

INFORMATION AND TECHNOLOGY SERVICES

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A. Background

A.1 Preparing the Service Strategy Business Plan

The work on the Service Strategy Business Plan (SSBP) was undertaken under the direction of the Information and Technology Services Management Team comprised of the Director and Chief Information Officer (CIO), Manager Technology Infrastructure, Manager Technology Service Centre, Manager Business Solutions – Direct Service Programs, Manager Business Solutions – Internal Service Programs.

A.2 Key Contacts

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A.3 Additional Information

This is the third Service Strategy Business Plan prepared by the Information and Technology Services Division.

All supervisory and management staff were involved in the development of the Service Strategy Business Plan (SSBP).

B. Description of Current Services

B.1 Program Location Map

Not Applicable.

B.2 Profile of Current Services

Information and Technology Planning

Preparing and maintaining corporate and departmental technology plans, the Technology Infrastructure Plan and corporate and application architecture.

Information and Technology Solutions Delivery

Researching, evaluating, recommending, implementing and supporting technology solutions to address corporate or client business needs.

Information and Technology Support

“One call” service for receiving and resolving technology support requests, providing advice and “how to” support or on-site training, ordering and installing new technology, and developing technology usage policies, procedures and standards.

Information and Technology Management

Hosting corporate and departmental technology applications (e.g. Human Resource Management System) and services (e.g. email, voice mail), ensuring availability, capacity, performance, continuity, recovery, security and asset management for all corporate technology assets, including information.

B.3 Description of Clients/Customers

Corporate

Information and Technology Services provides the Corporation with services related to the provision of technology services including information and application architecture, capacity, security and disaster recovery planning.

Regional Employees

Information and Technology Services integrates all technology (i.e., computers, telephones, copiers, fax, cellular, hand-helds) used by employees and provides services related to ordering, using and supporting these technologies.

Regional Departments

Information and Technology Services works with all Regional Departments and assists in developing annual work plans and Service Level Agreements for the technology services provided.

Peel Regional Police

Information and Technology Services works with the Director, Information Technology Services at Peel Regional Police to provide access by Police personnel to Regional business applications. Information and Technology Services also works with Business Services and Human Resources at Peel Regional Police to accommodate unique Police requirements within Regional business applications.

External Agencies

Information and Technology Services provides specific services, as defined in individual Service Level Agreements, for a number of external agencies (Credit Valley Conservation Authority, Ontario Association of Police Services Boards, Peel Police Services Board, Caledon Community Services). Information and Technology Services also co-manages, along with the Public Sector Network (PSN) partners (Peel area municipalities), the PSN, which provides high-speed network connectivity to a number of partner and subscriber organizations.

B.4 Description of Suppliers, Partners and Stakeholders

Suppliers

- Software manufacturers and vendors
- Server hardware manufacturers
- Other data centre equipment manufacturers
- Desktop/notebook computer and peripherals manufacturers
- Telecommunications equipment manufacturers
- Telephone equipment and service
- Cellular and wireless equipment and service
- Computer and communications equipment resellers
- PSN construction and maintenance
- GIS data and services
- Photocopy equipment suppliers
- Computer consultants and contractors

Partners

- Peel area municipalities
- Other Regions and municipalities

- Province of Ontario, various ministries
- Province of Ontario, Management Board Secretariat, Office of the Corporate Chief Information Officer (CIO)
- Smart Systems for Health Agency
- Peel Hydro Utilities
- Peel Regional Police
- Regional Departments/Divisions including Property Management, Human Resources and Purchasing
- Community Social Data Strategy agencies

Stakeholders

- Regional Council
- Peel Regional Police
- PSN partners (Peel area municipalities)

B.5 Significant Accomplishments

- Quadrupled Service Desk calls handled over two years, establishing success of “one call does it all” philosophy.
- Implementing Information Technology Infrastructure Library (ITIL) best practice framework for Information and Technology support services, completing a gap analysis for current processes and implementing improved Change Management.
- Completed integration of Peel Living into Regional standard technology and assumed responsibility for providing information and technology services to Credit Valley Conservation Authority
- Acquired and implemented technology for new long term care and Airport Road facilities, while coordinating technology requirements for several other major moves
- Preparing technology strategy for Public Works and Planning and implementing previously developed strategy in Health.
- Establishing CIO Role, including Business Case framework and approval process for information and technology initiatives
- Achieved substantial cost savings for clients through review of long distance and cellular contracts
- Organized the Region’s third Technology Day event, with excellent feedback from attendees
- Maintained core technology at current levels, completing migration to Windows 2000, Exchange 2000 and Oracle 8 or 9 and beginning replacement of network edge switches.
- In partnership with Halton Region, implemented Automated Vehicle Location system for Ambulance and Emergency Programs in one week

- Supported PeopleSoft Financials process improvements and Electronic Information Management (EIM) implementations in Human Resources, Health (Vaccine inspections) and Public Works (Procurement Award, Traffic)
- Implemented “easier-to-use” Geographic Information System (GIS) solutions based on SVG technology for Children’s Services/Child Development Resource Centre of Peel
- Investigating and implementing field-based technology for Public Works and Health

C. Trends and Issues

C.1 Emerging Trends

- Renewed trend towards outsourcing technology services
- Greater scrutiny for information and technology procurement and supplier relationships
- Professional standards (ITIL) adoption for information technology service management
- Need to capture knowledge as large portion of the workforce approaches retirement
- Sharing more information or applications with other municipalities, agencies or levels of government
- Increased involvement with community partners
- Increased dependence on technology in work environment, including expectation for expanded hours (up to 24/7) for technology availability and support
- Need for very high technology availability and rapid recovery from major failures
- Increasing interest in employees being able to work from home or anywhere
- Move toward virtual employees/offices
- Need for more and better technology training
- Increased emphasis on corporate information, applications, and governance of information and technology initiatives
- Increased emphasis on sound business cases for information and technology initiatives
- Technology projects increasingly interdisciplinary and led by client project managers
- Technology solutions are increasingly interdependent and complex
- Increasing importance of wireless technology to support mobile workforce and the public
- Growing client base, with potential to double as technology provided to non-office staff
- Access to and use of Regional information and technology directly by the public
- Public interest in “one window” service access within and across jurisdictions
- Increased importance of security and privacy
- Ensuring services are accessible to the diverse public
- Increased need and emphasis on emergency planning and preparedness
- Convergence of voice and data technology
- Office space standards – offices getting smaller
- Emerging importance of open source software as alternative to Microsoft
- Increasing concerns regarding hydro cost and reliability

C.2 Key Strategic Issues

- Implementing the CIO mandate and role, including business case process for all significant new information and technology initiatives
- Strengthening information and technology processes based on ITIL
- Integrating information and technology planning and service delivery across sections
- Talent management and succession planning for Information and Technology Services management and staff
- Partnering with clients to proactively address business opportunities, using technology
- Managing and addressing expectations for service availability, performance, capacity, reliability and support
- Improving access to Regional technology for all Regional staff and the public
- Improving processes for information and technology project management
- Implementing knowledge management
- Maintaining a secure information and technology environment and promoting awareness of its importance
- Maintaining staffing and financial capacity to keep pace with growing client base and technological change
- Keeping up with new technologies and capitalizing on associated opportunities

D. *Mandate, Objectives and Actions*

D.1 Mandate and Objectives

Mandate:

The Information and Technology Services Division will provide leadership in the delivery of integrated, secure, customer-focused information and technology services.

Objectives:

1. To provide strategic direction for corporate information and technology investments.
2. To partner with clients to address their business information and technology needs.
3. To maintain a leadership position in technology.
4. To practice service excellence.
5. To strengthen the Information and Technology Services team.

D.2 Objectives and Actions

1. **To provide strategic direction for corporate information and technology investments.**
 - 1.1 Establish and obtain broad acceptance for processes for identifying, prioritizing and approving new information and technology initiatives
 - 1.2 Provide leadership to ensure success of corporate information and technology initiatives
 - 1.3 Integrate strategies for corporate information and technology initiatives into an overall corporate Information and Technology Plan
 - 1.4 Support the Corporate Project Management Initiative (CPMI)
2. **To partner with clients to address their business technology needs.**
 - 2.1 Enhance communication of the services, service standards, costs and performance results of the Information and Technology Services Division
 - 2.2 Clarify and obtain acceptance for respective roles and responsibilities of Information and Technology Services and client staff
 - 2.3 Complete technology plans (including implementation plans) for all departments
 - 2.4 Partner with Human Resources to strengthen corporate technology training

- 3. To maintain a leadership position in technology.**
 - 3.1 Maintain and allocate technology investment to support current and future needs
 - 3.2 Research and implement best practices and tools
 - 3.3 Research and recommend opportunities to partner on inter agency or inter-jurisdictional service delivery initiatives
 - 3.4 Maintain a leadership position within the Canadian public sector information and technology community

- 4. To practise service excellence.**
 - 4.1 Implement Information Technology Service Management (ITIL)
 - 4.2 Strengthen information and technology security, continuity and recovery
 - 4.3 Establish and enhance information and technology performance measurement and reporting
 - 4.4 Update, expand and communicate information and technology standards and usage policies
 - 4.5 Enhance information and technology financial and asset management

- 5. To strengthen the Information and Technology Services team.**
 - 5.1 Improve internal communications and information sharing among the staff of the Information and Technology Services Division
 - 5.2 Address the results of B.E.S.T.
 - 5.3 Strengthen internal partnership to better address client needs

D.3 Strategic Plan Connection

The objectives and actions in the Information and Technology Services Service Strategy Business Plan are consistent with, and support, the following Goals in the Region of Peel's Strategic Plan, *Fast Forward Peel: Building a Strong Community Together*.

Goal 1: Improve the community's health, social well-being and safety

Goal 4: Contribute to a strong regional economy

Goal 5: Be a citizen-focused Regional government

D.4 Service Principles (optional)

In support of the Regional Values, Information and Technology Services has the following service principles:

- Value our ability to use technology to help clients deliver effective business services
- Committed to making information and technology services universally available
- Are responsible custodians of technology
- Recognize information as a key corporate resource
- Committed to innovation
- Committed to sound technology investments

E. *Monitoring and Measuring the Service Strategy Business Plan*

E.1 Objectives and Outcomes

- 1. To provide strategic direction for corporate information and technology investments.**
 - Agreement on corporate information and technology priorities
 - Corporate applications leveraged effectively across all departments
 - Recognized and respected processes for technology planning
 - Data is treated as a corporate asset

- 2. To partner with clients to address their business information and technology needs.**
 - Clients are using technology strategically
 - Clients are recognized for effective use of technology in their business
 - Employees are using technology more effectively
 - Clients see Information and Technology Services as partners in achieving their goals
 - Information and Technology Services understands client businesses

- 3. To maintain a leadership position in technology.**
 - Sought out by other municipalities and organizations for advice
 - Winning awards, speaking at conferences, publishing articles
 - Considered an employer of choice for top quality information and technology candidates
 - Suppliers seeking to partner with us
 - Making effective use of leading-edge technology

- 4. To practise service excellence.**
 - Best practices in place and being followed (ITIL, Project Management Body Of Knowledge, COBIT)
 - Service level agreements guide service delivery
 - Demonstrated improvement in service quality
 - Client confidence in our technology and services
 - Effective budget control and financial management based on accurate inventories

5. **Strengthen the Information and Technology Services team.**
- Appreciation and respect for each others' work
 - Improved service delivery
 - Working effectively together within and across sections
 - Common understanding and commitment to standards and priorities
 - Staff sought out for and participate in divisional and corporate initiatives
 - Qualified candidates ready to accept more responsible positions
 - High staff morale