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

14 million Canadians check their Facebook newsfeed every single day – MacLean’s

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

The world’s digital content will double every two years from now until 2020 – IDC Government Insights
City’s Strategic Plan

COUNCIL’S VISION

Caring & friendly
Clean, green & sustainable
Dynamic
Invests in quality of life

STRATEGIC THEMES

City Building
Economic Vitality
Environmental Sustainability
Social Development
Good Governance
Fiscal Sustainability

As adopted by Council on October 8, 2013.
City’s Strategic Actions (2014 – 2018)

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

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

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

Economic Vitality
- Increase Employment Opportunities
- Accelerate Economic Growth

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

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

As adopted by Council on October 8, 2013.
“An innovative City that lives, works & plays”

Quality of life

Economic
- Employment
- City Planning
- Business & Tourism
- Digital Infrastructure

Social
- Social Well-being
- Safety & Health
- Recreation & Culture

Environmental
- Good Governance
- Energy & Water
- Transportation
- Building

Social Well-being

Safety & Health

Recreation & Culture

Energy & Water

Transportation

Building

Digital Infrastructure

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

City’s Strategic Themes

- Improve access to government services
  - Improve channel choices
  - Improve channel usability
- Improve decision making support
  - Improve information quality
  - Improve analytical capability
- Improve workforce capabilities
  - Improve learning opportunities
  - Increase use of IT to accomplish work
- Improve business processes
  - Increase use of common business systems
  - Simplifying info sharing
  - Increase process automation
  - Increase process integration

Integrated Solutions

“Your local government anytime, anywhere”
IT Portfolio Integrated Plan

- improve access to government services
- improve decision making support
- improve workforce capabilities
- improve business processes

Key Programs

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

Technology Foundation
Reliability, Resiliency & Business Continuity
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
Strategic Alignment

City’s Strategic Themes

IT Strategy

eCity Strategy

Integrated Plan

Technology

IT Environment

22,000+ phones
1200+ servers
14,000+ wireless devices
650+ networked sites
850+ business solution/applications
20,000+ desktops & notebook computers

Skills and Knowledge

Strategic


Operational
“An innovative City that lives, works & plays”

Strategic Alignment

City’s Strategic Themes

IT Strategy

eCity Strategy

Integrated Plan

Technology

IT Environment

- 22,000+ phones
- 1200+ servers
- 14,000+ wireless devices
- 650+ networked sites
- 450+ business solution/applications
- 20,000+ desktops & notebook computers

Skills and Knowledge

Strategic


Operational
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
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

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
“An innovative City that lives, works & plays”