



March 5, 2014

Deputy Mayor Kelly
Members of the Executive Committee

Dear Deputy Mayor Kelly and Members of the Executive Committee:

Re: Strategy for Information Technology to Transform and Support Effective Service Delivery

The City of Toronto has been named a finalist for the global Top 7 Intelligent Communities as a leader for Smart Cities. The Top7 represent models of economic and social transformation in the 21st Century. They are charting new paths to lasting prosperity for their citizens, businesses and institutions. The City of Toronto needs to continue to drive forward in a global leadership position.

At the same time, with the proliferation and adoption of technology, the City needs to continue exploring opportunities to enhance and innovate the customer service experience, improve access to government services, drive operational efficiencies and improve workforce productivity. This could include leveraging technologies in transforming service delivery, making services more responsive and timely for the public and businesses, shortening service cycles through effective internal systems, lowering costs for service delivery by using cost-effective electronic service channels, improving employee productivity through the use of new tools, and expanding integration across City Programs and Services to focus on a seamless service delivery experience and internal efficiencies.

Toronto has demonstrated innovative leadership leveraging technology through game changing solutions such as the City Services Benefits Card, an award winning solution being modeled on by others. We need to continue to ensure we foster the development of innovative approaches and solutions to meet the needs of this great city.

In order to ensure that the City achieves strategic value from the use of IT and that we are effectively delivering City Programs and Services, we need a holistic and integrated Information and Communication Technology (ICT) strategy. An integrated ICT strategy will position the City to adopt and leverage new technologies, to enhance the effectiveness of service delivery, and to demonstrate transformational leadership for the City, driving effective investments, and ultimately underpinning the delivery of value for citizens and businesses.

In Toronto, we have a tremendous opportunity through the Information and Communications Technology (ICT) sector to help the City drive towards realizing our economic, social and environmental goals. We need to seize opportunities to stimulate economic growth in the ICT sector of Toronto by leading by example as an innovative and strategic organization that is leveraging technology to be a global leader in municipal service excellence.

Moving ahead our collective success will be realized through partnership and strong leadership. We need to be comprehensive in our approach, looking to encompass all intra-City sectors and encourage collaboration. We need to be future looking, with flexibility to meet and accommodate evolving City wide needs.

RECOMMENDATIONS:

- 1. Request that the City Manager and Chief Information Officer prepare a report for the July 2014 Executive Committee outlining an Information Technology Strategy for the City and how it will transform and support effective service delivery for City Programs and Services, including an overview of key strategic initiatives underpinning the strategy, and the supporting IT governance model.**

Please do not hesitate to contact me to further discuss this strategy.

Yours truly,



Michael Thompson
Chair, Economic Development and Culture Committee
Vice-Chair, Toronto Police Services Board
Councillor, Scarborough Centre
Ward 37

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