

Municipality of Lakeshore – Report to Council

Chief Administrative Officer

Digital Transformation & Cloud Services



To: Mayor & Members of Council

From: Michael Martin, Division Leader – Digital Transformation & Cloud Services

Date: December 20, 2022

Subject: Digital Transformation Strategy Update

Recommendation

This report is for information only.

Background

During the Organizational Review conducted in 2021, several risk and opportunities were identified regarding Lakeshore's information technology systems. The Review identified that IT was still in the 'developing phase' of three main areas; IT Management & Oversight, IT Operations with respect to security applications and infrastructure, and finally Data Management. It was also identified that there was a major opportunity for IT to become an agent of change at the Municipality by helping digitize business process and increase the efficiency of the overall municipality.

Soon after, IT was rebranded as Digital Transformation & Cloud Services to reflect that new mandate for the Division. In early 2022, the journey began to move from developing to 'operating with best industry practices' and become the change agent needed.

In March 2022, DTCS presented a four pillar strategy that would be used to drive the needed changes. These four pillars are: the Beautiful Basics (hardware and software reliably working), Governance & Policies, Cyber Security and Integration + Automation = Transformation. Future projects would need to be aligned with at least one of the strategic items to move forward to advance ourselves against our roadmap.

With technology, certain things should just be able to be taken for granted to 'just work'. The Beautiful Basics will ensure the Municipality can focus on service delivery without ongoing technology failure. These items should be validated on a regular basis to ensure the Municipality's risk level from recurring activities remains low.

A formal Governance framework that provides a structure for our organization to ensure that DTCS investments support business objectives. A suite of policies and procedures

that our workforce follows when they're accessing resources. This documentation forms a governance framework that provides instruction and guidance to your workforce.

A Cyber Security roadmap for effective security management practices and controls. Having a strong security program helps our organization ensure the confidentiality, integrity, and availability of our Municipal information, as well as the organization's private data through effective security management practices and controls.

Finally, a simple definition: Automation and integration that creates better processes and experiences for employees, residents, and all stakeholders. This is Transformation. Our major projects will ingrain this philosophy and continuous improvement towards becoming a leader in service excellence.

Information Technology Budget Re-Alignment

Empowered by this internally developed strategy, DTCS staff began aggressively working on each of the major pillars. Incremental and vital steps were made throughout 2022 setting ourselves up to continue our success in 2023 and beyond.

In 2023, DTCS undertook a major budgetary governance review. In previous years as well as the 2022 Municipal budget, technology costs were distributed throughout the organization. This created budget accountability and responsibilities challenges as it related to technology and a coherent technology infrastructure program. This setup created inefficiencies throughout the organization.

Through a partnership with Finance, DTCS consolidated all technology budgets in the Draft 2023 Municipal Budget presented to Council on January 10th 2023. It includes significant optimization, a focus on asset management as well as exciting new services that will benefit the entire Municipality rather than select few.

Cyber Security

Entering 2022, Cyber Security posed a significant risk to the Municipality. Municipalities have historically not prioritized IT security programs, leaving corporate and personal information of residents vulnerable to common malicious attacks. A 3rd party scan of the Municipality was undertaken, scoring its Cyber Maturity at less than 10%. Step by step, we made incremental changes followed up by organizational communication and action to drive our score up. A second scan was performed at the midpoint of the year, demonstrating the tremendous strides made. In such a short time, the Municipality achieved a rating of over 80%. The journey is of course not over and will continue to evolve, however can rest slightly easier. Continued investment into IT security will be needed in order to maintain this stronger position in the future.

Regarding the little things that we should take for granted, we now can. Missing procedures were developed to ensure that we continue to manage risks associated with recurring business activities. We continue to ensure that our critical infrastructure is monitored, patched, backed up, protected from threats, and supported within an

acceptable asset lifecycle. We routinely apply security patches from our suppliers and ensure our ability to recover the Municipality in the event of a disaster.

A year of major change, 2022 also saw DTCS being engaged in no less than 20 projects. Varying in scope and size, each project offers opportunity to Transform business process and create those promised efficiencies. Supported by the Digital Modernization Grant along with other allocated funds, staff worked across departments to bring these projects to life. While some will continue into 2023, we have demonstrated that in a modern digital world, IT needs to play more than its traditional support role.

Finally, a staffing model was developed to reflect the DTCS strategy. Included in the Draft 2023 Budget is a model that will support all four key pillars and allow the DTCS organization to succeed in this significant undertaking.

Comments

Appendix A – DTCS Update will be presented to Council to provide an overview of the ongoing strategy and work of 2022.

Financial Impacts

There are no financial impacts associated with this report. Funding to operationalize the projects undertaken above is included in the Draft 2023 Budget.

Attachments

Appendix A: DTCS Update Presentation

Report Approval Details

Document Title:	Digital Transformation and Cloud Services Updates.docx
Attachments:	- DTCS Update.pptx
Final Approval Date:	Jan 5, 2023

This report and all of its attachments were approved and signed as outlined below:

Prepared by Michael Martin

Approved by Justin Rousseau and Truper McBride