

Technology Strategic Plan Status Summary

Attachment 1

Cat	Phase	Initiative	Status Nov 2019	Description	Status April 2024	Comments
Governance	1	Set up dedicated time with ELT for quarterly ELT IT briefings	Not started	Quarterly briefings should be scheduled with ELT for the IT team to provide an update on Strategy progress	Complete - modified	Meetings are ad hoc in nature and occur when necessary
Governance	1	ITGG (Information Technology Governance Group)	Not started	Set up new ITGC with members selected, terms of reference created, meetings scheduled and operational	Complete	ITGC was created in 2022 and meets bi-monthly
Governance	1	IT sign-off on all items related to technology going forward to ELT or Council	Not started	Establish IT review and sign-off on any technology recommendations going forward from business units to ELT or Council	Complete - modified	The Procurement Services division connects with IT for all technology purchases
Governance	1	IT Strategy – IT Annual Report	Not started	An annual report (starting in 2020) for ELT and Council to be provided by IT Manager, Director of Corporate Services and CAO to report on IT Strategy implementation progress and success measures identified for the strategy	In progress	Previous report includes CS21-015
Governance	1	Review and agree technology intake process	In progress	Work with ITGG to agree technology (web, technology, business solution, GIS) project intake process to align with recommended approach and with multi-year business planning process	Complete	IT has developed a regular process for meeting with all business units for technology projects
Governance	1	Finance and HRIS Steering Committee	Not started	Establish a joint working team to oversee planned HR / Finance projects and the important integration between both and the planned evolution of solutions	Complete	During the implementation of the payroll portion of HRIS this structure was used.
Governance	1	CityView Steering Committee	Not started	Establish a joint working team, initially with Building, Planning, Engineering and IT Division staff to coordinate the CityView workplan and priorities	Complete - modified	It was determined this steering committee was not needed. The project team included representation from all areas affected, plus IT and Finance.

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Governance	1	Information and Data Management Steering Committee	Not started	Establish a joint working team, with Clerks, IT staff and business unit representatives to coordinate the Information and Data programs, with an initial focus on the ECM workplan and priorities	Complete - modified	This committee's functionality is being addressed by a combination of the bi-annual divisional meetings and the ITGC
Governance	1	Asset/Work Management Steering Committee	Not started	Establish a joint working team, with PW, Parks, Engineering and AM and IT to coordinate the review and expansion of the asset and work management systems	Complete - modified	The Corporate Asset Management Committee will be used as oversight.
Governance	1	GIS Steering Committee	Not started	Establish a joint working team to coordinate the GIS work plan	Complete - modified	This committee's functionality is being addressed by a combination of the bi-annual divisional meetings and the ITGC
Governance	1	Web and Digital Steering Committee	Not started	Establish a joint working team to coordinate the Web and Digital work plan	Complete - modified	This committee's functionality is being addressed by a combination of the bi-annual divisional meetings and the ITGC
Governance	1	Technology Standards Team	Not started	Establish a team (likely staffed by IT supervisors and experts from within IT) to set / establish standards that are recommended forward to ITGG for endorsement.	In progress	Have set standards for end user equipment.
Governance	1	Policy Framework	Not started	Review with ITGC the proposed policy framework and bring forward individual policies for approval and implementation	Complete	The policy framework has been established and is being followed
Governance	1	Acceptable Use of Technology Policy	Not started	Revise Acceptable Use policy, get approval and implement	Complete	An updated policy was created, reviewed, approved, and put into practice
Governance	1	Information Security Policy	Not started	Create updated Information Security Policy, get approval, and implement	In progress	This policy will be developed, reviewed, approved, and put into practice
Governance	1	IT Governance Policy	Not started	A policy stating how technology decisions, standards are taken	In progress	This policy will be developed, reviewed, approved, and put into practice

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Governance	1	Mobility Policy	Not started	Create after strategy is complete	Complete	An updated policy was created, reviewed, approved, and put into practice
Governance	1	Cloud Computing Policy	Not started	Create after assessment is complete	In progress	This policy will be developed, reviewed, approved, and put into practice
Governance	1	Privacy Policy	Not started	Could be included in InfoSec Policy but should be separate	In progress	This policy will be developed, reviewed, approved, and put into practice
Governance	1	Backups/Restores Policy	Not started	Ensure policy and procedures are documented	Complete - modified	We have a written procedure for this. Need to convert to a policy
Governance	1	Disaster Recovery Policy	Not started	Create after strategy is complete	In progress	Working with PMO division to develop
Governance	1	Information Security Strategy	Not started	Recommended by PGC and an independent security consultant	Complete	A full cybersecurity assessment of our entire cyber infrastructure was conducted by a third-party cybersecurity company. A strategy and roadmap were developed.
Organization	1	Communicate IT Strategy to the corporation	Not started	IT Manager to work with Communications Division to develop a communications plan for the Technology Strategy	Complete	All stakeholders have been presented with our technology strategy
Organization	1	IT Division – Staff Change Management Support Plan	Not started	Develop a Change Management Plan to assist in communicating to the organization and to staff impacted the planned organizational changes and supporting all through the changes	Complete	A written change management plan was created, reviewed, and approved. IT follows this plan every time a change is introduced into the production environment
Organization	1	Implement recommended organizational changes to IT Division	Not started	Implement recommended organizational changes with existing staff	Complete	Organizational changes recommended have been implemented
Organization	1	Create and hire 2 new supervisor positions ♦	Not started	Create a supervisory role for each of the 3 proposed teams by leveraging the existing supervisory position and hiring 2 new supervisors' positions	Complete	Positions in place

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Organization	1	Move existing positions into IT	Not started	Existing roles moved into the IT Division from existing teams (GIS, WAM) – to be part of the Business Solutions team. Dependent upon the hiring of the Business Solutions supervisor	Complete	Part of initial organizational change in 2020
Organization	1	Change management support / IT Division team building	Not started	External support to help facilitate team building within IT	On hold	Due to the pandemic this was put on hold as it would have been required shortly after the rollout of the strategic plan.
Organization	1	IT Team Building	Not started	Work on developing a strong team mindset, ethos, and approach within the new IT team	Complete	Regular meetings are held with the entire team to ensure a cohesive focus
Organization	1	Hire Solutions Analyst	Not started	As per proposed strategy – to build out the solutions capabilities of the team	Complete	The first solutions analyst has been hired
Organization	1	Hire Solutions Analyst	Not started	As per proposed strategy – to build out the solutions capabilities of the team	Complete	The second solutions analyst has been hired
Organization	1	Implement Managed Security Services	Not started	Transition security responsibilities to Supervisor of Infrastructure and Service Desk and secure services of a Security Managed Services provider	Complete - modified	The Town has opted for a hybrid approach to cybersecurity. This includes consultant services and the conversion of a GIS/Business Solutions Analyst to a Cybersecurity Analyst
Organization	2	Hire Solutions Analyst or Business Analyst (role TBD depending upon requirements agreed at the time)	Not started	As per proposed strategy – to build out the solutions capabilities of the team	On hold	The need for the third solutions analyst is on hold as the team is currently able to manage with the existing complement.
Organization	2	Capital funding for Contract Project Resources	Not started	Ensure that the practice of budgeting for required resourcing is built into capital project requests. Establish with HR the ability to contract in staff on 1 year or longer basis to support project delivery	Complete	Projects that require third party professional services are always budgeted for in the capital project

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Organization	1	Vendor of Record / Roster	Not started	For core services in which the Town will use external service providers to assist in delivery of programs (security, GIS, business solutions). It is suggested that the Town establish vendor of record or roster models (procurement vehicles) to support out-tasking work as required	Complete	This is an ongoing process. The Town does leverage VOR arrangements when required
Organization	1	Introduce Co-op / Intern Program	Not started	Develop a co-op and summer intern program to add capacity to the IT Division and to bring in digital native team members with energy	Complete	The IT team is looking to hire our third co-op student for this summer (2024)
Organization	1	Digital Savvy Network	Not started	Establish a group (through identification and by actively seeking volunteers) to participate in a Digital Savvy group to advise and provide input on the modernization of IT services and solutions.	On hold	This committee's functionality will be addressed through the ITGC. Delayed due to pandemic.
Organization	1	Digital Education Program	Not started	Digital education program for leadership team to increase level of digital awareness and readiness for change	In progress	Will be rolled out to both ELT and CMT teams
IT Project Services	1	Agile Working and Project Teams	Not started	Adopt Agile (MVP, iterative, sprints, scrum) approach to projects and solutions work where suitable – requires training and education for teams around Agile methodologies	Complete	IT uses Agile project methodologies where it makes sense for the project
IT Project Services	1	IT Service Reviews	Not started	A regular (bi-monthly) review process with each Director and business unit leads led by the IT Manager to review work plans, IT service performance, issues and opportunities	Complete - modified	The review process with each department/division is bi-annual
IT Project Services	1	IT service management tools	Not started	Determine plan for use / expansion of existing TrackIt! tool and expansion	In progress	Short term plans for TrackIT have been completed (upgrade) Long term plans are underway to replace with a more suitable system

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IT Project Services	1	Incident and problem management processes	Not started	Formalize incident and problem management handling processes; digitize into TrackIt!	Complete	Process has been formalized and is a part of the TrackIT system
IT Project Services	1	Change management processes	Not started	Implement a formalized change management process; digitize into TrackIt!	Complete	
IT Project Services	1	IT asset management	Not started	Standardize on the tool / tracking of all IT assets in TrackIt!	Complete	All IT assets are tracked in TrackIT
IT Project Services	1	Knowledge management	Not started	Build and share a common knowledgebase with users	In Progress	This will be part of the scope for the new TrackIT replacement
IT Business Solutions	2	Electronic Plans Review - Markup	Not started	Implement a consistent tool for handling markup of digital drawings to be adopted corporate wide. Project led by Building as a primary user, but to involve key stakeholders, including Engineering, Planning, Fire, etc.	Complete	Markup software Bluebeam Revu was implemented for all staff that evaluate drawings
IT Business Solutions	2	Electronic Plans Review - Markup	Not started	Includes ability for applicants to submit digital plans electronically using the CityView portal	Complete	Digital plans can be submitted via the CityView portal
IT Business Solutions	2	CityView Upgrade *	Not started	CityView version upgrade	Complete	Software has been upgraded
IT Business Solutions	2	CityView: Online Building Permit Applications and Tracking	Not started	Ability for applicants to submit application and track application progress online, beginning first with simpler application types (decks, signs, etc.) before scaling up to larger, more complex application types	Complete	Ability is available for all residents and contractors via the CityView portal that is accessible through the aurora.ca website
IT Business Solutions	3	CityView: Online Inspection Booking	Not started	Ability for applicants to book inspections online	Complete	Ability is available for all residents and contractors via the CityView portal that is accessible through the aurora.ca website

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IT Business Solutions	2	Planning Process Review and Redesign	Not started	Review and streamline planning processes from a Digital-First mindset	Complete	This functionality is available through the CityView portal
IT Business Solutions	2	Implement new Planning Processes into CityView	Not started	Implement changes in CityView digital process management to reflect changes to planning process	Complete	Many services for residents and now available through the CityView Portal (accessible via the aurora.ca website)
IT Business Solutions	2	CityView: Engineering Processes	Not started	Integrate Engineering process management related to Development Approval (e.g. Lot Grading) into CityView to improve end-to-end process efficiency	Complete	The Town Engineering division complete a lot of their reviews within CityView. Including building permit reviews, lot grading reviews, etc.
IT Business Solutions	3	CityView: Planning Online	Not started	Ability to receive some applications online (e.g. Committee of Adjustment)	Complete	Applications, plan submission, and online payments are all available through the CityView portal
IT Business Solutions	1	HRMS – Phase 1 ♦	In progress	Selection and implementation of core HRIS modules, including employee records, time and attendance, applicant tracking and learning management.	Complete	The system chosen and implemented was ADP
IT Business Solutions	2	HRMS – Phase 2 & 3 *	Not started	Subsequent HR project phases to implement additional HR Management system capabilities	Complete	The Onboarding and Recruitment modules have subsequently been implemented for all
IT Business Solutions	2	Maximo System Review and Roadmap	Not started	Undertake a review of the existing system with the intent developing and executing a go forward Strategy/Roadmap that identifies the timing and process for rolling out Maximo across the entire organization.	Complete	Worked with our Maximo business partner to develop a roadmap.

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IT Business Solutions	2	Business Process Automation and Streamlining	Not started	Following the roadmap, work with teams to implement small incremental process enhancements leveraging the Town's Asset and Work Management System (Maximo) – focusing on user experience and simplified mobile interactions	Complete	<p>Fleet was the first division to be re-introduced to Maximo. Post implementation of the system was found to be challenging for users and required significant resources to manage. No further action was taken.</p> <p>Maximo was retired as the system was too complex and required significant additional resources to manage. The Town is looking at other options including CityWide which is currently used for the Asset Management Plan</p>
IT Business Solutions	2	Maximo – GIS 2 Way integration and Collector to Maximo integration	Not started	Enable 2-way data flow integration between Maximo and Town's GIS. Enable the integration of data captured in solutions like Collector and 123 Survey to be passed between GIS and Maximo and pursue a hybrid GIS/Maximo approach that provides a simplified User Experience for field-based workers through GIS based solutions.	On hold	Pending implementation of asset management/work order solution.
IT Business Solutions	2	Maximo Mobile	Not started	Broadly rollout Maximo mobile (Maximo Everyplace) to support mobile Maximo use in a hybrid mode with GIS collector solution	On hold	Pending implementation of asset management/work order solution.
IT Business Solutions	2	Maximo visualization of assets (GIS) and inspections (Collector)	Not started	Leverage ArcGIS Online based dashboards to visualize operational data spatially	On hold	Pending implementation of asset management/work order solution.

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IT Business Solutions	2	ECM / Collaboration Strategy	Not started	Review current and future content collaboration and management needs in the context of existing solutions – Intranet (SharePoint), Laserfiche, File Shares, Kiteworks and future collaboration capabilities of modern solutions such as Microsoft Teams before determining future strategies in each of these areas. Work with the Digital Savvy Network and key players to determine an agreed cohesive path forward.	Complete	A cloud strategy for most internal documents has been implemented using a combination of Microsoft OneDrive, Teams, and SharePoint online. OneDrive has replaced Kiteworks. Laserfiche is the Town standard for Enterprise Content Management (ECM)
IT Business Solutions	2	ECM Workplan Execution	Not started	Implement recommended plans with regard to Intranet, Collaboration environment, Laserfiche and File Shares as recommended by the strategy	In progress	Laserfiche is the Town standard for ECM. On premise file shares are being replaced by OneDrive, Teams, and SharePoint online
IT Business Solutions	2	AIMS (Parking Replacement) ♦	In progress	Selection and implementation of a new parking management system	Complete	The new AIMS system is now operational
IT Business Solutions	2	Finance System Assessment	In progress	Engage consultant to support the review of replacement options for current Finance systems	Complete	Consultant engagement was completed and the Town's specifications for a new financial system were created
IT Business Solutions	2	Finance System replacement	Not started	Potential implementation of new Finance system	Complete	The new Oracle Fusion cloud-based ERP system is now in production
IT Business Solutions	2	Payment handling and POS review and integration strategy	Not started	Review Payment handling and POS requirements and determine strategy for customer present and online payment processing, including systems integration	Complete	On premise POS systems are in the process of being upgraded. Online payments are readily available through the aurora.ca website
IT Business Solutions	2	Meeting Management Phase 2	Not started	Remaining functions to be rolled out as a follow on to the initial Meeting Management launch	In progress	More meeting rooms will be upgraded to "Teams Rooms". This includes both Leksand and Holland rooms.

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Infrastructure & Service Desk	1	Printer Fleet Replacement ♦	In progress	RFP closed and rollout planned	Complete	Mobile printers have been installed in all vehicles requiring this functionality
Infrastructure & Service Desk	1	JOC Expansion *	In progress	Network expansion to support JOC expansion	Complete	All floors at the JOC are now fully operational
Infrastructure & Service Desk	1	Infrastructure upgrades and evergreening program *	In progress	Program of infrastructure upgrades and asset lifecycle management	Complete	Regular cycle of both end user equipment evergreening and IT infrastructure updates/upgrades is in place
Infrastructure & Service Desk	1	Evergreening of user devices - desktop, laptops, mobile devices *	Not started	Increase in the types of device choices available to management and staff, review lifecycle for devices (industry standard is 3-4 year lifecycle), increase focus on laptop or mobile device provisioning – target 75% of fleet to be laptop / tablet devices	Complete	The Town has implemented three different streams for evergreening of devices – End User equipment, Mobile devices, and Data Centre equipment. There are five different models of laptops that staff may choose from depending on their job function and needs. Most staff do possess a laptop for their computing needs
Infrastructure & Service Desk	2	Access Aurora Telephony *	Not started	Upgrades to support Access Aurora telephony requirements	Complete	Have implemented a cloud-based telephony system using Microsoft Teams as a soft phone. Have also implemented a new call centre system to support Access Aurora
Infrastructure & Service Desk	2	Telephony / Unified Communications Assessment	Not started	A complete review of telephony and unified communications requirements is recommended – this should be in the context of potential 0365 capabilities	Complete	See above
Infrastructure & Service Desk	2	Telephony / Unified Communications implementation	Not started	Implementation of telephony / UC strategy	Complete	See above

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Infrastructure & Service Desk	1	Data assessment (including considering potential archiving solutions)	Not started	The Town should review existing data to determine suitable strategies to optimizing storage requirements (e.g. consider archiving stale content over 2 or 3 years old)	In progress	Data retention policies and procedures have been implemented or are going to be implemented
Infrastructure & Service Desk	1	File storage solution replacements (SAN, file servers, archives) *	Not started	Based on data assessment results, the Town can determine a suitable future data storage solution	In progress	File storage overall will be a hybrid approach. Most user documents will be moved to the Microsoft cloud. The on-premise ECM solution remains as Laserfiche
Infrastructure & Service Desk	1	Mobility Strategy	Not started	IT Division to lead, with strong collaboration with mobile business units the establishment of the Town's mobility strategy (devices, connectivity, security model, apps)	Complete	Device standardization and rollout have been completed. Other device standards have been decided via a collaborative process
Infrastructure & Service Desk	1	Remote working – user experience review and plan (short term)	Not started	Review of current User Experience with users and determine short term plan of action for improvements to user experience	Complete	Changes include laptops for most staff, increased internet speeds for Town facilities, and implementing Zoom for remote video communications
Infrastructure & Service Desk	2	Remote working – user experience long term plan	Not started	Long term plans for improvements to remote working to support more active adoption of remote / home working at the Town	Complete	As above and including the implementation of Microsoft Teams
Infrastructure & Service Desk	1	Board and meeting room technology *	Not started	Equipping boardrooms with TV's and conference calling capabilities to support modern digital meetings	In progress	Several meeting rooms have been converted to "Teams Rooms" to provide full online meeting capabilities. This includes large monitors (or a projector), microphones, speakers, camera, control panel, and necessary software.

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Infrastructure & Service Desk	1	Town Hall Data Centre Monitoring Systems	Not started	Implementing security camera, heat sensor and alerting system for Town Hall Data Centre	In progress	Security cameras are in place in the data centres. Full monitoring of all data centre assets (servers, switches, storage, etc.) via our monitoring tool runs 24x7 and provides real time alerts
Infrastructure & Service Desk	1	Corporate Wi-Fi review and strategy		Conduct a review of currently available services, needed services and present options to leadership team for direction	Complete	Analysis showed that portions of our Wi-Fi infrastructure need to be refreshed. Centralized administration will be cloud based for all facilities
Infrastructure & Service Desk	2	Corporate Wi-Fi maintenance and expansion *	Not started	Maintenance and expansion of City's private Wi-Fi network at City facilities.	In progress	Most enhancements will be completed in 2024 as they were delayed due to equipment supply issues
Infrastructure & Service Desk	2	Outdoor Wi-Fi	In progress	Extending Wi-Fi into parks, recreation areas and other civic facilities (TBD, dependent on Wi-Fi strategy)	On hold	Preliminary project plans to implement this have been created. Plans have been put on hold at the request of Council and ELT
Infrastructure & Service Desk	1	Third-Party Security Assessment	Not started	A full third-party security assessment should be conducted at least every 2 years	Complete - modified	This was increased to annual. A reputable cybersecurity vendor is hired to perform the assessment
Infrastructure & Service Desk	1	Business Continuity/Disaster Recovery Strategy	Not started	The Town requires a formalized Business Continuity Plan and Disaster Recovery strategy before it implements any further DR technical capabilities	Complete	The plan was developed with an outside consultant specifically for IT recovery
Infrastructure & Service Desk	2	BC / DR implementation	Not started	Implementation of DR capabilities based on BCP and DR plans	In progress	Working with PMO to complete
Infrastructure & Service Desk	1	Office365 Pilot	Not started	Working with the IT Team and Digital Savvy Network to test Office365 capabilities (including Skype, SharePoint Online, OneDrive, Teams). Scope of pilot and phasing of pilot activities to be defined.	Complete	Pilot has been completed

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Infrastructure & Service Desk	1	Office365 Cost/Benefit Analysis and plan	Not started	To look at the costs and benefits of moving the Town as a whole to Office365	Complete	Cost benefit analysis was completed. Decision was made to proceed town wide
Infrastructure & Service Desk	2	Office365 Migration	Not started	Migration to Office365 (email, office products, teams, etc.)	Complete	All computer users at the Town now have this as our standard office software
Infrastructure & Service Desk	1	Cloud Policy and Framework	Not started	Establish the Town's position and requirements for Cloud services	Complete	The Town has adopted a hybrid approach. Systems are moved to the cloud when business requirements make this the best option. Otherwise, all other systems remain on premise
Infrastructure & Service Desk	1	Cloud Readiness assessment and Strategy	Not started	Assess services that could be candidates for future migration to the cloud and develop a Roadmap and strategy for their migration cloud and develop a Roadmap and strategy for their migration	Complete	Microsoft Azure virtual data centre has been implemented as our cloud presence
Integration and Data Projects	1	ArcGIS Online / Portal GIS Architecture and implementation	Not started	Develop modern architecture for enterprise GIS (ArcGIS Portal and ArcGIS Online) that supports internal and external web mapping (and which addresses security requirements) and implement	In progress	The architecture has been finalized. ArcGIS Online is the prevalent tool for GIS functionality. The ArcGIS Portal is now live. Use cases are being developed within the Portal
Integration and Data Projects	1	FME Server implementation ♦	Not started	Implement FME server to support data conversion and spatial ETL activities	Complete	FME server is on-premise and actively being used within the Town
Integration and Data Projects	1	Maximo – GIS 2 Way integration and Collector to Maximo integration	Not started	Extend the existing geo-integration to support 2-way data flow and configure a standardized integration that allows for data captured in Collector or Survey 123 solutions to flow into Maximo	On hold	On hold pending implementation work order system.

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Integration and Data Projects	1	Collector expansion program	In progress	Expansion of the use of Collector as an easy to use field-based solution for inspections and data capture	Complete	ArcGIS Collector (now called ArcGIS Field Maps) and Survey123 are actively being used in the Town to assist many divisions with inspections and data capture
Integration and Data Projects	2	York Region Data Federation	Not started	Dependent upon the implementation of the modernized ArcGIS architecture, setup federated data sharing with York Region and neighbouring municipalities	In progress	"All pipes" data is complete and being shared by all York Region. The Town is actively working on other initiatives with the Region
Integration and Data Projects	2	Internal Web GIS – Self Service Apps	Not started	Using the modern ArcGIS Architecture configure a series of self-service GIS apps, enabling non-GIS staff to self-serve to mapping solutions. Examples include Planning Report, Planning App status map,	Complete	GIS Data Hub is live and available for both internal and external customers. It is accessed through the aurora.ca website
Integration and Data Projects	1, 2, 3	Geo-dashboards for CRM, CityView and Maximo	Not started	Implement ArcGIS Online based dashboards to visualize operational data in core business systems spatially. This will involve the creation of spatial views from source databases to allow for visualization	In progress	Dashboards are being developed when required by the business units
Integration and Data Projects	1	Property Report App	Not started	A search by address tool to find relevant information about a property (useful for staff and public)	Complete	This function is available through the GIS Data Hub (aurora.ca website)
Integration and Data Projects	3	Geo-based Drawing Management solution	Not started	Implement town wide consistent geo-based drawing management solution for all town drawings	Complete	Bluebeam Revu software has been implemented to enforce consistent drawing standards
Integration and Data Projects	2	Public Web Mapping solution(s)	Not started	Public facing web mapping capabilities (galleries, map embeds, storymaps, etc.), based on modern ArcGIS platform	Complete	This function is available through the GIS Data Hub (aurora.ca website)

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Integration and Data Projects	2	Information Management / Data Management Maturity Assessment and Roadmap	Not started	Conduct a review and determine the roadmap for data and information management practices	In progress	IT is currently working with Legislative Services to determine data governance and data retention requirements
Integration and Data Projects	2	Business Intelligence Strategy	Not started	Develop a plan for the development of Business Intelligence and corporate reporting capabilities	In progress	Project has begun. Working with PMO to further define our BI goals
Integration and Data Projects	3	BI solutions implementation	Not started	Implementation and evolution of BI and dashboarding solutions	In progress	Microsoft Power BI is the chosen tool for our BI and dashboarding needs. Several dashboards have been created for staff use
Customer Service	2	CRM stabilization ♦	In progress	2019 work plan for solidifying the current use of the CRM system in existing areas of use (Complete	Analysis and stakeholder input has been completed. CRM was upgraded to a newer on-premise version
Customer Service	2	CRM / GIS data visualization	Not started	Self-service dashboards to support visualization, reporting and analysis of all CRM case types (e.g. animal services requests, sod complaints, etc.)	In progress	The Town is currently working to replace our current CRM with a newer Town wide solution. This functionality is part of the scope
Customer Service	2	CRM Upgrade	Not started	Determine the upgrade path for Dynamics product (on premise vs. cloud) and implement upgrade	In progress	Upgrade path has been determined. Currently working on procurement phase of the project
Customer Service	2	CRM expansion	Not started	Expansion of CRM into new business areas (e.g. transportation, communications, recreation)	In progress	The CRM Replacement project has a Town wide scope
Customer Service	2	CRM Back Office Integration - Email	Not started	Implementation of email integration to CRM to allow for the auto-creation of cases from email contacts with the town (e.g. info@aurora.ca or animalservices@aurora.ca)	In progress	The CRM Replacement project will include this scope

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Customer Service	2	CRM Back Office Integration – Work & Asset Management	Not started	Implement an integration between CRM and work management system to reduce duplicate data entry, support mobile working and digitize end to end process	In progress	The CRM Replacement project will include this scope
Customer Service	3	CRM Integration to Website	Not started	Support ability to submit and track Service Requests	In progress	The CRM Replacement project will include this scope
Customer Service	1	Website redesign and relaunch – Phase 1 ♦	In progress	Relaunch website on new platform, with new design and new digital services including forms, newsletters, online payments,	Complete	The Aurora.ca website was redone. A landing page was created for all residents that provide them one stop shopping for all digital services
Customer Service	2	Ongoing web product evolution	Not started	Introduction of new digital services, including consideration of knowledgebase and Live Chat for customer service, increased personalization of the website	Complete	A landing page was created for all residents that provide them one stop shopping for all digital services. A knowledge base and Live Chat will be incorporated in the new CRM system
Customer Service	3	Digital Services expansion	Not started	Expansion and integration of digital services requiring back office system integration (e.g. CityView portal)	In progress	CityView portal has been implemented. Currently offering building and planning services. Currently being expanded to include Road Occupancy Permits and others