

The Journey From e-Government to e-Ontario

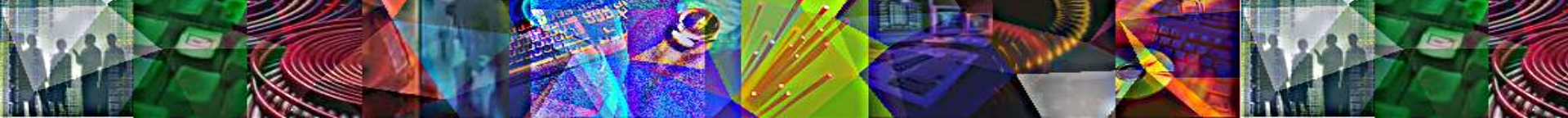


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October 2004

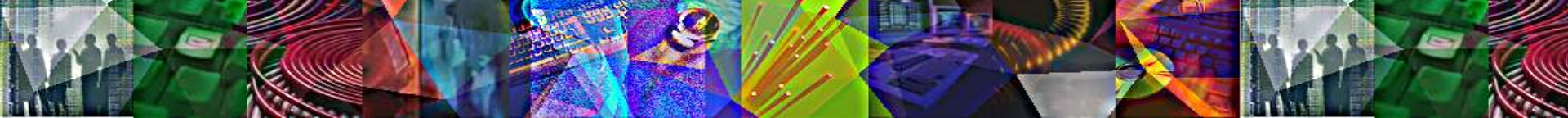


Ontario



Outline

- **Context**
 - About Ontario and Canada
 - About the e-Government Strategy for Ontario
- **Status**
 - Targets and results
 - Next Steps
- **Lessons Learned**
 - Barriers
 - Best practices



Ontario is Canada's business and financial centre, producing 40% of Canada's GDP



- Ontario population: **12 Million**
- Ontario is large (>1 million square kilometers, over 400 towns/cities)
- Ontario is the United States' third largest trading partner, valued at \$120 Billion annually
- Highly skilled workforce (> 90% completed high school, half went on to complete university/college)



Computer and Internet Use

Canada #2 in “Connectedness”

- 77% of Canadian households (80% in Ontario) have at least one home computer, up 9% since 2000
- 67% (72% in Ontario) of Canadian households have home Internet access, up 8% since 2001
- the majority of household Internet users (67%) have high speed access, up from 22% in 2000
- over 90% of businesses use the Internet, (80% for small businesses)
- Canadians expect to be able to access government electronically

Sources: Rethinking the Information Highway, Ekos Research, Fall 2003;
Citizens First 3, January 2003; Conference Board of Canada, April 2004



Changing Public Expectations

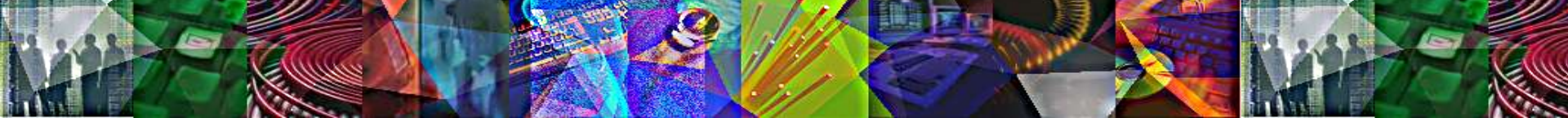
- Progress in these areas requires political direction

- ~ 80% of both citizens and business would like a more “seamless” delivery of services across the various government organizations*
- Only 1/3 of citizens agree or strongly agree that they can readily access any government service that they need**
- 84% of Canadians would feel better about government decision-making if they knew that government regularly sought informed input from average citizens***

* “Clients Speak: A Report on Single-Window Government Services in Canada” IPAC (2002): 64

** “Citizen’s First 3” ICCS, IPAC, Erin Research (January 2003): 47

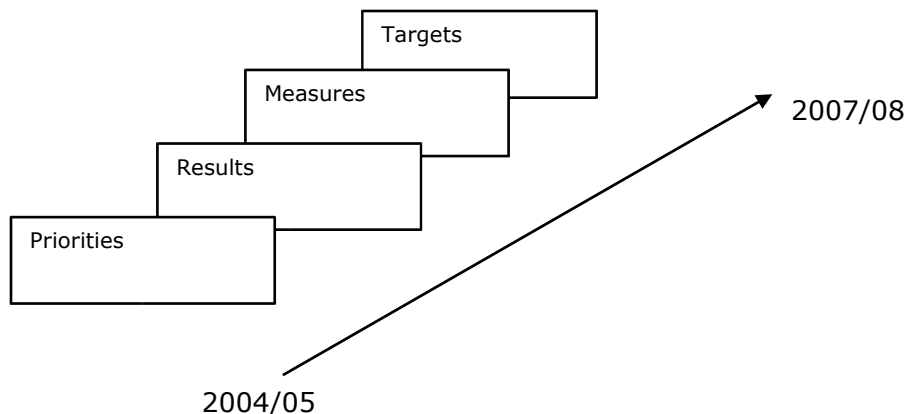
*** “Rethinking Citizen Engagement” EKOS (July 2001): 34

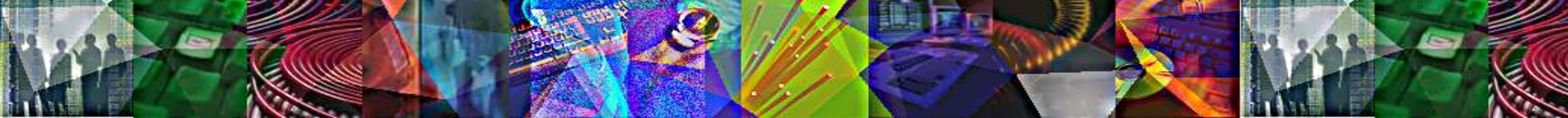


Government Priorities and Key Results

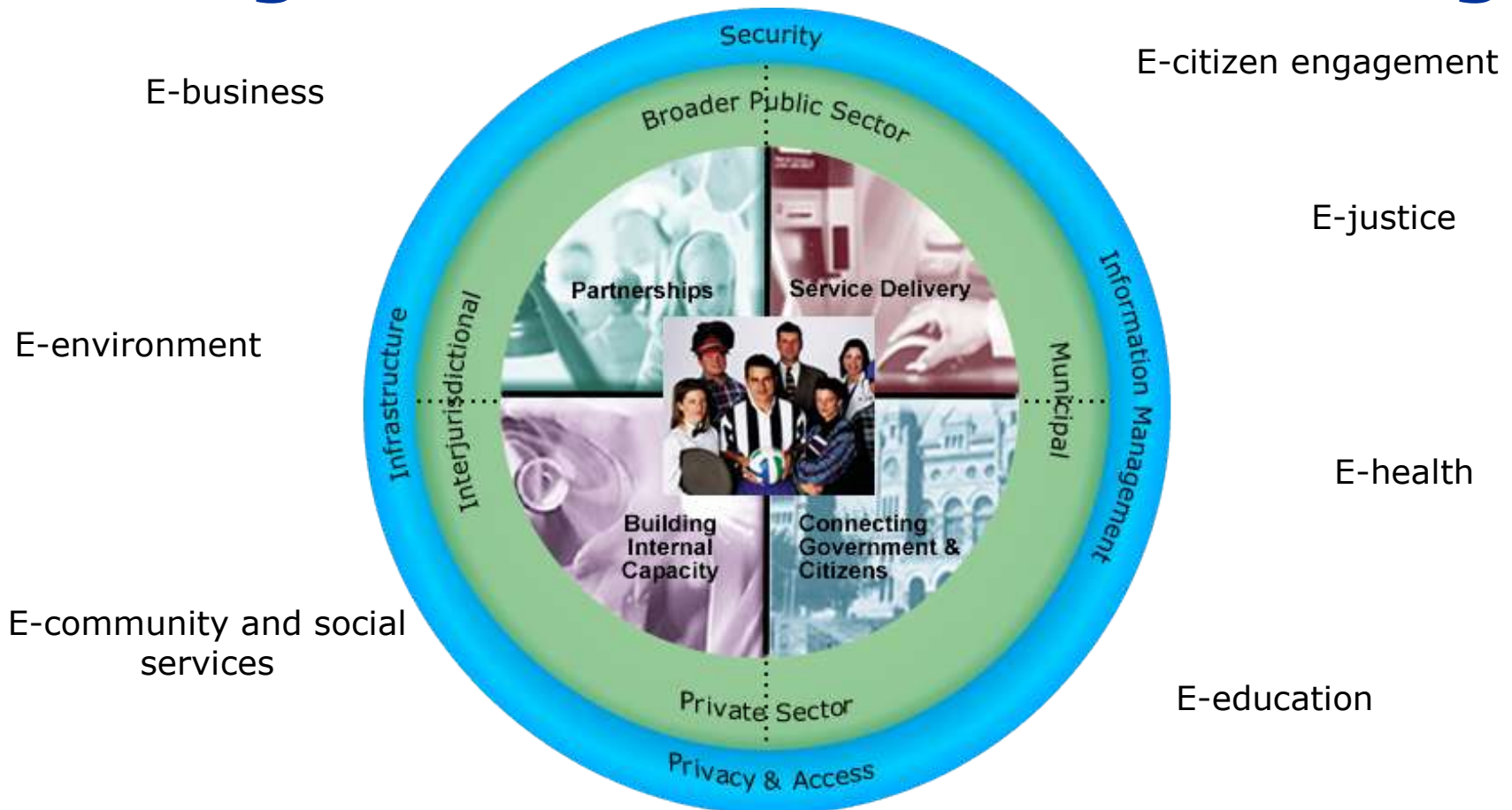
- Published in Budget 2004

Priorities	Results (examples)
Success for Students	Higher literacy and math scores
Healthier Ontarians	Reduced waiting times for key services
Prosperity for People	Higher educational achievement and the extent of job creation
Strong Communities	Higher quality of life
Stronger Democracy	More people actively contributing to communities

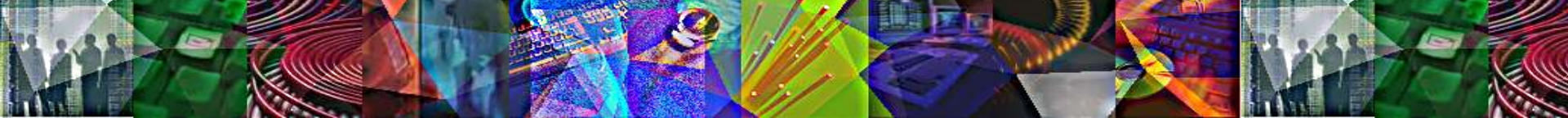




Moving Forward...e-Ontario Strategy



By exploiting the capabilities of information and information technology to reinvent what we do and re-engineer how we do it (transformation) we can achieve this vision of a globally competitive economy that generates wealth and high value jobs to secure the future of all of Ontario's citizens



Transformation Agenda

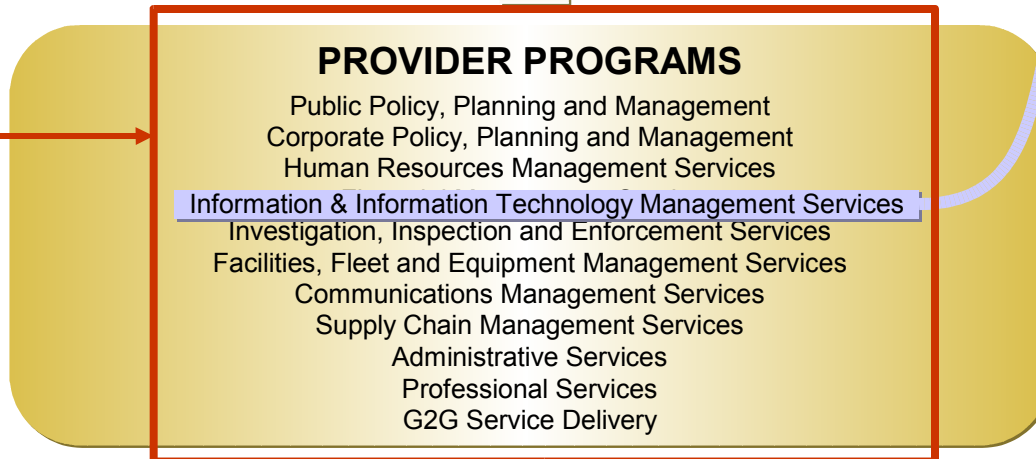
1. SERVICE DELIVERY



CLIENT



2. INTERNAL GOVERNMENT OPERATIONS



e-ENABLERS

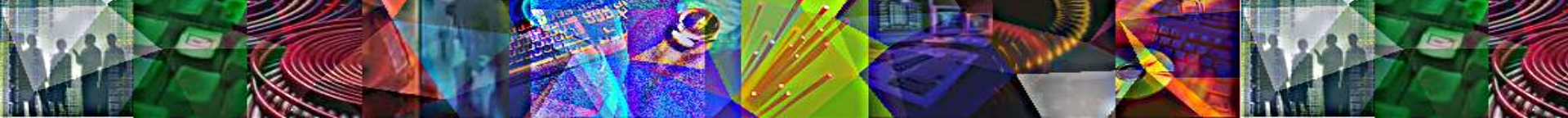
- eDemocracy
- E-Business
- Enterprise Resource Management
- Relationship & Case Management
- Knowledge Management
- Business Intelligence
- Information Management
- Trusted Identity
- Information & Infrastructure Protection
- IT Infrastructure

Horizontal Inside and Out

A customer-centered approach to support a customer-centered approach...

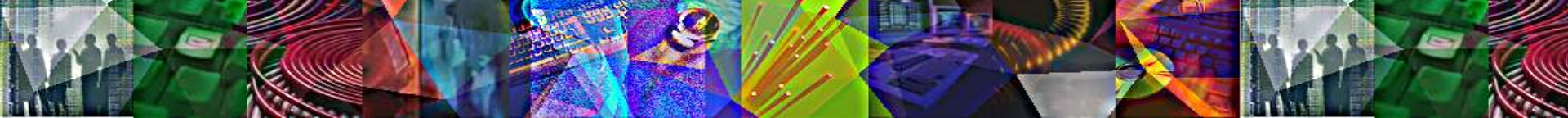
The screenshot shows the Ontario Government website homepage. At the top, there is a green banner with the Ontario logo and a search bar. Below the banner, there are navigation links for HOME, NEWS, ACCESS YOUR GOVERNMENT, PUBLICATIONS, FORMS, FAQ, and CONTACT US. The main content area features a large section titled "ACCESS YOUR GOVERNMENT" with a sub-header "The Ontario government is made up of ministries, agencies, and other offices. Each one takes care of different programs and services. If you know who you're looking for, please browse through the following list." Below this, there is a "Not sure where to look?" section with a search bar and a "Search" button. On the left side, there are several categories of services: Family Housing Community, Learning Finding a Job Working, Business Economy Money and Taxes, and Retirement Health Long-Term Care. On the right side, there are "QUICK LINKS" and "Contact Your MPP" and "Telephone Directory" buttons.

The screenshot shows the MyOPS Employee Portal website. The browser window title is "MyOPS - Employee Portal - Microsoft Internet Explorer provided by MBS". The address bar shows "http://intra.myops.gov.on.ca/myopspubliched.nsf". The page features a red header with the Ontario logo and the text "MyOPS EMPLOYEE PORTAL A Business Service of the Shared Services Bureau". Below the header, there are navigation links for MyOPS, Corporate Services, and My Ministry. The main content area includes a "WELCOME, TIM" message, "LOGGED IN" status, and a "Take a Virtual Tour of MyOPS Today!" link. There are sections for "TODAY'S NEWS", "OPS NEWS", "About OPS News", and "SERVICES SHORTCUTS". The "SERVICES SHORTCUTS" section includes links for My Attendance, My Personal Information, My Training, My Electronic Pay Stub, MyN Interactive Tutorial, Reporting Tools, ODA ODA CBT Module, Learning Solutions, Rail Travel, Translation Tracking System, Online Ordering, Procurement Staff, My Learning Wizard, FIS, Delegation of Authority, Portal Online, Forms Repository, Service Excellence, Remote Publisher, and Service Reports. There is also a "Featured Sites" section with a "My Learning Wizard" link.



E-Government Strategy achievements...

- “GO-e 2003” target achieved (A World Leader, Satisfied Customers)
- On-line application process resulted in the immediate processing of Student Loan applications, down from 10 weeks. 88% of applications were processed electronically for the 2002/03 school year, resulting in 1/3rd fewer staff to assess 150,000 applications per year.
- Hazardous Waste Information Network reduced the time to identify potential infractions from weeks to hours. In addition, electronic manifests dramatically lower industry’s costs. The USEPA estimates \$90 per manifest cost savings over paper.
- Tele-health Ontario has received more than 2 million calls since its launch in December 2001, with the volume of calls increasing progressively to an average of approximately 3,300 calls per day
 - more than 43% of callers did not have to visit doctor’s offices or emergency rooms for health advice
- 95% of users found Service Ontario kiosks easy to use and would use again

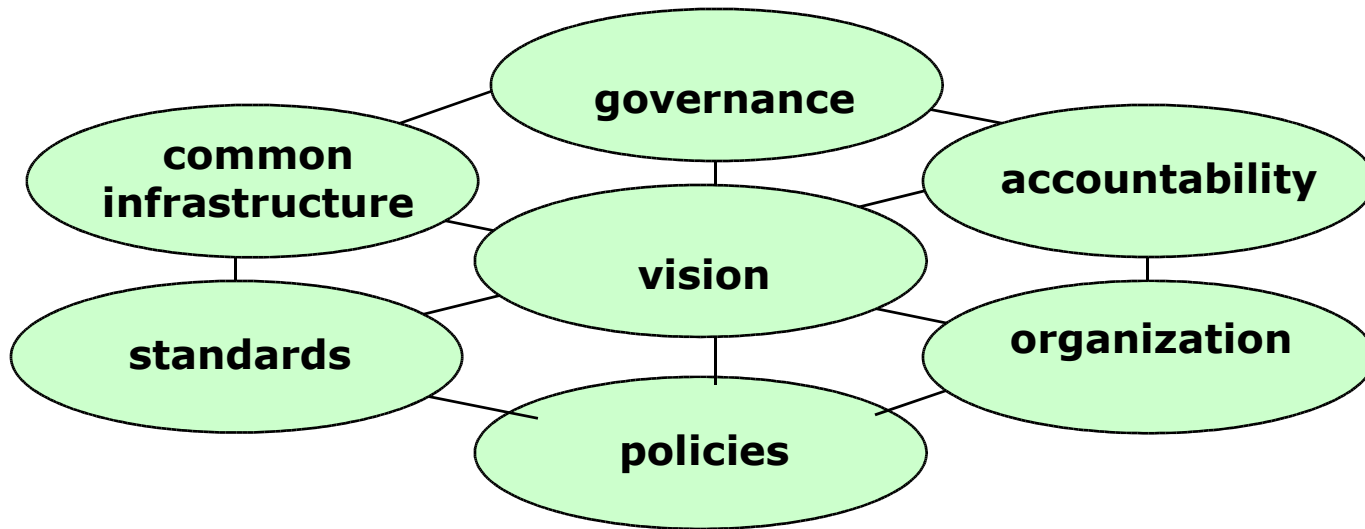


E-Government Strategy achievements...

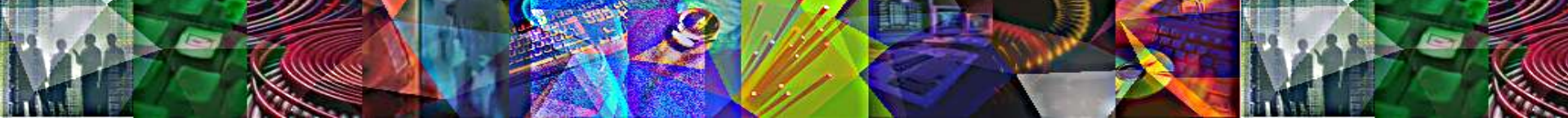
- Electronic filing of corporate tax returns resulted in annual savings of \$3.5 million and eliminated paper, data entry, file collating and telephone communication
- Earth Resource and Mineral Exploration web sites resulted in a net cost savings of \$250,000 annually by not having to maintain independent workstations at four ministry sites
- Elections Ontario reduced on the ground enumeration by 90% by using data from Land Information Ontario
- Major Case Management System (MCM) is a single computerized case management system for predatory offences across the province. It has been implemented in 66 police services across the province, with 3450 major cases entered to date.

How Implemented

Common Foundation – I&IT Organization – Policies & Standards



- The 1998 I&IT Strategy was a comprehensive plan to enhance the Ontario government's I&IT capacity to support its business directions. The strategy enabled Ontario to reduce rate of growth in I&IT expenditures by:
 - creating a new organization and governance structure for all I&IT resources, i.e. streamlining from 22 IT departments to a "matrixed" organization of seven clusters;
 - investing in common infrastructure; and
 - increasing accountability through introducing OPS wide policies and standards for I&IT.



How e-Ontario Project Work is Organized

- Five working groups established for:
 - Infrastructure Consolidation
 - Asset Management Planning
 - Inter-jurisdictional Collaboration
 - Governance & Accountability
 - Funding Models and Performance Measurement
- As well as the working groups there are two other essential activities:
 - Development and implementation of communications plan for the Project
 - Preparation of Fall submission for approval of strategy, action plan and short-term implementation steps based on outputs of working groups and other inputs from all above activities
- All supported by the Project Management Office which provides overall project coordination and support



IT Capabilities = e-Enablers

CROSS-CUTTING THEMES:
accessibility,
privacy,
security

BUSINESS INTEROPERABILITY

E-Democracy

E-Business

Enterprise resource management

Relationship and case management

INFORMATION INTEROPERABILITY

Knowledge management

Business intelligence

Information management

Trusted identity

TECHNICAL INTEROPERABILITY

Information and infrastructure protection

IT infrastructure

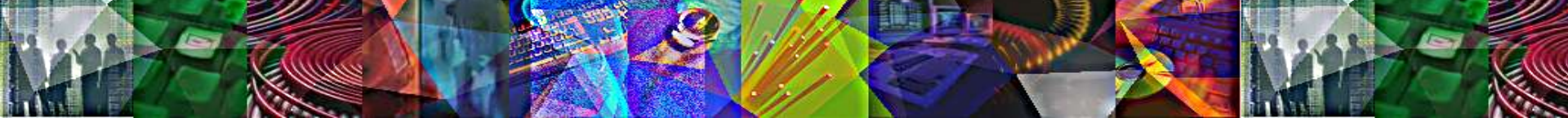
1 A Framework for Cohesiveness

	WHAT	HOW	WHERE	WHO	WHEN	WHY	
CONTEXTUAL	List of important things	List of processes	List of locations	List of organizations	List of events	Business vision, goals, strategies	} STRATEGIC/ BUSINESS
CONCEPTUAL	Information model	Process model	Logistics network	Work flow model	Master schedule	Business plan, Performance Model	
LOGICAL	Logical data model	Application architecture	Distribution architecture	Human interface architecture	Processing structure	Business rule model	} SYSTEMS
PHYSICAL	Physical data model	System design	System architecture	Presentation architecture	Control structure	Rule design	} DETAILED BLUEPRINTS
IMPLEMENTATION	Data definition	Program	Network architecture	Security architecture	Timing definition	Rule specification	
OPERATIONS	Data	Services	Networks	People	Schedules	Rules	} FUNCTIONING ORGANIZATION

Framework Copyright by John Zachman

Business Transformation Alignment Framework

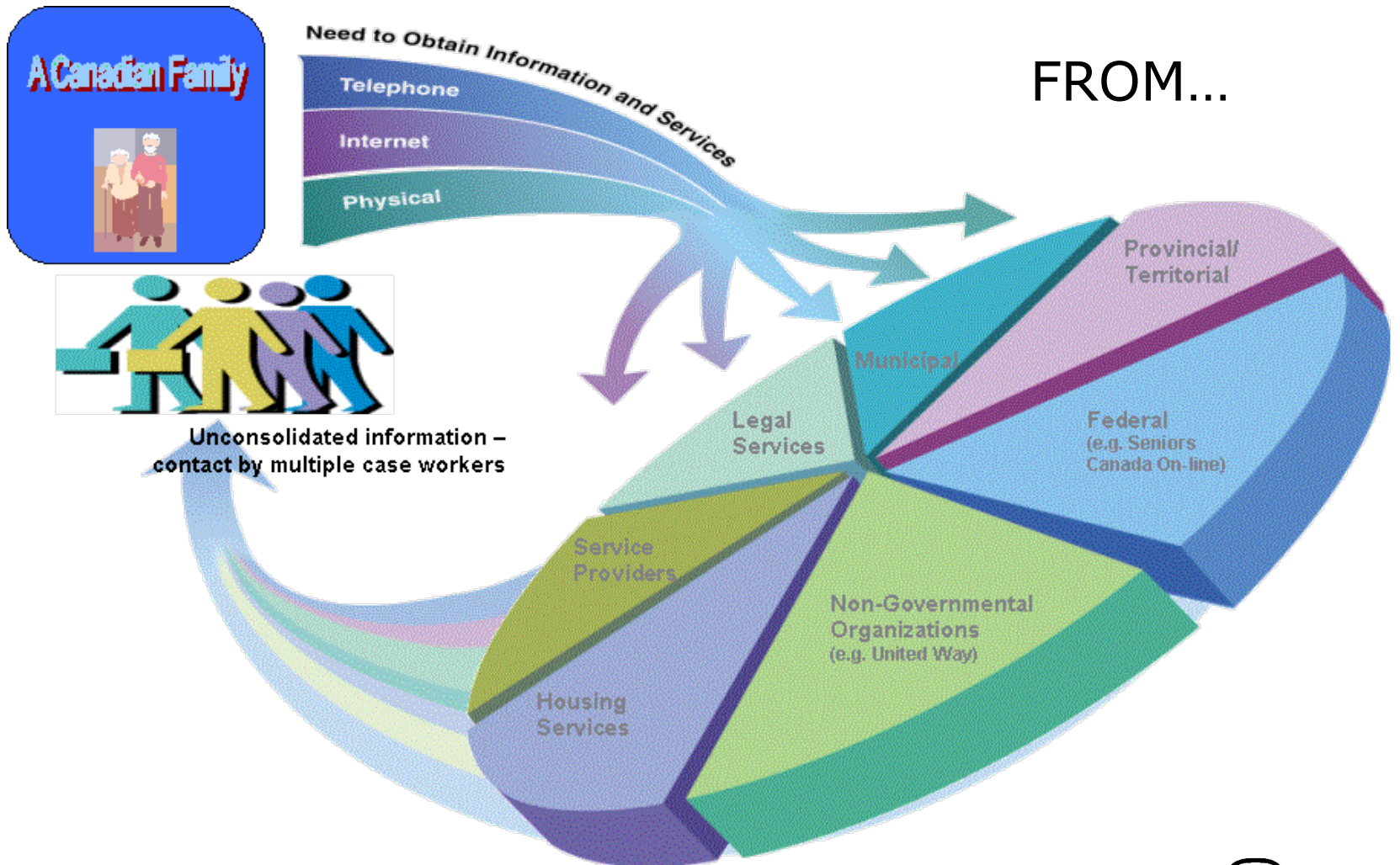
WHAT	HOW	WHERE	WHO	WHEN	WHY
(ROW 1: PROGRAM STRATEGIC PLANNER SCOPE/CONTEXT)					
Resources	Services	Jurisdictions Locations	Parties Roles Target Groups	Events & Cycles	Needs Goals Strategies
(ROW 2: PROGRAM OWNER/CONCEPTUAL MODEL)					
Semantic Model	Processes	Logistics Models	Workflows	Schedules Scenarios	Performance Metrics

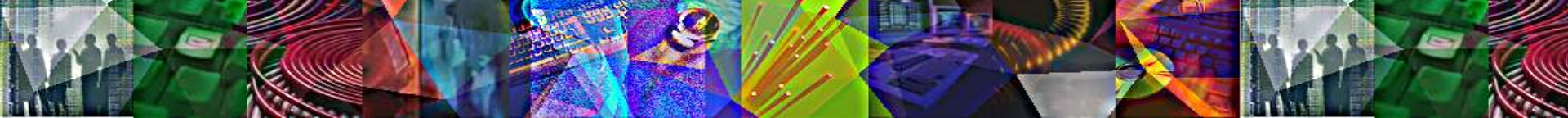


GSRM: Program and Service Definitions

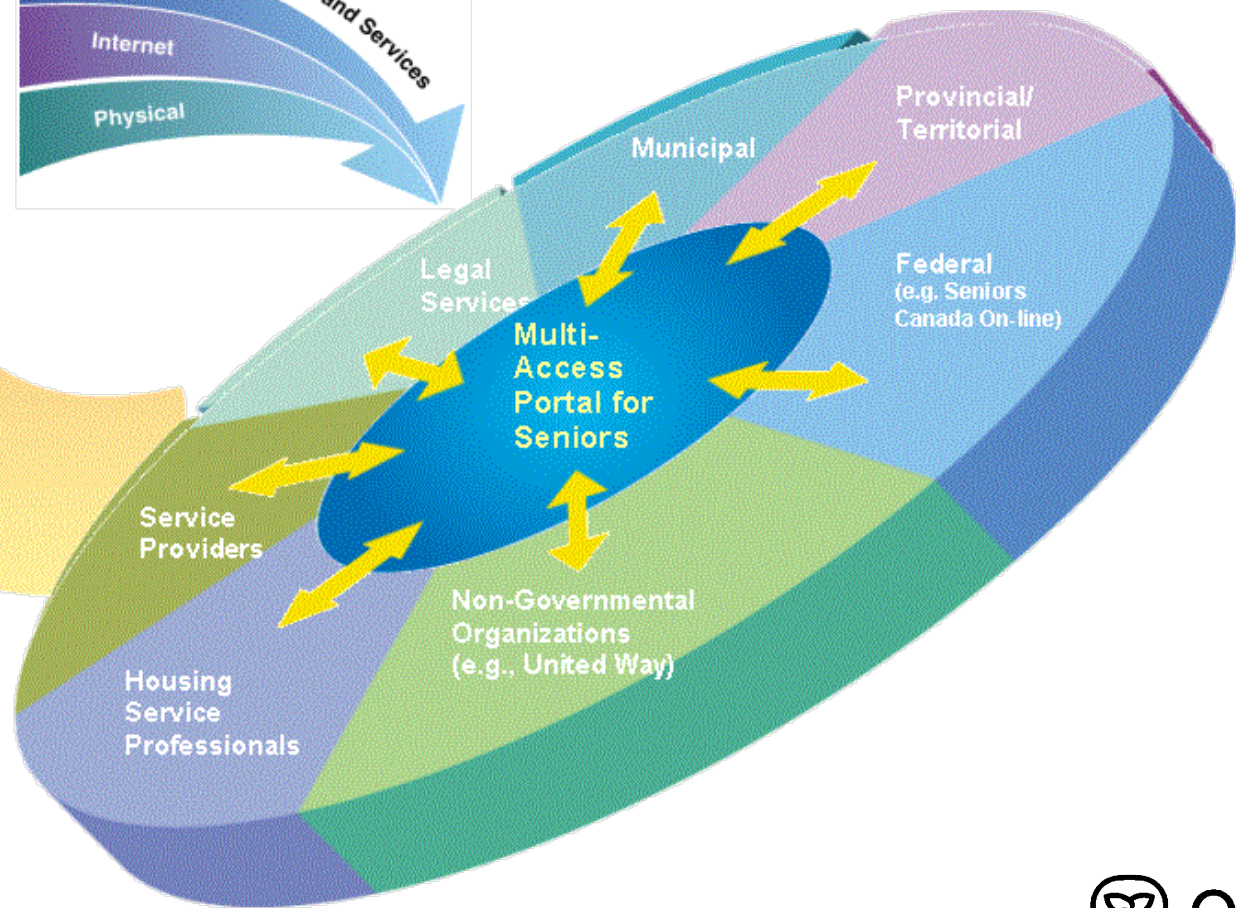
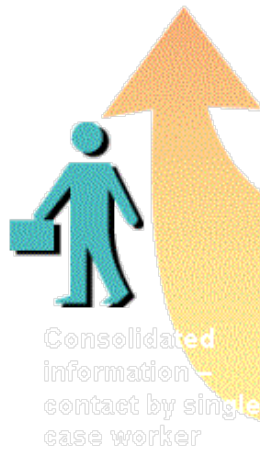
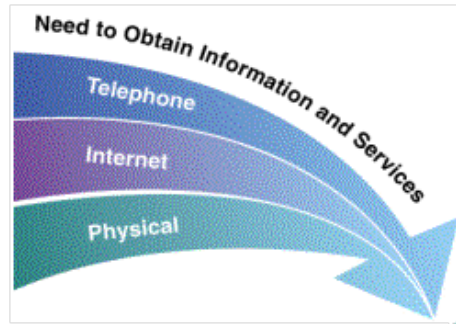
- Program Fields
 - Each Program Field is comprised of several government programs (not all existing in one organization).
 - Currently, we have 12 Public-facing Program Fields and 11 Provider Program Fields.
- Services & Outputs
 - 19 standard services that are used across the Program Fields.
 - Business process patterns have been developed for many of these.

Example: Services to Seniors





TO... **Seamless Services to Seniors:**



seniorsinfo.ca

Seniors' Info

 Brockville  Ontario  Canada

| HOME | TEXT VERSION | CONTACT US | SITE MAP | A-Z INDEX | SEARCH | FRANÇAIS |

Location: [Seniors' Info](#) > [Brockville ON](#)

 Increase Text Size

- Community Resources
- Active Living and Leisure
- Finance
- Health and Well-Being
- Housing Options and Care Facilities
- Legal Matters
- Opportunities for Learning
- Transportation
- Events
- A-Z Index

- Publications
- Resource Kit
- Forms and Applications
- FAQs

Weekly Opinion

What types of activities would you like to



[Photo: Grandparents with Grandchildren]

Welcome to Seniors' Info - Brockville

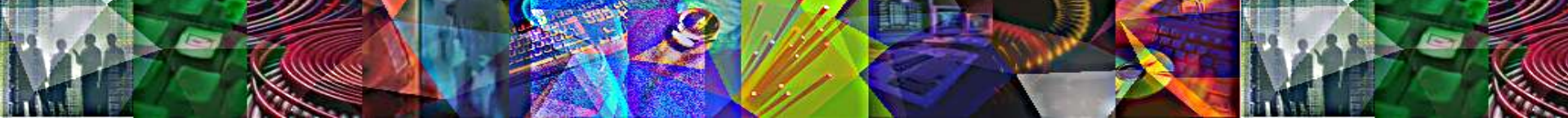
Seniors' Info - Brockville is a one-stop online centre for information and services for:

- seniors
- families
- caregivers
- service providers

Seniors' Info has been created to provide ready access to information and services delivered by all levels of government and community-based agencies serving older adults. It is our pleasure to bring this first gateway to information and services to the citizens of Brockville, Ontario, Canada and surrounding areas.

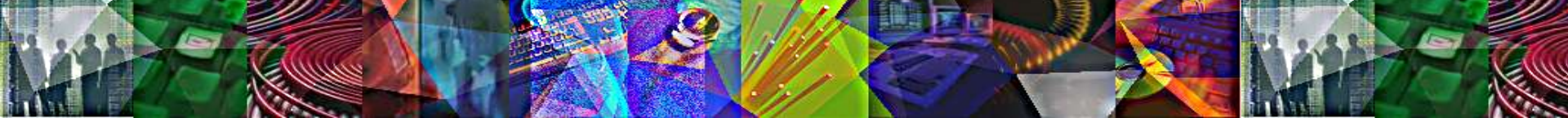
We hope to feature specific resources for communities across Canada in the future. In the meantime, visitors to this site from all parts of Canada will find information quickly and easily on topics such as:

- [active living and leisure](#)



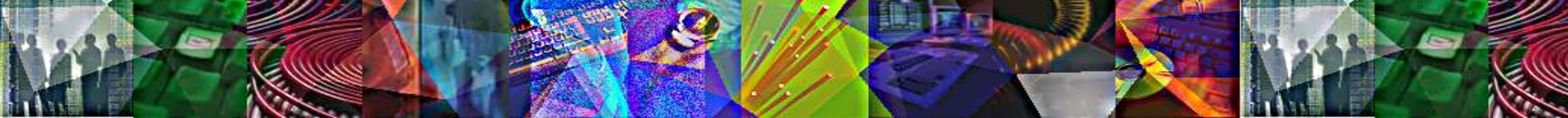
Best Practices – Common Enablers

- Enablers are “reusable” core business capabilities that allow an enterprise to advance its level of maturity and agility in achieving its business goals. Key enablers that are essential to the improvement of public services. These may include (but are not limited to):
 - A modernized workforce
 - A strategic Customer Relationship Management program
 - Interoperable & integrated Information systems
 - Multi-channel service delivery
 - Streamlined supply chain management (e.g. procurement)
 - Transformation skills, methods and practices
 - Target Group cluster gateways and portals that help to integrate services
 - An enterprise Knowledge Management program



An e-Enabler Example: Information Management - Strategy & Design

- Create self-managing (i.e. “smart”) data
 - Adopt XML as a data exchange mechanism
 - Adopt a set of standards and specifications for designing interoperable information systems (ebXML)
 - Use open standards
 - Implement distributed network of registries and repositories
- Implement enhanced federated information management
 - Accountability framework
 - Standards, guidelines, and best practices
 - Re-usable metadata and design patterns
 - Information Management Centre of Expertise



Next Steps – continuing to resolve challenges

- **Organizational Design:** Physical consolidation of people, processes and systems to contain labour and capital costs and achieve efficiencies in other areas.
- **Sustainable Financial Model:** First generation pricing needs to evolve into more sophisticated activity based costing and linked to more transparent financial reporting. The original self-financing assumptions for shared services may have to be revisited. Options should address how to generate needed revenue for infrastructure renewal. Currently no means to generate and retain additional revenue for investment capital, or to finance investments over their life cycle.
- **Governance:** Governance needs to align with its customer reach. For example, expansion of services/sales across levels of government would have to be reflected accordingly in the design of the governance framework.
- **Best Models of Service Delivery:** After four years of operation, we are reassessing which business lines to operate directly and which, if any, to outsource. Exploring how to share the benefits of leveraged procurement across levels of government, and how best to retain specialized IT resources to support propriety solutions (e.g. ERP suites).



Measuring E-Ontario Outcomes

- **Need to demonstrate significant benefits:**
 - Cost savings and cost avoidance for Ontario taxpayers
 - More reliable and secure base for delivery of e-services
 - More transparent and accountable government
 - Less duplication of infrastructure and effort
 - Seamless government made concrete – faster/better service to clients across jurisdictional lines
 - Significantly improved access to information and services
 - Ontario mobilized to capture full benefits available from I&IT

Thank You



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