

Purpose

To provide an annual progress update to Council on the Corporate Information Technology (IT) Strategic Plan. To enable Council to monitor and evaluate progress on approved technology initiatives. To review changes in City of Greater Sudbury (CGS) strategies and technology trends.

Background

The City of Greater Sudbury (CGS) adopted a new Corporate IT Strategic Plan at the June 26, 2018 Council meeting. An annual review by Council is built into that Strategic Plan.

The strategic plan contains the following vision, objectives and deliverables:

1. The guiding vision is to deliver **'Great service experiences powered by technology and data, available anywhere, anytime'**.
2. The Plan has three (3) simple high-level objectives, summarized as:
 - a. Assure proper management and investment in technology
 - b. Focus on using technology to efficiently deliver Municipal services so that service performance meets end user expectations
 - c. Provide staff with technology that enables them to innovate and improve key results
3. The Plan includes a high-level timeline for technology management and delivery improvements of:
 - a. Stage 1: Building Conditions for Success: 2018 – 2019
 - b. Stage 2: Building with Success: 2020 – 2021
 - c. Stage 3: Leveraging Success: 2022 and beyond
4. The Plan has a proposed road map of initial priority projects. The fact that a project is listed on the road map does not mean it is approved. If these projects need funding they go through CGS project approval processes giving Council the ultimate governance control over directing technology projects.

We have just completed the first year of work on the new IT Strategic Plan.

Analysis

This report provides a summary of performance using three different measures.

The first measure is, progress on the 'Stage 1: Building Conditions for Success: 2018 - 2019'. The second measure is progress on the roadmap of projects listed in the IT Strategic Plan. The third is the presentation of a set of initial key performance measures that are being worked on to report on overall effectiveness and quality of technology services.

In addition to performance measures this report also includes a brief summary of significant trends impacting technology.

On the first performance measure, we are now one (1) year into Stage 1 of the plan: building conditions for success. The following table shows progress against Stage 1 goals listed in the IT Strategic Plan.

Goal	Status
New IT Governance Model	In place
New IT Project Intake Process	Ready for 2020 projects
New IT Project Management best practice	In place for IT capital projects; in progress for non-capital projects
New IT Organizational structure	Structure in place, filling some vacancies

On the second performance measure, the Roadmap section of the IT Strategic Plan listed strategic projects. As stated above, new IT governance processes now exist, and this includes a small governance team delegated by the CGS Executive Leadership Team which monitors and evaluates these projects monthly.

Here is the latest update on the status of projects on the roadmap.

Project Name	2019	2020	2021	2022+
Customer Relationship Management (CRM) (aka ACR Replacement)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
LIMS (Land Information Management System) - Implementation (aka LPMS)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CLASS Replacement (recreation and facility booking system)	<input type="checkbox"/>	<input type="checkbox"/>		
AMI (Advanced Metering Infrastructure) and AMR (Automatic Meter Reading)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CityWorks (municipal asset management system) - Periodic Releases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ERP (Enterprise Resource Planning)/PeopleSoft - Periodic Releases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ECM (Electronic Content Management) / ERM (Electronic Records Management) strategy		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Dashboarding/BI (Business Intelligence): Continuous implementation of Data Analytics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
GIS (Geographical Information System) Strategy implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Security improvements: security assessment, Disaster Recovery (DR), etc.	<input type="checkbox"/>	<input type="checkbox"/>		
Enterprise Information & Technology Governance	<input type="checkbox"/>			
Modernized Employee Computing Experience & Mobile Computing Strategy (a combination of 2 initiatives on the 2018 road map)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community data network to support SCADA, Smart City, ATMS, etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training in technology for CGS staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT Management Support for Governance & IT Architecture (a combination of 2 initiatives on the 2018 road map)	<input type="checkbox"/>	<input type="checkbox"/>		
Legend:	Delivered	On Track	Cautions	At Risk

Note one project above is in a caution state, it is not yet over schedule or budget but it has a future risk due to difficulty in hiring required resources. In addition, the list of technology projects is not static. The following business solution projects were added after the IT Strategic Plan was published. There are a number of significant priority areas identified annually that could benefit from technological solutions, digitization or new systems to capture and manipulate data. The new IT governance model helps prioritize these efforts and ensure adequate resources are available to execute the projects and support them in the long run.

Project Name	2019	2020	2021	2022+
eTendering Implementation	<input type="checkbox"/>			
Pay by Plate	<input type="checkbox"/>			
Housing Registry	<input type="checkbox"/>			
Meeting Management (Agendas online replacement)	<input type="checkbox"/>	<input type="checkbox"/>		
Phone System Upgrade (aka PBX upgrade)	<input type="checkbox"/>	<input type="checkbox"/>		
Legend:	Delivered	On Track	Cautions	At Risk

On the third performance measure, a set of key performance indicators was defined to measure the effectiveness and quality of technology services. Work is now underway to establish processes and data collection so they can be reported in the next annual IT Strategic Plan update.

Here is the list of proposed performance measures that we anticipate would be meaningful for Council. These are in addition to the measures of progress on the strategic plan and the status of technology projects that were presented above.

Monitoring Measures	Status
% of City Services accessible on line	Work In Progress
Up time of critical applications	Work In Progress
Report on the IT Security program	Work In Progress
IT Devices per supported FTE	1.21 in 2018, was 1.13 in 2017 when MBN Canada avg. was 1.05
Total cost of IT per supported FTE	\$3,404 in 2018, was \$3,332 in 2017 when MBN Canada avg. was \$4,690

Note: MBN Canada stands for Municipal Benchmark Network Canada.

In addition to a report on progress, this is an annual opportunity to reflect on changes within the City as well as technology trends that influence the IT Strategic Plan. Here is a summary of significant trends being considered for how they influence our plans:

- Globally there has been a significant increase in Cyber attacks;
- Municipalities have already moved or are moving to a common email, chat, video chat and collaborative document sharing platform, to help staff work more efficiently and to provide a modern work environment to attract new staff;
- CGS is working towards one online experience for end-users; which we call the 'City as a platform'. For example we are designing the Customer Relationship Management (CRM) system as the gateway to many on line City services. This approach will take time to implement but promises a cleaner, simpler on line interaction for users.

The purpose of this report is to monitor and evaluate progress on the IT Strategic Plan; there are no financial implications included in this report. Resources required to implement this strategic plan and the projects on the roadmap are the subject of separate business cases for Council consideration as the plan progresses.

Next Steps

As a next step, between now and the next annual Council update, we will complete Stage 1 of the plan, as described in the background section above, and proceed to Stage 2. This is a time where new processes and people will be in place to manage and actively build our key strategic projects like the Customer Relationship Management (CRM) system. During this time most of the City's capacity to implement technology initiatives will be focused on the strategic projects and on delivering good service. Success will involve good technology implementation and good adoption management by business units.

Resources Cited

City of Greater Sudbury, Corporate Information Technology Strategic Plan, June 26, 2018