

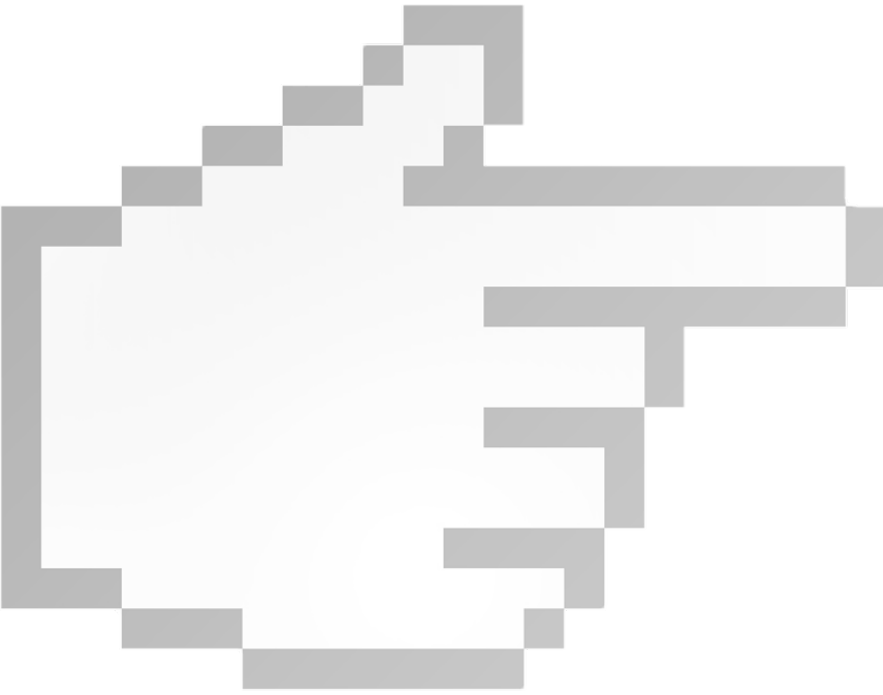
CITY OF VANCOUVER

DIGITAL STRATEGY



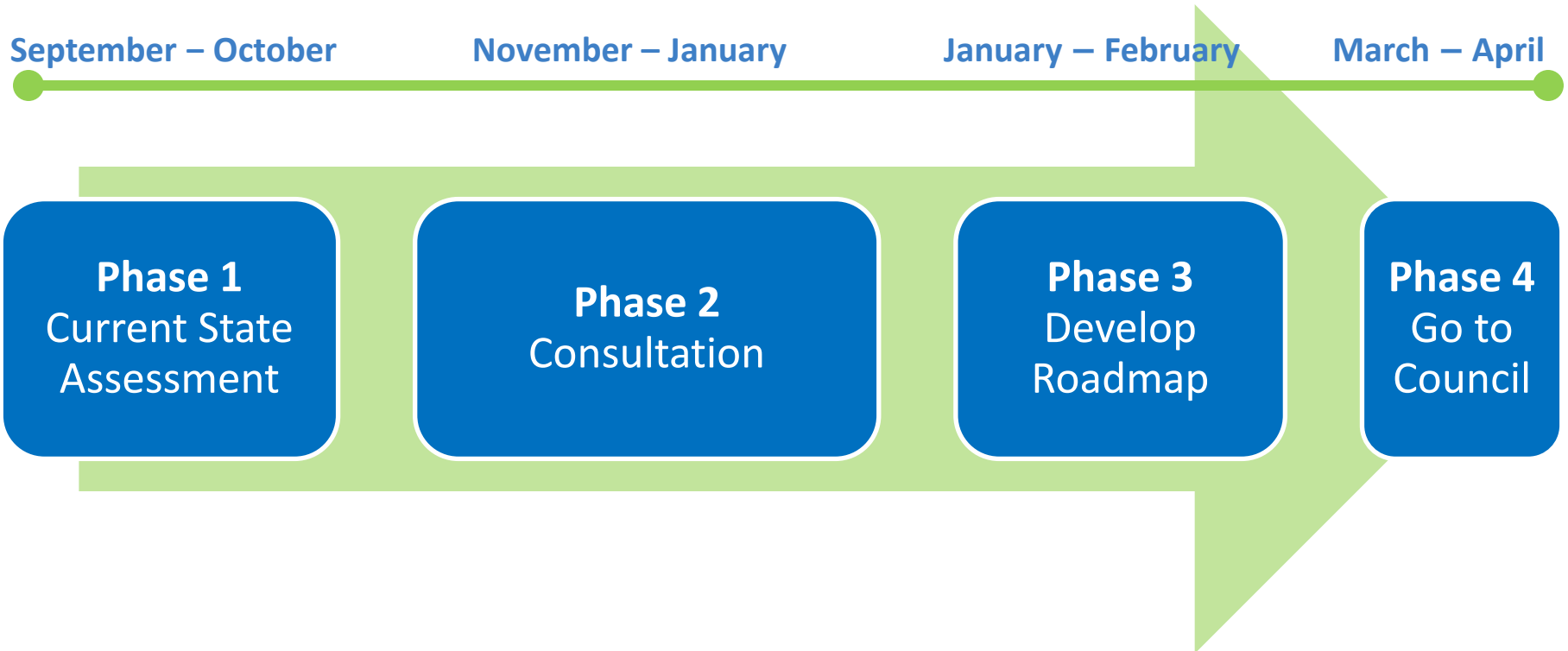
April 2013

Agenda




- Project overview
- The vision
- The City's current state
- What we heard from stakeholders
- Strategy goals
- The initiatives
- Addressing the digital divide
- A day in the life

The Digital Strategy Project






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.

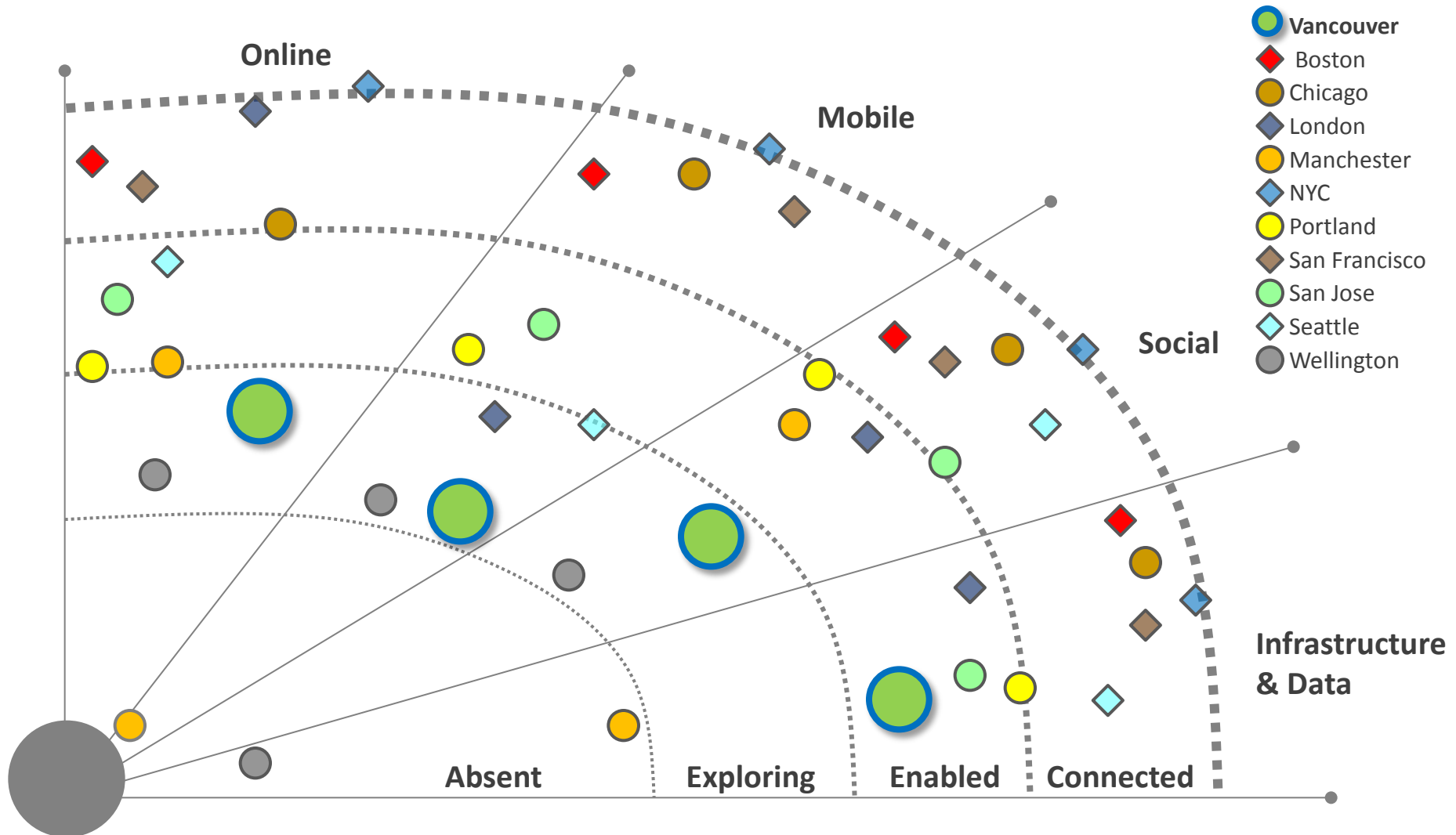


The Vision



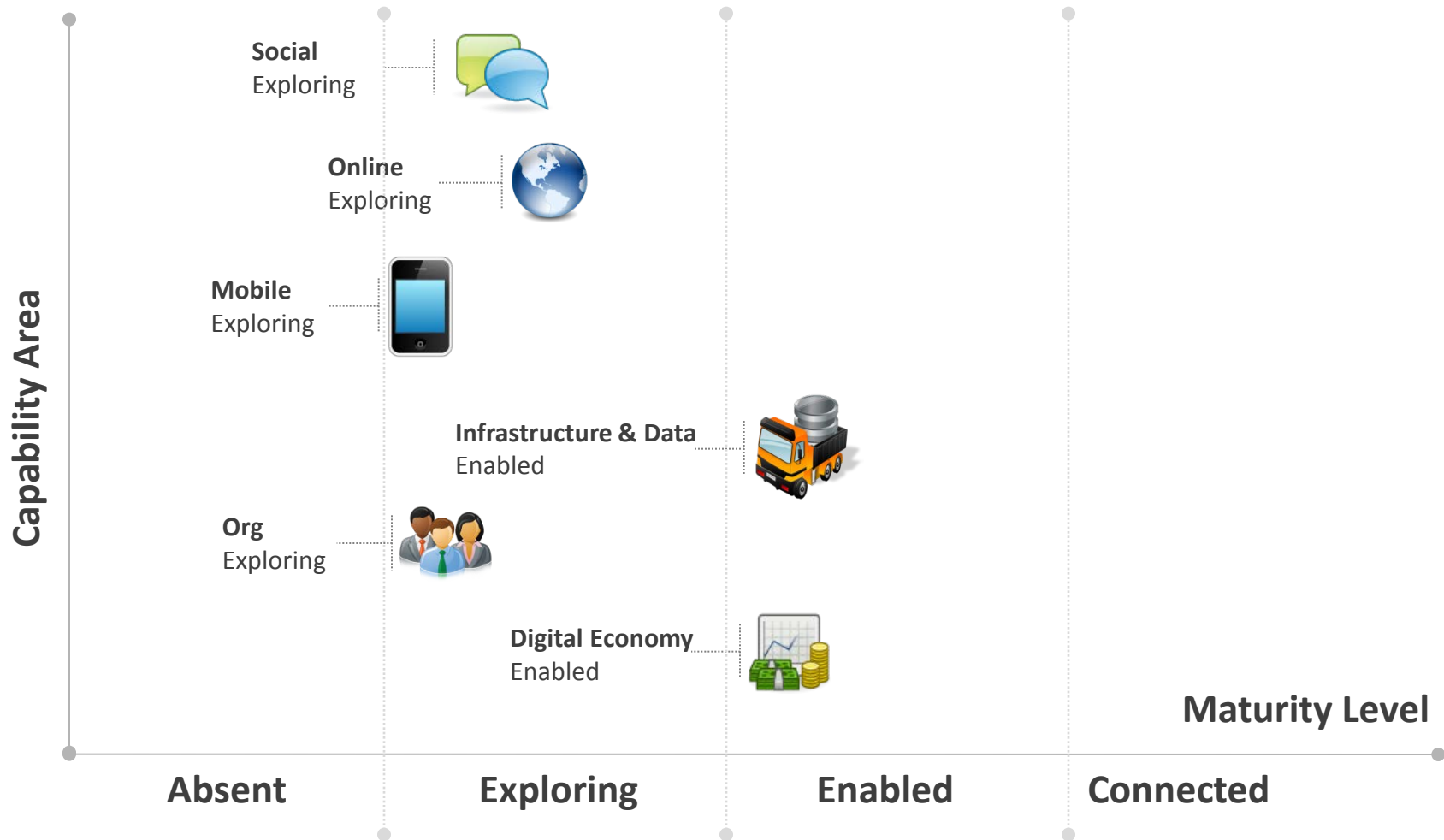
Enhance multidirectional digital connections amongst citizens, employees, business, and government.

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.

The City's current digital maturity (2012)



Key themes throughout the City's current state

**Design
strategically.
Deploy
tactically.**

**Empowered
employees
support
empowered
citizens.**

**Digital
governance =
strategic +
reduced risk.**

Consultation

730
unique votes

Focus
Groups

45
participants

Crowd-
sourcing

PwC
Collaborative
Design Session

32
participants

35
interviews

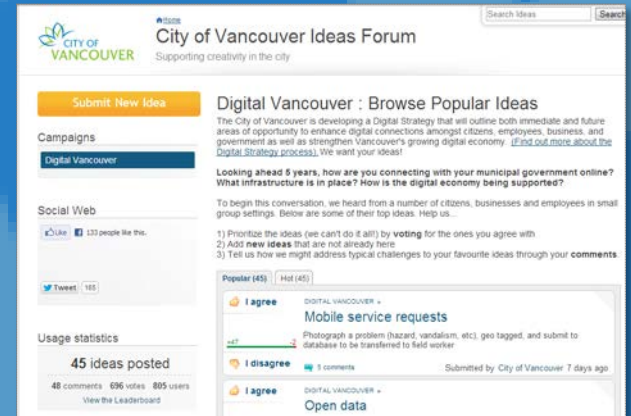
Interviews

Mayor's
Digital Leaders
Meeting

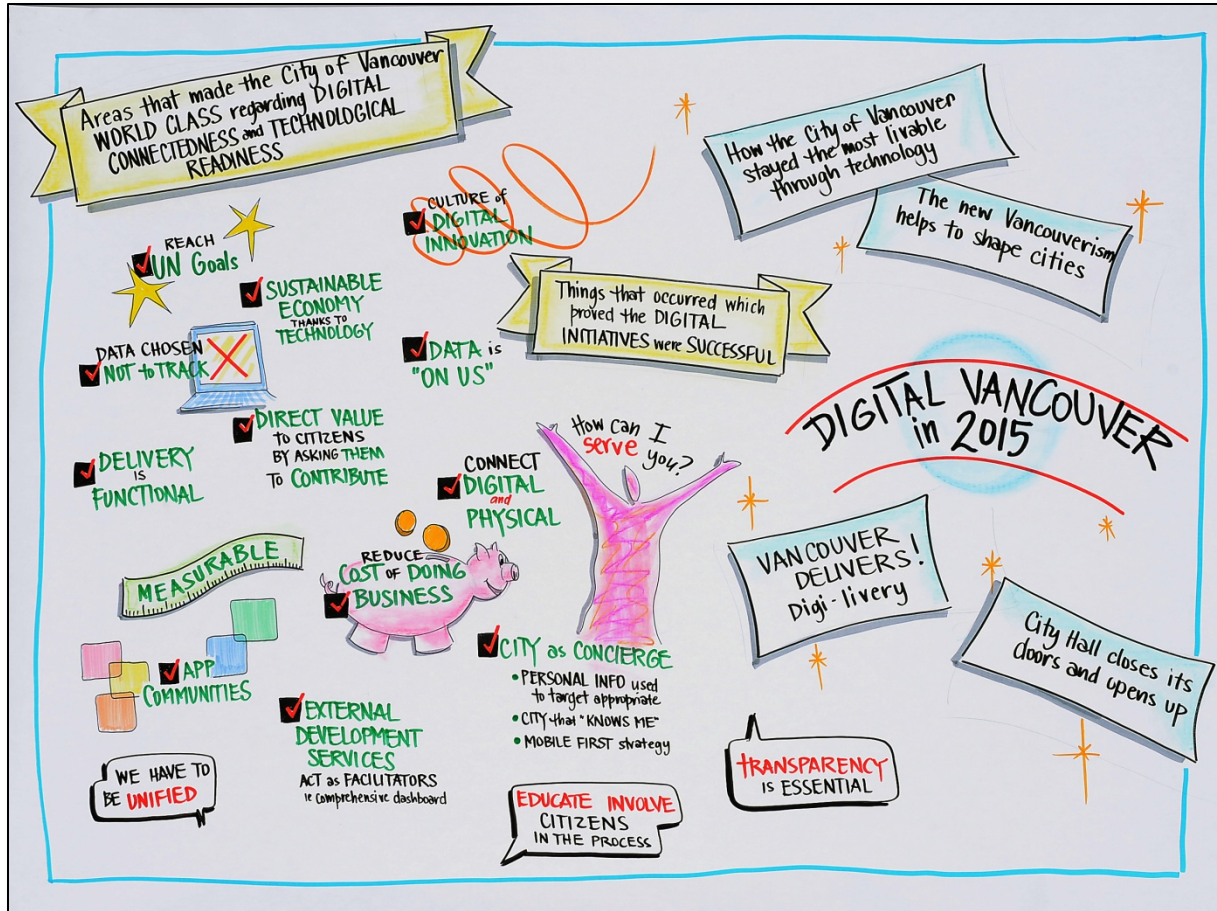
12
participants

External
Advisory Group

15
members



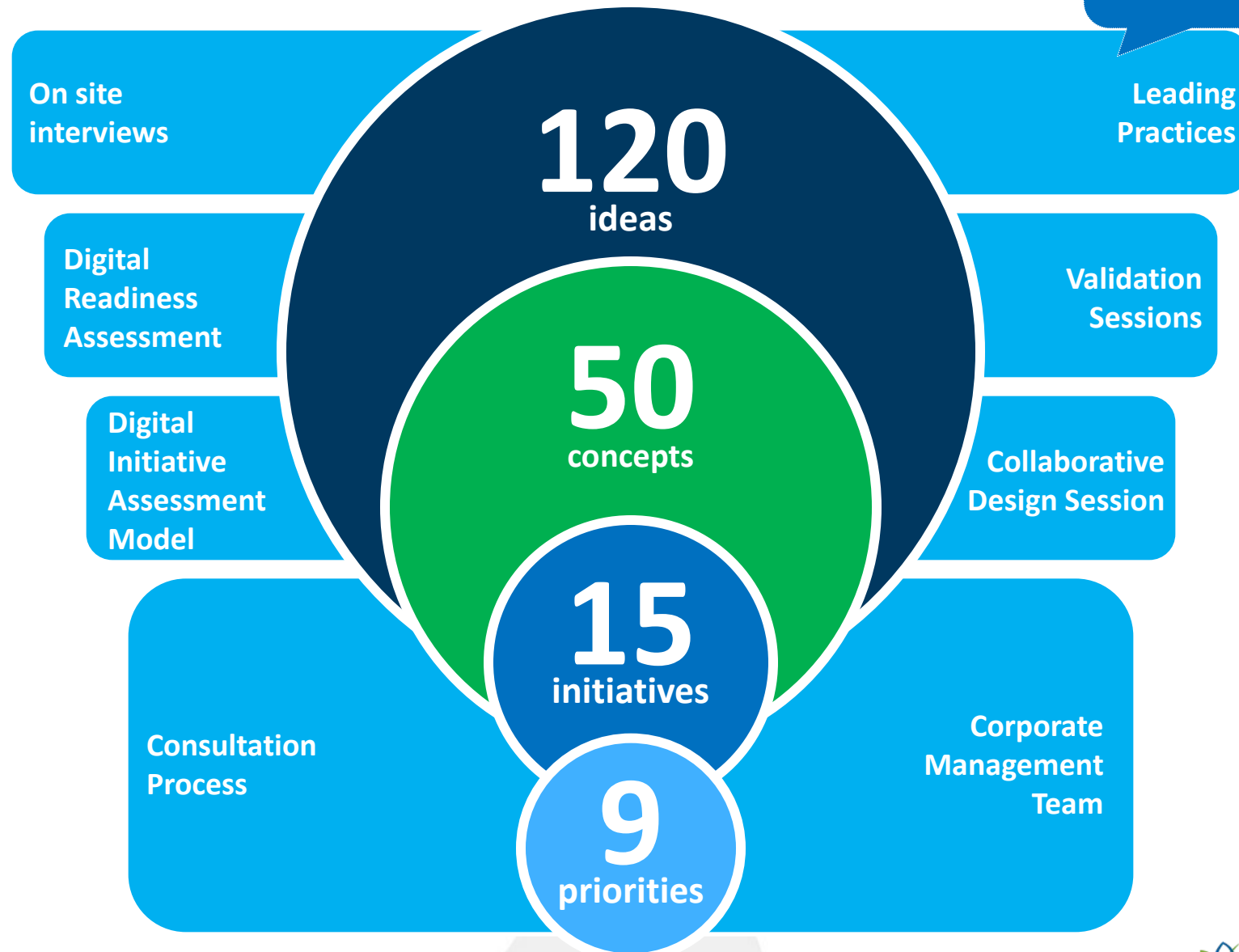
Key themes from consultation



- Get moving
- Go mobile
- Make it easier
- Increase access
- Let's innovate together

How did we refine ideas into initiatives?

How we got from 120 to 9.



“The fast pace of digital – the slow pace of government”.

The Digital Strategy



How can governments be more agile under the conflicting pressure of consumer-driven technology adoption and expectations and the increasing need to minimize risk and maximize value.

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

The Digital Strategy goals and objectives

Engagement + Access

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

Infrastructure & Assets

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

Economy

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

Organizational Digital Maturity

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

Digital initiatives at a glance

- - Funded
- - Funding strategy to be developed
- ◐ - Further funding required
- ⦿ - External funding required

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	✓	◐

1

Enable City services across digital platforms



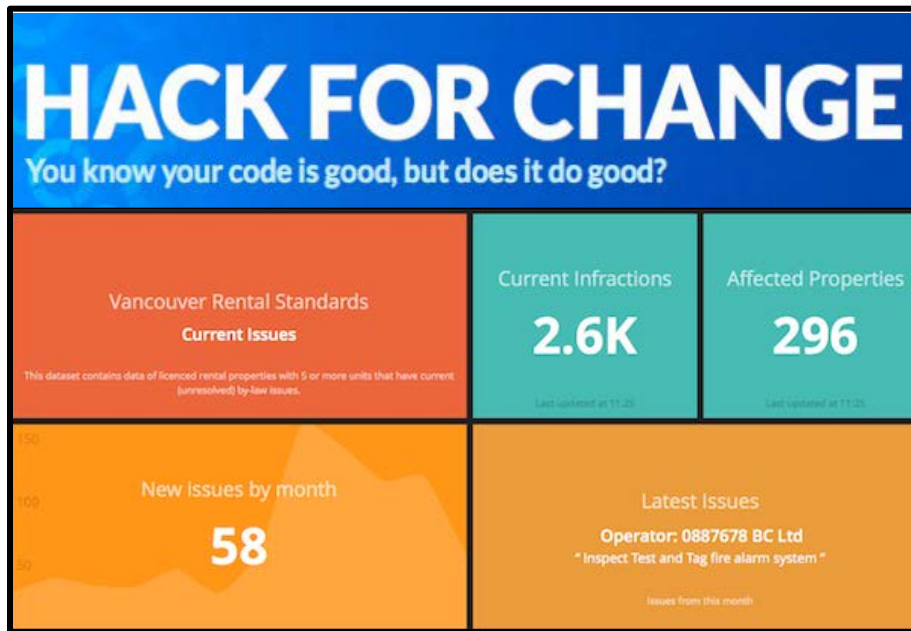
*Service at the speed of digital,
available wherever you are.*

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

2

Enhance the open data program

Harnessing the power of open data to solve real city problems.



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

3

Promote digital activity through communications and engagement tools



Never miss the conversation.

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

4

Expand digital access throughout the city

*Wi-Fi coming to your favourite Vancouver hot spots.
(Pun intended ;)*

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



5

Establish an incubation program for digital companies

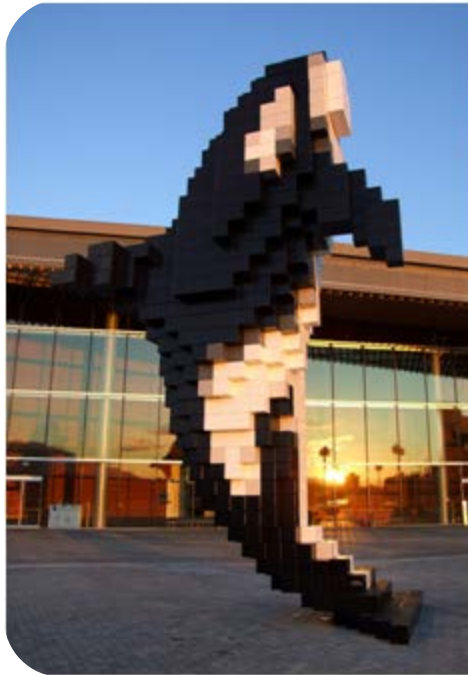


From idea to job creation.

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

6

Create a favourable regulatory environment that supports digital industry



VANCOUVER
DIGITAL
DISTRICT

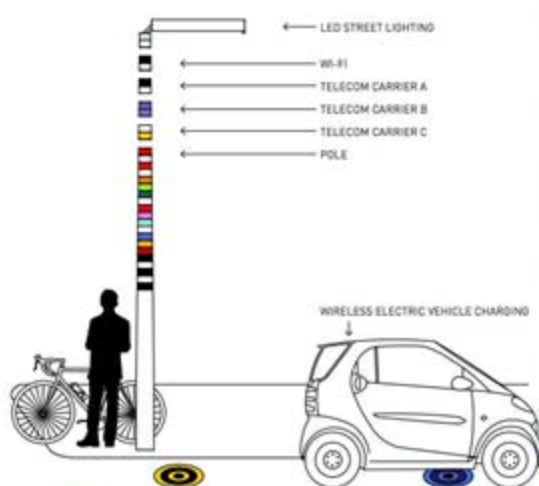
Establishing an ecosystem for digital businesses to thrive.

1. Review and refine industry definitions and zoning bylaws to remove or minimize the impediments
2. Establish a digital business district
3. Support external community demand for access to City infrastructure, such as poles and light fixtures

7

With partners, support an agile proof of concept program

In between vision and reality are proof of concepts.



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



GoodBombs
= Good Ideas

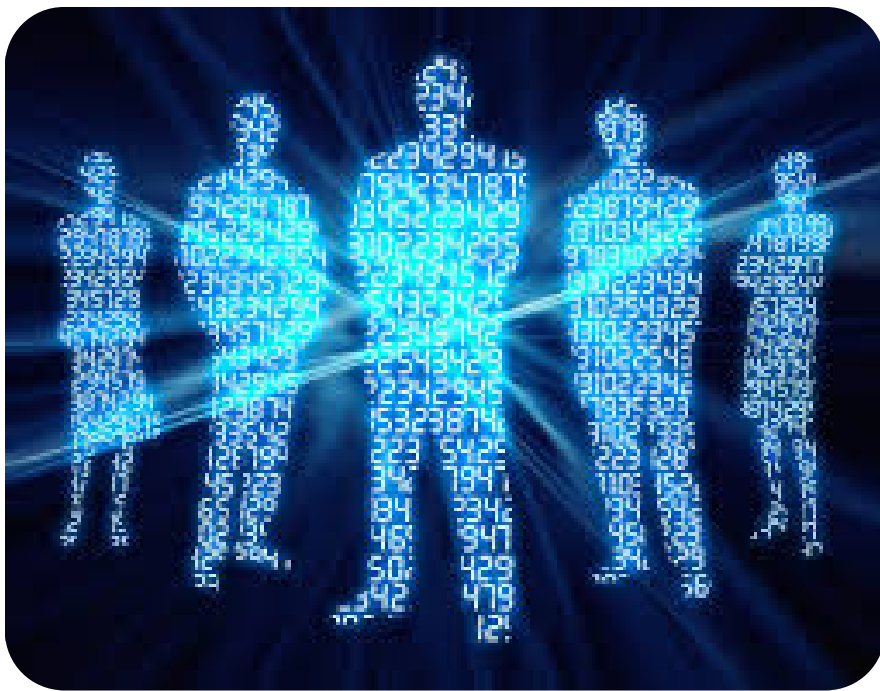


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Establish digital services governance

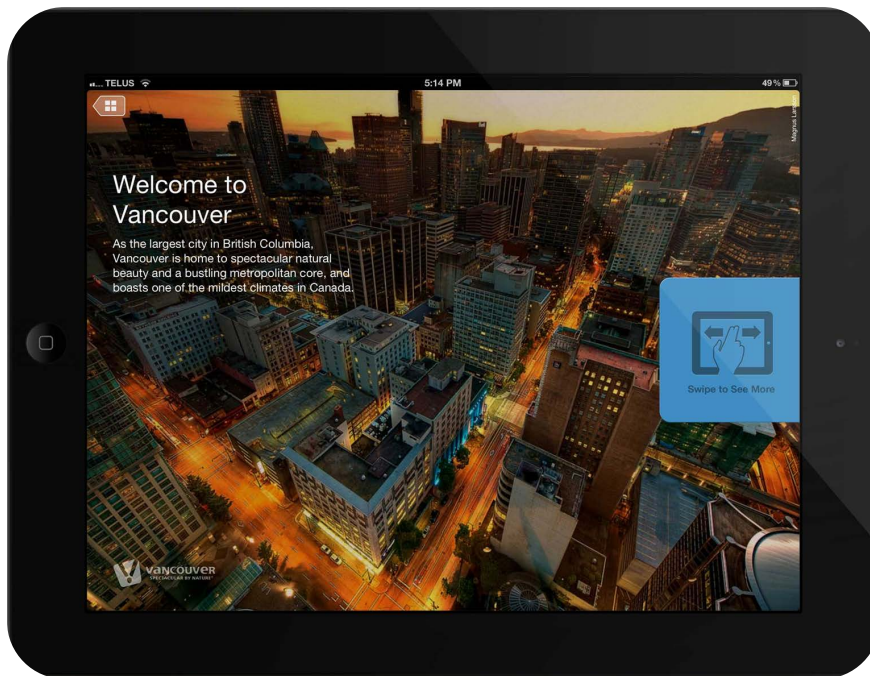
Without digital talent there's no digital services.

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



9

Implement mobile workforce strategy



We can be more efficient and productive by going mobile.

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



as the digital enabler

Access. Education. Support.

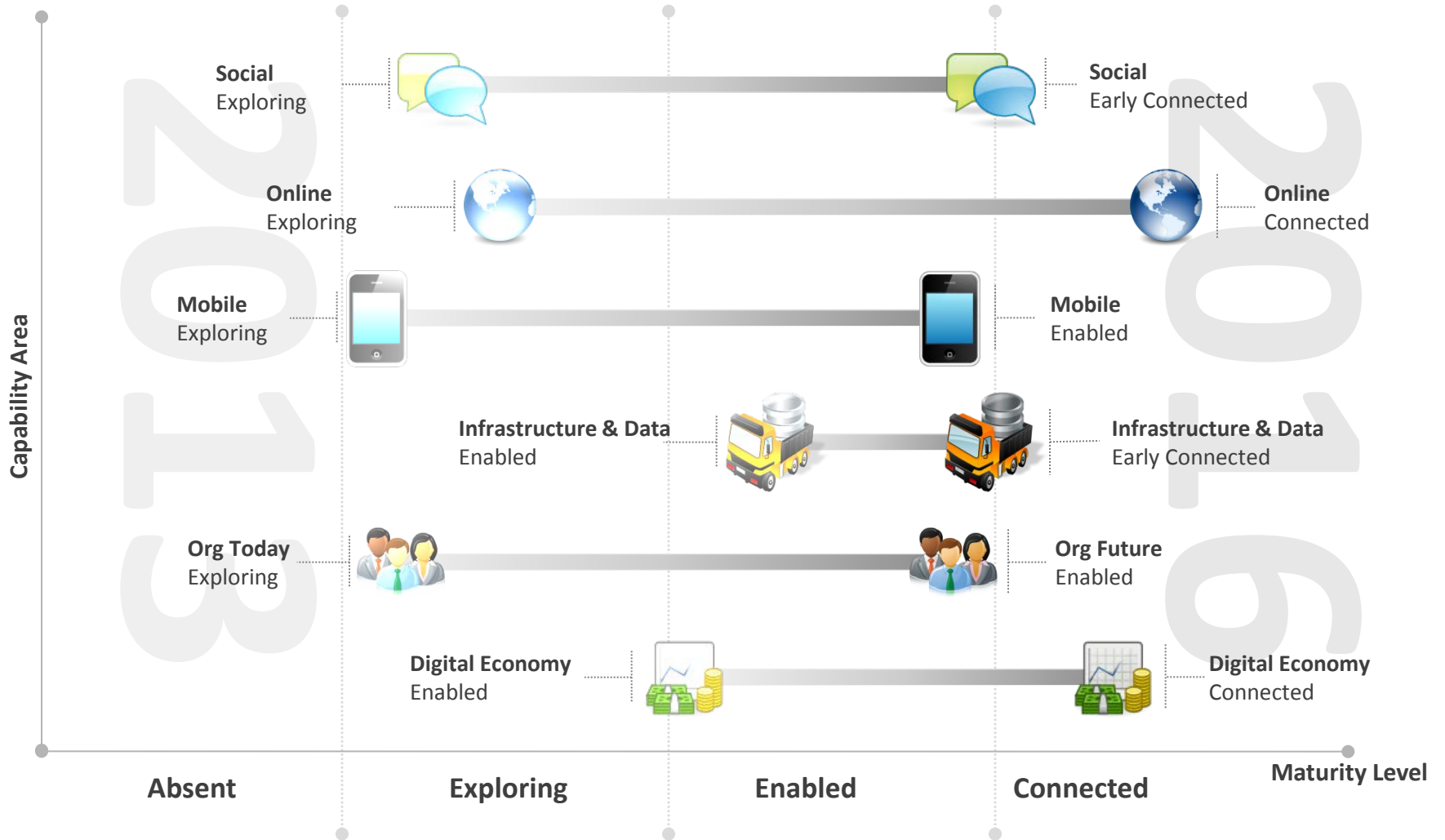
The path to digital equality runs right through the computers, Internet access, and free public training at the Vancouver Public Library (VPL).

It's at library computers where VPL helps bridge the digital divide with Internet access and sessions in computer basics, email and social media,

Did you know?
In Vancouver, 17% of city homes do not have Internet access

- More than 90,000 unique people logged into VPL computers in 2012: 1.4 million sessions; 2,200 hours/day of computer time. Plus another 590,000 wireless sessions in 2012.
- In 2012, VPL offered more than 80 free basic and advanced computer, Internet and social media courses, reaching more than 700 participants. 2,000 other people were trained through one-on-one sessions and school classes.

The digital maturity outlook for the City as an organization



A day in the life of a Vancouver citizen now...



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.

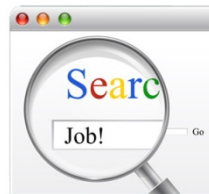
Stephanie goes to work at a small technology firm in Gastown.



She asks her boss for permission to take an extra long lunch break because she has to go to City Hall to get a permit for her house renovations.



On her coffee break, she searches online for where she might go with her cool idea for a new business.



After work, she heads to the library to attend a course on running a small business. On the way, she mails her dog license registration form to City Hall. She forgot to do it when she went at lunch!



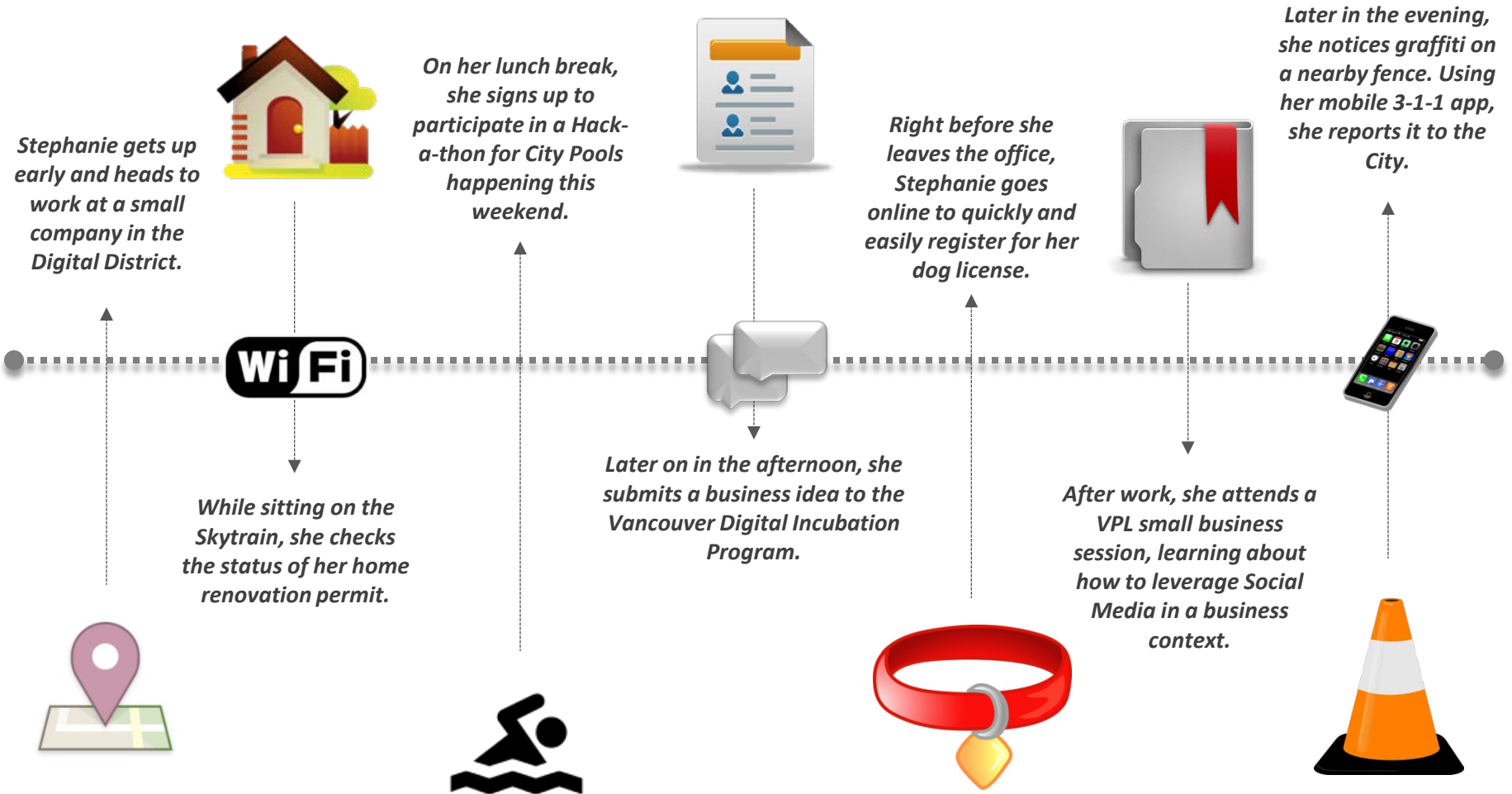
On her way home, she notices graffiti on a nearby fence. She tries to call 3-1-1 from her mobile phone but they're closed. She'll try and remember to call back tomorrow.



A day in the life of a Vancouver citizen in the future

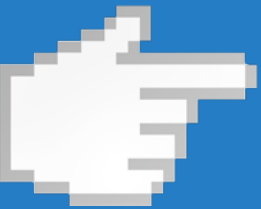


Meet Stephanie, a working professional. She is well educated, works long hours, and has little free time. While she frequently uses digital media, she is actually looking for the easiest, most efficient means of communication. Her touch points with the City are via social media, mobile apps, the website,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



*We can't not
be ambitious*

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.