



SUBJECT: Corporate project status updates – January, February and March 2022

TO: Corporate Services, Strategy, Risk & Accountability Cttee.
FROM: City Manager's Office

Report Number: CM-15-22

Wards Affected: All

File Numbers: 155-03-01

Date to Committee: May 4, 2022

Date to Council: May 17, 2022

Recommendation:

Receive and file city manager's office report CM-15-22 providing status reports for designated corporate projects for the period January through March 2022 as detailed in appendix A, and automated vehicle locator system and web modernization project overviews as provided in appendices B and C, respectively.

PURPOSE:

Vision to Focus Alignment:

- Building more citizen engagement, community health and culture
 - Deliver customer centric services with a focus on efficiency and technology transformation
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Background and Discussion:

The City of Burlington has a number of projects to advance the V2F Focus Area 5: delivering customer centric services with a focus on efficiency and technology transformation. A corporate project designation reflects the breadth and depth of the scope of the project and its contribution to achieving customer first approach and digital transformation. For example, Enterprise Resource Planning (ERP), Enterprise Asset Management Software (EAMS), Customer Relationship Management (CRM) and Business Intelligence (BI).

In response to a motion of Council during the February 24, 2020 Council meeting with respect to the Enterprise Resource Planning (ERP) program report (IT-01-20), the first status reports were provided to Council through Corporate Project Governance and Status Updates (CM-10-20). This report also provided information on the theory of status reporting and the key elements of status reports in the City of Burlington including:

- Overall project status that considers scope, budget, and schedule and where clear criteria is established to objectively assess the status within each area.
- A brief description of the project and alignment to strategic goals.
- Highlights of key achievements since the last reporting period and key tasks planned for the upcoming period.
- Highlights of critical risks and challenges that form part of the risk management plan.
- Key tasks that address communications and engagement and information related to staff resourcing.
- Links to documents or tools and other information that may be relevant based on the project status.

When project implementation is complete, a project transition to operations. As this occurs, corporate project status reporting will indicate such transition thereby concluding the inclusion of the project in the reporting. In previous reports (CM-05-21 and CM-05-22), management reported the transition of the Business Intelligence and Customer Relationship Management projects (respectively) to operating states and these projects are no longer included in status reporting.

Strategy/process

In keeping with open communication and engagement, this report provides Committee and Council with an update on the designated corporate initiatives including overall status, key milestones, critical risks, and other relevant information with the goal of providing assurance that project governance is working effectively.

The initiatives reported have been expanded to capture the broader initiatives/projects with an impact across the organization. As such, in addition to Enterprise Resource Planning (ERP) and Enterprise Asset Management System (EAMS), the following initiative/projects will be included in reporting as attached in Appendix A. These reports demonstrate the progress during the period January to March 2022.

Automated Vehicle Locator (AVL)

The City is replacing our Automated Vehicle Locator (AVL) program with an enhanced tool empowering staff to operate vehicles more efficiently and promote a more mobile workforce. Automated Vehicle Locator is a wireless technology allowing for the transfer

of vehicle data back and forth in real-time. AVL systems include data collection, data transfer, geo-location services, mobility and reporting.

Our new AVL solution will be adopted across the corporate fleet to include approximately 250 vehicles (both City & contracted) across 19 service areas in the City. This solution will support present-day asset management and sustainable fleet business needs as well as future state improvements such as idle reduction and vehicle usage analysis. The new AVL system will allow us to report on fleet usage and driver analytics, optimize snow removal operations and will help us reduce our GHG emissions by analyzing fleet metrics.

Job Evaluation (JE)

The City's Job Evaluation Project is a foundational component of attraction and retention and enables the City to update our non-union compensation design and structure to be reflective of current and future workplace requirements. It is also supporting the City in its ability to be externally competitive and internally consistent among job positions and titles. The major deliverables of the project are:

- New job evaluation plan uniformly and fairly applied to all non-union jobs capturing the appropriate compensable factors based on skills, effort, responsibility and working conditions.
- New structure and compensation philosophy with policies reflective of a 21st century organization.
- Up-to-date repository of fully evaluated non-union job descriptions with consistent application of titles.
- An up-to-date pay equity review of the results.

Web Modernization

The core purpose for the Web Modernization project is to complete a fulsome review and refresh to burlington.ca, burlingtontransit.ca and calendar.burlington.ca to design one seamless site with an emphasis on online services and an improved user experience. The City's existing site was launched in 2015 and is now outdated in comparison to modern municipal websites. Since that time there have been many enhancements to web best practices, technology and new tools available from our web vendor.

The current site has also grown past a sustainable size, there are too many pages (1,300+), too many documents (10,000+) and outdated information, making searches on the site difficult and a frustrating experience for all users. We aim to right-size the number of pages, documents and content, making searchability and the user experience a key function, which speaks to the concept of Inclusive Design. Inclusive Design aims make the website as usable to as many people as possible.

Property Tax Software Solution initiative

Our property tax system manages the receipt of property tax revenue through the billing and collection of over 65,000 property tax accounts collecting over \$443M (including city, region, education, BIA and parking levies) in 2021. Property taxes are the largest revenue source for the City.

The City's current property tax software, Amanda OpenTax, is nearing end of life with limited support by the vendor. In December 2021, Council approved the single source contract award for the property tax billing and collection software solution to CentralSquare Canada Software Inc. (CS).

The CS property tax software system is a cloud-based system being hosted by the vendor as a subscription service on CS technology infrastructure. The base functionality of the product is complete with ongoing product enhancements. The software will provide enhanced e-service features which includes an online portal for Burlington customers. This citizen portal will allow taxpayers online options to access their property information and view their account status. CS tax software is a robust system using the latest programming technology.

Financial Matters:

Each of the corporate projects has allocated funding sources within previously approved capital or operating budgets.

Total Financial Impact

Not applicable.

Source of Funding

Not applicable.

Other Resource Impacts

City staff outside of the corporate project teams are involved in the project planning and implementation (e.g. subject matter experts) for functional and technical requirements gathering, RFP assessment and evaluation, and solution implementation (including any necessary process changes).

Climate Implications

Many of the corporate initiatives/projects have environmental benefits including, yet not limited to, reduction in use of paper, ability to measure and monitor GHGs, etc.

Engagement Matters:

During project development and implementation, city staff and key stakeholders are consulted for their input in process design and operations. Corporate projects engage through their respective steering committees with information flowing to Burlington Leadership Team. Status reporting will be provided to Committee and Council on a quarterly basis and as required.

Conclusion:

This report provides status reporting to Committee and Council for corporate initiatives/projects with broad impact across the whole of the organization to provide information regarding the use of resources. Reporting on project status will be provided in July 2022 covering the period April through June 2022.

Respectfully submitted,

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Appendices:

- A. CM-15-22 Appendix A: Corporate Project Status reports
- B. CM-15-22 Appendix B: Automated Vehicle Locator (AVL) Project Overview
- C. CM-15-22 Appendix C: Web Modernization Project Overview

Report Approval:

All reports are reviewed and/or approved by Department Director, the Chief Financial Officer and the Executive Director of Legal Services & Corporation Counsel.