Transforming City Services & Experiences

IT Strategy for the City

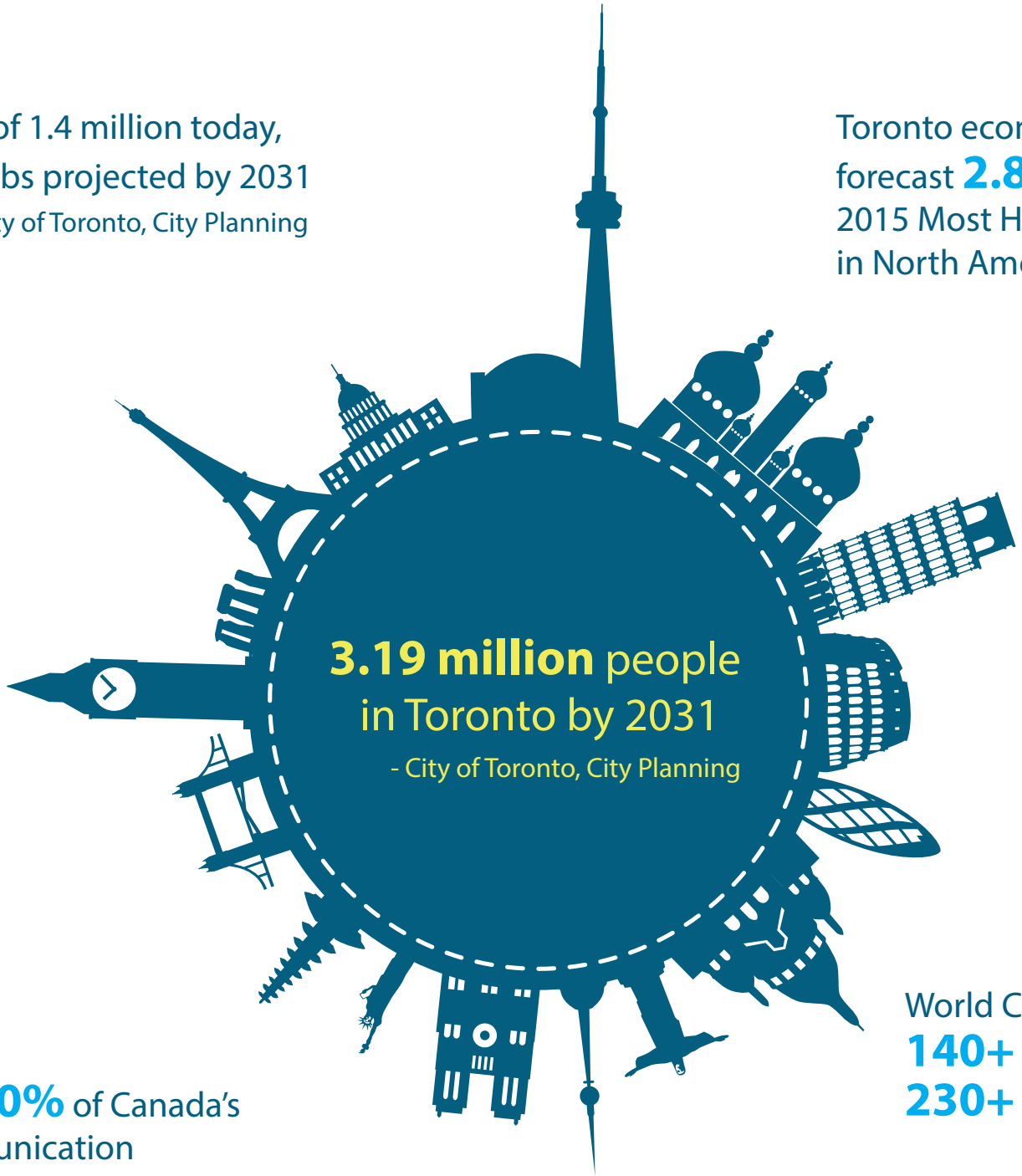
Rob Meikle, Chief Information Officer

TORONTO

Cities today are dense networks of interchanging investment, information, goods and people as well as centres of innovation and knowledge management
- PwC
Cities are driving the global economy; they are the junction boxes of economic, political and cultural exchange
- globalcities.eu
World's
1
Intelligent Community of the Year
2014

Toronto workforce of 1.4 million today,
1.66 million jobs projected by 2031
- City of Toronto, City Planning

Toronto economic growth
forecast **2.8%** 2014, **2.9%**
2015 Most High Rise Construction
in North America
- City of Toronto



Toronto employs **30%** of Canada's
Information Communication
Technology Workforce
- Toronto Workforce Innovation Group

World Class Diversity & Talent
140+ languages
230+ ethnic origins
- City of Toronto, 2011
National Household
Survey Statistics Canada

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Trends

Mobility

Globally by 2015,
more than 50%
of citizen interactions with government will take place via a smartphone or tablet

– Gartner

Social

14 million Canadians check their Facebook newsfeed every single day

- MacLean's

Cloud

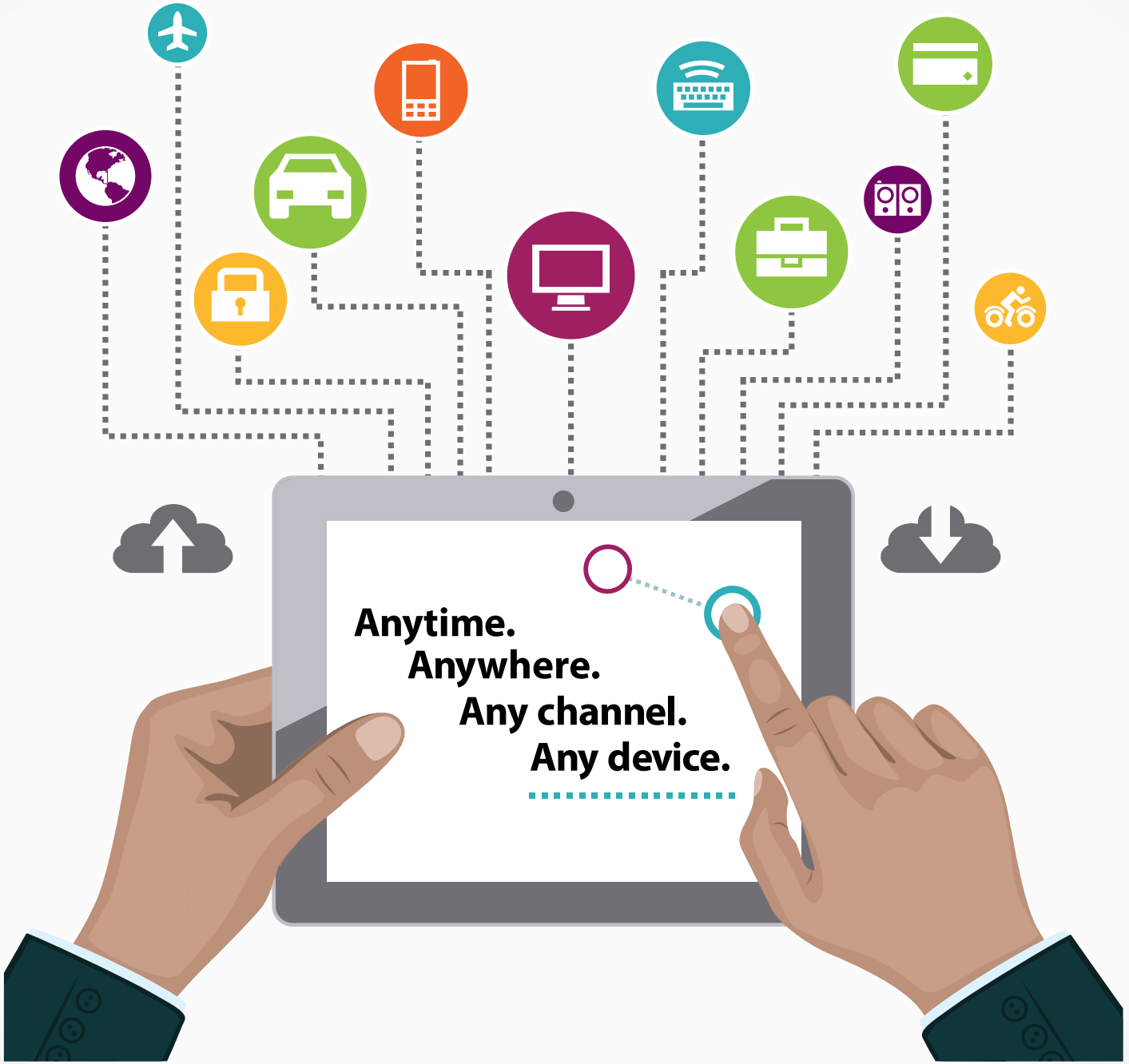
70% of organizations in the world are either using or investigating cloud computing solutions

– Microsoft

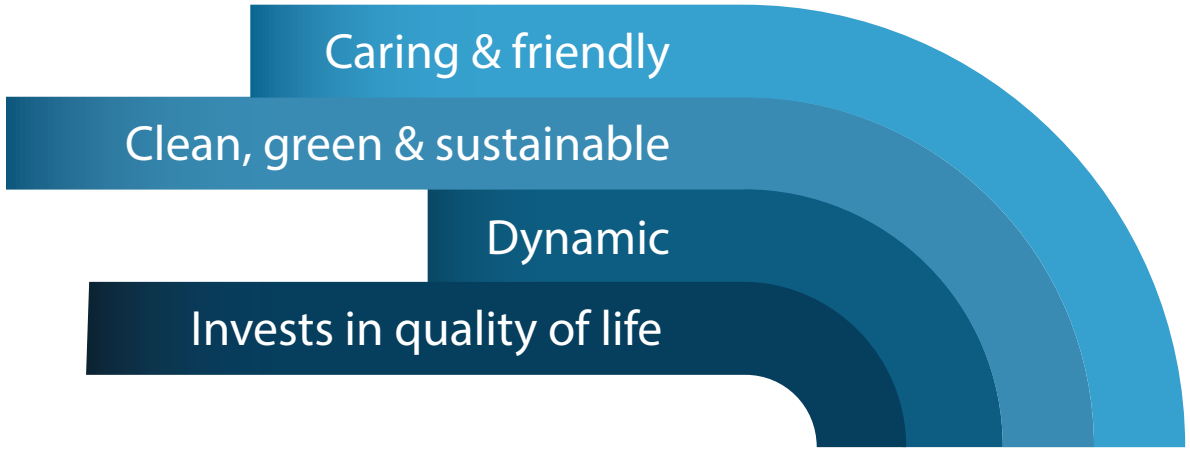
Big Data

The world's digital content will **double every two years** from now until 2020

– IDC Government Insights


Anytime.
Anywhere.
Any channel.
Any device.

City's Strategic Plan



COUNCIL'S VISION

STRATEGIC THEMES

As adopted by Council on October 8, 2013.

City's Strategic Actions

(2014 – 2018)

Social Development

- Support Affordable Housing
- Strengthen Neighbourhoods
- Enhance the City's Quality of Life
- Advance Toronto's Motto 'Diversity our Strength'
- Improve Emergency Response and Prevention

City Building

- Implement Smart Urban Growth Strategies
- Invest in Culture
- Develop a Long-term Transportation Plan and Policies

Good Governance

- Open Government by Design
- Engage the Public
- Strengthen Public Service Governance
- Strengthen Intergovernmental Relationships
- Enhance the City's Capacity to Serve Toronto's Diversity
- Develop and Implement a Workforce Plan
- Improve Customer Service
- Enhance Performance Measurement
- Improve Organizational Excellence
- Implement Shared Services

Economic Vitality

- Increase Employment Opportunities
- Accelerate Economic Growth

Fiscal Sustainability

- Update the Long-term Fiscal Plan
- Improve Service and Financial Planning
- Ensure State of Good Repair for Infrastructure
- Finance the City's Growth

Environmental Sustainability

- Support Environmental Sustainability
- Develop a Long-term Solid Waste Management Strategy

As adopted by Council on October 8, 2013.

"An innovative City that lives, works & plays"

“Citizens, Businesses & Visitors expect Simple, Easy, Integrated Accessible Service Offerings”

City’s Strategic Themes

eCity

“Your local government anytime, anywhere”

strategic goals

objectives

improve **access to government services**	improve **decision making support**	improve **workforce capabilities**	improve **business processes**
• improve **channel choices** • improve **channel usability**	• improve **information quality** • improve **analytical capability**	• improve **learning opportunities** • increase **use of IT to accomplish work**	• increase **use of common business systems** • simplifying **info sharing** • increase **process automation** • increase **process integration**

Integrated Solutions

IT Portfolio Integrated Plan

improve **access to government services**

improve **decision making support**

improve **workforce capabilities**

improve **business processes**

Key Programs

- Online Service Delivery
- Integrated Service & Financial Planning
- Social Networking & Collaboration
- Enterprise Asset Management
- Open Government
- Employee Enablement & Productivity
- Information Management & Business Intelligence
- Procurement & Supply Chain Transformation

Technology Foundation

Reliability, Resiliency & Business Continuity

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Key Programs

Online Service Delivery
- MyToronto
- Channel Assessment
- Web Revitalization (Mobile Friendly)

Integrated Service & Financial Planning
- Enterprise Performance Management
- Time, Attendance & Payroll

Social Networking & Collaboration
- Enterprise Collaboration Platform
- Social Media Strategy

Enterprise Asset Management
- Lifecycle Asset Management
- Enterprise Work Order Management
- Project Management

Open Government
- Open Data
- Civic Engagement

Employee Enablement & Productivity
- Enterprise eLearning
- Workforce Technology Device Roadmap
- Mobile Workforce

Information Management & Business Intelligence
- Information Management Strategy
- Enterprise Document & Record Management

Procurement & Supply Chain Transformation
- Procurement & Supply Chain Strategy
- eProcurement

Technology Foundation
- Email Modernization
- Mobile App Development Platform
- Common Payment
- Data Centre Optimization
- State of Good Repair
- Wireless Network (WiFi)

Online Service Delivery Program

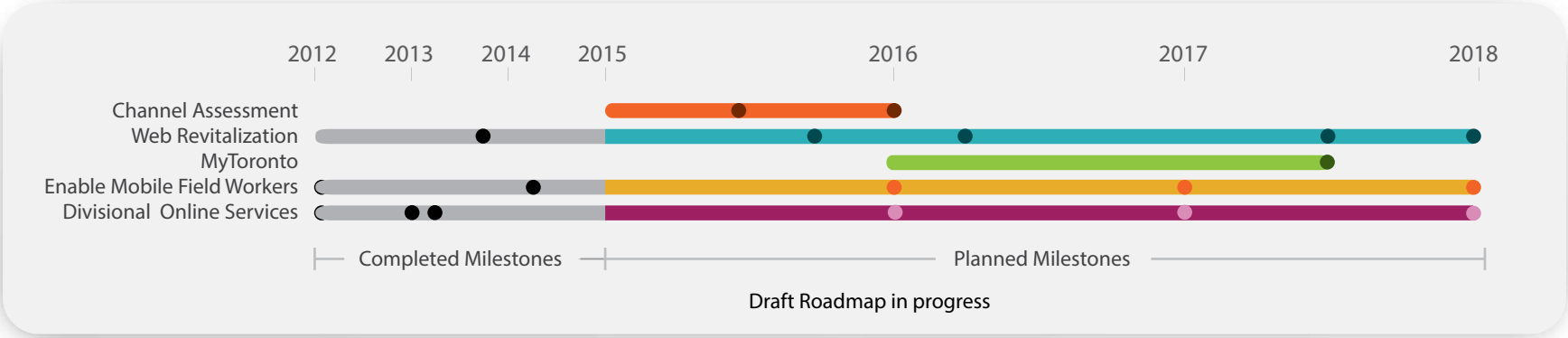
Sample Program Roadmap

Program Overview

To provide residents, businesses, visitors, and partners of the City the channel of choice to obtain personalized and integrated information and services.

Goal Outcome

- Increased customer satisfaction with government services
- More engaged public with government
- Increased convenience to acquire/consume information and services



Dependencies

- Public Security Management
- Back-end System Integration Readiness
- Public Web Site Portal

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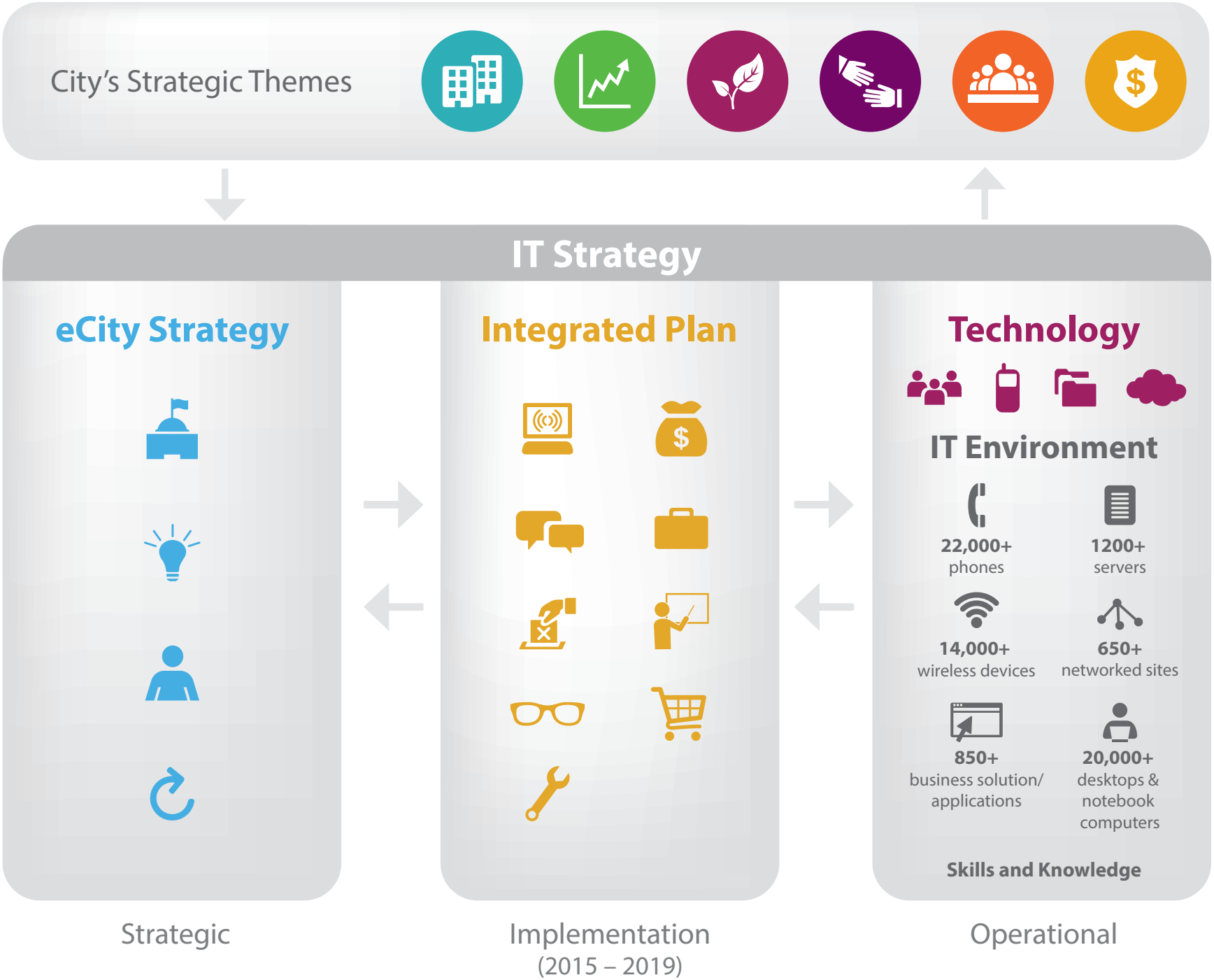
Strategic Alignment



"An innovative City that lives, works & plays"

Strategic Alignment

IT Governance Model

Business Executive

Ensure a balanced portfolio of IT investments and overall value achieved

KPI: Measure percent of IT projects completed on plan

eCity Steering

Steer technology-enabled business transformation

KPI: Measure progress made towards eCity goals & objectives

Strategy & Portfolio Review

Ensure portfolio is coordinated, aligned & key risks mitigated

KPI: Measure progress towards achieving IT Portfolio Integrated Plan

Project Delivery

Ensure standards and proper project governance in place

KPI: Measure project compliance with standards

KPI - Key Performance Indicator

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STRATEGIES

provide **focus** & **direction**

Council's Strategy, eCity Strategy

"Driven value-added City outcomes"

PORTFOLIO

is for **execution & management**

IT Portfolio Integrated Plan, Project Management

"IT Strategic Roadmap"

GOVERNANCE

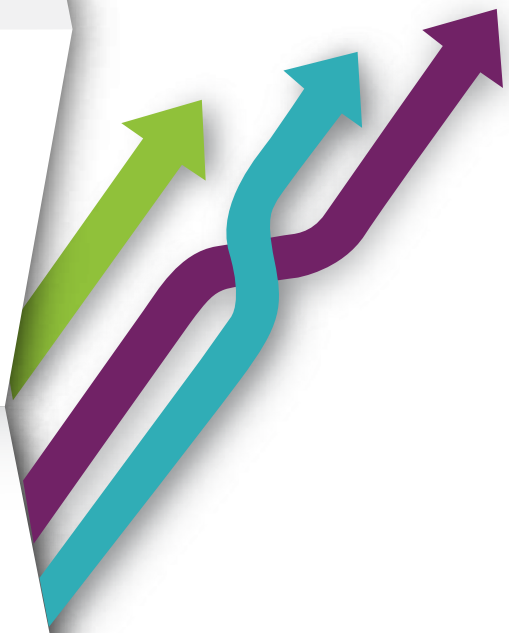
provides **discipline & decisions**

Structure, Committees, Process, Accountability

"Clearly defined performance measures"

Moving Forward

Transforming City Services & Experiences



Strategic focus

- Simplified and easy access to City services and information
- Integrated service offerings
- Information Communication Technology industry leadership position

Integrated Solutions Delivery

- Customer centric focus
- Enhance core City business capabilities
- Improved responsiveness, effectiveness and efficiency

Understand & Embrace Transformation Shift

- More competitive, vibrant and sustainable City
- Realizing City goals and objectives
- Transparent and engaged government

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Photo: Paško Tomić