# COMMITTEE AGENDA

## Consolidated as of May 1, 2015

**CITY OF Guelph**
*Making a Difference*

| | |
|---|---|
| TO | **Corporate Services Committee** |
| DATE | Monday May 4, 2015 |
| LOCATION | Council Chambers, Guelph City Hall, 1 Carden Street |
| TIME | 2:00 p.m. |

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**DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF**

**CONFIRMATION OF MINUTES –** April 7, 2015 open meeting minutes

**PRESENTATIONS** (Items with no accompanying report)

**CONSENT AGENDA**

*The following resolutions have been prepared to facilitate the Committee's consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with separately. The balance of the Corporate Services Committee Consent Agenda will be approved in one resolution.*

| ITEM | CITY PRESENTATION | DELEGATIONS | TO BE EXTRACTED |
|---|---|---|---|
| CS-2015.13 Corporate Communications 2104 Annual Performance | • Tara Sprigg, General Manager Communications & Customer Service (presentation) | | √ |
| CS-2015.14 Information Technology 2014 Annual Report | • Blair Labelle, General Manager Information Technology (presentation) | | √ |
| CS-2105.15 Finance Department's 2014 Annual Report | • Janice Sheehy, General Manager Finance/City Treasurer | | √ |

| | | | |
|---|---|---|---|
| CS-2015.16<br>Report of the Returning Officer on the 2014 Municipal Election | | | |
| CS-2015.17<br>2014 Delegation of Authority Report | | | |
| CS-2105.18<br>2014 Year End Capital Variance Report | | | |
| CS-2105.19<br>Budget Impacts per Ontario Regulation 284/09 & 2015 Budget PSAB Reconciliation | | | |
| CS-2105.20<br>2014 Development Charge Reserve Fund Statement | | | |
| CS-2015.21<br>Special Motion – Councillor Findlay 2014 | | | |

Resolution to adopt the balance of the Corporate Services Committee Consent Agenda.

 **ITEMS EXTRACTED FROM CONSENT AGENDA**
Once extracted items are identified, they will be dealt with in the following order:
  1)  delegations (may include presentations)
  2)  staff presentations only
  3)  all others.

## CLOSED MEETING

THAT the Corporate Services Committee now hold a meeting that is closed to the public with respect to:

  **CS-2015.1  Security of the Property**

  S. 239 (2) (a) security of the property of the municipality.

## STAFF UPDATES AND ANNOUNCEMENTS

## ADJOURN

**NEXT MEETING:**  June 2, 2015

# CORPORATE COMMUNICATIONS

## 2014

## Annual performance REPORT

April 2015

# Key initiative summary

- Corporate priorities

- Operational communications

- *City of Guelph Communications Plan; a journey towards communications excellence*

# Departmental scorecard

Capacity ■

Client satisfaction ■

Strategic communications planning/management ✚

# Organizational scorecard

Employee communication ▨

Issues management ▨

Web and social media ➕

# CORPORATE COMMUNICATIONS
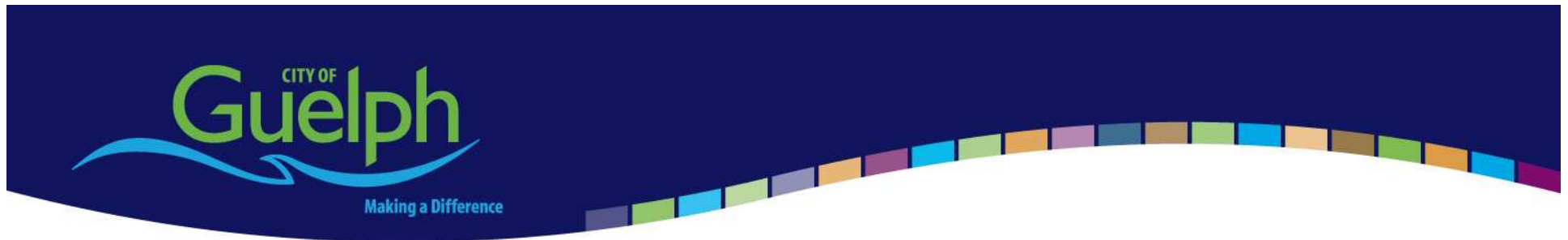
## 2014

### Annual performance REPORT

April 2015

# Information Technology
# 2014 Annual Report

Corporate Services Committee
May 4, 2015

# IT Departmental Overview

## Current Service Model

- Projects and Business Services
  - Project Management, GIS, Web
- Corporate Applications
  - Support, maintenance and integration of corporate systems, data management
- Technology Services
  - Networking, data centres/storage, security, wireless
- Client Services
  - IT Help Desk (2499), corporate office hardware/telephony

## Future Service Model (2015)

- Departmental re-organization in progress
  - Better engage business to support the corporate strategic use of technology
  - Rationalize resources and maximize operational efficiencies (cloud/resource pools)
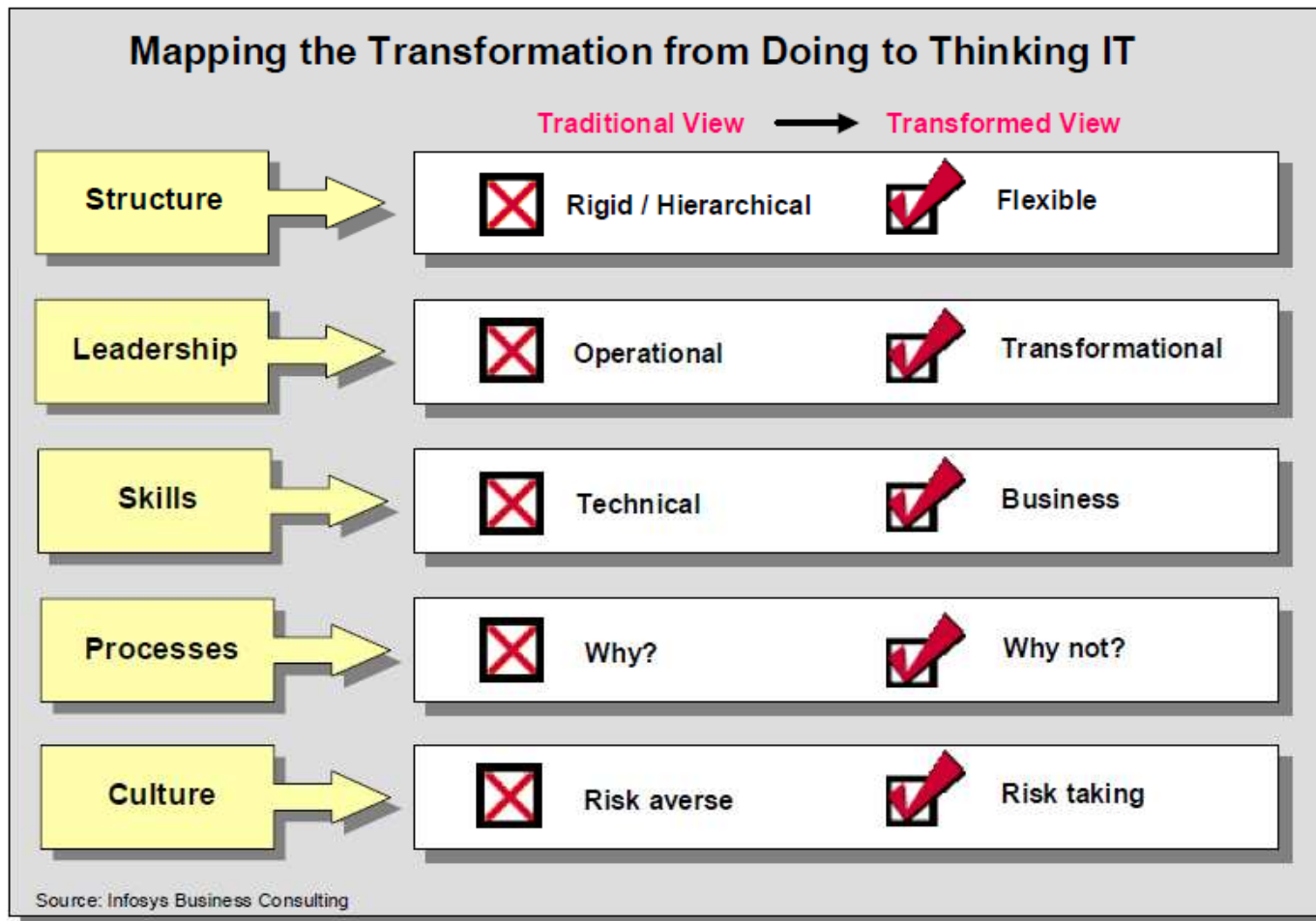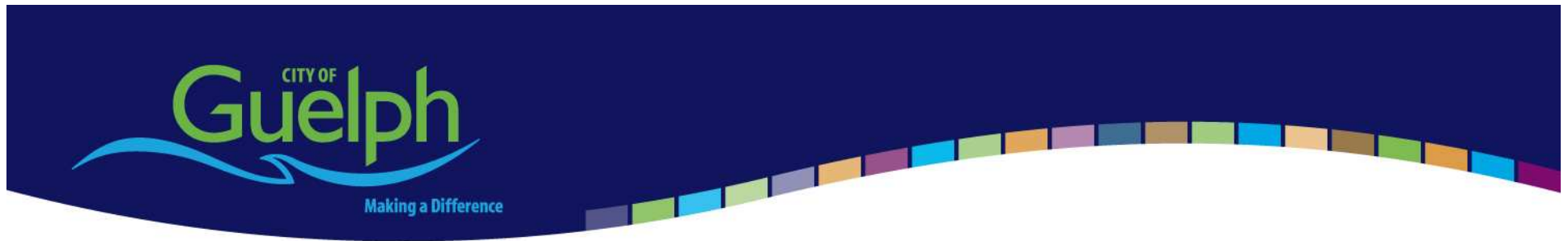  - Support innovation to address key growth areas (IM/digital)

# The Evolution of IT



Increasing Costs and/or Resources

Partner player

Trusted supplier

Solid utility
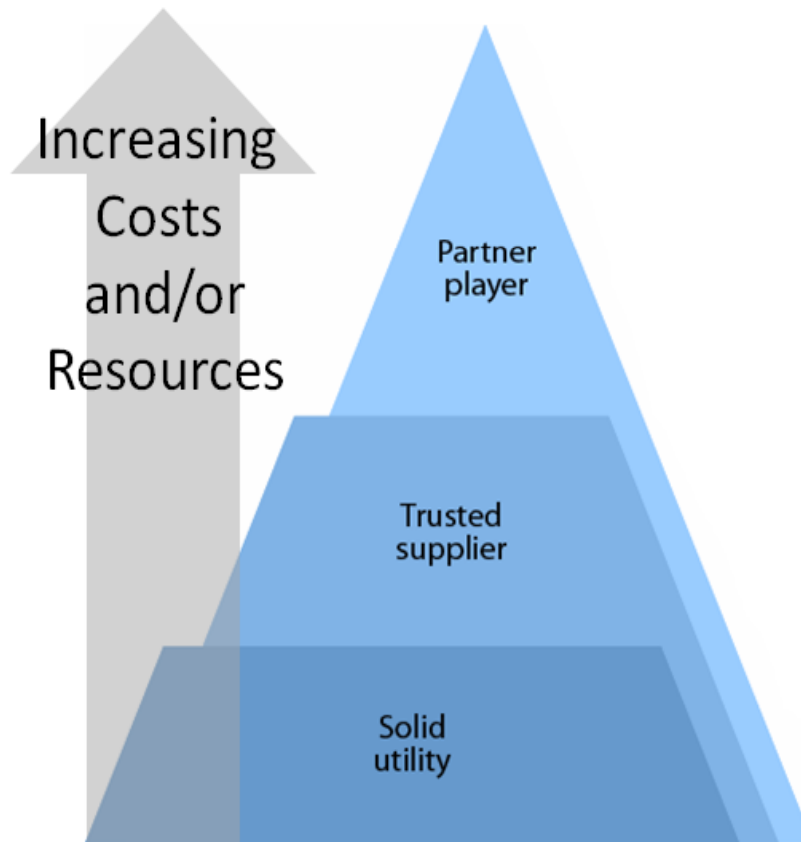
**IT is integral to how we do business:** IT organization is expected to closely partner with the business to help identify, plan and deliver significant business transformation initiatives - plus be a trusted supplier.

**IT delivers critical functionality and services:** IT organization is expected to deliver application projects on time and on budget, based upon the operating units requirements and priorities - plus be a solid utility.

**Keep the lights on:** The IT organization is expected to provide cost effective-dial tone reliability with transparent costs.

# The Evolution of IT



**Mapping the Transformation from Doing to Thinking IT**

Traditional View → Transformed View

| | Traditional View | Transformed View |
|---|---|---|
| **Structure** | ☒ Rigid / Hierarchical | ☑ Flexible |
| **Leadership** | ☒ Operational | ☑ Transformational |
| **Skills** | ☒ Technical | ☑ Business |
| **Processes** | ☒ Why? | ☑ Why not? |
| **Culture** | ☒ Risk averse | ☑ Risk taking |

Source: Infosys Business Consulting

# 2014 Work Plan Accomplishments

| Initiatives | Status | Comments |
|---|---|---|
| **GIS (Geographical Information System)** | **Completed** | **Completed the GIS technology plan, upgraded GIS ArcPoint to latest version** |
| **Information Management** | **In Progress** | **Data warehouse production Infrastructure in place for several services, RIM scoping underway** |
| **Open Government Action Plan** | **Completed** | **Finalized co-production of the City's Open Government Action Plan** |
| Eclipse Upgrade | Completed | Project and Portfolio management application moved to cloud based solution |
| **ERP Financials Upgrade** | **Completed** | **JDE upgraded to version 9.1 and completed ERP-H/R assessment** |
| Building Permit and Licensing | Completed | Upgraded Amanda to version 6 (Web-based) and completed process assessment |
| **Transit Technology Plan** | **On Schedule** | **Installed network, server, wireless, and database infrastructure as per schedule** |
| Guelph Hydro Phone System | Completed | Expanded our VoIP system to service Guelph Hydro at Southgate Road |
| 2014 Municipal Election | Completed | Coordinated and deployed web, networking, and notebook computer needs |
| Active Directory Upgrade | Completed | Upgraded our account and computer directory to latest version |
| Building Security Upgrades | Completed | Replaced security system for City Hall, Courts, Waterworks, and River Run Centre |
| **Joint Wireless - Phase 1** | **Completed** | **Phase 2 will continue in 2015 with corporate radio replacements** |
| BYOD (Bring your own Device) | Delayed | Completed the draft BYOD policy, pilot delayed due to resources and funding |
| IT Business Continuity Plan | Delayed | New corporate framework requires completion first in early 2015 |
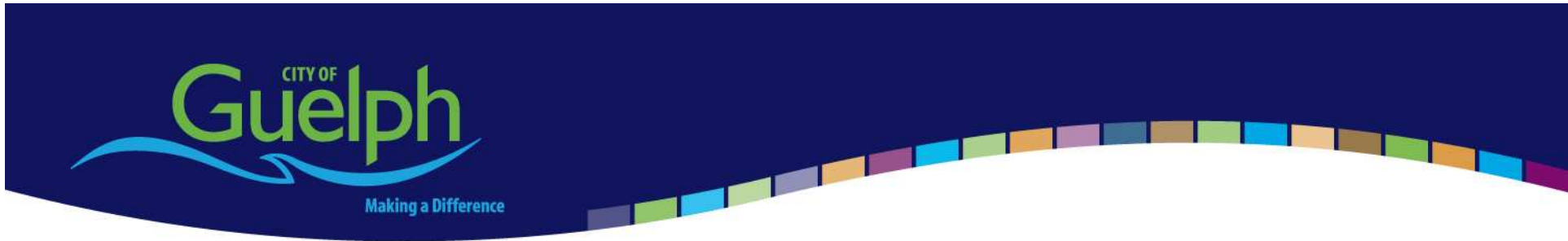
# 2014 Dashboard

## IT Governance

| | 2011 | 2012 | 2013 | 2014 |
|---|---|---|---|---|
| Strategic Alignment | | + | + | |
| Business Value Delivery | | | + | |
| Risk Management | | + | | − |
| Resource Management | | + | | |
| Performance Measurement | | | | + |

## IT Service Delivery

| | 2011 | 2012 | 2013 | 2014 |
|---|---|---|---|---|
| Customer Satisfaction | | + | + | |
| Customer Engagement | | | + | + |
| IT Process Management | | + | | |
| Infrastructure Availability | | | | |

## IT Sustainability

| | 2011 | 2012 | 2013 | 2014 |
|---|---|---|---|---|
| Applications Management | | | | |
| Project Performance | − | + | | |
| Financial Management | | + | + | |
| Compliance | | | | − |
| Total Cost of Ownership (new KPI in 2013) | | | | |

## IT Innovation & Learning

| | 2011 | 2012 | 2013 | 2014 |
|---|---|---|---|---|
| Workforce Competency | | | + | |
| Strategic Technology Adoption | | | | |
| Methodology Adoption | | | | |
| Employee Retention | + | + | | + |

# Year-to-Year Performance Comparison
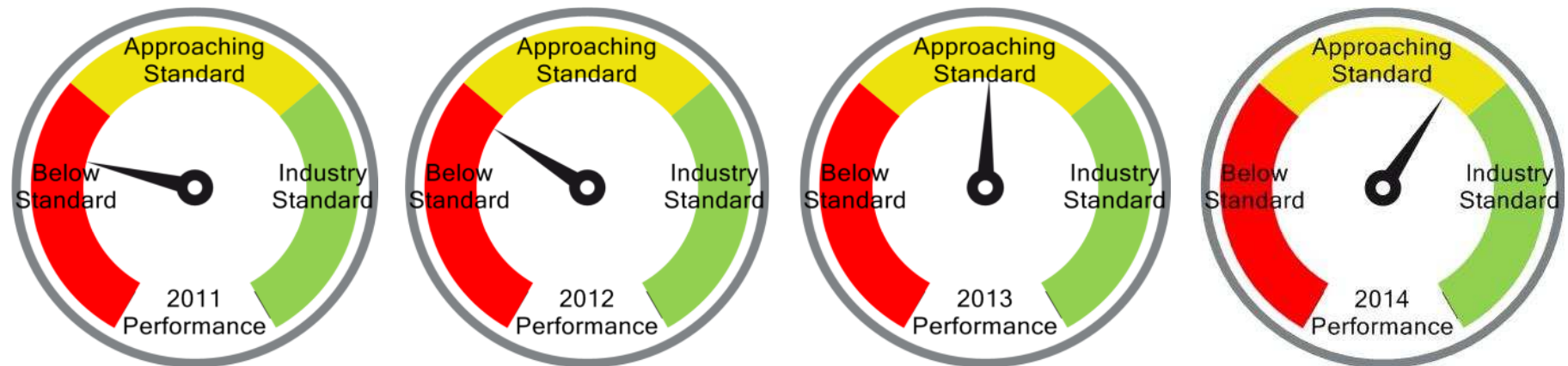


## In 2015/2016…

- Dedicated IT roundtable to track and respond to ongoing performance
- IT Management accountable for performance based continuous improvement
- Scope and initiate a performance management program for the City
    - **If you can`t measure it, you can`t manage it!**
        - Information Management (IM) program to serve as a foundation
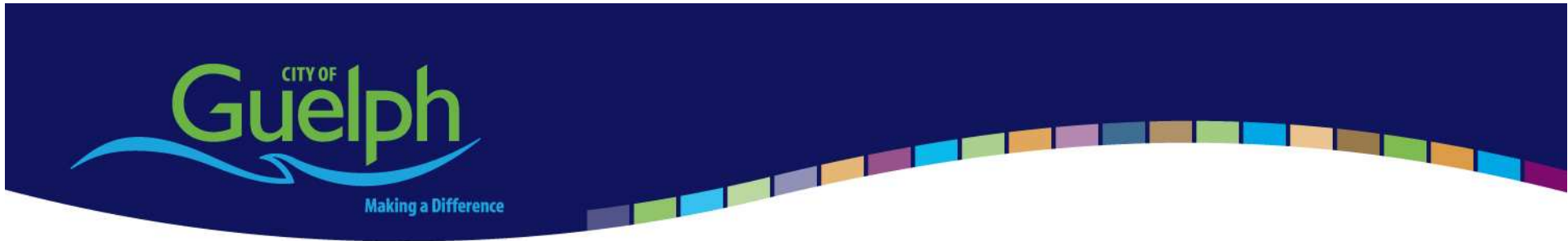
# 2015 Strategic Priorities

| Initiatives | Details |
|---|---|
| **Corporate Technology Strategic Plan** | **Finalize scope of CTSP Phase 2 - Digital Business Plan** |
| **myGuelph (OGAP)** | **Web portal (online services, CRM, open data, performance reporting, social media, 311, Ask Guelph etc.)** |
| **IT Departmental Realignment** | **Roll out functional realignment of the department to support evolution of IT** |
| **Performance Management** | **Begin implementation of a corporate performance management program** |
| Joint Wireless – Phase 1 (cont'd) | Replace the corporate digital radio system |
| Mobile Strategy | Initiate development of a corporate mobile strategy |
| **Information Management** | **Data warehouse expansion, finalize IM roadmap** |
| Bring Your Own Device (BYOD) | Implement a program for employees to use personal mobile devices for business use |
| Transit Technology Plan | Complete the infrastructure and integration of the new Transit management system |
| Web Sites | Redesign Sleeman Centre and Museum websites and upgrade guelph.ca |
| **Cloud Strategy / Implementation** | **Develop cloud strategy / move to hosted MS email exchange** |
| SharePoint and CRM Assessments | Complete organizational assessments for MS Sharepoint and a constituent Relationship Management solution |
| e911 | Replace the legacy emergency 911 system at the main Fire Station |

# The City's Digital Business Plan (CTSP Phase 2)
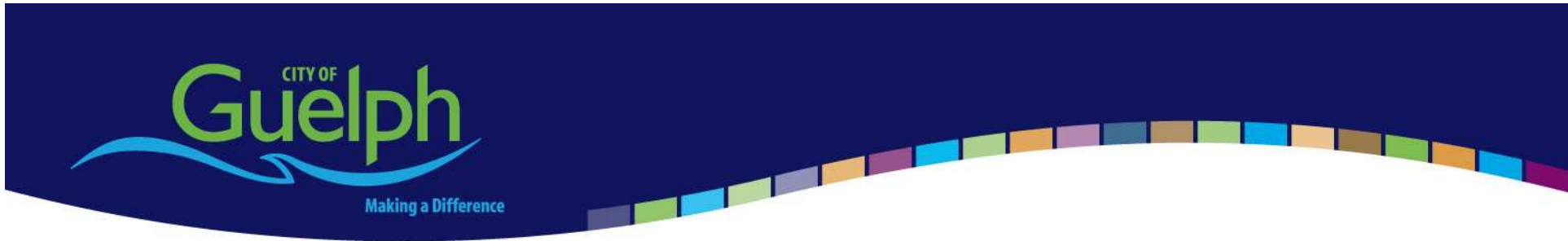
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