CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF APRIL 8, 2014

Item 1, Report No. 1, of the Priorities and Key Initiatives Committee, which was adopted, as amended, by the Council of the City of Vaughan on April 8, 2014, as follows:

By approving the recommendation set out in Communication C5 from the Commissioner of Finance & City Treasurer and the Commissioner of Strategic and Corporate Services, dated April 4, 2014, as follows:

> *That the funding requests associated with the Corporate Technology Strategic Direction be considered as part of future budget processes and in consideration with all city-wide funding requests.*

1   CORPORATE TECHNOLOGY STRATEGIC DIRECTION

The Priorities and Key Initiatives Committee recommends:

1)   That the recommendation contained in the following report of the Commissioner of Strategic and Corporate Services and the Chief Information Officer (CIO), dated March 17, 2014, be approved; and

2)   That the presentation by Mr. Ben Perry, Prior & Prior Associates Ltd., Glenburn Forest Way, Markham and Communication C1, presentation material, be received.

Recommendation

The Commissioner of Strategic and Corporate Services and the Chief Information Officer (CIO), in consultation with the Senior Management Team, recommend:

1. That the presentation by Prior & Prior Associates Ltd. be received, and;

2. That the following Strategic Directions, which are outlined in the Executive Summary of the attached Corporate Technology Strategic Plan be approved:

    SD1 - More corporate, planned approach
    SD2 - Flexible, Reliable and Forward Looking IT Infrastructure
    SD3 - Building Effective Business Systems
    SD4 - Integration and Intelligence
    SD5 - Connecting Field Staff with Technology
    SD6 - Delivering Digital Services Anytime, Anywhere

    and;

3. That future systems and technology requirements be identified and prioritized within the context of Strategic Directions and brought forward for consideration by Council at the appropriate time.

Contribution to Sustainability

The Strategic Directions outlined in the attached Corporate Technology Strategy Plan will enable further collaborative governance of corporate information and technology assets and increased leveraging of technology to facilitate business process and service delivery improvements.

Economic Impact

Approval of the Strategic Directions contained in the attached Corporate Technology Strategic Plan do not require funding. The Strategic Directions will serve as guidelines for strategic

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identification of systems and technology improvement opportunities through a collaborative approach with the City departments and the IT Governance framework. Future systems and technology improvement opportunities will be built into yearly departmental business plans. These opportunities will have detailed costs, resourcing requirements and associated business benefits identified and will be submitted for consideration and prioritization in future business and financial planning cycles through the Additional Resource Request (ARR) process.

In addition to the Strategic Directions, the consultant's report contains a number of specific recommendations, which have significant economic impact. For example, the consultant recommends that over the next 5 years, an investment of twenty (20) additional FTE's be made in areas of information systems support, business analysis support, corporate systems leadership and technology support. These resources are critical to effectively support previously identified systems and technology improvement initiatives, such as Asset Management and EDRMS, as well as to support anticipated future systems. Consultant's recommendations for additional resources will be considered by staff as part of the yearly corporate and financial planning process, balanced against other priorities and brought forward to Council for consideration at the appropriate time.

Staff acknowledge that investments recommended in the strategy will mean more effective digital processes that simplify customer access and accelerate processing times, that reduce errors and cut staff time spent on low value administrative work. It will also lead to new online services that reduce unnecessary trips and calls to City Hall and that increase citizen satisfaction and engagement. Data driven insights into the City's performance, enabled by IT investments, will drive continuous improvement and enhanced cost effectiveness.

These significant benefits aside, by establishing a senior led partnership approach that focuses upon business process, technology and information management, the City will integrate systems thinking into the fabric of the organization, which will drive cost savings and avoidances through optimization for decades to come.

Communications Plan

The Strategic Directions outlined in the Corporate Technology Strategic Plan will transform the way technology initiatives are identified, championed, scoped, planned and managed. Extensive engagement with stakeholders and the IT Governance Committee has occurred as part of the development of the Corporate Technology Strategic Plan. Stakeholder engagement, raising of awareness and education will continue as part of the Strategic Directions rollout.

Purpose

The purpose of this report is to inform the Priorities and Key Initiatives Committee of the ongoing progress being made in growing corporate technology capabilities to address the City's rapidly growing operational and service delivery requirements, and to receive Committee approval for future technology Strategic Directions.

Background – Analysis and Options

Well-run cities around the globe rely on their *systems* to be effective. *Systems* in this context are their business processes, technology, and business solutions that support them. The larger cities get, the more reliant they become on process automation to facilitate large volumes of requests, to ensure service delivery consistency and to manage teams and resources effectively.

Today, the most effective municipalities are designing their processes and engagement mechanisms from their client's perspective – making them easy to access and convenient to use. They build digital processes so that they can meet customer expectations for access to City services to be available online, on the go and 24x7.

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City Growth and Maturity Require Updated Technology Strategy

Over the past few years the City has undergone significant change. This change is driven by rapid City growth, increased demand for municipal services, Council priorities, such as continuous improvement, public service renewal, operational efficiency and organizational re-alignment. As the City grows and transforms its operational and service delivery processes, the business requirements for technology and use of information also change significantly. The City needs to further mature its technology capabilities in response to emerging requirements. To facilitate growth and maturing of technology capabilities, an updated corporate technology strategic plan was developed in 2013.

To develop the corporate technology strategic plan, staff partnered with Prior & Prior Associates Ltd. – a strategic consulting organization with over 30 years of experience in the field of technology strategy development in the public sector. Prior & Prior Associates Ltd. is based in Markham, Ontario and has many municipal government clients in the Greater Toronto Area and across Canada.

The consultant's full report, titled "Corporate Technology Strategic Plan", is attached (Attachment 1).

Place Greater Value On Systems and Technology

The Corporate Technology Strategic Plan provides the opportunity for the City's leadership to recognize the need to mature the City's systems and place greater value upon systems and technology going forward. The City's systems must evolve and mature for the City to be as effective and efficient as it can be, for it to offer services in the way that customers want them, and for it to keep pace with competing municipalities.

At the heart of the Corporate Technology Strategic Plan are the following Strategic Directions, which need to be adopted by the City in order to effectively advance the plan:

SD1 – More corporate, planned approach

> The City must tackle larger and strategic, enterprise challenges, rather than small, interim, and incremental projects. An Enterprise Architecture that provides a blueprint for a fully integrated technology environment will guide this new approach.

SD2 – Flexible, Reliable and Forward Looking IT Infrastructure

> The City's ITM team will continue to provide high quality, reliable infrastructure services as cost-effectively and at best value for the City. Taking advantage of new technologies, infrastructure will be designed to be flexible and scalable to meet future needs. ITM will closely monitor industry trends and be ready to embrace new technologies that add value to the City more rapidly than in the past.

SD3 – Building Effective Business Systems

> The City will focus upon setting business goals and strategy, and on business process redesign and optimization, before deploying integrated technologies or enhancing existing ones. The City will commit to fully leveraging its existing business systems – this means maximizing use and driving greater value from business systems, such as JD Edwards, DTA, AMANDA and the GIS. The City will also implement new business systems to address gaps in the systems architecture such as Asset Management, Point of Sale, and EDRMS.

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SD4 – Integration and Intelligence

By digitizing processes, improving its data management practices and implementing business intelligence and reporting tools the City will mature into an organization that relies upon data and information to support decision-making and that analyses the data it gathers to develop insights that lead to more effective practices and cost savings.

SD5 – Connecting Field Staff with Technology

Field staff will be provided with technologies that connect them to the information they need in the field, to supervisors, office staff and customers.

SD6 – Delivering Digital Services Anytime, Anywhere

The City will extend its systems to the web to allow customers to apply, request, interact and engage with the City when, where and how they want and need to.

To advance the Corporate Technology Strategic Plan, a number of initiatives and actions are recommended over a 5 year period. Staff started the execution of the 2014 initiatives and actions, as necessary resources are in place. However, to maximize the effectiveness of the Corporate Technology Strategic Plan, the adoption of Strategic Directions is required. The Strategic Directions will enable the City to identify systems and technology improvement opportunities more strategically and to focus its resources and efforts as per the recommended timelines.

Relationship to Vaughan Vision 2020

The recommendations contained in this report are consistent with the priorities set by Council.

Specifically, the recommendations in this report support the following VaughanVision 2020 initiatives:

Demonstrate Excellence in Service Delivery – streamlined and automated business processes contribute to higher service delivery standards and alternative service delivery channels;

Ensure a High Performing Organization – streamlined and automated business processes significantly contribute to efficient operations in City departments;

Manage Corporate Assets – the Corporate Technology Strategic Plan enables effective and sustainable management of corporate information and technology assets.

Regional Implications

One of the recommendations made by the consultant is aimed at enhancing collaboration with external public organizations and agencies. The City has been working collaboratively with external organizations on initiatives such as multi-lateral data sharing, joint software license purchases and mutually beneficial projects. Further collaboration opportunities will be explored and leveraged as required.

Conclusion

The Strategic Directions contained in the attached Corporate Technology Strategic Plan will enable the City to more effectively make decisions pertaining to technology investments and respond to the City's new and emerging technology and information requirements.

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Through a collaborative approach with the City departments and the IT Governance framework, future technology enablement opportunities will be built into departmental business plans. These opportunities will have detailed costs, resourcing requirements and associated business benefits identified and will be submitted for consideration and prioritization in future business and financial planning cycles through the Additional Resource Request (ARR) process.

Attachments

Attachment 1 – Corporate Technology Strategic Plan, Prior & Prior Associates Ltd.

Report prepared by:

Dimitri Yampolsky, Chief Information Officer (CIO) – Ext. 8352

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)