

Annual IT Strategic Plan Update to Council

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Type: Presentations

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Recommended by: General Manager of
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Report Summary

This report and presentation by Peter Taylor, Director of Information Technology, provides an annual update regarding the Corporate Information Technology Strategic Plan.

Relationship to the Strategic Plan, Health Impact Assessment and Community Energy & Emissions Plan (CEEP)

This report describes progress on the Corporate Information Technology Strategy Plan, which supports various elements of Greater Sudbury's Strategic Plan 2019 - 2027. The plan itself represents support for the "Asset Management and Service Excellence" goal and its objective to "Demonstrate innovation and cost-effective service delivery".

Financial Implications

There are no financial implications associated with this report.

Background

This is an annual progress update on the Corporate Information Technology (IT) Strategic Plan (the Plan). The Plan's vision is *Great service experiences powered by technology and data, available anywhere, anytime*. This Plan is facilitated by an enterprise-wide IT governance process and collaboration between the IT Division and all CGS lines of service.

The Plan includes several elements:

1. Projects: activities with a start and an end to add new technology solutions or upgrade those currently in place.
2. Programs: to leverage the City's existing major technology platforms to solve new problems and respond to emerging opportunities.
3. Process improvements: to improve how the City manages and uses technology.

Project, Program and Process Updates:

The original Plan listed six major projects to be started over a four year period: Recreation and Facility Booking Systems (completed last year), Customer Relationship Management (CRM) (completed May 2021), Land Management Information System (LMIS) (in implementation), Advanced Metering Infrastructure (AMI) (in implementation), Modern Employee Tools (in implementation) and Electronic Records Management (anticipated to be included as a business case in 2022 budget). These projects provide new digital City services; for example, CRM alone enables the online digital delivery of 28 new services.

Additionally, two technology projects were completed that Council approved subsequent to the original Plan's introduction: the Phone System Upgrade and Escribe, the City's new Meeting Management System.

As we add well-integrated, core municipal enterprise systems like CRM to our already existing Cityworks municipal maintenance management system, PeopleSoft enterprise resource planning system and ESRI Geographical Information System, the Plan envisions "programs" would be established to maximize our benefit from these enterprise systems and allow for further digitization of City services. Programs usually have an IT-lead committee or community of practice. Staff associated with these programs regularly meet to share work that is underway in a given enterprise system and prioritize projects to solve process issues or digitize additional services. Programs are now in place for all enterprise systems except LMIS, which is still in development.

Regarding process improvements, the Plan listed the need to address: governance, security, business intelligence, community data networking, training, IT management processes and IT architectures. Progress has been made on all of these.

The past year (or more) was influenced by four main factors:

1. COVID accelerated the need to digitize;
2. Cyber-attacks continued to increase world-wide, highlighting a matching need to protect from and prepare for these;
3. The addition of strong core integrated systems like CRM addressed current needs and offers the opportunity to digitize future services
4. IT and business area resources remain heavily engaged introducing new projects like LMIS and COMPASS.

IT Strategic Plan Project Progress

The following table is the Road Map from the IT Strategic Plan. It also includes technology projects that Council has approved in annual budgets. It omits completed initiatives reported to Council in previous years. Coloured status and comments are as of May 2021 and show progress on each project on the Plan.

Run, Grow, Transform	Initiative Name	Initiative Type	2020	2021	2022	2023+	Comments
Transform	Customer Relationship Management (CRM)	Project	■	■			Project completed May 2021; enhancements will continue
Transform	LMIS (Land Management Information System)	Project	■	■	■		Progressing, in development in 2021
Transform	AMI (Advanced Metering Infrastructure)	Project	■	■	■		Progressing and planning around meter access amidst COVID-19
Grow	Modern Employee Tools	Project	■	■	■		Progressing, MS Teams expedited in support of COVID work from home, email replacement is underway
Grow	Phone System Upgrade	Project	■				Approved addition in 2019; helped enable COVID work from home for staff and the vaccine call centre
Grow	Meeting Management System	Project	■	■			Approved addition in 2020; being used for today's Council meeting
Grow	ATMS (Automated Traffic Management System) (AKA Traffic Signal System Renewal)	Project		■	■	■	Approved addition in 2019, Progressing, in Planning
Transform	COMPASS (Comprehensive Organization Management, Productivity, Activity and Service System)	Project		■	■	■	Approved addition in 2021, Initiating
Run	Server Software Infrastructure Replacement	Project		■	■	■	Approved addition in 2021, Initiating
Grow	ERM (Electronic Records Management) strategy	Project			■	■	Expect Business Case for 2022
Grow	CityWorks (municipal asset management system) system	Program	■	■	■	■	Minimum 2 enhancement releases in 2021; to be reported to ELT, BLG and CGS
Grow	ERP (Enterprise Resource Planning) system	Program	■	■	■	■	Minimum 2 enhancement releases in 2021; to be reported to ELT, BLG and CGS
Grow	GIS (Geographical Information System)	Program	■	■	■		Following a GIS Strategy, minimum 2 enhancement releases in 2021; to be reported to ELT, BLG and CGS
Grow	Smart City (including enhancing Broadband)	Program	■	■	■	■	CGS Smart City Working Group, Universal Broadband Committee, Approved 'Fee Reduction for Broadband in Underserved Areas'
Grow	Customer Relationship Management (CRM)	Program		■	■	■	Formed in 2021 - Minimum 1 enhancement release in 2021; to be reported to ELT, BLG and CGS
Run	Security Improvement	Process Improvement	■	■			Plan in place for 2021 and beyond, with quarterly progress reports to ELT and annual to Council
Transform	Business Intelligence (BI)	Process Improvement	■	■			Plan in place for 2021 and beyond, with quarterly progress reports to ELT and annual to Council
Legend:			■ Delivered	■ On Track	■ Caution	■ At Risk	

Note: Initiatives above are classified as either: **Project** activities with a start an end to add new technology solutions; **Programs** which are ongoing, managed efforts to leverage the City's major technology platforms to solve new problems; and **Process Improvements** to improve upon our management of information and technology.

IT Strategic Plan Performance Measures

Further to reporting progress against the Road Map, this annual report includes a scorecard of the effectiveness and quality of technology service delivery. These scores are based on the 2020 year end results which CGS submitted to MBN Canada. These are just a few of the measures monitored on a monthly basis by the Information Technology Governance Team and quarterly by Executive Leadership Team.

Monitoring Measures	Result
Technology projects/programs meet defined milestones within +/-10%	97.9% of the time (based on monthly measurements)
% of Services Available Online (as compared to MBN Canada average)	77.53%
Up time of critical applications	99.99%
Annual IT security reports to Council	1
IT Devices per supported FTE	1.14 in 2020, was 1.17, (MBN Canada 2019 avg. 1.15)
Total cost of IT per supported FTE	\$3,361 in 2020, was \$3,501 (MBN Canada 2019 avg. \$4,562)

Note on the measures:

1. The City's technology governance process track projects monthly to enable any obstacles to be addressed and this explains the good result with regards to projects meeting milestones.
2. Percentage of services available on line is lower than MBN Canada average now but it expected to rise significantly in 2021 and 2022 as CRM and LMIS enable new online digital services. CRM alone will add 28 new digital online service types to the 2021 result. This is a real indicator of progress toward the vision in the Plan.
3. The MBN Canada averages are influenced heavily by large municipalities like Toronto, Montreal and Calgary which invest more in IT projects and systems (as the last measure demonstrates).

Factors Influencing IT Strategic Plan Implementation

The last component of the annual report is to summarize significant events that occurred in the last year that have either already impacted the IT Strategic Plan or should be considered as we plan the next year.

COVID-19 was mentioned in 2020 primarily as a disruption that demanded technical resource as we prioritized necessary changes to business processes. It has continued to create demand in 2021 and it has created strong motivations to digitize services and, in some cases, introduce new digital services. This accelerated some of the Plan deliverables and projects Council had already approved like Modern Employee Tools helped us adapt to COVID-19. Staff in IT have also been very much engaged in support of Public Health Sudbury and Districts and local vaccination clinics.

Cyber Security attacks continued to rise in 2021. They often target critical infrastructure. They are increasingly affecting the software and hardware supply chain including cloud based services; thereby potentially infecting any organizations that use that service. The City needs, and has, plans to continuously improve its protection and preparedness for these attacks.

With the implementation of CRM and LMIS, the City will have a very good municipal platform to leverage to architect new innovative solutions and a platform to pull data to support a Business Intelligence strategy to deliver data driven decisions and dashboards. The COMPASS project will significantly improve the data available from the enterprise resource planning system (PeopleSoft Payroll and Finance). A focus on the emerging enterprise architecture that results from the completion of these projects will mean that new solutions can take advantage of data and processes that are already available. Change management and

user adoption and training is critical for these enterprise systems. COMPASS will change the way time, activity and attendance information is captured for every employee. CRM and LMIS will mean that residents and businesses will have to become accustomed to a new way of working with the City processes they wish to access. These are significant efforts and each project has a dedicated project manager and implementation plans that anticipate these change considerations.

Conclusion

Staff will continue the current focus on the IT Strategic Plan road map and on Council approved technology projects. This includes focusing on strengthening staff training to help staff adapt to and use new the technologies efficiently. This will increasingly establish new solutions and solve problems using the core enterprise systems that we have now put in place, like CRM. Further staff still have some large projects to complete like LMIS, Modern Employee Tools and COMPASS. One remaining foundational component to expect as business case for consideration during 2022 budget is an enterprise records management solution to efficiently store and provide digital access to City documents.

Resources Cited

- [Corporate Information Technology \(IT\) Strategic Plan](#)