

Strathcona County **One County Information & Technology (I&T) Strategy – Council Presentation**

January 30th, 2018



Business Drivers ('the why')

Driving the evolution of I&T management practices are the following business drivers

The following business drivers are compelling Strathcona County to rethink its approach to I&T management:

- **Financial** – cost pressures and/or financial requirements associated with managing information and technology;
- **Citizen** – requirements driven by citizens and businesses, and;
- **Performance** – the 'value for money' garnered by I&T investments and the organization's ability to successfully deliver I&T projects and services.

Financial

- Allocating funding to the 'right things' to properly support the community as the County moves from being 'small' to 'big'
- Limited transparency into the overall 'IT spend' is driving the need for greater enterprise oversight, I&T investment and portfolio management
- Duplicate I&T systems are driving inefficiencies

Citizen

- Rapidly evolving citizen requirements are driving the need for increasingly complex and new technology solutions
- Increasing citizen demand(s) for online services is driving the organization to offer new methods of municipal service delivery
- Need to cater to a diverse set of stakeholder requirements (e.g., urban, rural)
- Desire to perpetually maintain current technologies to best serve citizens

Performance

- Number of 'active' and/or 'uncompleted' projects is driving the need for an overarching strategy
- Limited collaboration and duplicate I&T systems is driving the need for greater collaboration and oversight
- Limited capacity to support and deliver I&T project is driving the need to carefully prioritize and assess I&T projects
- Increasing FTE requests are driving the need to look for innovative service delivery models (e.g. cloud, augmentation, etc.)

Executing the One County I&T Strategy will enable Strathcona County to realize its I&T Strategic Vision and achieve the following business outcomes: modern, insight-driven, integrated, sustainable, and connected

I&T Strategic Vision

Using an integrated and sustainable approach to managing information and technology, Strathcona County will become **Canada's Most Livable Community** by 2030 using modern solutions, making insight-driven decisions, and better connecting its citizens with municipal services

Modern



We operate modern technology solutions to deliver municipal services which empower our staff, our community, and meet evolving business needs

Insight-Driven



We treat data as a 'strategic asset' and use it to drive knowledge and insight so we can best serve our community 'today' and 'tomorrow'

Integrated



We take an integrated approach to investing, governing, managing information & technology and leverage cross-departmental synergies whenever feasible

Sustainable



We understand the implications of information & technology investments and provision for the sustainment of the systems we rely on; we do not accrue technology debt

Connected



We connect citizens to municipal services and deliver an engaging citizen experience using innovative channels which are enabled by technology and empowered by data

The One County I&T Strategy will propel Strathcona County into the future by executing I&T initiatives across three (3) integrated portfolios: One Enterprise, One Citizen, and One Foundation

One Enterprise



The County will adopt an enterprise approach to acquiring, implementing, integrating, and managing its enterprise systems

One Citizen



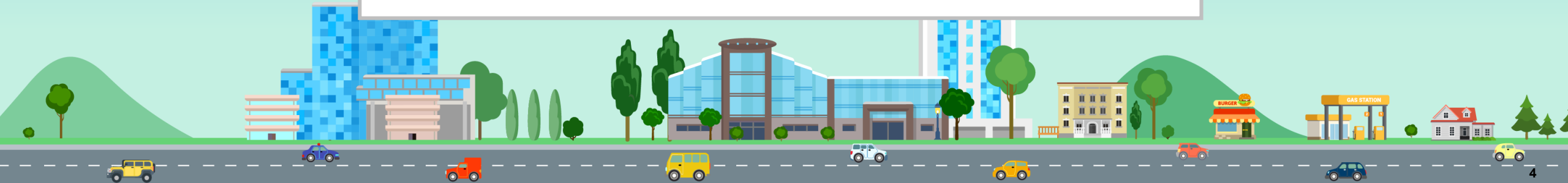
The County will deliver municipal services using current technologies which provide an omni channel and community-focused citizen experience

One Foundation



The County will:

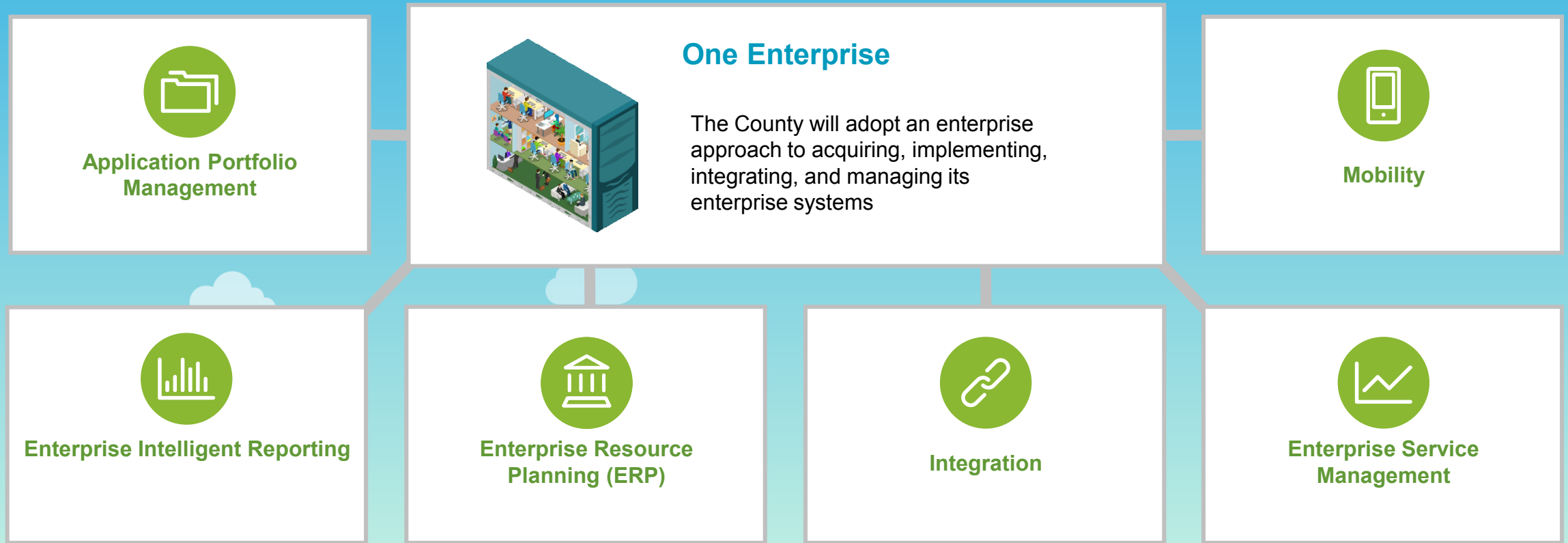
- Adopt a sustainable approach to investing, planning, and governing its I&T environment
- Enhance foundational capabilities needed to effectively manage, support, deliver information and technology



One Foundation – this portfolio will provide a set of foundational IT capabilities needed to support day-to-day I&T management and the execution of the One Enterprise & One Citizen portfolios



One Enterprise – this portfolio will target the acquisition and implementation of ‘enterprise-wide’ systems and create a set of IT business capabilities which cater to an enterprise approach to I&T management



One Citizen – this portfolio will help the organization define their ‘citizen experience’, including required supporting technologies, in order to enhance existing citizen-facing services and become increasingly ‘digital’



Recommendations to the Executive Team (ET)

The following recommendations will be key to the success of the I&T Strategy

Recommendation #1: Be Deliberate and Focused – assign accountability at the Executive-level and drive the execution of the programs/projects featured within the I&T strategic portfolios. Remain focused on the objectives created at the outset; you have said you wanted to be ‘smarter at delivering services’ and you had decided that ‘status quo was no longer an acceptable option’. The roadmap provides a clear path forward so stay true to the commitments and remain focused on supporting its execution.

Recommendation #2: Assign an Interim CIO Role – In order to help drive the execution of the strategy, we recommend that you assign the CIO role on an interim basis to an existing leader in the organization and make the CIO an informal member of the E-Team, invited to represent the I&T domain on as needed basis. As the role is additive to the current scope of work of that existing leader’s role, this change will require additional funding for advisory support to close the capacity gap. During the I&T governance implementation project, re-evaluate the positioning of this role and decide which scenario will be more appropriate on a permanent basis.

Recommendation #3: Implement IT Governance First – the IT governance structure will provide the organization with the foundation to properly manage and oversee the execution of the

Corporate Planning processes. The IT governance structure will help ‘set the organization up for success’ by helping to more sustainably manage its budget(s), resourcing, and capacity.

Recommendation #4: Measure Frequently & Adjust – Create measures at the corporate, portfolio, program, and project levels that articulate how the execution of the I&T Roadmap will be assessed based on its performance. In addition, performance measures should drive annual roadmap reviews for the purpose of making ‘course corrections’ as necessary; but be prompt and determined as you adjust ‘the course’ based on your measurements.

Recommendation #5: Garner Commitment and Resources from Various Departments – the roadmap cannot be executed by ITS alone; as an enterprise-wide strategy, members of various departments must be engaged and committed to achieving successful outcome(s). Otherwise, the I&T Strategy risks being the product of a department as opposed to an enterprise.

Recommendation #6: Accept Mistakes, not Failures – executing the strategy will garner error(s) and mistakes; the organization should accept that it will likely not ‘get things perfect the first time’ and it should understand/accept that improvements must be required over time. However, inability to ‘get things moving’ should not be accepted.

We thank you for your time and attendance

Appendix - Strategic Governance Framework

One Process for Planning for Departments

