

FINANCIAL MANAGEMENT COMMITTEE

TO: MAYOR AND COUNCILLORS

SUBJECT: SU: KEY IT INITIATIVES – APRIL TO JUNE 2024

RECOMMENDATION:

THAT the report titled "SU: Key IT Initiatives - April to June 2024" dated July 16, 2024, be received for information.

REPORT

The Financial Management Committee, at its meeting held on July 16, 2024, received and adopted the attached report providing an update on the status of major IT initiatives for April to June 2024.

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: **SU: KEY IT INITIATIVES – APRIL TO JUNE 2024**
PURPOSE: To provide an update on the status of major IT initiatives for April to June 2024.

RECOMMENDATION

THAT the report titled "SU: Key IT Initiatives - April to June 2024" dated July 16, 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 Information Technology (IT) initiatives 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

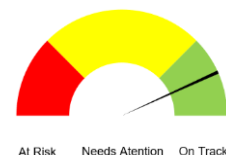
Since March 2023, IT has reported to the Financial Management Committee on major IT initiatives. In 2024, these reports will be provided on a quarterly basis. The following information is an update on IT initiatives for April to June 2024.

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



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 (SOW) with the hardware vendor, Netagen, was signed in April 2024. A functioning call handling system (Primary) was ready in May and included a Dispatch Centre Test Lab set up in Fire Hall 1. The team kicked off the NG911 onboarding process with TELUS in May and TELUS has begun our configuration. The Secondary hardware location at Fire Hall 4 and the Secondary Dispatch Centre at the Laurel Street Works Yard are on track to be ready for

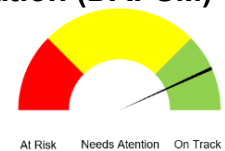
Netagen to commence the Secondary Next Generation 911 system installation in July 2024. Integration testing with other systems is planned to commence in July 2024. Quality Assurance test and training planning are underway, and the first Admin training sessions were conducted in June. Operational support and sustainment planning is also underway. The forecasted completion date of the project is December 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 will be signing an agreement with Metro Vancouver like all the other GVRD municipalities. Details of this agreement have been reviewed and will be negotiated with Metro Vancouver.

3.1.2 Development Approval & Permitting Solution Modernization (DAPSM)

Project Sponsor: Jesse Dill

Project Manager: Roseline Dias



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.

Phase 1 included an upgrade to the modern version of EnerGov infrastructure and the conversion to the latest web interface.

Phase 2 involved alignment with the Development Approval Processes (DAP) to deliver 24 new permits and 40 sub-trade online inspection requests (ex: Electrical, Plumbing and Gas). The Executive Insights dashboard capability that offered data analysis such as permit metrics were made available on demand and can be shared within departments.

Phase 3 involves upgrading the EnerGov platform, implementing new features such as availability of new case types that citizens can apply for online through My Permits Portal.

Status Update: January through June sprints delivered several benefits to both citizens and staff. A few highlights by month are as follows:

In January, a new fee template helped optimize fee management for building inspections to support permit issuance. The Engineering department rolled out a new work class to streamline the engineering pre application process to support citizens intake process.

In February, the Bylaws department received new inspection types in EnerGov for handling animal issue and a new code case was introduced to support animal control personnel. Bylaws also received a new template for hoarding and shoring permits. Full functionality for online active patio was released improving accessibility and end-user experience.

March and April were a combined release and we engaged with our citizens for participation and feedback on the EnerGov upgrade, which involved enhanced security and privacy via the My Permits Portal Log-In.

The May release delivered a new webpage for hydrant water use permits and a video for My Permits Login to support existing registrants to transition to the upgraded EnerGov system. This release also implemented geo rules (GIS) for better management within bald eagle and barn owl protection areas. Lessons learned feedback was received from all external and internal stakeholders for the EnerGov Upgrade that was incorporated as part of continuous improvements with our agile delivery methodology.

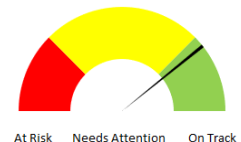
The June release delivered the following capabilities to both staff and citizens:

- Deployed 11 x residential simplification scope items to align with amended zoning bylaws and citizens can apply for new residential permits online
- Delivered 6 x in person training Sessions for R-Simplification focused on the following groups as well as prepared online course materials:
 - Building Plan Checkers
 - Building CSAs
 - Engineering Development Project Managers
 - Engineering Information Clerks
- Updated field staff iPads to the latest version of iG Inspect to ensure better connectivity and security while performing inspections.

3.1.3 Status Update: Customer Service Centre (CSC)

Project Sponsor: Noreen Kassam

Project Manager: Dario Sumano



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.

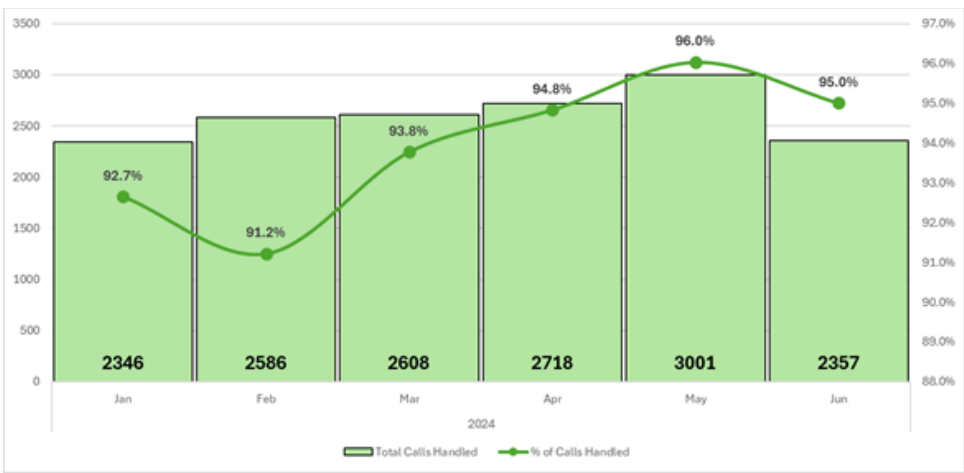
Status Update: The Customer Service Center (CSC) project team has made commendable progress, successfully completing division onboardings for Community Safety: Crime Prevention and Anti-Graffiti. The focus is now on completing the remaining Community Safety divisions: Intervention Support and Emergency Planning. As well as completing the Burnaby Public Library, Office of the Mayor, and the Office of the CAO, the goal is to complete these by the end of the year. Divisions already onboarded to the CSC are Community Safety (Animal Control, Licence & Bylaw, Parking Enforcement, Risk Management), Engineering

Transportation, Finance (Administration, My Property Portal), Information Desk and ConnectBurnaby.

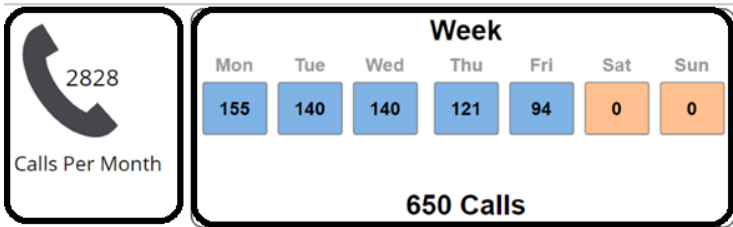
In terms of technical advancements, the second quarter saw significant progress. The project team has initiated a limited engagement Statement of Work (SOW) with an implementation partner to deploy the foundational level of Microsoft Dynamics CRM before the end of 2024. This foundational deployment will facilitate CSC to transition from its current in-house solution to Microsoft Dynamics CRM, providing a platform where additional capabilities can be enabled through integrations.

The project team is in the process of completing the review of the Implementation Request for Proposal (RFP) previously reported. The intention is to award this work to a vendor by the end of Q3 2024. The overarching goal remains to explore all available options to empower the CSC department’s CRM with telephony, website integrations along with some of the city's major use business applications supporting customers, thereby delivering additional benefits to the onboarded divisions.

Key Operational Results: Since the start of 2024, the CSC department has handled 15,616 calls of the 16,620 received.



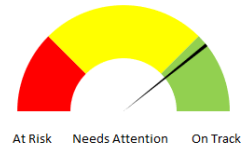
Average calls per month and their distribution per week:



These metrics will continue to be monitored and reported, as CSC continues to onboard additional department divisions, increase its technology capabilities and continues to train agents in best practices.

3.1.4 Enterprise Content Management (ECM) & Governance System

Project Sponsor: Juli Halliwell
Project Manager: Saad Khan



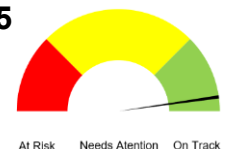
Description: This project will transform the way the city stores and manages its documents, records, and other content. The new solution will look to increase staff efficiency by reducing time-consuming tasks around records storage and retrieval, augment compliance with applicable legislation and regulatory 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 Finance and People and Culture is completed except for one division. We had data clean-up kick-off meetings with Lands and Facilities (L&F), and the project team have started clean-up activities within different divisions of L&F. Data clean-up for L&F will be completed by September. The Change Management and Records team have conducted nine data clean-up kick-off meetings with different groups of the Engineering department. Data clean-up for Engineering will start late July/August.

The project team, in collaboration with system implementation partner StoneShare, has completed the Discovery & Planning and Design phases. The Records team have worked with StoneShare to update the Records Classification and Retention Schedules. The StoneShare team will configure the ECM system by early July, and the IT and Records team will do acceptance testing by mid-July. Implementation of the ECM system will begin with three groups in Legislative Services (FOI/Privacy/Records Management, Corporate Admin/Change Management, and Council Support) from end of July to early September.

3.1.5 Modernizing Digital Workspaces: Email & Microsoft 365

Project Sponsor: Bachar Khawajah
Project Manager: Bhavan Mahal



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.

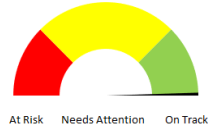
Status Update: Zoom decommissioning is complete as the number of Zoom licenses have been reduced and kept mainly for Council Meetings, Public Hearings, Webinars and resident or public facing meetings. The project team has reviewed the shared device user rollout implementation plan with the business departments that are affected by the rollout and targeting to complete the migration for each department to Microsoft 365 within the next few months.

This initiative will be completed by the next report.

3.1.6 IT Service Management & Ticketing System (ITSM) – COMPLETE

Project Sponsor: Bachar Khawajah

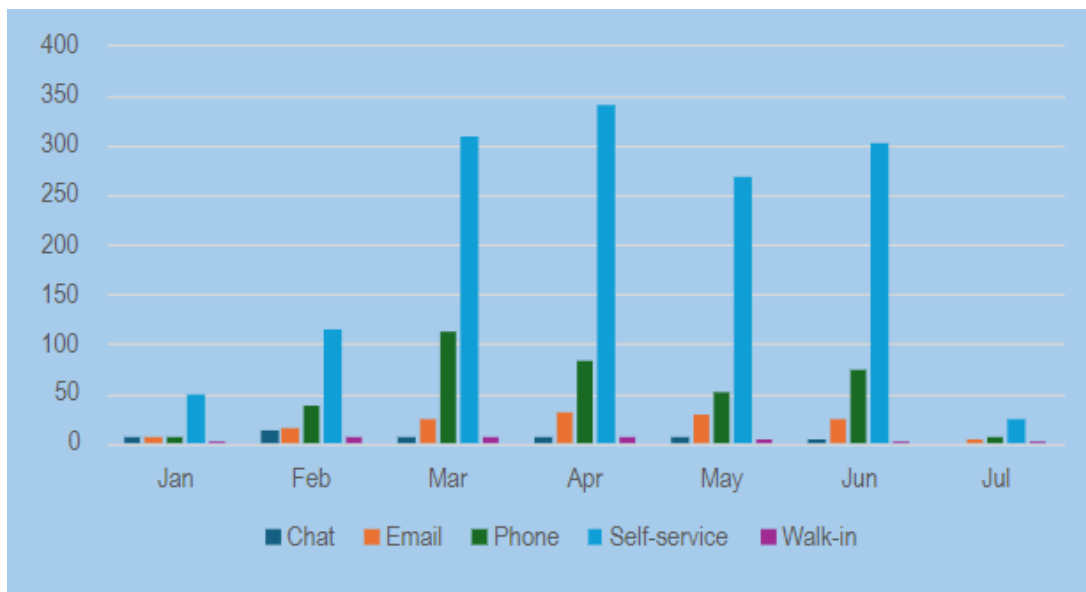
Project Manager: Bhavan Mahal



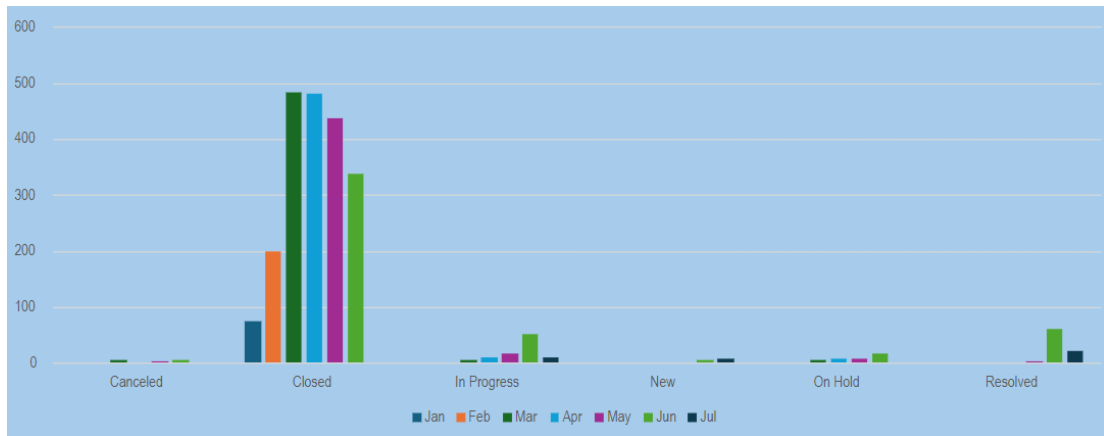
Description: The new IT Service Management solution will replace the City's aging IT Service Management system with a modern customer service tool that will help IT track and manage their service and support cases. ITSM will also provide enhancements that will improve helpdesk efficiency and communication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

Status Update: The IT Service Centre was made available to all City staff on February 26 and the project is now complete. End users are now able to use the self-service portal to initiate, view progress and comment on their own tickets. Requests are approved online and workflows automatically assign tasks to the appropriate teams to fulfill them. 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.

Key Operational Results: Adoption of the new system has been very successful, with 65% of incidents being initiated directly by users through the self-service portal:



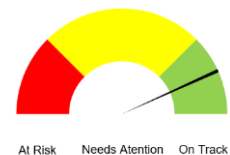
To date in the new system, 92% of incidents are in the resolved or closed status:



3.1.7 Laurel Street Data Centre Build & Equipment Migration

Project Sponsor: Keith Leclerc

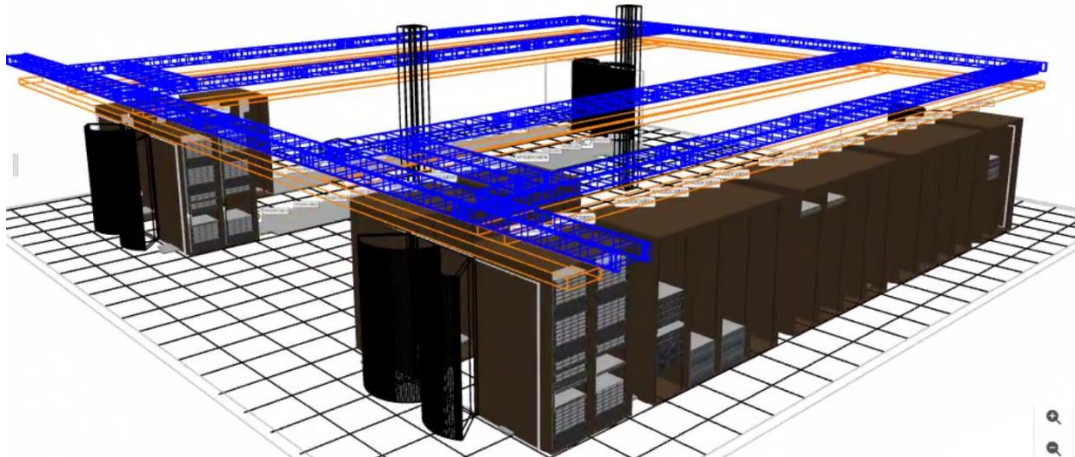
Project Manager: Peyman Teymourian



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 project team achieved two large milestones for this project: first to create the infrastructure to implement the NG911 primary backend site and second by migrating the first wave of storage, network, and server equipment and creating the initial footprint capable of running production systems in the data center. By accomplishing this work the city will benefit from the Laurel Street Work Yard Data Centre by reducing the carbon footprint of the digital infrastructure through improved cooling and energy efficiency on the new systems. Additional software in the form of Sunbird (screenshot below) will be used to monitor energy consumption, cooling features as well as track the configuration and set up of the location as the team continues to work on modernizing the site and migrating infrastructure from the old City Hall Data Centre.

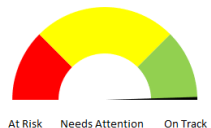
As this facility is deemed the Emergency Operations Centre (EOC) for the city and built above seismic standards, the Data Centre will further support Burnaby by being the supporting platform for the EOC systems, communication and hub of information.



3.1.8 Golf Online Advanced Tee Time Booking Payment – COMPLETE

Project Sponsor: Bob Farahani

Project Manager: Helen Mitten



Description: Implementation of Advanced Online Tee-Time Booking (6-14 days in advance) with an advanced booking fee payment of \$5 per golfer. Prior to this, customers were only able to book up to 5 days in advance (no fees). Expansion of the Advanced Online Tee-time Booking (15-30 days in advance) with advanced booking fee payment of \$10 per golfer.

Status Update: The initial go-live for the 6-14 day advanced booking with online payments of booking fees was May 6. The 15-30 day advanced booking with online payments of booking fees went live on May 23.

Key Operational Results: Revenue to date (May 6 - June 25) for 53 days from advanced booking fees is \$194,865. After the initial go-live date of May 6/7, it was averaging \$2,400 per day in advanced booking fees collected. Then after the second go-live date of May 23/24 it is now averaging \$3,800 per day in advanced booking fees collected.

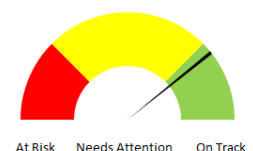
75% of bookings are made online of which 50% are via the mobile app. This is an estimated 150 online customers per day making bookings for 2-4 players, and an average of 450 rounds of golf per day booked online.

This initiative is now complete.

3.1.9 Managed Print Services-Xerox

Project Sponsor: Bindu Tailor

Project Manager: Peyman Teymourian, Nikita Dabre



Description: The project objective is to modernize printing capabilities at the City of Burnaby, while focusing on sustainability. The City of Burnaby aims to leverage new print technologies on Multi-Function Devices (MFDs)

to enable employees to work more productively, while maintaining a high standard of security for both on premise and cloud solutions. Some of the new features include:

- All MFDs will offer both colour and black and white printing
- Print jobs will be retained for 24 hours and retrievable from any MFD
- Print jobs will be securely released by scanning City ID, thereby preventing unclaimed print jobs
- Printing from mobile devices

This project also optimizes the City's fleet of printing devices and will bring cost savings through device monitoring and usage analytics, while improving print mobility to accommodate changing business processes and user behaviors. The Xerox PrintReleaf program offsets paper usage by reforesting the equivalent amount of paper used in printing, promoting environmental sustainability.

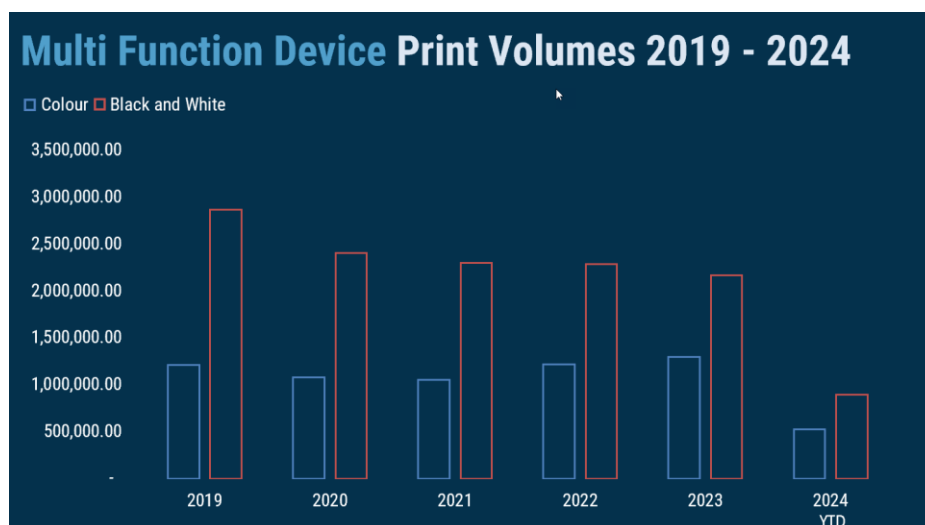
Status Update: Xerox was chosen as the vendor of a choice through an RFP process in 2023. During Q1 and Q2 2024, Xerox and City IT have finalized and signed the Master Agreement, SOWs for Device deployment and Cloud Printing Solution (XWC- Xerox Web Cloud), completed the architecture designs, set up the infrastructure and successfully deployed the Xerox tools.

Implementation for Phase 1 is in progress for deployment of Xerox Web Cloud (XWC) in the IT department. Device and implementation roll-out will continue in a phased approach for the rest of City's departments until early Q4.

Xerox has delivered the first batch of 34 devices that was immediately required. By July 2, 14 devices have been delivered and deployed in City facilities, the rest are on track to be deployed by July 10.

Key Operational Results: The project is looking to eliminate or significantly reduce the 165 desktop printers across the organization by consolidating printing to Multi-Function Devices, resulting in energy and cost savings.

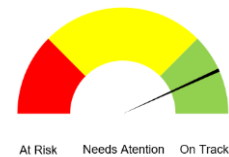
Since 2019, printing from Multi-Function Devices has been decreasing steadily as the City moves to online reviews and approvals of tasks and documents. With the new print features being implemented, it is anticipated that these volumes will continue to decrease.



3.1.10 Next Generation Server Protection

Project Sponsor: Bachar Khawajah

Project Manager: Rishabh Bali



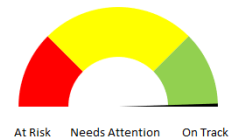
Description: The IT cybersecurity team maintains the overall cybersecurity posture of the City's systems and data, the team invests in the tools and capabilities to secure the city and protect its citizens data from security breaches and threats; e.g. ransomware attacks, phishing scams, data compromise and unauthorized processing, and the transfer or deletion of data. Next Generation Server Protection is a new approach to provide 24x7 threat detection and response capabilities that provides holistic protection against cyberattacks, unauthorized access, and misuse of systems.

Status Update: The city has selected an industry leading Next Generation Server Protection platform. The RFQ process for the selected platform was completed in May and the procurement cycle with the selected vendor in June. The IT cybersecurity team is actively working with the vendor to create a deployment plan which will ensure quick deployment of the solution without compromising the stability of the IT environment and services.

3.1.11 Consultant/Contractor Account Review - COMPLETE

Project Sponsor: Rishabh Bali

Project Manager: Blake Rear



Description: The Application Security team is responsible for overseeing and managing access to the city's core applications to ensure that only authorized users can access these systems and the sensitive information they contain. This authorization is strictly based on the users' job requirements, thereby implementing a principle of least privilege, where users are granted the minimum access necessary to perform their duties.

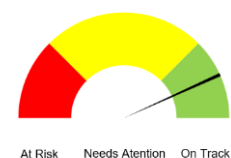
The Application Security team initiated a crucial initiative to review the accounts of consultants and contractors who have access to City IT resources.

Status Update: The first iteration of the consultant and contractor account review was initiated in March and completed in June. During this period, a comprehensive review of 262 accounts was conducted. The review process involved seeking validation from reporting managers to ensure the necessity of each account. As a result of this thorough validation process, 94 accounts were identified as not required. Subsequently, the application security team collaborated closely with IT Helpdesk to systematically disable these 94 unnecessary accounts. This effort was a significant step in enhancing the organization's security posture by ensuring that only essential accounts remain active.

This initiative is now complete.

3.1.12 IT Technology Sustainability

Project Sponsor: Bachar Khawajah



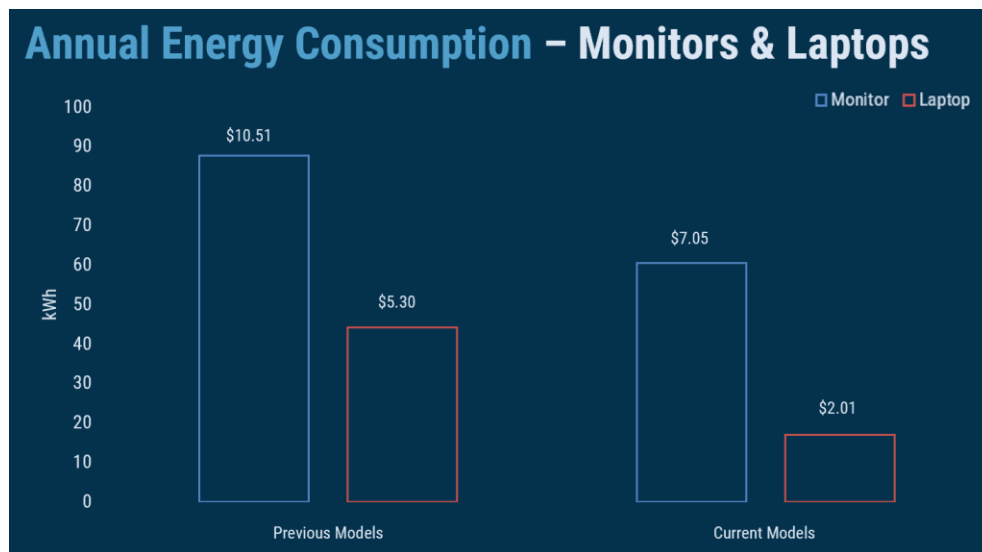
Project Manager: Bindu Tailor / Rishabh Bali

Description: The IT department is focusing on sustainability as a key operational priority. There are three main areas of focus:

1. Choosing Energy Efficient Devices
2. Recycling and Reducing Waste
3. Opting for Sustainably Sourced Materials

Some examples of how we are achieving these objectives include:

- Using In-Row Cooling at the Laurel Street Works Yard Data Centre, which targets cooling directly to the servers instead of the room, minimizing energy consumption. This method of cooling prolongs equipment lifespans as it prevents overheating, thereby also reducing electronic waste.
- All desktop IT equipment including PCs, monitors and laptops are delivered in 100% recycled packaging and include significant amounts of recycled materials in their components.
- The current models of desktop equipment demonstrate significant energy savings compared to legacy models. For example, there is a 31% energy saving for monitors and a 62% energy saving for laptops, per year per device.



- Desktop hardware is being streamlined moving forward, this includes ensuring that users are equipped with one laptop computer that they can take to different work locations, eliminating the need for multiple computers per user. To date this year, we have retrieved 89 secondary devices.
- The need for docking stations, webcams and desk telephones have been eliminated and these devices will be phased out moving forward.
- All end-of-life City IT assets are responsibly decommissioned. Approximately 70% are donated to BC Technology for Learning Society who provide to BC-based non-profits, schools and low-income families, including a number of organizations in Burnaby. The remaining 30% are recycled in an environmentally sound manner.

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 initiatives are included in the 2024-2028 Capital Plan and Operating Plan.

Respectfully submitted,

Bachar Khawajah, Chief Information Officer

ATTACHMENTS

SU: Key IT Initiatives April to June, 2024 - Attachment 1 – IT Initiative Overview Timeline

SU: Key IT Initiatives April to June, 2024 - Attachment 2 – Timeline Legend

REPORT CONTRIBUTORS

This report was prepared and reviewed by the IT team.