Region of Peel Digital Strategy

The Digital Strategy

The Digital Strategy defines a shared digital mandate and strategic roadmap for the Region of Peel to meet the growing needs of its residents, employees and partners

WHY A DIGITAL STRATEGY

- **Service offerings and service delivery requirements** of the Region are changing based on shifting employee and resident expectations
- **Collaboration models with vendors and external organizations** require updated tools and open environments
- **Communication and engagement channels** are evolving to be more accessible, transparent and simple
- **IT Operating Models need to flexible and scalable** to keep up with changing resident, consumer and partner demands

ELEMENTS OF THE DIGITAL STRATEGY

The Digital Strategy is comprised of initiatives that are grouped into the following themes…

Modernizing the Core

Powering Reporting & Analytics

Optimizing Ops & Service Delivery

Engaging through Experience

DEPLOYING THE DIGITAL STRATEGY

Horizon 1

Fixing the core to establish a foundation for the Region of Peel

Horizon 2

Enabling internal capabilities to enhance Service Delivery

Horizon 3+

Enhancing the resident, employee and partner experience

How being Digital Supports Term of Council Priorities

The Digital Strategy ensures alignment between the Region's Term of Council Priorities and its underlying technologies

TERM OF COUNCIL PRIORITIES

LIVING	THRIVING	LEADING
Peoples lives are improved in their time of need	Communities are integrated, safe and complete	Government is future-oriented and accountable

DEPARMENT DIGITAL MANDATES

FINANCE
Increase transparency and accountability to residents on value-add services being delivered by the Region, while equipping employees with the right technology to optimize workflows and generate insights

HEALTH SERVICES
Provide excellent and seamless service to residents in need in an innovative and integrated way by equipping staff with the right information and technology to deliver better outcomes

HUMAN SERVICES
Optimize internal processes and technology, to allow employees to focus on increasing easy access to services for residents, and proactive engagement with those in need

Provide engaging and seamless resident and employee service experiences through sustainable and integrated business and technology modernization

CORPORATE SERVICES
Provide an enhanced end to end employee experience by equipping them with the right information and tools to make informed decisions; and by providing residents with easy access to the Region's services when they need it

SIIT
Engage in active partnerships with departments to provide secure, consistent, and reliable service innovation to the interaction experience of residents and employees

PUBLIC WORKS
Address citizen concerns in a timely and respectful manner by working in close partnerships with local municipalities

DIGITAL STRATEGY

- Improve resident satisfaction
- Data driven decision making
- Integrate & automated processes
- Collaborate across teams
- Focus on key experiences
- Aligned governance models
- Data accuracy & reliability

TECHNOLOGY ENABLERS

- Modernizing the Core
- Powering Reporting & Analytics
- Optimizing Operations & Service Delivery
- Engaging through Experience

The Region of Peel's Digital Mandate Statement

Service experiences must be meaningful and easily accessible

Experiences will be shaped by the liquid expectations of both employees & residents

A comprehensive Digital Strategy must address the perspective of both residents and the employees

Provide engaging and seamless resident and employee service experiences through sustainable and integrated business and technology modernization

Technology which can be maintained by the Region

Integrated across divisions and departments to eliminate silos and promote collaboration

Leveraging new technology and solutions to meet the changing needs of residents and employees

A joint journey between SIIT and the Business

Digital Strategy Guiding Principles

Based on our experience, the findings from the Digital Strategy Assessment and feedback from employees, we have developed a set of principles to guide the Region of Peel's Digital journey

GUIDING PRINCIPLES	DESCRIPTION
FUTURE-ORIENTED	Digital solutions that will enable the Region to meet the changing needs of residents & employees
INTEGRATED	Enabled enterprise wide capabilities that will enable holistic service offerings for residents and employees
PREDICTIVE	Data and analytics that will be leveraged to generate insights and drive pro-active and informed decisions
RESIDENT & EMPLOYEE-CENTRIC	Solutions designed with improving the resident and employee experience
SECURE	Regulatory compliant and secure systems to protect resident and employee information
SIMPLIFIED	Simplified technology landscape through rationalization and modernization
TRUSTED	Information that is accurate and relevant

Development of the Digital Strategy

Enterprise Pain Points, Digital Concepts and Future State Journeys generated from the service design and DLT workshops informed the Region's Digital Themes and Initiatives

Enterprise Pain Points

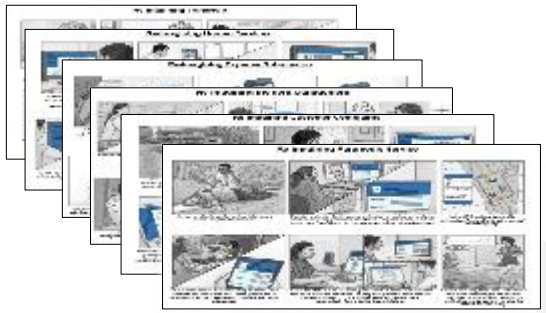
Service Design Workshop and DLT Participants were asked to capture pain points stemming from key departmental activities

Digital Concepts*

Workshop participants collaborated with each other to generated, iterate, refine and present digital concepts that addressed earlier identified pain points

Future State Journeys

Future state journeys for select Personas (1 per department) were developed and illustrated using the Digital Concepts generated from the workshops



Modernizing the Core

Modernized core systems of record that run the business and next generation infrastructure that can effectively support real time digital needs

Powering Reporting & Analytics

Data management, reporting and analytic capabilities to provide timely and accurate insights to drive the business

Optimizing Ops & Service Delivery

New digital technologies that streamline, digitize and automate business operations

Engaging through Experience

Technology to enable seamless and differentiated experiences for employees, residents and 3rd party vendors when engaging with the Region of Peel

Key Success Factors

To support the success of the Region's Digital Strategy, a clear operating model, governance framework, enterprise wide target state architecture, change management capabilities and stabilization are required

Business and IT Operating Model

Business and IT Operating Model

A business and technology operating model that has the capability and capacity to deliver the digital roadmap. The Operating Model will clearly articulate the roles, responsibilities, structure, sourcing model to successfully deliver.

Business and IT Governance

Business and IT Governance

A new joint IT / Business governance framework including governing bodies, project approval process, project selection criteria, escalation mechanisms, project success measures and a single project intake funnel is required to effectively manage the digital transformation

Enterprise Target State Architecture

Enterprise Target State Architecture

The Region of Peel requires an target state architecture that depicts the Region's vision for their future state technology footprint. This forms the Enterprise blueprint for the digital transformation

Change Management

Change Management

The sheer amount of business and technology change necessitates a robust change management strategy that defines mechanisms for communicating, implementing and evaluating how change is managed within the Region of Peel.

Stabilization

Stabilization

The desire for change needs to be balanced against a focus on stabilizing the existing systems deployments and maximizing the use of existing technology capabilities.

Partnership Ecosystem

Partnership Ecosystem

An ecosystem of partnerships with 3rd party providers and vendors that will enable the Region to quickly scale up relevant skills while remaining flexible.