

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

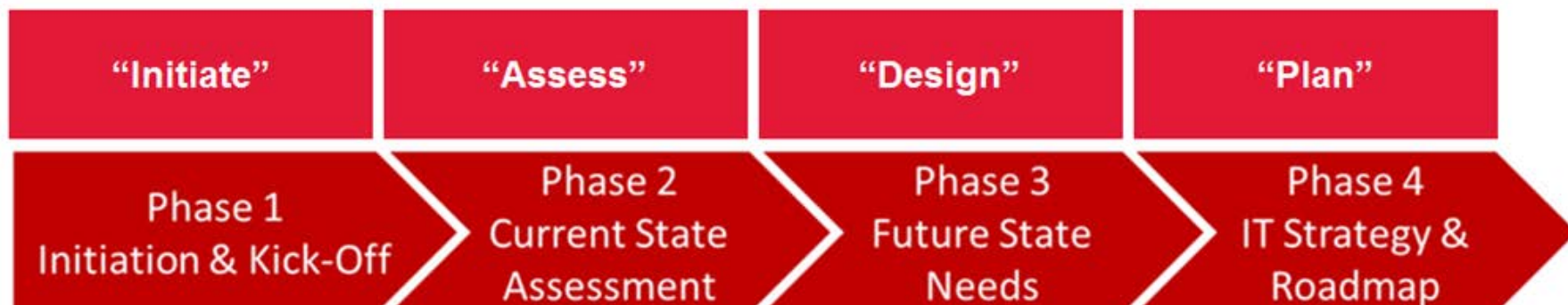
- ▶ Expansive growth over the last decade
- ▶ New and expanded systems
- ▶ Mobile and remote access
- ▶ Greater web and social media presence
- ▶ New kid on the block
- ▶ Trouble hiring and retaining staff

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

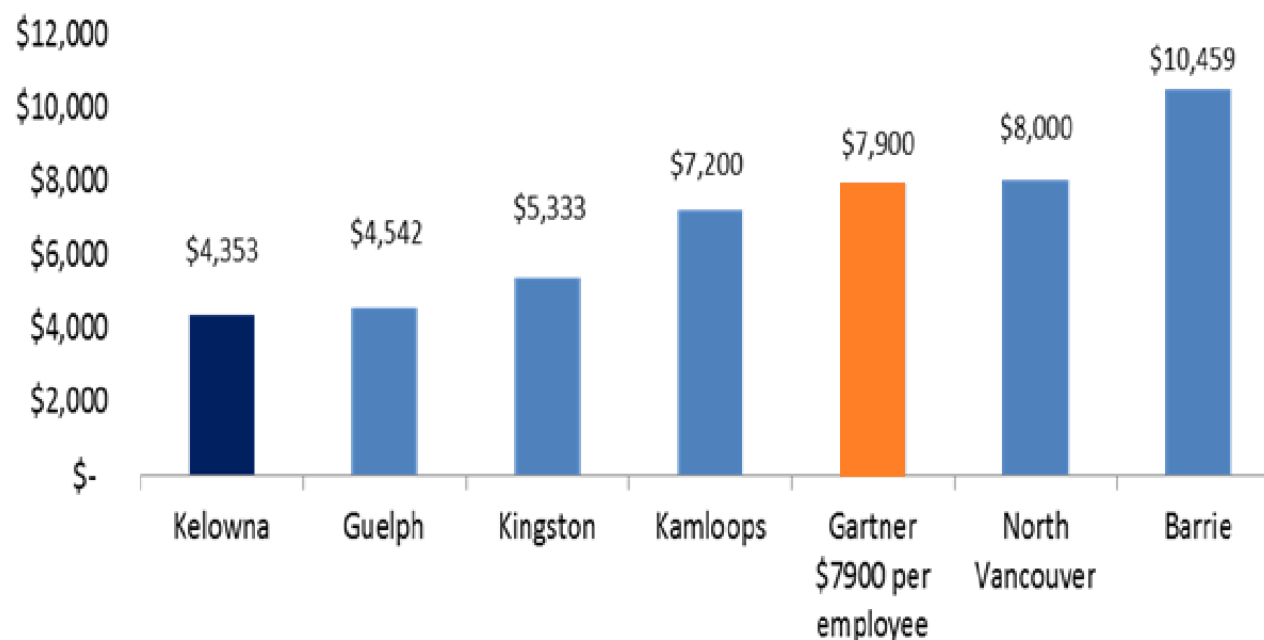
▶ Concerns

- ▶ 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

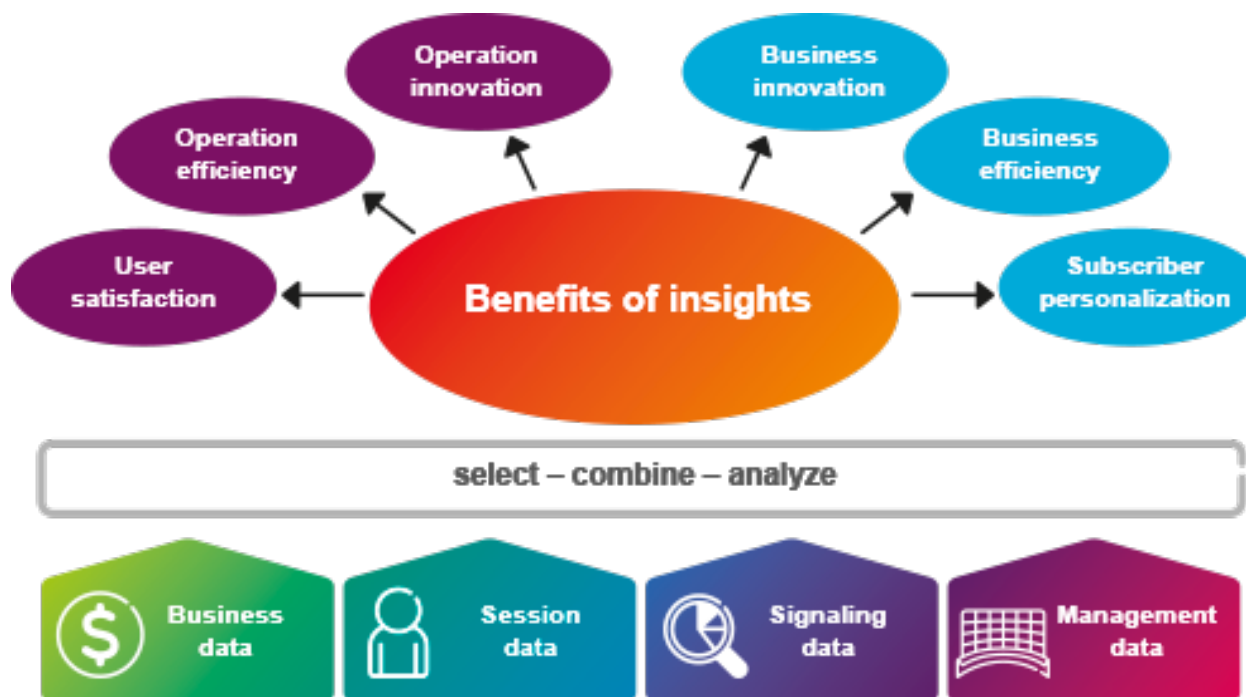
- ▶ Platform for next generation
- ▶ New ways to interact
- ▶ Improved service delivery
- ▶ Demo of chat

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

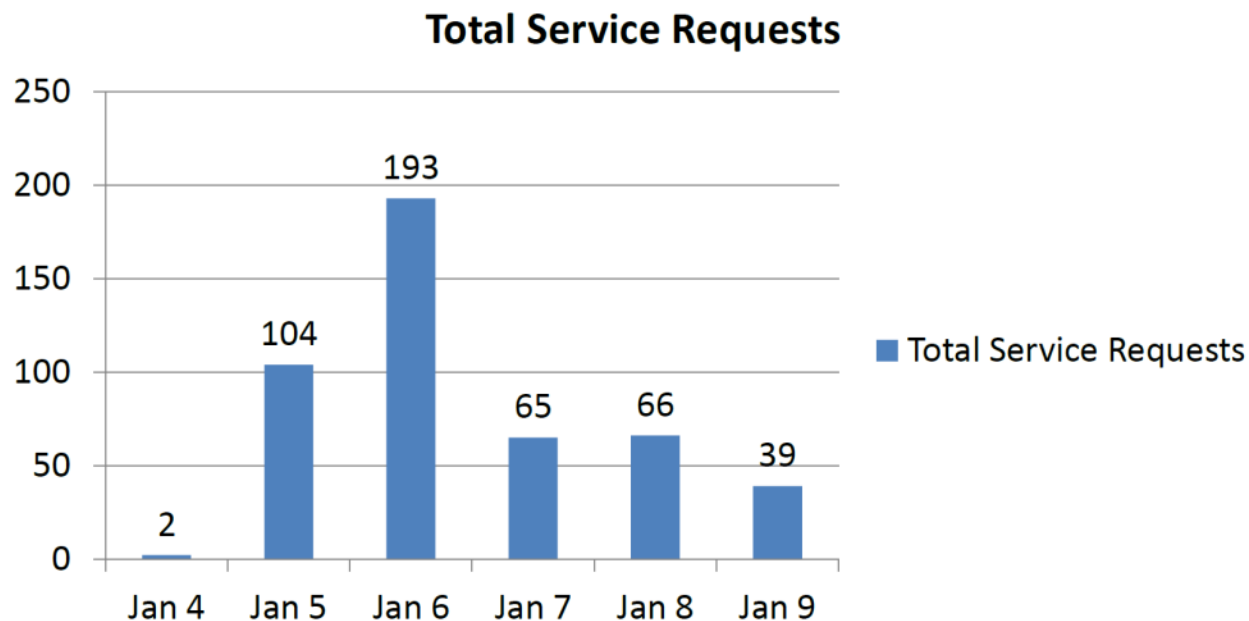
► Informed decisions



ANALYTICS

► Snow Event

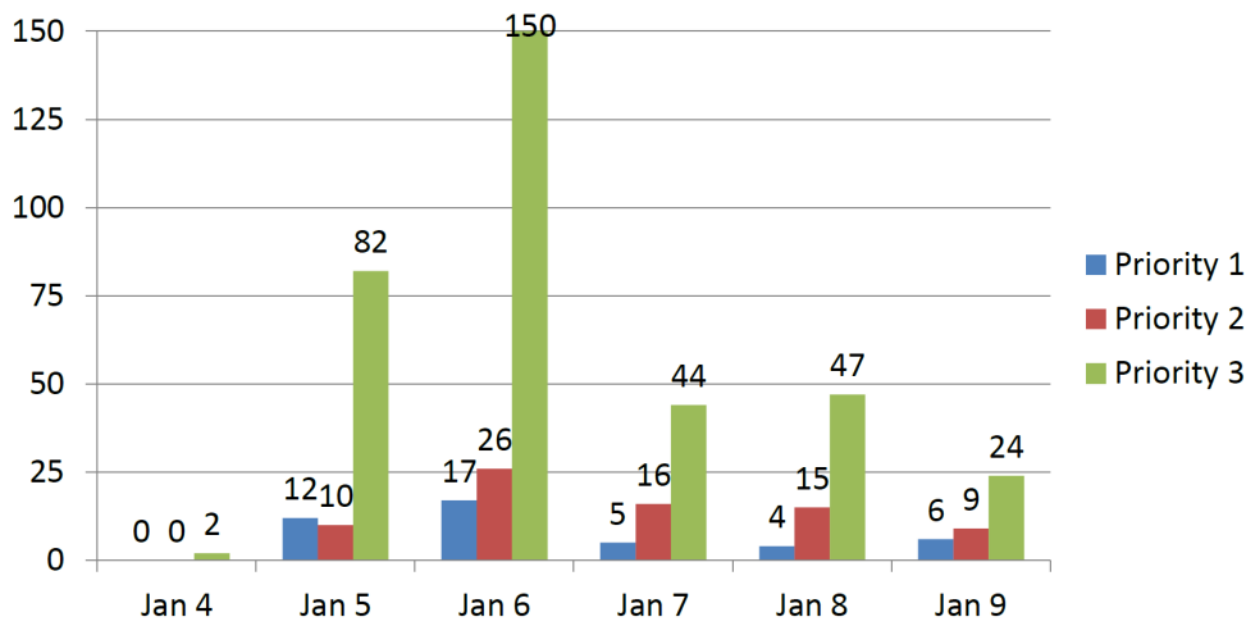
TOTAL DAILY SERVICE REQUESTS



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