eGovernment Strategy Advisory Committee Report

"HUMAN NATURE IS NOT A MACHINE TO BE BUILT AFTER A MODEL, AND SET TO DO EXACTLY THE WORK PRESCRIBED FOR IT, BUT A TREE, WHICH REQUIRES TO GROW AND DEVELOP ITSELF ON ALL SIDES, ACCORDING TO THE TENDENCY OF THE INWARD FORCES WHICH MAKE IT A LIVING THING." *JOHN STUART MILL,* ON LIBERTY (1859)

Introduction

Calgary is a living city, "a great city to make a living and, especially, a great place to make a life" (CED Annual Report 2015). As members of the eGovernment Strategy Advisory Committee ("eGovernment Committee" or "Committee") we passionately agree that citizens and City staff are at their best when everyone works together using technology, data and innovative ideas to make our lives better every day.

Effective use of data by The City should have a positive effect on the overall data intelligence of our citizens, with this report supporting The City seeking opportunities to use data for the good of Calgarians, through eGovernment initiatives, and building digital infrastructure in support of a data-driven, citizen-engaged organization.

The Committee's understanding of City initiatives could not have been accomplished without the assistance of Administration over the past two terms. As this report outlines, some of the realizations and challenges of the Committee during its two terms were significantly mitigated through Administrative support, with the Committee's ability to advise on eGovernment strategy having been limited as an eGovernment Strategy and Roadmap was already in place one year prior to the Committee's membership nominations. Furthermore, the Committee's ability to review program plans, review performance measures and benchmarks, or provide thought leadership on eGovernment initiatives was limited given that a budget and business plan had already been identified and approved prior to the Committee's membership formation. Given that the pre-approved business plan and strategy existed, the Committee was very well supported by Administration as the Directors, as Administrative resources on the Committee, provided many additional resources over The Committee's terms in order help the Committee attempt to interpret and fulfill its roles and responsibilities.

The Committee accepts the above challenges as a reality of The City's governance and financial conventions, with programs and initiatives scheduled and budgets allocated well in advance for transparency and planning. Yet, in the face of this planned reality, in the case of the eGovernment Committee, responsivity and service of significance by committee members was greatly diminished by these processes outside of the Committee's control.

Despite the Committee's challenges, eGovernment initiatives associated with the eGovernment Strategy and Roadmap and The City's Digital Strategy, in the view of the Committee, are being

built with the current and future citizenry of Calgary in mind. This is especially supported by The Committee as observed within the realms of Data Intelligence, Citizen Digital ID, and Innovation, resulting in the Committee's unanimous agreement that eGovernment is now an established corporate initiative and the Committee's roles and responsibilities are no longer required.

eGovernment Strategy Advisory Committee 2012-2014

In order for eGovernment to mature at The City, the eGovernment Committee was formed at the Organizational Meeting in October 2012 to act in an advisory capacity designed to guide and position eGovernment as a corporate initiative within The City.

Committee Realization: eGovernment projects already initiated

When the Committee met at its introductory meeting in January 2013 a number of eGovernment projects were in the implementation phase and did not require, or could not gain from, any additional insight from Committee members. Committee members set out to identify opportunities within scope and to carry out the Committee's mandate given the eGovernment Strategy and Roadmap for the 2012 - 2014 business cycle had been approved the previous year, in 2011, by Council as well.

Administration Recruits Engage Resource Unit

Given that the eGovernment Strategy and Roadmap projects were currently being implemented, Administration sought consultation through the Engage Resource Unit to facilitate strategic discussions within the Committee thus greatly assisting the Committee in its attempt to fulfill its mandate.

The Committee spent 2012 learning about the projects underway corresponding to the eGovernment Strategy and Roadmap through facilitated interactions with City staff either responsible or accountable for project deliverables.

The duration and frequency of these eGovernment Committee meetings with City staff averaging three hours per meeting were never sufficient enough in length, to fully understand the complexity and breadth of eGovernment initiatives within The City. Noted that City staff were more than willing to spend long meetings outside of business hours to engage Committee members on various eGovernment initiatives.

Through these interactions with City staff, the Committee and Administration recognized its best opportunity was to guide eGovernment by collaborating on the development of the next eGovernment Strategy for the 2015-2018 business cycle.

Focusing the Committee's efforts in the first months of 2014, and relying heavily on senior departmental staff within Information Technology, Customer Service and Communications, and Corporate Analytics and Innovation, the eGovernment Committee developed The City's eGovernment Digital Strategy ("Digital Strategy"), presenting the Digital Strategy to the Standing Policy Committee (SPC) Utilities & Corporate Services in June 2014. Following this report presentation at the SPC, the Digital Strategy gained Council approval in principle pending budget approval. The Digital Strategy, as an active policy of Council, identifies the following objectives for The City:

We have accessible services

A commitment to an online service is also an obligation to understand the customer and provide a useful interaction. Online services commit The City to purchasing, maintaining, and regularly updating the systems that power those services and channels.

We pursue and build partnerships

Pursuing partnerships includes collaboration within our own organization, as well as seeking organizations locally and abroad who can further our cause of improving government services and community participation through technology.

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. In order to be transparent, The City has the responsibility to accurately collect information, securely store data and safeguard any confidential material.

We provide and support platforms for citizens to participate

Government participation is both a freedom and a choice. Public participation in government requires public forums, the opportunity to participate, as well as the innovative use of technology to advance two-way communications and discussions.

We value innovation

At the heart of technological innovation is disruption or change. The path to change at The City of Calgary must involve putting the customer first, and for both the government and the public to accept disruption in order for innovation to occur. While research, testing and measurements can help The City achieve success, we must not be afraid to attempt new ideas for fear or failure. Innovation is needed to keep pace with private industry, to lower costs, and to build partnerships with other organizations and within our own.

Administration Gains Digital Strategy 2015-2018 and Business Cycle 2015-2018

The Directors of Information Technology, Customer Service and Communications, and Corporate Analytics and Innovation identified priority initiatives which, when completed will advance the eGovernment Digital Strategy as part of Action Plan 2015-2018, and submitted these projects for business plan and budget review and approval. For a sample listing of these initiatives, see Attachment 3.

A budget request of $2 Million for the continuation of a program team was approved by Council in December 2014. The 2015-2018 eGovernment-related budget request was significantly reduced from the previous business cycle's $8 Million; however in the current business cycle, the Digital Strategy Roadmap projects have their own capital approved and governance models in place.

With the refreshed eGovernment Digital Strategy in place for 2015-2018 and a program budget approval for the same period, eGovernment was well established as a corporate initiative for a second business cycle within The City.

It is from this point that The City's tenacity and aplomb in pursuing eGovernment initiatives were made more obvious and, in retrospect, it could have been at this point the Committee may have been able to disband. Yet, due to the Organization Meeting taking place in 2014 October, Committee members had been appointed to the next Committee's term; furthermore, the decision to disband was not totally evident at the Committee's final meeting at the end of 2014.

New Members Appointed to Committee for 2014-2016

At the Organizational meeting of Council in 2014 October, seven members were appointed to the eGovernment Committee for another two-year term to fill vacancies with three members returning for a second term. This second term of the Committee carried a Council mandate directing Administration to work with the Committee on their role and determine an end date for the Committee.

Committee Realization: Digital Strategy projects have their own capital budgets and governance

Unlike the previous Committee's membership and their challenge in beginning work in year two of a three year business cycle and a previously approved eGovernment Strategy and Roadmap, this current Committee faced a different challenge: The projects submitted by Administration as part of Action Plan 2015-2018 had their own capital budgets and governance in place. In the previous business cycle, the eGovernment Strategy and Roadmap received funding for the implementation of the eGovernment Roadmap projects.

In this business cycle, there is no funding specifically for the execution of eGovernment Digital Strategy projects on the Digital Strategy Roadmap. These projects have their own capital budgets and governance. Interacting with City staff in the role as an advisory body was out of reach given the limited number of meetings and the complexity of project implementation of Digital Strategy Roadmap-related initiatives.

Administration Provides Advisory Opportunities

The Director of Information Technology, Director of Customer Service and Communications and Director of Corporate Analytics and Innovation selected three initiatives for the Committee to focus on for their term from 2014-2016, with these three initiatives identified as possibly benefitting from the knowledge of Committee members and having resources and capacity to conduct such interactions.

Formation of Sub-Groups

The three initiatives presented to and adopted by the Committee in April 2015 were:

Data Intelligence	**Citizen Online ID**	**Innovation**
Build an environment to explore and examine data for insights inspiring and directing The City to share more data.	Promoting the online City ID and building a platform generating public demand for more online services, improved access and experience.	Mobilizing innovation creating a movement to transform city services.

The eGovernment Committee members formed sub-groups for each of the three initiatives in order to allow for greater engagement towards their initiative of interest. It was agreed the Committee would continue to meet quarterly and the sub-groups would work in a manner as to only gain insight but not in any way provide advice to their respective initiatives without first seeking Committee approval.

Committee Realization: Very little advising opportunities

In October 2015, the sub-groups reported back on their work to date to the Committee as a whole, sharing their understanding of these initiatives, posing more questions amongst the Committee than could be understood given that many of the questions pertained more to the administrative/operational aspects of The City and were beyond the purview of the eGovernment Committee. The Committee's limited understanding of The City's complex organizational, operational and budget cycle structure produced some frustration within the Committee's membership. Further to this, the Committee agrees that in most cases, when engaging their sub-groups, many of the ideas posed by Committee members had either been previously initiated or researched by City staff and chosen as non-pursuable at the present time.

Through engaging these sub-group initiatives, the Committee had the pleasure to witness firsthand the innovative pursuits of City staff. Pursuits that have occurred in parallel to floods and snowstorms, plummeting oil prices, significant provincial and federal political shifts, tightening budgets and substantive organizational, leadership and City departmental changes.

The Committee believes The City houses a passionate digital community that has sought to provide value that exceeds cost. Although the Committee's membership is disappointed it could

not provide more input into The City's eGovernment initiatives, the Committee is pleased to have had the opportunity to meet and encourage City staff.

Committee Findings: City Initiatives with Full Support of the eGovernment Committee

In pursuing these sub-group initiatives the Committee sought only to determine where the Digital Strategy's objectives were possibly being embodied within City initiatives. Therefore, the Committee's role for the majority of its second sitting has been to serve as a privileged observer and submitter of feedback and input on the three sub-group initiative areas.

These initiatives exist due to the work of City staff who have invested resources and moved these initiatives from the idea phase to the reality phase. The eGovernment Committee has not provided any significant advisory insight into any of these projects, save possible future influence on the Civic Innovation YYC initiative, pending future action by Administration and the AnalyticsCalgary program.

One City One ID (Citizen Digital ID)

The Committee sees Citizen Digital ID as a required service-enabler that makes available an array of services to citizens online. These services harness the power of possibility, providing for future personalization in the form of a secure portal that can be customized to display data and link preferences for each individual profile. This initiative allows citizens to connect with various City services that they use within The City of Calgary. This portal can be used in the future to obtain greater efficiency realization through centralizing administration of a single site and through the expected reduction of paper and postage through the moving of processes to an online platform.

One item of great potential is the online capabilities associated with citizen-provided data for use in customizing the citizen's portal experience (see Data Intelligence below). The portal has potential to create a digital community space where Calgarians can interact and engage initiatives as citizens or between citizens and The City (see Innovation below). Of course, whenever personal information is involved, some concern is still placed upon privacy protection of citizen's data and security of the system. The Committee recommends that The City possibly provide some assurance to citizens regarding protection of their personal information while simultaneously demonstrating the advantages and customizable options citizens can realize through providing their information to The City.

Data Intelligence

Data is a resource, providing insights into our quality of life and supports City efforts in pursuit of continual improvement. Data is more open when cities visualize their accomplishments and their problems, citizens access that data, and citizens participate in the system by providing data as well.

There is an opportunity for The City to become a more data-driven organization. Data can be used to better understand and engage citizens, allowing The City to respond by developing services that meet citizen needs.

The Citizen Dashboard is one example of the potential of data, with the dashboard housing an array of City indicators and performance measures in one easy-to-access location. Most importantly though, the Committee wishes to stress that the greatest opportunities for data intelligence will be through the One City One ID (Citizen Digital ID) initiative. The data interactivity and learning that could benefit both City and citizen through the One City One ID initiative presents great potential for efficient and effective service delivery.

Personalization of portal information, through the authenticated Citizen Digital ID can be used to improve citizen engagement, with future possibilities of rich, real-time interactivity.

Innovation

Efficiencies can be realized when information and communications technologies, backed by a thoughtful approach using City skills and talents, are housed within a mindset of innovation.

Innovation can occur through the building of a 'digital bridge' between eGovernment and the eCitizen, using this connection to discover potential improvements via the resulting real-time interaction. There are an array of ready-made, digital public engagement tools available to The City that require further investigation. The One City One ID portal and other online citizen experiences have the potential to house such engagement tools (see One City One ID above) and build our eCitizenry. Or, The City may wish to make its own digital tools. Whatever platform is used, the strategy should be to engage the co-creation of new transformative visions and innovations for The City through involved (or 'bridged') citizen-custodians. Greater collaboration between municipalities could be realized through the implementation of digital resources. The Committee recommends a sustained conversation centered on innovation with the conversation facilitated through The City's AnalyticsCalgary program.

Conclusions

The eGovernment Strategy Advisory Committee was established to help position and guide eGovernment as a corporate initiative within The City, and to find opportunities for The Committee to carry out its roles and responsibilities within the scope of such Strategies.

Over the past two business cycles it is the belief of this Committee's current membership that its roles and responsibilities are no longer applicable, given now that eGovernment has been positioned as an established corporate initiative.

This belief is based upon:

- Implementation of the eGovernment Strategy Roadmap.

- Capital budgets allocated to eGovernment in two consecutive business cycles.

- Numerous programs and projects identified as part of Action Plan 2015-2018 having outcomes supporting the achievement of one or more than one of the Digital Strategy objectives.

- A corporate program launched identifying the eGovernment Digital Strategy as one of their key drivers: AnalyticsCalgary.

  o AnalyticsCalgary is a program aiming to build a foundation for The City to achieve long-term eGovernment strategic goals. AnalyticsCalgary is a catalyst to move The Corporation forward, driving an emergent cultural expectation of transparency, innovation, and data-driven decision making. AnalyticsCalgary promotes the sharing of data, research and expertise across The City and will seek to facilitate collaboration in order to find innovative ways to serve citizens.

The eGovernment Committee recommends the continuation of City initiatives that seek to fulfill the eGovernment Digital Strategy's vision of a City using innovation and engagement to enable secure anytime, anywhere, access to an open government for today's and tomorrow's citizen. Foundational digital infrastructure, found within the One City One ID are critical to future data intelligence and innovation amongst The City and its citizenry.

City digital initiatives and partnerships advancing the eGovernment Digital Strategy need to be supported with sufficient funding. The Committee believes these initiatives and partnerships are important to the citizens of Calgary and to the efficient and effective operations of The City's services; therefore, the Committee recommends that members of Priorities and Finance Committee implore Council to inform Calgary's communities of the Citizen Digital ID, its benefits and future updates, using the following key messages:

- Citizen Digital ID is a required service enabler.

- A one-stop digital portal to City services allows citizens to connect with the various services that they use with The City.

- Greater efficiency may be realized through centralizing administration to a single site, and through reduction of paper and postage.

- Personalization is important.

- Privacy protection of citizen's data and security of the system is always a priority.

The Committee recommends a push for data openness with Council supporting the continued use of data both internally and externally, increasing data intelligence throughout Calgary. There is opportunity for The City to become a more data-driven organization, participating with our citizenry through data. Use of data analytics is strongly recommended to continue within The City in order to drive internal efficiencies.

The Dashboard is one example of the potential of data, housing an array of City indicators and performance measures in one easy to access location.

Personalization of digital portal information can be used to improve citizen engagement, with future possibilities of rich real-time interactivity.

The Committee recognizes that there are still many future initiatives, plans and budgets still to come in association with eGovernment at The City. Now having this experience, members of this Committee will continue to involve themselves and recognize eGovernment initiatives sought by The City.

Acknowledgements

The Committee members wish to thank Council for the opportunity to serve; the previous members of the Standing Policy Committees of Utilities and Corporate Services and Priorities and Finance respectively for reviewing our reports and issuing our mandates; the past and present Directors of Information Technology, Director of Customer Service and Communications, and Director of Corporate Analytics and Innovation for their administrative support and subject matter expertise; the various staff members the Committee had the opportunity to meet, especially those within the Engage Resource Unit and specialized staff within IT, Customer Service and Communications, and Corporate Analytics and Innovation for their assistance in building the Digital Strategy; and our eGovernment Project manager for supporting the Committee in our service to the citizens of Calgary in pursuit of investigating and confirming, in most cases, never-before-experienced forays by The City to introduce eGovernment to Calgary.

Administration acknowledges and thanks the past and present Committee members for their dedication to collaborate above and beyond the mandated four times per year, demonstrating their commitment to establish the future direction for eGovernment at The City of Calgary. Thank you to the three members who reapplied for a second term providing continuity and leadership to the new members. Administration appreciates the Committee Chair for his additional leadership and contribution investigating and authoring this report.

Past Members	Current Members
Apoorv Dwivedi	Apoorv Dwivedi
Travis McIntosh	Travis McIntosh * Chair
Jonathon Wong	Jonathon Wong
Blair Berdusco	Geoff Zakaib
Grant Neufeld	Robin Winsor
Lori Stewart	Sharaz Khan
Steve Warme	William Moskwa