

City of Kelowna

Regular Council Meeting

AGENDA



Monday, November 30, 2015

9:00 am

Knox Mountain Meeting Room (#4A)

City Hall, 1435 Water Street

Pages

1. Call to Order
2. Confirmation of Minutes 2 - 5
AM Meeting - November 23, 2015
3. Reports
 - 3.1 Information Services Digital Strategy 60 m 6 - 37
To provide Council with an overview of the Information Services Digital Strategy.
4. Resolution Closing the Meeting to the Public
THAT this meeting be closed to the public pursuant to Section 90(1)(g), (j) and (k) of the *Community Charter* for Council to deal with matters relating to the following:
 - (g) Potential Litigation;
 - (j) Third Party Information;
 - (k) Provision of a Municipal Service.
5. Adjourn to Closed Session
6. Reconvene to Open Session
7. Issues Arising from Correspondence & Community Concerns
 - 7.1 Mayor Basran, re: Issues Arising from Correspondence 30 m
8. Termination



City of Kelowna Regular Council Meeting Minutes

Date: Monday, November 23, 2015
 Location: Knox Mountain Meeting Room (#4A)
 City Hall, 1435 Water Street

Council Members Present: Mayor Colin Basran and Councillors Maxine DeHart, Ryan Donn, Gail Given, Tracy Gray, Charlie Hodge, Brad Sieben and Mohini Singh

Council Members Absent: Councillor Luke Stack

Staff Present: City Manager, Ron Mattiussi; City Clerk, Stephen Fleming; Deputy City Clerk, Karen Needham*; Deputy City Manager, Paul Macklem*; Divisional Director, Corporate & Protective Services, Rob Mayne*; Financial Services Director, Genelle Davidson*; Systems & Reporting Manager, Jackie Dueck*; and Legislative Systems Coordinator, Sandi Horning

(* denotes partial attendance)

1. Call to Order

Mayor Basran called the meeting to order at 9:03 a.m.

2. Confirmation of Minutes

Moved By Councillor Hodge/Seconded By Councillor Gray

R902/15/11/23 THAT the Minutes of the Chauffeur Permit Appeal Hearing of October 20, 2015 be confirmed as circulated;

AND THAT the Minutes of the Regular AM Meeting of November 16, 2015 be confirmed as circulated.

Carried

3. Reports

3.1 Council Policy Review (3)

Staff:

- Displayed a PowerPoint presentation summarizing the proposed changes to Council Policy No. 316.
- Responded to questions from Council.

Council:

- Raised questions regarding the investment in Fortis shares.
- Made comment on the concept of implementing an ethical investment strategy.

Staff:

- Clarified that municipalities are generally prohibited from investing in publicly traded companies and that the City was granted special permission from the Inspector of Municipalities to invest in Fortis shares as part of the City sale of the electrical utility to Fortis.

Deputy City Manager:

- Advised that a Report to Council will be brought forward in a couple of weeks to update Council on the status of the purchase of the Fortis shares.

Moved By Councillor Given/Seconded By Councillor Sieben

R903/15/11/23 THAT Council receives, for information, the Council Policy Review (3) report of the Deputy City Clerk, dated November 23, 2015;

AND THAT Council amends Council Policy No. 316 - Investment of City of Kelowna Surplus Funds as outlined in the report of the Deputy City Clerk, dated November 23, 2015.

Carried

Moved By Councillor Sieben/Seconded By Councillor Donn

R904/15/11/23 THAT Council directs staff to investigate an ethical investment policy and report back to Council.

Carried

Staff:

- Displayed a PowerPoint presentation summarizing the review of Council Policy No. 6.
- Responded to questions from Council.

City Clerk:

- Provided the rationale for City staff not hosting an All Candidates Forum.

Council:

- Discussed the merits of keeping or rescinding the All Candidates Forum Policy.

Moved By Councillor DeHart/Seconded By Councillor Donn

R905/15/11/23 THAT Council rescinds Council Policy No. 06, All Candidates Forum - Civic Elections as recommended in the report of the Deputy City Clerk, dated November 23, 2015.

Carried

4. Resolution Closing the Meeting to the Public

Moved By Councillor Singh/Seconded By Councillor Donn

R906/15/11/23 THAT this meeting be closed to the public pursuant to Section 90(1) (a) and (e) of the *Community Charter* for Council to deal with matters relating to the following:

- Position Appointment; and
- Acquisition, Disposition, or Expropriation, of Land or Improvements.

Carried

5. Adjourn to Closed Session

The meeting adjourned to a closed session at 9:32 a.m.

6. Reconvene to Open Session

The meeting reconvened to an open session at 11:07 a.m.

7. Issues Arising from Correspondence & Community Concerns

7.1 Councillor Sieben, re: Sightlines Impacted by Development

Councillor Sieben:

- Made reference to a recent Public Hearing item where sightlines and impact on privacy were raised as an issue.
- Inquired if Council would be willing to consider additional bylaw or policy regarding regulating a development's impact on sightlines through landscaping.

City Clerk:

- Advised that landscaping is part of the Development Permit process.

City Manager:

- Noted that enforcement of landscaping requirements can be a challenge.

Moved By Councillor Sieben/Seconded By Councillor Hodge

R907/15/11/23 THAT Council considers privacy implications when determining the impact of development;

AND THAT Council directs staff to take privacy implications into consideration when interacting with applicants and the public.

Carried

7.2 Councillor Donn, re: Destination Way-Finding Signs

Councillor Donn:

- Raised issue of the way-finding signs and suggested that the museums be included.

8. Termination

The meeting was declared terminated at 11:33 a.m.

Mayor

/slh



City Clerk

DRAFT

Report to Council



Date: November 30, 2015
File: 0250-40
To: City Manager
From: Rob Entwistle, Information Services Department Manager
Subject: Information Services Digital Strategy

Recommendation:

THAT Council receives, for information, the report from the Information Services Department Manager dated November 23, 2015, with respect to the Information Services Digital Strategy.

Purpose:

To provide Council with an overview of the Information Services Digital Strategy.

Background:

Information Services is a centralized corporate service providing all the required IT infrastructure, application systems and support required to deliver City services. The scope of infrastructure and systems Information Services supports has expanded immensely over the last decade. In addition to the traditional roles outlined above the IT industry is transforming from a support function to a key strategic business partner with the explosion of technology that has the potential to help cities provide more efficient services and to make more informed decisions.

New developments in IT technologies such as virtualization, cloud computing and social media have increased the need to provide more services across a combination of environments and platforms. In spite of the growing complexity of the IT infrastructure and economic constraints affecting all sectors of the economy, organizations are expected to provide reliable, secure and continuous IT services in order to support business-strategic initiatives. The growing complexity of the IT landscape, as well as emerging challenges of coordinating distributed resources and services, higher interdependencies and growing data management needs require systematic procedures to manage changes made to the IT environment. No organization can afford the loss of productivity or customer confidence due to ineffective systems, down time or breaches of security.

The evolution of smartphones and tablets, the exponential growth of mobile apps, as well as the popularity of social media have also changed the IT marketplace. Indeed, the

“consumerization” of IT continues to blur the boundaries between personal and professional devices, applications and technology use. Not surprisingly, a growing number of organizations are aware of the potential to leverage these emerging social and technological trends to create new products, services and business models. These recent changes in IT promise great potential and enhances the ability of IT to increase its business value to the organization.

Digital Strategy:

Information Services worked with CGI, a Canadian owned global IT consulting and implementation company with significant experience working with municipalities of all sizes, in 2014 to develop a framework to ensure Information Services can meet the current and future needs of the organization and our citizens. The Digital Strategy was completed in December 2014 and the direction and action items are now forming the basis for work planning in Information Services.

The Digital Strategy identified the need to maintain the health of IT otherwise the backend technologies needed to support growth will fail. IS very closely supports the various business units and IS must be treated as a trusted partner and given the “voice” or authority to place its own “care and feeding” projects at the same level as business projects. A balance must be struck between the organic growth of IS and growth necessitated by projects.

The strategy identified 19 action items to build the IT foundation, mature the IT organization and improve efficiency and excellence. This report focuses on the four action items currently underway.

Standard Configuration Documentation

In 2015 staff documented standard configurations for physical and virtual server builds to allow for quick accurate builds. Documentation is key for disaster recovery plans.

Detailed Application Review

In 2015 staff assessed the current state of more than 100 City applications. Integration, redundancy, lifecycle and business value were evaluated. It was identified 68% of City applications either should be replaced or consolidated over the next three to five years. The application review has created a road map to help ensure both human and financial resources will be available to complete the work. In 2016 major projects will include but not limited to the City’s financial system, electronic document management system, asset management system, taxation system, maintenance management system and recreation support system including registration. It’s important to note any system changes require extensive support from the city departments utilizing the systems.

Web Platform Review - Virtual City

The Digital Strategy noted the City needs to move to a more progressive and flexible web platform. Modern platforms provide the agility needed to support change when required and easy access to mobile devices. Web platforms now need to provide more than just

information portals, as they will become the place where citizens come to collaborate, engage and do business. A new web platform is viewed as being a key deliverable of the Digital Strategy. Today's web platforms must continually evolve to meet changes in technology and consumer preferences.

In 2015 staff conducted a Web Platform strategy to determine needs and costing. This included analyzing our website statistics, staff interviews and an RFI process with web platform providers.

Data Analytics

IS has developed solutions that gather very detailed data from most systems. The data includes geographic, demographic, financial, and relational aspects.

Data analytics could enable the City of Kelowna to analyze a mix of structured, semi-structured and unstructured data in search of valuable business information and insights. Data analytics is the process of examining large data sets containing a variety of data types to uncover hidden patterns, unknown correlations, market trends, customer preferences and other useful business information. The analytical findings can lead to more effective innovation, new opportunities to generate revenue or decrease expenses, better customer service, improved operational efficiency and other business benefits.

In 2015 IS began exploring the City's analytic capabilities with three pilot projects that involved the significant snow event in January 2015, attendance management and water supply. While work was limited the three pilots, one of which is still underway, there was clear demonstration of both the benefits and challenges of data analytics. Data analytics is an important service IS can offer the entire City including its residents that can be used for more informed decisions.

Considerations not applicable to this report:

Internal Circulation:

Legal/Statutory Authority:

Legal/Statutory Procedural Requirements:

Existing Policy:

Financial/Budgetary Considerations:

Personnel Implications:

External Agency/Public Comments:

Communications Comments:

Alternate Recommendation:

Submitted by:

R Entwistle, Information Services Department Manager

Approved for inclusion:

☐

cc:

IS DIGITAL STRATEGY



IS DIGITAL STRATEGY

- ▶ Background
- ▶ Process
- ▶ Findings
- ▶ Key Projects

DIGITAL STRATEGY BACKGROUND

- ▶ Why a Digital Strategy?
 - ▶ Develop the foundation to support existing & new services
 - ▶ Kelowna needs to be “Digital Ready”
 - ▶ Citizens are:
 - ▶ Busy
 - ▶ Going mobile
 - ▶ Desire access 24x7

DIGITAL STRATEGY BACKGROUND

- ▶ Information Services had an internal support focus
- ▶ Legacy systems
 - ▶ Finance
 - ▶ Planning & Property
 - ▶ Recreation
- ▶ Large Infrastructure
 - ▶ Desktops
 - ▶ Data Centre
 - ▶ Many locations

DIGITAL STRATEGY BACKGROUND

▶ Challenges

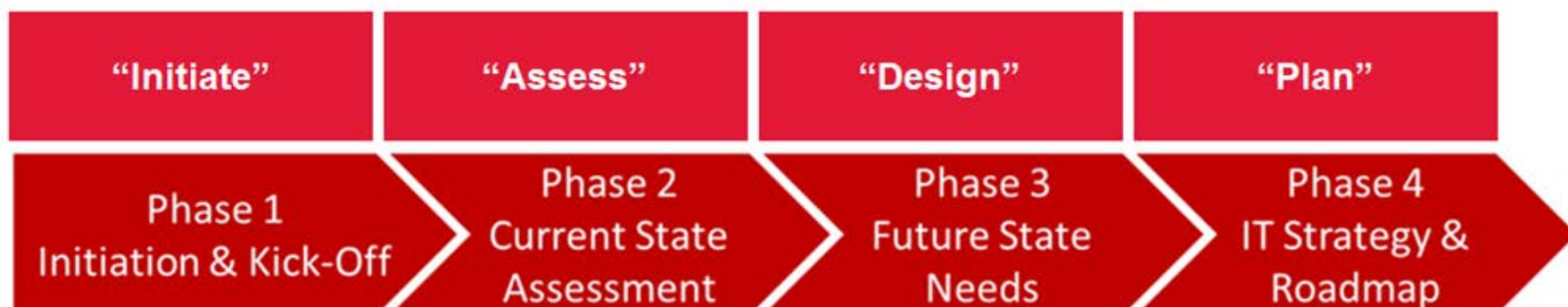
- ▶ Expansive growth over the last decade
- ▶ New and expanded systems
- ▶ Mobile and remote access
- ▶ Greater web and social media presence
- ▶ New kid on the block
- ▶ Trouble hiring and retaining staff

DIGITAL STRATEGY BACKGROUND

- ▶ Information Services role needed to be clearly defined
- ▶ Position Information Services for next generation
- ▶ Decision to develop a strategy to lead the transition

PROCESS

- ▶ Selected CGI to assist in development of Digital Strategy



FINDINGS OF CURRENT STATE

▶ Strengths

- ▶ Staff and culture within IS team
- ▶ Infrastructure in good position
- ▶ Business priorities and goals have been included in IS initiatives

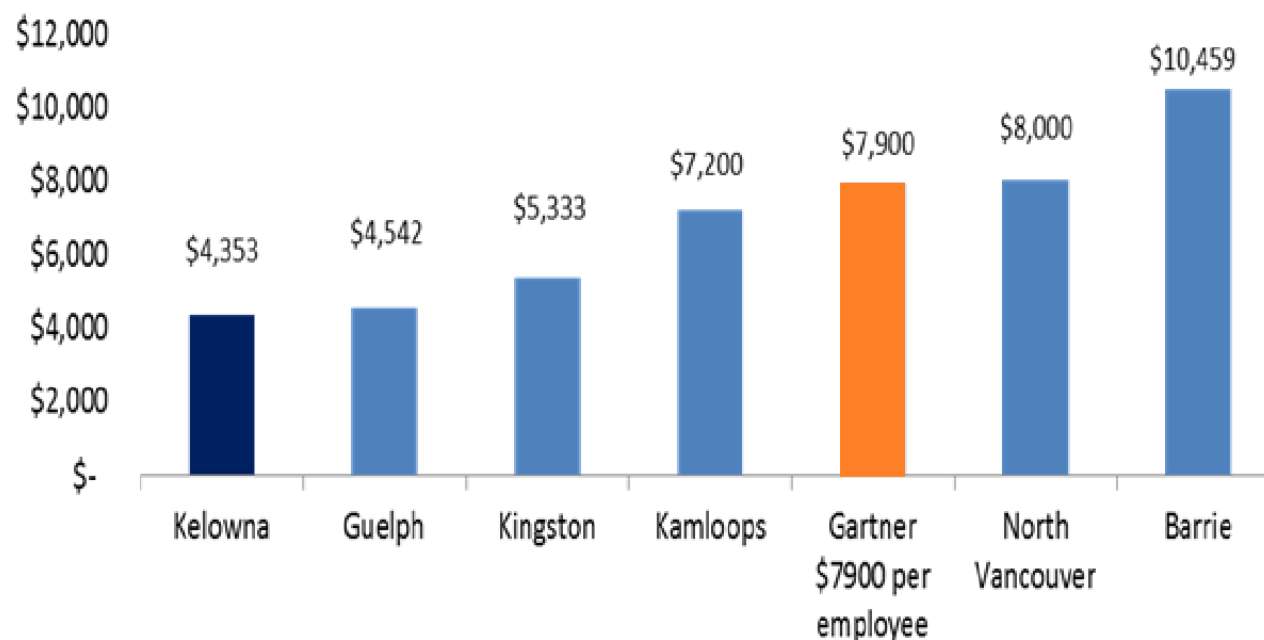
▶ Concerns

- ▶ IS seen as a “keep the lights on” service rather than an enabling business partner
- ▶ No clear roadmap for application systems
- ▶ Growing scope with limited resources
- ▶ Time not allocated for IT foundation

FINDINGS

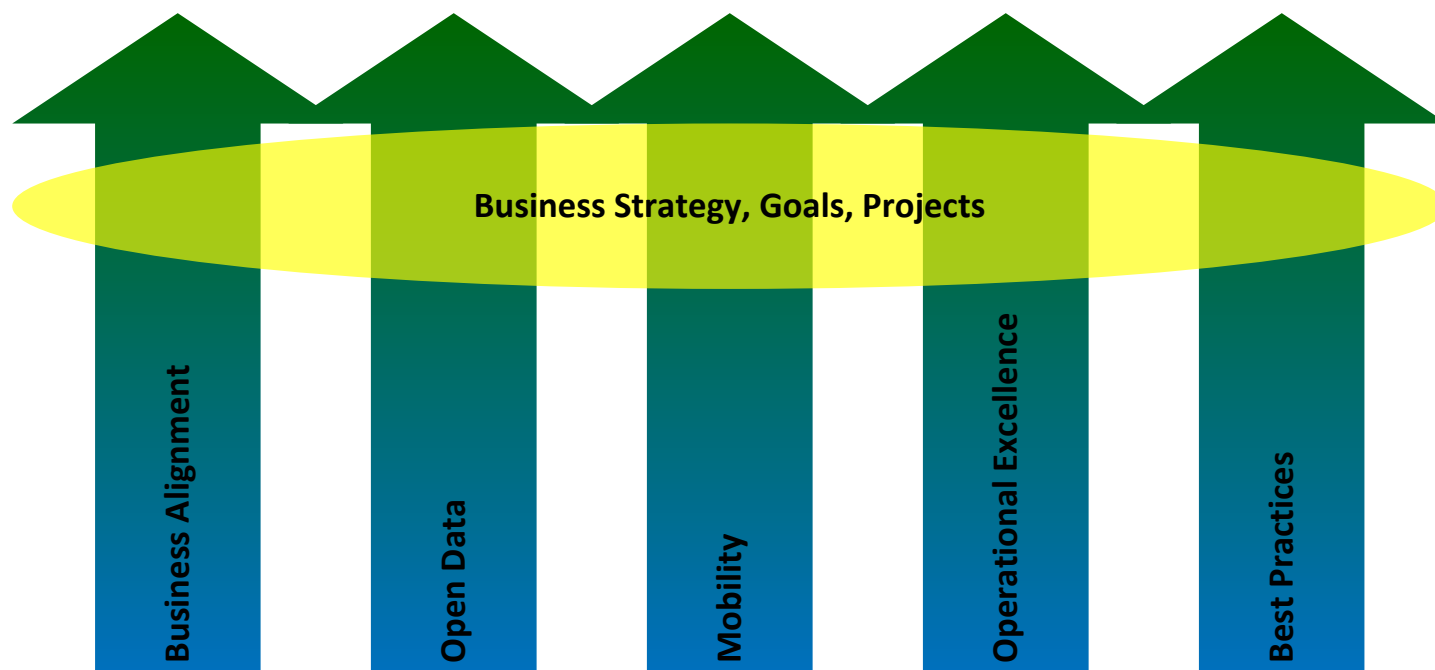
► Benchmark to similar size cities

IT spend per employee compared across other Cities



THE PLAN

- ▶ Direction to support and continue to build upon a consistent Business Vision for IS



KEY PROJECTS

- ▶ Identified 6 current state and 13 future state action items
- ▶ Fibre Strategy outside scope of exercise

Current State Action Items

Implement Standard Configuration Documentation

Implement a Centralized Proactive Monitoring Tool

Implement maintenance cycle for O/S's, Applications, and Hardware

Review resource pool using industry standard ratios

Conduct Detailed Application Review

Conduct Web Platform Review

Future State Foundation

Define the IS Operational Model

Define the Business Knowledge Expert

Enhance IS Project Management practices

Align Corporate and IS Project Management

Develop IS Training Plan

Define Disaster Recovery and Business Continuity

Business Unit Service Agreements

Define Solution Assessment Priorities/Procedures

Support moving Internal to External Solutions

Develop IS Communication Plan

Periodically Assess Operational Functionality

Data Classification

Develop Data Analytics Services

KEY PROJECTS

▶ Highlight 3 action items

- ▶ Application Road Map
- ▶ Web Platform Redesign
- ▶ Data Analytics

Current State Action Items	
	Implement Standard Configuration Documentation
	Implement a Centralized Proactive Monitoring Tool
	Implement maintenance cycle for O/S's, Applications, and Hardware
	Review resource pool using industry standard ratios
Future State Foundation	Conduct Detailed Application Review
	Conduct Web Platform Review
	Define the IS Operational Model
	Define the Business Knowledge Expert
	Enhance IS Project Management practices
	Align Corporate and IS Project Management
	Develop IS Training Plan
	Define Disaster Recovery and Business Continuity
	Business Unit Service Agreements
	Define Solution Assessment Priorities/Procedures
	Support moving Internal to External Solutions
	Develop IS Communication Plan
	Periodically Assess Operational Functionality
	Data Classification
	Develop Data Analytics Services



APPLICATION ROAD MAP

- ▶ Over 100 applications in use
- ▶ Several beyond end-of-life periods
- ▶ Developed a 5 year roadmap

ROADMAP



APPLICATION ROADMAP

- ▶ Demo roadmap using QlikSense
- ▶ Applications
 - ▶ Key to our operation
 - ▶ Foundation for our services
 - ▶ Can't fall behind

WEB PLATFORM REDESIGN

- ▶ Website one of City's busiest facilities
- ▶ 2.2 million visits in the last year
- ▶ 5 web sites



WEB PLATFORM REDESIGN

- ▶ Current website has limitations for growth
- ▶ Mobility challenged, not responsive



WEB PLATFORM

- ▶ Powerful search
- ▶ Service oriented
- ▶ Access anywhere with responsive design
- ▶ Example of next generation design

WEB PLATFORM

- ▶ The place citizens come to collaborate and engage
- ▶ Example of engagement site

WEB PLATFORM

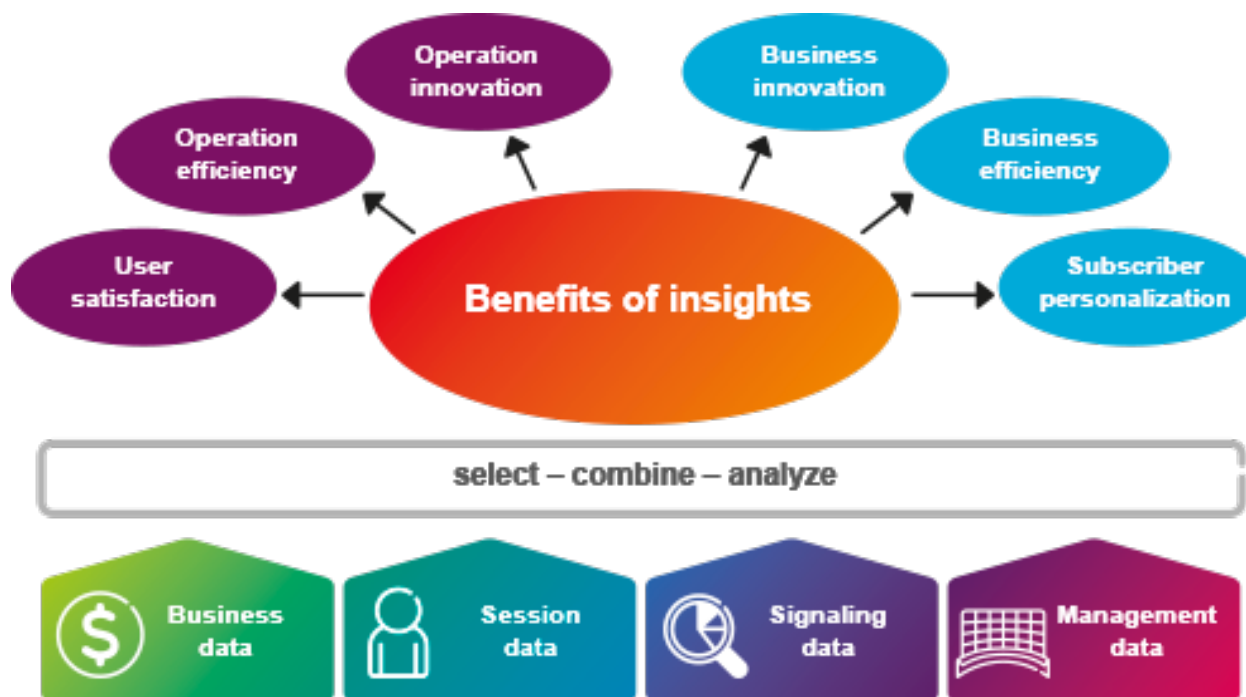
- ▶ Platform for next generation
- ▶ New ways to interact
- ▶ Improved service delivery
- ▶ Demo of chat

WEB PLATFORM

- ▶ Virtual City - Web will be City's primary service delivery and communication platform
- ▶ A scope and RFI process done in 2015
- ▶ Capital request for replacement addressed in 2016 budget

DATA ANALYTICS

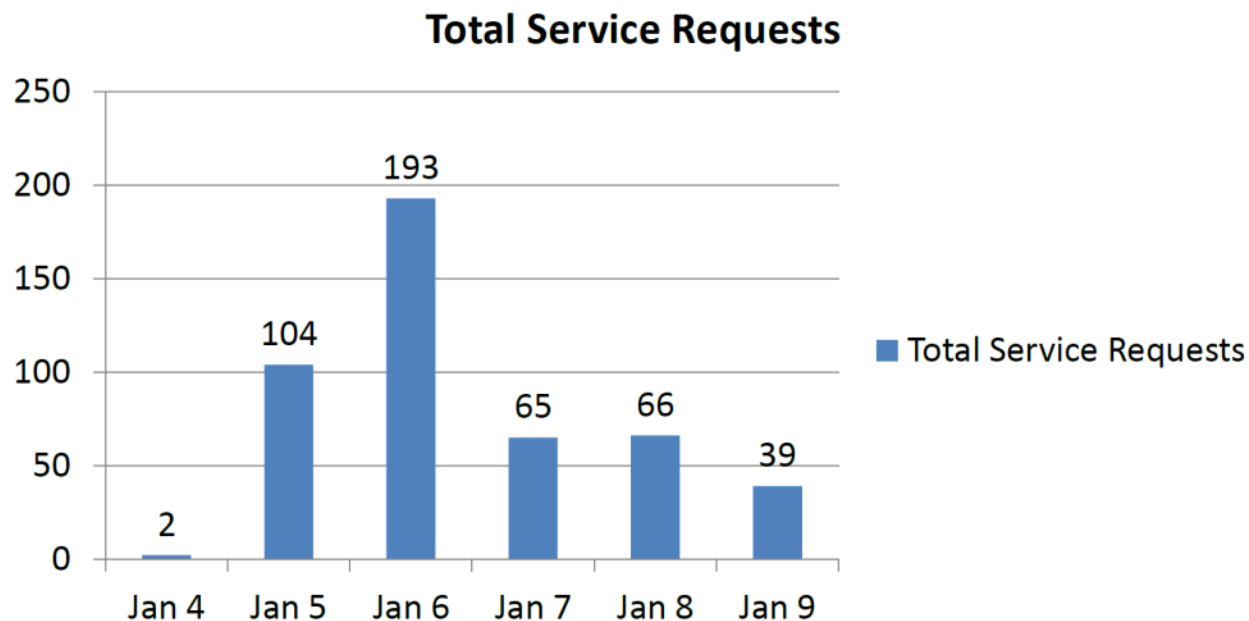
► Informed decisions



ANALYTICS

► Snow Event

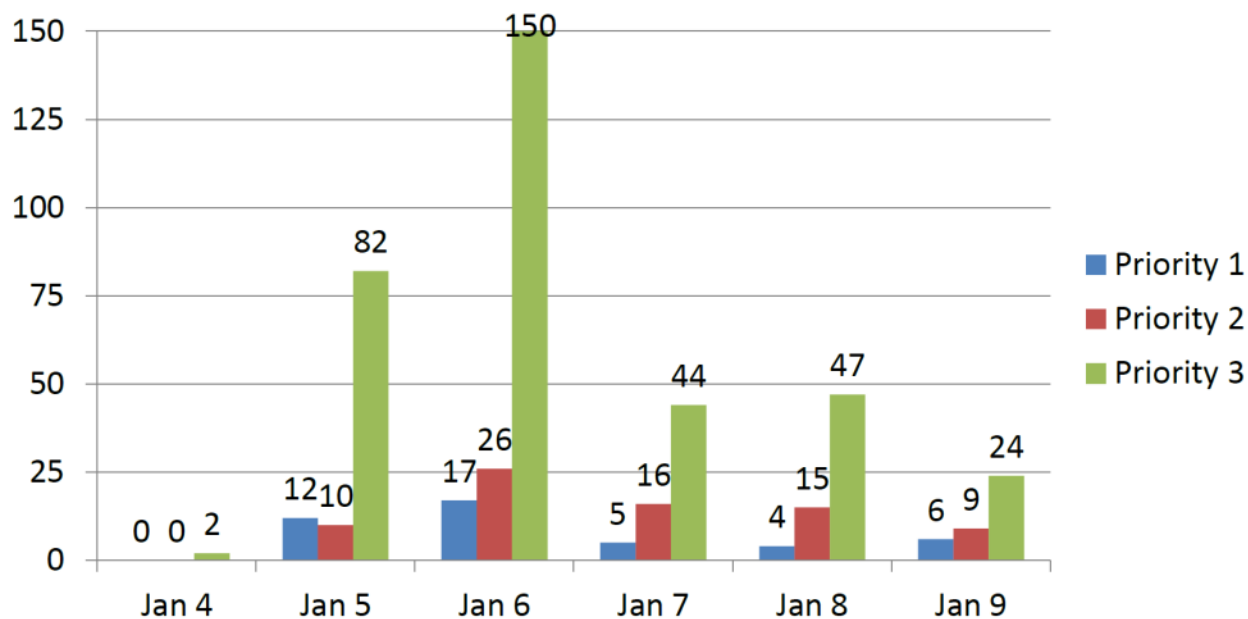
TOTAL DAILY SERVICE REQUESTS



ANALYTICS

► Demo of snow event data

DAILY SERVICE REQUESTS BY PRIORITY ROAD



ANALYTICS

- ▶ Learnings
 - ▶ Policy met
 - ▶ Communicate road priorities
 - ▶ Data missing
 - ▶ Processes need changing
 - ▶ Post vs live
 - ▶ Right sized capital request
 - ▶ GIS key to providing good insight
- ▶ Analytics provided a different story
 - ▶ Analytics = Evidence Based Decision Making

DATA ANALYTICS

- ▶ Future
 - ▶ Service Request
 - ▶ Track
 - ▶ Response time
 - ▶ Analyze
 - ▶ Improved Open data with enhanced visualization through GIS
- ▶ Resources for expansion of Open Data and Analytics are addressed in 2016 budget

SUMMARY

- ▶ Why is a Digital Strategy Important?
 - ▶ Realistic asset management of critical infrastructure
 - ▶ Provide next generation of service delivery and engagement
 - ▶ Evidence based decision making

▶ Questions & Discussion