



IT Strategic Plan Progress Update

March 20, 2018

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Key Messages

- ❑ Opportunities for technology are rapidly increasing and people's expectations are rapidly changing.
- ❑ Information Technology (IT) at CGS has areas of strength but also gaps.
- ❑ The IT Strategic Plan fills the gaps and defines strategies to take advantage of the technological opportunities.

Changing Opportunities & Expectations

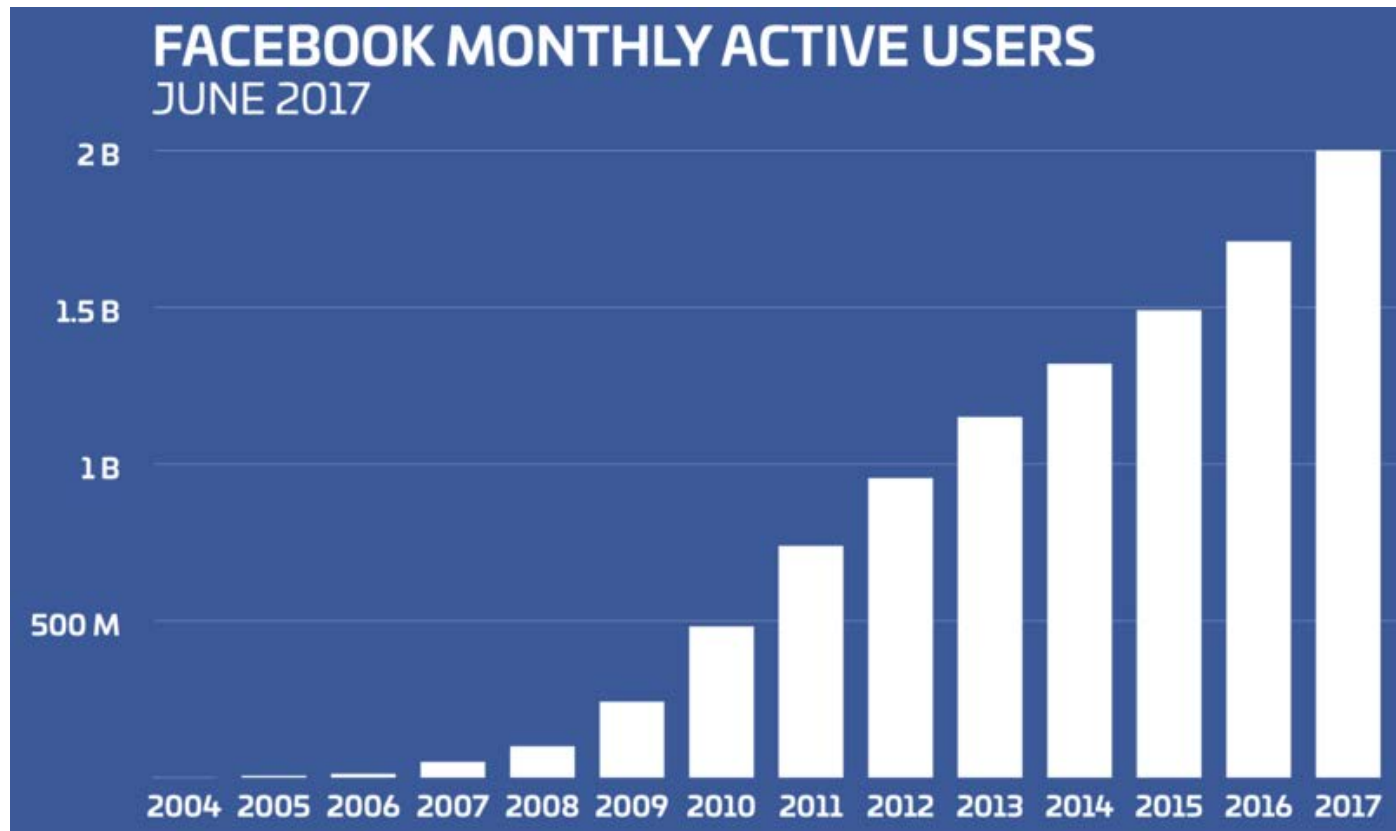
Current State

- ❑ Information Technology (IT) is a service/utility used by internal city divisions.
- ❑ Focus on internal efficiency and record keeping.
- ❑ The primary KPI is expenditure control.
- ❑ IT Strategic Plan dated 2007.



Changing Opportunities & Expectations

Change since the last IT Strategic Plan

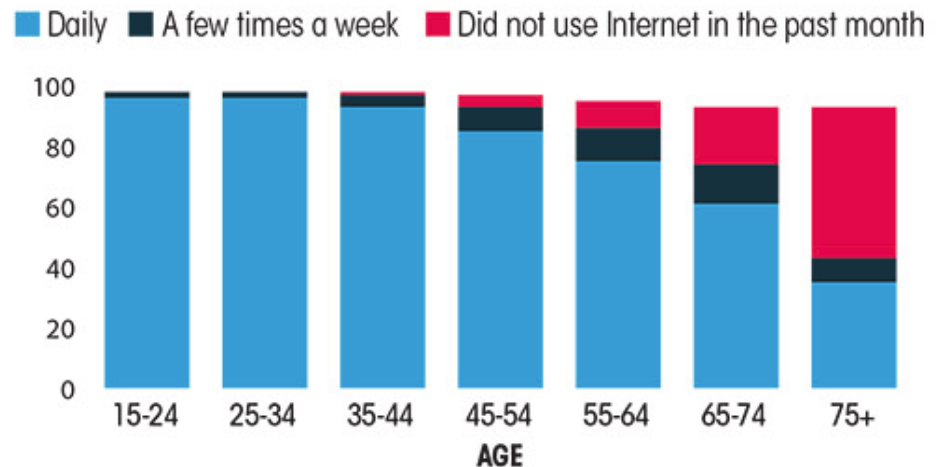


Changing Opportunities & Expectations

How do Canadians perceive technology?



Nearly all Canadians under the age of 45 use the Internet every day.



90% of Canadians own 2 or more digital devices

Source: Statistics Canada 2016

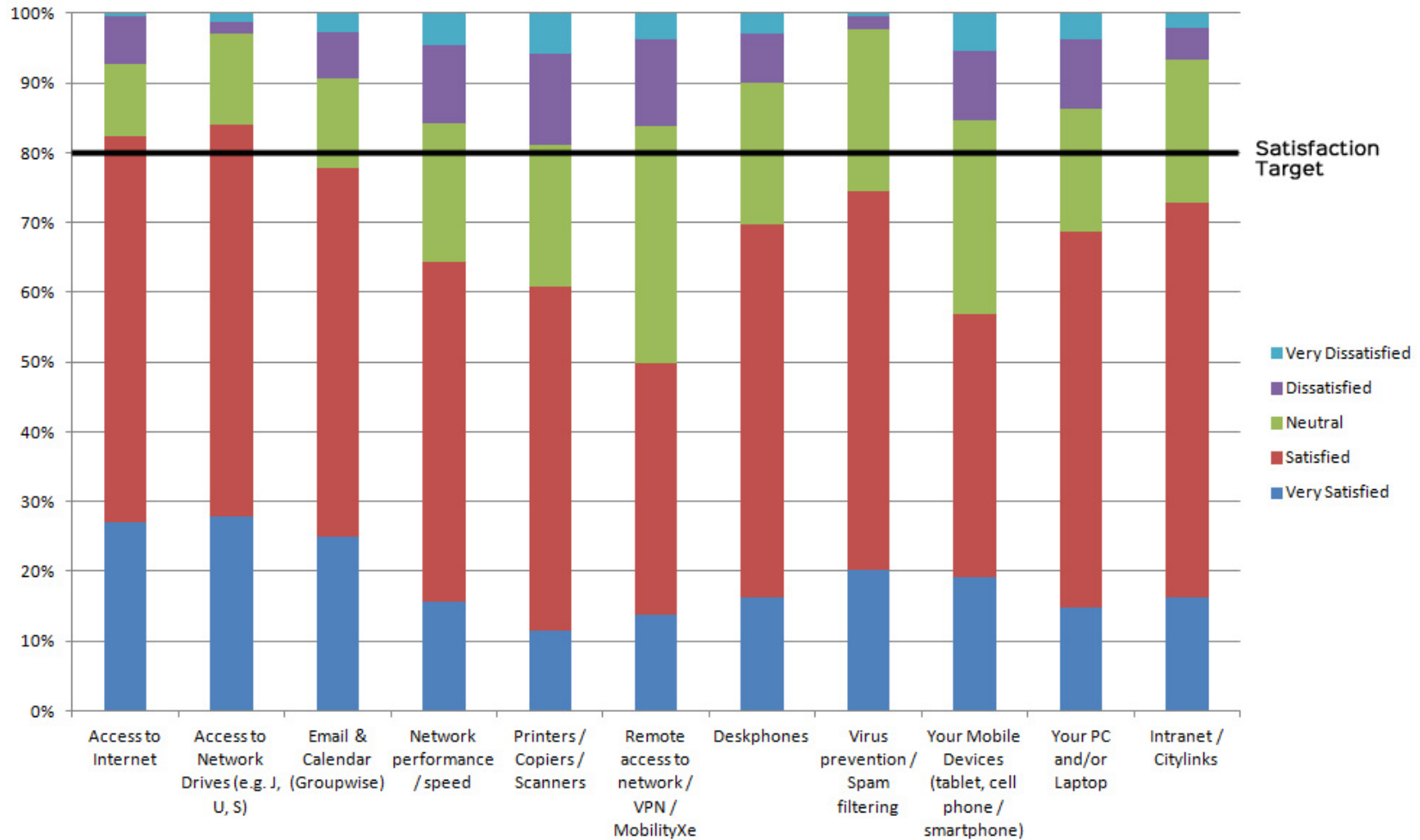
Changing Opportunities & Expectations

Our Future

- Technology improves services as a planned part of every service.
- Focus on outcomes for citizens, subjects, customers and clients.
- The Primary KPI is Value of the outcome.
- An IT Strategic Plan reflecting the 2018 reality.

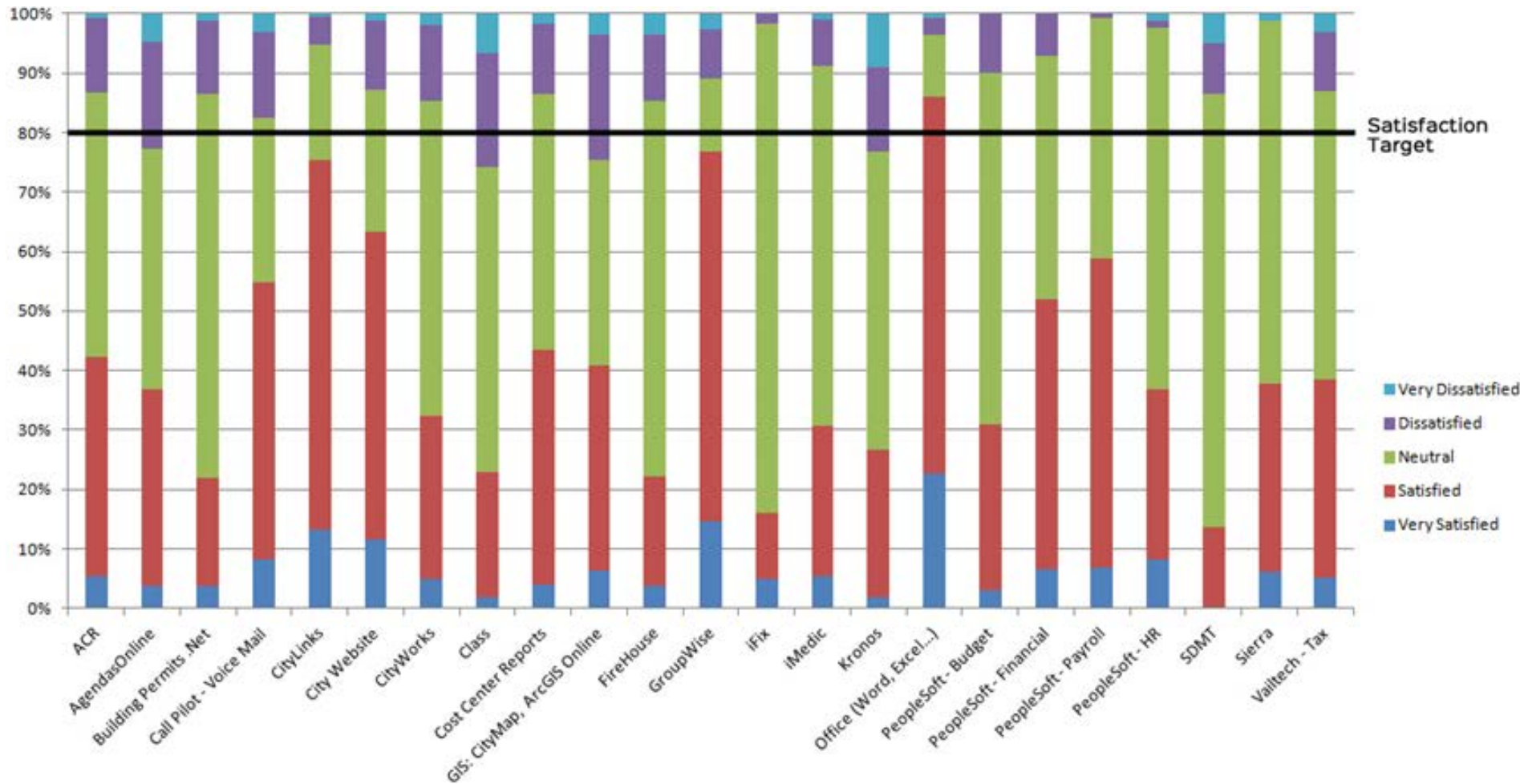


Satisfaction with Hardware



Source: Perry Group Consulting Ltd.

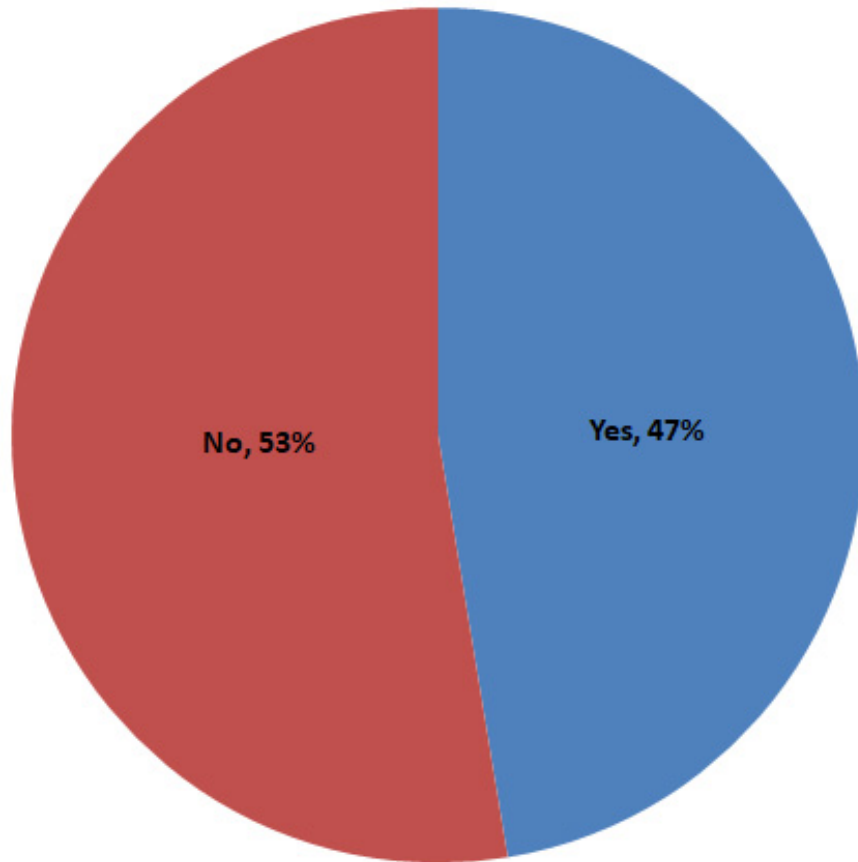
Satisfaction with Business Systems



Source: Perry Group Consulting Ltd.

Training Adequacy

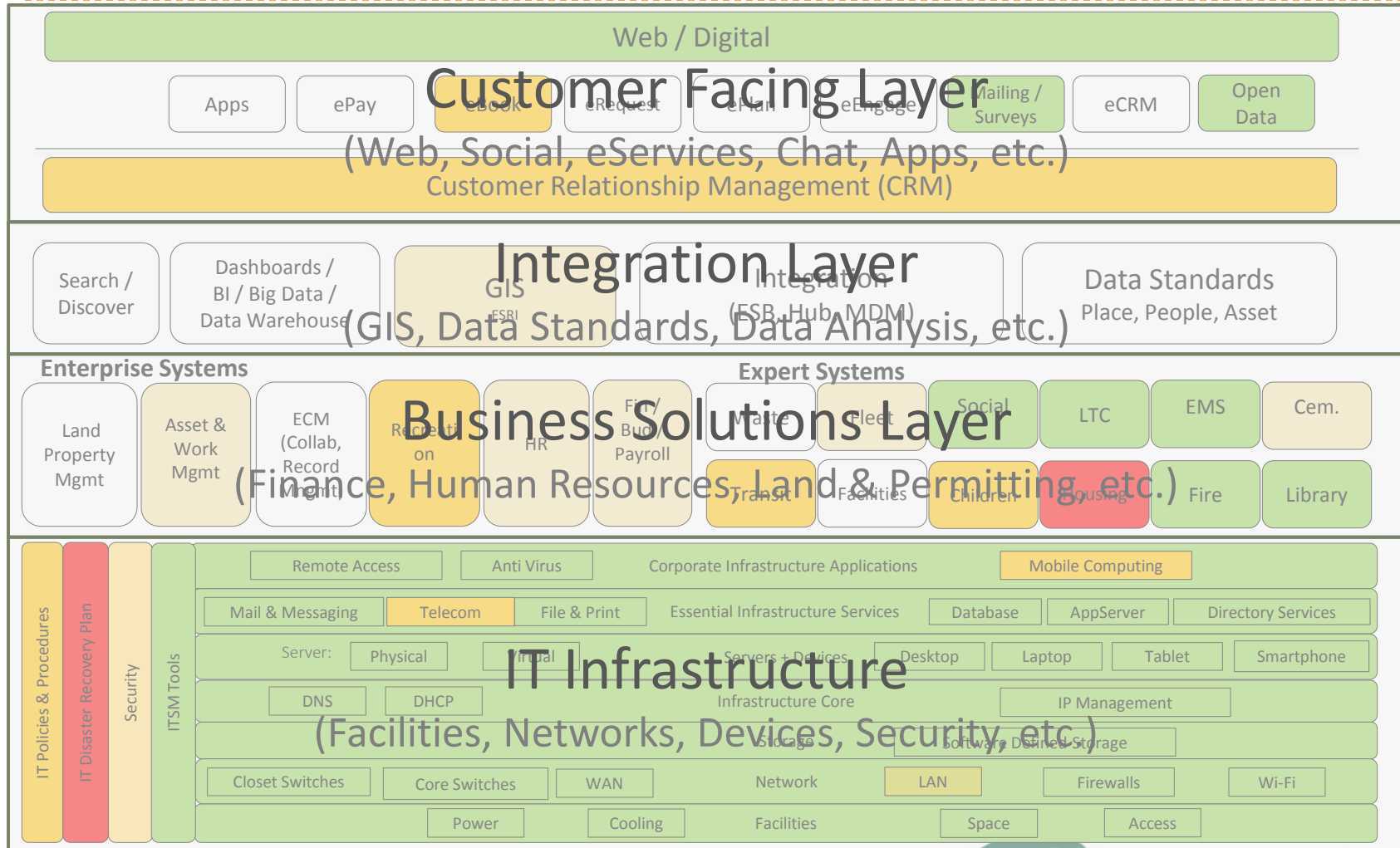
Have you been adequately trained to use the technologies available to you?



- The assumption that staff coming into the workforce “are comfortable with technology” is failing staff
- Common finding in municipalities because of under-investment in technology training.



Source: Perry Group Consulting Ltd.

Assessment of CGS Technologies



What this delivers

Customer Facing System

**ePermits**

[Add New Project](#) [Manage Existing Projects](#)

GENERIC BUILDING CUSTOMER
2222 5 AV NW, R-C2
Project Type: Secondary Suite
Project #: PDA2016-04308
[Click here for contact info](#)
Contact: Project Contact
Email: contact@calgary.ca
Site Supervisor Email: contact@calgary.ca
Phone: 4564564564
[Edit Info](#)

Major Business Systems

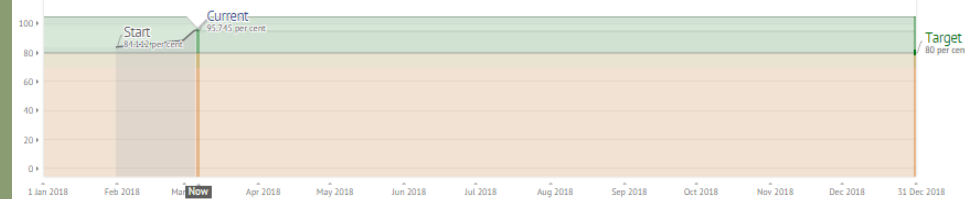


Integration

Maintain Single Construction Permits issued within 21 days above 80 per cent through December 2018

Issuing an SCP involves reviewing technical drawings of the proposed structure and ensuring that it complies with the Alberta Building Code. Planning & Development works to issue SCPs within 21 days, however work volumes, project complexity and the number of staff on duty at any given time can impact SCP timelines. [Explore the data](#)

95.74 per cent ▶ 80 per cent
Current as of Mar 2018 Dec 2018 Target



Setting the Direction

► Enterprise-wide IT Governance

“Firms with superior IT governance have at least 20% higher profits [performance] than firms with poor IT governance”

IT Governance ensures:

- stakeholder needs are considered and evaluated based on enterprise objectives;
- direction is set through prioritization and decision making;
- performance is monitored and evaluated;
- transparency and participation across CGS.

Source: MIT Sloan Center for Information Systems Research (Weill) and Gartner, Inc.



Setting the Direction

▶ Guiding Principles

- ▶ The customer is the end user
- ▶ Services are demonstrably better as a result of technology investments
- ▶ Use enterprise systems if they meet at least 80% of business needs
- ▶ Data is an asset
- ▶ Our technology use reflects our expectation to be an employer of choice
- ▶ Use an enterprise-wide perspective to define technology priorities
- ▶ Support technology investments with key indicators that show the value earned, both short and long term
- ▶ Technology is a means to an end - success comes from collaboration
- ▶ Use architecture and standards to drive decision making
- ▶ Emphasize timely results and appropriate project oversight

Setting the Direction

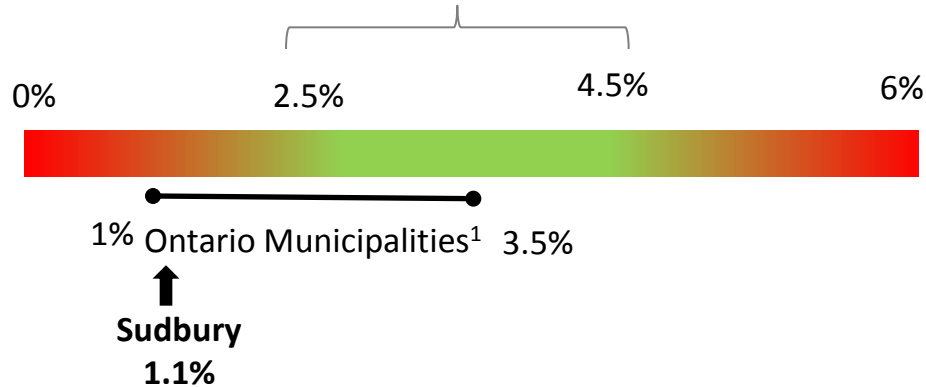
Components of our Vision

- ▶ digital delivery of municipal services
- ▶ data driven decision making across all municipal services
- ▶ open access to data including the ability to monitor CGS KPI's
- ▶ enhancing services in partnership with others

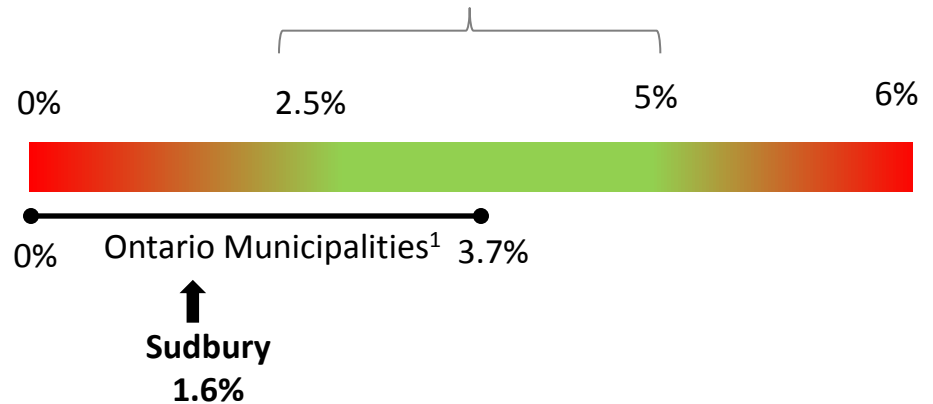
IT Capacity

Financial and Staffing Analysis

IT Operating Expenditures



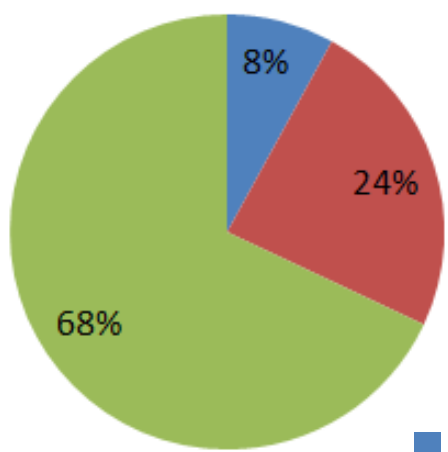
IT staffing as % of Total



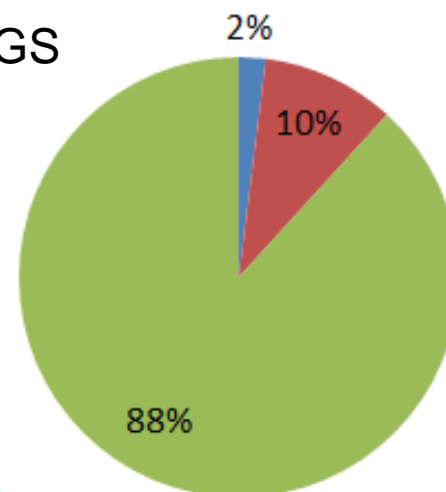
Source: Perry Group Consulting Ltd.

IT Investment

Cross-Industry



CGS



■ Transform ■ Grow ■ Run

“mounting pressure to address digital needs with “grow” and “transform” functions, as well as to renovate the operational environment with “run” functions.” [Suzanne Adnams](#), Research Vice President at Gartner.

Source: Gartner

Next Steps

Put it all together

- ❑ Develop implementation plan
- ❑ Finalize organizational recommendations
- ❑ Prepare and Review Final Draft
- ❑ Finalize & Present

