



REPORT

Council

Meeting Date: October 23, 2023

FROM: Strategy, Policy and Communications Department

DATE: October 10, 2023

SUBJECT: Enterprise Data Management Implementation Project Update

LOCATION: Town Hall

WARD: Town-wide

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RECOMMENDATION:

That the report entitled “Enterprise Data Management Implementation Project Update”, dated October 10, 2023 from the Strategy, Policy and Communications department be received.

KEY FACTS:

The following are key points for consideration with respect to this report:

1. In partnership with Deloitte, and with funds provided by the Province of Ontario’s Audit and Accountability Fund, the town delivered an Enterprise Data Management (EDM) Strategy in December 2022.
2. The Enterprise Data Management Implementation Project aligns with the recommendations in the Strategy to focus on target state capabilities to be achieved in a phased approach as town-wide data governance evolves and matures.
3. This project is a key foundational initiative highlighted in the 2022 Digital Oakville Plan to establish direction, guidance and standards for staff and residents that will enhance the customer experience, enable key performance indicator tracking, and position the town for success in the ongoing journey of digital transformation.
4. Enterprise Data Management will ensure defined ownership and standardized processes to help effectively capture, utilize, retain, share, access and safeguard data to enhance service delivery to the community.

5. Aligning EDM standards with the town's Information Governance framework, including corporate records and information management and privacy policy and procedures is a key requirement.

BACKGROUND:

In an increasingly digital landscape, efficient data management has become critical for optimizing municipal operations, enhancing decision-making, and preparing for the future. The purpose of this staff report is to present an outline of the Enterprise Data Management Implementation Project, focusing on key opportunities and benefits, foundational deliverables, staff training, and preparing for the next phase of digitization.

Today, individual departments generate and hold a vast, diverse and ever-expanding array of data, including customer, geo-spatial, administrative, asset and employee data. These data are often collected in ways that make it difficult to share with other departments, limiting the overall value in the decision-making process and day to day operations.

Many departments are increasingly harnessing the power of data to make better decisions, enhance service delivery and create internal efficiencies and their expertise provides a strong foundation for the town. The Enterprise Data Management Implementation project will complement the ongoing department work and support a "whole of government" approach to the strategic use of data while improving and developing overall standards and guidelines that govern how data is accessed, collected, used, safeguarded and shared.

EDM IMPLEMENTATION PROJECT OBJECTIVES:

In alignment with the Town's Enterprise Data Management Strategy, the strategic importance of efficient data handling remains paramount as we manage an ever-expanding volume of critical information. This project is using a proof-of-concept approach to assess customer data first and encompasses crucial elements, including data classification standards, the harmonization of customer profile data definitions and the meticulous inventorying of data domains and sub-domains. Through these efforts, we aim to enhance our data management efficacy, optimize expenditure and fortify our ability to navigate business risks.

Project Objectives:

1. Master Data Domain and Classification Inventory
2. Customer Master Data Current State and Gaps
3. Recommended Future State for Customer Master Data

Master Data Management

Establishing a centralized repository for master data across the enterprise, encompassing essential domains such as customer, employee, asset, geolocation, finance, vendor, planning and regulations. This foundation will drive consistent, accurate and standardized data, eliminating redundancy and data silos.

Benefits:

- Increased data literacy and improved collaboration across departments through a shared understanding of data processes.
- Improved data quality leading to better decision making.
- Enhanced customer experience through streamlined services.
- Increased efficiency by eliminating duplicate data entry.

The Enterprise Data Management Implementation Project presents a significant opportunity for the town to approach data as a strategic asset. By focusing on foundational deliverables like master data management, the town is preparing for the next phase of digitization. Clean, standardized data is essential for data driven insights and decision making.

Next Steps

The Enterprise Data Management (EDM) Strategy includes an implementation roadmap to establish data management as a function over an 18-24 month period. Additional funding has been included in the 2024 capital budget to help establish a centralized governance model, standards, legislative requirements, etc. Based on lessons learned from the customer profile proof of concept, additional data domains will be developed.

CONSIDERATIONS:

(A) PUBLIC

Enterprise Data Management ensures that the town handles, stores and processes data in a secure and responsible manner.

(B) FINANCIAL

Capital funding was approved in the 2023 budget to deliver the three project outcomes noted above. Additional funding is included in the 2024 budget to establish the data management function and expand the number of data domains.

(C) IMPACT ON OTHER DEPARTMENTS & USERS

Departments are a key partner in this initiative. Department representatives have supported the creation of a master data inventory and identification of gaps and will support the development of data standards and the subsequent implementation of those standards.

(D) COUNCIL STRATEGIC PRIORITIES

This report addresses Council strategic priority/priorities:
EDM supports the development and execution of strategic plans providing the necessary data and insights to track progress and make adjustments as needed. Measuring and evaluating performance ensures accountability and progress toward long-term goals.

(E) CLIMATE CHANGE/ACTION

Improved data management will support data management in all areas of business, including climate action.

APPENDICES:

Appendix A - Enterprise Data Management Strategy

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