Minutes – Executive Policy Committee – July 9, 2019

REPORTS

Item No. 7 Chief Innovation Officer Update

EXECUTIVE POLICY COMMITTEE DECISION:

The Executive Policy Committee concurred in the recommendation of the Winnipeg Public Service and received the report as information.

DECISION MAKING HISTORY:

Moved by Councillor Orlikow,

That the recommendation of the Winnipeg Public Service be concurred in.

Carried

ADMINISTRATIVE REPORT

Title: Chief Innovation Officer Update

Critical Path: Executive Policy Committee

AUTHORIZATION

Author	Department Head	CFO	CAO
G. Cottick	G. Cottick	N/A	M. Ruta, Interim CAO

EXECUTIVE SUMMARY

On February 24, 2017, the City of Winnipeg hired its first Chief Innovation Officer (CIO). As a brand-new role within the Public Service, the CIO has focused on three main goals:

- Return on Value
- Citizen & Economic Prosperity
- Co-ownership of all City Services

Notable achievements to date include the coordination of information services (IS) activity for all departments within the Innovation, Transformation and Technology Department, and the development of a City-wide process to identify and deliver innovation projects through the Innovation Strategy Program. An expanded listing of completed and ongoing initiatives of the Innovation, Transformation and Technology Department is provided in Appendix A.

Moving forward, the CIO will continue to deliver on the mandate of the Innovation, Transformation and Technology Department by enhancing its strategy and planning capabilities, help facilitate multi-year and long-term planning at the corporate level, and foster a culture of innovation across the Public Service.

RECOMMENDATIONS

1. That this report be received as information.

REASON FOR THE REPORT

At its September 12, 2018 meeting, the Executive Policy Committee concurred in the recommendation of the Riel Community Committee and requested that the Winnipeg Public Service provide a public report on the accomplishments of the Chief Innovation Officer and his attempts to achieve the intent of his office.

IMPLICATIONS OF THE RECOMMENDATIONS

There are no implications to receiving this report as information.

HISTORY/DISCUSSION

History

On September 26, 2016 the Chief Administrative Officer (CAO) of the City of Winnipeg announced a realignment of reporting structures for senior management for the Public Service. Included in this realignment was the creation of the City's first Chief Innovation Officer (CIO) position.

The CAO stated that the CIO would be responsible for setting the strategic direction of organizational innovation through technology to enhance the City's service delivery capabilities. The CIO would provide leadership for service delivery activities and operational transformation activities across the City; ensure the best possible use of the City's existing technology resources, systems, platforms, applications, while finding new ways to meet service challenges, planning for future needs, and responding to economic opportunities.

On February 24, 2017, the CAO announced the hiring of Michael Legary as CIO.

On April 22, 2019, the CAO appointed Glen Cottick as the Acting Chief Innovation Officer with the departure of Michael Legary.

Role of the Chief Innovation Officer

The City has never had a structured, City-wide approach to innovation before, and so there has been an expected period of adjustment as the function and goals of the CIO (and Innovation, Transformation and Technology Department) are better understood.

To fulfill the mandate established by the CAO, the CIO has focused on three main goals:

1. Return on Value
    - Identify and execute initiatives that enhance the value gained from currently-budgeted resources.
    - Establish a broader understanding of how qualitative service benefits (return on value) and financial benefits (return on investment) must be considered together when finding new ways of delivering services.
    - A focus on delivering the right service levels at appropriate costs to maximize value, including the impact of inter-related and supporting services.

2. Citizen & Economic Prosperity
    - A focus on long-term and coordinated planning, beyond the day-to-day operations of each department within the City.
    - Develop programs and initiatives that will realize benefits on an ongoing basis.
    - Planting the right seeds now, so that benefits can be reaped in the years (and decades) to come to support and foster the growth the City will be experiencing.

3. Co-ownership of all City Services
    - Mature the role the Innovation, Transformation and Technology Department to be a key partner in effective delivery of all City services.
    - Co-ownership allows for deeper knowledge of City operations, and where opportunities for innovation can be found and leveraged.
    - "Breaking down silos" between departments and fostering a culture of innovation deep within departments and across the entire organization.

Innovation, Transformation and Technology Department

The newly-established department completes the dissolution of the former Corporate Support Services Department. Within the new department, the Business Technology Services division is retained with responsibility for all shared Information Technology service delivery for the City. The Enterprise Transformation Office division has been created from the former Asset Management Office to manage Asset Management, Investment Planning, Transformation Initiatives, and the Innovation Strategy Program activity. The Enterprise Architecture division has also been created and will lead the alignment of City's business services to the evolving needs of the citizens and support strategic planning across the City.

The Innovation, Transformation and Technology Department's mandate is "To enable citizen and economic prosperity in the City of Winnipeg through unified strategy, innovation and technology."

Its vision is "A valued leader and business partner, supporting optimal cross-departmental collaboration and clear business outcomes."

Initiative Highlights

A selected list of completed and ongoing initiatives is attached to this report as Appendix A. Two specific initiative highlights of the Innovation, Transformation and Technology Department so far include:

Coordination of Information Services (IS) for all departments

Departments have historically operated IS units independent of each other. Establishing effective coordination of the departmental IS units through the Innovation, Transformation and Technology Department has allowed for a much greater level of collaboration across City departments.

All departmental business systems are now recorded within the Application Portfolio Management system, allowing existing technology assets to be fully leveraged to address broader business needs across the City. IS investment planning and asset management practices are also carefully coordinated to ensure the most optimal approaches are taken to address departmental and City-wide goals.

Benefits from this coordination can also be seen through collaborative innovation ideas such as Winnipeg Fire Paramedic Service vehicles having greatly enhanced routing information by leveraging the street roadway network provided by the Public Works Department. The IS leaders within the departments are the initial innovation network, so their collaboration is vital as they work with business units to find high value City-wide opportunities to transform our business services.

This coordination unifies IS staff from across the City, enables them to find ways to address shared challenges, allows resources to be applied to the areas of greatest need within the City, and ensures the entire IS community is aligned and working towards the same goals. Information services are foundational to virtually every business service within the City, making this alignment essential to maximizing the effectiveness of City services.

Innovation Strategy Program

A City-wide process has been established through which innovative ideas from members of the Public Service can be solicited, reviewed, and implemented. Its key goals are to provide an intake and selection process that identifies the highest value innovation opportunities, along with an execution methodology that maximizes the possibility of achieving the benefits from those opportunities.

The process is aligned with the City's asset management program to allow innovation projects to expand beyond initial pilot scope to full deployment. Throughout the innovation project execution, the benefits achieved are measured against the initial benefit expectations. Any projects that are not delivering the required benefits are cancelled as early as possible with the lesson learned shared across the innovation network. Those innovation projects that do achieve the required benefits will have greatly reduced risk as they proceed through the normal City investment planning process.

Next Steps

Enterprise Architecture Capability

Through the new Enterprise Architecture division, the Innovation, Transformation and Technology Department will expand the strategic capabilities of business architects, economists, business analysts, data scientists, project managers, etc. that will be instrumental in streamlining the Public Service, delivering solid return on investment, and redefining services to meet the needs of a growing Winnipeg. The business services definition that comes from this capability will be a key element of strategic planning efforts and establish the foundation for technical architectures to support those business services.

Expansion of Innovation Network

Initial training on Innovation Engineering methodology has been performed with information services leaders from all departments. The methodology is being utilized to evaluate innovation ideas within the Innovation Strategy Program, address high priority business challenges, and leverage the benefits from service improvement opportunities as widely as possible. The methodology needs to be expanded across the organization through further training of key business unit staff, socialization of the innovation concepts, and broad utilization of the methodology across all areas of the City.

Enhanced Business Collaboration

Significant benefits have been achieved with increased collaboration across departmental information services. Similar levels of collaboration need to be established across departmental business units so innovation opportunities that can benefit multiple service areas can be readily identified and effectively pursued. Enhanced co-ownership of City services and the expansion of a shared culture of innovation will both serve to increase this required level of enhanced business service collaboration.

Transformative Innovation

Introduction of innovation concepts into a large organization can take considerable time and face numerous challenges. We have experienced good engagement up to this point but have much more progress which can be made in the breadth and depth of the application of innovative approaches to redefining our City services. We will continue to aggressively pursue the adoption of innovation practices across all business units with the goal of identifying increasing quantities of innovation opportunities that can be truly transformative to our service delivery to the citizens. These transformative opportunities are often much higher risk than other innovation ideas, but the benefits that can result make the risk worthwhile, especially when the ideas are evaluated within a controlled methodology that validates the benefits through implementation (as with our adopted innovation methodology).

FINANCIAL IMPACT

Financial Impact Statement

Date: June 4, 2019

Project Name:

Chief Innovation Officer Update

Comments:

There is no financial impact to receiving this report as information.

Original signed by Tanis Yanchishyn

Tanis Yanchishyn
Manager of Finance (Campus)
Corporate Finance Department

CONSULTATION

This Report has been prepared in consultation with:

N/A

OURWINNIPEG POLICY ALIGNMENT

N/A

SUBMITTED BY

Department: Innovation, Transformation and Technology
Division: Office of the Chief Innovation Officer
Prepared by: G. Cottick
Date: June 4, 2019

Attachments:

Appendix A – Selected List of Initiatives, Completed and Ongoing

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1. Open Data Program – Ongoing effort to support transparent government; awarded 3rd place within the Open Cities Index in 2018; hosted three Open Data Hackathons (ongoing).

2. City of Winnipeg / Province of Manitoba Open Data collaboration – Provincial data being shared through City Open Data Portal (ongoing).

3. Air Quality Sensor Network Prototype – Launched initiative to better understand options for Internet of Things (IoT) within Open Data program; establishing IoT foundation for Smart Cities Program (ongoing).

4. Application Portfolio Management System – Providing departments with the ability to search for, and maximize the usage of, our internal digital assets (complete).

5. Windows 10 Upgrade – Planning and ongoing execution of required upgrade of over 5,000 City devices to Windows 10 to ensure continued vendor support (ongoing).

6. City Clerk's Election Application – Rewrite of critical business system for utilization in the 2018 election (complete).

7. Innovation Lab – Creation and recruitment of technology development team to quickly prototype and execute upon high value innovation opportunities (complete).

8. Open Office Concept pilot – New innovation space at 457 Main Street to determine options to maximize team collaboration (ongoing).

9. WpgEmerg SMS notification system – Business system to communicate with citizens via text message on time-sensitive emergency issues (complete).

10. Business Analysis Community of Practice – Knowledge-building community designed to foster best practices and build common capability in all aspects of business analysis across the City of Winnipeg (complete).

11. Bid subscription and notification – Implemented a new bid subscription and notification system (complete).

12. Information Security Initiatives – Enhanced security program to identify and address highest priority Information Technology (IT) threats to the City (ongoing).

13. Remote Connectivity Enhancements – New self-service capabilities established to support new digital business processes and to enhance the remote work capabilities of the City workforce (complete).

14. Disaster Recovery Gap Mitigation – Project to address gaps between technical capability and business needs for the most critical business systems in the event of a major computing disruption (ongoing).

15. Storage Replacement – Enterprise storage replacement project to deliver lower costs, increased capacity, and enhanced performance and functionality (complete).

16. Cloud Review Process – Administrative standard and associated process to evaluate business opportunities for deployment on the Cloud to maximize innovation opportunities and mitigate risk (complete).

17. Enterprise Content Management – Project to improve the City's processing and archiving of documents and records reached a significant milestone in Q4, 2018 with the evaluation of vendor partners. Vendor selection and project delivery is underway with tangible benefits on the City's documents and records management efforts starting by year end 2019 (ongoing).

18. Innovation Strategy Program – Methodology established to solicit, evaluate, and implement the highest value innovation ideas. The first City-wide call for submission was made in Q4, 2018 and the process to receive and evaluate submissions remains open through 2019 (ongoing).

19. Innovation Engineering Methodology – Training completed for a core group of Innovation Department staff and technology leaders from each department in 2018. Additional training utilizing industry experts and the Train the Trainer model are planned in 2019 to expand the Innovation Network into departmental business units and enhance the culture of innovation throughout the City (ongoing).

20. Issues and Opportunities Initiative – Established a process for city-wide Information Technology (IT) staff to submit ideas for improvement to service delivery across the organization. These ideas are vetted and pursued as appropriate (ongoing).

21. Data Science Capability – Creation and recruitment of formal data science positions that will significantly expand the City's data science capability and capacity. This includes defining and enabling all departments to participate in, and leverage evidence-based decision making, and maximizing the value of the data assets within their business units (ongoing).

22. Smart Cities Challenge – The Innovation Department led the application to the Smart Cities Challenge program, provided by the Government of Canada. Through extensive consultation with departments, business leaders, community members, academic institutions, and non-profit partners, we produced a response document that articulated Winnipeg's key growing challenges, and how a Smart Cities approach could work towards addressing them. While not selected as a finalist, feedback from the evaluators was uniformly positive, and we are applying the effort and artifacts into the foundation our Smart Cities Program (complete).

23. Enterprise and Business Architecture Capability – The innovation Department has defined the Enterprise and Business Architecture capability that is required to evolve our business services and support strategic planning across the organization. Recruitment for these key roles to deliver this capability is underway (ongoing).

24. Innovation Town Halls – Town hall sessions have been held to bring all IT staff from across the City together to discuss strategy, opportunities, and ways to address shared challenges, ensuring the entire IT community is aligned and working towards the same goals (ongoing).