

TO:	CHAIR AND MEMBERS FINANCE AND ADMINISTRATION COMMITTEE MEETING ON MONDAY, JANUARY 16, 2012
FROM:	JOSEPH EDWARD CHIEF TECHNOLOGY OFFICER TECHNOLOGY SERVICES DIVISION
SUBJECT:	CITY OF LONDON INFORMATION TECHNOLOGY STRATEGY

RECOMMENDATION

That, on the recommendation of the Chief Technology Officer, with the concurrence of the City Manager, the City of London Information Technology Strategy **BE RECEIVED** for information.

PREVIOUS REPORTS PERTINENT TO THIS MATTER
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Item 4 –Finance and Administration Committee – March 30, 2011
Item 2(c,d) –Audit Committee – December 7, 2011

BACKGROUND

Information Technology (IT) is moving away from the traditional back office support tool and is being used as a strategic asset to transform organizations, societies, countries and governments. In cases where organizations have leveraged IT as a strategic asset, they have realized substantial benefits in efficiency, effectiveness and have provided high quality of life to their citizens.

The City of London faces both unprecedented opportunities and significant challenges:

- Current economic conditions
- Increasingly high citizen expectations to receive high value services for their investment
- Increasing demand for transparency and openness in government

Organizations and governments facing similar opportunities and challenges are turning their attention to the potential and strategic nature of IT. When faced with challenges, progressive organizations are strategically investing more in IT rather than reducing investment, with the view of obtaining long term benefits. To achieve the full value of IT investment, organizations must shift their mindset and begin to think about IT differently. They must use IT as a strategic asset rather than a mere back office tool. Use of IT as a strategic asset requires vision, support from leadership, strategic alignment between IT Strategy and Corporate Strategy and strategic direction. In other words investing in IT needs a well thought out strategy, as we do with other critical assets such as finance.

For these reasons, Technology Services Division (TSD) is very pleased to present to Council the **City of London Information Technology Strategy** which we have been working on for several months. This IT strategy was developed taking into consideration several factors including but not limited to the following:

- The strategic and transformative nature of IT,
- The low level of technology leveraging that exists within the Corporation,
- The outdated business processes and service delivery mechanisms,
- The City of London Strategic plan and business plans from various service areas,
- Strengths and weaknesses of the current TSD organization,
- Security and privacy of information collected and stored,
- Emerging technology trends and technology adoption among other municipalities; and
- Major initiatives such as Service London.

Please refer to the enclosed binder, which contains the IT Strategy document, Enterprise Architecture Strategy and Enterprise Roadmap, for details.

The IT Strategy describes “**Why**” change and “**What**” is to be done and is divided into four major strategic areas: **Organizational Strategy, Service Strategy, Information/Data Strategy**

and **Technology Strategy**. It outlines some of the major business objectives and initiatives already underway or to be potentially implemented in the next 3 years, and IT initiatives required to successfully achieve those business objectives. The Enterprise Architecture Strategy and Enterprise Architecture Roadmap describes “**How**” and “**When**”. Even though tentative timelines have been established for all major projects, the actual timelines and costs for implementing these projects still need to be determined. TSD has established a 3 year timeline to complete most, if not all, of the major initiatives.

To successfully implement IT Strategy, TSD identified the following as the most critical success factors:

1. **Ownership & Resolve:** Ownership and resolve from business divisions is critical for transformation. Identifying potential business objectives for efficiency, effectiveness and economy, and developing a plan to achieve this in the shortest period possible by front loading dedicated resources and technology, will determine the ultimate success.
2. **People:** The success will hugely depend on assigning dedicated people with internal business knowledge and technical skills. TSD will be implementing a staffing strategy which consists of “strategic outsourcing” and hiring temporary staff for a period of up to 3 years to expedite this transformation. Not only will this enable business transformation, it will also support Council’s priority of job creation. This will be similar to the way we used infrastructure projects to uplift and modernize our roads and bridges, and create jobs. This business transformation project will contribute to creating knowledge jobs to make the City a knowledge capital of South Western Ontario. In this case, the knowledge people will gain will be more portable and might encourage knowledge businesses to view London as a potential destination for establishing their businesses.
3. **Funding:** Nothing can be done without adequate investment. One-time funding will be identified as part of the 2011 4th quarter operating budget status report. As much as possible, TSD will drive savings from spending on operational activities and re-direct them to innovation and growth. In addition, TSD will actively work with public and private partners to obtain funding and/or other resources. Where additional funding is required, Technology Services Division along with relevant business divisions will bring a formal request to Council for approval. Looking at the short term and long term benefits of this transformative plan, up front modest investment from our own funds would be worth every penny.

Since every project is a business project, the ultimate success of these initiatives will depend on the commitment and ownership by business units and the partnership between TSD and business units. In addition, applying sound IT Governance principles in making technology decisions, re-engineering business processes to leverage new technologies, following industry best practices in managing projects, adequately front loading resources such as people and money for long term gain, and unrelenting support from Council members and City leaders are some of the many factors that will contribute to a successful implementation of this strategy.

Conclusion:

The IT Strategy is developed to enable growth and service excellence in the City of London. In other words, if implemented properly, this will transform the way information is managed, intelligence is derived, investment and service decisions are made, efficiency & effectiveness are garnished and services are delivered. We strongly believe these initiatives will move the City of London from a follower to a leader not just among municipalities, but also among several other major corporations for leveraging technology for Innovation, Growth and Service Excellence. The tangible and non-tangible benefits of undertaking a transformative initiative such as this, is critical in making London the “**best**” place to live, work and play.

From time to time TSD will provide progress reports to Council related to the implementation of IT Strategy. We will also be reviewing the IT Strategy annually and if appropriate, present back to Council.

RECOMMENDED BY:	REVIEWED & CONCURRED BY:
JOSEPH EDWARD CHIEF TECHNOLOGY OFFICER	JEFF FIELDING CITY MANAGER

