

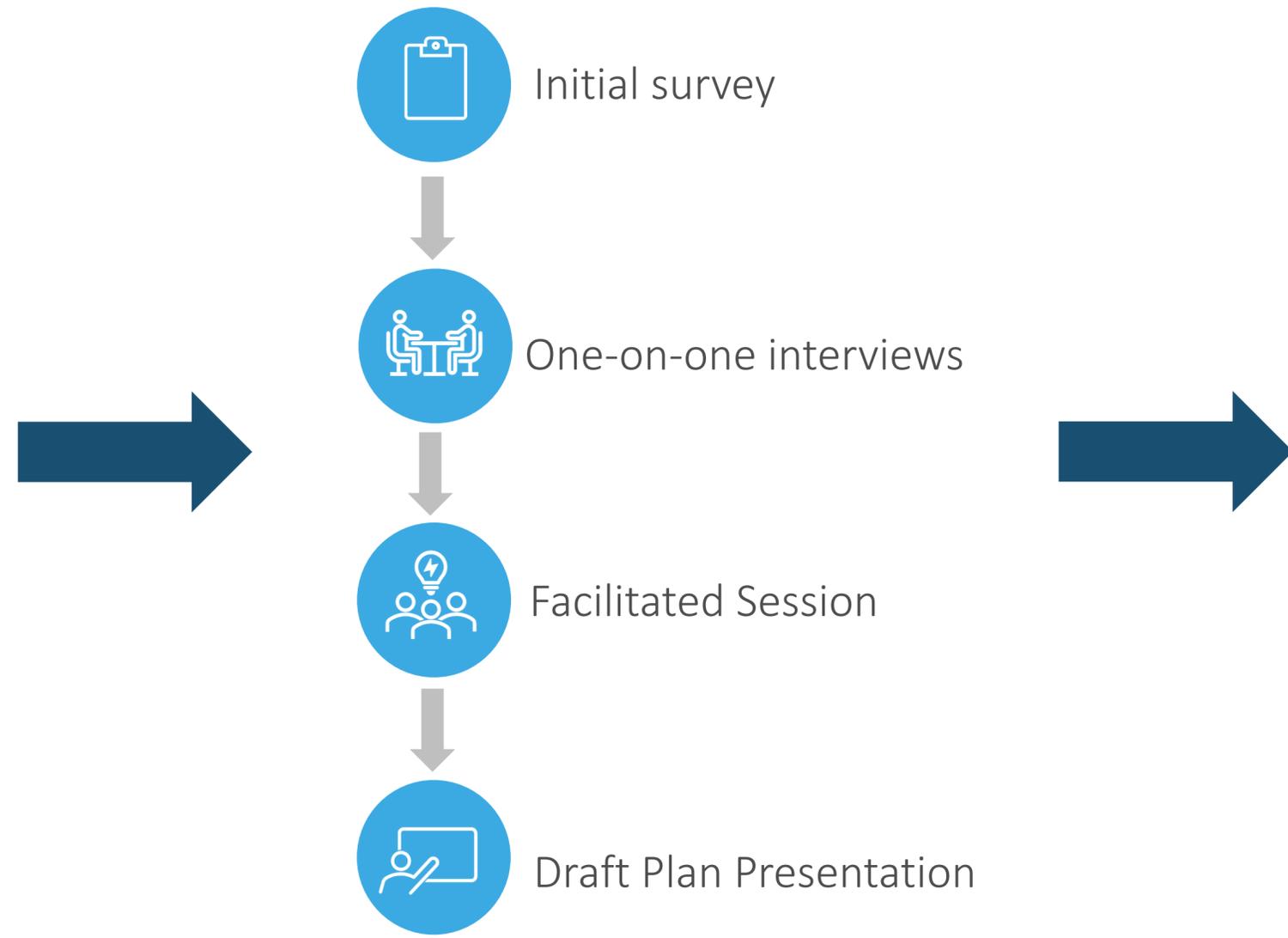


*Together, putting data to work*  
2024 to 2027 Multi-Year Work Plan

# Collective Collaboration



## BEAM GROUP



# Guiding Aspiration, Focus Areas, and Values



**Together, putting data to work**  
*to drive service excellence and cost efficiencies*

## Aspiration

*What we aim to achieve through the Partnership*



### EXPAND DATA ACCESS & SHARING

to support key business needs and priorities within and between our organizations



### BUILD SKILLS & CAPACITY

to grow digital literacy, ensuring we have the skills to leverage new data and technology



### GROW PARTNERSHIP AMBASSADORS

who champion the Partnership's aspiration and promote it within their organizations



### PURSUE COST EFFICIENCIES

through joint purchases and other cost-sharing opportunities to facilitate efficient cost spending

## Focus areas

*The priority areas that help us achieve our aspiration*



**Innovation & Ambition**



**Collaboration & Sharing**



**Privacy & Security**

## Values

*How we commit to operating*

# Focus Area 1: Expand Data Access and Sharing



## EXPAND DATA ACCESS & SHARING

### Our goals

- **Support evidence-based decision-making:** share single source of the truth
- **Enhance efficiencies and cost savings:** eliminate duplication of effort and help optimize business processes
- **Advance organizational priorities:** support business priorities within and between our organizations
- **Promote transparency and open government:** ensure our organizations are open and accessible

## How we will accomplish our goals

1

**Business-Driven Data Sharing** – Enable open access to data sources between partners using the Data Co-op

- Maintain consistent sharing of established data sets within the Data Co-Op
- Continue collaboration through All-Pipes and All-Construction programs
- Streamline data sharing between planning departments with the Planning Data Exchange
- Create the All-Critical Infrastructure layer for data-informed emergency management

2

**NG9-1-1** – Formalize responsibilities, processes, standards and delivery expectations required to support NG9-1-1 service delivery

- Establish local data stewardship processes for roads and addresses
- Migrate to NENA standard data model to enable geospatial call routing
- Share essential data to all emergency response stakeholders (Police, Fire, EMS, Bell Canada)
- Formalize roles and responsibilities in an MOU
- Work with interested partners to implement a standardized address manager tool

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**Policies, Procedures and Best Practices** – Share documents and procedures to improve operational efficiencies within and between organizations

- Circulate organizational data and analytics strategies, technology plans, and policies, e.g., masterplans, maturity assessments, etc.
- Exchange core role job descriptions between partners
- Collaborate on hiring and talent acquisition approaches

# Focus Area 2: Build Skills and Capacity



## BUILD SKILLS & CAPACITY

### Our goals

- **Grow digital, data, and technology literacy:** Ensure our organizations are equipped to take advantage of new and changing advancements in data and technology
- **Share knowledge and best practices:** Enhance our collective digital and data skills by actively engaging, presenting, and participating in Partnership meetings and priorities
- **Jointly invest in training initiatives:** Invest in capacity building that builds Partnership-wide skills

## How we will accomplish our goals

4

**Experiential Learning** – Optimize collective resources through collaborative initiatives

- Partner on projects focused on emerging interests and blend skills such as: Housing, 3D Modelling and Artificial Intelligence
- Increase operational efficiencies through collective research to learn new technology and data best practices

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**Peer Support** – Ignite partner-wide learning through social interactions

- Expand the number of peer led workshops coordinated annually
- Establish informal training and mentorship opportunities between staff within each organization
- Participate in Data and Analytics Workshop

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**Formal Training** – Leverage the Partnership to upskill all members

- Investigate specialized training in specific practices, software, or technology
- Determine potential expansion opportunities for partner offerings through the Digital Academy
- Explore possible soft skills offerings e.g., writing for a non-technical audience, conflict resolution, supporting decision-makers, etc.

# Focus Area 3: Grow Partnership Ambassadors



## GROW PARTNERSHIP AMBASSADORS

### Our goals

- **Strengthen governance structure to reflect clear accountability:** Facilitate efficient and effective decision-making, delivery, and coordination across all participants
- **Continue to build and bolster our Partnership:** Cultivate our shared sense of community, support, and collaboration in the knowledge that together we can be more effective
- **Increase operational effectiveness:** Strengthen members' sense of ownership and accountability for driving the Partnership initiatives forward

## How we will accomplish our goals

7

**Governance Review** – Examine the structure and expectations for the Partnership

- Confirm the right people are involved in the Partnership from each member organization
- Update the TOR to enhance governance and delivery across the Partnership
- Ensure project charters for initiatives include specific timelines, resourcing commitments, roles, and responsibilities
- Develop an onboarding process for new Partnership members

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**Awareness and Promotion** – Increase knowledge of the Partnership within each organization

- Ensure members champion the Partnership in their organizations by engaging with business units for input and support
- Promote the benefits and successes of the Partnership and celebrate our diversity
- Identify opportunities for the Partnership to present at members' strategic planning and senior management sessions

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**Culture of Leadership** – Maintain active ongoing participation across the Partnership

- Commit resources as required
- Pursue collaborative funding opportunities
- Seek member CAO endorsement of the Partnership and its strategic initiative through annual updates
- Provide clear reporting on progress and delivery for leadership and partner members
- Introduce quarterly Executive Board meetings, as well as joint meetings with the Coordinating Committee

# Focus Area 4: Pursue Cost Efficiencies



## PURSUE COST EFFICIENCIES

### Our goals

- **Pursue joint purchases:** Pool funding to reduce costs for data, training and technology purchases
- **Invest smarter:** Use our collective buying power to make smart investments in data and technology that deliver maximum impact across the Partnership and help achieve key business priorities
- **Improve the value of our data:** Provide access to high quality, frequently updated data purchases that deliver value to Partnership organizations

## How we will accomplish our goals

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**Existing Procurements** – Continue to collaborate on existing purchases:

- Continue partner-wide joint purchases that have illustrated strong cost efficiencies including: Orthophotography, LiDAR, Teranet
- Increase partner participation in the procurement process including RFP preparations, evaluations and data deliveries

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**New Opportunities** – Explore new software and data purchases that could be jointly procured:

- Investigate third-party data acquisition opportunities that support emerging business driven needs
- Explore software and technology solutions that accommodate joint purchasing
- Search for concept-specific training that offer bulk discounts and will improve partner learning opportunities

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**Emerging Considerations** – Stretch the concept of partnering past projects and procurements:

- Explore platform-as-a service possibilities
- Investigate a shared professional services model
- Evaluate feasibility based on defined criteria (security, cost efficiencies, ease of implementation, etc.)

# Four-Year Roadmap

**Note:** this roadmap will be reviewed and adjusted on an annual basis

Initiatives	2024	2025	2026	2027	Focus Area
Business-Driven Data Sharing	High degree of effort and focus		High degree of effort and focus		Expand Data Access and Sharing, Grow Partnership Ambassadors
NG9-1-1	High degree of effort and focus			Medium degree of effort and focus	Expand Data Access and Sharing, Build Skills and Capacity, Grow Partnership Ambassadors
Policies, Procedures & Best Practices	Medium degree of effort and focus	High degree of effort and focus	Medium degree of effort and focus		Expand Data Access and Sharing, Build Skills and Capacity
Experiential Learning	Medium degree of effort and focus				Build Skills and Capacity, Grow Partnership Ambassadors
Peer Support	Medium degree of effort and focus		High degree of effort and focus	Medium degree of effort and focus	Build Skills and Capacity, Grow Partnership Ambassadors
Formal Training	Medium degree of effort and focus	High degree of effort and focus	Medium degree of effort and focus		Build Skills and Capacity, Pursue Joint Purchases
Governance Review		High degree of effort and focus		Medium degree of effort and focus	Grow Partnership Ambassadors
Awareness and Promotion	Medium degree of effort and focus		High degree of effort and focus	Medium degree of effort and focus	Grow Partnership Ambassadors
Culture of Leadership	Medium degree of effort and focus				Build Skills and Capacity, Grow Partnership Ambassadors
New & Existing Procurements	High degree of effort and focus	Medium degree of effort and focus		High degree of effort and focus	Expand Data Access and Sharing, Pursue Joint Purchases
New Opportunities	Medium degree of effort and focus	Medium degree of effort and focus			Expand Data Access and Sharing, Pursue Joint Purchases
Emerging Considerations			Medium degree of effort and focus	Medium degree of effort and focus	Expand Data Access and Sharing, Build Skills and Capacity, Grow Partnership Ambassadors, Pursue Joint Purchases

 High degree of effort and focus

 Medium degree of effort and focus

 Expand Data Access and Sharing

 Build Skills and Capacity

 Grow Partnership Ambassadors

 Pursue Joint Purchases

# Critical Success Factors



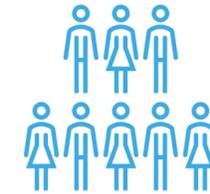
## Aspiration

Clear, agreed upon vision expressed in the Partnership's aspiration and goals is endorsed through ongoing communication and promotion



## Membership

Identified leaders and ambassadors bring expertise to the partnership, understand roles and responsibilities, and ensure the vision is achieved



## Resourcing

Committed funding, project leadership, and staff time from member organizations to deliver key initiatives with clear accountability



## Governance

Strong structure that facilitates efficient and effective decision-making, delivery, and coordination with members having sufficient authority to bind their organizations



## Collaboration

Shared desire to work together in support of the aspiration, seeking opportunities for data exchange, pooled funding, and joint projects



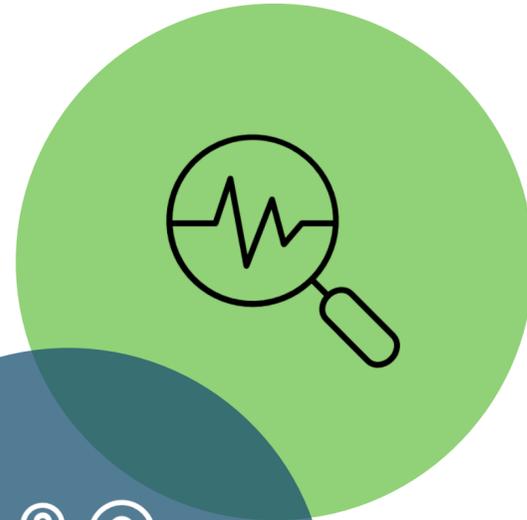
## Project Management

Milestone-driven approach to deliver initiatives, with defined outputs and monitored results to drive delivery and celebrate successes

# Aspiration Fulfillment

## Evidence-Based Decision Making

Our organizations regularly draw on the Partnership's shared data to make evidence-based decisions that improve residents' lives



## Share Knowledge and Best Practices

We share knowledge to enhance our collective digital and data skills to embrace rapidly-evolving advancements that help deliver key business priorities



## Sense of Community

We build a shared sense of community, support, and collaboration within the partnership in the knowledge that together we are more effective



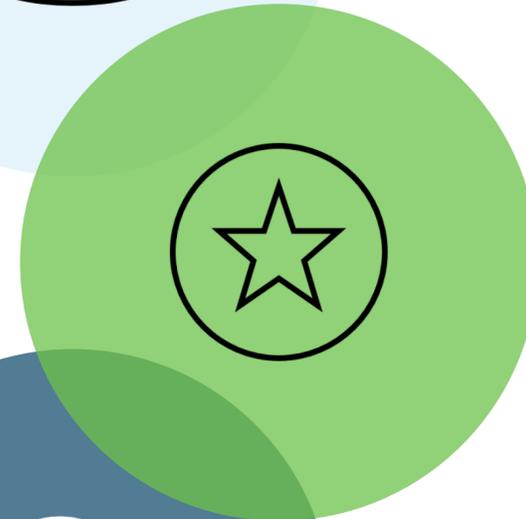
## Smart Investments in Data and Technology

We use our collective buying power to make smart investments in data and technology to deliver maximum impact across the group as a whole



## Partnership Ambassadors

We act as ambassadors for the Partnership, leveraging our positions in our organizations to raise awareness and drive the aspiration and goals forward



## Technological Advancements

We have the skills and capabilities that enable our organizations to respond to and take advantage of technological advancements





For more information contact [data@york.ca](mailto:data@york.ca)