EXECUTIVE SUMMARY
A Digital and Technology Master Plan for a Future Ready Guelph

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The Corporation of the City of Guelph

Digital and Technology Master Plan Executive Summary

There can perhaps be no better or more crucial time to lay out a technology and digital strategy for the City of Guelph. Our response to COVID has seen us rapidly embrace work from home and launch new digital services. We have shown that with focus, we can move fast, transform, and work using agile methods that are more typically used by Silicon Valley startups.

Our Digital and Technology Master Plan builds on these experiences. It lifts the City's Strategic Plan tagline: *Future Guelph* to frame the work ahead. What does the *Future Guelph* look like from a digital and technology perspective? We imagine a City:

- Where customers can interact digitally with an effective, efficient, and modern government that has been purposefully designed to deliver personalized services to its citizens;
- Where our workforce can work in a frictionless fashion from anywhere at any time across organizational boundaries with internal teams and external partners, with citizens and community groups;
- Where our embrace of modern technologies helps us attract and retain the best talent around;
- Where our teams work together to build front-office, back-office, and field-based processes using technologies that seamlessly connect our people and share data so that we can deliver the best, most efficient services possible;
- Where the community is well-positioned to embrace the opportunities presented by the growth of the digital economy;
- Where we work with our community to engage in new ways that help reach non-traditional audiences, and where we partner with the community to innovate on community challenges;
- With smart, responsive and green transportation options that embrace on-demand capabilities;
- Where sensors help City staff more effectively monitor, care for and sustain our built and non-built environments.

While there are almost limitless opportunities to leverage digital and technology capabilities at the City, the Master Plan has identified four strategic areas of focus:

1. Great customer experiences.
2. Brilliant staff experiences by providing modern tools and technologies for our workforce.
3. Continued modernization of our core systems to enhance productivity and to enable efficient and effective service delivery.

4. Using data and analytics to power service and performance optimization.

Within each focus area, a set of actions and initiatives has been identified. These are summarized below.

1. Great customer experiences	2. Modern tools for a modern workforce	3. Continued modernization of core systems	4. Data and analytics
• User research • Guelph digital standard • Hosted website • Reusable services (notify, pay, book, report, login) • Single sign-on • Forms digitization • Permitting, planning and licensing online • CRM • City Wi-Fi • Channel shift to digital	• Digital meetings • Office 365 & collaboration • Modern ECM – SharePoint • Laptop/mobile devices • Flexible working/ WFH • Self-service for HR and finance processes • Digital workflows and approvals • Mobile field technology	• Agenda management • Work management (CMMS) • Fleet • Asset management • Learning management • AMANDA improvements • HCM systems renewal • New tax system • New fire records management • AVL updates • Transit technology	• Data strategy • Wikidata for Guelph • Open data expansion • Master data • BI, data and dashboard platform • City metrics – real-time City performance data

There is a lot of exciting and challenging work ahead. To successfully implement these initiatives, we must make some critical adjustments to our approach to technology. Embracing what we have learned before and during COVID, we will be working hard with partners to:

1. Develop and nurture a digital mindset in all parts of the organization by providing digital education and training opportunities to leadership and staff and harnessing the organization's broad knowledge and skills.
2. Build stronger partnerships between business units and the IT Department. More clearly defined roles and responsibilities around work in the business solutions domain so that we can achieve process optimization and real success.
3. Set up a Guelph Digital Service to establish our digital standards and execute our plans to move many of our services online.
4. Double down on our technology governance efforts to ensure we keep focused and to coordinate our investment in technology ensuring that we achieve the biggest bang for our buck.
5. Invest in staffing in the IT Department, particularly in Business Analysts to help us understand business problems and processes *before* we invest in technology to solve them.
6. Operationalize ways that help us remove the bottlenecks that slow project delivery, allowing us to use the private sector to help deliver technology programs and initiatives quicker.
7. Continuously improving baseline IT services by expanding IT service hours to match the needs of our organization better, enhancing service offerings, and increasing self-service options.

We believe that this is a strong and clear Digital and Technology Master Plan that accurately reflects the organization's and community's needs. It directly supports the City and Community's Strategic Plans and our aspirations to deliver exemplary customer service.