

## **EGOVERNMENT DIGITAL STRATEGY JUNE 2014**

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### **EXECUTIVE SUMMARY**

The current eGovernment program (2012-2014) will conclude at the end of 2014. The eGovernment Advisory Committee (hereafter the eGovernment Committee) will complete their terms October 2014. A strategy is needed to continue the advancement of eGovernment while being mindful of trends in digital and open government.

The City of Calgary's eGovernment Digital Strategy was a collaborative process. The eGovernment Committee, made up of citizens and supplemented with staff, created this strategy to reflect both community needs and internal processes

This strategy takes a cross-department view of The City's administration and identifies a common set of objectives and strategies (Attachment 1). The use of digital to connect, communicate and engage with both Calgarians and staff will help The City become an open organization.

### **ADMINISTRATION RECOMMENDATION(S)**

That the SPC on Utilities and Corporate Services recommends that Council:

Approve the eGovernment Digital Strategy (Attachment 1) in principle, with implementation pending budget approval.

### **PREVIOUS COUNCIL DIRECTION / POLICY**

In the meeting on 2011, March 21, Council approved the eGovernment Strategy and associated projects. At its meeting on 2011, Sept 19, Council approved the eGovernment Advisory Committee Terms of Reference. At the organizational meeting on 2012, October 22, Council appointed seven members to the eGovernment Committee. In the meeting held 2014, January 13, Council directed the eGovernment Committee to conduct further public consultation with Calgarians and report back on the eGovernment Digital Strategy no later than June 2014.

### **BACKGROUND**

In response to a Notice of Motion by Alderman Pincott and Alderman Ceci (NM2009-38 Access to City Data and Services) the public data catalogue was launched in October 2010. Following the public data catalogue launch, the eGovernment team conducted workshops with members of Council, Administrative Leadership Team and the Senior Management Team to understand the direction The Corporation was headed regarding eGovernment. KPMG delivered the initial version of the eGovernment strategy and roadmap. Based on KPMG's work, an eGovernment Program was funded and approved as part of the 2012-2014 business plans. Council appointed seven citizens to the eGovernment Committee to further develop The City's strategies and plans for eGovernment. The terms for membership were set to two years and will expire in October 2014.

The current eGovernment program (2012-2014) will be coming to an end this year. The eGovernment Digital Strategy will set the direction for eGovernment in Action Plan (2015-2018).

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### INVESTIGATION: ALTERNATIVES AND ANALYSIS

Following their appointment by Council in October 2012, the eGovernment Committee met nine times. At their initial meeting, the eGovernment Committee identified five major themes at the core of eGovernment in Calgary. These themes formed the basis for the eGovernment Digital Strategy.

1. Transparency and Open Data
2. e-Services – Citizen-centric design and access
3. Engagement and Participatory Governance
4. City Workplace (Culture, Measures and Performance)
5. Partnerships

Over the past year, a framework was used to elaborate each theme into a set of objectives and strategic actions. The five objectives were formed after considering engagement input, research and other digital strategies by leading cities. The cities included New York, Chicago and Vancouver.

The following are the five objectives for the eGovernment Digital Strategy:

1. **We have accessible services** - The City successfully delivered the following online services: applying for permits, booking tee times and submitting 3-1-1 service requests. However, these efforts were accomplished by meeting citizen demands rather than connecting to a larger strategic vision for all city services online.
2. **We pursue and build partnerships** – Partnerships include collaboration within our organization. And, we seek organizations locally and abroad who can further our cause of improving government services and community participation through technology.
3. **We are transparent** - Public decision making should be an open and inclusive process where citizens can access public information to participate in government. Transparency not only means releasing information. Successful transparency requires The City to own the responsibility of accurately collecting information, securely storing data and actively protecting confidential material.
4. **We provide and support platforms for citizens to participate** – Participating in government is both a choice and a freedom. Making decisions is a collective process requiring the knowledge of many groups and individuals to provide Calgarians with a high quality life and enjoy the city they live in. Public participation in government requires public forums, the opportunity to participate and the innovative use of technology advancing two-way communications and discussions.
5. **We value innovation** - At the heart of technological innovation is disruption, or change. The path to change at The City must involve putting the customer first. Also, both the government and the public must accept disruption for innovation to thrive. While research, testing and measurements can help The City achieve success, we must not be afraid to attempt new ideas for fear of failure.

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### **Stakeholder Engagement, Research and Communication**

The plan to develop the eGovernment Digital Strategy was based on a premise to leverage the strategic thinking and planning already under-way at The City and other governments. The eGovernment Committee, The City's Action Plan and other cities' published digital strategies helped frame the scope of the engagement and research.

The 2015-2018 Action Plan Engagement Plan did not specifically ask how technology can improve government, but many individual responses suggested the use of technology to solving broader city issues.

The eGovernment Digital Strategy was created by the eGovernment Committee and a team of staff from Corporate Services. The early draft of the strategy was shared with people using an online feedback form. Another engagement was held in-person to collect information and feedback from staff invited based on their work with different aspects of digital technology and/or service delivery.

To ensure responsiveness to rapid changes in the digital landscape and increasing expectations of citizens and staff, there will be ongoing engagement. This engagement will have a focus on implementing the strategies outlined in the eGovernment Digital Strategy.

The eGovernment Digital Strategy Report contains more information on the engagement and research in Attachment 2.

### **Strategic Alignment**

The eGovernment Digital Strategy aligns with and furthers:

- Council Priority – A prosperous city Priority 5 and Priority 10
- Council Priority – A well-run city Priority 40 and Priority 42
- 2020 Sustainability Direction
- Municipal Development Plan – Section 5 Reporting and monitoring

The eGovernment Digital Strategy also aligns with the following strategies in the 2012-2014 Corporate Services business plan:

- 3B – Businesses benefit from efficient City processes and serviced industrial land
- 4Z – Our customers and stakeholders receive quality and cost-effective services

### **Social, Environmental, Economic (External)**

#### **Social**

Providing increased access to City data and services allows enhanced opportunities for participation and engagement.

#### **Environmental**

Travel required by citizens and businesses to involve themselves in civic issues is reduced by offering access to data and city services online. Travel reductions are also made with an ability to provide input into public issues online.

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### Economic (External)

Providing access to data and services online serves economic benefits beyond The Corporation to business and citizens.

### Financial Capacity

#### Current and Future Operating Budget:

There is no impact to the current operating budget.

#### Current and Future Capital Budget:

The current eGovernment Program (2012-2014) is funded through the Web Initiative Capital (Program 744). The investment in eGovernment is \$8 million. The current spend is \$6.1 million and the estimated carry-forward into 2015 is \$800 thousand.

Going forward, a capital budget request will be submitted as part of the 2015-2018 Action Plan. The request for capital is \$2M over four years (500K/year).

### Risk Assessment

There are no significant risks associated with the recommendation of this report.

<b>REASON(S) FOR RECOMMENDATION(S):</b>
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To provide the SPC on Utilities and Corporate Services with the eGovernment Digital Strategy.
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### ATTACHMENT(S)

1. eGovernment Digital Strategy
2. eGovernment Digital Strategy Report