





COMMUNICATION UPDATE

TO:	Mayor and Members City Council
DATE:	November 24, 2023
SUBJECT:	Enterprise Data Management Update (City Wide)
WARD(S) AFFECTED:	City Wide
SUBMITTED BY:	Doug Kay Director, Information Technology Services (Interim) Corporate Services
SIGNATURE:	
SUBMITTED BY:	Cyrus Tehrani Chief Digital Officer & Director of Innovation City Manager's Office
SIGNATURE:	

The Purpose of this Communication Update is to provide a progress report for Enterprise Data Management (EDM), which focuses on putting structure in place around inventorying and governing the City of Hamilton's (City) data, while supporting our employees in understanding data processes, how to better manage and use data, how to manage data and putting the data to work to help inform decision making and increasing transparency to the public. Simply put, Enterprise Data Management will help to advance the City's practices around:

- Data Management and Standardization;
- Data Literacy and Utilization; and
- Data Sharing and Reporting.

Within the framework of the new Information Technology (IT) Strategy, the establishment of a dedicated section known as Data Services stands as a cornerstone. This strategic move marks a pivotal development, underscoring our commitment to harnessing the power of data as a driving force behind our Enterprise Data

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Management Strategy, along with support for other data-driven initiatives such as Enterprise Asset Management and the pursuit of What Works Cities Certification.

The new Data Services section, supported by both existing resources and additional roles brought on board in 2023, enables IT to provide a more comprehensive approach and greater support for data initiatives taking place across the City, through the application of an enterprise approach, while leveraging and building on cross-departmental collaboration efforts, lead in partnership with the Digital and Innovation Office in the City Manager's Office. The Data Services team in IT will support the link between various departments and the Enterprise Data Management Steering Committee, actively championing and enforcing data standards and policies. Their role in promoting uniformity in data collection, storage and utilization will significantly boost inter-departmental collaboration and elevate the overall efficiency of data management throughout the corporation.

Enterprise Governance & Policy Framework

In terms of Governance and Policy Framework, an internal Enterprise Data Management Steering Committee has been successfully implemented with the support of the City's Senior Leadership Team, which will oversee related data management activities. This committee is instrumental in prioritizing key results and outcomes out of the enterprise data strategy, as well as playing a key role in shaping and enforcing our data policies, encompassing essential areas such as data classification, data dissemination, data collection, data protection, external data performance policy, open data policy, and guidelines for the use of generative artificial intelligence. These policies will not only provide clear guidelines for data handling but also ensure that data remains secure and compliant with evolving legal and ethical standards.

Short-term plans include the implementation of a Modern Data Platform throughout 2024, focusing on data quality, data standards, and data access, which will be pivotal in supporting the City's progress as a data-driven organization. The new internal platform will be designed to ensure that data remains consistent, reliable, and accessible across all departments, further enabling more informed and effective decision-making.

The Enterprise Data system will also form a core component of the City's corporate communications strategy, with data being used as a cornerstone of helping residents understand the impact of City decisions, investments, and programs as well as progress on Council Priorities.

In early 2024, the Data Services team will enhance the City's current offerings by introducing an expanded, comprehensive internal resource. This will further empower our staff with advanced information and tools, building on their existing capabilities to understand and utilize data more effectively. The portal is envisioned to link with the City's learning management system (My Learning Connection) by providing training material and resources for staff to further enhance their own data competencies and use of the tools. This initiative is key to ensuring that everyone in our organization can

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make informed decisions and engage with municipal data while improving the City's overall data literacy. This internal web portal will also be the one-stop shop to discover what data assets are available throughout the organization, and how that data may be utilized.

Municipal Benchmarking Network Canada

The City has been a long-time supporter (18 years) of the Municipal Benchmarking Network Canada (MBNC) program (formerly known as the Ontario Municipal Benchmarking Initiative (OMBI)). The City has opted to pause its 2024 partnership while MBNC undertakes a Program Review. As our ongoing commitment to the long-term success of MBNC, the City has made a request to the MBNC Board to be permitted the opportunity to be a stakeholder and funding partner in the upcoming MBNC Program Review, in addition to the continued provision of in-kind Information Technology support to the MBNC Program Office. The City looks forward to the outcomes of the MBNC Program Review in 2024 to help inform next steps.

What Works Cities Certification

Although the City has a strong plan and established road map in place to support an enterprise approach to data management and use, staff are actively pursuing [What Works Cities Certification](#) (WWCC) as an opportunity to have outside experts review and confirm the City's enterprise data management path. Launched by Bloomberg Philanthropies in 2017 to help municipalities use data and evidence more effectively in their decision-making process and improve residents' lives, What Works Cities Certification assesses cities based on their data-driven decision-making practices, such as use of data to inform policy decisions, allocate funding, improve services, evaluate the effectiveness of programs, and engage residents, receiving a customized roadmap outlining areas of improvement and a multitude of free resources to support the City's growth and maturity. There are no costs to undertake the What Works Cities Certification assessment and there are no costs to continue participation in What Works Cities Certification once certified. Resourcing of any recommended actions will be reviewed against plans and existing resources and will be brought forward for Council consideration through appropriate processes if necessary.

The benefits to pursuing What Works Cities Certification include:

- Visibility into the City's current practices and additional information to support existing work already underway;
- Benchmark against WWCC's national standard; and
- Access to resources: virtual and in-person training opportunities, peer sharing and targeted support opportunities.

What Works Cities Certification aligns with existing city initiatives such as the City's Digital Strategy (a Council Priority under Responsiveness and Transparency), the IT Strategy and the Enterprise Data Management Strategy. This work is being led out of the Digital and Innovation Office and Strategic Partnerships Division and will be an ongoing agenda item of the Enterprise Data Management Steering Committee.

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All of the mentioned elements contribute to enhancing the City's capacity to bolster its data capabilities, facilitating informed decision-making, optimizing organizational performance management, and fostering a culture of continuous improvement and innovation. This aligns with the Council's priority of Responsiveness and Transparency, with success metrics measured under the outcome of Modernize City Systems.

Should you require further information, please contact Matt Pietryszyn, Manager, Data Services, Information Technology via email at Matt.Pietryszyn@hamilton.ca or by telephone at (905) 546-2424 ext.7096 or Cyrus Tehrani, Chief Digital Officer, Digital & Innovation, City Manager's Office via email at Cyrus.Tehrani@hamilton.ca or by telephone at ext, 2261.

APPENDICES AND SCHEDULES ATTACHED

N/A