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CITY OF VANCOUVER

ADMINISTRATIVE REPORT

Report Date: April 2, 2013
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Meeting Date: April 9, 2013

TO: Vancouver City Council

FROM: Chief Librarian, Vancouver Public Library (Project Sponsor)

SUBJECT: Digital Strategy

RECOMMENDATION

A. THAT Council approve the Digital Strategy as a framework to guide strategic decisions regarding the City's digital services and infrastructure as outlined in Appendix A, to enhance the City's services and access for residents and strengthen Vancouver's economic competitive advantage.

B. THAT Council endorse the nine priority initiatives in principle, and instruct staff to proceed with the development of detailed project plans and associated funding strategies for all projects not yet implemented to align with future Annual Budget and Capital Planning Processes

REPORT SUMMARY

The purpose of the report is to:

- provide Council with an overview of the Digital Strategy
- seek overall approval of the Digital Strategy and the initiatives and priorities identified within

COUNCIL AUTHORITY/PREVIOUS DECISIONS

The Digital Strategy was initiated in 2012 through the Vancouver Services Review (VSR). The VSR was established in response to Council's 2009 direction to the City Manager to review the City's businesses, service delivery practices and general operations in order to ensure the best value and services for taxpayers.

CITY MANAGER'S/GENERAL MANAGER'S COMMENTS

The City Manager recommends approval of the Digital Strategy. This strategy is one of the key deliverables for the City of Vancouver Economic Action Strategy and will provide a framework going forward for strategic decisions regarding the City's digital services and infrastructure enabling the City to leverage current investments and new initiatives in order to optimize value for citizens, the business sector and the City as an organization.

REPORT

Background/Context

Advances in digital technology are changing how cities deliver service and the ways they engage with citizens. Digital technology creates opportunities that can improve service, meet the increase in demand for an online presence, optimize organizational and infrastructure investments and strengthen the local economy.

The City already makes a significant investment into digital services and infrastructure every year, as evidenced by such examples as:

- the launch of vancouver.ca with its improved interface and user experience and more efficient content management system;
- the City's policy development in the area of telecommunications infrastructure (antenna installations on City-owned poles), commitment to real-time transportation information for citizens and plans for a GIS-based wayfinding map system for pedestrians; and
- 311's at-home agent pilot and the employee mobility strategy.

Each of these initiatives realizes multiple benefits through improved service, increased options for citizens and businesses, and/or long-term cost savings. However, the City currently lacks an overarching vision and framework to ensure coherence in decision making and prioritization of digital projects.

Identified as a priority in the City's Corporate Business Plan and in the City of Vancouver's Economic Action Plan, the Digital Strategy was developed by an interdisciplinary team with representatives from various City departments, the Vancouver Economic Commission, Vancouver Public Library and supported by external consultants PricewaterhouseCoopers (PwC). The strategy encompasses e-government and open data, citizen engagement, infrastructure to support Vancouver's economic[1] and social development and opportunities to maximize operational efficiencies.

The strategy was developed within an assertive 7-month timeline because of the numerous projects currently underway that call for investment in digital technology development or alignment. The development of the Digital Strategy had three phases:

[1] VEC's Economic Access Strategy - http://www.vancouvereconomic.com/userfiles/VEC-EAS_DEC2011_final.pdf

1. *Current state assessment (4 weeks)*

   This stage involved significant research into best practices and reviews with internal stakeholders regarding the City's digital readiness.

   The City conducted a comparison of its digital maturity with other cities, including New York, Chicago, Manchester, Wellington, London, Boston, Portland, San Francisco, San Jose and Seattle.

   Based on four measures of digital capability (online, mobile, social, infrastructure & assets and organization) and four levels of maturity (absent, exploring, enabled and connected), the City of Vancouver's digital maturity was evaluated as moderate (between "exploring" or "enabled").

2. *Stakeholder consultation (10 weeks)*

   Through November 2012 to January 2013, the City and PwC conducted consultation with eight (8) separate stakeholder groups using six (6) different methods.

   The team spoke with industry stakeholders, digital thought leaders, start-up founders, social service providers, business executives, citizens and employees and asked them to test, explore and challenge the ideas behind the strategy. They were taken through collaborative design sessions, interviews, focus groups, round tables and even an online crowd-sourcing exercise, all with the goal of truly evaluating the strategy's principles, priorities, interdependencies and opportunities. The team also leveraged a survey of businesses conducted by the VEC in late 2012. For a complete list of stakeholders, see Appendix B.

   In total, over 200 people were engaged and approximately 120 ideas were generated. This complex undertaking was instrumental as it enabled the City to encourage stakeholders from across Vancouver to shape the strategy and Vancouver's digital future.

   While the strategy could not possibly encompass all of the ideas generated through the consultation, the feedback received through the consultation processes helped shape both the goals of the strategy, as well as identification of the specific initiatives.

   Overall, the consultation process is a testament to the involved and engaged nature of Vancouver's citizens and businesses.

3. *Roadmap development (6 weeks)*

   From January to February 2013, the City and PwC developed the goals and initiatives for the Digital Strategy, prioritized initiatives using input from consultation and key stakeholders, defined initiative action plans and laid out the roadmap for the strategy.

   With the changes and investment recommended by the Digital Strategy, implemented over the next 4 years, the City would advance to Level 4 digital

maturity ("connected") across all four capabilities (i.e., online, mobile, social, infrastructure & assets and organization).

The Digital Strategy

The Digital Strategy (included as Appendix A to this cover report) identifies four priority areas for investment and articulates goals for each of these areas. The Strategy further identifies nine high-priority initiatives that will collectively advance achievement of the goals, as well as a number of other important initiatives that should be advanced should opportunity arise. The initiatives include the identification of current projects that should remain priorities, projects and initiatives that are in early planning that should be supported, as well as new projects or actions that should be advanced within the next four years.

Strategic Analysis

With respect to the digital realm, the City has five distinct roles: (1) to set policy that supports the social and economic development of Vancouver and transparency and accountability (e.g. open data, etc.); (2) to regulate certain aspects of digital technology within the jurisdiction of Vancouver; (3) to use digital technology to enhance citizen service and to ensure citizens have multiple ways to access and engage with the City; (4) to provide infrastructure to support economic growth and innovation; and (5) to ensure organizational processes are more efficient and effective through use of digital technology.

The Digital Strategy seeks to unify the City's vision and investments with respect to digital technology adoption and service delivery, ensuring that the City of Vancouver has a coherent approach to its technology and digital service investments. It provides an integration framework for initiatives already underway, such as the recently approved Permits and Licences Transformation Program (approved by Council on March 13, 2013, RTS#9996), and plans for the Vancouver Technology Centre, a technology incubation and acceleration centre (RFEOI #20121059), as well as identifies emerging priorities such as the launch of a social media strategy and extending Wi-Fi for employees at various City facilities.

Throughout the current state analysis and best practices research, three key themes emerged:

1. Design strategically. Deploy tactically.
2. Empowered employees support empowered citizens.
3. Digital governance is required to ensure strategic impact and reduce risk.

These three themes informed the consideration of goals and initiatives and will influence the implementation phase for initiatives.

The strategy framework identifies four key pillars and goals for each of these pillars:

1. *Engagement & Access*: Citizens and businesses can easily interact with the City through digital channels.
2. *Economy*: Vancouver is a global leader in supporting innovation and growth in the digital economy.
3. *Infrastructure & Assets*: Vancouver has a robust digital infrastructure built through strategic investments and partnerships.

4. *Organizational Digital Maturity*: The City of Vancouver has a mature, citizen-centric digital culture.

From over a hundred of ideas amassed during the consultation, the Digital Strategy highlights nine high-priority initiatives, with specific actions, that will advance the goals noted above:

1. Enable City services across digital platforms.
2. Expand the open data program.
3. Promote digital activity through communications and engagement tools.
4. Expand digital access throughout the city.
5. Establish a digital incubation program for digital companies.
6. Create a favourable regulatory environment that supports digital industry.
7. With partners, support an agile proof of concept program.
8. Establish digital services governance.
9. Implement mobile workforce strategy.

These priorities will collectively help the City leverage digital technology to improve service, enhance open government, and enable the digital economy.

The recommended initiatives are aligned with other City priorities, build on existing initiatives, encourage partnerships where feasible, and attempt to strike a balance between the needs of citizen, business, and the City as an organization. A number of remaining initiatives that were identified as important during the various consultation discussions will be advanced as opportunities arise or partners come forward.

Digital Divide

Statistics Canada described the digital divide as "the gap between Information and Communications Technology (ICT) 'haves' and 'have-nots', [using it] as an umbrella term for many issues, including infrastructure and access to ICTs, use and impediments to use, and the crucial role of ICT literacy and skills to function in an information society." (Sciadas, G. *Digital Divide in Canada*. Statistics Canada, 2001).This definition persists today, over a decade later, as does the digital divide itself.

Only 54% of households with incomes of $30,000 or less have home Internet access, notes Statistics Canada in their 2010 Canadian Internet Use Survey, the agency's most recent comprehensive look at online connectivity across the country. That's a dramatic difference from households with incomes of more than $87,000 – the top bracket in the study – where 97% have home Internet access. More recently, Environics market research firm reports that, in Vancouver, 17% of city homes do not have Internet access, and 5% of homes that do have Internet are using low-speed dial-up access, limiting their ability to participate in the high-speed digital world, which is filled with multimedia/streaming content for news, entertainment, education, community engagement, and more.

While Canadians continue to rank among the world's top Internet users, as noted by research firm ComScore, joining and participating in the online world is not easy for everyone. Digital skills and ability vary dramatically by age and income.

The City of Vancouver has already made a significant investment in addressing the digital divide though the Vancouver Public Library (VPL). VPL has 22 locations across the city, providing more than 400 computers with Internet connectivity and office software and more than 100 additional that computers connect to subscription e-resources and government information. In 2012, more than 90,000 unique individuals logged in to use the public computers. Community members used 15,000 hours per week of computer time, or 2,200 hours per day, at library workstations across the city, recording 1.4 million Internet sessions. With the explosion of smartphone and tablet use, the demand for VPL wireless has jumped dramatically. Users who cannot afford costly data plans rely on free wireless – which VPL offers across its branches. Wireless sessions increased from close to 178,000 in 2009 to more than 590,000 in 2012, more than tripling over the four-year period.

Engaging, learning and working in today's digital world calls for new skills and new competencies – all supported through free computer and technology classes at VPL, which teach patrons everything from the basics of computers and Internet use to the newest social media applications and online privacy know-how. In 2012, VPL offered more than 80 free basic and advanced computer, Internet, and social media courses, reaching more than 700 participants. Drop-in training and one-on-one sessions reached more than 1,000 residents who needed help using technology; 36 classes introduced more than 1,000 Grade 7 students to Internet use and library resources.

Implications/Related Issues/Risk (if applicable)

Financial

The Digital Strategy provides a framework to guide strategic decisions regarding the City's digital services and infrastructure that enhance the City's services and access for residents, and strengthen Vancouver's economic competitive advantage. It identifies nine priority initiatives and associated projects and actions at various stages of development.

The total estimated value of the Digital Strategy initiatives is approximately $30 million over the life of the strategy. The majority of the priority actions, including major projects such as the Permit and Licenses transformation (RTS #9666), already have funding in place or have been approved by Council as part of the 2013 Budget Process and will proceed as planned ($28 million). For the remaining initiatives, estimated to require $1 million to $2 million of City funding, staff will develop project plans and funding strategies for consideration and prioritization as part of the regular budget and capital planning processes, or will bring to Council as a separate report, as appropriate. The development of funding strategies will consider strategic partnerships that can assist in advancing initiatives.

CONCLUSION

Forrester, a global research firm, has labeled 2013 as *the Year of Digital Business*, an important recognition that industries and government are being radically transformed by increasingly rapid technological advances and equally fast-paced changes in citizen and business expectations for service and engagement. The challenge for Vancouver and perhaps all cities, is to be more agile under the sometimes conflicting pressure of consumer-driven technology adoption and expectations and the increasing need to minimize risk and maximize value. The Digital Strategy and its initiatives comprise a significant commitment by the City to improve service, access and economic competitiveness. The Digital Strategy sets out a four-year roadmap that moves Vancouver's approach to digital from adhoc and often siloed to integrated and strategic, prioritizing key initiatives that demonstrate the greatest value for citizens, business and the organization.

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APPENDIX A

CITY OF VANCOUVER
DIGITAL STRATEGY

CITY OF VANCOUVER

April 2013

Contents

About this report

This document presents the City of Vancouver's Digital Strategy. It provides background on the current state, the results of the consultation process, the goals and objectives, the strategy's digital initiatives, and a road map for action plans.

Acknowledgements

The Digital Strategy team would like to express its gratitude to all of the passionate citizens, external and internal advisory groups, and subject matter experts for their candid and creative input to the process of developing the Digital Strategy.

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Defining “digital”

A broad range of technology that enables new methods of engagement and service delivery supported by a robust and accessible digital infrastructure and open government ecosystem.

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The Vision

Enhance multidirectional digital connections amongst citizens, employees, business, and government.

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The pillars of the Digital Strategy

In defining the focus areas of the Digital Strategy, the City looked first to it's goals and then to other digital strategies by leading cities including New York and Chicago. Using this lens, 3 pillars were formed that are primarily outward facing – to citizens and businesses – supported by the 4th pillar – focused on the City as a digital organization.

Engagement + Access

How the City and it's constituents engage with each other, through transactional service delivery, collaboration and communication. The digital divide is the other aspect of this focus area – access to technology and education to increase digital literacy.

Infrastructure & Assets

Focuses on digital infrastructure and assets.

This includes below and above ground physical assets such as conduit, fibre, and poles.

Digital assets include software, hardware, and data.

Economy

Focuses on the digital economy with respect to supporting growth in the digital sector and enabling all businesses to benefit from digital infrastructure and digital services offered by the City.

Organizational Digital Maturity

This encompasses digital governance, enabling City employees with tools that foster both a digital culture and encourages innovation.

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Digital Current State Overview

During October 2012, PwC assessed the City's[1] current state with regards to digital readiness. Based on five digital capability areas (online, mobile, social, infrastructure & assets and organization) measured across four levels of maturity (absent, exploring, enabled and connected), the City of Vancouver's digital maturity was evaluated as moderate, between exploring or enabled.

[1] The City as an organization not including the Vancouver Public Library and the Vancouver Police Department

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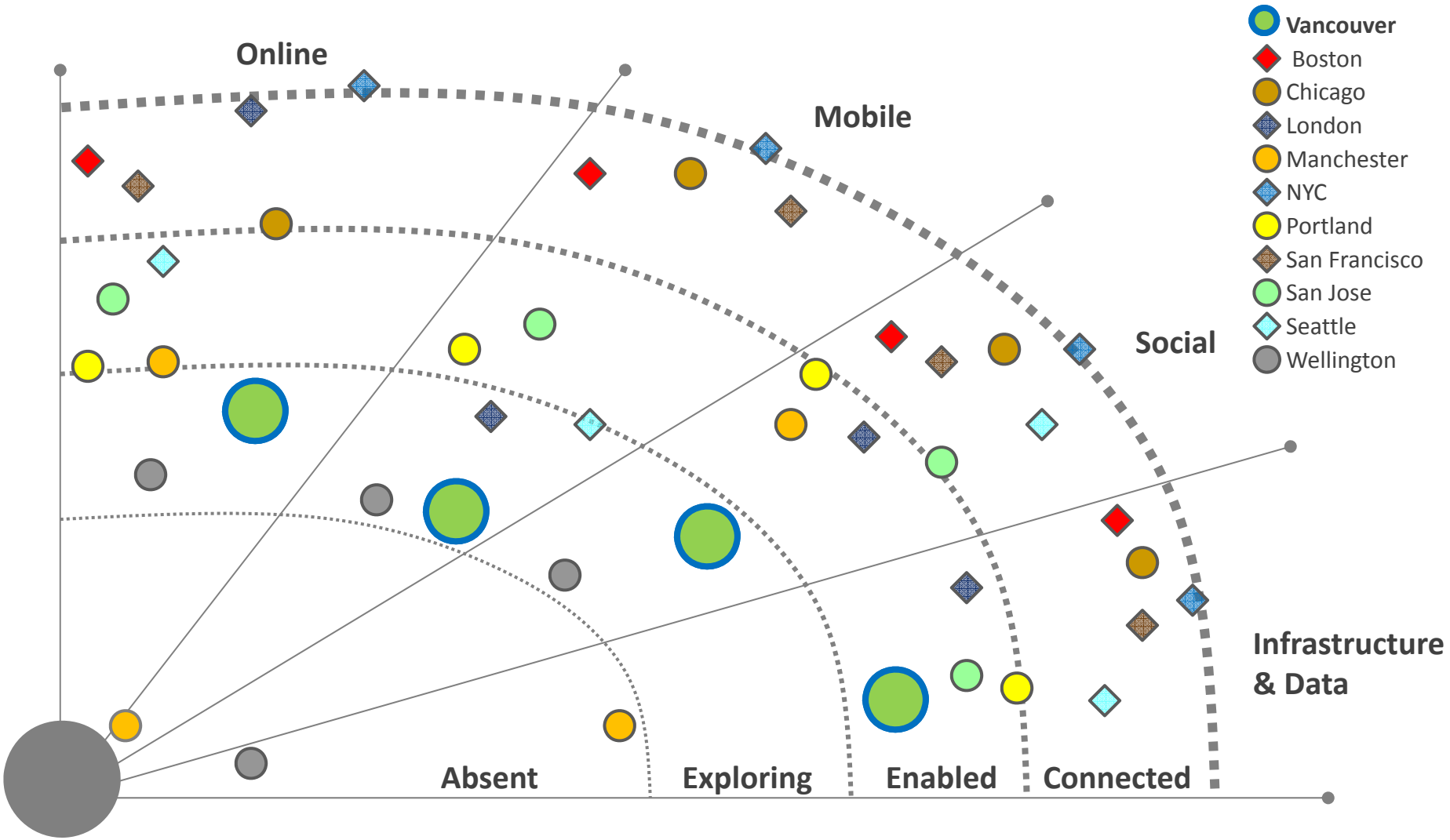
A relative comparison of digital capabilities



1.The analysis was focused on the cities as organizations .
2. Data was not normalized to conduct assessment.
3. Vancouver Public Library or Vancouver Police Department digital readiness was not included in the assessment.
4. Boston, Portland, San Francisco, San Jose, and Seattle were assessed using the PwC capability metrics by the VSR.
5. The assessment was completed in the fall of 2012.

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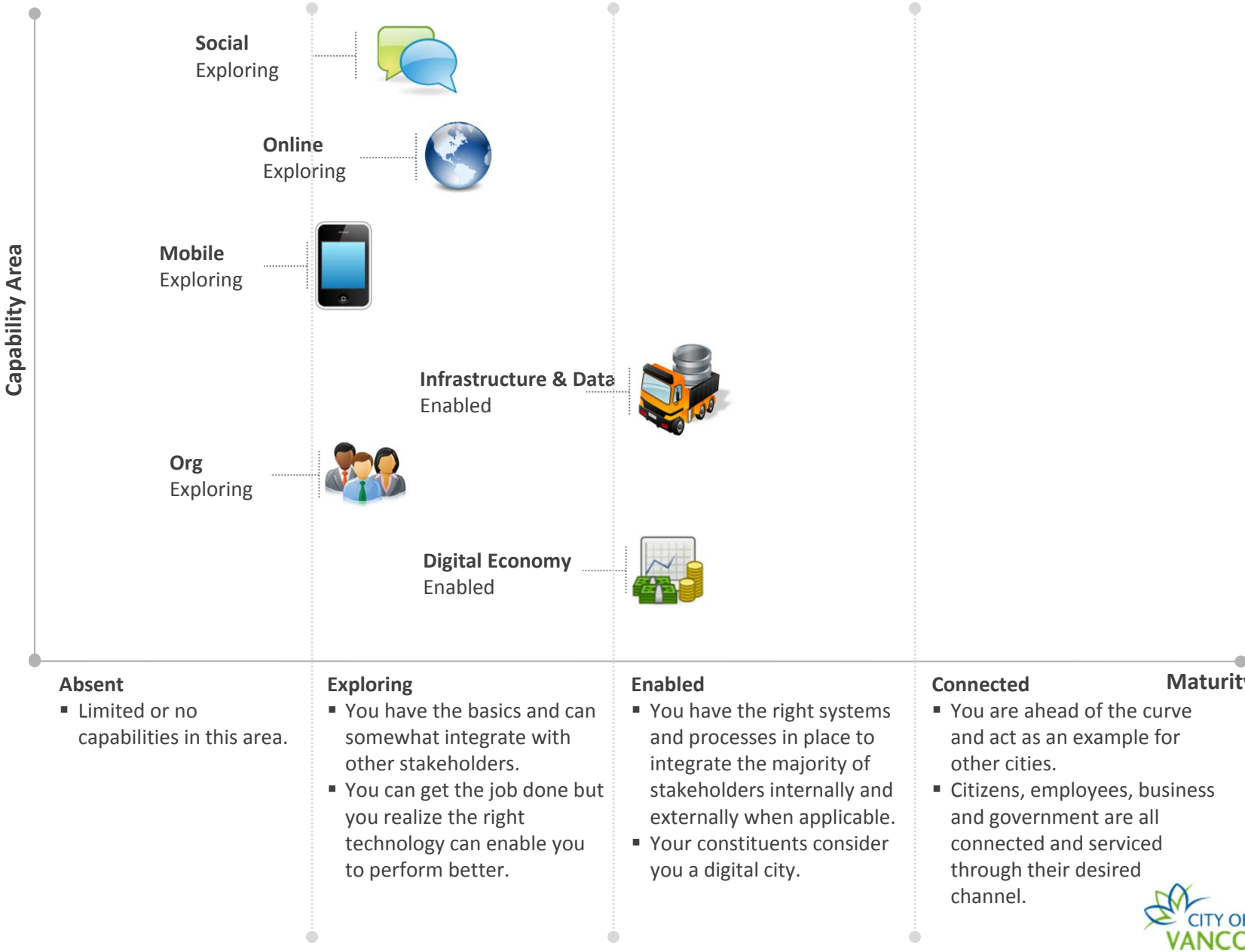
The City's current digital maturity (2012)



Key themes throughout the City's current state

Three key themes emerged from the current state assessment.

Design strategically. Deploy tactically.

- Strong resistance exists within the City to move services to a digital channel without addressing the end-to-end people, process and technology concerns.
- The benefits of digital self-serve are perceived as self-evident. Uncertainty exists, however, regarding self-serve translating into significant benefit. Any new online service must be supported by a channel migration plan to ensure benefits can be achieved.

Empowered employees support empowered citizens.

- Lack of policy is seen as a barrier to participation and innovation.
- Employees want to embrace digital channels more significantly, however, they feel constrained with the lack of resources in people, process and technology.
- Mobile pilots in Parks & Engineering are seen as very successful. It is important to translate these successes to support wider deployment and relevant KPIs.

Digital governance = strategic impact + reduced risk.

- Need to drive expected benefits and impacts.
- Lack of formalized governance translates into a less cohesive experience across digital channels for all stakeholders.
- Lack of resources and a well-defined strategy prevents further progress.
- Strategies are developed, however, more tactical work and integration is needed.

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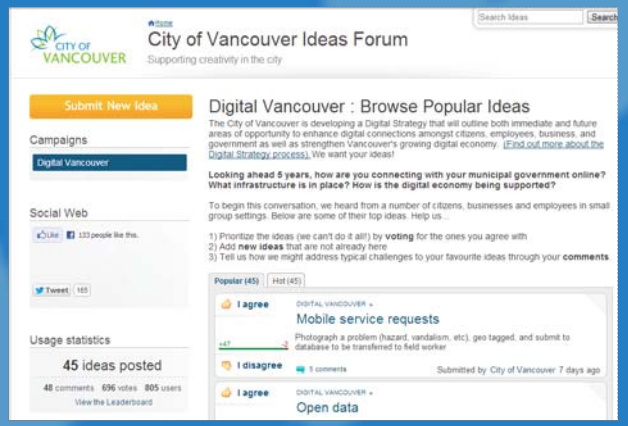
Consultation

To shape the strategy and Vancouver's digital future, the City spoke with industry insiders, digital thought leaders, start-up founders, students, business executives, citizens and staff and asked them to test, explore, and challenge the ideas behind the Digital Strategy.

They were taken through collaborative design sessions, interviews, focus groups, round tables, and even an online crowd-sourcing exercise, all with the goal of truly evaluating the strategy's principles, priorities, interdependencies, and opportunities. We were also able to leverage a survey of businesses conducted by the VEC in late 2012.



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Consultation at a glance

Objectives

1. To test the working definition of the "digital strategy" and **principles** that underpin it.
2. Explore the types of **initiatives** that would be **important** to the various stakeholders.
3. Gain insight into **priorities**, **inter-dependencies**, and opportunities **for co-design & co-delivery** of digital initiatives.
4. Identify the **challenges** and **opportunities** to access.

Stakeholders

1. External Advisory Group
2. Internal Leaders & Ambassadors
3. Vancouver Economic Commission
4. Infrastructure Providers
5. Business Improvement Associations
6. External Technologists
7. External Service Groups
8. Other Experts

Methods

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What we heard during consultation

		Key Themes
External Advisory Group		1. Get moving
		2. Safe place to fail
		3. A catalyst for change
Internal	Leaders & Ambassadors	4. Mobile, mobile, mobile
		5. Seamless interaction with citizens
		6. Commitment to see the strategy executed
	Vancouver Public Library	7. The library has the mandate to address education related to the digital divide
		8. Extend library services into the community
		9. The library must keep up with the latest in technology
VEC		10. Use data strategically
		11. Look beyond the focus on digital media to a broader digital industry and encompass clean tech
Business Community (VEC Survey Results)		12. Strategic introductions
		13. More City support
		14. Going digital
		15. Keeping it local

	Key Themes
Infrastructure Providers	16. Free Wi-Fi is not Free Wi-Fi
	17. What is the Win/Win partnership model for digital infrastructure?
	18. Coordinated planning for core network infrastructure
	19. The City as an innovator
BIA	20. Make it easier to do business with the City
	21. Bylaws, zoning and infrastructure
Mayor's Digital Leaders' Meeting	22. A digital neighbourhood
	23. Success stories
	24. The first customer
External Focus Group	25. Accessible access to the internet
	26. More online interaction with the City
	27. The importance of open data
Ideascale Crowdsourcing	28. Mobile-enabled City services
	29. The importance of open data
	30. City involvement in infrastructure

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Considerations for prioritizing the initiatives

- Aligns with citizens needs and priorities
- Aligns with City priorities
- Optimize opportunities for partnerships
- Bases solutions on leading practices in other cities
- Considers investment required to execute
- Has a positive impact on the City's service delivery goals
- Support Open Government initiatives
- Targets the digital divide and advances social inclusion

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How did we refine ideas into initiatives?

How we got from 120 to 9.

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The Digital Strategy

"The fast pace of digital – the slow pace of government".

A member of the Digital Strategy External Advisory Group coined this phrase as the group was imagining Vancouver's digital future.

The challenge for Vancouver, and perhaps all cities, is to be more agile under the diametrically opposed pressure of consumer-driven technology adoption and expectations and the increasing need to minimize risk and maximize value.

The Digital Strategy sets out a 4 year roadmap that moves Vancouver's approach to digital from adhoc and sometimes siloed to an integrated and strategic approach that prioritizes key actions which will have the most value for citizens, business and the organization.

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The Digital Strategy goals and objectives

Focus on Citizens & Businesses

Engagement + Access

Citizens and businesses can easily interact with the City through digital channels.

1. Improve delivery of high demand services through the use of digital tools.
2. Increase citizen involvement through digital engagement.
3. Provide access to technology and increase digital literacy for all.

Infrastructure & Assets

Vancouver has a robust digital infrastructure built through strategic investments and partnerships.

1. Implement an agile infrastructure plan that anticipates and promotes digital growth.
2. Optimize digital infrastructure and physical assets.
3. Enhance digital infrastructure through creative partnerships.

Economy

Vancouver is a global leader in supporting innovation and growth in the digital economy.

1. Develop, attract and retain talent and business in the digital sector.
2. Create a favourable regulatory environment that supports digital business opportunities.
3. Encourage innovation through expanded support for the digital community and open government.

Organizational Digital Maturity

The City of Vancouver has a mature, citizen-centric digital culture.

1. Establish digital governance to define services and accountabilities.
2. Optimize the use of technology to enhance productivity and metrics based decision-making.
3. Develop a culture that empowers City staff to innovate with digital technologies.

Focus on the City as an organization

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The City sets the pace for digital

When the City first envisioned the digital strategy, a 5-7 year plan was imagined. As the team considered the question of organizational agility and the “fast pace of digital”, a shorter view of the strategy took shape. The initiatives and timelines presented here represent a 4-year plan to move the dial on digital maturity.

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Digital initiatives at a glance

Digital Initiative	Actions in progress	Funding
Engagement + Access		
1. Enable City services across digital platforms	✓	◖
2. Expand the open data program	✓	◖
3. Promote digital activity through communications and engagement tools	✓	◖
Infrastructure & Assets		
4. Expand digital access throughout the city	✓	⊙
Economy		
5. Establish a digital incubation program	✓	⊙
6. Create a favourable regulatory environment that supports digital industry	✓	◖
7. With community & industry partners, support an agile proof of concept program	✓	⊙
Organizational Digital Maturity		
8. Establish digital services governance	✓	○
9. Implement mobile workforce strategy	✓	◖

● - Funded	○ - Funding strategy to be developed
◖ - Further funding required	⊙ - External funding required

Moving the dial on digital maturity

The digital initiatives identified here represent outcomes that advance the City's goals, and reflect the priorities from the consultation process including input from key advisory groups.

The Digital Strategy revealed that 15 initiatives are necessary in order for Vancouver to reach the desired state of a more digitally 'connected' city.

From those 15 initiatives, 9 were identified as the highest priority based on their ability to accelerate the vision. On the following pages you will find an overview of each of these 9 initiatives.

The remaining initiatives will be executed as opportunities arise or partners emerge.

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Enable City services across digital platforms

Quick Start: Launch a mobile 311 pilot

Engagement + Access

Improve delivery of high demand services through the use of digital tools

A core foundation of any digital city is the delivery of City services through digital channels. In order for the City to continue to engage Vancouver citizens and businesses in the digital age they must develop a larger ecosystem of easily accessible digital content and services. The initial priorities are:

1. Transform permits and licences business model
2. Optimize content on the City's website for mobile devices
3. Replace Park Board's program and event registration software (Safari)
4. Expand to a digital recruitment system integrated with social media

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Enhance the open data program

Quick Start: Adopt a formal standard and process for requesting data sets

Engagement + Access

Increase citizen involvement through digital engagement

A cornerstone element of open government is open data. Leading global public sector digital strategies see open data as critical. Vancouver's Open Data Program was initiated in 2009. Since then, over 140 open data sets have been published. However, the initiative hasn't necessarily translated into real benefit to the City. Priority next steps are:

1. Identify key City problems that could be resolved by open data and/or open API solutions
2. Embrace open APIs into open data
3. Support the open data community through an online forum where new data sets, ideas, visualizations and proof of concepts can be discussed
4. Establish priority for ongoing release

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Promote digital activity through communications and engagement tools

Quick start: Launch @covengage on Twitter

Engagement + Access

Increase citizen involvement through digital engagement

Communications and engagement activities will be designed to promote and encourage residents, businesses and employees to use digital technologies in order to communicate with the City. Beyond this, these activities will also help the City to more accurately track civic engagement in order to deliver better customer service.

1. Launch a social media strategy which includes an enterprise monitoring tool
2. Finalize standards for online community engagement
3. Establish Digital Citizen's Advisory Committee
4. Establish an online community engagement panel

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Infrastructure & Assets

Optimize digital infrastructure and physical assets

Expand digital access throughout the city

Quick start: Execute Wi-Fi pilots in key destination areas

Wi-Fi, a fundamental aspect of any digital city, is expected by citizens. The Vancouver Public Library has provided free public Wi-Fi in all locations since 2007. More recently, public Wi-Fi has been provided at City Hall. Priorities are:

1. Implement Wi-Fi across Vancouver in designated areas (e.g. Granville Mall Wi-Fi pilot) and expand public Wi-Fi in select City facilities
2. Extend Wi-Fi access to staff across priority City facilities

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Economy

Develop, attract and retain talent and business in the digital sector

Establish an incubation program for digital companies

Quick start: Find a partner to operate incubator

Strengthened by a strong digital infrastructure and the proposed digital district, a digital incubator will encourage digital talent to stay and/or locate in Vancouver and support digital-based social innovation.

1. Find a partner to operate the incubator
2. Promote incubator to digital start-ups
3. Launch program

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Economy

Create a favourable regulatory environment that supports digital business opportunities

Create a favourable regulatory environment that supports digital industry

Quick start: Redefine the legal description for Digital Industry

Vancouver has always been a leader when it comes to innovative policies designed to support both the City and the economy, such as the agreement with Urban Networks. However, the City's current regulatory environment does not encourage the digital industry to establish their businesses in the city. This initiative will focus on removing the impediments in choosing Vancouver as *the* place to do business in digital.

1. Enable supporting infrastructure and review zoning bylaws to remove or minimize impediments to digital clusters districts
2. Support external community demand for access to City infrastructure, such as poles and light fixtures

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Economy

Create a favourable regulatory environment that supports digital business opportunities

With partners, support an agile proof of concept program

Quick start: Establish a framework for PoCs

The goal is to develop a proof of concept (PoC) program to allow digital entrepreneurs to utilize municipal asset(s) or infrastructure to demonstrate innovation in our local digital economy. The program will represent a partnership between the community (including higher educational institutions), industry partners and the City.

1. Establish a framework for PoCs to demonstrate innovation within the community
2. Identify partners that can assist with implementation and evaluation of the program
3. Conduct a pilot PoC to test the framework and monitoring process

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Establish digital services governance

Quick start: Establish the digital services portfolio

Organizational Digital Maturity

Establish digital governance to define services and accountabilities

The digital strategy has a broad mandate that will impact citizens, businesses, employees and government. We need coherent leadership and operational oversight and alignment. A recent Gartner report predicted that 25% of all companies would have a digital executive within the next two years. Priorities for the City are:

1. Identify a dedicated cross-department digital services team
2. Assign accountabilities and responsibilities for key digital initiatives
3. Identify digital skills training needed for staff

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Organizational Digital Maturity

Develop a culture that empowers City staff to innovate with digital technologies

Implement mobile workforce strategy

Quick start: Align role with devices

The City must be able to provide the foundation for its employees to become empowered through use of consumer-driven mobile technologies in combination with secure enterprise technologies. By enabling the mobile workforce, the City will realize increased efficiencies while simultaneously encouraging innovation by employees.

1. Trial a secure mobile device management platform
2. Align employee role and work requirements with mobile device provisioning.

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Closing the gap on the digital divide

- Only 54% of households with incomes of $30,000 or less have home Internet access compared to 97% of households with incomes of more than $87,000[1]
- The City of Vancouver has already made a significant investment in addressing the digital divide though the Vancouver Public Library (VPL)
- VPL has 22 locations across the city, providing more than 400 computers with Internet connectivity and office software and more than 100 additional that computers connect to subscription e-resources and government information
- Engaging, learning and working in today's digital world calls for new skills and new competencies – all supported through free computer and technology classes at VPL

Statistics Canada describes the digital divide as "the gap between Information and Communications Technology (ICT) 'haves' and 'have-nots', [using it] as an umbrella term for many issues, including infrastructure and access to ICTs, use and impediments to use, and the crucial role of ICT literacy and skills to function in an information society." (Sciadas, G. *Digital Divide in Canada*. Statistics Canada, 2001).

1 Statistics Canada in their 2010 Canadian Internet Use Survey

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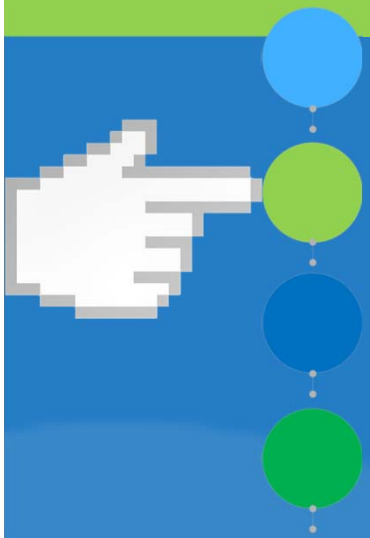
Additional key actions



While the priority for the City over the next 4 years is focused on the preceding 9 initiatives, there are additional key projects and actions that will need to be pursued as funding becomes available and partners emerge in order to more substantially move the dial on digital maturity.

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Additional actions to be pursued

Engagement + Access

- Expand the Vancouver Public Library digital literacy program
- Continue to prepare for and create opportunity for online voting

Infrastructure & Assets

- Continue to evolve the City's digital infrastructure strategy

Economy

- Through VEC, continue to foster digital talent strategy

Organizational Digital Maturity

- Work towards an enterprise portal
- Develop the City's digital workforce

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Moving the dial on digital maturity

The 4-year plan calls for outcomes that will increase the City's digital maturity across all capability areas – online, social, mobile, infrastructure & data, organization and digital economy.

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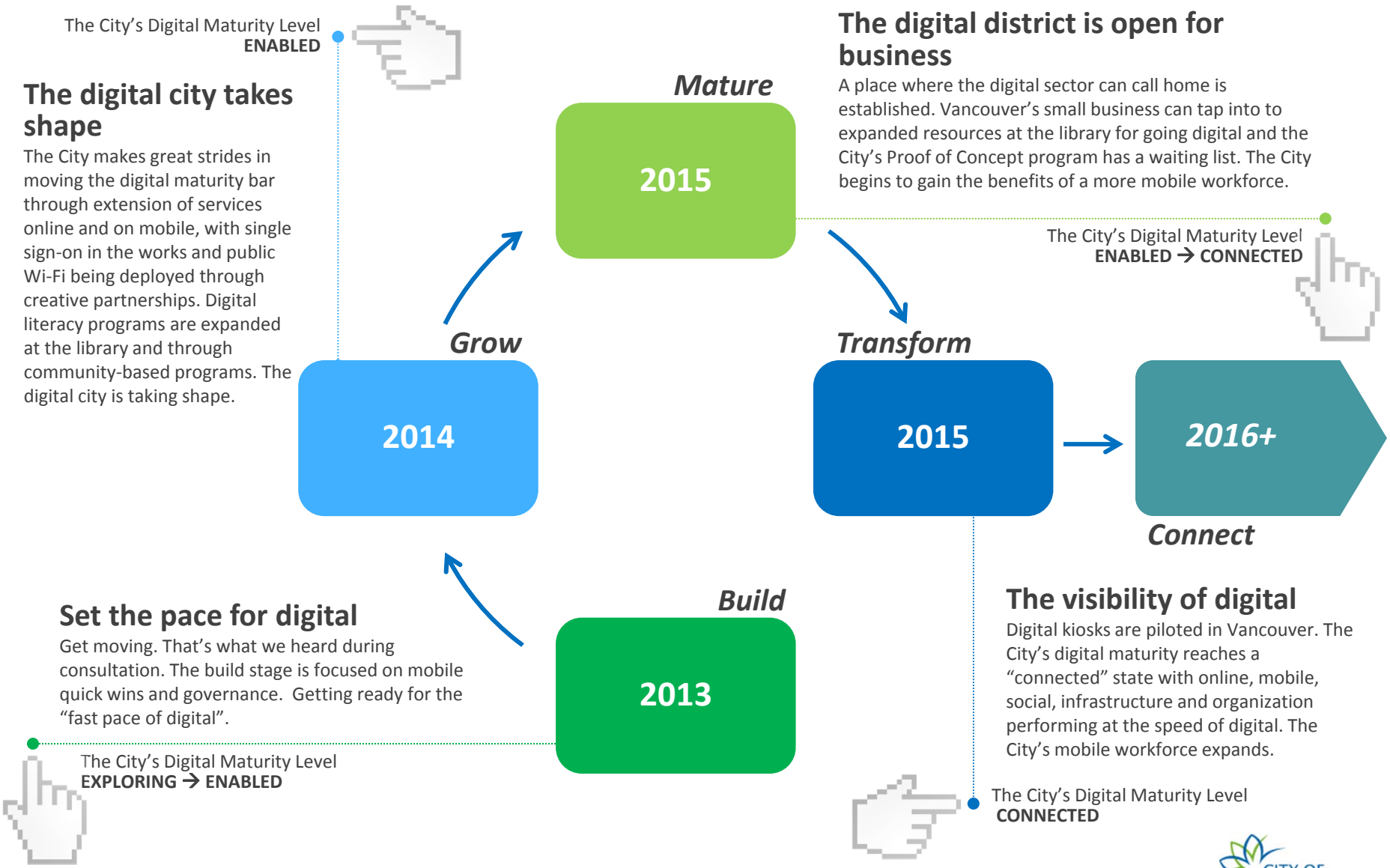
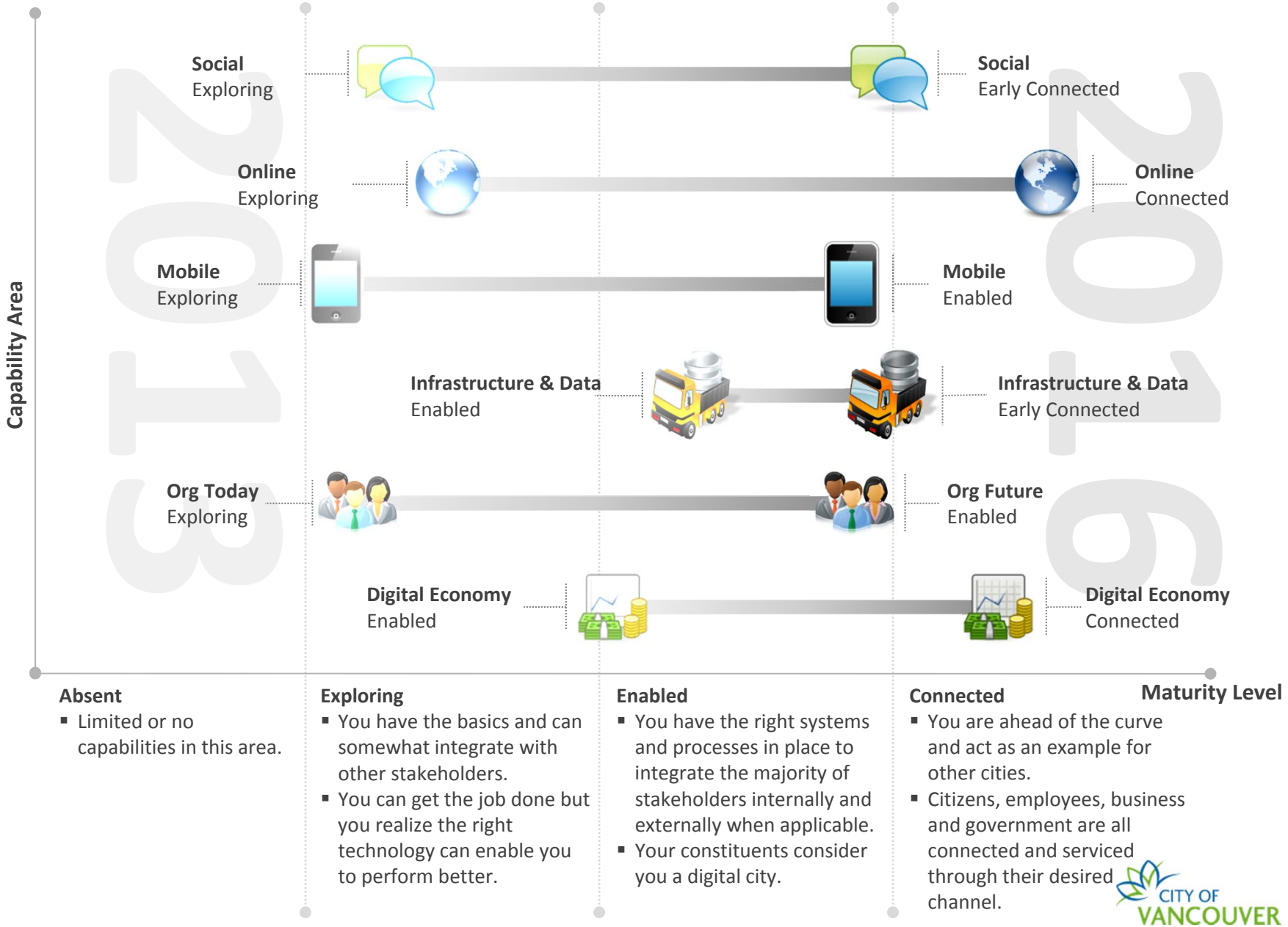
The road to digital maturity



The digital maturity outlook for the City as an organization



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A day in the life …

Throughout the consultation and visioning process, the digital strategy team used “A day in the life …” approach to envision what a digital Vancouver could be. With the initiatives outlined in the strategy, what does a day in the life of a digital citizen in Vancouver look like in 2016?

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The new day in the life of a Vancouver citizen

Meet Stephanie, a working professional. *She is well educated, works long hours, and has little free time. While she frequently uses digital media, she is actually looking for the easiest, most efficient means of communication. Her touch points with the City are via social media, mobile apps, the website, and email.*

Stephanie gets up early and heads to work at a small company in the Digital District.

While sitting on the Skytrain, she checks the status of her home renovation permit.

On her lunch break, she signs up to participate in a Hack-a-thon for Park Board pools this weekend.

Later on in the afternoon, she submits a business idea to the Vancouver Digital Incubation Program.

Right before she leaves the office, Stephanie goes online to quickly and easily renew her dog license.

After work, she attends a VPL small business session, learning about how to leverage social media.

Later in the evening, she notices graffiti on a nearby fence. Using her mobile 3-1-1 app, she reports it to the City.

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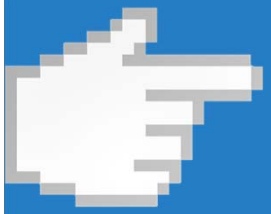
In closing



Forrester, a well-regarded technology research company, has called 2013 “The Year of Digital Business”. The digital strategy and its initiatives comprise a significant commitment by the City to execute. In choosing priorities the City has balanced the desire to move quickly with what is truly achievable, while remembering what was echoed during consultation – “***We can’t not be ambitious”.***

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APPENDIX B – Stakeholders

Focus Groups - External

1. Brian Kuhn, Vancouver School Board
2. Colleen McGuinness, Seniors Advisory Committee
3. Eva Wadolna, Seniors Advisory Committee
4. Karen Quinn Fung, Student
5. Kurt Heinrich, Vancouver School Board
6. Luke Liang, S.U.C.C.E.S.S.
7. Yvonne Chin, Multicultural Advisory Committee
8. Andrew Jackson, Multicultural Advisory Committee
9. Dellie Lidyard, Seniors Advisory Committee
10. Jerry Wu, Vancouver School Board
11. Rowena Tate, Seniors Advisory Committee
12. Sharon Fenton, Seniors Advisory Committee
13. Ted Lee, Tourism Vancouver
14. Tom Brunker, Seniors Advisory Committee
15. William Wong, Vancouver School Board
16. Adrian Sinclair
17. Bevan Hunt
18. Elijah van der Giessen
19. Eric Promislow
20. Jason Leach
21. Julian Gosper
22. Karen Fung
23. Luke Closs
24. Mario Canseco
25. Michael Tippett
26. Reilly Yeo
27. Steve Williams
28. Steven Forth
29. Todd Sieling
30. Tylor Sherman

Telco Interviews

1. Cam Kernahan, Group Vice President Wi-Fi, Shaw
2. Christian Laroche, Director Wi-Fi, Shaw
3. Cindy Grauer, Rogers
4. Peter Leathley, Rogers
5. James Mackenzie, Rogers
6. Maureen Kirkbride, TELUS
7. Havi Parker-Sutton, TELUS
8. Colin Lavery, TELUS
9. Brian Gregg, TELUS

Collaborative Design Session

1. Devan Bouchard
2. Matthew Carter
3. Gordon Ross
4. Tim Bray
5. Brennan Chow
6. Gerri Sinclair
7. David Ascher
8. Will Fraser
9. John Longbottom
10. Richard Smith
11. Mark DeSanti
12. Patrick Ringqvist
13. David Eaves
14. Gordon Feller

External Advisory Group

1. Tim Bray, Developer, Google
2. Peter Van Der Gracht, Founding Donor and Director, e@UBC; Chairman, Wavefront
3. Richard Smith, Director, Centre for Digital Media Great Northern Way Campus; Director, Centre for Policy Research on Science and Technology, SFU
4. John Longbottom, Country Executive, IBM
5. Bill Tam, CEO, BC Technology Industries Association
6. Matthew Carter, President, Centre for Digital Media Great Northern Way Campus
7. David Eaves, Negotiation and Strategy Consultant, Eaves Consulting
8. David Ascher, Social Media and Communications, Mozilla; Advisor, ActiveState Software Inc.
9. Patrick Ringqvist, Vice President, Verticals
10. Mark Henderson, CEO, Ericsson
11. Gerri Sinclair, Principal, Gerry Sinclair Group
12. Rahel Bailie, Content Strategist, Architect, Business Analyst, Intentional Design
13. Rick Mischel, Senior VP, Satellite Production, Sony Pictures Imageworks
14. Gordon Feller, Director, Internet Business Solutions, Cisco Systems
15. Ryan Merkley, COO, Mozilla Foundation
16. Gordon Ross, Owner & VP, Open Road Communications; VP, Thought Farmer