Toronto Community Housing

2023 Year-End Information Technology Services Divisional Update

Item 8
March 18, 2024
Building Investment, Finance and Audit Committee

Report:	BIFAC:2024-32
To:	Building Investment, Finance and Audit Committee ("BIFAC")
From:	Vice President, Information Technology Services ("ITS")
Date:	February 25, 2024

PURPOSE:

The purpose of this report is to provide the Building Investment, Finance and Audit Committee ("BIFAC") with the 2023 year-end Information Technology Services ("ITS") divisional update. The ITS team supports both Toronto Community Housing ("TCHC") and Toronto Seniors Housing ("TSHC").

RECOMMENDATION:

It is recommended that the BIFAC receive this report for information.

YEAR END ACTIVITY SUMMARY:

An overview of the team's activities for 2023 are outlined in the following three categories:

1. Keep the Lights On ("KTLO"): This category outlines all the activities required to ensure that the business remains up and running. These activities include actioning any issues impacting business operations as they arise or fulfilling standard requests from the business, such as requesting a new report in HoMES or onboarding a new employee.

In 2023, the ITS team responded to and resolved 11,560 incidents, approximately 44% of which were issues under the category of Software. Overall, in 2023 ITS has seen stabilization in the number of incidents raised. This can be attributed to improved onboarding practices and an improved communications strategy implemented by the team in 2023.

In 2023, the ITS team responded to and completed 16,693 requests.

The remaining two categories focus on initiatives. Information Technology Services projects that were initiated (or continuing) in 2023 are part of the ITS long-term technology roadmap, which includes the modernization of many end-of-life technologies and includes work needed to address emerging business needs. In many of these examples, ITS needs to stand up a new project or make changes/upgrades to our current technologies.

2. Information Technology Services-Led Initiatives: The most significant undertaking by the ITS team in 2023 (outside of security initiatives) was the implementation of Microsoft 365. This program was executed in 25 weeks and was implemented in phases. The objectives included the replacement of TCHC's end-of-life exchange environment (email) and the implementation of new collaboration tools including MS Teams and SharePoint.

Whenever there is a significant initiative that will disrupt the business, ITS stands up an ITS/Business Working Group. This is a working group comprised of representatives from all areas of TCHC and TSHC. Meeting regularly, the members of this team are the early adopters for the new technology, provide input into the communications and training deliverables of the initiative, conduct data cleansing activities, and provide valuable input to improve future phases.

The People and Culture team, along with the Strategic Communications team, built a portal housing a wealth of training materials, user guides and quick tips for this implementation.

Quickly addressing and resolving issues arising from a technology change is a priority. To address the anticipated high volume of questions/issues that would arise from this change, ITS engaged a third party to work in partnership with the ITS team to provide support. This team addressed just

over 1,200 issues over the 25-week period. The most common issue was user error or a lack of understanding of the new tools.

This program would not have been successful without the strong support of all TCHC divisions and TSHC.

3. Business Initiatives: In 2023, the ITS team continued to work with the business (TCHC and TSHC) and completed more than 40 enhancements and technology implementations in 2023. These requests are formally brought to the ITS team via the Intake Process. Most notable was the work first identified in the Q1 Information Technology Services Divisional Update report ([Report BIFAC:2023-61](#)). The Enterprise Solutions and Data team are working collaboratively with the Operations and Finance teams to develop and implement Business Intelligence Dashboards to replace previous reporting. This work, while providing great value to the organization, is only an interim step while the organization develops its data analytics strategy in 2024.

CONTINUOUS PROCESS IMPROVEMENTS:
The Service Excellence and Delivery team implemented significant improvements to the Intake Process in 2023. The Intake Process is the mechanism for which business units can place a non-standard request to ITS. Examples include the request for new technologies/software, requests for significant enhancements to current technologies, or assistance required by the ITS team to support non-ITS procurements.

The Strategic Procurement Unit and Legal raise requests to ITS to review pending procurements or contracts with a technology component. This may include portals or mobile applications. When ITS is aware of pending contracts/procurements, a cybersecurity and data protection lens can be applied to ensure that these new services do not add additional risk to the corporation, help to minimize shadow IT, and identify implementation resources needed that may not have been previously identified by the requesting business unit.

SIGNATURE:

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