



# Information Technology

Annual Report

For the year 2015



---

# Executive Summary

There is a growing trend among enterprises that shift IT departments away from their traditional roles as cost centers and technology facilitators to true business partners helping organizational outcomes by enabling the use of innovative technologies.

---

## **Our Mission:**

*“Enabling City departments to provide better service to the public through technology service and innovation”*

---

Today’s workplaces are often mixtures of legacy systems and modern technologies that are all expected to work together harmoniously. IT is forced to walk a tightrope in order to maintain the old and innovate the new. Doing this successfully requires tremendous technical ability, but more importantly, it means that IT personnel must have solid understandings of the goals of the various departments they support. With this knowledge, they can proactively suggest and deploy solutions that will allow the business objectives to be achieved. Securing this knowledge requires IT professionals to build stronger relationships with departments, become entrenched within their operation to truly understand their pain points and strategic path forward.

This report describes a journey started three years ago with the development of a Corporate Technology Strategic Plan (CTSP). A mission to strengthen our existing infrastructure and information systems, partner with our clients to improve collective decision making, and develop a strong foundation for future growth. This past year has provided IT with an opportunity to review how far we have come, recalibrate our objectives and continue in our evolution to better support the public service.

---

## **Our Vision:**

*“To transform the Information Technology Department from a solid utility to a partner player aligned with the business needs of the organization “*

---

Recognizing that (like many others) we are an organization in transition, we completed a departmental re-alignment in 2015. The intention was to rationalize existing resources to enhance our ability to support business engagement and community

partnerships. We also needed to bolster our technical and non-technical skill development in order to embrace digital innovation and manage critical disciplines like information management. This re-alignment has moved us beyond divisional silos to reflect a more functional model of IT service delivery. We strive to be more flexible, more business savvy and more pioneering in the way that we enable business. As we move through this transition we are conscious of seizing business moments to take calculated risks to support innovation and demonstrate value to the business and city at large.

The Annual report for 2015 provides a different lens with which to evaluate our progress. Departing from previous reports which focus primarily on industry maturity models and statistics, we now need to re-focus and track meaningful metrics which will support our continuous improvement efforts and our evolution as an IT organization. The sustainability and effectiveness of our core infrastructure and governance process will always be of critical importance. But in order to continue to progress we must also place business engagement and innovation as top tier priorities.

As noted in last year’s annual report, IT continues to embrace collaboration and building partnerships as key drivers to success. We also continue to improve our ability to adapt to change, become more transparent as an organization as well as embrace a fail-safe model to support innovation. What is often difficult to demonstrate by way of success measures is the hard work and dedication of IT staff. Their skill, knowledge and commitment to grow along with the technology they support cannot be overlooked. Their professionalism and willingness to go above and beyond combined with their commitment to service makes all of our success possible.



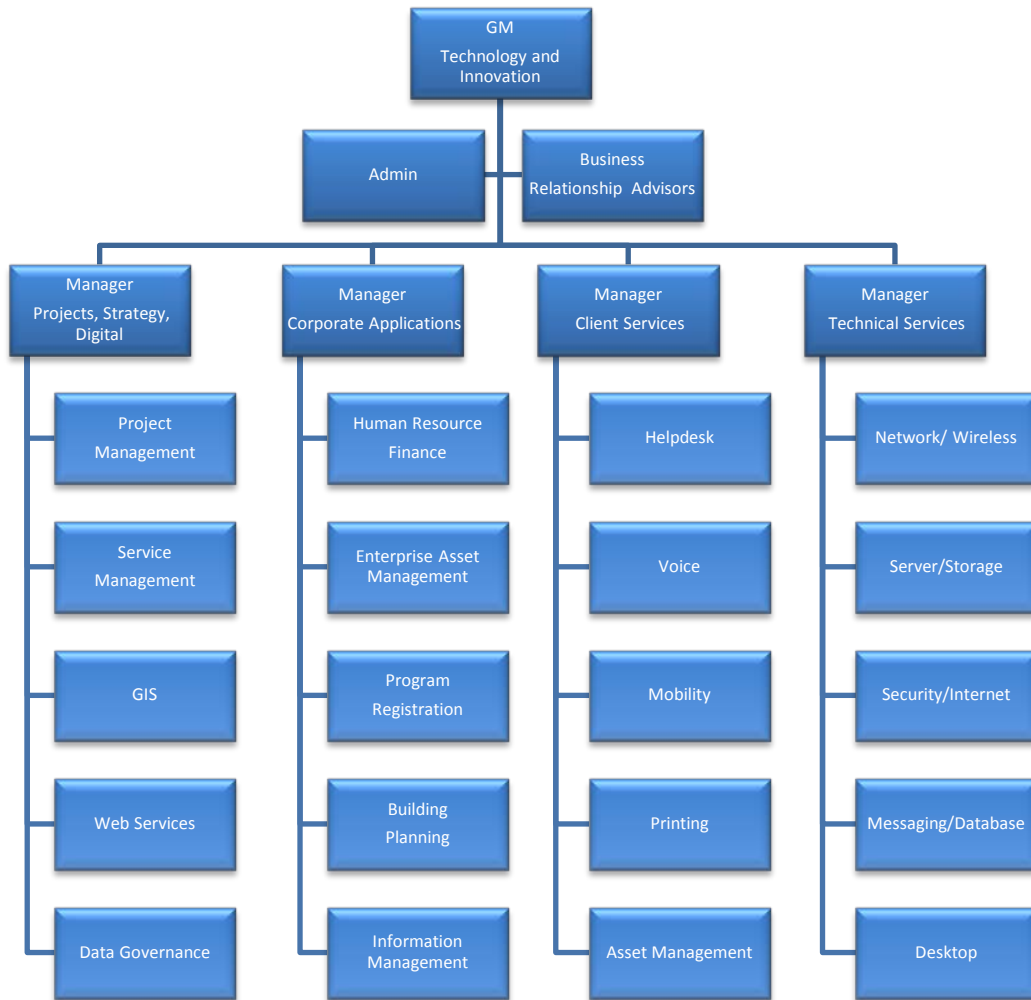
# Table of Contents

- Who we are..... 4
- Service 2.0: The Next Generation ..... 5
- Information Technology Dashboard ..... 8
- Building Performance at a Glance..... 9
- 2015: A Year in Review ..... 11
- 2016: Planned Improvements..... 14
- Mostly Abbreviations (Glossary of Terms)..... 17
- Appendix 1: Performance Metrics (A Deeper Dive)..... 18

# WHO WE ARE

Information Technology is responsible for strategic planning, oversight and direction of the city's IT infrastructure, resources and services. The following organizational chart represents the re-aligned department as of 2015.

## IT Organizational Structure



---

# Service 2.0: The Next Generation

2015 was a year of change as IT adopted a new service management structure. A hybrid solution that combines two industry standards:

- **Cobit 5:** A framework and set of tools associated with process management, continuous improvement and governance.
- **ITIL 3.0:** a set of practices for IT service management (ITSM) that focuses on aligning IT services with the needs of business.

Service 2.0 is built around flexibility. Unlike the organizational structure where relationships and associations are more rigid to facilitate budgeting, performance monitoring and administration - projects large and small receive a unique combination of skills, expertise and technologies to produce a required outcome. A recipe for success that once completed may be used again or discarded and replaced by a new combination more appropriate to the task at hand. The A La Carte method of resource allocation provides an enhanced level of efficiency. The Structure focuses on five distinct management disciplines and the organizational components that contribute to their success.

**Infrastructure Management** is the set of processes, policies and technologies that form the hardware backbone of IT service delivery. Networks, servers, database administration and security are key areas of responsibility. Infrastructure Management and Application Management must work seamlessly to ensure the availability of both hardware and software to address the administrative and operational needs of the organization.

Infrastructure Management carries the burden of risk assessment and resolution around service availability, however, significant contributions from the other management areas are needed to facilitate service stability.

**Application Management** is the process of managing the operation, maintenance, versioning and upgrading of enterprise applications throughout their lifecycle. The process includes best practices, techniques and procedures essential to the application's optimal operation, performance and efficiency. The key stakeholders for this area include:

- **Application owners:** Key business leaders such as ITGC Steering Committee members or sponsors from the Executive Team.
- **Application developers/managers:** Technology managers and staff that support the application.
- **Application users:** User Group participants, Subject Matter Experts (SME's) and front line staff.

Application Management addresses daily operational issues dealing with functionality, configuration and application integration, delivery of services, data integrity and governance. Application refresh, process mapping, and documentation are usually performed as part of a lifecycle upgrade.

---

**Service Management** focuses on best practices, processes and measures that directly deal with customer satisfaction and engagement. Service management defines the types of services provided by IT, the expected responses to specific situations and the timelines around which these responses can be delivered.

Service Management's primary function is to triage incoming requests. The goal is "first call resolution", however, the ability to re-direct more complicated requests to the correct resource for resolution is equally as important. Service, Application and Infrastructure Management form a triad for delivering ongoing operational support to the organization.

**Project Management** is the discipline of initiating, planning, executing, controlling, and closing the work of a team to achieve specific goals. A project is designed to produce a unique product, service or result with a defined beginning and end. Project Management focuses on the tasks, timelines and resources to obtain the desired results. Project Management occurs as a two tiered approach. Certified Project Managers are tasked with completing cross-functional and longer term ventures. System and Application Analysts are often utilized to perform similar functions on shorter and/or less complicated endeavours.

The Project Management's team's involvement is often critical to ensure adequate needs are met and to support the sustainability of an implemented solution. The effective use of resources, on-time completion and the quality of the product or service delivered can have significant impact long after the project has been concluded.

**Technology Management** is a discipline that allows organizations to manage their technological fundamentals to create competitive advantage. Technology Management forms the hub of the other disciplines and can be defined through the following concepts:

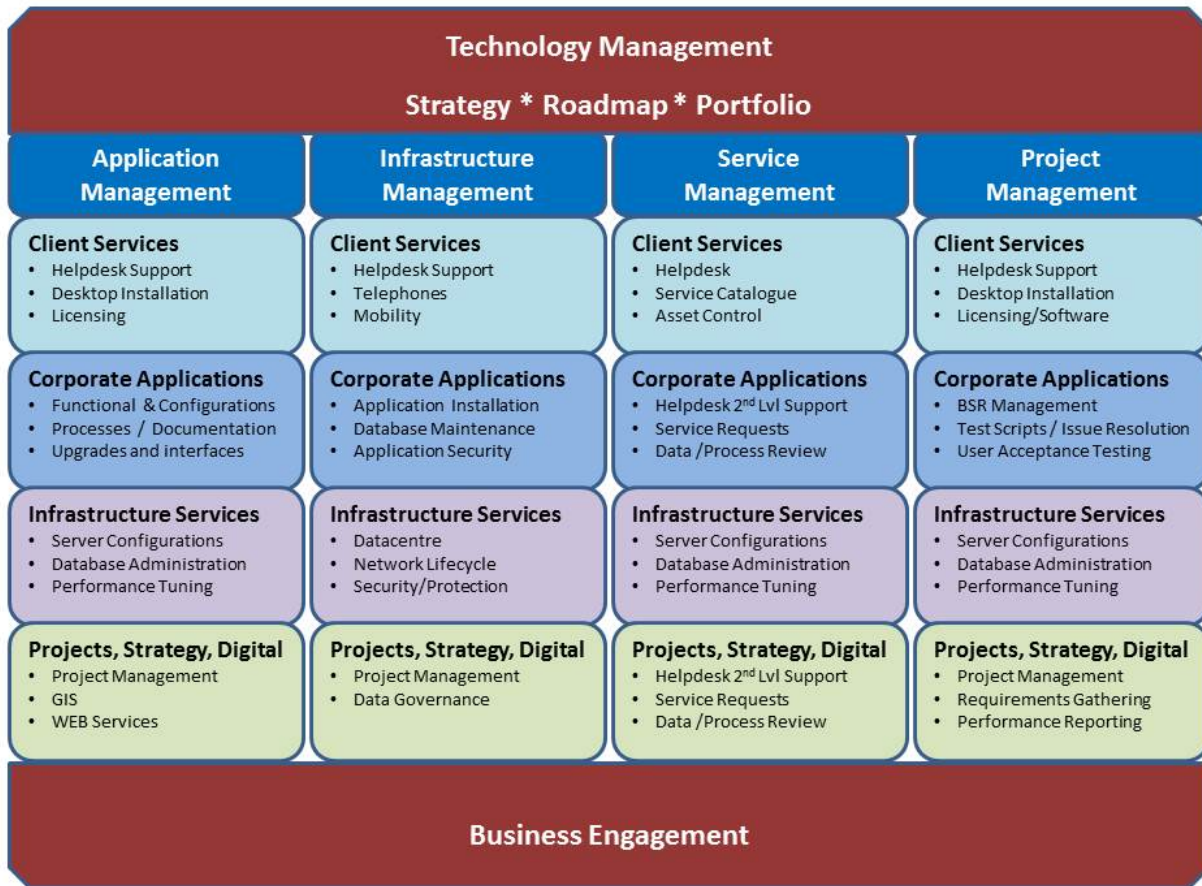
- **Technology strategy:** The role of technology in an organization
- **Technology roadmap:** The recommendation of new technologies to address business needs.
- **Technology portfolio:** The set of technologies currently in use or to be used by an organization.

The role of the Technology Management function in an organization is to understand the value of technology solutions for the organization. Continuous development of technology is valuable as long as there is also value for the customer. This function allows an informed decision to be made as to when to invest in technology development and when to withdraw.

The Corporate Technology Strategic Plan (CTSP) formed a key technology strategy for the organization. The implementation and ongoing improvements to the governance framework has led to better corporate decision making around the strategic implementation of technology. The HR Assessment and Tech Plan, GIS Technology Plan, various application assessments and the ERP-EAM Renewal Strategy have contributed not only to the roadmap for the future, but, will significantly affect the city's technology portfolio moving forward. An adherence through ITGC and the business engagement service will provide formal channels with which corporate strategic planning around technology can occur.



## Service 2.0: Functional Service Model



From the visual representation of the Service 2.0 model, it can readily be seen the balanced impact of all divisions on service delivery. This functional model transcends a divisional approach to IT services. The Business Engagement function will be built through 2016.

### Infrastructure by the Numbers...

- Emails processed in 2015 = 4.3 Million
- System logins = 335,048
- Data storage = 167 Terabytes
- Networking cable = 235 Kilometres
- Fibre optic cable = 20 Kilometres

# Information Technology Dashboard

IT Governance	2012	2013	2014	2015
Committee Compliance	● R	● R+	● Y	● Y +
IT Process Compliance	● Y	● Y	● Y -	● Y +
Risk Management	● R+	● Y	● Y -	● Y +
Resource Management	● R+	● Y	● G	● G
Business Engagement	2012	2013	2014	2015
Strategic Alignment	● Y +	● Y +	● Y	● Y +
Business Value Delivery	● Y	● Y +	● Y	● Y +
Service Desk Delivery	● Y	● Y	● G	● G
Relationship Management				
IT Sustainability	2012	2013	2014	2015
Applications Management	● R	● Y	● Y	● Y +
Infrastructure Availability	● G	● G	● G	● Y
Project Performance	● R+	● Y	● G	● G
Financial Management	● Y +	● Y +	● G	● G
IT Innovation & Learning	2012	2013	2014	2015
Workforce Competency	● Y	● Y +	● Y	● Y +
Strategic Technology Adoption	● Y	● Y	● Y	● Y
Employee Engagement	● Y	● R	● Y	● Y +

This dashboard contains several KPIs (Key Performance Indicators) which have been aligned into four categories to illustrate progress toward achieving the performance goals of the department. The following legend describes the current metric evaluation.

- R      Significantly below Industry Standards
  - Y      Close to Industry Standards
  - G      Meets or exceeds Industry Standards
- PLUS (+) and MINUS (-) signs indicate the direction that these indicators are trending.

*A more detailed description of key Indicators including 2015 actions and 2016 recommendations can be found in Appendix 1 on page 19.*



---

# Building Performance at a Glance

Knowing how the different areas of IT are performing can help assess strengths, uncover weaknesses and highlight factors that can be changed for the better. This information can simplify how we manage our performance proactively and efficiently.

As we focus on new ways of delivering service, expanding our avenues of engagement and increasing our contributions to the success of the organization, new performance measures are needed to help us mark our path and adjust our course.

We have traditionally relied on KPI's that are broad in nature. Maturity models that help us benchmark our progress against industry standards or best practices. As a department undergoing significant change this subjective approach was useful and appropriate. As we move forward in our transition and formalize our strategy we must now emphasize metrics that focus on core areas of our business and provide specific measures of our performance. The revision of our success measures will be completed in 2016 supported by three stages:

## Identify KPI's

A successful measure of business performance starts with a review of all core services provided to the organization. This review should identify services that are done well and those that need improvement. Involving key clients in workshops, focus groups or surveys is an excellent way to gauge the organization assessment of services provided. A complete review requires analysis of the following three areas:

- **Financial measures** are important to most organizations; provide good quantitative information and are generally easy to measure. They can often indicate efficiency patterns year over year. Percentages of how dollars are spent or operating cost per staff are some of the measures in this category.
- **Operational indicators** help us identify strengths and weaknesses in our processes. These measures are generally easy to determine, easy to assign to targets and track over time. Average request completion time, first call resolution or a percentage of issues handled through self-service would be found under this definition.
- **Qualitative assessments** such as customer confidence, engagement and satisfaction are much more difficult to measure. They are extremely subjective and can be affected by external factors – also, the timing of the measure can be critical. Ratings that allow stakeholders to convert impressions into numbers is the preferred approach. This can be accomplished through in person or online surveys where respondents rank quality of work or effectiveness of communication. The questions in this area need to be narrow in nature with little room for interpretation.

---

## Setting Targets

Once we have identified our KPIs and found the best way to measure them, we need to set performance targets. This will give everyone an idea of individual or collective goals.

Strategic visions can sometimes be hard to communicate, but you can break your main goals down into smaller targets to make it easier to manage. By doing this, your smaller targets become more like day-to-day operations which, once completed, move you closer to your final goal.

Targets that identify best practices or industry standards are readily available as many organizations make profits by accumulating these numbers. Targets can also be influenced by business objectives, municipal comparators or by relating to legislative requirements.

## Monitoring Performance

Monitoring is crucial to the success of any process improvement initiative. The frequency of indicator measurements has a significant impact on our responsiveness to gaps. Yearly, quarterly, monthly or even weekly reviews may be appropriate for financial and operational measures as they can be generated systematically. Care should be taken with qualitative measures to ensure the measures do not negatively impact stakeholders. Excessive frequency will cause dissatisfaction and may impact the accuracy of the assessment.

## New Look for 2016

The 2015 dashboard will be retired and a new, more descriptive dashboard will take its place in 2016. The new dashboard will contain significantly more measures, arranged in different categories and be more statistical in nature.

The results will be more intuitive and will reflect the department's performance as an aggregate of numerical calculations and stakeholder evaluations. Targets will be finite values based on industry standards or best practices and will require no interpretation.

## Continuing the tradition of fiscal responsibility...

### *What we did in 2015:*

- **Managed our operating expenses within 3% of budget (positive variance).**
- **Maximized GIS support by negotiating an Enterprise Licensing Agreement (ELA).**
- **Re-aligned our resources on our WAM upgrade and saved the city 90K in consulting costs.**
- **Partnering with Police, U of G and others to share fibre infrastructure costs and benefits.**

---

# 2015: A Year in Review

Looking back on 2015 we focus on 6 key areas...

## 1 Focus on Critical Infrastructure

**Replaced aging telecommunications infrastructure** with modern technologies to support enhanced collaboration and productivity through integrated delivery of voice, video and data.

**Enhanced 911 Support** providing the capability to transfer text to 911 calls and enable many other enhanced features.

**Exchange Infrastructure Refresh** to increase functionality, support reliability and reduced complexity. This translates into an Exchange environment that is ready to be used as a solid platform to launch the City forward with future email projects and demands.

**Construct Data Warehouse Infrastructure** that sets the framework for data governance, improved access to information and better decision making.

**Implemented a Corporate Radio System (JWRC)** providing a cost effective solution that addresses the needs of all Service Areas. This solution combines both 3<sup>rd</sup> party technology and internal infrastructure to create a cost effective solution.

**Upgraded Firewall Utility** to meet today's security needs and allow for future threats to be mitigated. Internally the City has created an environment to host functionality that allows

interaction with external 3<sup>rd</sup> party sources while ensuring internal users and systems are protected.

**Migrate Website development** to an open source WordPress platform to stabilize sites and facilitate maintenance. Focus on Guelph.ca, River Run Centre, Sleeman Centre and Museum.

### *Did you know the Service Desk supports...*

- 663 mobile devices
- 1050 desk and laptop devices
- And processed 13,737 helpdesk tickets in 2015

## 2 Modernizing Corporate Systems

**Completed the AMANDA Upgrade** to add stability and functionality to the application while increasing compatibility with other applications. Significant savings in licensing costs were achieved by implementing an open source framework to deliver webpage content to application users.

**Planned a Kronos Upgrade** to enhance functionality and reporting for workforce planning, attendance and corporate resource analysis. The Kronos upgrade was scheduled for Q4 2015, however, the implementation was delayed until Q2 2016 to allow the vendor to address performance issues with the application.

---

**Completed the WAM Technical Upgrade** to mitigate gaps in system functionality, address compatibility issues and secure ongoing vendor support. System upgrade was completed in December 2015. Final User Acceptance Testing will be complete in Q1 2016.

**Construct a GIS test Environment** to safeguard the existence functionality and data integrity of the existing GIS application. Creating an environment to evaluate system upgrades, test configuration changes and verify process modifications.

**Support the implementation of Trapeze** by providing project management support, negotiating agreements between 3<sup>rd</sup> party vendors and integration support into our workforce planning application (Kronos).

***Did you know Corporate Applications processed...***

- **Over 1 million financial transactions**
- **Over 100K Payroll transactions**
- **62,540 payment card transactions for over 5.7 Million dollars of revenue**

### **3 Supporting Operational Excellence**

**Lifecycle replacement of workforce computing devices** to prevent interruption of service, reduce maintenance costs and address increasing software resource requirements. A total of 350 personal devices, 210 monitors and 100 printers were upgraded in 2015.

**Supported the application of the HR Technology Plan** through a list of Initiatives including: Pay for Performance, Talent Management Software and analysis done to reconfigure Position Management to support improved workforce analysis and a more streamlined budget process.

**Deployed a tree inventory application** to allow the forestry team to identify and enter locations and specifications on 17,049 trees.

**Piloted a 311GIS application** as a cloud-based solution allowing citizens to report problems, concerns or issues to various city departments. The application is currently being piloted by Bylaw and the Humane Society with plans to expand to other departments in 2016.

**Introduced Electronic Funds Transfer (EFT)** as the preferred method for vendor payments. The expansion of EFT processing to vendor payments will reduce administrative costs, increase efficiency, simplify bookkeeping, and provide greater security.

**Developed an ERP-EAM Strategy** to address gaps in our core business systems. A five phase approach spanning three years that will standardize business processes, consolidate functionality into more compatible groups, support data integrity, introduce application integration and provide for better reporting to support more informed decision making.

### **4 Better Technology Management**

**Utilized Eclipse as an IT Work plan Management tool** to categorize, prioritize, track and report on critical project performance.

---

**Introduced Service 2.0** as a new approach to IT service delivery. The traditional disciplines associated with technology support are replaced with a more customized combination of skills, expertise and technology dictated by the needs of the individual project.

**The evolution of the Corporate Technology Strategic Plan (CTSP)** expands on its initial mission to refresh the current IT application portfolio. As we look forward, focus will be on critical infrastructure as the foundation and translating business needs into strategic goals.

**Refresh IT Governance Membership** to provide more transparency and accountability to the Executive Team and better leverage business leaders to support major strategic decisions around technology adoption.

## 5 Reducing Enterprise Risk

**Supported Business Continuity – Phase 2** by managing and testing a cloud based framework accessible to all City business areas to track business continuity plans and actions. The solution utilized Office 365 and was turned over to the business for rollout to city departments.

**Developed Risk Register** to identify, track and prioritize potential interruptions and issues within the technology infrastructure. This register and mitigating action began in 2015 and will be reviewed as a standard agenda item in IT management meetings and ITGC sessions to facilitate proper prioritization and allocation of IT and business resources.

**Deprecation of old technology** to retire technology that failed to meet the ongoing needs of the organization. Replacement of this technology addresses issues associated with obtaining extended support, reduced licensing costs and infrastructure compatibility.

## 6 Providing a Better Experience

**Completed a CRM Assessment** to identify and scope business processes and service delivery requirements. The assessment provides a foundation for the evaluation and acquisition of enterprise software to better support the customer service experience. A pilot of the selected software may be initiated in late 2016 based on budget and resourcing issues.

**Developed an IT Skills Roundtable** to identify knowledge gaps, promote cross functional training and share internal expertise. The process was initiated by a skills assessment in 2015 which will be completed in Q1 2016. A comprehensive strategy around departmental training will be developed later in the year.

**Piloted BYOD** to stabilize the existing infrastructure, verify security and ensure device compatibility. Bring Your Own Device (BYOD) allows staff to use the tools they are familiar with to do their work and eliminates the need to deploy additional devices. A corporate rollout of the BYOD program is planned for 2016.

**Established SOP Committee** to ensure all critical processes pertaining to internal IT operations and Application Management has been documented to reflect current operating procedures.

---

# 2016: Planned Improvements

## 1 Focus on Critical Infrastructure

**Enhancements to Remote Access** by implementing a seamless service enabling remote users to function as though they were still at their desks. This Virtual Private Network (VPN) coupled with a refreshed and updated version of the current Citrix platform will allow for redundancy and easier remote access to city data and systems.

**Commence a Phase 1 Fibre Build** by partnering with Police, U of G and others to share fibre infrastructure costs and benefits. Fibre provides extended bandwidth, longer distances and faster transmission rates to meet the future information carrying requirements of the organization and Smart City concepts.

**Perform a PCI Compliance Analysis and Upgrade** to meet legislative requirements and reduce risk and liability to the city. The analysis will be a collaboration of external experts and staff to ensure ongoing compliance.

**Perform a SharePoint application review** to address stability issues with the current installation of this platform. SharePoint currently manages all internal websites (ERNIE) and supports HR and Governance functions.

## 2 Modernizing Corporate Systems

**Finalize WAM Technical Upgrade** by building on the work performed in 2015. A system User Acceptance test will be conducted in early 2016.

This test will confirm that all functionality and customizations made with the application in the previous version have been transferred to the new version of the software. Once approved by the business, the final cutover to the new version can be completed.

**Complete the Kronos Upgrade** by executing the plan created in 2015. Confirming all performance issues with the application have been addressed by the vendor. The implementation should be completed mid-2016.

**Upgrade the AMANDA Public Portal** to improve functionality and efficiency of the online services portal and support the objectives of the International Operational Review (IOR). The new design will increase usability and enhance the overall customer experience.

**Transit Technology Plan** continues the work completed in 2015 to implement a software solution for Guelph Transit. Tasks targeted for 2016 include the scoping and development of the interface into workforce planning and fare box upgrades.

**Investigate new Parking Permit software** to address the end of life of the CLASS Application in late 2017. Parking requires new functionality and access to better technologies to streamline their operations. The new solution will focus not only on functionality but also integration with financial systems and payment processing.



---

### **Perform a Payment System Review and**

**Analysis** to determine usefulness of the existing payment processing infrastructure. by the Class replacement, the analysis will focus on integration with all revenue generating applications used at the City.

**3**

## **Supporting Operational Excellence**

### **Conduct a Water Service Device Locator Pilot**

to improve the process of providing locates for critical infrastructure. Client services will procure mobile devices and the GIS Team in IT will be providing mobile/field access to Water Services data layers to assist with locating their underground infrastructure.

**Complete an Orthophotography study** to continue the ongoing partnership with other local municipalities to develop digital aerial imagery data. Orthoimagery is the most primary data used with any geographic information system (GIS) acting as the basis for all other geospatial datasets.

### **Implement a Storm Water Drainage**

**Assessment tool** to enable condition reporting of Storm Water infrastructure. The goal is to implement a mobile solution deployed to the field which will allow staff to make real-time edits to the GIS production environment. Staff have inventoried and inspected storm facilities from 2010 to 2015 providing them meaningful and usable information to help support overall business objectives.

**4**

## **Better Technology Management**

**Develop Business Engagement Plan** that addresses the IT shift as a more valued partner to the business. The addition of three Relationship Advisors in 2016 will provide additional avenues of communication between IT and the business. These advisors will immerse themselves with the core business areas to enhance engagements, facilitate IT-business alignment and improve collaboration.

**Develop a Cloud Strategy** that identifies a framework to benchmark the viability of moving legacy and new applications to a cloud structure. The framework will provide for a high level checklist of requirements that will be shared with the business and a more detailed analysis from a technical perspective that will be used by IT to deploy cloud services.

**5**

## **Reducing Enterprise Risk**

**Support for IOR** by adding a contract resource to the AMANDA team. This resource will focus on workflow, process improvements, data collection and report as identified through the IOR. This resource will also support some efficiencies and process change requirements from Building Services. This will be an example of resourcing projects beyond the capacity of IT.

**Complete Deprecation Project** to maximize the compatibility of the Infrastructure portfolio. The final upgrades to core and satellite applications will reduce integration complexity and reduce risk.

---

**Perform an organization wide review of EAM business processes.** The execution of phase three of the ERP-EAM strategy requires a collaborative effort of all three service areas to standardized and document all processes associated with corporate asset management, procurement and financial reporting. The products of this initiative will form a foundation for increased operational efficiencies, data integrity, system integration and enhanced decision making.

## **6 Providing a Better Experience**

**Implement an automated password reset utility** as an enhancement to 2499 service. This utility is similar to many online services that provide the user with a method to unlock their own system passwords. The function will reduce administration work for IT while reducing the turnaround time for clients as well as addresses respective issues that occur after hours.

**Enhancements to 2499** as a response to a client focus group held in 2015. This group identified 20 areas of improvement. These results are being used as the primary driver for a project to update the current IT service offerings and the tools that the service desk utilizes. These updates will include enhancements and changes to existing process to streamline service deliver. External stakeholders as well as IT staff will be included to maximize the benefits of this review.

**Adopt Managed Voice Support** by engaging a third party vendor to provide real-time monitoring of voice installation, pro-active issue diagnostic/resolution and perform move-add-

change support for corporate phone system. The utilization of a third party expert adds additional expertise for more complex configuration changes.

**Acquire a Portable A/V System** for Council to provide the ability to record and live stream city meetings from any city facility.

**Develop a web authoring model** for both internal - ERNIE and external - guelph.ca authoring. Process will need to consider authors, skills and training in writing for the web, html, CSS, Accessibility and include service level agreement between departments and web authors.

**Perform a CRM Software evaluation** to build on the work completed in 2015 with the CRM Assessment. The evaluation will include business and technical staff and address functionality, innovation and integration with other City systems. Based on the results of this evaluation, a pilot of the software selected may be initiated in 201

---

## Mostly Abbreviations (Glossary of Terms)

**Open Source** – Denotes software or application framework that is freely available and can be modified or redistributed.

**ERP** – (Enterprise Resource Planning) is a category of business-management software—typically a suite of integrated applications—that an organization can use to collect, store, manage and interpret data from many business activities.

**EAM** – (Enterprise Asset Management) is the management of the assets of an enterprise across departments, facilities, business units and geographical locations. EAM integrates techniques for holistic control and optimization throughout asset life cycles, including design, commissioning, maintenance, operations and replacement. The city utilizes WAM (Work and Asset Management) as its primary EAM Solution.

**IOR** – (Integrated Operational Review) is a key initiative from the City of Guelph Corporate Strategy that focus on the assessment, documentation, enhancement and communication of integrated organizational practices.

**CRM** – (Citizen Relationship Management) is a growing effort at all levels of government to respond quickly, succinctly and accurately to citizen requests or inquiries for answers to questions and general information about policies, practices, and procedures.

**EFT** – (Electronic Funds Transfer) is a transaction that takes place over a computerized network, either among accounts at the same bank or to different accounts at separate financial institutions. EFT is a preferred method to cash or cheque as the overhead and cost is significantly lower per transaction.

**GIS** – (Geographical Information System) is a system designed to capture, store, manipulate, analyze, manage, and present all types of spatial or geographical data. Data is presented in a manner that allows the consumer to visualize the information such as a weather map or other map images.

**Class** – Recreation Management software designed to help municipal organizations manage recreation activities more efficiently and effectively, from registration and scheduling to point of sale and memberships.

**Kronos** – Workforce Management solutions that provides support for time & attendance, scheduling, absence management, HR & Payroll, and labour analytics.

**JDE** – (JD Edwards) is the software of choice at the city and provides support for our financial and Human Resources activities.

**AMANDA** – A case management and process automation system used to track details concerning properties within the City. Commonly used for licencing, enforcement and to track property.

**Orthophotography / Orthoimage** – An aerial photograph geometrically corrected ("orthorectified") such that the scale is uniform: the photo has the same lack of distortion as a map.

# Appendix 1: Performance Metrics (A Deeper Dive)

## IT Governance

Committee Compliance		
A new measure that directly focuses on business participation in the creation of strategic requirements. This measure will ensure proper participation is made by all key business stakeholders.		
2015 Results	2015 Actions and 2016 Recommendations	2016 Target
No Data	<p>Actions :</p> <p>No actions as this is a new KPI</p> <p>Recommendations:</p> <ul style="list-style-type: none"> <li>Develop a new agenda management process that will allow committee members to review agenda items, request information, provide details and facilitate prioritization and decision making.</li> <li>Meeting attendance though recorded should be recorded in a central location for more formal reporting.</li> </ul>	85%

IT Process Compliance		
IT Process Compliance is a new measure the combine IT Process Management with IT Compliance. The synergy between these two indicators makes the merge compatible. This measure indicates the level of documentation and standardization existing in standard IT processes and the frequency in which these processes are followed.		
2015 Results	2015 Actions and 2016 Recommendations	2016 Target
Level 3	<p>Actions:</p> <ul style="list-style-type: none"> <li>Creation of IT SOP committee in 2014</li> <li>Planning and Completion of SOP's in 2015</li> <li>Development of an approval process for migrating test objects to production environment.</li> </ul> <p>Recommendations:</p> <ul style="list-style-type: none"> <li>Develop a method to track SOP utilization</li> <li>Review all system upgrades to ensure proper business and IT approvals</li> </ul>	Level 4

Risk Management		
A measure of how effective the IT organization is at managing the risks associated with the use, ownership, operation, involvement, influence and adoption of IT within an enterprise.		
2015 Results	2015 Actions and 2016 Recommendations	2016 Target
Level 3	<p>Actions:</p> <ul style="list-style-type: none"> <li>Risk Register management responsibility assigned to Infrastructure Manager with support from IT Management Team.</li> <li>Risk register review a standing item during IT Management Meetings.</li> </ul> <p>Recommendations:</p> <ul style="list-style-type: none"> <li>Include Risk Register review as a standing item for ITGC Meetings.</li> </ul>	Level 4

### Resource Management

A measure of how effective IT management is at balancing capacity with demand for operational needs and project resourcing.

2015 Results	2015 Actions and 2016 Recommendations	2016 Target
Level 3	<p>Actions:</p> <ul style="list-style-type: none"><li>Continue to use Eclipse as a true source of project performance data.</li><li>Add Portfolio Management and work plans to IT Eclipse functions.</li></ul> <p>Recommendations:</p> <ul style="list-style-type: none"><li>Continue and refine existing process.</li></ul>	Level 3

## IT Sustainability

### Application Management

A measure of how effectively the IT Department can provide and support critical business and productivity applications throughout their entire lifecycle.

2015 Results	2015 Actions and 2016 Recommendations	2016 Target
Level 3	<p>Actions:</p> <ul style="list-style-type: none"><li>Technical Upgrade for WAM Application Later 2015.</li><li>Lifecycle upgrade to KRONOS Workforce Planning in 2015.</li><li>AMANDA Lifecycle upgrade completed May 2015</li></ul> <p>Recommendations:</p> <ul style="list-style-type: none"><li>Complete Cutover to current version of WAM</li><li>Complete Lifecycle upgrade for KRONOS</li><li>Develop a lifecycle schedule and include in yearly work plan</li></ul>	Level 4

### Project Performance

This is a measure of how long it takes the Project Management Office (PMO) to complete an initial intake with the client once the request has been submitted.

2015 Results	2015 Actions and 2016 Recommendations	2016 Target
100%	<p>Actions:</p> <ul style="list-style-type: none"><li>99% of intake meeting where scheduled on time.</li><li>Some leeway given in December due to extended holiday season</li></ul> <p>Recommendations:</p> <ul style="list-style-type: none"><li>Continue current process</li><li>IT PMO should continue to develop lesson learned documents from each project and utilize them to improve project performance.</li></ul>	100%

### Financial Management

A measure of how effective the department is at budgeting, monitoring, and distributing the funds allocated to them to provide IT services to the Organization.

2015 Results	2015 Actions and 2016 Recommendations	2016 Target
Level 3	<p>Actions:</p> <ul style="list-style-type: none"> <li>• Less than a 1% variance in 2015</li> <li>• Monthly reviews of operational spending</li> <li>• Development of a divisional budget to increase accountability and transparency</li> </ul> <p>Recommendations:</p> <ul style="list-style-type: none"> <li>• Continue to monitor operating budget</li> <li>• Introduce quarterly Capital budget reviews</li> </ul>	Level 3

### Infrastructure Availability

Measures the IT Department's ability to provide reliable networks, servers, and data storage for the organization.

2015 Results	2015 Actions and 2016 Recommendations	2016 Target
99.9%	<p>Actions:</p> <ul style="list-style-type: none"> <li>• Continuous evaluation of Disaster Recovery Plan</li> <li>• Build redundant system through fibre and DR Site</li> <li>• Perform ongoing lifecycle maintenance</li> </ul> <p>Recommendations:</p> <ul style="list-style-type: none"> <li>• Continue to Monitor and move towards redundancy model</li> </ul>	99.9%

## Business Engagement

### Strategic Alignment

A measure of how well the IT Strategic Plan aligns with the business objectives of the organization.

2015 Results	2015 Actions and 2016 Recommendations	2016 Target
Level 3	<p>Actions:</p> <ul style="list-style-type: none"> <li>• Restructure of ITGC</li> <li>• Restructure of Application Steering Committees</li> <li>• Review and re-assessment of CTSP</li> </ul> <p>Recommendations:</p> <ul style="list-style-type: none"> <li>• Continue to support and manage Steering Committees and User Groups</li> <li>• Introduce Relationship advisors to provide additional avenues of communication</li> <li>• Develop CTSP phase 2 expanding the technical focus to process, people and engagement.</li> </ul>	Level 3



### Business Value Delivery

A measure of how the services of IT can add value, aside from simply cost savings to the business. This value generally takes the form of technical expertise, process mapping or project management.

2015 Results	2015 Actions and 2016 Recommendations	2016 Target
Level 3	<p>Actions:</p> <ul style="list-style-type: none"> <li>No addition actions were identified in 2015</li> </ul> <p>Recommendations:</p> <ul style="list-style-type: none"> <li>Continue to monitor and define measurement metrics.</li> <li>Provide administrative and technical support</li> </ul>	Level 3

### Client Services Delivery

A measure of how satisfied the IT stakeholders are with the performance and contribution of IT services.

2015 Results	2015 Actions and 2016 Recommendations	2016 Target
84.64%	<p>Actions:</p> <ul style="list-style-type: none"> <li>Continuous evaluation of service delivery process</li> <li>Focus Group identifying service gaps</li> <li>Better staff training</li> </ul> <p>Recommendations:</p> <ul style="list-style-type: none"> <li>Review and develop a new service delivery catalogue</li> <li>Add automated and self service functions for clients</li> </ul>	85%

### Relationship Management

A measure of the ability of the IT department to identify business requirements and meet the needs of its clients. Relationship management should foster a productive and interactive collaboration with the business.

2015 Results	2015 Actions and 2016 Recommendations	2016 Target
N/A	<p>Actions:</p> <p>No actions as this is a new KPI</p> <p>Recommendations:</p> <ul style="list-style-type: none"> <li>Develop a Business Relationship Plan.</li> <li>Develop a relationship survey to gauge relationship management with the organization.</li> <li>This survey can serve as a benchmark in 2016 and be used to evaluate the effectiveness of the Business Relationship Plan</li> </ul>	N/A