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# Better Connected

Mississauga's Plan  
for People-centred  
Digital Services



MISSISSAUGA

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## Our vision

The City of Mississauga will create people-centred digital services that are fast, clear, and easy to use for people of all abilities

### Strategic Alignments

#### **Enhancing access to local government**

This strategy contributes to the Mission of the City's Communication Master Plan - to enhance citizen self-service and access to local government. It will also support a key action in the plan to shift from City-focused to citizen-focused communications.

#### **Foster open and accessible government**

The initiatives in this plan will improve digital inclusion, which is part of a key strategy in the City's IT Master Plan - to foster open and accessible government.

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# Forward

## Why this strategy is needed

*Better Connected* is about the way we'll create great experiences for our digital services and the activities and attitudes that we will need to bring in our work in order to achieve it. Our plan is to shift to a more people-centred way of creating the City's digital services that people rely on. Rather than specific technologies or platforms, this is about how we'll adopt new ways of working to serve and communicate with the people and businesses of Mississauga, and it requires a collaborative team-based mindset.

It's not just millennials who have been shaped by the internet. In total over 92% of Ontario residents are online, including older age groups who are making quick inroads into the digital world. Almost all Canadians who are under 45 use the internet every day. Being connected in this way is changing how we work, socialize, communicate, and consume; essentially how we live our lives.

People's lives have been enhanced by smartphones and other innovation from the private sector, and modern digital experiences have raised the bar of what people expect when they go online. Speed, convenience, and usability is not a preference. It's expected. As a result, public opinion about government services has shifted away from accepting something as "good enough for government" to the extent where people now believe that experiences with government should equal those of commercial ones.

The public expectation for better government services has triggered a global phenomenon of transformational change in government digital

teams. Six years ago, in 2012, the Government Digital Service (GDS) in the UK adopted the mandate "build services so good the people will prefer to use them" to help keep focused on the people they serve at all times and set a practical and measurable objective for user experience. The UK and Canada have now formally agreed to work together towards shared goals in the digital government space. In Ontario, the formation of the Ontario Digital Service, and Code for Canada have both adopted the same people-centred approach and are setting the new standard for public sector digital in Canada and the UK.

To gain perspective on what this culture shift means for Mississauga, we spoke with people across our organization, independent experts, and our customers, and we asked them what we can do better. We heard consistent themes - we need a shared vision; we need to work together; we need to start with citizen needs.

We also measured customer satisfaction on existing digital services and we discovered there's room to improve.

Our vision is to create better digital services by putting people's needs at the centre of the design. We have leaders to learn from in Canada and abroad. We have citizens willing to participate. We have committed employees who want better value for customers. Our journey has already begun, and many activities outlined in this plan are already underway.

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# Executive Summary

The main objective for *Better Connected* is to provide strategic direction for how the City of Mississauga's digital services should be created – including the City's main website Mississauga.ca. This work is a deliverable under the City's 2018 Digital Modernization Initiative.

## Vision

The plan sets out a shared vision for how the City will create people-centred digital services that are fast, clear, and easy to use for people of all abilities.

## Findings

The research in this report shows that many citizens now expect the experience with government digital services to equal that of commercial ones. An online survey of over 9,996 visitors to the City of Mississauga website confirms that our customer satisfaction can be better. The City's satisfaction score today is 65/100 on average, whereas the public sector average was 72/100 at the time of benchmarking.

Staff widely agree that citizens are not being sufficiently consulted about digital. However, there is a strong desire among staff to understand customers, and be better at making data driven decisions.

It is common for leading practice companies to improve digital outcomes by making organizational changes. KPMG reviewed our digital operating model in 2018 and confirmed a number of organizational challenges including two key limitations:

- lack of appropriate governance structures
- our ability to work effectively across organizational boundaries

## Strategic Priorities

To accomplish the vision of creating people-centred digital services, this plan contains 25 actions that are organized into the following 5 strategic priorities:

### 1. Implement modern standards

We will adopt globally recognized digital standards to guide the creation and quality of digital services for public use.

### 2. Transform services

We will articulate a clear vision for digital services, and redesign existing services to meet new people-centred digital standards.

### 3. Produce customer insights and measures

We will gather and share insights on our customer's preferences and needs, and use customer focused performance indicators to improve our digital services.

### 4. Grow the talent, skills, and culture

We will change the way we work, and support those we work with to create the right conditions for genuine digital transformation to happen.

### 5. Align our operating model to the digital world

We need to arrange strategic, technical, and operational capabilities in an integrated, well-sequenced way.

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## Implementation

Actions are already underway to redesign services under the digital modernization project including the information and transactions on the City's website Mississauga.ca.

The public will begin seeing the results of our work in early 2019. Achieving our vision will require more than a one-time design effort. Leading practice in the digital space shows that we will need a sustained effort to re-organize our teams, use modern technologies and practices, adopt people-centred design, and design whole services from end-to-end.

Our full implementation plan will be carried out over four years from 2018 to 2021.

### Year 1-2

We will focus on rebuilding priority services and establishing the new standards and processes needed to realize our vision. The first phase of organizational changes will be implemented. Key actions:

- Rebuild and simplify Mississauga.ca and standards including content, connected applications, and microsites for Recreation, Library, and MiWay
- Create a central digital office in Corporate Services

### Year 3-4

We will continue service redesign and also rollout guidance, training and toolkits for staff to help them implement digital standards consistently. Actions include:

- Standard learning programs for digital staff
- Extend modernization to marketing platforms

## Expected outcomes of this plan

The Better Connected strategy will increase the use of our digital services, by creating digital services that are so good that people will prefer to use them. This result will first be realized by rebuilding existing services to be easier and more convenient to use. Following the initial transformation, we will use our modernized standards to make each new service we add better by default. Outcomes include:

- **Increased number of digital transactions**  
Improving the ease of use, convenience, simplicity, and findability of services will result in higher rates of completion online.
- **Channel shift**  
We will create new services with a focus the greater ease-of-use will encourage people to choose online for their next service rather than an alternative channel like the telephone or counter.
- **Accessibility**  
We will meet or exceed our legislative requirements for accessibility under the Province of Ontario.
- **Build services faster**  
Organizational changes and modernized technology will increase the speed and agility of our digital staff to create or improve informational and transactional services.
- **Measurement that helps us improve**  
We establish meaningful standard measurement for digital that helps us understand and improve our results continuously.

# 1.0

Drivers of disruption

## Why Mississauga must become Better Connected.



Users don't care about the structure of government. They don't care which department does this or agency does that. They don't care about your process. They just want to do what they need to do, get stuff done, and get on with their lives. Users have needs - our job in government is to build services that meet those needs.

- Stephen Foreshow-Cain  
Executive Director at GDS, UK



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# Key drivers of disruption

## Organizational change

Mississauga is on a journey of transformation to best serve a community that is online and mobile. Today, business drivers include the Mississauga brand, Customer Service Strategy, the new open source content platform, and the rapid growth of digital activity in Mississauga.

## Consumer expectations are shifting

As consumer digital experiences continue to improve, the bar for City of Mississauga's digital services keeps getting higher.

According to Accenture<sup>1</sup>, the gap between what citizens experience in their lives and what they will accept for government is closing fast with 85% of people believing that government services should equal commercial ones. Keeping pace with customers will require continuous improvements as these expectations will continue to change. For example, a limited experience on a smartphone was once acceptable. However, as adoption, usage and comfort has increased, users are now expecting the same level of functionality across all channels and touchpoints.

Digital Channels  
**70%**  
Think it's important to provide more services via digital channels in the future <sup>1</sup>

Mobile  
**55%**  
Prefer to access government from their smartphones <sup>1</sup>

Quality  
**85%**  
Believe government should match or exceed commercial service levels <sup>2</sup>

Design  
**71%**  
Want to be involved in the design of government services <sup>1</sup>

\* Percentages reflect the number of citizen survey respondents answering in the affirmative

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1. Accenture Citizen Survey; 2. Accenture Pulse Survey

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### Customer satisfaction is imperative

One of the top drivers for getting people to access government services online is the ease of use and confidence in the website<sup>3</sup>. Improving experience for customers will drive better outcomes for the City by increasing the use of our online services instead of alternatives like the telephone.



People who have a great experience with online government are:<sup>3</sup>

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106%

More likely to recommend the website to a friend or family member

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90%

More likely to use the website as a primary resource

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60%

More likely to trust in government

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3. ForeSee Experience Index: E-Government Report. Q2 2017 Update

### The City's customer satisfaction is underperforming public sector benchmarks

An extensive survey of the City's website visitors confirmed that there is room to improve satisfaction for the City's digital services. With over 9,000 respondents, the City's customers also demonstrated that they are willing to provide feedback, and work with us to improve services.

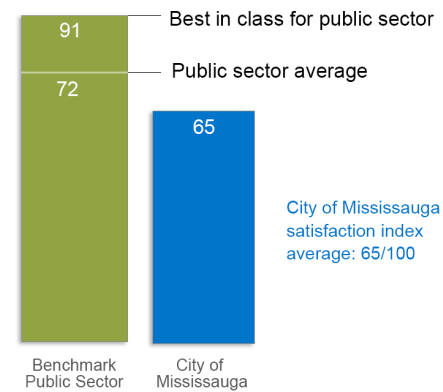


FIGURE 1:  
The City of Mississauga's website satisfaction is lower than the benchmark average for public sector

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## 2.0

### Strategy Development

We reviewed the City's people, products platforms processes and projects associated with public facing digital services.

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## How we developed this strategy

To inform the development of this strategy, we carried out an extensive review of the City's digital services on Mississauga.ca, the City's official website including our operational staff, the underlying technology, customer feedback, and the end-user experience. The viewpoints and insights we gathered reflected staff, independent experts, and the public. We also learned by doing – creating the strategy in parallel to our website transformation project and testing our assumptions with real customers.

### 1. We reviewed leading practice

Yellow Pencil, an Edmonton-based firm consulted with the City to establish our vision, goals and aspirations. They consulted with over 50 internal staff and reviewed how leading organizations are tackling the challenges that the digital world creates for governments.

### 2. We gathered customer feedback

We measured our customer satisfaction by gathering feedback from 9,996 people who used our website and compared it to public sector benchmarks.

### 3. We reviewed our publishing practices

We surveyed all of our web publishers, and conducted face-to-face interviews with 30 people from across departments. The City's Business Improvement staff provided an analysis of the current state of content publishing activities and provided their findings in a report.

### 4. We defined a content governance framework

Bell Business Markets' Digital Business Solutions team consulted with the City to define a governance framework for content publishing, to support modernized Digital Communications.

### 5. We learned by doing

Through our Digital Modernization Initiative, we created a multidisciplinary project team of staff and private sector talent, and started redesigning services using customer feedback as a driver for decisions.

### 6. We looked at our whole organization

In 2018 we engaged KPMG to develop our digital operating model following a review of our people, processes, platforms, projects and products.

The varied approach to gathering evidence and opinion in planning the strategy has helped us develop a well-rounded understanding of where Mississauga is, where want to be and how we get there.

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## Key Organizational Findings

Our strategic consultant from Yellow Pencil met 50 stakeholders at the City of Mississauga and collected nearly 500 data points. The top themes were grouped into a SWOT matrix to describe the current state.

### Strengths

- We have many of the digital capabilities needed
- Social media has been successfully adopted
- Technology projects are thriving
- City staff are eager to learn, and grow their skills
- Communications and IT leadership are aligned

### Weaknesses

- Digital roles and skills are inconsistent and not evenly distributed
- Digital does not have a clear home in the organization
- The City lacks a shared vision for digital
- Digital processes are inconsistent
- There is little performance management of the digital channel
- Our way of working does not fit the speed of digital change

### Opportunities

- There is a strong desire to be better with making data driven decisions
- Content management is a core business
- Increasing customer satisfaction will improve business outcomes
- We have leaders to learn from
- New platforms we're adopting can open up new innovation for service and marketing
- Citizens are willing to participate and give feedback

### Threats

- Citizens are not being sufficiently consulted
- The product marketplace does not serve cities well
- Digital staff are frustrated by old technologies and poor career development opportunities
- Digital content has a cost and can hold risk
- Digital Key Performance Indicators (KPIs) are absent and/or immature
- Accessibility standards are not being met

## KMPG Governance Audit

KPMG conducted a current state assessment for the City’s digital governance, and identified areas of opportunity.

<b>City of Mississauga</b> Solid circle = full maturity	<b>Building blocks for effective governance</b>	<b>Description of full maturity</b>
	1. Strong leadership, culture, and communication	Strong commitment to the Digital Strategy from senior leadership that cascades throughout the City; frequent and consistent communication.
	2. Appropriate governance structures	Clear roles and responsibilities, documented and agreed upon terms of references and clear procedures for making decisions and escalating key issues.
	3. Clear accountability mechanisms	Clear and unambiguous lines of reporting, accountability and responsibility within the Digital Team, Business Units and key stakeholders.
	4. Flexible and evolvable principle-based systems	Governance structures support: (1) holistic approaches; (2) accountability; and (3) regular engagement of stakeholders. Work request system and Digital Service Standards are in place, used and enforced.
	5. Working effectively across organizational boundaries	Stakeholders are reflected formally in governance structures to provide effective and consistent communication flows and manage conflicts of interest. Digital Service Standards are accessible and easy to understand and adhere to.
	6. Comprehensive risk management compliance and assurance systems	Flexible compliance, decision-making and risk management systems to allow for changes in leadership, resources and objectives is in place and has strategies for risk mitigation.
	7. Strategic planning, performance, and evaluation	Mechanisms are in place to regularly review objectives and identify potential risks and opportunities that could affect timelines or the achievement of outcomes.

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## Leading practice review

We spoke to organizations who were delivering high quality digital experiences and who had successfully transformed their ability to communicate and provide services with customers. The following is a summary of the practices of the digital leaders followed or recommended based on their experience.

### 1.0 An operating model for digital

Leaders reorganized their teams to break down organizational and cultural barriers. Top themes included:

- Create a digital office
- Align the whole organization
- Work together collaboratively
- Recognize that digital takes special skills

### 3.0 Modern technologies & practices

Modern technology platforms will enable innovation, attract talent, and create the right environment for agile ways of working. The top themes we heard were:

- Use a modern technology stack
- Crowdsource innovation
- Digital delivery must be agile

### 2.0 People-centred design

The future of digital design is about empathy for the customer. Focus digital services on needs of end-users. Top themes we heard included:

- Think of users first
- Build an information management practice
- Recognize search as the primary navigation
- Write great content

### 4.0 Service design

Think about the service from end-to end. Online transactions are only one part - consider the entire service experience. Top themes we heard included:

- Make digital the first line of service
- Balance content and service
- Measure performance
- Design whole services from end to end

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## Environment scan: public sector in Canada

### Public sector customers in Canada<sup>3</sup>

Government digital services are commonly used by a majority of Canadians surveyed in 2018 according to the Institute for Citizen-Centred Service.

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**68%** Will check the website to see if the service is available online before going in-person or phoning

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**66%** Have gone online to access services from or transact with government

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**64%** Received services or transaction with government online in the past 12 months

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“Governments should encourage customers to use this cost-effective means of accessing service. At the same time, it is recognized that not all citizens have the desire or ability to do so, so offering alternative channels is still required for most services. The extent to which online access is encouraged will be, in part, a function of the clientele who use the service, since some groups of customers will have more difficulty accessing services online.”

### Public sector trends

Digital transformation is happening across Canadian government agencies, typically in the form of modernization projects lead by new digital teams. This follows similar initiatives in other jurisdictions like the U.S. Government Digital Services, and the UK Government Digital Service - agencies whose job is to make government services simple and easy to use. Common practices include forming new digital teams, adopting standards, transforming services, and attracting in-house designers, developers and product people.

### Canadian Government

The federal government created a team called the Canadian Digital Service to focus on designing and building better services. It launched in 2017.

### Ontario Government

The provincial government formed a dedicated digital office called the Ontario Digital Service to improve the online experience and transform government digital services. It launched in 2017.

### Code for Canada

Supported by the Ontario Government, Code for Canada is a national non-profit that helps governments deliver better digital public services. It launched in 2017.

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3. The Institute for Citizen-Centred Service – Citizens First 8 report August 2018.



# 3.0

Today vs tomorrow

The outcome for the City will be better services for the people and businesses of Mississauga; and it will require cultural and organizational change to get us there.

# What does the future look like?

Across our organization, our digital operations will be structured differently than today.

<p><b>Today</b> Organizational centric Platform focused Slow to change</p> <p><b>Current Approach</b></p>		<p><b>Tomorrow</b> People centric Experience focused Agile and adaptive</p> <p><b>Better Connected</b></p>
<p><b>Vision</b> Inconsistent undocumented views about digital</p>		<p><b>Vision</b> Adopt: The City will create people-centred digital services that are fast, clear, and easy to use for people of all abilities</p>
<p><b>Digital Services</b> Complex, difficult to use, inconsistent Created individually, often from scratch</p>		<p><b>Digital Services</b> Accessible, consistent, easy to use Use common design systems and patterns</p>
<p><b>Standards</b> Vary between teams Use waterfall project management Focused on platforms</p>		<p><b>Standards</b> Common Digital Service Standards Use Agile project management Focused on outcomes for end-users</p>
<p><b>People</b> Digital roles not clearly defined Siloes make collaboration difficult Inconsistent professional practice</p>		<p><b>People</b> Role definitions are clearly defined and documented Advisory group and community of practice to connect teams Training and standard procedures for staff</p>
<p><b>Measurement</b> Page views, number of visitors Data difficult to analyze Rarely used for business decisions</p>		<p><b>Measurement</b> Customer satisfaction, task completion, digital up-take Data straightforward to analyze Consistent indicators for performance and business decisions</p>
<p><b>Operating Model</b> Digital does not have a clear home Accountability for digital services is not consistent</p>		<p><b>Operating Model</b> Digital office with multidisciplinary skills Creation of digital services centralized</p>

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## How we'll design digital services

The Digital Service Standard is a growing and evolving set of principles that guides our teams to create better digital services together. As of September 2018 the City's standard contains 9 points:

### 1. Start with user needs instead of our own

We need to understand who is using our digital services and what they need to do in order to build something that works for them.

### 2. Make it simple and intuitive

We need to build digital services that are simple and intuitive enough that people can find what they need and accomplish their task on the first try.

### 3. Make it accessible

We must make all of our digital services accessible to everyone regardless of their ability level and environment.

### 4. Use a consistent and responsive design

We build services using our design principles, pattern library, brand guidelines and content style guide to give people a consistent experience online.

### 5. Use data to measure performance and drive decisions

We set key performance indicators (KPIs) to help us make decisions about changes and improvements to digital services.

### 6. Bring in the right people

Many different skillsets are needed to design, build and operate an effective digital service including UX designers, content consultants, and front-end developers.

### 7. Work collaboratively

We work closely and collaboratively within our own team, as well as with different departments across the City.

### 8. Make it secure

Identify what data and information a digital service will use or create and consult with staff experts to put the City's legal, privacy and security measures in place.

### 9. Use open standards

Build services using open standards and open source software whenever possible. Choose software solutions that are flexible, sustainable and support change.

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### Creating the standards

The principles in the Digital Service Standard are based on best practices used by other governments like the Ontario Digital Service that have been adapted to fit the City's needs.

### Evolving the standards

At the time of this document we have 7 points, and are adding more as we continue to define our new way of working. Using agile practices, open standards, and addressing security will become key components of a complete standard for the City.

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## Creating a common understanding

It is no longer adequate to constrain our definition of “digital” to the technology – since customer needs go much deeper than upgrading our platforms. We think in terms of creating digital services with an understanding of people’s needs. Enshrining this thinking in our collective culture starts with a shared vision, and an accepted professional approach.

### What is a digital service?

A ‘digital service’ is one that is internet-enabled, and available to customers using devices like computers or smartphones. Our plan will change the way we create public facing services that are both informational and transactional.

#### Informational

These services help people to better understand and interact with the City. These are usually websites or applications that provide information to the public.

- Lookup MiWay fares
- Requirements for building a fence
- Find a publication
- Browse calendar of events
- Estimate my stormwater charge

#### Transactional

This includes any online service where the transaction results in a change to the records held by the City. Requesting services, licensing, or paying money.

- Book a library computer
- Purchase a tax certificate
- Report graffiti
- Apply for a building permit

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## Goals to becoming Better Connected

1. Prioritize citizen and user needs above professional, organisational and technological silos
2. Create inclusive and accessible products & services that meet or exceed legislative requirements
3. Work in multidisciplinary teams, using collaborative and agile methods
4. Set Digital Service Standards and give staff support to help meet them
5. Give customers the ability to provide feedback
6. Use evidence and data to inform our decisions about digital
7. Strengthen recruitment and retention for specialised digital roles
8. Shift our culture towards people-centred design
9. Ensure we have clear accountability and appropriate governance structures
10. Work more effectively across organizational boundaries

We heard from staff, independent experts, and the public in generating the goals for this strategy.

**EMAIL:**

2,806 Digital Citizen Advisors signed up to participate in user testing

**ONLINE:**

9,996 customer feedback surveys received about our existing digital services

**FACE-TO-FACE:**

50 + workshop participants  
40 + one-on-one interviews

**LEADING PRACTITIONERS:**

Interviews and literature reviews from organizations who have already achieved some form of transformation

See appendix for full consultation details

# 4.0

## Priorities & actions

Our plan contains 5 priorities and 25 actions that we'll take to create people-centred digital services that are fast, easy, and accessible.

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## 5 Priorities

There are 5 priorities that we will focus on over the next 4 years to advance our strategy. Each of these priorities is connected to goals and actions that will move our vision forward, as outlined in our implementation plan.

### 1.0 Implement modern standards

We will adopt globally recognized digital standards to guide the creation and quality of the digital services for public use.

### 4.0 Grow the talent, skills and culture

We will demonstrate digital leadership and create the right conditions for organizational transformation. This includes learning, training, and growing our talent.

### 2.0 Transform services

We will redesign existing services to meet new people-centred digital standards, starting with Mississauga.ca information and transactional services.

### 5.0 Align our operating model to the digital world

We will adopt an appropriate governance structure, and improve our ability to collaborate effectively across organizational boundaries.

### 3.0 Produce customer insights and measurement

We will use customer insights and measures to shape new processes in our digital work and help us prioritize citizen and user needs above professional, organizational and technological silos.

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## Priority #1

# Implement modern standards for digital

The City of Mississauga must develop a modern set of common Digital Service Standards that support our vision for people-centred services. In order to align the organization behind a common approach, the adoption and enforcement of these standards will be as important as the standard itself.

## What we'll do:

- **Develop a Digital Service Standard for City staff to create simple and accessible services**  
Establish a Digital Service Standard as a growing and evolving set of principles that guides our teams to create better digital services together. We will adopt this as a common standard across the organization.
- **Develop and implement a content style guide**  
The style guide will outline the style, standards and usage conventions to write and edit content on Mississauga.ca and any other digital service platforms. It will support staff to create content that resonates with our customers, conforms to accessibility standards, is easily searchable and consistently represents the City brand. These guidelines should be based off rules in The Canadian Press (CP) stylebook and adapted for web writing.
- **Create guidance and toolkits to help staff follow digital standards**  
To ensure that standards are used and enforceable, the City needs the right tools & guidelines to meet the standards. Guidance needs to be easily accessible, and will need to be created in a participatory way with the staff who are responsible for the work.
- **Develop and implement a digital design system**  
We will create and document a flexible & evolving design system, and components that enable a plug-and-play approach for future digital products and applications. The system will be based on industry standards and best practice, and adhere to the City brand and the provincial government's accessibility requirements.



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## Priority #2

# Transform services

The City of Mississauga will rebuild existing digital services to meet the needs of people, and follow the new City digital standard. The work will begin with redesigning Mississauga.ca informational and transactional services. In order to create inclusive and accessible products & services the approach will require teams to prioritize citizen and user needs above the existing professional, organizational and technological silos. Staff will need to work in multidisciplinary teams, using collaborative and agile methods.

### What we'll do:

- **Articulate a clear vision for digital services**  
We will adopt the vision outlined in this plan. The City will create people-centred digital services that are fast, clear, and easy to use for people of all abilities. To embed our vision in the organization, the principles will be represented in our standards and the guidance we provide for staff.
- **Rebuild and simplify Mississauga.ca**  
This large-scale initiative will include redesigning informational and transactional services, including the fulfilment of services with commerce. The work will replace much of what exists today with front-end design, rewritten content, a new content management system, and an implementation program that includes staff training.
- **Modernize our marketing platforms**  
Marketing teams need easy-to-use platforms that they can create quickly. Our new open-source technology adoption and content management system can create opportunities for better marketing tools and consistent practices.
- **Create scalable systems**  
Implement the right framework and design repeatable patterns to ensure that as we add new services we will continue to follow and meet the Digital Service Standard.
- **Meet or exceed legislated requirements for accessibility**  
Make digital content accessible according to the standard set by the Accessibility for Ontarians with Disabilities Act (AODA).

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## Priority #3

# Produce customer insights and measurement

Effective listening will help the City find out what is driving the most value on our digital channels.

We will gather and share insights on our customer's preferences and needs, and use customer focused performance indicators to improve our digital services. We must also make it easier for staff to access and use customer insights on their projects by providing the tools, skills, and guidance needed across the organization.

## What we'll do:

- **Implement a way to capture customer satisfaction**  
To support continuous improvement, the City needs an ongoing process to capture our customer's expectations, preferences and pain points. As the current pace of digital change continues, we must continuously learn in order to keep pace with shifting customer expectations.
- **Introduce performance reporting for services on Mississauga.ca**  
We will shift away from using volume metrics like page visits, to ones that measure value for the customer and the organization. This includes user satisfaction based on real customer feedback. It also includes task-completion: the percentage of people who successfully complete a City service. We will also track our digital adoption, the percentage of people using a digital service compared to other methods like the telephone.
- **Embed research and testing in new digital projects**  
User-centred methods such as user research and usability testing put the focus on making services that are easy-to-use. Traditional government services focus on meeting business needs and aligning with policy goals. A user-centred approach ensures business needs are also balanced against user needs.
- **Embed a customer feedback tool in new and existing services**  
Real-time feedback will help ensure our services are up-to-date, accurate, and helpful. Feedback will help staff improve or augment our products and services and resolve issues faster.

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## Priority #4

# Grow the talent, skills, and culture

To create the right conditions for genuine digital transformation to happen, we need to change the way we work, and support those we work with to embrace this change. Empowering digital staff with the right environment and tools will increase our ability to recruit and retain for specialized digital roles. A more unified view of the skills and competencies needed in the digital space will also contribute to shifting our culture towards people-centred design.

### What we'll do:

- **Support training in Agile development for all staff engaged in creating digital services**  
Using agile methods will support a more user-centred approach. It's a way of working that breaks the work into smaller parts. It is a much lower risk approach than traditional build-it-all-at-once approach because frequent iterations expose any flaws in the original plan much faster.
- **Form a community of practice for digital staff**  
Connecting digital staff across departmental lines will open up communication and information exchange on a regular basis. This regular forum will allow staff to share leading practices across the City, and will help identify linkages and opportunities for collaboration on strategic and technical projects.
- **Align job descriptions and other recruitment assets**  
We will modernize skill requirements and core competencies for digital. This will contribute to creating the right environment to attract and retain digital talent.
- **Create standard learning program for digital staff**  
Provide the support, training and tools for staff where new competencies are needed. Using customer feedback, writing for the web, and agile methodologies are some of the areas for consideration.

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## Priority #5

# Align our operating model to the digital world

To achieve our vision of improvements to customer experience, the City needs to arrange strategic, technical, and operational capabilities in an integrated, well-sequenced way. This will require changes to existing teams, clear roles and responsibilities, and new processes that are well documented. We'll improve our ability to work effectively across organizational boundaries, support a more efficient way of working and consistent professional practices.

### What we'll do:

- **Form a digital office in Corporate Services**  
Create a digital team that brings together the multidisciplinary skills needed to provide better digital services for citizens. As the product owners of Mississauga.ca, the team will champion a people-centred approach, and support continuous improvement. This group will implement much of what is described in this plan by partnering with businesses across the organization to create digital services with the supporting standards, guidelines, and processes.
- **Formalize and communicate a digital vision and governance model**  
We will shift away from using volume metrics like page visits, to ones that measure business value: customer satisfaction, task completion, digital up-take.
- **Document roles and accountabilities formally including standard operating procedures**  
User-centred methods such as user research and usability testing put the focus on making services that are easy-to-use.
- **Assemble an advisory group for Mississauga.ca content and services**  
A new advisory group will provide senior management advice to the Digital Office with a focus on plans and priorities, and measurement and evaluation. The members will also support change management for people and processes in their respective teams.

# 5.0

Implementation plan

The Better Connected  
implementation plan paves the  
way for the activities for 2018-2021

Priority #1

## Implement modern standards for digital

We will adopt standards to ensure we build City services that are simple, clear and accessible.

Goals	Actions	Time Frame				
		2018	2019	2020	2021	
<ul style="list-style-type: none"> <li>Set Digital Service Standards and give staff support to help meet them</li> <li>Ensure we meet or exceed compliance with legislation for accessibility</li> </ul>	1.1	Develop a Digital Service Standard for City staff to create simple and accessible services	X	X		
	1.2	Develop and implement a content style guide for Mississauga.ca	X	X		
	1.3	Publish guidance and toolkits for staff to help them implement digital standards		X	X	X
	1.4	Develop and implement a pattern library of reusable design elements for digital	X	X		
	1.5	Support IT staff in the publishing of technical standards for development		X	X	

Priority #2

## Transform services

Rebuild services to meet the needs of people using the new digital standard, starting with redesigning Mississauga.ca informational and transactional services.

Goals	Actions	Time Frame				
		2018	2019	2020	2021	
<ul style="list-style-type: none"> <li>• Prioritize citizen and user needs above professional, organisational and technological silos</li> <li>• Create inclusive and accessible products &amp; services</li> <li>• Work in multidisciplinary teams, using collaborative and agile methods</li> </ul>	2.1	Rebuild and simplify Mississauga.ca including content, transactions, and connected applications	X	X	X	
	2.2	Articulate a clear vision for digital services	X			
	2.3	Rebuild our key business vertical microsites: Recreation, Library, MiWay	X	X		
	2.4	Modernize our marketing platforms to maximize speed and agility for marketing teams			X	
	2.5	Implement processes to design all new digital services to the Digital Service Standard				X

Priority #3

## Produce customer insights and measurement

We will make it easier for staff to access and include customer insights on projects by enabling the tools, skills, and guidance needed across the organization.

Goals	Actions	Time Frame				
		2018	2019	2020	2021	
<ul style="list-style-type: none"> <li>Give customers the ability to provide feedback</li> <li>Use evidence and data to inform our decisions about digital</li> </ul>	3.1	Implement a research tool to track customer satisfaction on Mississauga.ca		X		
	3.2	Expand satisfaction metric to transactional services and other service platforms			X	
	3.3	Embed a customer feedback tool in new and existing services	X	X		
	3.4	Embed user research and testing in new digital projects		X	X	
	3.5	Introduce performance reporting for services on Mississauga.ca			X	X



Priority #4

## Grow talent, skills, and culture

Create the right conditions for genuine digital transformation to happen, by changing the way we work, and supporting those we work with to embrace this change.

Goals	Actions	Time Frame				
		2018	2019	2020	2021	
<ul style="list-style-type: none"> <li>Develop the talent, skills and culture</li> <li>Strengthen recruitment and retention for specialized digital roles</li> <li>Shift our culture towards people-centred design</li> </ul>	4.1	Support training in Agile development for all staff engaged in creating digital services		X	X	X
	4.2	Form a community of practice for digital staff		X	X	
	4.3	Align job descriptions and other recruitment assets to modernize skill requirements and core competencies for digital		X		
	4.4	Hire private sector talent to and vendors to accelerate our learning	X	X		
	4.5	Create standard learning program for digital staff across the organization			X	

Priority #5

## Align our operating model to the digital world

We will create the appropriate governance structures, and improve our ability to collaborate effectively across organizational boundaries.

Goals	Actions	Time Frame				
		2018	2019	2020	2021	
<ul style="list-style-type: none"> <li>Ensure we have clear accountability appropriate governance structures</li> <li>Work effectively across organizational boundaries</li> </ul>	5.1	Form a digital office in Corporate Services to support digital services and champion a people-centred approach.	X	X	X	X
	5.2	Formalize and communicate a digital vision and governance model	X	X		
	5.3	Produce artifacts that support governance including RASCI models and standard operating procedures.		X	X	
	5.4	Assemble an advisory group for Mississauga.ca content and services		X		
	5.5	Align work intake systems for digital support			X	

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# Acknowledgements

## Steering Committee

Gary Kent, Commissioner Corporate Services; Ivana Di Millo, Director Strategic Communications; Shawn Slack, Director Information Technology; John Imperiale, Senior Manager Digital Services and Mobility.

## Core Team

Rob Cummins, Project Leader and Manager Digital Strategy & Experience; Janet Hanlon, Project Manager; Andrew Delroy, User Experience Lead; Aaron Newell, Technical Lead; Heather Easlick, Operations Lead; Matt Anderson, Digital Coordinator; Megan Palmateer, Content Consultant; Ana Rane, Content Consultant; Ozlem Oflazoglu, Application Developer; Carolina Taylor, User Experience Designer; Tim Burnett, Content Consultant; Melanie Geroche, Digital Coordinator; Adrian Camaroschi, Application Developer; Edyta Brzeziak, Marketing Consultant.

## Consultants

- Rob Williams, Rewind Consulting
- Paul Bellows, President Yellow Pencil, Edmonton
- Catherine Geiling, Senior Manager Digital Business Solutions, Bell
- Anthony Hamer, Partner, Energy and Public Sector, KPMG
- Sonya Gulati, Senior Manager, Advisory Services Management Consulting, KPMG

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- Robin Uba, Manager, Corporate Performance and Innovation
- Christopher Valeri, Lean Program Consultant

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## Staff Workshop Participants

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Many staff have contributed their thoughts and ideas; the following individuals are noted for provided valuable input early in our process:

Aaron Newell  
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Wilson Santos

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## Interview Participants

Thank you to the following individuals who met with our researchers in 2018:

Wendy McClymont – Manager, 311  
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Steve Czaika – Manager, Data & Visualization Studio  
Jennifer Sterling – Manager, Digital Library Services & Collections  
Jordan Do Rego – Digital Marketing Consultant  
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Andrea Oliver – Manager, IT City Portfolio  
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Michele Fleet – Project Manager, IT  
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David Ferreira – Manager, City Marketing & Planning  
Kevin Carr – Manager, Business & Marketing Solutions  
Aaron Newell – Technical Lead, Digital Strategy & Experience  
Andrew Delroy – UX Lead, Digital Strategy & Experience  
Robin Uba – Manager, Corporate Performance and Innovation  
Ivana Di Millo – Director, Strategic Communications  
Shawn Slack – Director, IT and CIO

## Stakeholder Consultation & Research

Internal and external stakeholder consultations were held throughout our digital modernization journey across four phases: visioning, solution planning, design, and implementation. Stakeholders' roles included: front line digital staff; communicators; content publishers; marketing consultants; Managers and Directors; information technology resources; and, subject matter experts.

Project Phase	Consultation Type	Conducted by	Participants	Dates	Purpose:
Visioning Phase	Online Survey	Communications Division	136 staff	Jun 2015	Capture the existing state of content operations for Mississauga.ca
	8 Workshops	Yellow Pencil	50 staff	Jul 2015	Gather insights to inform a vision for a thriving digital practice
Planning Phase	Individual interviews	City of Mississauga Business Improvement	35 staff	May 2016	Review existing website governance practices, and publishing workflows
	2 Workshops	Bell Business Services	40 staff	Sep 2016	Gather feedback on proposed new governance model for web content
Design Phase	Online Research	ForeSee Corporation	9,996 visitors to Mississauga.ca	Feb 2016 – Feb 2018	Measure customer experience on Mississauga.ca, and design improvements to business outcomes
Implementation Phase	Individual interviews	KPMG	17 staff	Mar 2018	Feedback to improve processes in Corporate Services around delivery of digital services.

# Summary of Organizational Findings

The following table summarizes the outcomes of a 2018 KPMG assessment of the City of Mississauga’s current digital environment. It included a review of the City’s people, process, platforms, projects and products.

Design Layer	#	Findings
Delivery Model	1.0	No delivery model is implemented consistently across the City. This is compounded by digital products and experiences delivered in disconnected siloes.
	2.0	Project management plays an important role in delivering digital initiatives, but product ownership is not well-understood and/or governed.
	3.0	There is strong engagement from knowledge advisors on digital matters, as evidenced by past research and analysis and the use of vendors / consultants with niche expertise.
Services & Processes	4.0	Each team has their own intake process, but they are inconsistent across the corporation.
	5.0	There is a lack of end-to-end governance and planning for the customer across their interactions with the City.
	6.0	There is an absence of compliance mechanisms for digital standards and guidelines which often leads to a different customer experience depending on the task or tasks s/he wish to complete

Design Layer	#	Findings
People & Organization	7.0	Digital resources with the needed skillset are a City-wide constraint.
	8.0	There are inconsistencies in job titles and descriptions across the organization.
	9.0	Those in technical roles feel that they have less career development opportunities than others in business and/or managerial career paths.
	10.0	There appears to be implicit tension between many of the Business Units and Corporate Services.
Technology	11.0	Current technology platforms are outdated and place constraints on current capabilities and the go-forward digital vision.
	12.0	The current silos between Business Units precludes them from getting the most out of their platforms and from establishing standardized frameworks and architectures.
Information	13.0	Digital Key Performance Indicators (KPIs) are absent and/or immature.
	14.0	There is a strong desire to be better with making data driven decisions.
	15.0	A standardized, well-understood and well-accepted definition of digital is noticeably absent.
	16.0	Business Units and Corporate Services have different interpretations around what is content and the potential impacts of centralizing content.
Governance	17.0	Formal digital governance models are missing and often undocumented.
	18.0	There are minimal Quality Assurance (QA) processes and resources.
	19.0	Digital roles and responsibilities are not clearly defined across the City.



# Better Connected

Mississauga's Plan for People-centred Digital Services

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