

IT STRATEGIC PLAN – AN UPDATE

General Committee

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IT STRATEGIC PLAN – AN UPDATE

Agenda

- **Background**
- **Adopt Enterprise Architecture**
- **Implement IT Best Practice**
- **Plan Portal Implementation**
- **Optimize Business Architecture**
- **Initiate Information Management Program**
- **Refine IT Governance**

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Background

- **IT Strategic Plan**
 - To provide a business-IT alignment at multiple levels (vision/strategy/plans/projects/services)
 - Was developed by IBM in 2004/5
 - Involved various stake holders across the Town, and external advisors
 - Was endorsed by Council in 2006
- **Six recommendations**
 - #1 Adopt Enterprise Architecture
 - #2 Implement IT Best Practice
 - #3 Plan Portal Implementation
 - #4 Optimize Business Architecture
 - #5 Initiate Information Management Program
 - #6 Refine IT Governance

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#1 Adopt Enterprise Architecture

- **32 Enterprise architecture principles recommended**
 - ✓ — Guiding principles (6) - adopted
 - ✓ — Management and organization (2) - adopted
 - Data management (3) – in progress
 - ✓ — IT solution delivery (3) - adopted
 - ✓ — User access principles (3) - adopted
 - ✓ — Technology principles (2) - adopted
 - Privacy principles (5) – in progress
 - ✓ — Security principles (4) – mostly adopted
 - ✓ — System management principles (3) - adopted

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#1 Adopt Enterprise Architecture

- **Enterprise technology solutions**

- Wireless Radio & Low Volume data communication strategy – 2008
 - o Private radio network to support voice and low volume data (AVL)
 - o Significant cost saving/avoidance, and targeted to be in place in 2011
- Automated Vehicle Location study – 2008
 - o Identified enterprise technology requirements
- Telecommunication and Wide Area Network strategy – 2009
 - o Currently used PBX technology is obsolete & operationally risky
 - o Moving towards Voice over IP (VoIP) technology
 - o Planned a three year migration path (starting 2010)
- Wide Area Network enhancement strategy - 2009
 - o Migration to higher bandwidth and to be timed with VoIP rollout (starting 2010)
- Server capacity enhancement (with consolidation & virtualization) – 2008/9
- Enterprise printer solution framework, AV & video – started in 2006
- Enterprise Project Management tool - 2009

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#2 Implement IT Best Practice

- **Best practice adopted and progress made**
 - Information Technology Infrastructure Library - adopted
 - IT Service Management process implementation since 2006
 - o Incident resolution tracking system (2nd level support) - 2006
 - o Implementation of IT Service Desk - 2008
 - o Incident status notification to users (automated) – 2008
 - o IT Service Catalogue - 2009
 - o Severity based incident resolution - 2009
 - o Configuration Management Database – 2009
 - o Staff certification in ITIL – since 2007
 - Business continuity plan – 2008
 - Project (portfolio) management following PMI methodology - 2007

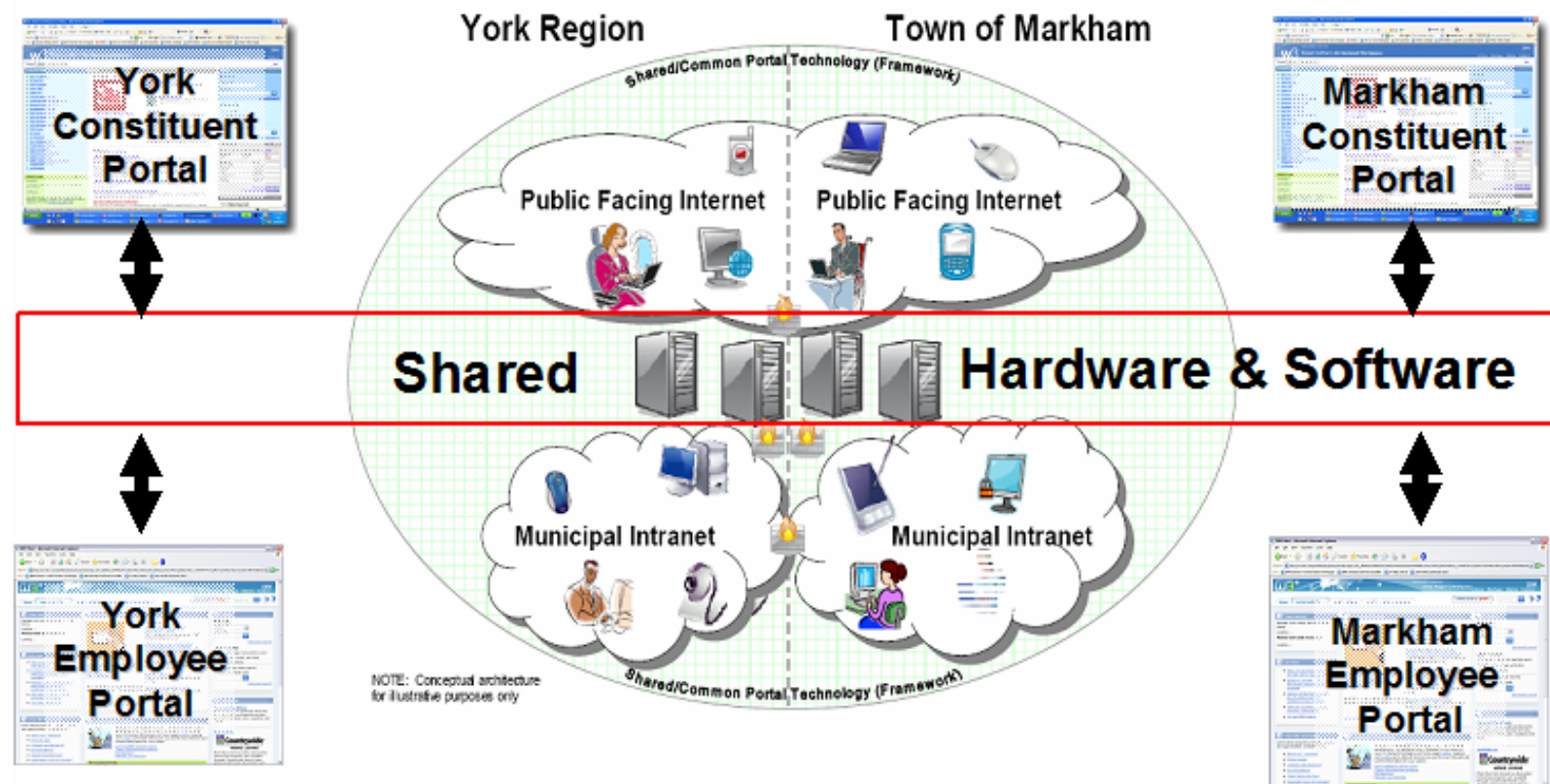
#3 Portal Implementation

- **Joint Portal Project – since 2005**

- Business Vale Assessment (Markham) - 2005
- Joint Portal Business Plan with the Region of York – 2007
- Joint Portal RFP and award for hardware/software – Oct. 2008
- Joint Portal Roadmap, Technical architecture and Phase 1 detailed requirement (Phase 0) – May 2009
- RFP award for Phase 1 implementation – Sep. 2009
- Joint Portal Program Manager – Oct. 2009
- Hardware procurement & setup – Nov. 2009

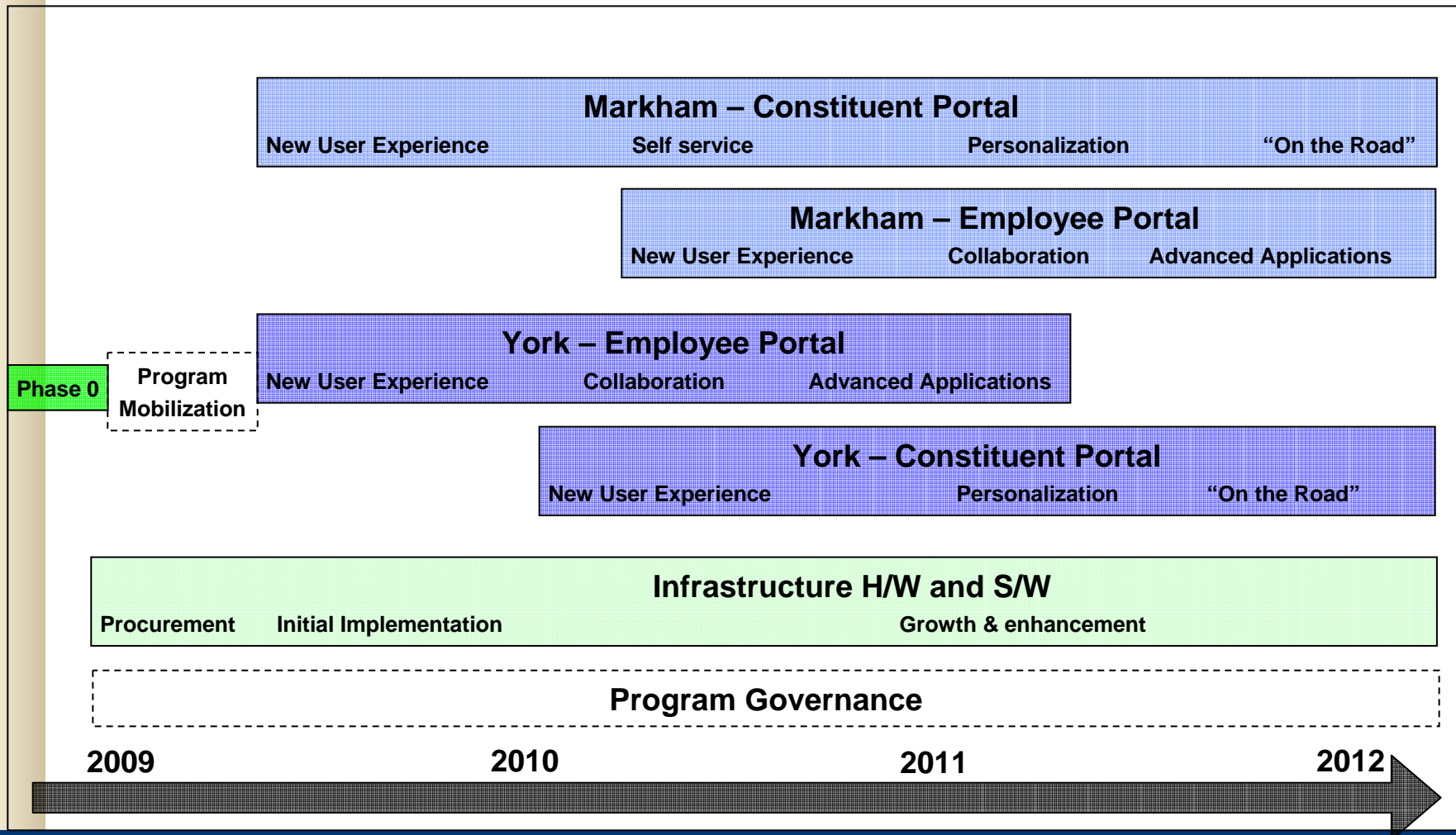
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#3 Portal Implementation - Joint Portal project



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#3 Portal Implementation – Joint Program Roadmap



Building Markham's Future Together

Towards a Sustainable Community

#3 Portal Implementation - Constituent Portal Road Map

Markham Constituent Portal - Vision:

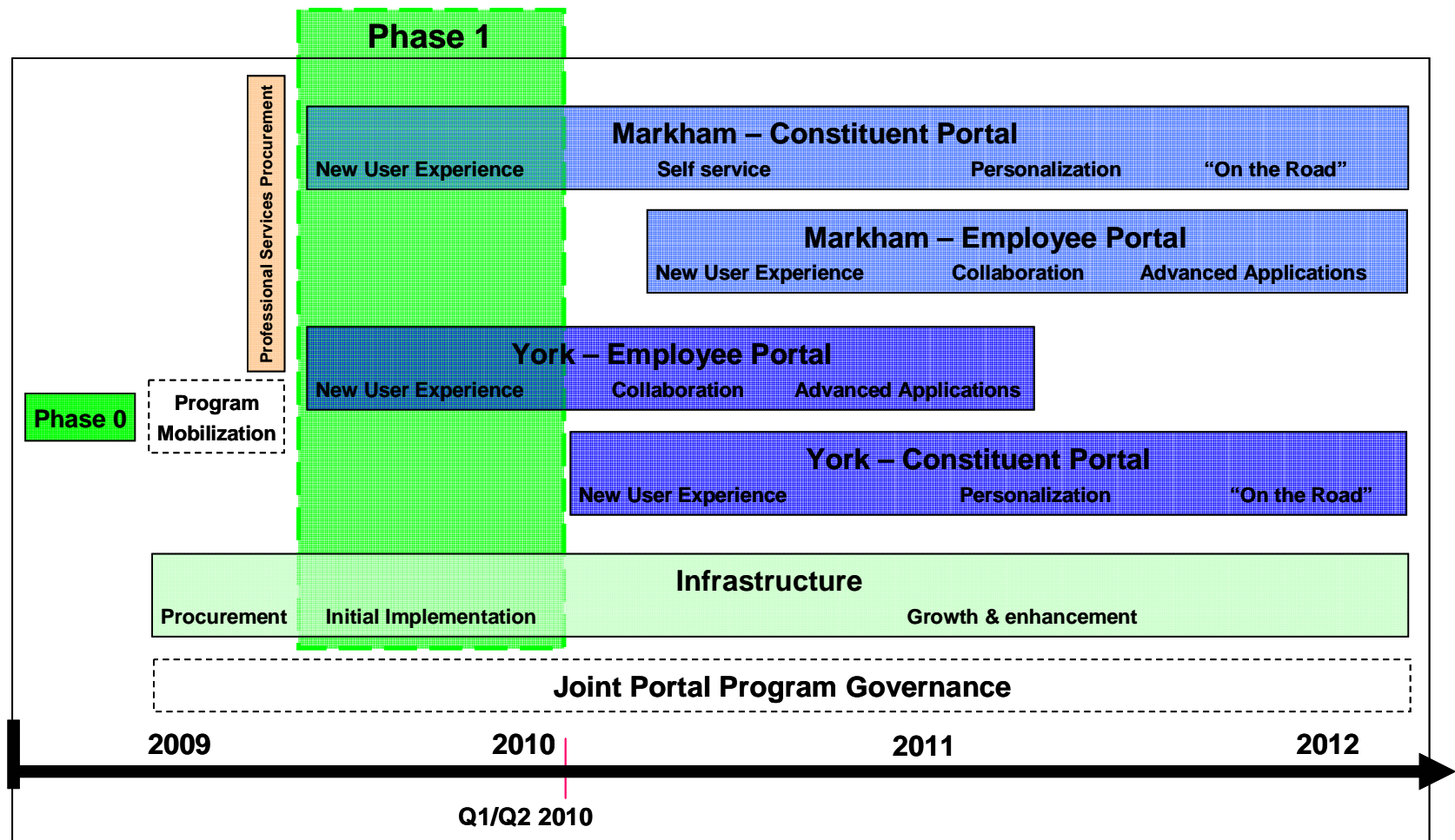
“The Town of Markham’s internet capabilities will meet the diverse needs of it’s constituents by providing a dynamic and user friendly experience, effective online tools and services to facilitate their relationship with the Town. This will position the Town of Markham as a leader in eGovernment services”

Phase 1: New User Experience

- New look & feel, better navigation & architecture, meets higher accessibility standards
- Revised contents from 7 micro sites migrated into a new content management tool
- Existing online pdf forms and links to applications re-written as Portlets
- Online service request that directly integrates to the Town’s service request processing
- A better search capability that will surface site, PDF & Council document contents
- Event Calendars for multiple sites, and the ability to view blogs and comment on them
- Enhanced search capability, and a new content management tool
- New and searchable Council Document Repository
- Query for permit or license information without logging into Amanda

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#3 Joint Portal Implementation – Project Timelines



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#3 Portal Implementation - Constituent Portal Road Map

Phase 2: Self Serve

- Allow constituents to self register a profile for themselves, and subscription service that provides information and content (eg. News)
- Single-sign-on and online payment for most services (taxes, parking, licenses etc.)
- Provide many more online submission forms that integrate to backend systems

Phase 3: Personalization

- Enable constituents to personalize their experience by setting the view of their MyMarkham page
- Extend the user profile to enable single-sign-on to the service request application and access to status of requests, view tax roll information etc.
- Sign up to become members of available communities of interest
- A new web-based GIS interface to surface maps in a more user friendly fashion

Phase 4: “On the Road”

- Constituents will interact with the site from their mobile browsers for selected features
- Establishing an Emergency Management Collaboration area and tools for emergency response
- More self serve features are enabled on backend applications where constituents will be provided with additional forms to be able to complete transactions online

#3 Portal Implementation - Employee Portal Road Map

Vision:

“The Intranet for the Town of Markham will be the employee’s browser based desktop. It will provide personalized access to information and applications used by employees on a regular basis. The Intranet will also provide a collaborative environment for employees to work together and share information”

Phase 1: New Employee Experience

- A new information architecture, look & feel, accessibility standard
- Ability of single-sign-on to the portal, as well as desktop and other Markham applications accessed from the portal
- Personalized employees experience and Corporate and Departmental pages
- Access to Corporate and Departmental applications via links, access to existing form functionality as portal functions
- Enhanced search capabilities of Portal content and PDF files

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#3 Portal Implementation - Employee Portal Road Map

Phase 2: Employee Collaboration

- Departmental team rooms with wiki, blogs, forums and a document repository
- Ability to add single-sign-on from the portal to web-enabled applications
- Enable self-management of password changes and other aspects of user profile
- Ability to subscribe to feeds from external sites, departments, News & Alerts
- Receive targeted content to specific user groups

Phase 3: Advanced Application Integration

- Rollout of Instant Messaging and Project Team rooms for collaboration
- Enable Employees to update their profile to set their communities of interest
- Provide project dashboards by integrating PM tools with the portal
- Advanced search capabilities that show results from other websites or file systems

#3 Portal Implementation – Next Steps

- Major deliverables – Dec. 2009
 - Infrastructure setup and software installation
 - Preliminary privacy assessment, user interface design, change management
 - Content review and clean up, migration strategy
- Hosting options
 - Development and test environment hosted at the Region
 - Production and permanent hosting to be reviewed and decided
- Road map - Phase 2 (Markham)
 - Phase 2 of constituent portal, Phase 1 of employee portal
 - Scope definition and procurement – 2010

#4 Optimize Business Architecture

- Working with regional and national municipalities on Municipal Reference Model (v2) – 2008/9
 - Technology that allows municipalities to understand and manage the relationships between municipal programs, services, business processes etc. as well as benchmarking
 - Enterprise perspective, manage organizational changes, service/process interdependencies
 - Aligns with Municipal Services (Council priority), and helps align IT solutions with business needs
- Review and recommendations on future direction of selected existing business applications with enterprise perspective – 2010

#5 Initiate Information Management Program

- Information Management Implementation Plan - 2008
 - Records inventory – 2009
 - Payment Card Industry requirement assessment - 2009
 - Privacy requirements, master data management - 2010
 - Records retention policy, Governance – 2010

#6 Refine IT Governance

- Review of existing structure and recommendations – 2010

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Summary

- **Significant progress made in implementing the strategic plan**
 - Adopt enterprise architecture
 - Implement IT best practice
 - Plan Portal implementation
 - Initiate Information Management Program
- **A few areas that require further work in 2010**
 - Optimize business architecture
 - IT governance
- **Possible partial review of the strategic plan**
- **Next update to Council around mid 2010**