



**SUBJECT: Enterprise Resource Planning (ERP) program update**

**TO: Committee of the Whole**

**FROM: Information Technology Services**

Report Number: IT-03-19

Wards Affected: Not Applicable

File Numbers: 200-6

Date to Committee: July 8, 2019

Date to Council: July 15, 2019

---

**Recommendation:**

Receive and file information technology services report IT-03-19 providing an update on the Enterprise Resource Planning (ERP) program.

**Purpose:**

To provide an update on the ERP program as requested at the April 1, 2019 Committee of the Whole meeting.

---

**Background and Discussion:**

At the April 1, 2019 Committee of the Whole meeting, a request was made to provide a monthly update on the status of the ERP Program. The following documents provide background information:

- Report IT-01-19: Enterprise Resource Planning (ERP) Update
- Memo to Council: Report IT-01-19 (ERP Update) Follow-Up Items (dated April 3, 2019)

The ERP Program is focused on procuring and implementing an integrated software solution that supports business functions and processes in the following areas: Financials, Human Capital Management, Payroll, Budgets, Forecasts, and Reporting.

The value from ERP programs and initiatives comes from the adoption of new and/or improved ways of working. A properly implemented ERP system will enable digital business and deliver a measurable business impact. The goal is to reduce the number of peripheral, disconnected, outdated, siloed data systems and in doing so deliver a fully integrated, flexible, intuitive solution that facilitates service delivery improvements.

## **Overall Status of Project**

Overall, the project is on track. Outlined below are updates in the areas of procurement, project planning, staffing, and governance.

### **Procurement**

The City is planning a phased procurement process:

- Phase 1: Procure a software solution
- Phase 2: Procure professional services to assist the City in implementing the software solution.

Phase 1 is currently underway, and it is expected that the Request for Proposal (RFP) will be released in July. Staff continue to work with Deloitte to develop the RFP packages, assist with the evaluation process, and advise the City on best practices and industry updates.

The original release date for the Phase 1 RFP was May 2019, but staff has taken the opportunity to update the City's RFP template so that both the Maintenance Management System project and ERP are using the updated template. This revised RFP provides many benefits to the City:

- it addresses recent changes in trade agreement legislation;
- it better positions the City for future contract negotiations; and
- it builds on the City's desire for an open, fair, and transparent procurement process.

Releasing the RFP in July still allows us to meet our original timelines of having signed contracts in place by the end of 2019 and continues to allow us the flexibility to change course pending the province's regional government review and Council's direction.

### **Project Planning**

During the procurement phase, staff will be preparing for the new software solution. This preparation work includes:

- Business process identification and review;
- Data identification and cleansing;

- Review and preparation of key configurations (e.g., chart of accounts, employee types, data nomenclature, workflows and approvals);
- Confirmation of project phasing and timelines;
- Recruitment of dedicated project team staff.

## **Project Staffing**

Report IT-01-19 identified a dedicated project team of approximately 10-12 seconded staff who will phase in and out of the project as functionality is implemented.

Council approved funding for four dedicated staff as part of the 2019 budget process. The Program Manager is in place and is currently recruiting for a position to lead change management. This role is critical to the overall program's success as the new technology will impact how staff do their jobs. Effective change management increases the likelihood of meeting project objectives and builds competencies that grow the organization's capacity to tackle transformational change. The two additional staff identified in the 2019 budget will be recruited in Q4 2019.

An update on the remaining dedicated staff will be provided as part of the 2020 Budget.

## **Program Governance**

The Enterprise Software Steering Committee is responsible for ensuring that the ERP program achieves the intended business outcomes and that those outcomes align with the corporate vision, policies and directions. The Steering Committee meets monthly. Recent work includes finalizing the Terms of Reference and developing the vision and objectives, and principles.

## **Updates to Council**

The next update to Council will be provided at the September Committee of the Whole meeting.

---

## **Financial Matters:**

As part of the 2019 Budget, Council approved \$7.5 million for the ERP Program:

- \$6.0m for the purchase and implementation of a software solution
- \$1.5m for four (4) dedicated multi-year project staff

## **Source of Funding**

Not applicable

## Other Resource Impacts

Legal Resources are required to provide review of the RFP process, potential negotiation with the preferred vendor, and contract development.

---

## Connections:

A Corporate I.T. Strategy was developed with a vision to deliver “Innovative City Services powered by tech savvy people, modernized technology and meaningful information.”

Of the five strategic themes developed, two have direct relevance to the ERP program:

- Treat information as an asset. This theme envisions a future where the City becomes more of a data and evidence driven organization, using analytics to improve the lives of residents and enhance the efficiency of the City’s operations.
- Implement or renew core Enterprise Systems. This theme recognizes the continued importance of the major business platforms that manage the City’s core business processes. The actions directed the City to develop an approach and strategy for the consolidation and implementation of an ERP solution.

The benefits delivered through the ERP program also have a direct connection to 2018-2022 Burlington’s Plan: From Vision to Focus (“The Plan”) in Focus Area 5 – Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation.

- **We will achieve** greater organizational effectiveness and technology transformation with our commitment to enhancing City services and delivery of citizen self-service options through technology.

A modernized and integrated ERP solution will streamline administrative processes, which translates to improved City services for the citizen. Some of the newly anticipated self-service options include:

- Enhancements to on-line employment application and recruitment process;
  - On-line vendor invoice submission and review
  - Ability for staff to view their payroll and personal information at their convenience.
- 

## Public Engagement Matters:

Any changes that impact the public will be communicated through the appropriate channels. Opportunities for direct engagement and feedback with the community will be considered throughout the project.

---

**Conclusion:**

This report provides a status update on the ERP Program.

---

Respectfully submitted,

Tracie Legg

Senior Program Manager, ERP

905-335-7600 x7306

**Report Approval:**

All reports are reviewed and/or approved by Department Director, Director of Finance and Director of Legal. Final approval is by the City Manager.