



**CORPORATE INFORMATION
TECHNOLOGY**

STRATEGIC PLAN 2004

Corporate IT Strategic Plan

Corporate IT Vision

The Corporate IT Strategic Plan is directed to achieving a new IT vision through the actions under the five focus areas. The Vision Statement for the 2004-2006 Corporate IT Strategic Plan is:

Information Technology is a key strategic tool which will enable the Corporation to provide enhanced and expanded services to all customers. The Corporation will promote IT knowledge through communication resulting in the appropriate application of technology. The Information Technology Services Department will provide collaborative leadership to realize this vision in an adaptable and cost-effective manner.

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Focus Area 1 - Facilitate Service Delivery through Information Technology

The first focus area is “Facilitate Service Delivery through Information Technology”. The City is a major source of important information. The information is useful to the general public as well as to staff. Information is a corporate resource used to support planning, evaluation and decision-making. In order to fulfill those functions, it has to be accessible to customers and users. Information technology should be utilized to its fullest extent to provide accurate information to the consumer at the right time and in an understandable, useful form.

This focus area includes Electronic Service Delivery (ESD) which has become a recent priority for the City. Starting in 2001, the City approved an ESD strategy. Subsequently, a series of related policies and contracts were approved to launch the Corporation’s ESD initiative. The City’s foresight and commitment to electronically enabled customer service were recognized in 2002 when the Technology in Government Gold Medal for excellence in e-government was awarded to the City of Burlington for its ESD project.

ESD allows the public to do business with the City at its convenience. It expands municipal government in terms of both time and space. Electronic services are available to the customer on a 24/7 basis. Customers can avail themselves of these services from the convenience of their home or office. Expansion of the City’s ESD program will provide responsive customer service. As the program matures and the public uptake continues to grow, the issue of charging convenience fees to offset some of the City’s ongoing costs can be further explored.

Over the past several years, the Corporation has made major strides in providing public access to City services electronically. It is important to build on these successes and maintain the momentum to provide additional IT-related services to the public. This issue is addressed under the strategic issue, “**public access to city services**”.

This IT strategic plan contains actions that will pursue the possibility of an “**electronic portal to promote sense of community**”. It expands the concept of our website from the municipal government of Burlington to one with a community-based scope.

A third strategic issue related to the provision of services through technology is to utilize technology to promote “**public involvement through e-democracy**”. In a democratic government, technology can be used to promote interaction between the City and its constituents. Leveraging technology in this way can enhance the capability of the City to gauge the pulse of the public on matters of important public policy.

The fourth strategic issue under this focus area is to provide “**technology to improve Council and staff access to information and services**”. This involves providing staff with the technological tools to enhance the effectiveness and efficiency with which they perform their jobs.

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Focus Area 1: Facilitate Service Delivery through Information Technology

Strategic Issue	Goal	Action	Lead Roles/Timeline	
1.1 Public access to city services	1.1.1 Maximize secure, interactive access to a virtual City Hall for information and transactional services	1.1.1.1 Update ESD Strategic Plan based on emerging customer demands for new e-services	ITS – Q2/04	
		1.1.1.2 Expand e-commerce services based on identified customer demands	ITS – Ongoing	
		1.1.1.3 Investigate feasibility of making City’s web-site accessible by hand-held devices	Clerk’s – Q3/04	
		1.1.1.4 Ensure communications with the public during local emergencies are facilitated through electronic means	Clerk’s – Q1/04	
		1.1.1.5 Provide reliable, high-speed 24/7 access to City services	Sr. Comm. Analyst – Ongoing	
	1.1.2 Provide convenient, easy-to-use alternative access methods	1.1.2.1 Investigate opportunities to utilize kiosk technology and other public access points	ITS – Q1/04	
		1.1.2.2 Research opportunities to provide prototype application using automated voice recognition	Sr. Comm. Analyst – Q2/05	
		1.1.2.3 Provide required technology research and implementation support to alternative service delivery mechanisms such as single counter service.	ITS - Ongoing	
	1.1.3 Provide support services to public users as they access e-services	1.1.3.1 Evaluate usage patterns and public demand for web support and service outside regular business hours	Clerk’s - Ongoing	
		1.1.3.2 Identify new support standards and requirements in terms of time, skills and budget in order to provide help desk service to public	ITS – Q3/04	
	1.2 Electronic portal to promote sense of community	1.2.1 Evaluate need for a comprehensive, self-serve facility to access	1.2.1.1 Investigate feasibility of community portal with a view to provide self-serve knowledge base for public, including relevant links to facilitate access to public/business information and services.	CITSC – Q1/06

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Strategic Issue	Goal	Action	Lead Roles/Timeline
	community information and services	1.2.1.2 Develop policies and standards for community portal	Clerk's – Q2/05
		1.2.1.3 Seek out public-private partnerships for software development and marketing	ITS – Q1/05
1.3 Public involvement through e-democracy	1.3.1 Facilitate two-way communications to obtain public views and feedback on municipal issues	1.3.1.1 Investigate feasibility of and provide mechanism to “push” communications to registered groups through mailing lists	Clerk's – Q3/04
		1.3.1.2 Assess implications of providing online discussion forums using a pilot process	Clerk's – Q2/05
	1.3.2 Improve election process for the voting public.	1.3.2.1 Continue enhancements to Election Management Systems to ensure efficient use of municipal databases and software	Clerk's – Q4/05
		1.3.2.2 Investigate opportunities to vote through secure technology, including phone-in, touch-screen and vote from home options and implement accordingly	Clerk's – Q4/05
		1.3.2.3 Enhance accessibility to voter information through City's website	Clerk's – Q2/06
	1.4 Technology to improve Council and staff access to information and services	1.4.1 Provide an internal portal for corporate applications and online reports	1.4.1.1 Implement redesign of Intranet (COBNET) site
1.4.1.2 Establish strategy to implement web-enabled applications			ITS – Q4/04
1.4.1.3 Acquire and implement internal portal			ITS/Clerk's – Q2/05
1.4.2 Provide staff with the tools for self-service access to		1.4.2.1 Provide on-line library of up-to-date reference documents (e.g. procedures, on-line system documentation, etc.)	In conjunction with Document Management Project teams

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Strategic Issue	Goal	Action	Lead Roles/Timeline
	access to information, documentation and/or reports	1.4.2.2 Provide Frequently Asked Questions or similar service on COBNET to encourage staff to share information	Clerk's – Q4/04
		1.4.2.3 Provide GPS-based vehicle location information on appropriate City and contractor vehicles	Community Services Business Analyst – Q4/05
	1.4.3 Provide new technology to meet emerging staff need	1.4.3.1 Identify standards and implementation plan for mobile devices and wireless technology	Sr. Comm. Analyst – Q2/05
		1.4.3.2 Provide interactive access to data/applications (e.g. MMS, Fire Inspection Reports, GIS, emergency routing) through handheld and wireless devices	Sr. Comm. Analyst – Q4/05
		1.4.3.3 Investigate opportunities and technology to provide video-conferencing capability	Sr. Comm. Analyst – Q4/04
		1.4.3.4 Provide tele-conferencing capability and equipment	Sr. Comm. Analyst - Q3/04
	1.4.4 Ensure network services continue to accommodate business demands	1.4.4.1 Increase network bandwidth through the provision of high speed access between all sites (data and voice) and through infrastructure upgrades	Sr. Comm. Analyst – Q4/06
		1.4.4.2 Develop policy for providing network access and support services for home users	HR/ITS – Q1/04
		1.4.4.3 Implement wireless local area networks	ITS In conjunction with City Hall Operations Committee
		1.4.4.4 Implement pilot for utilizing data networks for voice communications	Sr. Comm. Analyst – Q3/05
		1.4.4.5 Develop and monitor standards for the provision of laptop, desktop, tablet and hand-held computers	Tech Services Manager – Q2/04

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Focus Area 2 - Data and Application Integration

The City owns a great deal of electronic data which are utilized to support its operations. It is contained in many corporate databases such as SAP, AMANDA/OpenTax, CLASS, GIS, and Banner to name a few. There are also data contained on individual desktops and departmental systems. In order to utilize our vast data resources to provide more efficient and effective services, it is imperative that the data be viewed and managed as a corporate resource which is made available and accessible to anyone who needs it through the appropriate corporate applications and tools. Applications can be used to analyze, synthesize, organize and manipulate the data to meet the customers' needs. Until now, the City has used information technology to collect and store the data. The time has come to fully utilize available technology to leverage the corporate and departmental data to our best advantage.

The first strategic issue requires “**integrity of data**”. In order to be useful to the user, we must first ensure that corporate data are consistent, reliable, clean, complete, valid, and current.

In order to take full advantage of the Corporation's data, the organization must manage “**data as a shared corporate asset**”. The data does not belong to any individual nor to a specific department. The value in data is the ability to strengthen the organization through usage and sharing. From that perspective, it is different than other corporate assets, in that it is not a “zero-sum” asset. When it is shared, both/all parties benefit. Sharing data creates win-win situations. The value and uses of data will change as they move through a life cycle. The initial capture and ongoing maintenance of data should be done from a single source. Data should be captured and maintained in one location and accessed many, many times from anywhere within the organization. When data ceases to be useful, measures for disposal must be in place.

The third strategic issue in this focus area involves the efficient handling of the data. There are a number of major reasons (e.g. awareness, accuracy, timeliness) that data silos have developed over the years as well as the consequent view of data ownership. Whatever the rationalization, the answer lies in application integration so that data are handled in the appropriate place, at the appropriate time, by the appropriate people. Integration will ensure it is available to any application for which it is required. To facilitate the achievement of this end for the corporation, we must promote and plan for “**application integration and interfaces**” to be in place for all systems. In order to avoid data being generated for multiple applications, every effort must be made to integrate our various applications so that data can be stored centrally and shared among applications.

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FOCUS AREA 2: Data and Application Integration

Strategic Issue	Goal	Action	Lead Roles/Timeline
2.1 Integrity of data	2.1.1 Create data maintenance standards and procedures that are well-understood and followed.	2.1.1.1 Develop data standards and procedures for the collection and ongoing maintenance of the data	Manager Applications/Users – Q4/04
		2.1.1.2 Train users on how to collect, use and maintain data	Manager Applications – Q2/05
		2.1.1.3 Perform special data clean-up effort to bring existing data up to standard	Application Analysts/Users – Q3/05
		2.1.1.4 Develop quality control procedures and mechanisms to ensure data continues to meet standards	Application Analysts/Users – Q4/04
2.2 Data as a shared corporate asset	2.2.1 Provide simple, flexible, secure access to data from the desktop	2.2.1.1 Investigate and pursue opportunities for Executive and Corporate Reporting	ITS – Q4/04
		2.2.1.2 Provide Intranet-based access to data and online resources such as “help” features and documentation	Manager Applications - Q2/05
		2.2.1.3 Implement new GIS Spatial Database Engine (SDE) to facilitate access to data stored in GIS.	ARC SDE project team – Q2/05
	2.2.2 Optimize staff time spent on data collection and maintenance	2.2.2.1 Develop data architecture/map detailing relationships between interfacing systems	Manager Applications and Business Analysts – Q3/05
		2.2.2.2 Publish Data Catalogue to provide detailed information about the City’s data assets answering the questions of who, what, where, when, why and how	Manager Applications and Application Analysts – Q3/05

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Strategic Issue	Goal	Action	Lead Roles/Timeline
		2.2.2.3 Remedy data duplications and link desktop applications to appropriate single-source of data (don't copy)	Business Analysts – Q2/05
2.3 Application integration and interfaces	2.3.1 Implement application inventory to include corporate, departmental and desktop systems	2.3.1.1 Update and publish Corporate Application Inventory (including desktop applications) and identify corporate experts and support experts for each application	Manager Applications – Q4/05
		2.3.1.2 Implement process to document all new applications (including desktops) for inclusion in the application inventory and data catalogue	Manager Applications – Q2/04
	2.3.2 Optimize Corporation's existing investment in applications	2.3.2.1 Develop standard practices for evaluation of existing corporate applications (e.g. SAP, AMANDA) to meet emerging business IT needs	ITS – Q2/04

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Focus Area 3 - IT Security and Continuity

Information Technology has become an inextricable part of how the City does business. The organization and the staff have come to rely on IT in nearly every aspect of service delivery to the customer. Recent history has highlighted the need to ensure that organizations undertake measures to ensure that business can continue in the event of massive disruptions to facilities. This involves the continuity and protection of the City's IT resources, including our data. The electronic data repositories of the City represent countless person-years spent in collecting, entering and maintaining the data. Additionally, the City is subject to strict legislation related to the protection of private information. To this end, a separate strategic issue is contained in the IT strategic plan to deal with exactly these issues.

With the proliferation of external hacking, risk of internal data damage and pervasive, destructive computer viruses, the City must protect its IT assets. Our IT assets requiring protection from unauthorized access include PCs, laptops, servers, data and applications.

In order to ensure these assets are properly protected, the need for an **"assessment of corporate security risks and needs"** has been identified as a strategic issue.

In order to have effective IT security, the appropriate structure must be in place. A security system that does not have the appropriate, formal foundations is vulnerable to compromise. The City's IT security structure has been recently revamped to establish the basic foundation. However, additional work is required to implement **"appropriate measures for IT security"**.

Once the appropriate security structure is in place, staff will need to make security an ongoing requirement for IT assets. Threats to security can come in many shapes and forms. One of the areas involves the proliferation of junk e-mail or "spam". Spam can have negative impacts on staff productivity but also be a carrier of destructive viruses that can threaten security. When the appropriate policies, standards, procedures and guidelines have been developed, the strategic issue involving the **"security of City's electronic data through the implementation of appropriate tools and technology"** will have to be addressed.

Subsequent to September 11, 2001, world-wide IT attention was focused on ensuring disaster recovery and business continuity plans were developed. At the City, considerable attention has been given to how the City would continue to operate and service the public if major facilities were not operational. In 2003, Management Committee approved a "Technology Recovery Plan" that described the measures that would be required to make IT services available to staff if the central servers were not accessible. This plan included the priority sequencing of applications that would be made operational within 24 hours, five days and beyond. The Corporation is continuing to develop its Business Continuity and Emergency Operations Plans and as part of these processes, a major consideration is how IT services will be delivered at an identified secondary worksite. The remaining strategic issue under this focus area is **"IT support for business continuity and emergency operations"**.

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FOCUS AREA 3: IT Security and Continuity

Strategic Issue	Goal	Action	Lead Roles/Timeline
3.1 Assessment of corporate security risks and needs	3.1.1 Provide objective assessment through use of third party services	3.1.1.1 Initiate regular security audit program	Manager Tech Services – Q2/04
		3.1.1.2 Develop action plan to risks identified in review	Manager Tech Services – Q4/04
	3.1.2 Develop internal security audit/protocols	3.1.2.1 Perform threat/risk analysis of voice and data communications exposures	Sr. Comm. Analyst – Q4/04
		3.1.2.2 Perform comprehensive data review and risk analysis for corporate data	Manager Applications – Q4/04
		3.1.2.3 Implement standard, timely process for communicating technology access needs resulting from staffing changes	Manager Tech Services – Q2/04
3.2 Appropriate measures for IT security	3.2.1 Balance security needs and service requirements	3.2.1.1 Establish relevant performance measures for security and technology recovery	ITS – Q3/04
		3.2.1.2 Implement IT Security Policy review program	Manager Tech Services – Q3/04
		3.2.1.3 Improve communication and reinforcement of policies/procedures related to security	ITS/Clerk's/HR – Q3/04
	3.2.2 Develop stratified security measures and policies (greatest measures at "hot spots")	3.2.2.1 Implement a process to manage vendor access to corporate network	Sr. Comm. Analyst – Q1/04
		3.2.2.2 Update security measures applied to publicly accessible City PCs	Manager Tech Services - Ongoing
		3.2.2.3 Adopt and ensure compliance with secure encryption standards	Sr. Comm. Analyst and Manager, Tech Services – Q3/04
		3.2.2.4 Enhance processes for application version and documentation control	Manager Applications – Q2/04
	3.3 Security of City's electronic data	3.3.1 Protect sensitive data as per privacy legislation	3.3.1.1 Implement data audit trails as appropriate

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Strategic Issue	Goal	Action	Lead Roles/Timeline
through the implementation of appropriate tools and technology		3.3.1.2 Expand application of corporate policies/procedures to home PCs connected to City's network	Manager, Tech Services. – Q2/04
		3.3.1.3 Ensure authorization processes are in place for data access	Manager, Tech Services/Sr. Comm. Analyst – Ongoing
	3.3.2 Put in place appropriate security-related technology	3.3.2.1 Re-evaluate remote/home security requirements	Sr. Comm. Analyst – Q3/04
		3.3.2.2 Implement enhanced anti-spam measures	Sr. Comm. Analyst - Q4/04
		3.3.2.3 Implement security requirements for wireless technology	Sr. Comm. Analyst – Q2/05
		3.3.2.4 Investigate advancing security technologies	Sr. Comm. Analyst – ongoing
	3.4 IT support for business continuity and emergency operations	3.4.1 Identify phased operational business continuity plan (BCP) requirements (immediate, short-term, long-term) and develop plan for support and operations	3.4.1.1 Identify technology required to support BCP priority services
3.4.1.2 Plan and support secondary work site(s) as identified by corporate BCP team			ITS – with Corporate BCP team
3.4.1.3 Ensure standard purchasing terms and conditions reflect need for suppliers of BCP critical technology to have adequate BCPs of their own			Finance – Q3/04
3.4.1.4 Perform cost-benefit analyses of possible technology fail-over measures such as running shadow/parallel databases and establish appropriate levels of coverage for priority services			Sr. Comm. Analyst – Q4/04
3.4.1.5 Modify project brief template to include business continuity planning for new projects			CITSC – Q1/04
3.4.1.6 Ensure that appropriate technology and services are maintained to support emergency plans			ITS – Ongoing

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Strategic Issue	Goal	Action	Lead Roles/Timeline
	3.4.2 Ensure appropriate system back-up and recovery processes are in place to support business continuity	3.4.2.1 Maintain and periodically test off-site recovery plan and associated technology	Sr. Comm. Analyst/Application Analysts – Ongoing
		3.4.2.2 Investigate opportunities to co-operate with other municipalities to share technology recovery resources	Manager Tech Services – Q3/04
		3.4.2.3 Establish recovery standards for all applications and IT-related services	Manager Tech Services – Q2/04
		3.4.2.4 Ensure that desktop back-ups become standard operating procedure for all staff	Manager Tech Services – Q2/05

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Focus Area 4 - Knowledge Management

As reflected in the Vision statement, the focus of this Corporate IT Strategic Plan is on customers rather than on the technology. Technology is only truly effective when it is leveraged to help individuals achieve their goals. In order to become more effective as an organization, we must improve the ways in which we apply technology in the delivery of core municipal services.

At a corporate-wide level, information technology has become a core competence for staff to do their jobs. Most positions require some element of IT skills. The breadth and depth of required IT skills continue to grow. Technology has become an integral part of the City's business. In some ways, this has become a disadvantage. Specialized jobs require specialized knowledge and many jobs within and beyond the ITS Department require specific technical knowledge. Specialized IT knowledge that is specific to individuals and not readily available to others reduces the organization's ability to adapt effectively when staff/assignment changes occur.

To this end, IT knowledge must be expanded both in terms of breadth (the number of people sharing knowledge) as well as depth (the ability to apply new and current technology to better achieve performance goals). In terms of City staff and Council, the first strategic issue under Knowledge Management is **“staff and Council IT awareness, knowledge and skills to meet growing service expectations”**.

Knowledge management is not restricted to staff. The City can influence the knowledge growth for external customers as well. As the public becomes more knowledgeable with respect to the services, information and transactions that are available through technology, they will be able to take advantage of the multitude of self-serve opportunities that the City provides.

The second strategic issue is to enhance **“public awareness, willingness and ability to utilize self-service”**. One of the major efficiencies gained by leveraging technology in delivering services is the ability of the customer to self-serve. As stated earlier, customers are able to perform their business with City Hall on their own terms of time and location. When the customer develops a “culture” of self-service, the demand on staff time is greatly diminished. Consequently, staff resources are freed up from counter and telephone service and can be applied in other areas or performing other tasks. Success in this area could affect the number of resources that the City directs to these traditional service delivery modes. Clearly, a self-service operation can never be mandated. However, by providing these opportunities, staff and customers can benefit. In order to have an effective, symbiotic, self-service relationship, the customer (in this case, the public) must have the knowledge to reap those benefits. As their knowledge regarding the use of technology to access city services is enhanced, the mutual benefits accruing to all parties are realized.

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FOCUS AREA 4: Knowledge Management

Strategic Issue	Goal	Action	Lead Roles/Timeline
4.1 Staff and Council IT awareness, knowledge and skills to meet growing service expectations	4.1.1 Provide required training resources to staff and improve participation	4.1.1.1 Customize training programs (in-house, out-sourced, mentoring, user groups) to meet specific needs at varying levels	ITS/HR – Q2/04
		4.1.1.2 Establish skill standards on all corporate standard applications to be reflected in job descriptions	HR/ITS New Hires – Q2/04 Existing staff - Q1/06
		4.1.1.3 Ensure that IT component is included in orientation programs for new staff	ITS – Q2/04
		4.1.1.4 Enhance SAP training program to allow staff to take greater advantage of SAP capabilities	ITS/Finance – Q4/04
		4.1.1.5 Train users on effective use of data access tools	Manager Applications – Q4/05
		4.1.1.6 Perform annual IT skills assessments to determine pre-training levels and develop IT training plans to be included in staff performance targets	HR and Dept Heads – Q3/04
		4.1.1.7 Implement follow-up program to improve quality of training and to ensure training has been effective	ITS – Q1/05
	4.1.2 Connect people to the appropriate information technology	4.1.2.1 Establish an ongoing process for identifying information requirements to support corporate business processes	Business Analysts – Q3/04
		4.1.2.2 Implement communication plan regarding availability of applications and data	Business Analysts - Q1/05

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Strategic Issue	Goal	Action	Lead Roles/Timeline
		(yellow pages) to help connect people to the required technology	ITS – Q4/04
	retention through succession planning, cross-training, documentation	4.1.3.1 Implement cross-training and backup processes for IT-related job functions in all departments	Sr. Mngt Team - Q2/05
		4.1.3.2 Develop standards for application documentation for all applications and provide on-line documentation for all applications	ITS – Q4/06
4.2 Public awareness, willingness and ability to utilize self-service	4.2.1 Create culture-of-use for City’s electronic services	4.2.1.1 Communicate with public with the launch of each new on-line service	Corporate Communications – Ongoing
		4.2.1.2 Investigate use of incentive program to encourage use of new electronic services	ITS – Q3/04
		4.2.1.3 Develop marketing plan to sustain public awareness of all available e-services	Corporate Communications – Ongoing
	4.2.2 Make customer’s use of self-service a positive experience	4.2.2.1 Implement enhanced on-line help to improve ease-of-use	Clerk’s – Q4/04
		4.2.2.2 Simplify customer’s interaction with on-line applications	ITS/Clerk’s – Q1/05

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Focus Area 5 - Effective Management of IT Resources

All areas of the Corporation have responsibility for information technology resources in some way or other. Whether it is stewardship of data, operation of a PC or even access to a telephone, IT impacts most jobs in the organization. This is important because IT is not an end unto itself; it should be a means to an end. All areas have objectives that can be better or more easily met through technology. Under this focus area, this plan addresses how we can manage IT from a corporate level to provide the best possible service to all parts of the organization.

The first strategic issue within this focus area is to utilize IT to provide “**support for corporate priorities**”. In order to be effective, IT must be aligned with corporate priorities. The major corporate priorities will be identified in the upcoming Future Focus 6. Other examples of corporate priorities that will require IT services include Burlington Refocused and the Downtown Waterfront project.

As the Corporation continues to invest in and implement technology, the range and scope of support services continues to grow. Once a new technology is implemented, there is an ongoing requirement to provide service, support and ongoing enhancements to ensure the technology continues to meet the customers’ needs. New technology is implemented continuously in order to match evolving market products with the new, changing and growing needs of our customers. This is especially true in the computer applications area. Corporately, we must ensure to attend to the second strategic direction of “**effective maintenance and support services**”.

A major part of the corporate success of IT can be attributed to the management structure that provides City-wide direction in this area. The Corporate IT Steering Committee (CITSC) provides a corporate perspective on the deployment of IT. The committee comprises managers from every department who direct the corporate IT priorities. The terms of reference for the CITSC are attached as Appendix “A”. In order to promote continuing success in the IT area, the strategic plan includes a focus area to enhance the “**management of IT-related projects**”.

At an operational level, one of the key success factors for the IT function is to have an organization that is designed to be adaptive and flexible. Resources must be organized in such a way as to provide responsive service to support new corporate initiatives and to provide dependable support to customers. With technology changing so quickly, it is imperative that the I.T.S. Department be structured to avoid getting caught in a lock-step mode and that staff understand the need to be adaptable. The culture of the I.T.S. Department must promote flexibility and ensure the sharing of knowledge and expertise to provide a responsive service to the organization. It is also imperative to identify opportunities for alternative IT service deliveries that could involve a number of options from increased centralization, decentralization, contracting out, cost recovery to adjusting the organization to better fit Corporate needs. To that end, the fourth strategic direction in this area is “**organization of IT resources, services and responsibilities**”.

In the constantly changing world of technology, opportunities and expectations are also changing continuously. New products and services emerge almost on a daily basis.

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Industry publications and marketing materials are rife with the newest, fastest, best, smallest technology to satisfy all our computer needs. In the case of technology in general, I.T.S. staff are typically the first to spot it on the radar. In these instances, I.T.S. must be relentless in seeking opportunities in the Corporation where the emerging technology could be leveraged to enhance service to customers. This can be accomplished in a number of ways such as pilot projects and trial periods in order to learn about the technology and to match the potential to customer needs. In other instances, non-I.T.S. staff are the first to learn about emerging applications and services through function-related means. It is incumbent upon those staff to work with I.T.S. to jointly explore the possibilities of implementation. In either case, at a corporate level there must be **“cost-effective technology planning and acquisition”**.

FOCUS AREA 5: Effective Management of IT Resources

Strategic Issue	Goal	Action	Lead Roles/Timeline
5.1 Support for corporate priorities	5.1.1 Align IT strategic activities with corporate strategic initiatives	5.1.1.1 Support and enable changes identified through Burlington Refocused initiative	ITS in conjunction with Burlington Refocused project teams
		5.1.1.2 Review the Corporate IT Strategic Plan and amend as may be necessitated by Future Focus VI	ITS – Q3/04
5.2 Effective maintenance and support services	5.2.1 Expand corporate awareness of need to plan/budget for maintenance/support	5.2.1.1 Identify service standards for IT activities including support for all applications used in the City	ITS – Q2/04
		5.2.1.2 Implement process to require inclusion of maintenance resource requirements in CITSC project planning process for consideration in ITS workplan	CITSC – Q2/04
	5.2.2 Ensure sufficient resources to provide adequate maintenance/support for the growing numbers of applications/services	5.2.2.1 Develop multi-year IT budget projections based on standard service levels and planned implementation of new applications and services	ITS – Q3/04
		5.2.2.2 Implement a life-cycle review process for existing applications and services	Manager Applications – Q3/04
		5.2.2.3 Formalize and standardize system change request process	Manager Applications – Q3/04
		5.2.2.4 Evaluate feasibility and cost implications of providing 24//7 support services	ITS – Q2/04
		5.2.2.5 Investigate technology to assist IT support through formal recording and tracking of problems and resolutions	ITS – Q3/04

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Strategic Issue	Goal	Action	Lead Roles/Timeline
	5.2.3 Provide support services to public users as they access e-services	5.2.3.1 Evaluate usage patterns and public demand for web support and service outside regular business hours	Clerk's - Ongoing
		5.2.3.2 Identify new support standards and requirements in terms of time, skills and budget in order to provide help desk service to public	ITS – Q3/04
5.3 Management of IT-related projects	5.3.1 Enhance role of CITSC in approval of Corporate IT projects and workplan	5.3.1.1 Review/formalize criteria for CITSC prioritization of projects	CITSC – Q2/04
		5.3.1.2 Require that all new and ongoing projects undergo rigorous corporate (CITSC) priority setting in consideration of available resources and workplans	CITSC – Q3/04
		5.3.1.3 Develop cost-benefit analysis process for all IT projects	CITSC – Q3/04
	5.3.2 More effective Project Management	5.3.2.1 Implement standard project management methodology	CITSC – Q3/04
		5.3.2.2 Improve resource and timeline project estimates by providing project management training	HR/ITS – Q4/04
		5.3.2.3 Modify project control process to promote more timely deployment of deliverables	CITSC – Q2/04
		5.3.2.4 Implement time reporting application to track staff time on projects	ITS – Q4/06

Corporate IT Strategic Plan

Strategic Issue	Goal	Action	Lead Roles/Timeline
5.4 Organization of IT resources, services, and responsibilities	5.4.1 Improve depth of support for applications	5.4.1.1 Implement team-based application support for families of applications (including departmental Application Analysts (AA)) to reduce reliance on single IT resource and to expand ownership of individual applications	Manager Applications and Department Heads – Q2/04
		5.4.1.2 Define the role of Departmental AAs with respect to various ITS staff	ITS/Department Heads – Q1/04
	5.4.2 Ensure the cost-effective delivery of required applications/services	5.4.2.1 Review existing applications/services to determine those to be discontinued	ITS – Q2/04
		5.4.2.2 Catalogue and communicate ITS services and service levels including the reinforcement of existing processes	ITS – Q3/04
		5.4.2.3 Provide regular feedback opportunities for City staff and Council in order to ensure the quality of IT services	ITS/Corporate Comm. – Q3/04
		5.4.2.4 In keeping with Burlington Refocused, identify opportunities for organization changes and alternative service delivery methods such as centralization, decentralization, contracting out, and full/partial cost-recovery.	ITS – Q2/05

Corporate IT Strategic Plan

Strategic Issue	Goal	Action	Lead Roles/Timeline
5.5 Cost-effective technology planning and acquisition	5.5.1 Collaborate with departments and other related organizations in managing emerging technology needs	5.5.1.1 Review all long term staffing plans and budgets to identify and reflect technology impacts in future budgets.	ITS – Q3/04
		5.5.1.2 Implement annual workshop with Library, Museums, Tourism, Arts Centre, BEDC to share information on IT plans	ITS – Q2/04
	5.5.2 Develop strategic alliances with other public and private organizations to take advantage of emerging opportunities	5.5.2.1 Seek out opportunities for partnerships, sponsorships, showcasing, etc. for new products/services	ITS - Ongoing

**APPENDIX “A” to Corporate IT Strategic Plan
TERMS OF REFERENCE
CORPORATE INFORMATION TECHNOLOGY STEERING COMMITTEE**

Background:

Reporting to the City Manager, the Corporate Information Technology Steering Committee (CITSC) serves primarily to establish corporate priorities of IT-related initiatives.

Mandate:

The mandate of the CITSC is to strategically evaluate, prioritize and monitor information technology change initiatives which support our internal and external customers' current and emerging needs and which strategically positions the City for future information technology opportunities.

- The Committee is to ensure efficient, co-ordinated use of corporate resources (human resources, software, hardware, underlying infrastructure, dollars)
- Initiatives to include new tasks, as well as the maintenance of existing systems, if that maintenance involves significant resources.
- Once initiatives are approved to be implemented, the Committee is to ensure the desired outcomes are realized by monitoring the projects to completion, assisting in the resolution of barriers, so that initiatives are completed in a timely manner.
- Involvement of the Committee will vary with each initiative, from receiving “for information only” updates through to monitoring projects in consultation with project teams.
- Making recommendations to the City Manager & Director of Human Resources about the use of the Employee and Technology Development Budget

Agendas and Minutes:

Agendas are to be developed and managed through the CITSC Admin Team (Chair, ITS Business Analyst, GM Admin Assistant and non-ITS Departmental representative) and distributed at least five days prior to the scheduled meeting date.

Minutes are to be recorded by the Committee Secretary and distributed to all members on a timely basis to ensure required actions are communicated and acted upon.

CITSC Composition:

Committee Chair - General Manager Level. The specific GM to be assigned the leadership role of the CITSC is to be appointed by the City Manager. The GM as chair will ensure that there is a corporate view expressed by the Committee. The GM will bring a balanced viewpoint and ensure that the voice of the team is heard and recognized.

Departmental representation - 1 voting member per Department. All departments should have a representative so that it is clear the CITSC is a corporate team with a corporate commitment to the decisions that are being made. Every department should have equal and consistent representation. The Director of each department to name Representative based on formalized mandate. The representative should:

- Be fully committed to their role on the Committee
- Have the authority to speak and function on behalf of the department
- Be someone with the authority to make decisions and commit departmental resources
- Should not have to go back on issues for approval
- Have sufficient credibility both internally to their department and externally outside of their department.

Corporate IT Strategic Plan

- Be seen as having a good understanding of the potential impact that information technology has on the organization and the individuals who work in the organization.

Meetings:

Meetings will be scheduled on a monthly basis with special meetings being called by the Chair for specific purposes such as budget development.

Committee Operations:

Budget/Priority Planning Meetings

It is intended to have the CITSC play an active and strategic role in the Corporate budget process for information technology projects and initiatives.

The CITSC will schedule a pre-budget meeting in May/June to review/brainstorm the list of projects that are either known or expected to come forward during the next fiscal year or require significant new resources. IT Business Analysts will play a major role in identifying and presenting potential projects. The CITSC will hold additional budget sessions to collect all the information from these meetings, to complete the project list and to begin to prioritize the projects for the following fiscal year. This process will be completed in the fall when the capital budget guidelines for the IT Asset Category are finalized and the committee identifies those capital projects that will fit within the allotment envelope based on the following the ranking criteria:

- Legislative
- Health & Safety
- Technology Obsolescence
- Impact On Operating Budget
- Partnership Opportunities
- Opportunities
- Managing Customer Expectations
- Corporate Strategic Plan
- Meeting Performance Measurements
- Economic Development Potential
- Environment
- Number Of Users
- Growth Related

On-going Meetings

In addition to identifying and prioritizing IT initiatives, the CITSC would also oversee the implementation of approved projects. Monthly meetings would be set in advance for a full year. All monthly meetings would be devoted to:

- Identifying Corporate initiatives that may have an IT impact (on the radar screen)
- Managing requests for new projects against other corporate project priorities, urgencies and available staff resources
- Approving Project Briefs and Project Proposals for new projects
- Maintaining awareness of IT work plans
- Addressing barriers to achieving established milestones
- Receiving information updates as required
- Approving completion of projects (Project Wrap-up Reports)
- Celebrating accomplishments

Individual project leaders (or designate) will be responsible for presenting new projects briefs/proposals, updates and wrap-up reports.

NOTE: Further CITSC documentation related to the Project Management Life-Cycle and the CITSC Administration Team can be found in COMSERV #6/00 dated June 5, 2000.