# Staff Report for Capital Sustainability Steering Committee

**Date of Meeting:** April 17, 2019
**Report Number:** SRCFS.19.015

**Department:** Corporate and Financial Services
**Division:** Information Technology

## Subject:     SRCFS.19.015 - IT Strategic Plan

## Purpose:

To obtain the Capital Sustainability Steering Committees support and recommendation of the IT Strategic Plan.

## Recommendation(s):

a) That Staff Report SRCFS.19.015 be received.

b) That the Presentation be received.

c) That the Capital Sustainability Steering Committee recommend continued support for the IT Strategic Plan to Council.

## Contact Person:

Mary-Anne Dempster, Commissioner of Corporate and Financial Services, extension 2497

Anthony Iannucci, Chief Information Officer, Information Technology, extension 5510

## Report Approval:

**Submitted by:** Mary-Anne Dempster, Commissioner of Corporate and Financial Services

**Approved by:** Neil Garbe, City Manager

All reports are electronically reviewed and/or approved by the Division Director, Treasurer (as required), City Solicitor (as required), Commissioner, and City Manager. Details of the reports approval are attached.

# Background:

On February 25, 2019, Council approved the Committee of the Whole February 19, 2019 recommendation to establish a Capital Sustainability Steering Committee (the "Committee"). The mandate of the Committee is to evaluate opportunities to deliver long-term capital investments that are in line with community expectations and fiscal sustainability. The IT Strategic Plan was adopted by Council and is currently in year 2 of the 5-year plan. The plan focuses on addressing our strategic priorities as well as key initiatives and activities that will support the organization's business goals and objectives.

While technology underpins many of the services offered by the City of Richmond Hill (the "City") today, in many cases that technology is dated and inflexible. As a result, the City has fallen behind other municipalities in its ability to deliver seamless online services. The City is not capable of using data analytics for making decisions. Obtaining any type of information was and in some case still is a heavily manual process. City Council and staff recognized the gaps that exist and the IT Strategic Plan provides a systematic roadmap to address these issues. The City has provided significant investments in technology over the last three years with a focus on security and major program business solutions renewal. This is a positive step forward, but it is important that this progress be sustained. The presentation and the attached plan step through the rationale for this statement.

### A Vision for The Future

Informed by the 2022 future state, a 10-year vision for technology that reflects the City's service delivery outcomes was developed: *a leading smart community transforming municipal services and citizen engagement through innovative use of technology.*

The vision is supported by 5 strategic directions, each having several goals with recommended actions, to be implemented over the next 5 years. A new strategy will be required for the vision's subsequent 5-year period. The 5 strategic directions are:

1. Provide contemporary technology infrastructure: by implementing contemporary, modernized technology infrastructure, alongside communications, collaboration and mobile technologies, the City will enhance overall productivity and provide a foundation for more collaborative working with the community, its partners and within and across the organization

2. Implement and evolve contemporary business solution platforms: a set of consolidated business solution platforms is required to manage business processes. A major program of systems renewal is already underway and this is a unique opportunity to firmly establish the right way of doing things (effective and efficient processes)

3. Deliver IT service excellence: there have been significant advancement in the IT Division's service delivery over the last few years. The IT team will need to

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continue to work on refining and making service delivery practices more efficient and easier to access

4. Build a tech savvy, change ready corporate culture: growing community expectations and pressure on budgets are impacting municipal governments. Innovation, the use of technology and change is the new imperative and will assist the City in keeping up with evolving needs and expectations within budget constraints. Having a tech savvy change ready organization will be central to the City's future success

5. Get smart and go digital: to deliver exceptional public service the City should embrace digital technologies and tactics to deliver a better customer experience online including community engagement.

**IT Strategy Implementation Plan**

The implementation plan set out a logical order of technology solutions that will deliver effective outcomes and create a technology environment that is carefully planned and built to be sustainable for the future.  Inherent in the IT Strategy is the recognition that the organization must be patient, disciplined and focused to meet the vision for IT service delivery. Further, it is recognized that there is limited financial and staffing capacity to deliver technology improvements as well as limited corporate capacity to absorb change.

Three phases of implementation are recommended in the Strategy:

1. Building technology foundations (2017 – 2020). In this Phase, the City is working on establishing solid foundations on which subsequent phases will be built. While the City's systems and infrastructure are well positioned, work is underway to prepare the infrastructure to be more modern and flexible. The City is in the process of redesigning and digitizing its core business processes, such as ERP and PRM into business solutions platforms to ensure efficient and effective service delivery and integration. This has been completed with the Customer Relationship Management System (CRM) which has been integrated with multiple systems on a modern cloud platform. This is where most of the City's focus will continue to be for one to two years.

2. Evolving systems and process to deliver service excellence (2019 and ongoing). In Phase 2, data collected and managed through the digitized platforms will allow for data integration, analysis, predictive modeling and provide insights for service optimization.

3. Becoming a digital, smart and innovative City (2020 and ongoing). In Phase 3 the City will be positioned to build on its digitized and integrated back office systems to deliver simple, easy to use and intuitive customer facing online services. Each of the 3 implementation Phases has specific actions that are focused on 4 key

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areas: business solutions, technologies, strategies and processes. Detailed information about these actions is provided in the IT Strategy.

## Financial/Staffing/Other Implications:

There are no financial, staffing or other implications to the recommendations contained in this report other than what is already approved within the IT Strategic Plan.

## Relationship to the Strategic Plan:

Completing and implementing an IT Strategy for the City helps to achieve Strategic Plan Goal Four, Wise Management of Resources in Richmond Hill. With technology being central to delivering efficient and effective public service, investment in IT will not only improve service to the community but do so in a way that makes the best use of the resources stewarded by Council and staff.

## Conclusion:

Significant IT service and investment continue, providing an opportunity for the City to build foundations for future delivery of Digital and Smart City government. The City's IT Strategy, setting out a comprehensive vision, directions and actions for the IT investment, just under 2 years into the 5 years, continued  focus,  discipline  and investment will be required to successfully realize the Strategy. Doing so will enable Richmond Hill to scale its services as it grows, avoid the risks of obsolete technology, improve staff efficiency and productivity, better understand and optimize service delivery, address asset management and enable other future strategies as well as be positioned to deliver on future smart city technologies.

## Attachments:

The following attached documents may include scanned images of appendixes, maps and photographs. If you require an alternative format please call the contact person listed in this document.

- Appendix A – IT Strategy Final Report

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**Report Approval Details**

| Document Title: | SRCFS.19.015 - IT Strategic Plan.docx |
|---|---|
| Attachments: | - SRCFS.19.015 - Appendix A.doc |
| Final Approval Date: | Apr 3, 2019 |

This report and all of its attachments were approved and signed as outlined below:

**Task assigned to Anthony Iannucci was completed by delegate Davis Kwan**

**Davis Kwan on behalf of Anthony Iannucci - Apr 3, 2019 - 2:28 PM**

**Mary Anne Dempster - Apr 3, 2019 - 3:13 PM**

**Neil Garbe - Apr 3, 2019 - 3:50 PM**