24%	26	47.06%	32	68
Vulnerable Persons Registry	3.03%	2	0.00%	0	4.55%	3	92.42%	61	66

STRATEGYCORP.COM

Respondents were most satisfied with the City's social media platforms and most dissatisfied with the City's website

Digital Services

Service	n
City Social Media Platforms	n=67
311 Online.	n=63
City Website	n=67
Online Payments	n=60
Dog Licence Application	n=63
Ticket Payments	n=60
Active Windsor	n=61
My Property Tax	n=61
MapMyCity	n=62
Windsor Alerts	n=60
Open Data Catalogue	n=60
Public Property Inquiry	n=60
Council Meeting Delegation Request	n=59
Property Document Request	n=59
Subsidy Programs	n=60
Online Building Permit Applications - Cloudpermit	n=60
Ontario Works Application	n=60
Lottery Reports	n=60
BizPal	n=59
Vulnerable Persons Registry	n=60
Child Care Registry	n=60

Number of responses

Legend: **Generally Satisfied** | **Generally Dissatisfied** | **Unsure**

Insights

- The City website is a point-of-access for many of the City's digital services. This could be a contributing factor to the broader dissatisfaction with other digital services offered by the City.
- Respondents do not see nor interact with many City digital services already in place. This is likely due to certain services being targeted to specific populations.
- Further investigation would be needed to assess the effectiveness for services that the broader public would not interact with (e.g. lottery reports).

STRATEGYCORP.COM

Respondents shared comments and insight with 36 comments about digital modernization

Are there any other City services or processes that you feel would benefit from increased digital modernization, online service, or changes to the digital service delivery approach?

19 respondents provided comments. Key comments include:

- "The City of Windsor website is very outdated and terrible to navigate"
- "I had no idea that many of these services were available. Perhaps a listing could be made on social media promoting these services?"
- "I'm all for digital modernization, but I think the City neglects older people who don't have computers. There's lots they are unaware of"
- "If there can be a site showing projections of upcoming and ongoing building developments in the near future (houses, roads, schools, hospitals etc.) , it will be very helpful in planning of purchasing a house."
- "Maybe a contact your councilor section, with a link to their email."
- "Tough to find information of City of Windsor website"
- "Improved communication about Council decisions before they are voted on…a summary of what's on each meeting agenda. Then a mechanism to provide input to my Councilor."

Do you have any additional comments regarding digital modernization in the City of Windsor?

17 respondents provided comments. Key comments include

- "Website needs to be better connected across all services. Active Windsor site areas very hard to navigate and find information and schedules."
- "In general it seems to me that the City struggles to produce adequate digital outcomes both internally and externally-facing. There is insufficient engagement with the local tech community and industry by the city. To return to the example of MapMyCity - there are multiple local vendors who have a proven capacity to produce a better product
- "Information is not readily available, easily searchable. All interactions need to be modern and user friendly."
- "I'm glad to see that you are soliciting opinions about the city's digital services. This is a great first step. The current digital services are woefully outdated. I look forward to seeing improvements. Thank you for the opportunity to provide feedback."

STRATEGYCORP.COM

Survey Questions (1/2)

Question 1: Please check all the following that apply to you:

- I live in the City of Windsor.
- I own property in the City of Windsor.
- I work in the City of Windsor.
- I own or operate a business based in the City of Windsor.
- I own or operate a business that does business in the City of Windsor.

Question 2: Overall, how satisfied are you with the extent and quality of digital / online services offered by the City?

- I don't use any digital / online services from the City
- Generally Satisfied
- Generally Dissatisfied

Question 3: With what frequency do you use the following digital / online services?

The City's online/digital services include: City website, City social media platforms, Open data catalogue, 311 Online, Child care registry, Dog license registry, Bizpal, Council meeting delegation request, Cloudpermit, Online payments, Ticket payment, Property tax payment, Lottery information, Public property inquiry, Windsor Alerts, Property Document request, Ontario Works application, Active Windsor, Subsidy programs, MapMyCity, Vulnerable Persons Registry

- Once per week or more
- Once per month or more
- Once per year or more
- I don't use this service

Survey Questions (2/2)

Question 4: How satisfied are you with the following digital / online services from the City that you use?

The City's online/digital services include: City website, City social media platforms, Open data catalogue, 311 Online, Child care registry, Dog license registry, Bizpal, Council meeting delegation request, Cloudpermit, Online payments, Ticket payment, Property tax payment, Lottery information, Public property inquiry, Windsor Alerts, Property Document request, Ontario Works application, Active Windsor, Subsidy programs, MapMyCity, Vulnerable Persons Registry

- Once per week or more
- Once per month or more
- Once per year or more
- I don't use this service

Question 5: If you have any additional comments or you clicked "Dissatisfied" for any of the services listed, please leave a tell us why.

[Open Ended / Text-Box Response]

Question 6: Are there any other City services or processes that you feel would benefit from increased digital modernization, online service, or changes to the digital service delivery approach?

[Open Ended / Text-Box Response]

Question 7 : Do you have any additional comments regarding digital modernization in the City of Windsor?

[Open Ended / Text-Box Response]

6

Supporting Materials

Opportunities for digital modernization were assessed based on a clear set of prioritization criteria included below

Prioritization Criteria

Criteria 1: Value

To be measured through the sub-criteria:

a. Improvement to Service Convenience and Accessibility

b. Processes Automation / Optimization / Productivity

c. Enable Enhanced Services or Outcomes

d. Impact on Employment Challenges *(e.g., Attraction / Recruitment and Retention)*

Criteria 2: Ease of Implementation

To be measured through the sub-criteria:

a) Resource Requirements to Implement

b) Complexity and Scope of Change

c) Readiness (capacity, commitment and culture)

d) Time to Implement

Criteria 3: Alignment with Council & Corporate Priorities
(No Sub-criteria)

Criteria 4: Associated Cost
(No Sub-criteria)

Criteria 5: Associated Risk
(No Sub-criteria)

▪ Each opportunity was assessed to arrive at a **Benefit Score**; similarly, each solution was assessed to arrive at an **Implementation Score**.

6

Supporting Materials

Benefit Score Rubric (1/6)

CRITERIA
Council and Corporate Alignment

WHAT ARE WE MEASURING:	HOW DO WE MEASURE IT:

WHAT ARE WE MEASURING:

- Does the opportunity align with the current understanding and interpretation of the City's overall priorities / objectives?

- It is recognized that this is difficult to assess without a guiding document such as a Corporate Strategic Plan.

HOW DO WE MEASURE IT:

No Alignment   *Significant Alignment*

No Alignment	Limited Alignment	Minor Alignment	Moderate Alignment	Major Alignment	Significant Alignment
Addressing this opportunity would not support any Council & Corporate priorities / objectives.	Addressing this opportunity would not support any Council & Corporate priorities / objectives.	Addressing this opportunity would indirectly support more than one Council & Corporate priorities / objectives.	Addressing this opportunity would directly support one Council & Corporate priority / objective.	Addressing this opportunity would directly supports one Council & Corporate priority / objective, and indirectly supports more than one Council & Corporate priority / objective.	Addressing this opportunity would directly supports more than one Council & Corporate priority / objective.
0	12	20	35	60	100

Benefit Score (2/6)

CRITERIA

Associated Risk

WHAT ARE WE MEASURING:

- To what extent is risk to the City reduced by pursuing this opportunity?

- The levels in the scale are aligned to the City of Windsor's Enterprise Risk Management Framework

HOW DO WE MEASURE IT:

No Risk Reduction   *Critical Risk Reduction*

No Risk Reduction	**Low Risk Reduction**	**Moderate Risk Reduction**	**Significant Risk Reduction**	**Critical Risk Reduction**
No meaningful risks reduced through this opportunity.	Through this opportunity, the City's level of risk, or its likelihood of occurring, is marginally reduced.	Through this opportunity, the City's level of risk, or its likelihood of occurring, is moderately reduced.	Through this opportunity, the City's would see a significant reduction in level of risk, or its likelihood of occurring.	Through this opportunity, the City's would see a critical reduction in level of risk, or its likelihood of occurring.
0	20	35	60	100

STRATEGYCORP.COM

Benefit Score (3/6)

CRITERIA

Value: Enable Enhanced Services or Outcomes

WHAT ARE WE MEASURING:	HOW DO WE MEASURE IT:

WHAT ARE WE MEASURING:

- To what degree does this opportunity improve the quality of services, or other positive outcomes?

- It is recognized that the assessment of the degree of improvement is highly subjective – steps were taken to ensure consistency of judgements across opportunities.

HOW DO WE MEASURE IT:

No Degree of Improvement   *Significant Degree of Improvement*

No Degree of Improvement	Minor Degree of Improvement	Moderate Degree of Improvement	Major Degree of Improvement	Significant Degree of Improvement
This opportunity would not improve the quality of services and result in positive outcomes (or is unrelated to enhanced services or outcomes).	This opportunity would bring minor improvement to the quality of services and result in positive outcomes.	This opportunity would bring moderate improvements to the quality of services and result in positive outcomes.	This opportunity would bring major improvements to the quality of services and result in positive outcomes.	This opportunity would bring a significant degree of improvements to the quality of services and result in positive outcomes.
0	20	35	60	100

Benefit Score (4/6)

CRITERIA
Value: Impact on Employment Challenges

WHAT ARE WE MEASURING:	HOW DO WE MEASURE IT:

- To what degree does the opportunity improve the City's attraction and retention capabilities?

No Degree of Improvement   *Significant Degree of Improvement*

No Degree of Improvement	Marginal Degree of Improvement	Moderate Degree of Improvement	Major Degree of Improvement	Significant Degree of Improvement
This opportunity would not improve the City's talent attraction and employee retention capabilities (or is unrelated to the City's attraction and retention capabilities).	This opportunity would bring minor improvement to the quality of services and result in positive outcomes.	This opportunity would moderately improve the City's talent attraction and employee retention capabilities (or is moderately related to the City's attraction and retention capabilities).	This opportunity would bring major improvements to the City's talent attraction and employee retention capabilities (or is significantly related to the City's attraction and retention capabilities).	This opportunity would significantly improve the City's talent attraction and employee retention capabilities (or is directly related to the City's attraction and retention capabilities).
0	20	35	60	100

Benefit Score (5/6)

CRITERIA

Value: Improve Service and Convenience and Accessibility

WHAT ARE WE MEASURING:	HOW DO WE MEASURE IT:

- To what degree does this opportunity improve the convenience and accessibility of services?

No Degree of Improvement   *Significant Degree of Improvement*

No Degree of Improvement	**Marginal Degree of Improvement**	**Moderate Degree of Improvement**	**Major Degree of Improvement**	**Significant Degree of Improvement**
The opportunity does not make it easier for residents to access services provided by the City.	The opportunity marginally improves the convenience and accessibility of resident services; however, the impacted services still have room for improvement.	The opportunity moderately improves the convenience and accessibility of resident services; however, the impacted services still have room for improvement.	The opportunity greatly improves the convenience and accessibility of resident services, and the impacted services have minimal room for improvement.	The opportunity significantly improves the convenience and accessibility of resident services with minimal room for improvement, and/or this opportunity addresses a deficiency in AODA requirements.
0	20	35	60	100

STRATEGYCORP.COM

Benefit Score (6/6)

CRITERIA
Value: Process Automation / Optimization / Productivity

WHAT ARE WE MEASURING:	HOW DO WE MEASURE IT:

- To what degree does this opportunity improve efficiency and productivity through either process optimization, or partial-to-complete automation?

No Degree of Improvement   *Significant Degree of Improvement*

No Degree of Improvement	Limited Degree of Alignment	Minor Degree of Improvement	Moderate Degree of Improvement	Major Degree of Improvement	Significant Degree of Improvement
The opportunity does not result in any reduction of staff time/effort or non labour cost savings.	The opportunity results in a marginally reduction in staff time/effort or non labour cost savings.	The opportunity results in a minor reduction of staff time/effort or non labour cost savings.	The opportunity results in a moderate reduction of staff time/effort or non labour cost savings.	The opportunity results in a major reduction in staff time/effort or non labour cost savings.	The opportunity results in a significant reduction of staff time/effort or non labour cost savings.
0	12	20	35	60	100

6 Supporting Materials

STRATEGYCORP.COM
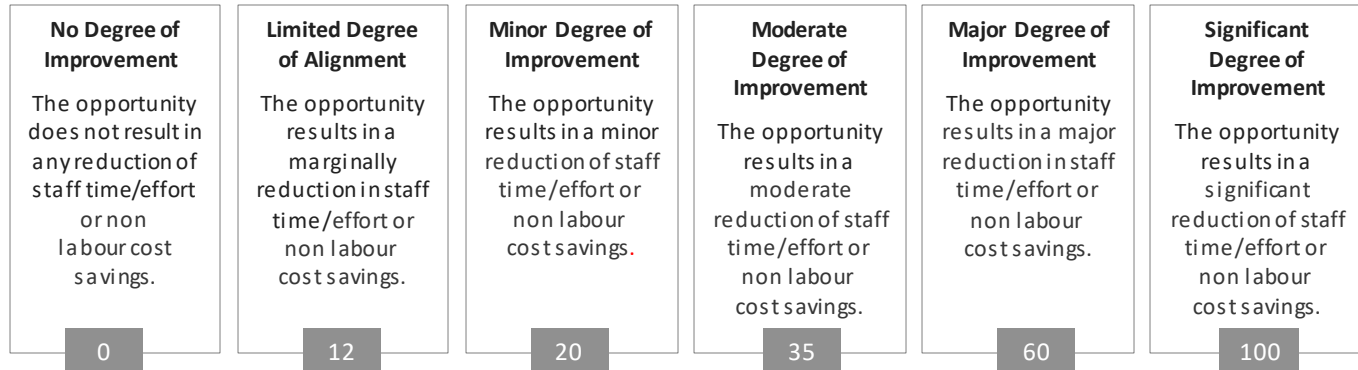
Implementation Score (1/6)

CRITERIA
Cost

WHAT ARE WE MEASURING:	HOW DO WE MEASURE IT:

WHAT ARE WE MEASURING:

- What level of cost / investment will be required to successfully achieve the outcomes of this solution (both for implementation and ongoing operating costs)?

- The thresholds reflect current policy at the City.

HOW DO WE MEASURE IT:

$$$$$$*   *$

$$$$$$	$$$$	$$$	$$	$
Operational and Capital Costs for this solution are over $150,000 and will require Council approval.	Operational and Capital Costs for this project are between $100,000-$150,000 and will require CAO approval.	Operational and Capital Costs for this solution for this project are up to $100,000 and require Department Head or CLT member approval.	Operational and Capital Costs for this solution are under $15,000 and will require a small purchase order.	The cost to acquire, implement, and continue to run / operate this initiative (i.e., recurring costs) fits within the typical costs of operations.
0	20	35	60	100

Implementation Score (2/6)

CRITERIA

Associated Risk

WHAT ARE WE MEASURING:

- Is there risk associated with pursuing this solution?

- The levels in the scale are aligned to the City of Windsor's Enterprise Risk Management Framework

HOW DO WE MEASURE IT:

Critical Risk   *No Risk*

Critical Risk	Significant Risk	Moderate Risk	Low Risk	No Risk
There are critical risks associated with pursuing this solution. The risks would significantly disrupt, undermine, or adversely impact the City's operations or reputation. The impact of these risks would be difficult to manage.	There are significant risks associated with pursuing this solution. The risks could disrupt, undermine, or adversely impact the City's operations or reputation. These risks are highly likely but can be proactively managed.	There are moderate risks associated with pursuing this solution. The risk could disrupt, undermine, or adversely impact the City's operations or reputation. These risks are of moderate likelihood and can be proactively managed.	There are low-rated risks associated with pursuing this solution. The risks would not disrupt, undermine, or adversely impact the City's operations or reputation. These risks are of low likelihood and can be proactively managed.	No meaningful risk associated with this solution
0	20	35	60	100

STRATEGYCORP.COM

Implementation Score (3/6)

CRITERIA

Ease of Implementation: Complexity and Scope of Change

WHAT ARE WE MEASURING:	HOW DO WE MEASURE IT:

- How complex or wide-ranging are the systems and processes that this solution would implement, interact with, or integrate with?

Significant Complexity　　　　　　　　　　　　　　　　　　　　　　　　　　*No Complexity*

Significant Complexity	Major Complexity	Moderate Complexity	Marginal Complexity	No Complexity
The processes / systems this solution would implement, interact with, or integrate with are complex and align with existing processes, systems, or information touchpoints within more than one department.	The processes / systems this solution would implement, interact with, or integrate with are complex and align with existing processes, systems, or information touchpoints within one department.	The processes / systems this solution would implement, interact with, or integrate with are simple and align with existing processes, systems, or information touchpoints within more than one department.	The processes / systems this solution would implement, interact with, or integrate with are simple and align with existing processes, systems, or information touchpoints within one department.	No new process or system would be implemented.
0	20	35	60	100

Implementation Score (4/6)

CRITERIA

Ease of Implementation: Readiness (Capacity, Commitment and Culture)

WHAT ARE WE MEASURING:

- Does this solution require or need to be preceded by other capabilities, systems, or information that does not currently exist? Are the skills, capabilities, and other supports required to execute this solution in place or at risk of changing?

- At the City, readiness is assessed through three lenses: capacity, commitment and culture.

HOW DO WE MEASURE IT:

Not Ready   *Ready*

Not Ready	Marginally Ready	Moderately Ready	Mostly Ready	Ready
The capabilities, systems, and information does not exist today in any form. New capabilities, systems, and information will be required to build this solution. There is neither the commitment for change nor the culture to support.	Few of the capabilities, systems, information, and skills currently exist and are in place. There is some commitment for change or the culture to support.	Half of the capabilities, systems, information, and skills currently exist and are in place. There is some commitment for change and the culture to support is building.	Most capabilities, systems, information, and skills currently exist and are in place. There is significant commitment for change and the culture to support is mostly in place.	The capabilities, systems, information, and skills currently exist and are in place. There is significant commitment for change and the culture to support it is in place.
0	20	35	60	100

STRATEGYCORP.COM

Implementation Score (5/6)

CRITERIA

Ease of Implementation: Resource Requirements to Implement

WHAT ARE WE MEASURING:	HOW DO WE MEASURE IT:

- What scale of non-financial resources (e.g., staff time, etc.) would be required to successfully and completely implement this solution?

Significant Requirements   *Minimal Requirements*

Significant Requirements	Major Requirements	Moderate Requirements	Marginal Requirements	Minimal Requirements
This solution would require reassigned or additional staff.	This solution requires major amounts of additional staff time to successfully and completely implement.	This solution requires moderate amounts of additional staff time to successfully and completely implement.	This solution requires marginal amounts of additional staff time to successfully and completely implement.	This solution requires minimal additional staff time to successfully and completely implement.
0	20	35	60	100

Implementation Score (6/6)

CRITERIA
Ease of Implementation: Time to Implement

WHAT ARE WE MEASURING:	HOW DO WE MEASURE IT:

- How quickly can this initiative be implemented so that its benefits are achieved?
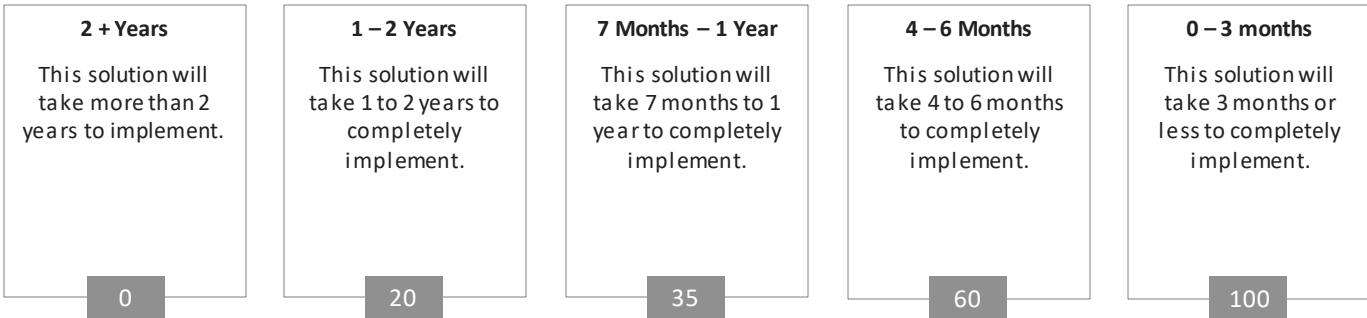
2+ Years   *0-3 months*

2 + Years	**1 – 2 Years**	**7 Months – 1 Year**	**4 – 6 Months**	**0 – 3 months**
This solution will take more than 2 years to implement.	This solution will take 1 to 2 years to completely implement.	This solution will take 7 months to 1 year to completely implement.	This solution will take 4 to 6 months to completely implement.	This solution will take 3 months or less to completely implement.
0	20	35	60	100

6

Supporting Materials

Benefit Scoring Details (1/5) – Sorted by Benefit Score (descending)

Opportunity Name	Value 26.0%				Alignment with Council & Corporate Priorities: 25.1%	Associated Risk: 7.5%	Total Benefit Score (In descending order)
	Process Automation: 9.9%	Enable Enhanced Services or Outcomes: 5.7%	Improve Service Convenience and Accessibility: 5.5%	Impact on Employment Challenges: 4.9%			
3.3. Modernize Financial Systems	100	35	20	20	60	60	**33.6**
1.5. Digitize Transit Fare Payment	20	100	100	0	60	60	**32.7**
6.1. Update or Replace Agenda.Net	100	35	35	0	60	35	**31.5**
1.1. Establish Consistent and Accessible Digital Payments for Resident Services	60	100	60	0	60	20	**31.5**
2.3. Review and Refresh the City Website with Modern Capabilities	35	60	100	20	60	35	**31.0**
3.4. Digitize Accounts Payable Process	100	35	20	20	35	100	**30.3**
1.7. Review 311 Windsor City Services' Information Flow to Service Departments.	60	60	60	0	60	0	**27.7**
1.4. Digitize Property Tax Adjustments	35	60	60	0	60	20	**26.7**
6.3. Digitally Enable Field Staff in Various Departments	100	60	20	35	35	20	**26.4**
5.2. Explore Data Analytics and BI Literacy	60	60	60	20	20	60	**23.1**

Note: The score values in each cell are out of 100, based on the rubric for each criteria (as shown in section 6.3).

Benefit Scoring Details (2/5) – Sorted by Benefit Score (descending)

Opportunity Name	Value 26.0%				Alignment with Council & Corporate Priorities: 25.1%	Associated Risk: 7.5%	Total Benefit Score (In descending order)
	Process Automation: 9.9%	Enable Enhanced Services or Outcomes: 5.7%	Improve Service Convenience and Accessibility: 5.5%	Impact on Employment Challenges: 4.9%			
3.1.1 Implement a recruiting process that is fully digitized end to end (e.g., digitizing request to recruitment forms) to optimize efficiency and minimize manual processes.	100	20	20	100	20	0	22.1
4.2. Centralize IT Support Communications / Requests	100	20	20	35	12	60	21.4
5.1. Further Formalize Governance of Data	60	60	35	0	20	60	20.8
6.4. Integrate Finance Systems Across Other Payment Processes	60	35	60	0	12	60	18.7
2.1. Establish a Cohesive Omni-Channel Communications Strategy for Residents	0	60	60	0	35	35	18.1
3.2. Sort and Digitize Existing City Files	100	20	20	20	0	60	17.6
5.3. Implement and Expand Usage of Common Dashboard Tools	60	35	35	20	12	35	16.5
2.4. Expand Windsor's Open Data Catalogue	12	35	35	0	35	20	15.4

Note: The score values in each cell are out of 100, based on the rubric for each criteria (as shown in section 6.3).

Benefit Scoring Details (3/5) – Sorted by Benefit Score (descending)

Opportunity Name	Value 26.0%				Alignment with Council & Corporate Priorities: 25.1%	Associated Risk: 7.5%	Total Benefit Score (In descending order)
	Process Automation: 9.9%	Enable Enhanced Services or Outcomes: 5.7%	Improve Service Convenience and Accessibility: 5.5%	Impact on Employment Challenges: 4.9%			
3.1.2 Digitize the Leave of Absence Request process and forms end to end including e-signatures and file storage.	100	0	0	100	0	0	**14.8**
3.1.4 Digitize the Unpaid Leave Requests end to end including e-signatures, approvals, and file storage, and eliminate parallel paper-based processes.	35	0	0	35	0	0	**14.8**
6.5. Expand the use of a single Common Integration Platform	60	35	20	20	0	60	**14.5**
3.5. Digitize Commercial Vehicle Paper Forms	35	20	0	0	20	60	**14.1**
1.2. Establish a Common Resident Identity / Login Credentials	12	60	60	0	12	35	**13.5**
1.6. Expand Implementation of Resident Queuing Platforms	35	35	35	20	20	0	**13.4**
4.3. Fully Develop an IT Service Catalogue	60	20	0	35	12	20	**13.3**
3.1.2 Digitize Performance Appraisal Process and forms end to end including e-signatures and digital file storage.	100	20	0	35	0	0	**12.8**

Note: The score values in each cell are out of 100, based on the rubric for each criteria (as shown in section 6.3).

Benefit Scoring Details (4/5) – Sorted by Benefit Score (descending)

Opportunity Name	Value 26.0%				Alignment with Council & Corporate Priorities: 25.1%	Associated Risk: 7.5%	Total Benefit Score (In descending order)
	Process Automation: 9.9%	Enable Enhanced Services or Outcomes: 5.7%	Improve Service Convenience and Accessibility: 5.5%	Impact on Employment Challenges: 4.9%			
3.1.8 Digitize Accident Incident Forms and process to provide more efficient means of sharing of information with Health and Safety officials and digitize file storage.	60	20	0	20	0	60	**12.6**
6.6. Expand use of AI technology for road maintenance (I.e., on demand road condition, further automation of the process, and expand to Parks and other linear assets)	60	35	0	0	12	20	**12.4**
2.2. Implement a Common, Aligned Resident Consultation Approach	20	35	35	0	20	20	**12.4**
1.3. Introduce Online Declaration Form for Property Owners	20	35	20	0	20	20	**11.6**
6.7. Reconcile Video Conferencing Needs	20	35	20	0	12	35	**10.7**
4.1. Digitize Registration Process for Professional Development Course and Training	60	20	0	35	0	0	**8.8**
5.4. Explore CRM Request Mapping	0	35	20	0	20	0	**8.1**
6.2. Migrate Fire Prevention Module to ICO System	20	20	0	0	12	20	**7.6**

Note: The score values in each cell are out of 100, based on the rubric for each criteria (as shown in section 6.3).

Benefit Scoring Details (5/5) – Sorted by Benefit Score (descending)

Opportunity Name	Value 26.0%				Alignment with Council & Corporate Priorities: %25.1	Associated Risk: 7.5%	Total Benefit Score (In descending order)
	Process Automation: 9.9%	Enable Enhanced Services or Outcomes: 5.7%	Improve Service Convenience and Accessibility: 5.5%	Impact on Employment Challenges: 4.9%			
4.5. Establish and Enforce Standard Policies for the use of collaborative tools.	20	0	0	0	0	60	**6.5**
3.1.5 Digitize Pay grade change process end to end including e-signatures, approvals and file storage.	35	0	0	35	0	0	**5.2**
3.1.7 Digitize Vacation Requests for all departments including a digital calendar to map out vacation schedules.	35	0	0	35	0	0	**5.2**
4.4. Review / Reconcile Intranet Solutions and Policy	35	0	0	0	0	20	**5.0**
3.1.6 Digitize Travel Authorizations end to end including e-signatures, approvals and file storage.	20	0	0	20	0	20	**4.5**

Note: The score values in each cell are out of 100, based on the rubric for each criteria (as shown in section 6.3).

6

Supporting Materials

Implementation Scoring Details (1/6) – Sorted by Implementation Score (descending)

Solution Name	Ease of Implementation: 20.2%				Associated Cost: 13.7%	Associated Risk: 7.5%	Total Implementation Score (In descending order)
	Complexity and Scope of Change: 4.2%	Implementation Readiness: 7.5%	Resource Requirements to Implement: 6.1%	Time to Implement: 2.3%			
S23. Develop the front facing IT Service Catalogue in ServiceNow.	60	100	100	100	100	100	39.8
S35. Reconcile all video conferencing into one platform- Microsoft Teams.	100	60	100	100	100	60	38.5
S11. Review the learning from the Bang The Table (BTT) pilot and implement it across the enterprise with a governance strategy guiding resident consultation.	35	100	100	100	100	60	35.8
S25. Develop standards and training plan for using collaborative tools including Outlook, Microsoft Teams, OneDrive and SharePoint, monitoring compliance, and eliminating use of other collaborative tools.	35	100	100	100	100	60	35.8
S28. Expand use of Windsor311 to "live-map" service requests.	60	100	60	60	100	60	33.3

Note: The score values in each cell are out of 100, based on the rubric for each criteria (as shown in section 6.3).

Implementation Scoring Details (2/6) – Sorted by Implementation Score (descending)

Solution Name	Ease of Implementation: 20.2%				Associated Cost: 13.7%	Associated Risk: 7.5%	Total Implementation Score (In descending order)
	Complexity and Scope of Change: 4.2%	Implementation Readiness: 7.5%	Resource Requirements to Implement: 6.1%	Time to Implement: 2.3%			
S21. Investigate the feasibility of SharePoint or Eventbrite as an alternative to enable course advertising and registration.	35	100	60	100	100	60	33.2
S24. Define the use of SharePoint and the City's Intranet. Publish, implement and train users in new procedures.	35	60	100	100	100	100	32.8
S22. Centralize all IT requests through the ServiceNow channel (and close other channels, except for help desk operators who can enter requests on behalf of callers).	35	100	60	60	100	60	32.3
S18. Expand the use of FleetFocus for work order, vehicle checks, and tracking to enable digitization of existing manual processes.	35	20	100	60	100	60	32.0
S27. Provide learning and training opportunities for leadership to use technological tools available.	60	60	60	60	100	100	30.3
S04. Implement a digital declaration form in MyWindsor for Property Owners	20	35	35	60	100	100	29.9

Note: The score values in each cell are out of 100, based on the rubric for each criteria (as shown in section 6.3).

Implementation Scoring Details (3/6) – Sorted by Implementation Score (descending)

Solution Name	Complexity and Scope of Change: 4.2%	Implementation Readiness: 7.5%	Resource Requirements to Implement: 6.1%	Time to Implement: 2.3%	Associated Cost: 13.7%	Associated Risk: 7.5%	Total Implementation Score (In descending order)
S05. Implement digital property tax adjustment requests in MyWindsor	20	35	35	60	100	100	29.9
S10. Develop a clear standard operating procedure for digital interactions with residents and sharing of best practices.	35	35	60	60	100	100	27.5
S14. Expand the use of JazzHR and Work Force Management to allow staff to manage processes, requests, and forms digitally.	35	60	35	35	100	60	27.1
S13. Develop a clear governance model around data including criteria to determine if a particular data set is valuable to the public and outlining a requirement for departments to publish data.	35	60	60	60	100	20	26.3
S20. Expand the use of ACTIVENet to enable course registration.	35	60	60	100	60	60	24.8
S15. Embark on a Digitization of City files project that is paired with appropriate governance and operating procedures.	35	60	20	35	100	35	24.3

Note: The score values in each cell are out of 100, based on the rubric for each criteria (as shown in section 6.3).

Implementation Scoring Details (4/6) – Sorted by Implementation Score (descending)

Solution Name	Complexity and Scope of Change: 4.2%	Implementation Readiness: 7.5%	Resource Requirements to Implement: 6.1%	Time to Implement: 2.3%	Associated Cost: 13.7%	Associated Risk: 7.5%	Total Implementation Score (In descending order)
S26 Develop organizational wide data management and business intelligence plan with the Data Management Program Manager.	35	20	35	35	100	60	24.2
S08. Expand the use of FrontDesk, the queuing platform.	35	35	60	100	60	60	22.9
S02. Expand the use of MyWindsor Online Payments as a Payment Card Industry (PCI) compliant way to remotely pay for products and services from various departments.	35	35	35	35	60	60	19.8
S30. Reconcile Fire processes into ICO as the sole operational system.	60	20	35	35	60	60	19.7
S31. Build business case and implementation plan to equip field staff with technology to implement digitization of processes.	20	35	35	35	60	60	19.2
S29. Replace Agenda.Net with an AODA compliant, more functional, and user-friendly solution.	20	60	35	35	60	35	19.2

Note: The score values in each cell are out of 100, based on the rubric for each criteria (as shown in section 6.3).

Implementation Scoring Details (5/6) – Sorted by Implementation Score (descending)

Solution Name	Complexity and Scope of Change: 4.2%	Implementation Readiness: 7.5%	Resource Requirements to Implement: 6.1%	Time to Implement: 2.3%	Associated Cost: 13.7%	Associated Risk: 7.5%	Total Implementation Score (In descending order)
S33. Expand use of SnapLogic as the integration platform of choice with a dedicated integration support team.	0	35	20	35	60	60	17.4
S34. Expand use of AI technology for road maintenance based on the successful automation pilot.	60	60	35	35	20	60	17.2
S09. Explore the digitization of the flow of information between 311 Windsor City Services and Service Departments.	35	35	60	35	60	60	16.9
S03. Migrate service portals to enable single sign in for City services.	60	60	35	35	35	20	16.3
S32. Expand use of SnapLogic to integrate finance systems across payment processes.	60	60	35	60	20	35	15.9

Note: The score values in each cell are out of 100, based on the rubric for each criteria (as shown in section 6.3).

Implementation Scoring Details (6/6) – Sorted by Implementation Score (descending)

Solution Name	Complexity and Scope of Change: 4.2%	Implementation Readiness: 7.5%	Resource Requirements to Implement: 6.1%	Time to Implement: 2.3%	Associated Cost: 13.7%	Associated Risk: 7.5%	Total Implementation Score (In descending order)
S12. Refresh the City's public facing website to be customer centric, in compliance with AODA standards, user friendly, and modern.	35	20	35	35	60	20	15.7
S17. Carry out an accounts payable review to understand the requirements and source a tool that can accept and process accounts payable digitally.	20	35	35	35	35	60	11.3
S06. Acquire new system (Presto) to allow riders to pay for transit via visa, debit, electronic payment, and pre-loaded card	20	35	0	20	0	20	5.4
S16. Carry out a financial modernization review with a focus on system replacement.	0	35	35	20	0	35	5.3

Note: The score values in each cell are out of 100, based on the rubric for each criteria (as shown in section 6.3).

Toronto
416-864-7112

Ottawa
613-231-2630

strategycorp.com