



Corporate Information Technology Strategic Plan – Annual Update

City of Greater Sudbury, Council Meeting

July 9, 2019

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Background - the Corporate IT Strategic Plan



Available at:

<https://www.greatersudbury.ca/city-hall/reports-studies-policies-and-plans>

IT Strategic Plan – Process Improvement Plan

The planned process improvement timeline:

- ▶ 'Stage 1: Building Conditions for Success: 2018 – 2019
- ▶ Stage 2: Building with Success: 2020 – 2021
- ▶ Stage 3: Leveraging Success: 2022 and beyond'

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

IT Strategic Plan – Process Improvement Progress

Stage 1: Building Conditions for Success: 2018 – 2019

Stage 1 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



IT Strategic Plan - Planned Roadmap

Roadmap:
The following timeline identifies the major and strategic activities that are recommended for the next four years.

Run, Grow, Transform	Project Type	Project Name	2018	2019	2020	2021+
Transform	Bus Sys	ACR Replacement (new Customer Relationship Management System)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transform	Bus Sys	LPMS (Land Property Management System) - Implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Run	Bus Sys	CLASS Replacement (recreation and facility booking system)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transform	Bus Sys	AMI (Advanced Metering Infrastructure) and AMR (Automatic Meter Reading)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grow	Bus Sys	CityWorks (municipal asset management system) - Periodic Releases - delivering approved features	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grow	Bus Sys	ERP (Enterprise Resource Planning)/PeopleSoft - Periodic Releases - delivering approved features	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Grow	Bus Sys	ECM (Electronic Content Management) / ERM (Electronic Records Management) strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transform	Integration	Dashboarding/Bi: Continuous implementation of IT Strategy recommended: corporate analytics platform, data warehouse, standard inquiry tools, data sharing privacy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Corporate Information Technology Strategic Plan

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A portion of the roadmap in the IT Strategic Plan

IT Strategic Plan – Roadmap Progress

Project Name	2019	2020	2021	2022+
Customer Relationship Management (CRM) (aka ACR Replacement)	☐	☐	☐	
LIMS (Land Information Management System) - Implementation (aka LPMS)	☐	☐	☐	☐
CLASS Replacement (recreation and facility booking system)	☐	☐		
AMI (Advanced Metering Infrastructure) and AMR (Automatic Meter Reading)	☐	☐	☐	☐
CityWorks (municipal asset management system) - Periodic Releases	☐	☐	☐	☐
ERP (Enterprise Resource Planning)/PeopleSoft - Periodic Releases	☐	☐	☐	☐
ECM (Electronic Content Management) / ERM (Electronic Records Management) strategy		☐	☐	☐
Dashboarding/BI (Business Intelligence): Continuous implementation of Data Analytics	☐	☐	☐	☐
Legend: Delivered On Track Cautions At Risk				

IT Strategic Plan – Roadmap Progress

Project Name	2019	2020	2021	2022+
GIS (Geographical Information System) Strategy implementation	☐	☐	☐	☐
Security improvements: security assessment, Disaster Recovery (DR), etc.	☐	☐		
Enterprise Information & Technology Governance	☐			
Modernized Employee Computing Experience & Mobile Computing Strategy	☐	☐	☐	☐
Community data network to support SCADA, Smart City, ATMS, etc.	☐	☐	☐	☐
Training in technology for CGS staff	☐	☐	☐	☐
IT Management Support for Governance & IT Architecture	☐	☐		
Legend:	Delivered	On Track	Cautions	At Risk

Note: the chart above matches the Roadmap in the IT Strategic Plan

Projects added to the Roadmap in 2018-19

Business impacting technology projects added after IT Strategic Plan Roadmap was published

Project Name	2019	2020	2021	2022+
eTendering Implementation	☐			
Pay by Plate	☐			
Housing Registry	☐			
Meeting Management (Agendas online replacement)	☐	☐		
Phone System Upgrade (aka PBX upgrade)	☐	☐		
Legend: Delivered On Track Cautions At Risk				

New Performance Measures

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' refers to the Municipal Benchmarking Network Canada, which records benchmark measures for member municipalities.



Trends – Key changes from last year

▶ A Global trend:

- ▶ Significant increase in Cyber attacks (e.g. Burlington, Wasaga Beach, Stratford, Midland, etc.)

▶ A Municipal trend:

- ▶ Modernization of email, chat, video chat, collaboration and mobility to enable, empower and attract staff

▶ A CGS trend:

- ▶ Planning for one online experience for end-user of the City's online services



Politics
Mayor of latest Canadian town to be hit for online
'ransom' calls for national strategy

Next Steps – Actively Build Key Strategic Projects

Customer Relationship Management System



Land Information Management System



ePermits

Add New Project Manage Existing Projects

GENERIC BUILDING CUSTOMER

2222 5 AV NW, R-C2

Project Type: Secondary Suite

Project #: PDA2016-04308

Next Steps – Actively Build Key Strategic Projects

Recreation and Facility Booking System



Advanced Metering Infrastructure



Meter Reading
Equipment

Systems and
Software

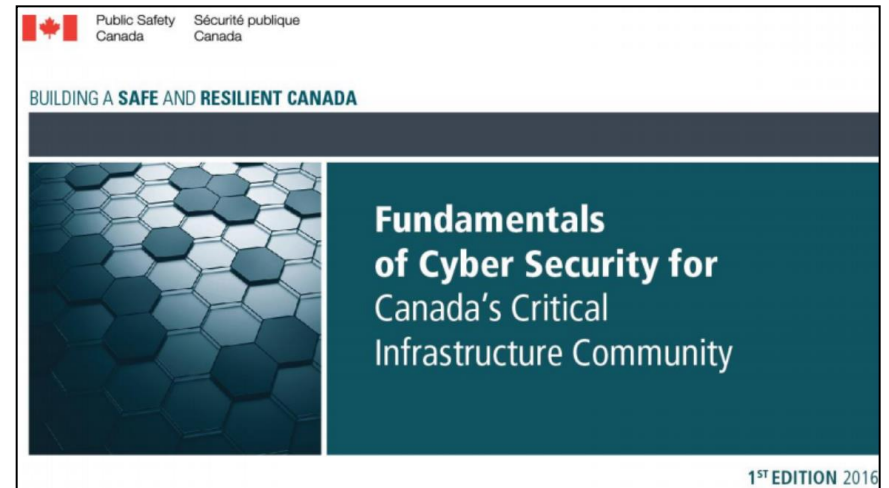


Next Steps – Actively Build Key Strategic Projects

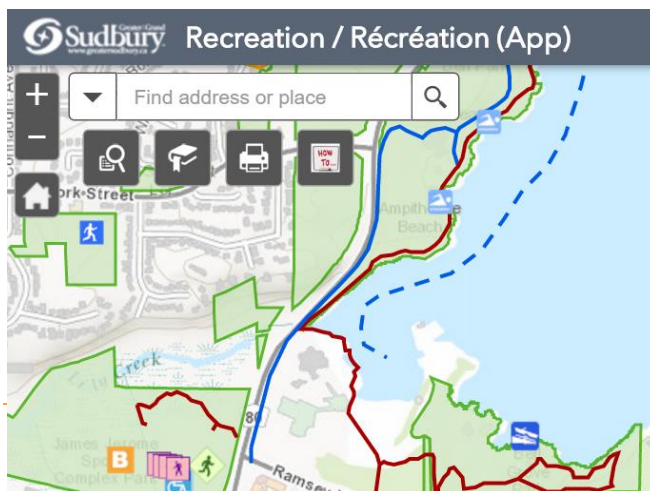
Modernize Employee Experience



Cyber Security Improvement



Leveraging Existing Core Systems



Electronic Records Management

Next focus

Questions

