City of Burnaby

FINANCIAL MANAGEMENT COMMITTEE

TO: *MAYOR AND COUNCILLORS*

SUBJECT: **IT PROJECT PORTFOLIO STATUS UPDATE**

RECOMMENDATION:

 THAT the report titled "IT Project Portfolio Status Update" dated April 8, 2024, be received for information.

REPORT

The Financial Management Committee, at its meeting held on April 8, 2024, received and adopted the *attached* report providing an update on the status of major capital IT projects.

On behalf of the Financial Management Committee,

Councillor P. Calendino
Chair

Councillor A. Gu
Vice Chair

TO: FINANCIAL MANAGEMENT COMMITTEE (FMC)
FROM: CHIEF INFORMATION OFFICER
SUBJECT: **IT PROJECT PORTFOLIO STATUS UPDATE**
PURPOSE: To provide an update on the status of major capital IT projects

RECOMMENDATION

THAT the report titled "IT Project Portfolio Status Update" dated April 8, 2024, be received for information.

EXECUTIVE SUMMARY

The purpose of this report is to update Committee and Council on the status of major active 2024 capital Information Technology (IT) projects delivered by IT in collaboration with City departments and provide a look ahead at their upcoming work plan and schedule.

## 1.0 POLICY SECTION

Not applicable.

2.0 BACKGROUND

Since March 2023, IT has reported to the Financial Management Committee on major IT capital projects. In 2024, these reports will be provided on a quarterly basis. The following information is an update on IT projects for January to March 2024.

3.0 GENERAL INFORMATION

3.1 IT Project Descriptions and Project Status Updates

3.1.1 911 Phone System Upgrade (NG911)

Project Sponsor: Dave Critchley
Project Manager: Doug Scharley

At Risk   Needs Atention   On Track
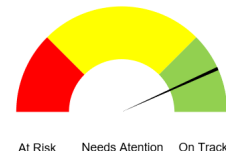
Description: This project replaces the existing 911 phone dispatch system with the newer phone technology that supports digital Next Generation 911 (NG911). The transition to the Next Generation 911 system is mandated by Canadian Radio-Television and Telecommunications Commission (CRTC) and must be completed by March 2025.

Status Update: The Statement of Work with Netagen is in progress to be signed. Netagen has provided a detailed plan/schedule that is being integrated with the Next

Generation 911 Program. The high availability of Primary and Live Secondary sites for both the data centers and dispatch centers has been confirmed. The Primary sites are on schedule to be ready for Netagen to commence the Next Generation 911 system installation in April 2024. The Next Generation 911 system is scheduled to be installed and tested by September 2024. Planning has commenced with TELUS for onboarding and commissioning timeline. The forecasted completion date of the project is November 2024.

LGA (Local Government Authority) Agreement Update: The GVRD (Metro Vancouver) will be signing the LGA Agreement with TELUS for NG911 Emergency Services on behalf of all municipalities. The City's legal team is reviewing the contract and will provide advice and guidance on how to proceed.

3.1.2 Development Approval & Permitting Solution Modernization (DAPSM)

Project Sponsor: Jesse Dill
Project Manager: Roseline Dias

At Risk   Needs Atention   On Track
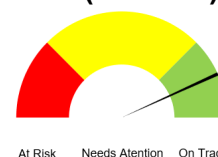
Description: The project's objective is to modernize the City's permitting, application and approvals system to improve the internal and external user experience and to provide significant and measurable benefits to our citizens. The team worked closely with the City's Development Approvals Process (DAP) team and the project consultants, KPMG, to align the recommendations of the DAP report with the opportunities for continuous improvement in our EnerGov permitting software. This project has multiple phases: Phase 1 and Phase 2 were successfully delivered in 2023; Phase 3 is currently in progress and will deliver multiple business outcomes.

Status Update: In January 2024, privacy improvements were made to the My Permits Portal by tagging existing files already in the system so that only internal staff have access. This change also enables the upload of new attachments to applications post-submission by City's permit clients. Revenue Services benefited from automation to inform Tax when a new laneway permit is issued. The Building Department has visibility to the new permit status of "preauthorized" in-law suites.

Effective February 2024, citizens can apply for Active Patio Permits (Boulevard, Curbside, and Sidewalk) and Engineering Residential Pre-Application approvals using the My Permits Portal. The Animal Issues Code Case Type was launched and access to new Animal Control Officers was provided for the benefit of community safety. A Finance report and four Engineering reports were added to the system to have improved visibility for business operational insights.

In March, a key milestone will be achieved with the Province. The City of Burnaby will be onboarded with the newly developed building permitting hub tool. This project is in alignment with City's efforts to streamline and standardize building permit processes in collaboration with other municipalities and the Province.

At the end of April, we expect to complete the upgrade of EnerGov to the latest version which will lead to enhanced product features and functionality, including Tyler Identity Client capability that enables single sign-on to allow applicants to use their existing social media log-ins.

3.1.3 Customer Service Centre (CSC)

Project Sponsor: Noreen Kassam
Project Manager: Dario Sumano

At Risk   Needs Attention   On Track
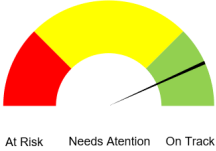
Description: The Customer Service Centre (CSC) Project will centralize the intake, management and tracking of all service requests, inquiries, and feedback from City customers with an aim to improve external customer service and operational efficiency. The project will achieve this by deploying a centralized multi-channel customer service center with web, mobile app, phone, and in-person offerings, all managed by dedicated customer service staff.

Status Update: The Customer Service Center project team achieved significant milestones in 2023. They successfully completed division onboardings for Community Safety, Parking, Bylaw and Animal Control. Additionally, the project focused on streamlining case entry back to Engineering Transportation.

The team has ambitious goals for onboarding in Q2 of 2024. They plan to onboard divisions related to Crime Prevention and Anti-Graffiti. From a technology perspective, the project team made substantial progress by fulfilling most of the Minimum Viable Product (MVP) requirements for an in-house Customer Relationship Management (CRM) system. Leveraging these insights, we devised a strategy to engage vendor partners for implementing an off-the-shelf CRM solution. The CSC project created two Request for Proposals (RFPs) for licensing and implementation, aiming to deliver detailed plans and milestones for each major capability.

The project engaged vendors within a defined scope, budget, and timeline. The objective is to explore all available options to benefit the CSC Department and accelerate project results. Anticipating future needs, the CSC project plans to collaborate with vendors to build additional capabilities, such as Workforce Management and Quality Management to be enabled alongside the CRM soon after its implementation slated for 2025.

3.1.4 Enterprise Content Management (ECM) & Governance System

Project Sponsor: Juli Halliwell
Project Manager: Saad Khan

At Risk   Needs Atention   On Track
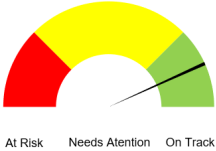
Description: This project will transform the way the City stores and manages its documents, records, and other content. The new solution will look to increase staff efficiency by reducing time-consuming tasks around records storage and retrieval, augment compliance with applicable legislation and regulatory requirements, and

improve privacy protection, access and transparency, document integrity and authenticity and assist the City to meet evolving legislative requirements for records management.

Status Update: File share data clean-up for the Office of the CAO is complete, and the Finance Department is near completion. We had a data clean-up kick-off with People & Culture in February, and it is anticipated that the data clean-up for that department will be completed at the end of April. Lands & Facilities and Engineering will be the next departments to participate in data clean-up starting May 2024.

StoneShare was selected as the lead proponent during the Request for Proposal (RFP) process. The Scope of Work and Master Service Agreement were mutually agreed upon and signed after Council approval. The project team has started working on the discovery and planning phase with StoneShare and the target is to complete that phase by the end of April. This phase will include departmental consultations, a change management plan, project framework and project plans. In parallel, the project team also started a design phase which will cover system design, information architecture, data migration strategy, a test plan, and a governance plan.

3.1.5 Modernizing Digital Workspaces: Email & Microsoft 365

Project Sponsor: Bachar Khawajah
Project Manager: Bhavan Mahal

At Risk   Needs Atention   On Track
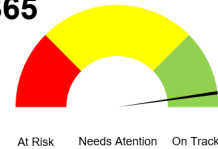
Description: The goal of this project is to replace the current Microsoft Office environment with modern Microsoft 365 technology to improve efficiency, collaboration and advanced data visualization as well as migrate the City's email system from on-premises to cloud to improve user experience, accessibility, and security.

Status Update: The Microsoft 365 project team closed 2023 by migrating Parks, Recreation and Cultural Services (PRC) in November and Mayor & Council in December. Decommissioning of Jabber was completed in January 2024 and the Webex Calling app was deployed as part of an upgrade to Microsoft Teams. Zoom decommissioning is planned for the end of April 2024 and the number of Zoom licenses will be reduced as the City transitions to Microsoft Teams as the standard for virtual meetings. The project team is planning and executing a shared device rollout to staff across the City departments to be completed by the end of Q2. Shared mailboxes will be migrated to Exchange Online once the shared device rollout is completed. This project is near completion with minor changes to be completed in Q2.

3.1.6 IT Service Management & Ticketing System (ITSM)

Project Sponsor: Bachar Khawajah
Project Manager: Bhavan Mahal
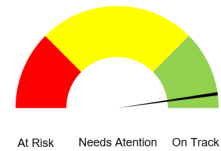
Description: The new IT Service Management solution will replace the City's aging IT Service Management system with a modern customer service tool that will help IT track and manage their service and support cases. ITSM will also provide enhancements that will improve helpdesk efficiency and communication with City staff. The first phase will focus on ticketing.

Status Update: The launch of the IT Service Management solution (also known as the IT Service Centre) was split into separate phases and began as a pilot project in the IT Department on January 15. The pilot allowed IT staff to use the new system and provide feedback before the next launch to People & Culture on February 5 and then to Lands & Facilities on February 12. The separate launches allowed the project team to collaborate with champions from IT, People & Culture and Lands & Facilities to gain valuable insight and feedback to make any adjustments and improvements to the system before the City-wide go live.

The IT Service Centre was made available to all City staff on February 26 and has received incredibly positive feedback around the ease of use, automated workflows, quicker response time and resolution time. The project team will continue to work on minor adjustments and enhancements to the system along with adding new service requests in 2024 to improve the use of the system. Over the next few months, various reports will be created within the system to provide insight into incidents, service requests, service level agreements, etc. Since the initial pilot there have been 76 incidents in January, 202 incidents in February, and 208 incidents in March so far. Users submitted incidents through self-service portal 50 times in January, 114 in February, and 137 in March.

3.1.7 Laurel St. Data Centre Build & Equipment Migration

Project Sponsor: Keith Leclerc
Project Manager: Peyman Teymourian
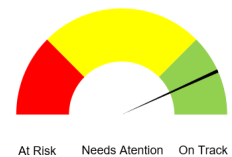
Description: The Laurel Street Data Centre (LSDC) will replace the current data center located in City Hall; it will be the primary data center for the City of Burnaby.

Status Update: The IT team closed 2023 by completing the structured cabling and increasing the security posture. In 2024, the core infrastructure will migrate from the City Hall Data Center to Laurel Street. As a high priority project, in the first phase, the IT team was successful in racking servers, network connectivity and setup, storage and VM configuration to prepare for the NG911 implementation in April.

3.1.8 Disaster Recovery Backup Site (Kamloops)

Project Sponsor: Keith Leclerc
Project Manager: Peyman Teymourian

At Risk   Needs Atention   On Track
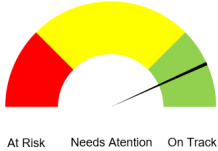
Description: In 2021, IT started provisioning and testing disaster recovery services in a third-party data center outside the Lower Mainland (built to purpose). This was the first step in providing a robust and independent disaster recovery platform for key business applications.

The new disaster recovery site will be set up to support the rebuilding of the primary data center located in Burnaby. The Kamloops site will hold a long-term retention backup system for the City of Burnaby in the unlikely event of complete destruction of the primary City-hosted data center.

Status Update: The IT team has acquired cloud storage suitable for the City's needs and initially configured the modernized backup system, resulting in the removal of the old tape system. The next steps are to review backup policies to ensure efficient and proper utilization of resources and to implement changes by Q3 2024.

4.0 COMMUNICATION AND COMMUNITY ENGAGEMENT

For all projects that interface with citizens, IT works closely with the Marketing & Communications Department on communication plans to citizens to increase their awareness of these new online services and to gather feedback where required.

5.0 FINANCIAL CONSIDERATIONS

Funding for these IT projects are included in the 2024-2028 Capital Plan.

Respectfully submitted,

Bachar Khawajah, Chief Information Officer

ATTACHMENTS

IT Project Portfolio Status Update Attachment 1 – IT Project Portfolio Overview Timeline

IT Project Portfolio Status Update Attachment 2 – Timeline Legend Descriptions

REPORT CONTRIBUTORS

This report was prepared and reviewed by the IT Program Management Office.