



INFORMATION MANAGEMENT AND INFORMATION TECHNOLOGY STRATEGY

for the Government of Prince Edward Island



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INTRODUCTION

Putting Islanders at the heart of our decisions.

STRATEGIC DIRECTIONS OF GOVERNMENT FROM THE 2019 SPEECH FROM THE THRONE

Making Life Better for All People	Caring For Our People	Respecting & Listening to Our People
		
<ul style="list-style-type: none"> Making life more affordable Ensuring home ownership & housing affordability Strengthening our economy & increasing Job opportunities Preserving & protecting our natural environment Addressing climate change Deepening reconciliation with First Nations Championing our culture & heritage 	<ul style="list-style-type: none"> More proactive & efficient health care Accessible mental health supports Dignity & respect for aging Islanders Investing in future generations Encouraging lifelong learning & skills development Connecting our communities 	<ul style="list-style-type: none"> Strengthening trust & integrity in our political system Bringing accountability back to government Engaging Islanders in our collective future Making the Island Ideal a reality for all

The Government of Prince Edward Island is committed to building our population and communities, our economic growth, and progress for citizens. Prince Edward Island may be small, but we are big on ambition. Prince Edward Island shares a similar direction with other public sector jurisdictions in their efforts to deliver the best possible services to citizens. Our citizens expect access to the same services as those provided by larger jurisdictions. The province's size presents both opportunities and challenges for Government with respect to the management of resources, programs, and services. Being small is an advantage in that it is easier for us to come together to collaborate, plan, and strategize for the creation of a quality experience for citizens and service providers. One of our challenges is that we need to share limited resources and be selective and careful about our investments. Government has improved opportunities

for collaboration and cooperation inter-departmentally, but to achieve seamless service delivery to citizens, this must become a standard practice.

Information management and technology has a significant impact on the achievement of Government's strategic directions as outlined in the Speech from the Throne, as well as Government operations. Government's strategic directions rely on quality data and information, digital platforms, and technology infrastructure. Electronic tools assist government to collaborate, communicate, educate, and engage with communities, learning institutions, businesses, and individuals. Modernized provincial infrastructure, such as high-speed internet, enables citizens, entrepreneurs, businesses, and communities to access information and services. Data and information drives evidence-informed decisions throughout

government. The commitment to open and transparent government involves providing better public access to data while ensuring citizen data is secured and protected.

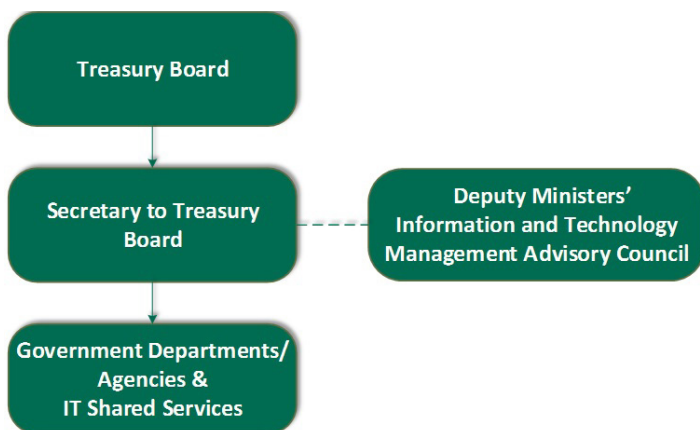
The Province is investing capital funds in the areas of education, health, transportation, and communications technology. A portion of these funds will be committed to the use and implementation of information technology. For the 2018/19 fiscal year, government has committed approximately 7.0% of its capital budget and 1.7% of its consolidated operational budget on information technology. As technology advances, we need to keep up with the expectations of the public; however, we must be keenly aware that we invest taxpayers' money strategically and that we are being fiscally responsible and living within our means.

Governance

Secretary to Treasury Board

In November 2017, Government updated Treasury Board policy regarding the planning and management of information technology in government. Treasury Board Policy and Procedures Section 16 outlines Government's policy on the authority, responsibility and accountability of information technology.

The Secretary to Treasury Board is responsible for the governance and administration of information technology within the Government of Prince Edward Island. The Secretary maintains the strategic direction of information technology, ensures information technology is consistent with the strategic directions of Government, and monitors the alignment of information technology strategies to the business objectives of the Province of Prince Edward Island.



Deputy Ministers' Information and Technology Management Advisory Council (DMITMAC)

DMITMAC is responsible for providing leadership in the strategic use of information and technology across the Government of Prince Edward Island, including the operation and evolution of the government's website. DMITMAC provides deputy ministers a forum to influence information and technology policy, planning, strategy and investment for Government. The Treasury Board Secretariat, through the DMITMAC, has direct access to executive-level advice and expertise on issues ranging from information technology investments, risk management, and protection of information. Membership of DMITMAC includes the Clerk of Executive Council, the Secretary to Treasury Board, and deputy ministers from various departments. The Secretary to Treasury Board chairs DMITMAC with the support of the Chief Operating Officer of Information Technology Shared Services who acts as secretary to DMITMAC.

Government Departments/ Agencies and Information Technology Shared Services

Government departments/agencies and Information Technology Shared Services work collaboratively on the delivery and use of information management and information technology resources within government.

Purpose of the Strategy

Government acknowledges the value of an enterprise-wide strategy for information management and information technology. This strategy covers the next two fiscal periods up to the year 2021. This time frame allows foundational building blocks to be established while we evolve a more comprehensive longer-term strategic plan. This planning will position Government to take advantage of future technological changes and enhance information management and technology for the delivery of services to Islanders.

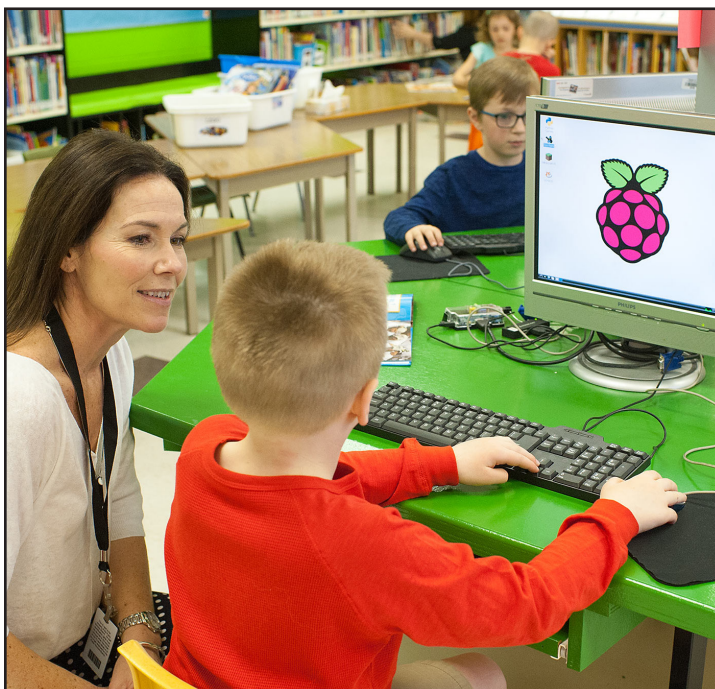
An information management plan is about managing data and an information technology plan is about managing technology. The Government of Prince Edward Island's approach to information management and information technology planning is to

combine them both into one strategy. The information management components deal with how government protects and secures the privacy of information, defines how government transforms data through analytics for decision-making, and addresses how open data is made available to citizens and businesses. Information technology planning focuses on initiatives like modernization of government's technology infrastructure and the delivery of digital services.

The Information Management and Information Technology Strategy for the Government of Prince Edward Island encompasses a government-wide approach. It sets direction for the entire government, while providing context for departments to incorporate information management and technology

components within their departmental business plans. All future departmental strategies and initiatives should be consistent with the strategy and government will invest in initiatives that adhere to the strategic themes described in the strategy.

This strategy applies to core government departments. Other entities, such as Health PEI, the Public Schools Branch, and La Commission scolaire de langue française as outlined in the *Financial Administration Act* and that receive their funding from Treasury Board, should strive to be consistent with the spirit and intent of this strategy and align their information management and technology plans to this strategy.



Guiding Principles

DMITMAC has endorsed foundational guiding principles for all new information management and information technology initiatives to be developed and implemented within government. Each department should integrate information management and technology into business processes and strive to incorporate these principles as often as possible.

Citizen-Centric is a Driving Factor

We will adopt a citizen-centric perspective that will focus on the needs, perspectives, and satisfaction of citizens and businesses when designing and delivering services. Citizen-centric focuses on government from the “outside in” and the citizens drive how we deliver services through multiple channels. Potential considerations may include literacy levels, geographic location, French language, age groups, computer skills, accessibility, to name a few.

Digital-by-Design is a Key Approach

We will strive to incorporate digital-by-design to ensure all existing and future services can also be available online where and when people want to use them (24/7). We will seek opportunities to reduce manual, paper-based processes to help improve the efficiency of our internal processes.

Information is a Critical Resource

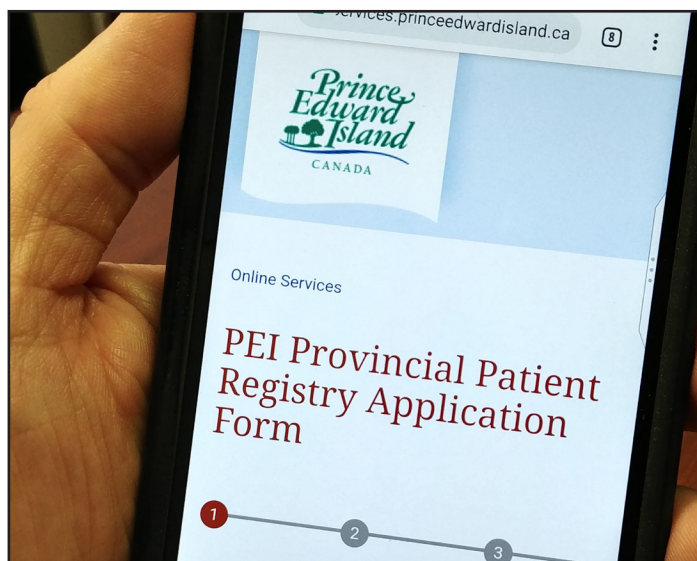
We believe information is a critical resource requiring the same level of attention and commitment as human and financial resources. All sensitive government information and systems are to be secured and protected from unauthorized access, use, disclosure, removal, modification, loss, and/or interruption. Information and data that can be freely shared should be made available and open to the public.

Technology Contributes to Success

We believe information and technology contributes to organizational success and enables change when effectively applied to business processes. The infrastructure must be adaptable to the complex and diverse business activities of government, responsive to changing business conditions and advances in technology, and must operate in a timely and effective manner.

A Shared Approach is Essential

We believe a shared approach, which consolidates and/or integrates the planning, implementation, and support of information management and technology initiatives will enhance our ability to achieve the best possible results with the available resources and within budget constraints.



Departmental Drivers

There are common business drivers across departments that speak to the need for the development of an information management and technology strategy for the Government of Prince Edward Island. These drivers emerged from the strategies and plans departments have developed to support Government's direction as outlined in the 2017 Speech from the Throne.

Increasingly, departments are turning to innovation and systems modernization to help improve business processes within budgetary constraints. Government's information and technology systems must adapt and evolve to meet new needs from departments.

Departments want to develop better ways to deliver services that citizens want, need, and can access with ease. Citizens and businesses should not have to navigate government or its administrative structures to access services. We are looking to provide services that are more efficient and more easily available to citizens through multiple channels, including online.

Government relies on information to make informed decisions and to report to the citizens of Prince Edward Island. Departments identified the need for an enterprise-approach to manage the

collection and use of data to ensure its quality, reduce barriers for data sharing, and to incorporate the use of tools for analysis and reporting.

Government is engaging and collaborating with organizations, partners, citizens, businesses, and the world. Multiple communication channels are necessary to educate, promote, market, and share information, internally and externally.

Government is committed to being open and transparent, providing citizens and businesses access to government-held data. Government is equally committed to the security and protection of sensitive data. It is important to ensure that only the appropriate people have access to the relevant data as required by their job duties.

Technology itself may be seen as the easy part; however, the coordination and implementation of systems can be challenging. Success begins with planning to set the direction for a cohesive information management and technology approach across government.



Strategic Themes

Five strategic themes guide this information management and information technology strategy. These themes evolved from Government's strategic directions, DMITMAC guiding principles, and the collective business drivers identified through departmental plans.

Strategic Theme #1: Digital Government

We are striving to be a digital government

Advances in digital technology provide an opportunity for the Government of Prince Edward Island to improve the way it delivers services to citizens and businesses. Digital trends improve public sector customer service quality¹. A digital-by-design approach will ensure that government services leverage online platforms and self-serve technology, and will transform the manner in which citizens and businesses interact with government. Keeping citizens' needs first and foremost during the development and implementation of programs and services is key to ensuring services are provided in a simple, modern, and effective ways that are optimized for digital and available anytime, anywhere and from any device².

Today, a citizen who wants to renew their motor vehicle registration may choose to visit a local Access PEI location during business hours and a customer service representative will process their renewal, accept their payment, and provide their new registration in person. As an alternative, a citizen may want to renew their vehicle registration outside of regular office hours from home, or even the coffee shop, by using the online, self-serve, renewal service and have their new registration mailed to their home address. Government is currently building more digital capabilities to allow citizens and businesses to access more services at their convenience. Departments will be required to incorporate digital-by-design in the planning of programs and services to allow for more anytime, anywhere access.

¹ William D. Eggers and Joel Bellman. 2015. The Journey to Government's Digital Transformation. Deloitte Insights. <https://www2.deloitte.com/insights/us/en/topics/digital-transformation/digital-transformation-in-government.html?id=gx:2el:3dc:dup1081:eng:fed>.

² Government of Canada Strategic Plan for Information Management and Information Technology 2017-2021.

Strategic Theme #2: Innovation and Modernization

We are innovating and modernizing within government

Innovating and modernizing the provincial technology infrastructure ensures that the public service has the tools it needs to support communities and economic development across the Island.

Government will continue to innovate using new and emerging technologies and trends that create efficiencies and better delivery of services. The Government of Prince Edward Island will continue to update and maintain application and technology infrastructure

resources to adapt to the complex and diverse business activities of government.

New technologies allow civil servants to perform their job duties at the hospital bedside, in the field, at clients' homes, and on the road where they are delivering service directly for citizens, instead of being restricted to the office to access systems and data.

Strategic Theme #3: Data and Information

We view data and information as assets to be protected and appropriately leveraged by government

Information is a critical resource influencing all of the strategic directions of Government. Departments must increase their compliance with records management practices for retention and disposal of electronic information created by government and ensure sufficient capacity is available for storage. Government will maintain applications, infrastructure, tools, and practices that enable departments to access and analyze data. Given that data is one of government's most significant assets, many stakeholders will benefit through timely and efficient access. Within legislative boundaries, data sharing between departments and jurisdictional partners will support

evidence-informed decisions, and enable government to report to the public. Government is committed to open data and providing a platform where data sets are freely shared.

Much of the information provided by government is typically generated and distributed by experts or officials, and may be in formats that are not easily usable by the public. As government takes steps to increase transparency and openness, additional data will be published online in formats that allow anyone to analyze it and generate their own information.

Strategic Theme #4: Security and Protection of Privacy

We value security and protection of privacy

Security and protection of privacy is a fundamental priority for the Government of Prince Edward Island. Citizens have high expectations about the safety and security of their data and efforts to protect against cyber threats are top priority. Government will continue to maintain and implement tools and practices that safeguard data assets and technology systems.

Today, citizens entrust their electronic information to organizations more and more for purposes like banking, shopping, social media, and government services. Increased use of these options increases the risks of cyber-attacks and identity theft. Government uses multiple approaches to protect citizen data housed by government including education and the implementation of security measures.

Strategic Theme #5: Engaged Governance

We require an engaged governance for information management and technology

Information technology governance is about establishing processes to ensure the effective and efficient use of information technology and the effective evaluation, selection, prioritization, and funding of competing IT investments. Governance is also about setting up structures for accountability to ensure service delivery occurs in the most effective manner. By taking a coordinated approach to governance, business strategies and objectives will make the best use of information and technology initiatives. Government will ensure that its information and technology investments benefit from economies of scale, demonstrate value, and are sustainable.

Over the years, as government implemented computer systems, systems were often contained to a single department and the data collected and used was isolated to that department alone. This approach resulted in the duplication of data and restricted sharing with other departments providing service to the same citizen. Citizens may be providing the same information to government each time they access a service. Putting better decision-making around technology investments at an enterprise-wide level means we will reduce duplication, increase system integration and data sharing, and make better corporate investments and improve client satisfaction.

Strategic Objectives

This strategy identifies a number of objectives that will support the strategic directions of government. Based on strategies and plans developed by the departments, each objective is consistent with one or more of the five overarching themes in this strategy, and supports government’s overall direction.

For a complete list of the objectives, and how they align with our five strategic themes, refer to the Strategic Objectives on the following page.

Measuring Our Success

Our strategic objectives list will also serve as a measure of our achievements over the next two years. The success of this strategy will require involvement from all departments within government. The strategy will be considered successful if departments are engaged and taking concrete steps toward implementing initiatives that are consistent with, and contribute to, our strategic objectives. As we approach the second year of this plan, we will assess the strategic objectives to determine whether they are “Completed”, “In Progress” or “Not Started”.



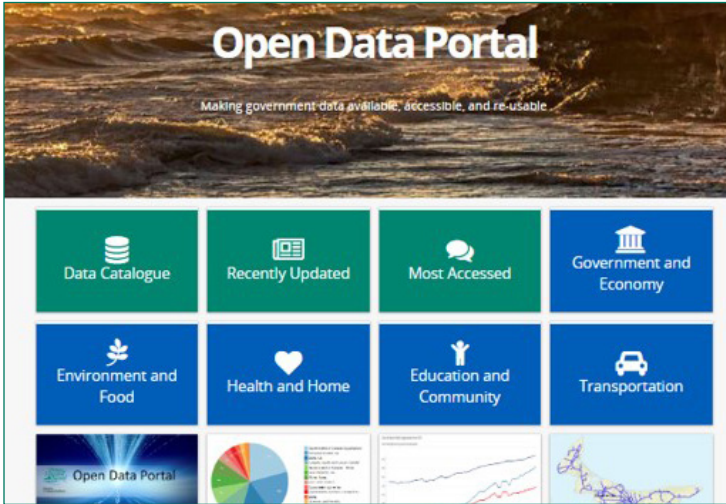
GIS drone used in agriculture



Use of Social Media



Technology Infrastructure



Open Data Portal

Putting Islanders at the heart of our decisions

Guiding Principles

*Citizen-Centric is a Driving Factor • Digital-By-Design is a Key Approach
Information is a Critical Resource • Technology Contributes to Success
A Shared Approach is Essential*

Digital Government

Innovation and
Modernization

Data and
Information

Security and
Protection of Privacy

Engaged Governance

#	Strategic Objectives	Strategic Themes				
1	Ensure departmental plans identify how information management and technology are used to achieve our objectives	•	•	•	•	•
2	Define shared relationships and responsibilities for information management and information technology	•	•	•	•	•
3	Ensure initiatives requiring Treasury Board approval follow the prioritization process and governance framework	•	•	•	•	•
4	Ensure all shared systems have an active operational guidance committee to prioritize work consistent with this strategy	•	•	•	•	•
5	Seek to integrate and consolidate government systems to share technology	•	•	•	•	•
6	Actively leverage trade agreements, focusing on the Atlantic Procurement Agreement, and partner with jurisdictions to achieve economies of scale	•	•	•	•	•
7	Explore new technologies and monitor future trends with industry experts	•	•	•	•	•
8	Ensure Privacy Impact Assessments and Threat Risk Assessments are used when systems are implemented or modified	•	•	•	•	•
9	Establish the foundation toward a common digital identity management approach	•	•	•	•	•
10	Implement a business intelligence strategy to improve access to quality data and tools for data analysis	•	•	•	•	•
11	Support staff development with new technologies and explore new methods for training, like e-learning options	•	•	•	•	
12	Increase compliance of records information management practices including electronic document management	•	•	•	•	•
13	Increase transparency and accountability by providing information and open data to citizens	•		•	•	
14	Improve the collection and sharing of information between partners as appropriate	•	•	•	•	
15	Continue to implement strategies and tools to secure systems, classify data, and protect information		•		•	•
16	Increase use of online services, websites, and social media to communicate and collaborate with partners	•	•	•		
17	Expand access to high-speed internet services across PEI for citizens, communities, and business	•	•			
18	Implement and modernize systems to enhance the delivery of our programs and services	•	•			
19	Expand mobile communication technologies to give us more flexibility in our work with citizens and businesses	•	•			
20	Consult with citizens and businesses as civil servants redesign processes to incorporate digital-by-design	•	•			
21	Increase our data analytic capabilities in support of evidence-informed decisions, policies, and practices			•	•	

