

FINANCIAL MANAGEMENT COMMITTEE

TO: MAYOR AND COUNCILLORS

SUBJECT: SU: KEY IT INITIATIVES - JANUARY TO MARCH 2025

RECOMMENDATION:

THAT the report titled "SU: Key IT Initiatives - January to March 2025" dated April 1, 2025, of the Financial Management Committee meeting, be received for information.

REPORT

The Financial Management Committee, at its meeting held on April 1, 2025, received and adopted the attached report providing a status update (SU) on the major IT initiatives for January to March 2025.

On behalf of the Financial Management
Committee,

Councillor S. Dhaliwal
Chair

Councillor A. Gu
Vice Chair

TO: FINANCIAL MANAGEMENT COMMITTEE (FMC)
FROM: CHIEF INFORMATION OFFICER
SUBJECT: **SU: KEY IT INITIATIVES - JANUARY TO MARCH 2025**
PURPOSE: To provide a status update (SU) on the major IT initiatives for January to March 2025.

RECOMMENDATION

THAT the report titled "SU: Key IT Initiatives - January to March 2025" dated April 1, 2025, be received for information.

EXECUTIVE SUMMARY

The purpose of this report is to update Committee and Council on the status of major active 2025 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

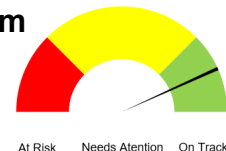
Since March 2023, IT has been reporting to the Financial Management Committee on major IT initiatives on a quarterly basis. The following information is an update on IT initiatives for January to March 2025.

3.0 GENERAL INFORMATION

3.1 IT Project Descriptions and Project Status Updates

3.1.1 NextGen 911 Deployment: Emergency Response System

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). The CRTC has extended the date for completion to March 31, 2027.

Status Update: Primary & Secondary Solution application testing with TELUS and E-Comm continued from January to March 2025. This testing phase is projected to be completed in May 2025.

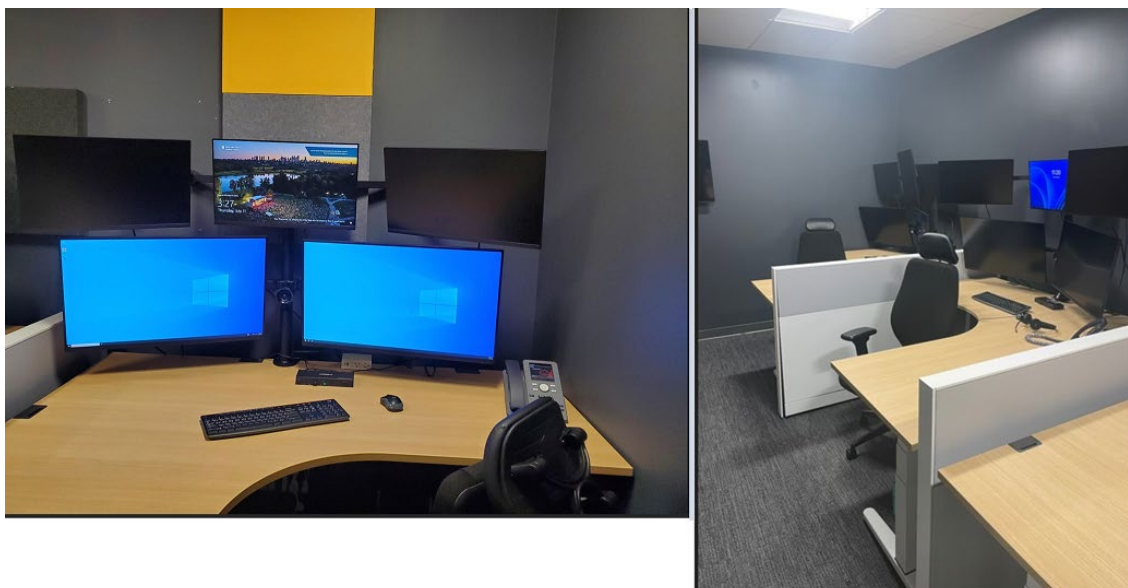
Integration testing with other systems continued from January to March 2025. This testing phase is projected to be completed in May 2025. Component failover testing commenced in February and is projected to be completed in May 2025.

Training planning and schedules have been finalized for administrators and Train-the-Trainer courses. These sessions are scheduled to be completed in April. Ongoing preliminary training with platoon dispatchers on the new NG911 systems to gain familiarity and confidence is in pre-production. Operational support and sustainment planning activities, including monitoring and alerting, continued from January to March 2025. The forecasted launch date for the new NG911 solution is Q2 2025.

LGA (Local Government Authority) Agreement Update: The GVRD (Metro Vancouver) has signed the LGA Agreement with TELUS for NG911 Emergency Services on behalf of the Lower Mainland municipalities. The City has signed the Municipality and Public Safety Answering Point agreements with Metro Vancouver.

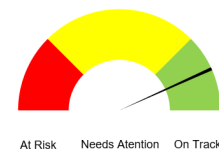
Key Results: Primary and Secondary Next Generation 911 system, failover and integration testing. Training plan complete; training sessions scheduled and underway. Agreements with Metro Vancouver have been signed.

The new Secondary Fire Dispatch Call Centre at Laurel Street Works Yard:



3.1.2 EnerGov Improvements: Development Permits & Approvals

Project Sponsor: Jesse Dill
Project Manager: Roseline Dias



Description: The objective of this project is to modernize the City's permitting, application, and approvals system to enhance both internal and external user experiences, providing significant and measurable benefits to our citizens. The team collaborated closely with the City's Development Approvals Process (DAP) team and previous project consultants, KPMG, to align high-level recommendations for business process improvements with opportunities for continuous enhancement of our EnerGov permitting software. This project is divided into multiple phases, with Phases 1, 2, and 3 successfully delivered in 2023-2024. Phase 4 is currently in progress and aims to deliver multiple business outcomes.

Phase 4 currently involves upgrading the EnerGov platform in Q2 2025, with a focus on delivering prioritized strategic initiatives in Q3-Q4 2025.

The EnerGov team introduced new case types and digitized workflows for film and food truck permits to expedite approvals and reduce manual workload.

Fire, Engineering, Finance and Licensing departments received improved efficiencies in inspections, permit approvals, and workflow processes.

Finance and building received automated alerts for bonds, inspections, and permit approvals to reduce workload and improved customer communication through automated verbiage updates and streamlined workflows. Citizen services were improved with additional privacy protection features and ability to quickly lookup and track trade permits.

These ongoing improvements demonstrate the City's commitment to continuously enhancing its permitting and approval processes, ultimately leading to faster processing of building permits and inspections and better service for citizens along with more efficient operations for staff.

Status Update: From January through March, several benefits will be delivered to both citizens and staff, highlights are as follows:

Accomplishments:

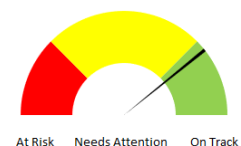
- Introduced new case types and digitized workflows for film and food truck permits to expedite approvals and reduce manual workload.
- Streamlined citizen interactions with automated notifications and online access to permit statuses.
- Automated several key permit approval steps, reducing waiting times.
- Improved efficiency in inspections and compliance checks.
- Strengthened communication between departments, reducing errors and duplication.

- Implemented significant process improvements to reduce errors and manual interventions.
- Strengthened citizen services with improved privacy protection and automated status updates.
- Completed prework for the upcoming EnerGov upgrade, ensuring smooth system improvements.

These ongoing improvements demonstrate the City's commitment to continuously enhancing its permitting and approval processes, ultimately leading to faster processing of building permits and inspections and better service for citizens along with more efficient operations for staff.

3.1.3 Customer Service Centre

Project Sponsor: Noreen Kassam
Project Manager: Ki Kim



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 the aim of improving 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 team has successfully transitioned to Microsoft Dynamics 365 Customer Relationship Management (CRM), enhancing functionalities for agents and standardizing customer interaction processes. The new CRM provides various validation tools to prevent duplication of data and automated workflows to save administrative work. The team will collaborate with the CSC for ongoing system maintenance and follow a monthly release schedule for new features.

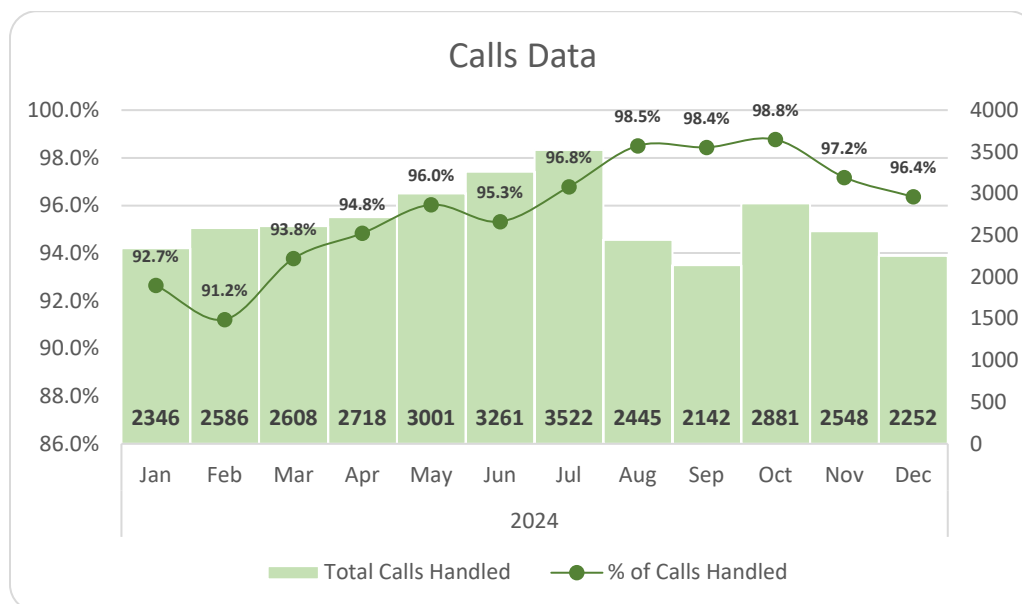
In the next phase, the team are working on integrating BurnabyMap with the CRM, which is aimed to roll out in April. This integration will enable agents to gather additional information using BurnabyMap to provide detailed responses to both customers and departments.

Additionally, the team is collaborating with the Telephony team to implement the Cisco WebEx Contact Centre. This new system will enhance the customer experience and support quality assurance efforts by offering enriched analytics and reporting capabilities. The rollout is scheduled for the last week of April.

Future integrations will include Infor Hansen, a Customer Portal with survey tools, and EnerGov, which are aimed to be implemented in Q2 and Q3 of 2025. These integrations will facilitate automatic case creation across systems, significantly reducing administrative workload.

Operational Key Results: Over the past year, we have handled 32,310 calls and maintained the call handling rate above 95% for the last six months. To improve our

service delivery quality and meet operational needs, we have onboarded one RFT staff member and two auxiliary staff members. Additionally, a Business Process Lead and a Functional Analyst will be joining us around the end of March to support the operational improvements required by the new CRM and upcoming integrations with other applications. With the advanced reporting capabilities of the new CRM, we will enhance our comprehensive Quality Assurance Plan, which aligns with our vision for continuous improvement and aims to enhance the resident experience. The onboarding process was paused between January to March due to the CRM transition but will resume in April with the new Business Process Lead.



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

3.1.4 Enterprise Content Management & Governance System

Project Sponsor: Juli Halliwell
 Project Manager: Saad Khan



Description: This project aims to transform the way the City stores and manages its documents, records, and other content. The new ECM solution is designed to enhance staff efficiency by reducing time-consuming tasks related to records storage and retrieval, improve compliance with legislation and regulatory requirements, and bolster privacy protection, access, transparency, document integrity, and authenticity. It will also help the City meet evolving legislative requirements for records management.

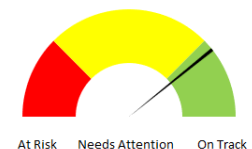
Status Update: This project was paused during Q4 2024 to integrate learnings from initial onboarding efforts in late Q3 2024. Q1 2025 has been focused on developing a new co-creation approach designed to better serve users across the City and align solutions to user needs. As part of this effort, the project has officially been renamed **Burnaby Hive**. SharePoint remains the platform in use. The team has refined project governance and processes, and has introduced third-party software to enhance records management usability, particularly for audits and disposition processes which will be configured and tested by summer 2025. Work is also underway to establish strong foundational templates for project sites across the City. As part of the initial co-creation process, the refined approach will be integrating Microsoft Teams project sites to test both usability and collaboration options, develop early enhancements for the way people are already working, and test it out by bringing five project sites to Burnaby Hive by summer 2025.

Key Results:

- Project governance and processes have been refined based on project team Q4 2024 workshop feedback.
- Third-party software selected to enhance data disposition and audit processes.
- Workshops conducted to finalize design for project sites in Burnaby Hive.

3.1.5 Laurel Street Data Centre

Project Sponsor: Curt Watts
Project Manager: Janet Burns



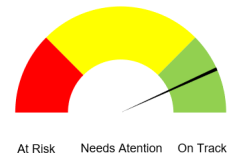
Description: The Laurel Street Data Centre (LSDC) will replace the current data center located in City Hall; it will be the primary data center for the City of Burnaby.

Status Update: The team continued to migrate network equipment, servers, and virtual machines to the Laurel Street Data Centre as planned and in collaboration with all application owners and stakeholders. By March 2025, 78% of the Data Centre will be migrated and the team is on track to complete the rest as planned. The team also upgraded the internet connectivity at Laurel Street Data Centre to 2GB.

Key Results: 660 Virtual Machines (87% of overall city-hosted VMs) were migrated and hosted at the Laurel Street Data Centre with no interruption to services. 34 servers (89% of existing servers) and 32 network switches and routers were migrated (57% of network hardware). The team are taking the next steps to migrate the rest of the network equipment, servers, and Virtual Machines to Laurel Street in April 2025.

3.1.6 Modern ERP System

Project Sponsor: Ratan Grewal
Project Manager: Mark Deacon



Description: The purpose of this project is to upgrade and modernize the City's core Enterprise Resource Planning (ERP) system, which manages critical functions like finance, human resources, and procurement.

Background:

- In 2007, the City implemented the SAP ECC system to streamline operations by replacing several older, legacy systems. Over the past 10 years, minimal enhancements have been added to expand its capabilities.
- The SAP ECC system is nearing the end of its lifespan, SAP will stop providing standard support for it in 2027.
- To address this, staff issued a Request for Proposal (RFP) to explore options for either upgrading our SAP system or replacing it with a new ERP solution.

Evaluation Process & Selection:

- The City received six proposals in response to the RFP, offering both SAP and Oracle software options.
- A thorough evaluation process and total cost of ownership review found that the switch from SAP to Oracle would incur approximately 40% higher implementation costs, carry a higher project execution risk, and would also require a significant change management effort across the organization.
- With the findings mentioned above, a cross-departmental staff team participated in vendor demonstrations with a focus on SAP products.
- After careful consideration, staff recommended upgrading to SAP S4/HANA Private Cloud Edition with SAP SuccessFactors, and engaging PricewaterhouseCoopers (PwC) as the implementation partner. A further description is provided below:
 - SAP S4/HANA Private Cloud Edition – next generation cloud ERP to help support the City's financial, payroll, asset management, and procurement operations
 - SAP SuccessFactors – Human Capital Management cloud software designed to help the City improve HR efficiency, employee engagement, productivity, retention, and time to fill.

Benefits:

SAP S4/HANA Private Cloud with SuccessFactors will modernize our ERP system and provide numerous advantages, including:

- Covers key areas: finance, payroll, procurement, asset management, human resources, and real estate.

- Integrates seamlessly: works with existing revenue systems and provides robust reporting analytics.
- Modern, user-friendly interface: enhances employee engagement and productivity.
- Streamlined processes: digitizes workflows for improved efficiency. It will also provide the foundation for the City to continuously improve required business process.
- Data-driven insights: leverages Artificial Intelligence to make informed decisions.

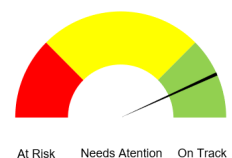
Status Update:

- The SAP Contract Award was approved by Council on February 25.
- The PWC Contract Award was approved by Council on February 25. The final contract administration items such as the Statement of Work (SOW) is to be signed off in March.
- Project implementation planning in process with project kick-off scheduled for mid-April.
- Initial technical upgrade planned for a November go-live, with modernization projects to follow in 2026/2027.
- Future enhancements/modernization roadmap for key functions tied to the cloud ERP are being assessed by staff.

This upgrade and modernization program is essential for the City to maintain efficient operations, leverage modern technology, and ensure long-term stability of core business processes.

3.1.7 Digital Tool For Permitting Compliance (AI)

Project Sponsor: Lee-Ann Garnett
Project Manager: Roseline Dias



Description: The Artificial Intelligence (AI) Digital Tool for Permitting Compliance (Archistar) project aims to modernize and streamline the zoning compliance processes for the City of Burnaby. Currently, manual zoning reviews for development and building permits are time-consuming, causing delays for applicants and inefficiencies for City staff. This project utilizes digital tools to automate routine compliance checks and improve customer service.

By implementing the Archistar platform, the City will digitize zoning bylaws for the R1 district and deploy tools such as the Explore Platform (to provide zoning information) and the eCheck Platform (to automate compliance reviews). This initiative aligns with the City's IT Strategic Plan, which focuses on expanding digital resident services and enhancing operational efficiency. The project will be delivered in five releases over one year.

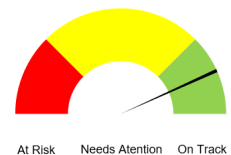
Status Update: The project is on track to successfully complete Release 1 (Beta launch of e-check citizen self-submit) and Release 2 (single-family dwelling with or without laneway) in Q1 2025. These releases will include the following capabilities:

- Staff access to the Archistar platform using city log-in credentials (single sign-on).
- Beta launch of e-check citizen self-submit (Release 1).
- Single-family dwelling (with or without laneway) compliance checks (Release 2).
- Full launch of the Explore Platform.

Citizens will be able to log in and self-submit their building plans for a zoning compliance eCheck report, which will expedite the building permit processing time.

3.1.8 Enterprise Platform Integrated Citywide Analytics

Project Sponsor: Bachar Khawajah
Project Manager: Audrey Noordam



Description: Implementation of an Azure Data Lakehouse offers a transformative approach to data management and analytics by combining the strengths of data lakes and data warehouses into a single, cohesive platform. This hybrid architecture provides organizations with a robust, scalable, and efficient solution for handling diverse data needs.

Key Benefits: Unified data platform, scalability and performance, enhanced data governance, cost efficiency, advanced analytics, and improved collaboration.

Status Update: The Implementation and configuration Proof-of-Concept (POC) of an Azure Data Lakehouse was completed by the IT team. We are currently working on a couple of use cases of that system for the Lands & Facilities Real Estate division to better enable them to make data-driven decisions by combining data in this Data Lakehouse from four of our main enterprise systems and the properties and property attributes that they contain. We are also currently in the planning stage of updating to the latest functionality called Microsoft Fabric, which will significantly enhance our data management and analytics capabilities, leading to better decision-making, cost savings, and improving operational efficiency.

3.1.9 Cloud Infrastructure Telephony System

Project Sponsor: Curt Watts
Project Manager: Janet Burns



Description: The solution will allow users to make calls from Microsoft Teams, replacing the Webex application. Calls can also be transitioned between desktops and mobile phones. Users will be able to make and receive calls from landlines and mobile phones on any device, manage calls, add delegates, make emergency calls, and manage voicemail. There is a 90-day Proof of Concept

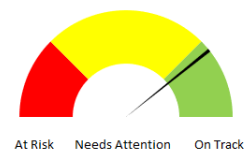
(POC) that will deliver a report of actionable findings and a plan for the next steps to scale the implementation.

Status Update: A new vendor Project Manager has been onboarded and the project has been restarted after a three week delay. The team is focused on network connectivity testing/validation and configuration. Training is being prepared for the 25 users identified for the POC.

Key Results: The Microsoft Teams calling feature would replace the current WebEx system. This will allow users to make external calls directly from the teams app, streamlining the calling process.

3.1.10 Cybersecurity Enhancements

Project Sponsor: Bachar Khawajah
Project Manager: Rishabh Bali



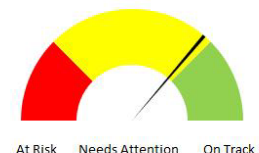
Description: The Cybersecurity Optimization and Enhancement Program includes the implementation of modern tools and optimization of processes to ensure City data, staff and systems are protected from modern-day cybersecurity threats. The program involves the implementation of:

- **Privilege Access Management Solution:** Privileged Access Management (PAM) is an identity security solution that helps protect organizations against cyber threats by preventing unauthorized privileged access to critical accounts.
- **Modern Vulnerability Management Solution:** Vulnerability management is a continuous, proactive, and often automated process that keeps your computer systems, networks, and enterprise applications safe from cyberattacks and data breaches.
- **Next Generation SIEM (XDR):** Extended detection and response (XDR) is a new approach to threat detection and response capabilities that provides holistic protection against cyberattacks, unauthorized access, and misuse of systems.

Key Results: Implementation of these projects will increase cyber resilience and enable robust security.

3.1.11 End User Device Modernization

Project Sponsor: Bindu Tailor
Project Manager: Nikita Dabre



Description: The project, now renamed to End User Device Modernization, aims to unify various initiatives for a more cohesive transformation delivery. To prepare for expanded digital services, a three-year plan will transition end user services from the on-premises data centers to Microsoft Cloud. The focus is on migrating to the Microsoft Endpoint Management tool (Intune), which manages endpoint devices for computers and mobile devices. This project aligns with the IT Strategic Plan by

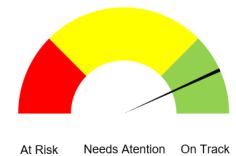
integrating the ServiceNow platform with cloud infrastructure, ensuring stable connections between cloud platforms. Additionally, the migration from Windows 10 to Windows 11 will be included with a review of Intune to support this transition. The transition will simplify the management of increasingly diverse application ecosystems and improve and streamline application management processes, including delivery and updates along with improved control and better insights for administrators.

Status Update: The team are currently reviewing the steps required to migrate devices from Windows 10 to Windows 11 and the necessary deployment steps. A pilot rollout will first be conducted within the IT department. Following this, planning for pilot rollouts in other departments and divisions will commence before the full rollout. With support for Windows 10 ending on October 14, 2025, our target is to upgrade as many devices as possible across the City to Windows 11. There are 3,500 devices which include dedicated devices (laptops), shared devices (laptops/pcs) and POS/Kiosk devices that will be migrated to Windows 11.

Key Results: Final testing on the latest Windows 11 version (24H2) with security applications is nearing completion. This ensures the VPN functions as expected, allowing us to proceed with the IT pilot, which is scheduled for completion by the end of March.

3.1.12 Labor Relations Disability Management (LRDM)

Project Sponsor: Justyna Czerniej / Sergio Picco
Project Manager: Saad Khan



Description: The purpose of the project is to implement a new Grievances, Complaints and Misconduct, Incident and Disability Management system for the People and Culture department using Sodales, a SaaS platform.

Key Benefits: Process automation, digitization of paper-based forms, enforcement of data security and governance, automated tracking and reporting addressing labor relations and occupational health and safety challenges.

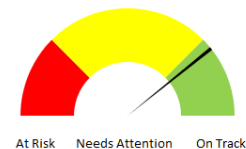
Status Update: The Grievance Management, Complaint and Misconduct Management, and Incident Management modules have been implemented. The administration capabilities and reporting for these three modules are under development and planned for deployment by July 2025. The Claim Management Module is also under development and will be configured and tested by July 2025. The Claim Management administration capabilities and reporting are in the design phase.

Key Results:

- Training has been conducted for the three modules (Grievances, Complaints and Misconduct, and Incident).
- The three modules are used daily in production.
- Claims Management module solution design workshops are complete.

3.1.13 Long Range Wide Area Network (LoRaWAN)

Project Sponsor: Curt Watts
Project Manager: Janet Burns



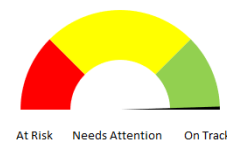
Description: The LoRaWAN (Long Range Wide Area Network) project aims to build a city-owned, citywide network that enhances connectivity for IoT devices and sensors. Offering long-range communication up to 2.5 km, it far exceeds Wi-Fi's limited range. This network will allow the city to deploy sensors for real-time data collection, supporting smarter decision-making and efficient operations. The Proof of Concept (POC) has started with three test gateways and will expand over time to cover the entire city, creating a scalable infrastructure that improves services and resource management.

Status Update: Three gateways were installed in Q1 2025: Riverway Park: Jack Crosby Sports Box, Confederation Park: Sohen Gill Sports Box, and City Hall. Work is in progress with Facilities Management to install occupancy sensors in public parks, like those used for automated washroom lighting.

Key Results: The current POC tests environmental sensors, including temperature, humidity, noise level, and light intensity sensors, to gather data for better city operations. These sensors monitor conditions in public spaces like sports boxes, helping to optimize environments, enhance safety, and improve energy use.

3.1.14 Ticket Enforcement (T2) Migration to Cloud

Project Sponsor: Karim Dhanani / Dan Layng
Project Manager: Janet Burns



Description: T2 is used for Parking and Bylaw Ticket Enforcement and ticket payments (mailed and online payments). The project started in November to migrate T2, hosted on-premise to the cloud. The team is comprised of IT and business users from Finance, Parking Enforcement and Bylaws. The teams worked together to plan, test and prepare for the cutover to be launched.

Status Update: T2 migrated with full functionality and data, including scheduled tasks. All mobile phones used by enforcement officers have been upgraded. The move to the cloud also includes a dedicated test environment.

Key Results: With the move to SaaS, the City no longer needs to support an on-premise server or purchase Oracle licenses. The move to SaaS has also made T2 PCI compliant with new PCI requirements and provides regular upgrades of the software.

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 Timeline January - March 2025 – Attachment 1

REPORT CONTRIBUTORS

This report was prepared and reviewed by the IT team.