



# Client Case Study

## CASE STUDY 1

## Digital Strategy & Roadmap for Halifax Water

<b>Client Details</b>	<p><b>Halifax Water</b> 450 Cowie Hill Road, P.O. Box 8388 RP0 CSC Halifax, NS B3K 5M1</p> <p><b>Contact Information.</b> Contact Name: Dayalan Pillay Contact Phone: 902.266.8776</p>
<b>Project Details</b>	<p><b>Problem.</b> Halifax Water, Nova Scotia's municipal water, wastewater and stormwater utility that services all residents of the Halifax Regional Municipality. Halifax Water is a highly mature organization, with over four hundred (400) employees. Like other major utilities experiencing massive disruption in the industry, Halifax Water was experiencing rapidly increasing advances in technology, changes in the organization and customer's digital expectations, which reinforced the critical need to review the current IT direction and ensure it is aligned with the organization's strategic and tactical plans. Halifax Water required a new digital strategy that ensured that IT investments met the future needs of the business, supporting the efficient and safe delivery of world class end-to-end service in all its lines of business.</p> <p><b>Solution.</b> Mariner was engaged to develop a five-year IT Strategic Plan, providing Halifax Water with a comprehensive strategy and roadmap to support the effective digital transformation of its organization. The plan identified key initiatives that Halifax Water should pursue over the following five-year period, which would inform governance, investment, planning, procurement, implementation, and operational activities. To develop the plan Mariner leveraged a proven methodology and a comprehensive structured approach to strategic plan development. This included: assessment, strategic visioning, architecture, and planning.</p> <ul style="list-style-type: none"><li>&gt; <b>Assessment:</b> Mariner began the process by assessing the current state of both the technology and technology management environment. It also sought to develop a strong understanding of the broader business objectives, strategies and priority business capability requirements. This was done through consultations, along with a review of a variety of documentation and other information necessary to develop a complete understanding of the technical and associated business environments.</li></ul>

- > **Strategic Visioning:** Mariner worked with Halifax Water to identify the critical drivers that would ultimately shape the formation of the IT Strategic Plan. Mariner worked to characterize a vision for the technology environment and the future management of IT aligned to the organization's operational aspirations over the next five years.
- > **Architecture:** Using the vision summary, Mariner modelled a Reference Architecture that reflected the end state business capability, application, data, and technology architecture. This Reference Architecture was then used as a representation of a long-term view of what would eventually be achieved over the coming five years.
- > **Planning:** Mariner then developed a recommended sequence of investments required to deliver on the agreed upon business outcomes and Reference Architecture. The sequenced view of investments included information on proposed projects and associated dependencies, business milestones, and other timing considerations.

**Results/Outcome.**

Mariner delivered a comprehensive, five (5) year IT Strategy which included current state assessment, project review, industry scan, the priority operational capabilities required, IT roadmap, IT matrix, project recommendation, project roadmap, and budget. In addition to the strategic plan, Mariner outlined a set of recommendations Mariner identified opportunities for targeted organizational changes, increased governance, and continued growth of specialized skills in order to support increased activity, complexity, and integration requirements, which are expected over time. These recommendations, the strategic plan and budget were presented to URB with no major modifications and full buy-in of both the Board and Halifax Water Executive. Further, many recommendations have been implemented and others currently scheduled and are presently underway as Halifax Water is in year three (3) of five (5). The strategic plan is publicly available, on the Halifax Water website.

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