TOWN OF HALTON HILLS
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REPORT

REPORT TO: Mayor Bonnette and Members of Council

REPORT FROM: Murray Colquhoun, Information Services Manager

DATE: June 27, 2018

REPORT NO.:   CORPSERV-2018-0038

RE: Corporate Technology Strategic Plan Renewal

RECOMMENDATION:

THAT Report No. CORPSERV-2018-0038, dated June 27, 2018, regarding the Corporate Technology Strategic Plan renewal be received;

AND FURTHER THAT staff be authorized to transfer funds remaining in the SPIRIT project from the Technology Replacement Reserve to the 2018 Information Services operating budget to support staff re-positioning;

AND FURTHER THAT the Committee endorse the Corporate Technology Strategic Plan 2018 Report prepared by Perry Group Consulting Ltd.

BACKGROUND:

There have been previous Information Services or Corporate Technology strategic plans developed in 2000, 2006 and 2012.   Plan renewal was required to address technology advances, changing requirements of staff and residents and new approaches to governance and technology operations.

In the fall of 2017, the Town engaged the services of Perry Group Consulting Ltd., a management & technology consulting firm, to assist in the development of this updated technology strategy.

COMMENTS:

The Corporate Technology Strategic Plan (CTSP) project rolled out as follows: (1) Discovery Phase; (2) Strategize Phase; (3) Plan Phase. The Discovery Phase began in October 2017 with a set of on-site interviews, staff meetings/workshops and surveys involving Council members and staff, including the Senior Management Team (SMT) and Information Services (IS) staff.   At the conclusion of the Discovery Phase, initial findings and observations were shared with the Town's project leads (the Commissioner of Corporate Services and IS Manager) and reviewed with SMT.

During the Strategize Phase, numerous working sessions were held with IS management and Town staff to establish important strategic directions on topics such as technology and business systems. Collaboration occurred with SMT through workshops and follow-up discussions to define the future approach to technology, roles and responsibilities and governance. Consultation also occurred with the Extended Management Team (EMT) to share concepts and identify future priorities.

During the Plan Phase, the strategic directions were translated into a set of costed and sequenced initiatives, a proposed organization structure was prepared, and recommendations developed and reviewed. This final report compiles the results of all three phases.

The Corporate Technology Strategic Plan (Appendix A) serves as a critical roadmap for the Town and the future direction of Information Services (IS), providing recommendations on an improved governance model, resourcing, the IS organizational structure and project priorities to deliver more efficient and effective services to the community.

The strategy focuses upon two distinct areas:

1) **Elevating the importance of technology**: Technology is key to the Town's operations, and to realize greater efficiencies and effectiveness, technology needs the continued attention and support of senior leadership, and the necessary investment.

2) **Leveraging technology as an enabler of modern business practices**: The Town needs to implement modern technologies to digitize processes, offer online services and provide staff with tools that simply enable collaboration and better service delivery internally and externally.

RELATIONSHIP TO STRATEGIC PLAN:
This report and the Corporate Technology Strategic Plan support Council's current "Top Eight" priorities, 2014 – 2018:

Effective, efficient and economical delivery of the Town's existing services.

FINANCIAL IMPACT:
One of the recommendations of the CTSP is to have the existing Web Systems Developer-Coordinator re-positioned from Corporate Communications to Information Services. This change will enable the Town to utilize immediately significant skills and experience in a much needed Applications Analyst role. In moving forward on that recommendation, there will be an operating budget impact in 2018 which will be largely covered through the remaining funds in the SPIRIT project. Staff is therefore requesting a transfer of the remaining SPIRIT project funds from the Technology Replacement Reserve to the 2018 Information Services operating budget.

Other recommendations of the CTSP Plan require operational budget increases to support various initiatives. These include additional staff and the outsourcing of some specialized functions that are deemed to be more efficiently provided externally. As part of the Operating Budget process, funds will be identified in each year for Council's consideration. Capital projects proposed through this CTSP will be presented during the Capital Budget deliberations.

CONSULTATION:

Consultation has included:
- Council
- CAO, Department Commissioners and Managers and staff
- Information Services staff

PUBLIC ENGAGEMENT:

There was no public engagement for this report.

SUSTAINABILITY IMPLICATIONS:

The Town is committed to implementing our Community Sustainability Strategy, Imagine Halton Hills. Doing so will lead to a higher quality of life.

The recommendations outlined in this report are not applicable to the Strategy's implementation.

COMMUNICATIONS:

The final Corporate Technology Strategic Plan will be communicated to staff in all departments once endorsed by Council.

CONCLUSION:

Modernization and digitization of the tools used by staff to deliver services to the community is necessary to aid in the efficient and effective delivery of services. To be successful with this strategy, it is important to understand and appreciate the importance of technology, along with the priorities and the associated investments that will enable Information Services to meet the needs of staff, Council and residents. As the Town prepares for growth in the Vision Georgetown area, this investment in technology has never been more critical.

Council has made some important funding decisions regarding technology that have supported the SPIRIT project, the implementation of mobile Building Inspector devices, electronic agenda management, Council web-streaming and the payroll system. It is recommended that this investment be continued and increased to further develop these modern capabilities and service delivery tools. By making technology more central to its operations, the Town will be able to better manage business challenges, and take greater advantage of opportunities to improve efficiencies and effectiveness.

Reviewed and Approved by,

Jane Diamanti, Acting CAO