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To: "Direct to Mayor and Council - DL" <CCDTMACDL@vancouver.ca>
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Subject: IT / Digital - organizational changes

Greetings Mayor and Council-

I am forwarding an update from Paul Mochrie to the Corporate Management Team regarding changes in the IT portfolio.

Please feel free to reach-out directly to him if you have questions or comments.

Thanks

Sadhu

Good afternoon all,

I am writing to update you on some important changes within our Digital Services/Information Technology portfolio.

Since the approval of the Digital Strategy in 2013, the City has made significant progress in developing and enhancing our online service delivery and public engagement, as well as our digital infrastructure. While Jessie Adcock has overall accountability for the strategy as Chief Digital Officer, these accomplishments reflect a broad-based effort, including individuals and teams across our operational business units, Communications, IT and Digital Services/311. Over this period, the City has also advanced a number of major business transformation initiatives premised on technology change; initiatives that will enable real improvements in our permitting, licensing, inspections, recreation and legal services.

Organizationally, we have reached a point, 3 years since the launch of the Digital Strategy and 5 years beyond the implementation of IT shared services, at which we need to examine and evaluate our information technology strategies, infrastructure and organizational capacity. Certainly, our ability to deliver on the City's ambitious agenda will be dependent on our IT assets and organization and it is critical that we respond and adapt to the City's evolution as well as ongoing, disruptive change in the technology environment.

In the context of the broader review described above, I believe that direct alignment of our IT and Digital resources presents a clear opportunity to address existing fiscal challenges within the portfolio, optimize available capacity and create an effective platform for service delivery going forward. In the aim of fostering that alignment, I have asked Jessie Adcock to assume overall responsibility for the City's technology portfolio, on an acting basis. In this capacity, Jessie will take on responsibility for our IT organization, in addition to Digital Services and 311, starting right away.

With this change, I must also let you know that Mark McDonald will be leaving the City. Mark joined the organization as Chief Information Officer in 2011 following the initial consolidation of IT functions as a corporate shared service. During his tenure as CIO, Mark has supported the City through many significant IT initiatives, including large-scale system replacements, expansion of our mobile workforce capabilities, the implementation of managed print services and, most recently, the critical effort to achieve compliance with PCI standards for credit/debit card transactions.

I know you will share my sincere appreciation for Mark's contributions to the organization and best wishes as he moves forward to other successes.

Over the near term, Jessie and the IT/Digital leadership team will work to build out a strategy framework and set of priorities for the portfolio, reflecting the City's technology demands as well as the internal processes and coordination of IT/Digital functions. Through that exercise, Jessie and her team will be engaging with the leadership of individual business units to understand specific technology and service needs and discuss those requirements in the context of available IT/Digital resources.

Considering the importance of information technologies as enablers for the City's varied lines of business, I am highly motivated to ensure that that our technology organization is aligned and deployed most effectively and that we have a clear strategy against which to prioritize demands and emerging opportunities. The City has made major investments in our IT assets and, over the coming years, we will need to navigate complex decisions regarding maintenance, replacement and addition to those assets, as well as the capabilities required to support them.

Many thanks in advance for your support for Jessie and her staff as they work to deliver on these expectations.

Paul

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