2024 Strategy & Business Alignment

This section includes:

IT Team Mission Statements

Business Alignment & Support Initiatives

IT Excellence & Enabling Initiatives

Innovation Initiatives

2024 Key IT Initiatives Roadmap & Journey

Key Initiative Information

IT supports Town of The Blue Mountains' Corporate Mission and Vision

Business

Mission
Council and Staff together foster the trust of our community and support our region's diverse cultural and natural heritage through thoughtful consultation and organizational excellence.

Vision
An approachable Council and Staff serving an engaged and well informed community.

IT

Mission
To promote and support the use of Information Technology (IT) and Geographical Information Systems (GIS) to provide secure, reliable, high-quality and innovative solutions and leadership in IT matters to enable the organization to achieve its goals and objectives.

Vision
To collaborate closely with various departments and assume a technology leadership role, dedicated to providing our stakeholders with cost-effective services and solutions.

Guiding Principles
- Our IT decisions will align with the Town's strategic plan
- Prioritize cybersecurity at all levels to safeguard sensitive data, systems, and infrastructure.
- We will boost business and data-driven decision making
- We will develop a cloud-first technology stack.

Our mission & vision helped determine IT's guiding principles for 2024/2025:

The following guiding principles define the values that drive IT's strategy in 2024 and provide the criteria for our 24-month planning horizon.

IT's Key Initiatives in 2024 can be Categorized Three Ways

1 Business Support

Support Major Business Initiatives
Each corporate initiative is supported by a major IT project and each project has unique IT challenges that require IT support.

+

2 IT Excellence

Reduce Risk & Improve IT Operational Excellence
These projects will increase IT process maturity and systematically improve IT.

+

3 Innovation

Drive Technology Innovation
These projects will improve our future innovation capabilities and decrease risk by increasing our technology maturity.

2024 IT Key Initiative Plan
Our top initiatives collectively support our business goals and corporate initiatives and improve the delivery of IT services.

1a IT will support the Organization's Major Business Initiatives

01 Replace Finance System

02 Replace Building/Permitting Software

03 Build IT Business Strategy

04 Implement CRM

05 Parking/STA Compliance Software

06 Online Facility Booking

07 Asset Management Software Enhancement

08 Road Patrol Software

09 Roads/Fire Comm Infrastructure

10 DRP and Test Schedule
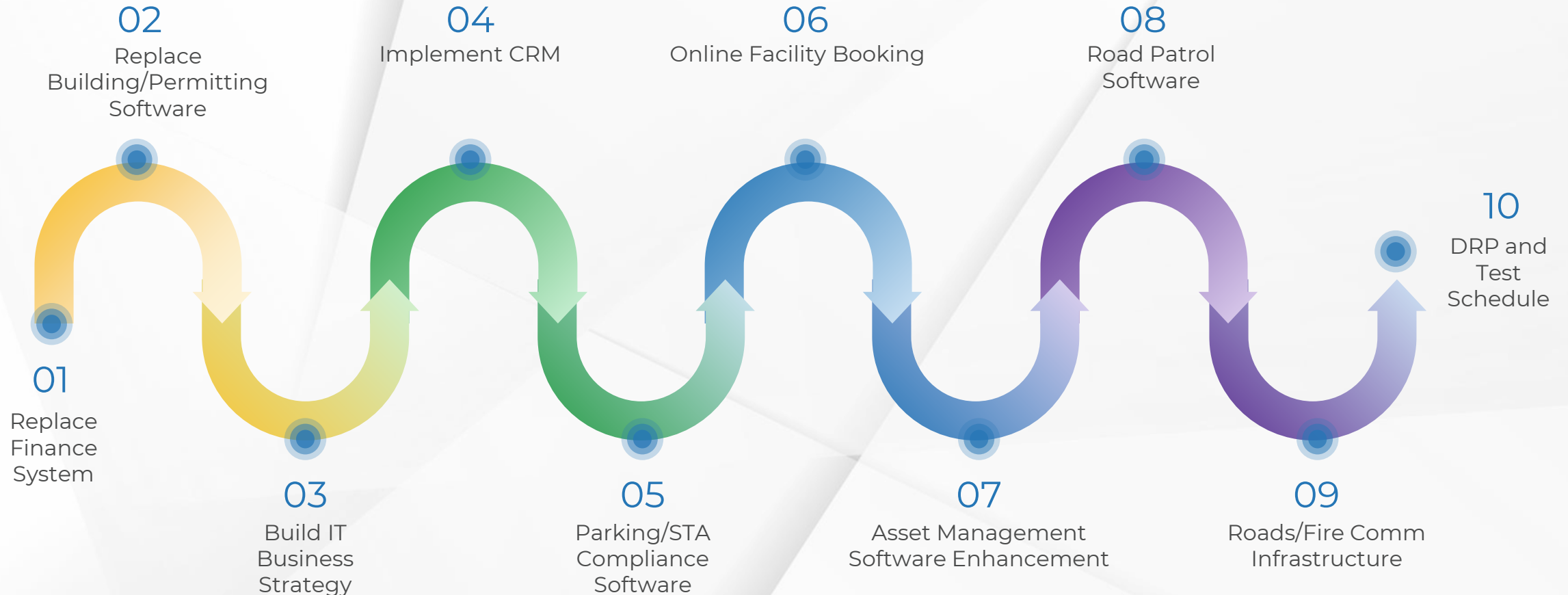
1a IT will enable all Corporate Projects

Business Goals

Business Initiatives

Business Capabilities ⟷ Support

IT Capabilities

IT Initiatives

IT Goals

Achieved Through | Create or Improve | Create or Improve | Achieved Through

Business Goals	Business Initiatives	Business Capabilities	IT Capabilities	IT Initiatives	IT Goals
Reduce Revenue Leakage	Enhance Parking & STA Revenue	**Develop the Business**: Make Proposals	Business Value	Replace Financial System	Digital Transformation
	Online Payments for Town Services	Develop Service Offerings	Enterprise Architecture	Replace Building/planning software	
	Develop Long-term Financial Plan	Market Research & Analysis	Data Quality	Build IT strategy	
Risk Management	Manage Document Lifecycle			Implement CRM	
	Business Continuity Plan	**Build an Effective Team**: Train Staff	Performance Measurement	Parking/STA compliance software	Drive Business Innovation
Community Communication & Engagement	Consolidated engagement platform	Enhance Collaboration	Knowledge Management	Online Facility Booking	
	Internal/External communication/collaboration modernization	Assess Staff Performance	Business Innovation	Asset Management enhancement	
Operational Excellence	Staff time and process optimization	**Execute Engagements**: Deal With Contingencies	Service Management	Road patrol software	Improve Operational Efficiency
	Improve business and client-facing software	Provide Client Updates	Risk Management	Roads/Fire Comm Infrastructure	
	Data Driven organization	Formalize Changes	Stakeholder Relations	DRP and Test Schedule	

IT's Target in 2024 is to attain Business Partner Status

1b

Stakeholder management is a critical aspect of running a successful IT department. **IT's most important and impactful metric to gauge our success is stakeholder satisfaction.** In 2024, IT is dedicated to understanding and improving stakeholder satisfaction across the organization.

IT is committed to a strategic roadmap to achieve the target state of business partner.
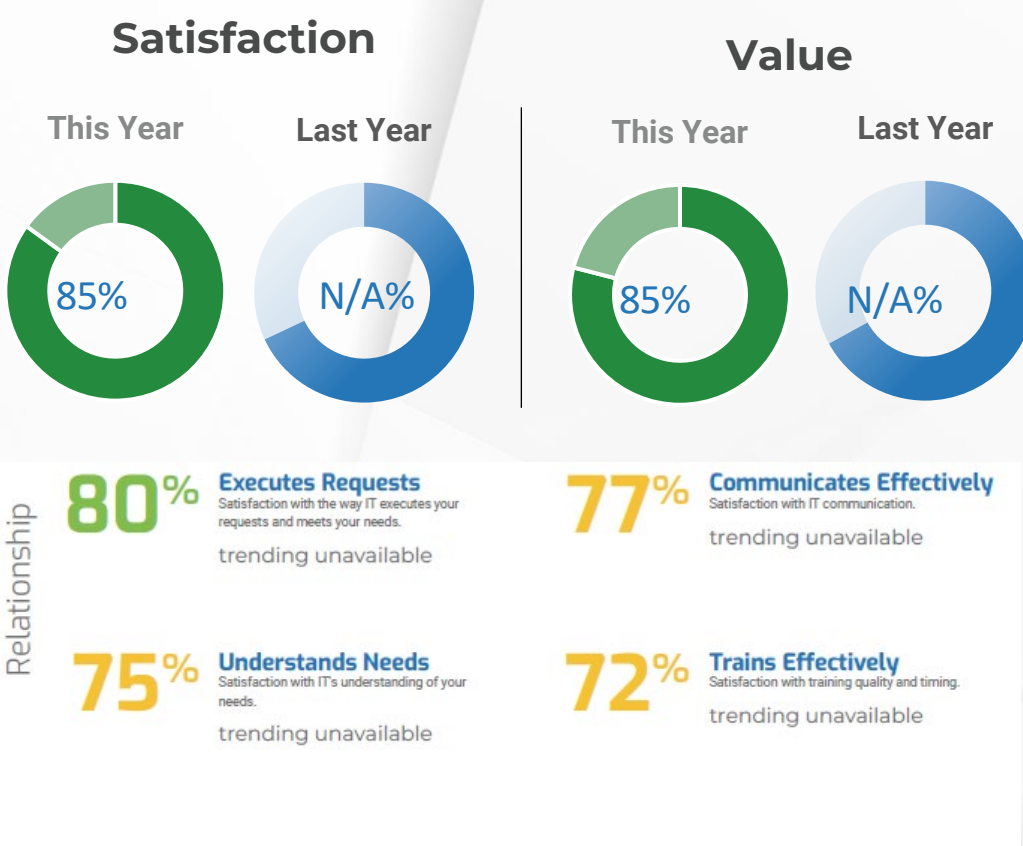
Improved alignment between the CAO & IT.

Target

Current

INNOVATOR
Information and Technology as a Competitive Advantage

BUSINESS PARTNER
Effective Delivery of Strategic Business Projects

TRUSTED OPERATOR
Enablement of Business Through Applications and Work Orders

FIREFIGHTER
Reliable Infrastructure and IT Service Desk

UNSTABLE
Inability to Consistently Deliver Basic Services

Satisfaction By Department

Administration
100% SATISFACTION
Top Priorities
1. Client-Facing Technology
2. Business Apps
3. Network & Comm. Infrastructure
30% CAPACITY CONSTRAINT
Respondents: 2 of 7

Fire Services
90% SATISFACTION
Top Priorities
1. IT Security
2. IT Innovation Leadership
3. Devices
50% CAPACITY CONSTRAINT
Respondents: 2 of 3

Legal Services
90% SATISFACTION
Top Priorities
1. Devices
2. Business Apps
3. Client-Facing Technology
20% CAPACITY CONSTRAINT
Respondents: 2 of 2

Community Services
85% SATISFACTION
Top Priorities
1. IT Innovation Leadership
2. Business Apps
3. Client-Facing Technology
20% CAPACITY CONSTRAINT
Respondents: 2 of 6

Finance & IT Services
83% SATISFACTION
Top Priorities
1. IT Security
2. Devices
3. Business Apps
27% CAPACITY CONSTRAINT
Respondents: 3 of 4

Planning & Development Services
83% SATISFACTION
Top Priorities
1. Data Quality
2. Network & Comm. Infrastructure
3. Help Desk
50% CAPACITY CONSTRAINT
Respondents: 3 of 5

Library/Museum
80% SATISFACTION
Top Priorities
1. Network & Comm. Infrastructure
2. IT Security
3. Business Apps
10% CAPACITY CONSTRAINT
Respondents: 2 of 5

Operations
78% SATISFACTION
Top Priorities
1. Business Apps
2. Network & Comm. Infrastructure
3. IT Security
50% CAPACITY CONSTRAINT
Respondents: 6 of 9

IT will prioritize understanding the needs of Senior Management team for 2024.

Improving IT's Maturity required a Deeper Understanding of The Town's Current State

Satisfaction

This Year
85%

Last Year
N/A%

Value

This Year
85%

Last Year
N/A%

Relationship

80% Executes Requests
Satisfaction with the way IT executes your requests and meets your needs.
trending unavailable

77% Communicates Effectively
Satisfaction with IT communication.
trending unavailable

75% Understands Needs
Satisfaction with IT's understanding of your needs.
trending unavailable

72% Trains Effectively
Satisfaction with training quality and timing.
trending unavailable

Source: Diagnostic analysis of business satisfaction scores.
This data showed low scores on two important IT services: Data Quality and Analytics & Reports

		Satisfaction		Importance
Help Desk	Satisfaction with responsiveness and effectiveness of service desk	89%	trending unavailable	6TH
IT Security	Satisfaction that organizational devices and data are properly secured.	88%	trending unavailable	1ST
IT Policies	Satisfaction with policy design and enforcement around security, governance, etc...	85%	trending unavailable	13TH
Devices	Satisfaction with desktops, laptops, mobile devices etc.	84%	trending unavailable	4TH
Network & Comm. Infrastructure	Satisfaction with reliability of comm. Systems and networks	82%	trending unavailable	2ND
Work Orders	Satisfaction with small requests and bug fixes	82%	trending unavailable	11TH
Projects	Satisfaction with large department or corporate projects	81%	trending unavailable	10TH
IT Innovation Leadership	Satisfaction with providing opportunities for innovation and innovation leadership to improve the business	76%	trending unavailable	5TH
Business Apps	Satisfaction with applications and functionality	73%	trending unavailable	3RD
Data Quality	Satisfaction with providing reliable and accurate data	73%	trending unavailable	8TH
Requirements Gathering	Satisfaction with BA's ability to understand and support the business	72%	trending unavailable	12TH
Client-Facing Technology	Satisfaction with user experience and effectiveness	69%	trending unavailable	7TH
Analytical Capability and Reports	Satisfaction with effective standard reports, custom reports capability, and the ability to generate business insights	64%	trending unavailable	9TH

1b A focus on Business Apps and Client Facing Technology in 2024 will help us achieve Business Partner Status

Our 2023 Stakeholder Satisfaction Assessment* indicated that **Business Apps and Client Facing Technology** are extremely important IT services that our business stakeholders are not satisfied with. Consequently, we will add two projects to our Key Initiative Plan:

High

Importance

Low

High Priority
Business Apps

Client Facing Technology

Low Priority
Business Analytical Capability & Reports

Data Quality

Maintain
IT Security

Help Desk

Low Priority
Devices

Work Orders

Satisfaction **High**

IT Initiatives
Enterprise Software replacement
CRM Implementation

Dashboarding/BI Improvement
Better Collaboration Tools
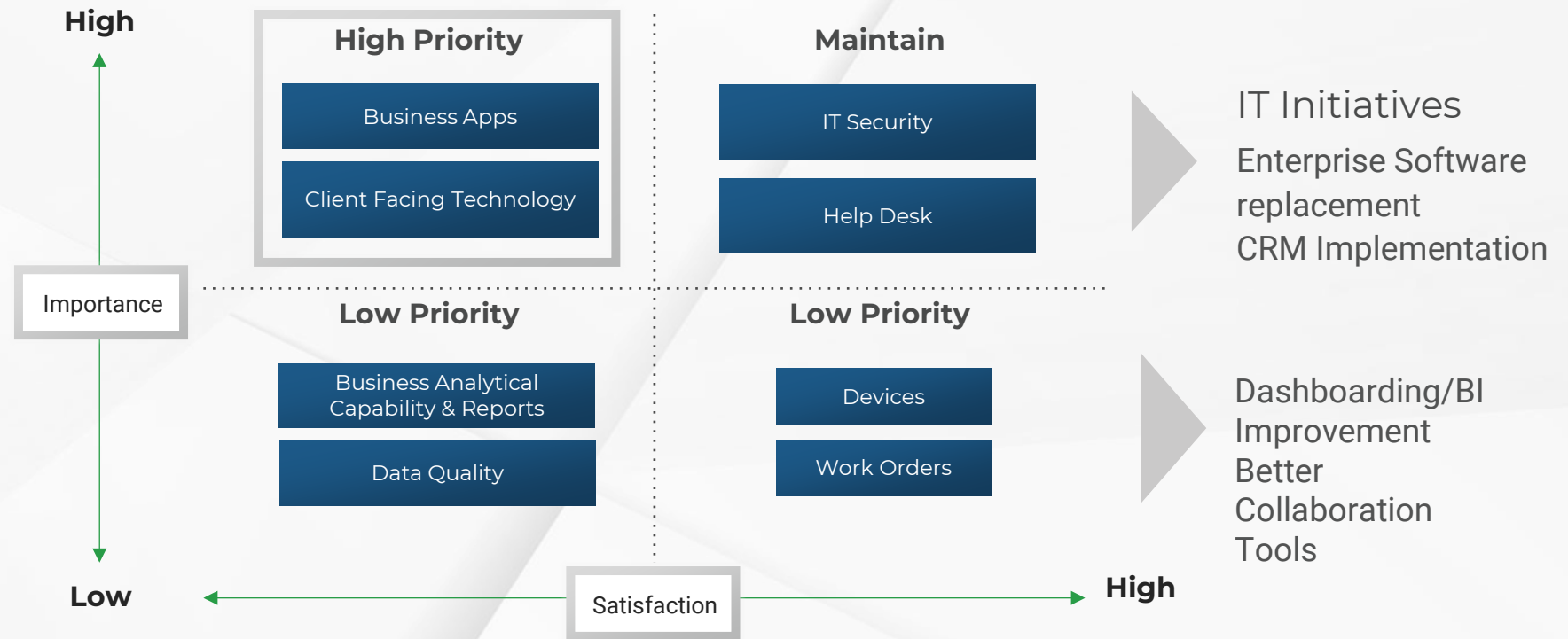
*Source: Diagnostic analysis of business satisfaction scores.

In summary, IT identified 10 Major Initiatives to support the Business

01 **Business Support Initiatives**

1a **Enable Corporate Projects**

Financial System Replacement

Replace building permitting/planning management software

Parking System replacement & STA Host compliance implementation

Implement Customer Relationship management

Increase the use and application of Cityworks asset/work order management

Road patrol software replacement

Online facility booking software

Roads & Fire Communications Improvements

1b **Become a Business Partner**

Develop a Disaster Recovery Playbook and Test Schedule

Establish Project Management processes and tools

Analyzing Diagnostic Data helped to identify Two Low-Maturity IT Processes to focus on in 2024

Legend:

🟩	High Importance and High Effectiveness
🟨	Low Importance and High Effectiveness
🟧	Low Importance and Low Effectiveness
🟥	High Importance and Low Effectiveness

SE IT Management & Governance Framework

A comprehensive and connected set of research to help you optimize and improve your core IT processes

INFO~TECH RESEARCH GROUP

STRATEGY & GOVERNANCE

- EDM01 APO02 — IT Strategy and Governance
- EDM05 APO08 — Stakeholder Management
- ITRG01 — People & Resource Management
- BAI01 — Project Management

IT OPERATIONS

- APO10 — Vendor Management
- DSS02 — Service Desk
- BAI02 — Requirements Gathering

INFRASTRUCTURE MANAGEMENT

- DSS03 — Incident & Problem Management
- BAI04 — Availability & Capacity Management
- BAI09 — Asset Management
- BAI07 — Change & Release Management

SECURITY & RISK MANAGEMENT

- APO13 — Security Strategy
- DSS04 — Disaster Recovery Planning
- DSS04 — Business Continuity Planning

APPLICATION MANAGEMENT

- BAI03 — Application Selection & Implementation
- ITRG07 — Data Architecture & Governance
- ITRG09 — Analytics & Reporting
- ITRG04 — Application Portfolio Management

In summary, IT identified Four Major Initiatives to improve IT Excellence and Reduce Risk

02 IT Excellence

Core IT Process Initiatives:

Business aligned IT Strategy

Communications Infrastructure Improvements

Project Management/ITIL Process implementation

Security Enhancements

To Drive Technology Innovation, IT focused on identifying Industry and Technology Drivers that will have the most impact

03   **Innovation**

Drive Technology Innovation:

Dashboarding/BI - Ability to make decisions based on data
Better Collboration tools
Implement Open Data

Our Key IT Initiatives will result in a 24-month Roadmap to Success
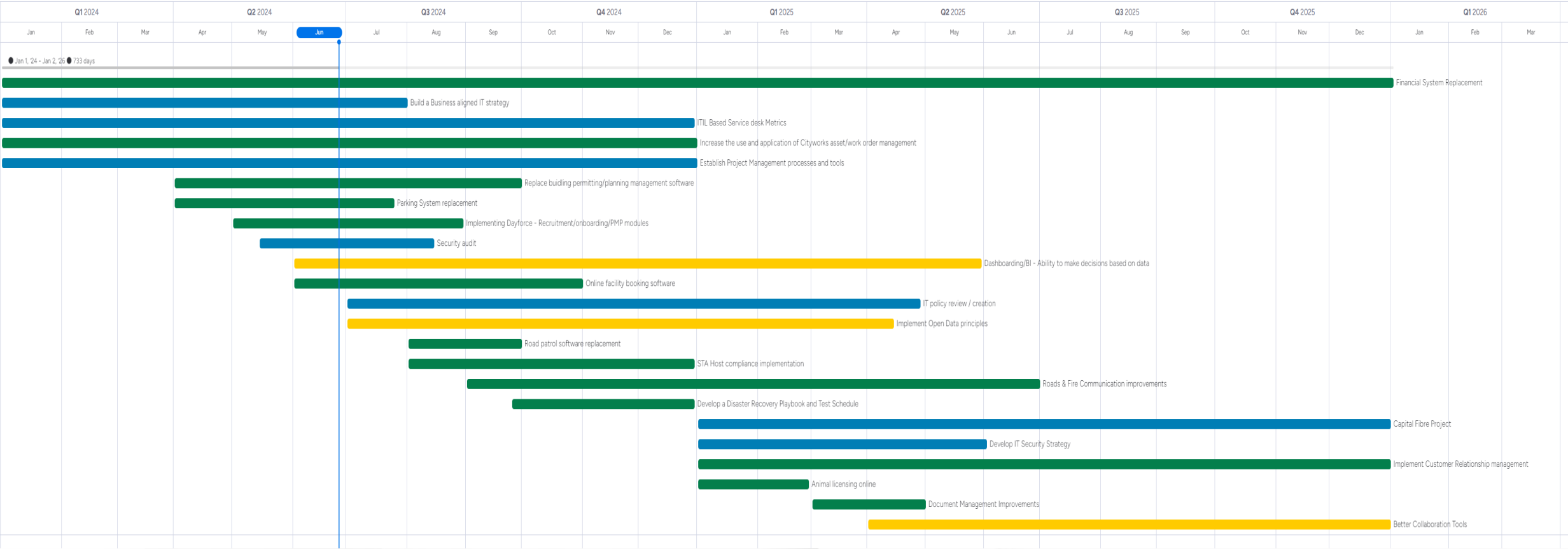
- Larger view of above image

1. Financial System Replacement

The Town needs a scalable, reliable financial system to support its growth and ensure operational continuity as the current system's support ends within 3-5 years.

Initiative Description:

- This initiative aims to replace our existing, outdated financial system with a more robust, secure, and user-friendly solution that meets the current and future needs of the municipality.

Project Timeline:

2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
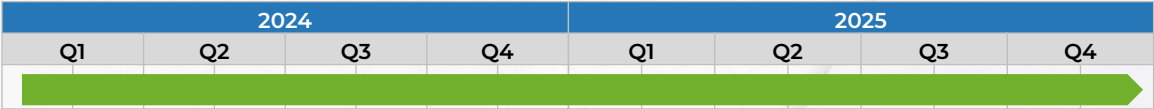
Primary Business Benefits:

Improve Financial Accuracy and Reporting

Other Expected Business Benefits:

Increase Operational Efficiency

Improved data-driven decision making

Initiative Category:

01

Business Support

Risks:

- Data import from existing system accuracy
- Requires considerable staff time to implement

Dependencies:

- ERP implementation
- Property Tax and Utility Billing module

Project Team

- Business Sponsor: Shawn Everitt
- IT Sponsor: Will Wray
- PM: Iain Hargreen

2. Building Permitting/Planning Management Software

Legacy Building permit/planning software requires replacement to better serve staff and citizens

Initiative Description:

- By replacing our existing software, we will reduce processing times, enhance collaboration, and provide a user-friendly interface for both government staff and citizens. This upgrade will streamline operations, facilitate community growth, and foster better relationships between the government and the community.

Project Timeline:

2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
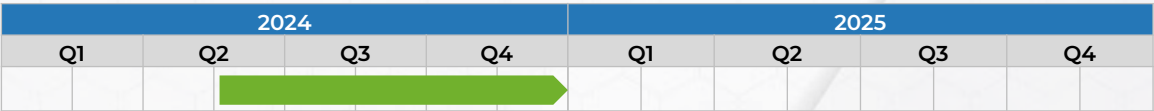
Primary Business Benefits:

Streamlined process for staff and citizens

Other Expected Business Benefits:

Improved interoperability with other organizations

Online payments

Initiative Category:

01

Business Support

Risks:

- Data Migration issues
- Integration with new ERP

Dependencies:

- Design of core reports
- Quality assurance: training & awareness
- Technology: systems integration

Project Team

- Business Sponsor: Adam Smith
- IT Sponsor: Will Wray
- PM: Will Wray

3. Build a Business aligned IT Strategy

Develop and clearly communicate IT's strategic direction for 2024, to improve stakeholder satisfaction with the department.

Initiative Description:

- This initiative aims to ensure that IT supports and enhances the town's ability to deliver services to residents efficiently and effectively.
- Implement technology solutions that enhance the efficiency of municipal operations.

Project Timeline:

2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Primary Business Benefits:

Improved communication between IT and the business

Other Expected Business Benefits:

Increased confidence in IT

Reduce misalignment in strategic direction

Initiative Category:

01

Business Support

Risks:

- None

Dependencies:

- Industry Research consultant

Project Team

- Business Sponsor: Shawn Everitt
- IT Sponsor: Will Wray
- PM: Will Wray

4. Implement Customer Relationship Management

Acquire and implement a comprehensive Customer Relationship Management (CRM) system to streamline interactions, enhance service delivery, and improve engagement with residents and stakeholders

Initiative Description:

- Implement features to centralize and streamline communication with residents, improving responsiveness and service quality
- Leverage analytics and reporting tools to gather insights on resident interactions, enabling more informed and proactive management of municipal services

Project Timeline:
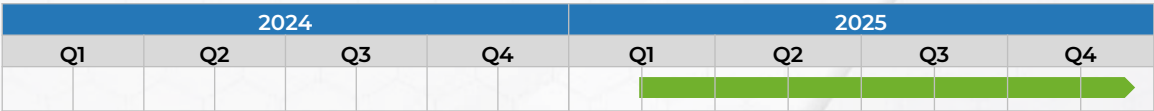
2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Primary Business Benefits:

Centralized data allows for more personalized and consistent interactions

Other Expected Business Benefits:

Faster resolution of Service Requests

Informed decision-making with better analytics

Reduce escalations and time to service with more expertise

Initiative Category:

01

Business Support

Risks:

- None

Dependencies:

- ERP system determine which software will be compatible

Project Team

- Business Sponsor: Tim Hendry
- IT Sponsor: Will Wray
- PM: TBD

5. Parking System replacement & STA Host Compliance Implementation

Modernize Parking enforcement management and STA compliance

Initiative Description:

- Our existing parking ticket management system is unable to meet the by-law departments evolving needs with AMPS
- Ensure accurate and up-to-date records of all parking violations and payments.
- STA host compliance software will increase revenue and identify violations

Project Timeline:

2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Primary Business Benefits:

Reduce the time required for enforcement officers to issue citations and process payments.

Other Expected Business Benefits:

Increase Revenue

Initiative Category:

01

Business Support

Risks:

- Data security, MFIPPA

Dependencies:

- Migration of existing ticket data

Project Team

- Business Sponsor: Ryan Gibbons
- IT Sponsor: Will Wray
- PM: Jo Joseph

6. Online Facility Booking Software

Enhance community access to view, book and pay online for facility booking

Initiative Description:

- User-Friendly Booking Experience: Develop an intuitive online platform that allows residents and organizations to easily browse, reserve, and manage bookings for community facilities

Project Timeline:

2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Primary Business Benefits:

Better access for residents to book facilities

Other Expected Business Benefits:

Increase end-user satisfaction

Better customer experiences

Initiative Category:

01

Business Support

Risks:

- None

Dependencies:

- Online payment processor

Project Team

- Business Sponsor: Ryan Gibbons
- IT Sponsor: Will Wray
- PM: Jo Joseph

7. Increase the use and application of Cityworks asset/work order management

Optimize asset tracking, streamline work order processing, and improve service delivery across the Town

Initiative Description:

- Optimized Asset Management: Integrate Cityworks to maintain accurate, up-to-date records of municipal assets, enabling effective lifecycle management and strategic planning.
- Streamlined Work Order Processing: Utilize Cityworks to automate and centralize the creation, assignment, and tracking of work orders, reducing processing times and improving operational efficiency.

Project Timeline:

2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
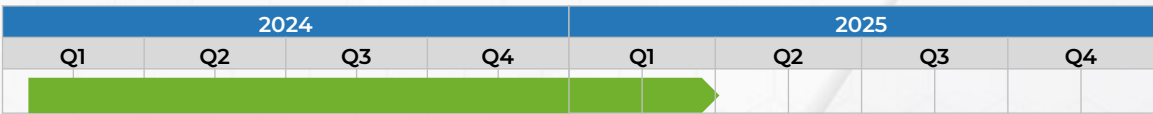
Primary Business Benefits:

Better tracking and accountability of work orders and asset condition

Other Expected Business Benefits:

Faster response times to maintenance issues improve service delivery.

Historical data trends help budget forecasting

Initiative Category:

01

Business Support

Risks:

- User adoption

Dependencies:

- Cityworks Online

Project Team

- Business Sponsor: Alan Pacheco
- IT Sponsor: Stephanie McPhie
- PM: Vicky Bowman

8. Road Patrol Software replacement

Replace existing software to enhance route monitoring, improve road condition assessments, and streamline maintenance operations.

Initiative Description:

- Improved Maintenance Operations: Automate reporting of road conditions and issues, facilitating prompt and targeted maintenance interventions to improve road safety and quality

Project Timeline:

2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Primary Business Benefits:

Reduce time needed for Road Patrol and enhance accuracy

Other Expected Business Benefits:

Improve legal compliance

Initiative Category:

01

Business Support

Risks:

- Equipment compatible with vehicles

Dependencies:

- None

Project Team

- Business Sponsor: Alan Pacheco
- IT Sponsor: Will Wray
- PM: TBD

9. Roads & Fire Communication Improvements

New communication infrastructure to improve radio communication for Roads and Fire

Initiative Description:

- Existing coverage of the Town radio dispatch system is not adequate
- New communication towers will create a seamless dispatch environment

Project Timeline:

2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Primary Business Benefits:

Improved communication for Fire and Road Crews

Other Expected Business Benefits:

Initiative Category:

01 Business Support

Risks:

- Siting and other considerations may impact implementation

Dependencies:

- ISED approvals

Project Team

- Business Sponsor: Alan Pacheco & Steve Conn
- IT Sponsor: John Walsh
- PM: TBD

10. Develop a Disaster Recovery Playbook and Test Schedule

Comprehensive Disaster Recovery plan needed to ensure rapid recovery from IT disruptions

Initiative Description:

- Create detailed disaster recovery procedures and protocols to ensure all critical systems and data can be swiftly restored.
- Establish a schedule for routine testing and updates of the disaster recovery plan to ensure it remains effective and up-to-date with the evolving IT environment and emerging threats.

Project Timeline:

2024				2025			
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

Primary Business Benefits:

Better resilience for the Town's IT systems

Other Expected Business Benefits:

Improved communication of DR plans to organization

Initiative Category:

01

Business Support

Risks:

- None

Dependencies:

- None

Project Team

- Business Sponsor: Shawn Everitt
- IT Sponsor: John Walsh
- PM: TBD

IT's key initiative plan for 2024 comprises 18 initiatives and helps IT achieve three main goals

Key IT initiatives

- Financial System Replacement
- Replace building planning management software
- Build a Business aligned IT strategy
- Implement Customer Relationship management
- Parking/STA enforcement
- Online Facility Booking
- Cityworks enhancement
- Road Patrol
- Fire & Roads Communications
- DR Plan and Test Schedule
- IT Security Strategy/Policy review
- Capital Fibre Project
- Dashboards/Business Intelligence
- Project Management process
- Dayforce Onboarding/PMP modules
- Document Management improvements
- ITIL Service Desk Metrics
- Open Data

Business Support

Enhance IT support for municipal departments by providing robust and reliable technological solutions that streamline operations, improve service delivery, and enable efficient management of resources

IT Excellence

Strive to provide excellent IT service delivery by maintaining high levels of system reliability, performance, and security, while continually improving processes and skills to support the business
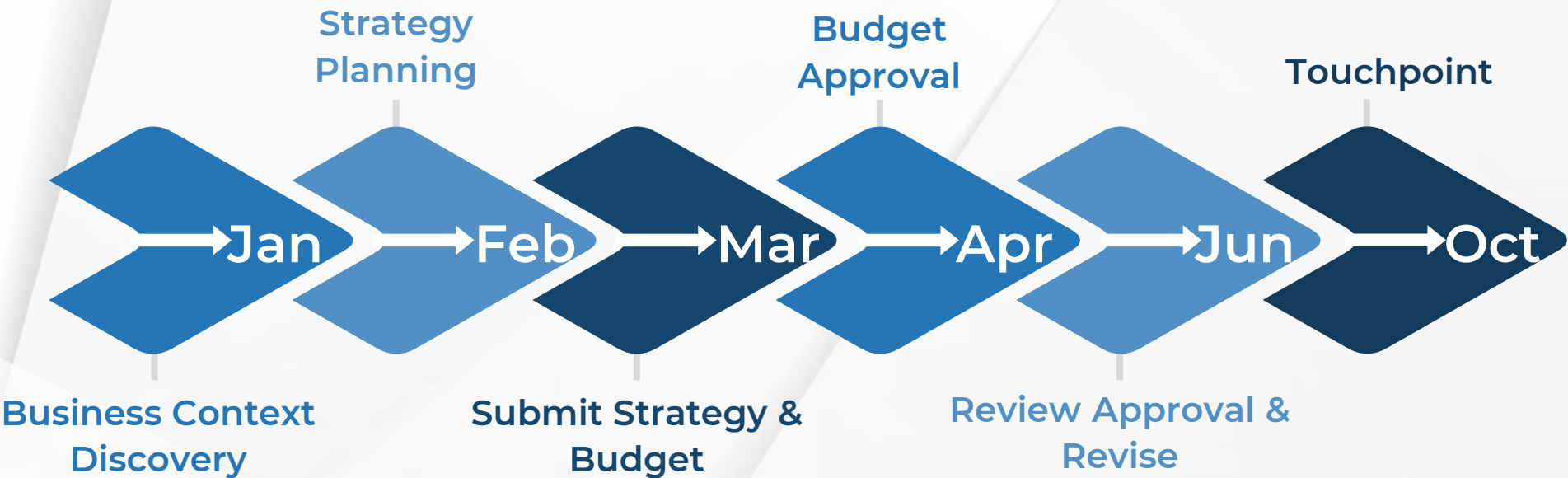
Innovation

Encourage creativity and forward-thinking in the IT department by trying out new technologies and solutions that improve town services and operations

Next Steps & Refresh Strategy

We will put a process in place to review the IT strategy that makes us proactive to deal with any changes to the business' strategy or direction.

Strategy Planning

Budget Approval

Touchpoint

Jan → **Feb** → **Mar** → **Apr** → **Jun** → **Oct**

Business Context Discovery

Submit Strategy & Budget

Review Approval & Revise

	AUDIENCE	SCOPE	DATE
ANNUALLY	Org. leadership team	Resurvey, review/validate, update schedule	Pre-budget
TOUCHPOINT	IT leadership team	Status update, risks/constraints, priorities	Oct. 2024
EVERY YEAR (REBUILD)	IT leadership team	Full planning	Jan. 2025

IT is dedicated to frequent touch points throughout the year to ensure the strategy team and all stakeholders are on the same page about any changes or updates regarding strategic initiatives.