



Digital Transformation & Cloud Services

Strategy & Transformation

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Defining Digital Transformation

The Municipality of Lakeshore is at the beginning of its Digital Transformation. What is a **Digital Transformation** and why is it so important? Let first define it:

We define digital transformation as the integration of digital technology into all areas of a business resulting in fundamental changes to how businesses operate and how they deliver value to customers. Beyond that, it's a cultural change that requires organizations to continually challenge the status quo, experiment often, and get comfortable with failure. This sometimes means walking away from long-standing business processes that companies were built upon in favor of relatively new practices that are still being defined.

Fear of failing is the enemy of innovation. We must embrace failure and learning in order to succeed.

Strategy & Transformation

Our Mandate

The Information Technology department will partner with all organizational units and deliver a Strategic Roadmap across **four** critical Programs:

1. Governance & Policies
2. Beautiful Basics
3. Security & Risk Mitigation
4. Build through Transformation

Each project and activity will be linked to one of these four programs and will advance the Municipality through its Digital Transformation over the next three years.

Programs

Governance & Policies

A formal 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 resource. The documentation forms a governance framework that provides instruction and guidance to your employees

Security

A 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.

Beautiful Basics

There are just some things we should be able to take for granted. We **KNOW** they are taken care of and we can count on them always being there.

The Beautiful Basics will ensure the Municipality never worries about the little-things again!

Integration + Automation = Transformation

A simple definition is: Automation and integration that creates better processes and experiences for employees, residents, and all stakeholders.

Our Major Projects will ingrain this philosophy and continuous improvement towards becoming a leader in service excellence.

Financial Governance

- 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 tracking nightmares as well as carried unnecessary waste.
- Through a partnership with Finance, DTCS consolidated the Technology budget through the 2022 operating year and presents to Council this year a self-contained budget.
- 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.
- Finally, accountability. Via this new Budget, DTCS can be fully accountable for the technology costs and needs of the Municipality

Cyber Security

- Entering 2022, Cyber Security posed a significant risk to the Municipality
- Municipalities have historically not prioritized Information Technology Security programs, leaving it vulnerable to common 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. Changes include:
 - Digital Identity protection mechanisms
 - Email & Brand reputation protection
 - Endpoint, Server & Network hardening
- 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 a little easier.

Cyber Security



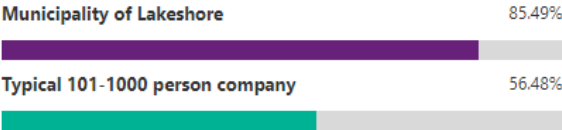
Microsoft Secure Score for Identity is a representation of your organization's security posture and your opportunity to improve it. I

Secure Score for Identity

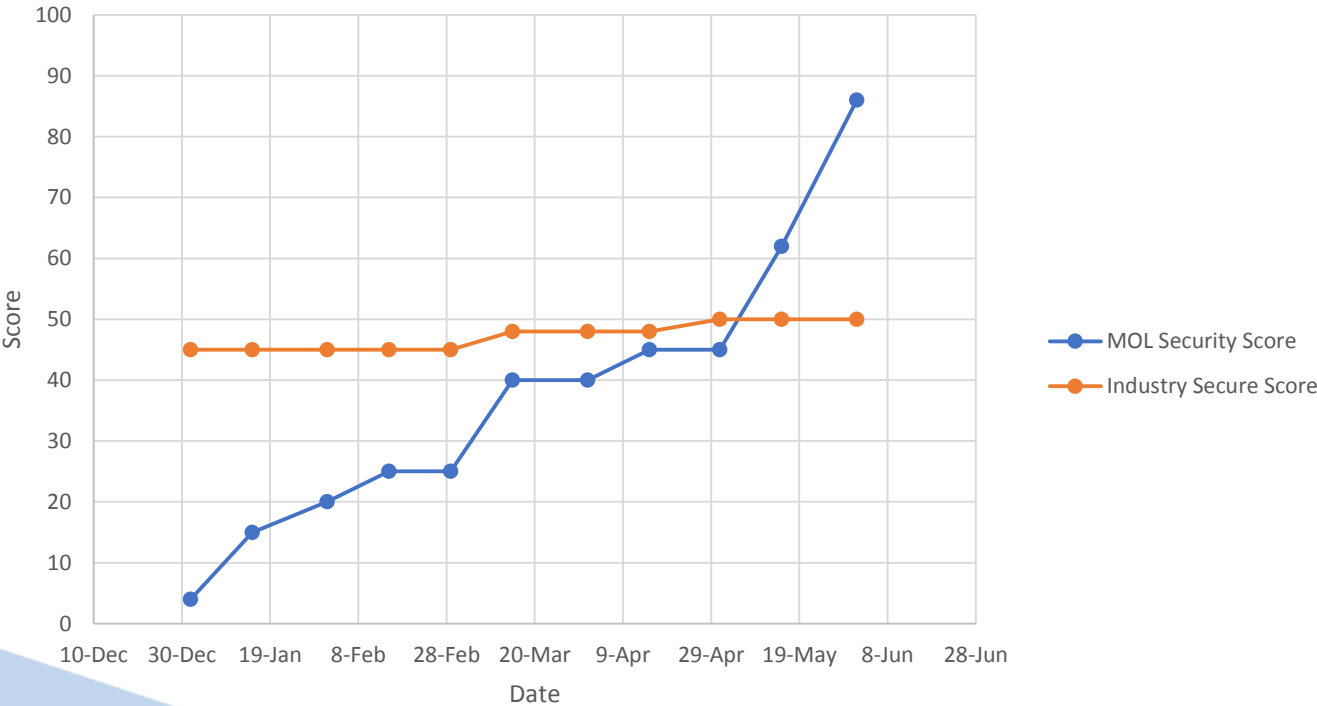
 **85.49%**

Last updated 9/13/2022, 8:00:00 PM ⓘ
[View your Microsoft Secure Score.](#)

Comparison



Security Score Progress



Beautiful Basics

- 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 reoccurring business activities.
- We must be able to take certain Beautiful Basics for granted, they should be assumed, never doubted ... but always validated
- Servers, Network Devices & Endpoints are be:
 - Patched
 - Backed-up
 - Monitored
 - Protected
 - Supported (Within Lifecycle Policy)
- We routinely:
 - Apply Security patches
 - Test back-ups

Transformative Projects

- 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.
- No department went untouched over this past year.
- We have demonstrated that in a modern digital world, IT needs to play more than its traditional support role.
- Agents of change we have become and will continue to be