

# IT

## Strategic Plan

**Creating innovative information technology solutions  
in support of civic services**



## Table of Contents

Foreword.....	1
Policy Foundation.....	2
IT Vision .....	4
Principles .....	5
Focusing Effort .....	7
IT Strategic Plan Goals .....	8
Foundations .....	12
Moving Forward.....	13

**Vision**    **Creating innovative information technology solutions  
in support of civic services**

**Principles**

- **Serve citizens**
- **Support business requirements**
- **Integrate at every opportunity**
- **Invest strategically**
- **Work together**

**Goals**

- **Enhance citizen and employee access to information and services**
- **Integrate and streamline resource management systems**
- **Improve the capture of information to create knowledge**
- **Enhance work management capabilities**

## Foreword

As we enter the 21st century, information technology has become a tool vital to the delivery of virtually every service. City services are, of course, no exception. The City has long been an “early adopter” of advances in technology and, for much of the brief history of Information Technology, these advances have been championed by a small group of skilled professionals.

The last decade has seen a major shift in the information technology (IT) paradigm. In the early days, IT was a discipline understood by relatively few, especially those in what has become known as the user community. Today almost everyone is computer literate to some degree .

The consequences of this dramatic increase in awareness and use are profound. New and improved technology is rapidly deployed and quickly adopted everywhere, leading to ever-increasing expectations with respect to capability and capacity. The people we ask to use information technology every day in delivering City services share these increased expectations with the citizens we all serve, and the councillors they elect.

This paradigm shift presents a major challenge for people working to deploy and support information technology. The rate and the nature of change today often stretch our scarce resources to the limit. Of necessity, we must find ways to set priorities so our effectiveness is maximized and, at the same time, look for ways to provide our services more efficiently.

In May 2001, the Chief Administrative Officer approved a new [Information Technology governance](#) structure for Winnipeg's civic administration. The Plan outlined in the pages that follow will be implemented within that structure. It will advance the principles on which that structure was established: commitment to strategic direction setting, a business-driven approach, and a focus on efficiency. Most of all,

the Plan will support the new governance structure by marshalling people and ideas to find effective information technology solutions.

The new technical environment also presents us with great opportunities. The City is embarking upon an era of e-government: using technology to transform the way it does business. Every internal and external function stands to benefit, as information technology enables us to streamline and integrate our work processes. The result will be better service, greater government accessibility, and better administration – good for citizens and staff alike.

The intent of this Plan is to position information technology in the larger context of Council's overall plans, priorities and directions; to provide principles to guide both the preparation of more detailed plans and ongoing decision-making; and to identify areas of opportunity where collaborative effort will be focused.

Affordable, innovative, and responsive service is the goal of the whole civic administration. Information technology has a major role to play in realizing that goal. The professionals who provide this essential expertise will help their colleagues lay a foundation for future excellence and achievement; it is in that spirit that this Plan has been prepared.

### Creating innovative information technology solutions in support of civic services



Cliff Jeffers  
Chief Information Officer



Gail Stephens  
Chief Administrative Officer

# Policy Foundation

## City of Winnipeg Vision

**“To be a vibrant and healthy city which places its highest priority on quality of life for all its citizens”**

## Plan Winnipeg

*Plan Winnipeg, 2020 Vision* is the City's most important document. Developed in consultation with the community and adopted by Council in December 2001, it is a long-term plan to guide Winnipeg into the future.

*Plan Winnipeg* recognizes that the citizens of Winnipeg want a municipal government that is responsive to their needs and expectations and that delivers high quality services that are of value to them. It also recognizes the important role that technology can play in meeting those objectives and therefore recommends that in the provision of sound municipal management the City must **“invest strategically in technology”**.

## Council Priorities

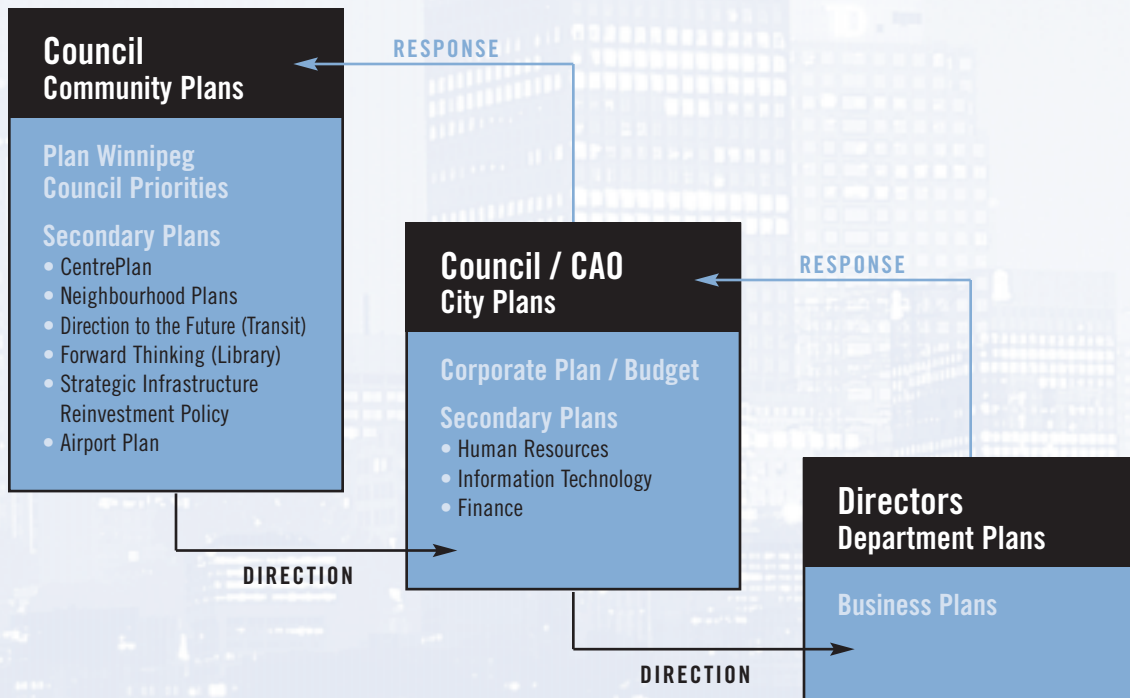
Council has articulated its commitment to electronic information sharing and service delivery to citizens. In his 2001 Report to Citizens, Mayor Glen Murray stated:

**“The City needs to become more efficient and up-to-date to serve you better. Most civic departments now have web sites to give citizens electronic access to government. This is the first step in building our capacity to offer both information and services on-line. Our objective is to develop an e-government service that will give you the option to conduct citizen-to-city business through the Internet.”**

## Corporate Plan

The City's Corporate Plan has identified Information Stewardship as one of four internal program areas to lever organizational improvement.

**“Information Stewardship is about ensuring that the right information gets to the right person in the right way at the right time. Information is fundamental to effective service delivery and organizational management . . . Technology has the potential to significantly enhance our effectiveness . . . In transitioning to a ‘technology-friendly’ organization, we must ensure that sound business decisions drive our investment in technology. We must prioritize and invest strategically in technology and we must ensure effective implementation. Finally, given the size of the organization, we must develop systems that are fully integrated where appropriate.”**



Information, people and finances are cornerstones supporting civic direction. Strategic plans developed in each of these areas are companion documents to the Corporate Plan. The It Strategic Plan is intended to be both complementary to, and complemented by, the Financial Management Plan and the Human Resource Strategic Plan.

The Financial Management Plan includes as one of its goals the expansion of e-government. **“Public expectations for municipal e-government are high. The development of e-government strategies, to meet public demand as well as enable the transformation of City interfaces with its citizens, requires redesigned business processes, cost effective technology solutions and a skilled workforce.”**

*Financial Management Plan*

The Human Resource Strategic Plan recognizes that employees need new skills and knowledge to adapt to a rapidly changing work environment, where service efficiencies and affordability are key business requirements, and new technologies are being introduced. The Plan identifies **“access to enabling technologies and tools” as a key success factor for the achievement of its vision, and states that employees must “have access to tools, resources, training, etc. to allow them to deliver quality service.”**

*Human Resource Strategic Plan*

# IT Vision

## Creating innovative information technology solutions in support of civic services

**Information technology is a tool; the technology and the people who manage and maintain it serve and support others. Together, they provide an increasingly important foundation for the delivery of civic services. Creating innovative information technology solutions is key to supporting service excellence across the organization.**

Service delivery includes delivery of water and sewer services and electricity, emergency response services, garbage pick-up, traffic signals, bus service, road and infrastructure maintenance, snow-clearing, recreation facilities and programs, city planning, permits, regulatory functions, taxation, building inspections, and many others.

Using technology to enhance the quality and delivery of government services to benefit citizens, business partners, and employees, is often defined as e-government.

E-government is not just about providing information and services on the Internet. E-government is about using technology to fully integrate all aspects of the City's daily

business, including service delivery, workflow, staffing, front line and back office activities. This will help us make many of our services more accessible and responsive to the needs of citizens (e.g. 24 x 7, self-service, etc.); assist us in supporting the efficiency, effectiveness, reliability, and affordability of our services; and will provide us with opportunities to streamline administrative functions and reduce costs.

E-government is an evolutionary process. Ultimately, it will fundamentally transform every aspect of the way we deliver and manage City services. It will profoundly change and enhance the relationship between government and citizens, building greater participation and improved governance.

Creating innovative information technology solutions means more than just the latest and greatest in technology. It also means taking a creative approach to making the best technology choices to support business requirements; ensuring the best support for the tools and systems we provide; and making the most effective use of staff and technical resources.

This IT Strategic Plan focuses on shared and standard IT applications, infrastructure, systems and services. The Plan's emphasis is on areas of common interest – and of greatest benefit – to the organization overall. Ideally, the collective interest will apply to all departments, though in many instances it may only apply to multiple, but not all, departments. This IT Strategic Plan seeks to articulate common cause and to set a path for greater collaboration.

# Principles

## 1 Serve citizens

Serving citizens is our primary purpose. Our guiding imperative is to meet citizen needs, and to ensure that our efforts provide value and benefit to them. Members of Council and employees need appropriate and sufficient information and tools to enable them to provide efficient and effective services. Technology can enhance service to citizens in many ways, including:

- Enabling efficient planning and support for all services
- Providing citizens with multiple integrated access channels to service (e.g. Internet, front counter, call centres)
- Providing seamless access, anywhere, anytime
- Integrating systems and sharing services, data and systems (e.g. 9-1-1 serves as a single portal for access to emergency response services)

## 2 Support business requirements

IT exists to support service delivery and business needs. Development, implementation, and application support must be done in close cooperation with lines of business. Because business requirements drive IT activity, we need to:

- Find and capitalize on opportunities by coordinating plans and initiatives across the organization through improved governance, communication and planning processes
- Balance large multi-department and smaller department-specific initiatives
- Develop a process in advance of the capital budget for issues of shared significance

## 3 Integrate at every opportunity

Technology must be integrated at every opportunity. Integrated technology enables business-driven initiatives and improved services by supporting shared data, applications, security infrastructure, and standards. Improved communication is both an essential ingredient in the process of integration, and a desired outcome. Integration enables greater efficiency, and seamless availability of and access to more information. Integration is a means to achieve reasonable economies of scale, by thinking globally while acting locally. The collective interest must not be compromised; deviations from standards that put others at risk will not be allowed. This means:

- Supporting deviations from standards with sound business cases, and accepting associated costs/risks
- Consciously considering opportunities for integration when planning
- Providing additional training and resources as required
- Increasing information security
- Eliminating solutions based on closed technology standards

# Principles

## 4 Invest strategically

Through strategic IT investment the City can reduce the cost and time to deliver and manage IT solutions, reduce maintenance and support costs, and improve quality. Alternatives must be investigated (e.g. re-use, adaptation, strategic partnering, outsourcing, buy, build), and the implications for others considered. Investing strategically also means:

- Supporting investment decisions with sound business cases
- Supporting and participating in the optimization of collective interests, and being prepared to sub-optimize solutions in some areas, as appropriate
- Facilitating, promoting, and encouraging reuse

When making IT decisions, departments must balance multiple objectives. They must consciously consider the interconnected nature of these principles, and factor in the sometimes necessary trade-offs between citizen focus, business and/or technical requirements and alignments, integration of technology, strategic investment concerns, and internal and shared expertise.

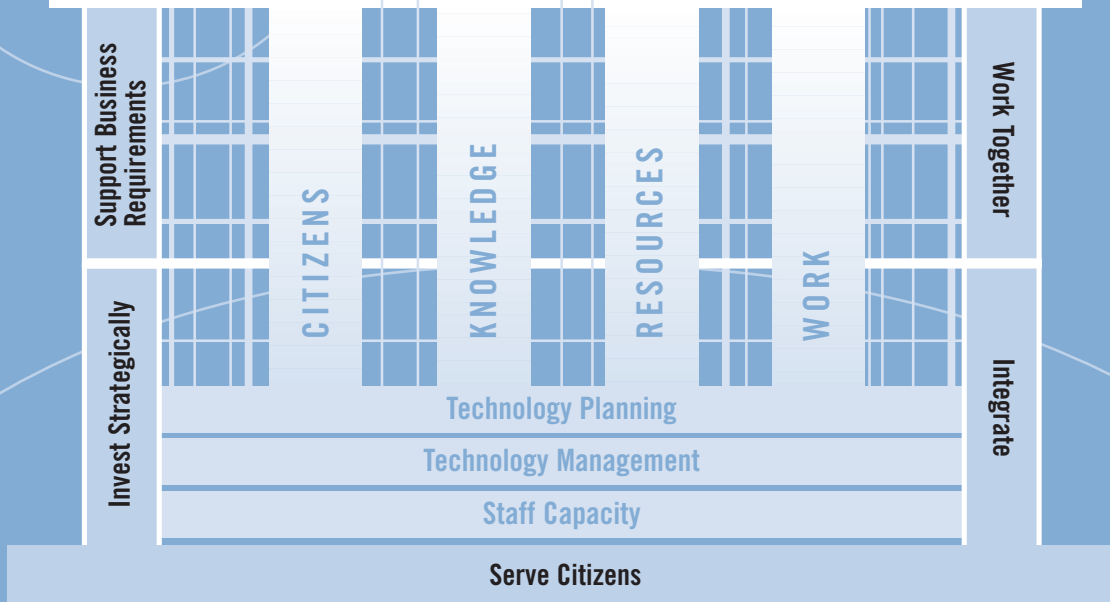
## 5 Work together

We must work collaboratively to take full advantage of our multiple skills and capabilities. This will ensure effective delivery and management of IT solutions, and effective use and deployment of IT resources, while respecting service delivery requirements. Sharing expertise can help us maximize the advantages of new technologies across departments, and reduce the time it takes to deliver IT solutions. Sharing expertise is not about changes to lines of authority, but about cooperation and skills transfer. This means:

- Reviewing requirements on a project by project basis
- Ensuring that priority-setting is well understood
- Planning and communicating in advance so departments can prepare
- Developing “Centres of Excellence”; building a “knowledge community”
- Committing to cross-departmental partnerships
- Supporting informal service arrangements and clusters as well as formal service agreements
- Investing in staff training and resources
- Assigning ‘lead’ departments on solutions where rapid delivery is required and fully shared cross-departmental planning is not expedient

# Focusing Effort

## Creating Innovative Information Technology Solutions in Support of Civic Services



**The Vision** – “Creating innovative information technology solutions in support of civic services” – represents the “pot of gold” for this Plan. The vision represents the overriding purpose to which all endeavours must be directed.

All decisions and activities undertaken toward this vision are guided and bound by the **Five Principles** – to serve citizens, to support business requirements, to integrate at every opportunity, to invest strategically, and to work together.

**Four Key Pillars** form the central focus of this Plan. They are inter-related – each one represents a different aspect of information management of critical importance for the support and delivery of City services. Each pillar articulates a strategic goal, and contains multiple opportunities for its achievement.

These pillars reflect areas of common interest within the organization and across departments. They involve activities

undertaken by multiple departments working on common initiatives, as well as diverse initiatives that support common goals.

**Three Critical Foundations** support the pillars: technology planning, technology management, and staff capacity. These are areas of ongoing activity and continual process that reflect overall stewardship of information technology within the City, and in which all departments participate. Though ever-present, they are not static; activities in these foundational areas will evolve, and must take advantage of and create opportunities in support of our overall vision.

Although this Plan addresses the information technology components of each area of focus, IT issues and projects are not the purpose of this Plan. The intent is to use IT more effectively to support the achievement of key organizational objectives and to ensure service excellence; that is, to align and integrate IT efforts with business requirements.

# 1 Citizen Service

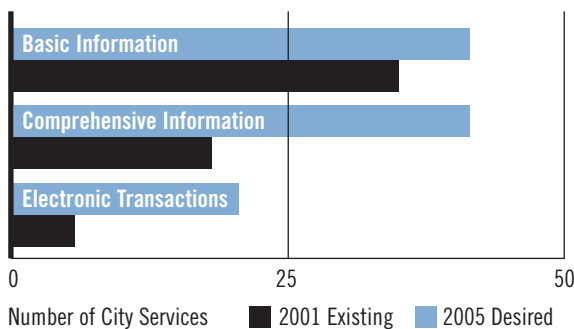
**M**unicipal government exists to provide service to citizens. Citizens expect to receive services and to conduct service transactions with the City quickly and efficiently, without having to understand the underlying bureaucracy. Increasingly, citizens expect seamless and transparent access to information and services, multiple means of access (from traditional face-to-face to electronic), and – via technology – access anywhere, anytime.

The services we provide to citizens represent the most visible aspect of e-government. To effectively achieve our goal in this area, we need to plan from the perspective of citizen needs, ensuring that our IT efforts fully support all levels of service delivery.

Where services can be provided electronically, we need to work towards single window access to multiple services, organizing our information from a service point of view, and not based on internal lines of authority. In all cases, we need to consider what will be most meaningful and useful for the citizen, as well as what will be most useful and functional for employees.

To support effective service delivery to citizens, all employees and members of Council need ready access to information and resources. City departments need to work together more, and to take more coordinated approaches to service delivery.

**Analysis of City Service Automation via the Internet**



**GOAL:** Enhance citizen and employee access to information and services

The pursuits of improved customer satisfaction and service through automation, and of enhanced access to information and services, are identified in departmental business plans, and include efforts toward the following:

- Integrating service delivery channels (e.g. call centre and customer information systems/Internet; using common technology for distributed call centres)
- Pursuing specialized customer service technologies (e.g. point of payment systems (cashiers), single sign-on authentication, Customer Relationship Management (CRM))
- Providing one-stop, single window access, anywhere, anytime
- Increasing applications and information on Internet and Intranet, including a common look and feel
- Implementing intelligent transportation systems to improve service delivery and travel time
- Providing councillors and employees with technology and information systems that support their work and improve their ability to provide service
- Ensuring freedom of information, protection of privacy, and public access

## Opportunity Examples

- Single sign-on
- Common look and feel
- Integrated call centre (CWMS)

**MEASUREMENT:** Increased channels of access to information and services

# 2 Knowledge Management

Improve the capture of information to create knowledge

**K**nowledge management facilitates effective decision-making, and more responsive, effective services. It is a process by which an organization creates added value from existing information (through automation and/or consolidation), and from its knowledge-based assets (staff knowledge and experience). It enables the organization to capture and document information and knowledge within the organization, and facilitates increased access across departmental boundaries, and with other jurisdictions.

The City manages information in many categories, including but not limited to data on citizens, their requirements and satisfaction levels, Council direction and policy, varieties of service information, performance measures, and financial.

A unique and critical category of information managed by the City relates to land, and deals with location, dimension, and spatial relationships. Approximately 70-80 per cent of all City operations use this information. The analysis of land-based information is essential to the City's knowledge base. Land-based information supports a multitude of business activities including economic development, zoning and planning analyses; facilities mapping; traffic planning; property assessments; demographic data and area profiles; strategic

alignment of resources to meet community needs; and statistical analysis by geographic area.

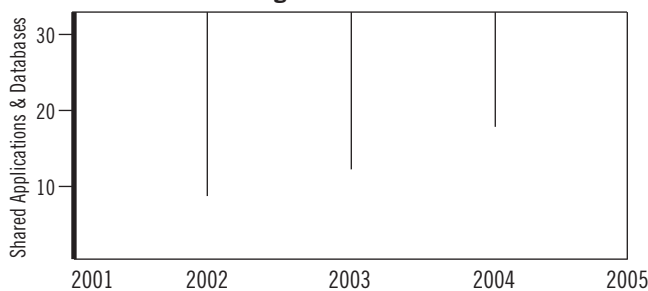
Knowledge management can be facilitated through integrated use of information technology, from shared databases to e-mail systems to sophisticated collaboration tools. Knowledge management includes:

- Executive information systems and processes
- Geographic information systems
- Document management, work flow, and imaging
- Data warehousing, reporting and analysis tools
- File organizing, indexing, and archiving

The pursuit of improved knowledge management is identified in department business plans, and includes efforts toward the following:

- Meeting statutory archival responsibilities
- Modifying administrative support functions to ensure efficiencies (i.e. filing)
- Developing comprehensive neighbourhood and community profiles
- Facilitating document standardization, indexing, and retrieval
- Developing a comprehensive issue management system
- Providing high quality information analysis tools

**Shared Applications and Databases Available for Decision Making**



## Opportunity Examples

- Archive and records management project
- Database warehousing
- LBIS

Increased number of shared applications and databases to combine and analyze information

# 3 Resource Management

**GOAL:** Integrate and streamline resource management systems

The City uses resources including people, money, goods, and equipment to deliver its services to citizens. To more efficiently and effectively manage these resources, the City must focus on integrating core systems across departments, including:

- Human Resource Systems
- Finance Systems
- Budget Systems
- Procurement Systems
- Inventory Systems

These resource systems provide the 'infrastructure' for the City to manage its resources so that departments can concentrate on addressing business objectives. When integrated, they will represent a 'one-stop shop' for the organization's core business system needs. They will provide an essential foundation for effective service delivery, e-government, and for operating in an e-commerce environment.

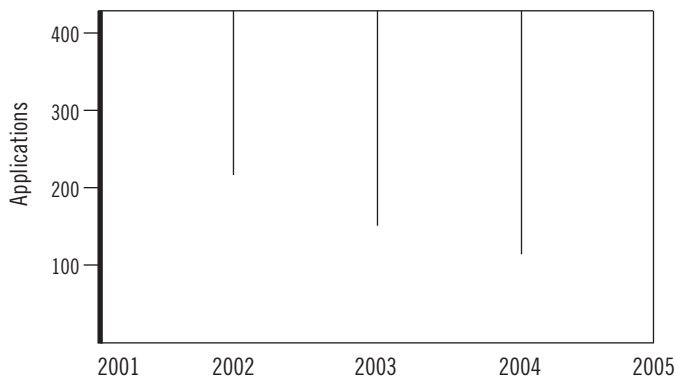
The City must move toward a more integrated and streamlined resource management system. Several aspects of this must be addressed, including efforts toward the following:

- Improving the City's financial planning and review processes
- Integrating business planning and budget processes
- Providing systems to help manage anticipated change in the City's workforce
- Reducing the number of diverse computer applications that duplicate functionality and require a large number of interfaces
- Providing employee and managerial self-service

## Opportunity Example

- Connexus project

Number of Duplicate Systems and Databases



**MEASUREMENT:** Reduction in the number of duplicate systems and databases

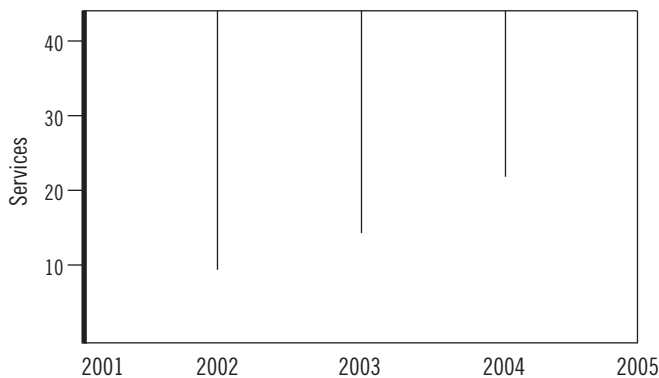
# 4 Work Management

**W**ork management is a means for the organization to ensure it gets the right people, tools and equipment in the right place at the right time and in the right condition to get a job done. It includes tracking both staff and assets.

Effective work management allows leaders to make better decisions regarding equipment, work systems, and task assignments. Systems used include inventory; land-based and mapping; pavement, pipes, vehicles, and buildings; elements of procurement; scheduling; dispatch; asset timekeeping; preventive maintenance; activity-based costing; and work flow (operational).

Work management systems help us monitor and plan for maintenance, repair and replacement of tangible assets; track performance and cost histories; determine installation and maintenance of utility delivery systems; strategically align resources for service delivery; dispatch emergency services vehicles; and document value. Work management systems help us coordinate work and required resources to maximize productive staff time and equipment availability, to improve cost tracking and performance measurement, and to reduce costs through programmed maintenance.

**City Services Using Shared Work Management Systems**



## GOAL:

The pursuit of enhanced work management is identified in department business plans, and includes efforts toward the following:

- Ensuring planned sustainable development of the natural and built environment
- Providing user-friendly City-wide supply chain processes
- Increasing efficiencies in the materials management process (e.g. reducing processing cost and cycle times with significant potential for saving through automation)
- Ensuring effective coordination and management of construction and related activities which impact underground infrastructure
- Facilitating development of an asset management program for infrastructure
- Providing large-scale project coordination and facilitation
- Optimizing use of existing facilities
- Reducing overstocking of inventory and costs for stock handling
- Supporting life cycle costing analysis for new or rehabilitated infrastructure to determine the most cost effective options
- Supporting the City's emergency planning needs to maintain and enhance public safety

## Opportunity Example

- Computerized work management system (CWMS)

## MEASUREMENT:

Increase in number of City services using shared work management tools/systems

# Foundations

**Foundations** – The foundations of this Plan represent areas of ongoing activity and continual process. The foundations reflect overall stewardship of information technology within the City. They comprise those areas and activities in which all departments share and participate, and that exist and are required of the organization regardless of what business needs may be, and which initiatives may be pursued. They encompass planning components, operation, and maintenance of the technology itself, all in support of City services and activities.

## Technology Planning

Technology planning addresses common infrastructures or architectures. It designs components such as applications, data, infrastructure and service management processes, and their defined interfaces in a system. To meet business needs, technology planning objectives are to achieve interoperability between dissimilar systems; to ensure application, data and infrastructure connectivity among and between new and legacy systems; flexibility and responsiveness; and re-use before new design.

Technology planning includes researching new products for alignment or to meet new business needs; development of IT components (e.g. discrete technologies, networks, security, databases, hardware); identification of common technologies and products (e.g. wireless, handheld, servers and operating systems, desktop software); development of common infrastructure; and establishment of direction on various technology options and how they integrate.

## Technology Management

Technology management includes the day-to-day maintenance and upgrades to IT systems and services to ensure efficiency and effectiveness, such as management of IT assets, desktop support and management, help desk, software updates, license

management, service agreements, network tools, dispatch tools, applications, and training.

Service management, a component of technology management, consists of a number of closely related and highly integrated processes. To realize the key objectives of service management these processes must use people and products effectively, efficiently and economically in the delivery of high quality, innovative IT services aligned to service delivery and business processes. Efforts must be made to align IT services with current and future business and customer needs; to improve the quality of IT services delivered; and to reduce the long-term costs of service provision.

## Staff Capacity

Staff are the most critical component of IT support within the City. They manage and maintain all information technology, applications, and databases. It is important that staff are supported in their efforts, and that the City continually monitor skill requirements, training needs, and overall competitiveness relative to other major local employers in order to maintain a high calibre of talent within the organization.

As we add new technologies, we need to recognize the impact this has on our collective capacity and capabilities, and develop strategies to address unique staff issues including recruitment, hiring, retention, training, currency of skills, job descriptions, competitiveness, equity concerns, and organizational structure.

*Separately and together, the foundations present great challenges and opportunities for the organization. This IT Strategic Plan identifies specific goals for the application of technology in support of service delivery. The City must also develop collective strategies to enhance and strengthen the work done in these critical foundation areas.*

# Moving Forward

## Goals

- Enhance citizen and employee access to information and services
- Integrate and streamline resource management systems
- Improve the capture of information to create knowledge
- Enhance work management capabilities

A key element of this IT Strategic Plan is the communication of its goals. The goals work together to produce a balanced strategy with a long-term focus for the future. Our ability to deliver on these goals will support Council's priorities, will improve our service delivery, and will move the City closer to effective e-government.

This Plan does not seek to prescribe solutions, but to provide structure and direction for effective and collaborative planning and implementation.

Implementation of this Plan will involve a variety of solutions – a mix of approaches linked by a collective commitment to common goals. As we move forward, working within the City's IT governance structure, we will establish criteria by which priorities will be set, and undertake ongoing monitoring of our progress.

Consistent with this Plan and organizational business requirements, members of the IT Committee will be active participants in the development of implementation details, projects, and time lines, under the authority of the Chief Information Officer and the direction of the senior management team and the IT Executive Advisory Committee.

# IT

## Strategic Plan

For more information on the City's IT Strategic Plan, please contact:

Chief Information Officer, City of Winnipeg  
3rd floor, 510 Main Street, Winnipeg, Manitoba R3B 1B9  
Phone: (204) 986-2137 Fax: (204) 949-1174

A copy of this plan is also available electronically at [www.city.winnipeg.mb.ca](http://www.city.winnipeg.mb.ca)





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## ADMINISTRATIVE DIRECTIVE NO. IT-001

# GOVERNANCE STRUCTURE - INFORMATION TECHNOLOGY

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**AUTHORITY FOR DIRECTIVE:** Cliff Jeffers, Chief Information Officer

**LAST UPDATED:** October 15, 2002

### **DIRECTIVE**

THE PRINCIPLES AND RESPONSIBILITIES DESCRIBED BELOW AND THE RELATIONSHIPS DEPICTED IN APPENDIX A CONSTITUTE THE GOVERNANCE MODEL FOR INFORMATION TECHNOLOGY AT THE CITY OF WINNIPEG. INFORMATION TECHNOLOGY (IT) INCLUDES TECHNOLOGY, APPLICATIONS AND DATA MANAGEMENT.

THREE PRINCIPLES UNDERPIN THE GOVERNANCE MODEL FOR IT.

1. STRATEGIC DIRECTION SETTING AND DECISION MAKING. THERE ARE AN ABUNDANCE OF GREAT IDEAS, MANY NEW AND EMERGING TECHNOLOGIES, GROWING CLIENT AND CITIZEN DEMANDS AND LIMITED RESOURCES. STRATEGIC LEADERSHIP AND CLEAR DECISION-MAKING MECHANISMS ARE CRITICAL.
2. BUSINESS DRIVEN. INFORMATION TECHNOLOGY EXISTS TO SUPPORT THE DELIVERY OF SERVICES TO THE PUBLIC AND TO FACILITATE THE STEWARDSHIP OF CITY RESOURCES. IT PLANS, PRIORITIES AND EFFORTS MUST BE IN SUPPORT OF THESE BUSINESS INTERESTS AND, AS SUCH, BUSINESS INTERESTS MUST BE WELL UNDERSTOOD.
3. FOCUS ON EFFICIENCY. INFORMATION TECHNOLOGY MUST CONTRIBUTE TO ORGANIZATIONAL EFFICIENCY. MECHANISMS MUST BE IN PLACE TO FACILITATE THE IDENTIFICATION OF COMMON BUSINESS/IT INTERESTS AND OPPORTUNITIES, and to facilitate the coordination and leveraging of resources to ensure maximum return on Council's investment.

#### **A. PURPOSE OF DIRECTIVE**

To define the mechanisms that will be used to set direction and make decisions with respect to information technology.

## **B. KEY ROLES AND RESPONSIBILITIES**

### **RESPONSIBILITIES**

#### **Information Technology Committee (ITC):**

Responsibilities:

1. To identify where collective efforts are in the best interest of Council (citizens), the organization as a whole and departments, to prioritize these opportunities and to prepare and put forth business cases in support of responsible and appropriate courses of action
2. To discuss IT priorities, issues and opportunities and to coordinate, collaborate and leverage efforts to insure the efficient and effective use of IT resources, including expert knowledge, hardware, software and data
3. To discuss, plan and prioritize IT initiatives in such a way as to maximize the ability of the City's information technology services to respond
4. To identify emerging trends, technologies, industry standards and internal/external risks and to proactively recommend changes in direction (i.e. architectures and standards), policies and directives, systems and/or processes as required.
5. To develop and recommend policies and directives to maximize the quality and value of information systems and data
6. To develop and recommend a strategic plan for IT and to promote a shared understanding of the goals of this plan and its alignment to overall Council direction
7. To ensure timely progress toward strategic goals through the development and implementation of tactical priorities, plans and, as appropriate, working groups
8. To assess and continuously enhance the performance of IT

Membership/Meetings:

1. Committee reports to the Chief Information Officer (CIO)
2. Membership includes an IT Representative from each Department and one representative from Information Technology – Operations and Infrastructure Division (ITOI) and Information Systems Division (IS) of the Corporate Information Technology Department
3. Chair elected annually by Committee members
4. Meetings monthly and at the call of the Chair

#### **Chief Information Officer (CIO):**

Responsibilities:

1. To provide strategic leadership and to ensure strong linkages with, and support for, overall Council direction.
2. To identify emerging trends, technologies, industry standards and internal/external risks that will enable the City to design, develop and implement effective accountability frameworks, systems and processes.

3. To develop and recommend City policy and to develop and approve administrative directives that insure integrity and consistency in IT related activities
4. To act as the senior specialist, advisor and decision-maker on information technology issues.
5. To develop a strategic plan for information technology and to promote a shared understanding of the goals of this plan and its alignment to overall Council direction
6. To ensure timely progress toward strategic goals by providing tactical leadership to the ITC.
7. To develop efficient and effective service areas to support the requirements of the CAO and Department Directors.
8. To continuously evaluate, enhance and report on the performance of IT and, as required, recommend improvements with respect to the governance structure, organization structure and/or policies and / or implement any necessary changes in overall direction, plans and/or directives.
9. To work closely with the Chief Financial Officer (CFO) and the Chief of Human Resources and Corporate Services (CHR/CS) to ensure inter-functional opportunities and resources are fully leveraged, and that enterprise-wide improvement initiatives are well coordinated.

**Information Technology Executive Committee (ITEC):**

Responsibilities:

1. To review and advise on a strategic plan for IT
2. To provide strategic advice to the CIO on IT related opportunities and risks
3. To review and advise on policies and/or directives
4. To review and advise on the overall effectiveness of IT
5. To ensure high level coordination of the organization's IT-related efforts

Membership/Meetings:

1. Three-four Department Directors appointed by the Chief Administrative Officer (CAO); two year term
2. Chaired by the CIO
3. Quarterly at the call of the Chair

**Information Technology Working Groups:**

Responsibilities:

To research information technology issues and, as required, develop business cases and/or make recommendations with respect to direction, policy, directives, standards, vendors and/or proposed solutions.

Membership/Meetings:

1. Project specific mandates and membership determined by the ITC or CIO
2. Report to the ITC or CIO

**C. REFERENCES**

The City of Winnipeg Organization By-Law No. 7100/97.

**D. LINKS TO RELATED PROCEDURES**

None

**E. AMENDMENTS**

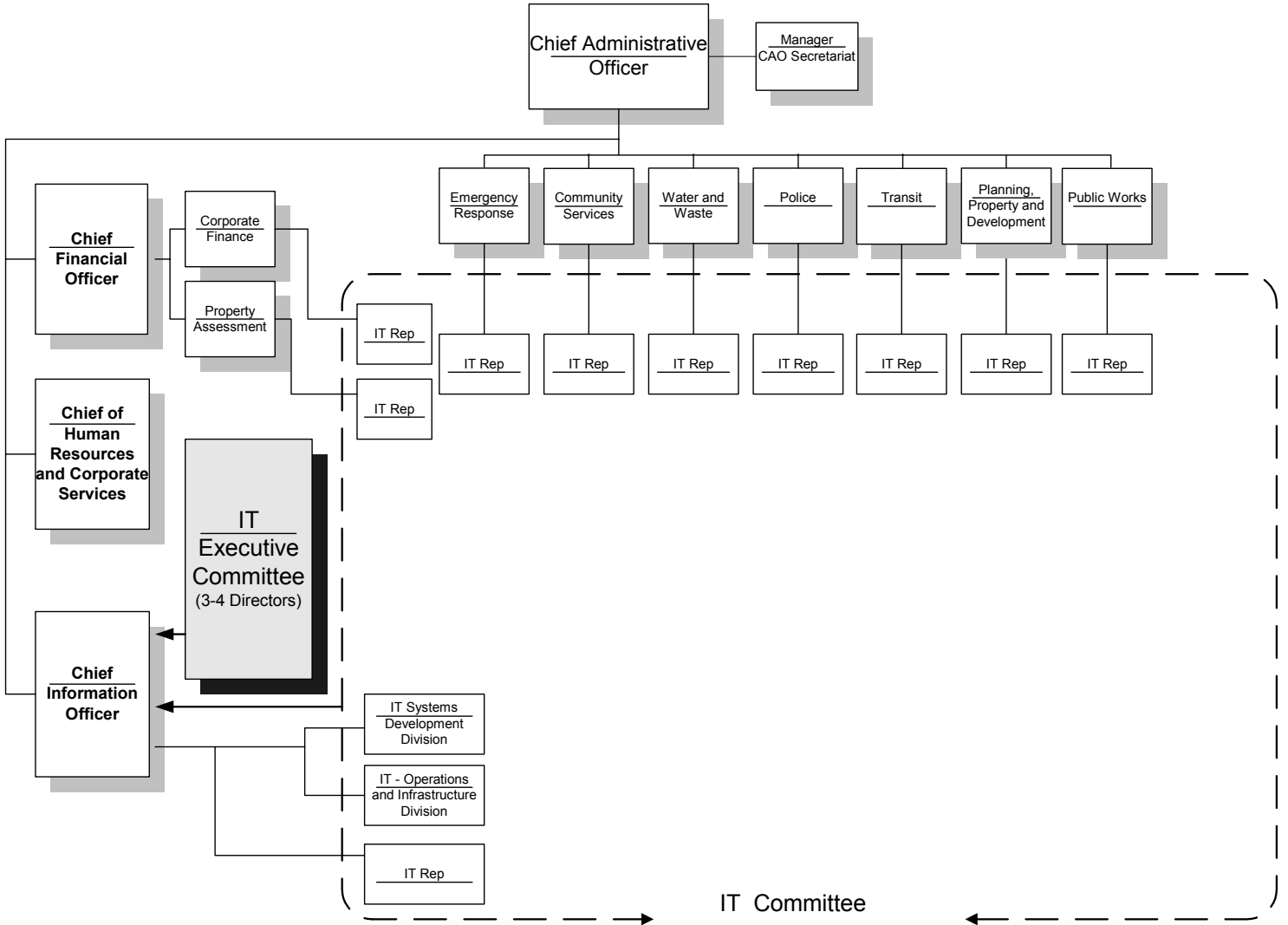
None

**F. REVIEW PROCESS**

The CIO is accountable for implementing and reviewing this Directive. The CAO approves amendments to this Directive.

**G. KEY CONTACTS**

Cliff Jeffers, Chief Information Officer



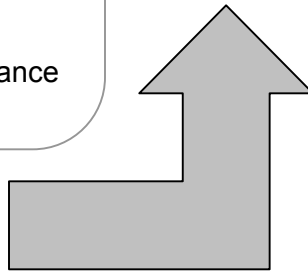
## Governance Process

### Chief Information Officer and

### IT Executive Committee

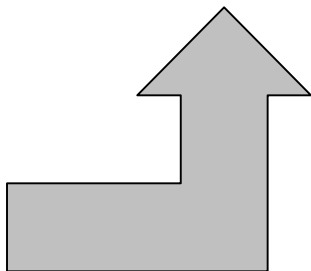
- Develop and recommend City policy and approve administrative directives
- Act as the senior specialist and decision-maker on IT issues
- Develop IT Strategic Plan and ensure progress toward goals
- Ensure efficient and effective IT services
- Continuously enhance performance of IT

- Review and advise CIO on IT Strategic Plan
- Provide advice to the CIO in terms of opportunities, risks, policies, directives, standards and overall IT effectiveness
- Ensure high level coordination of IT initiatives



### IT Committee

- Identify areas where collective efforts are in Council's best interest
- Coordinate, collaborate and leverage efforts to ensure efficient use of IT resources
- Identify emerging trends, technology and industry standards and recommend City policies, directives and standards
- Ensure timely progress toward strategic goals and continuously enhance the performance of IT
- Make recommendations to the CIO and Executive IT Committee



### IT Working Groups

- IT Requirements Review
- Technology Standards
- Vendor Reviews
- Proposed Solutions