



Digital Strategy 1.0

Office of the Chief Information Officer **OCIO** City of Vaughan

Rev. December 14, 2016

Communications

**COMMUNITY
ENGAGEMENT**

eServices +
Mobile Apps

24/7

Access to
Data + Content

TRANSPARENCY

Internal Digital
Transformation

CITIZEN-FOCUSED

Public Access

BARRIER-FREE

Municipal
Transformation

NEXT?



Digital Strategy

COMMUNICATIONS COMMUNITY ENGAGEMENT

Vision


Social media can be used to foster a vibrant community that promotes diversity and inclusivity. We believe that citizens should be heard and a City should provide timely responses with appropriate actions and/or communication of the right information when it is relevant.

JOINING THE CONVERSATION Social media brings together likeminded individuals in a virtual environment with very little constraints. What makes social media unique is the constant contact. There are no leaders -- every member has a voice to which any other member can respond. Trending is a term in social media indicating that a topic of conversation is getting a significant amount of traffic – sometimes a trending topic can cross into other social media platforms. A city should actively create profiles on the most popular social media sites and have processes in place to join relevant new trending sites in their early stages. Active participation on these sites will ensure that the city is informed and can respond to real-time issues. This will engage citizens in meaningful dialogue. For this to be possible, a city will need to ensure that concerns are attended to by appropriate actions and the proper support tools, staffing and competencies are in place.

ANSWERING QUESTIONS Blogs are discussion forums which engage and inform their readers. The City of Vaughan has a blog that allows citizens to learn about City services, ask questions, get involved, or sign up for events. Any effort invested in creating blogs will forge a common understanding of relevant issues. It will also make it easier to navigate a city's services, receive valuable input from residents and businesses, provide specific answers to unique questions, and promote community values.

FACILITATE COMMUNITY GOOD A City should look at ways to use social media to connect citizens in need with members in the community that can provide that support. Citizens that want to contribute to the advancement of their communities should have a platform to connect with volunteers. Citizen engagement through surveys can provide beneficial feedback for dealing with community issues and city-building.

“Social media is the ultimate equalizer. It gives a voice and a platform to anyone willing to engage.” – Amy Jo Martin





Digital Strategy

ACCESS TO DATA + CONTENT TRANSPARENCY

Vision

Access to data is about making city data publicly available, accessible and easily interpreted – it is an important driver of open, transparent and accountable government. This allows for an easier flow of information, learning, improving services, becoming more efficient, adding value and creating new opportunities for the organization and residents.

MAKING OUR DATA AVAILABLE (OPEN DATA) Vaughan has a variety of data that would be interesting to the community: permits, development data, plans, information linked to maps of properties and assets, City spending, and data related to City services like complaint management. When communities begin to access and use open data, they invariably add value by creating applications and combining different datasets in a way that collaboratively address community concerns and interests. Other governments, in Canada and across the world, have repeatedly reported benefits that include: increased quality of life, more efficient city services, better decision making and creation of new data-driven businesses.

HAVING ONE VERSION OF THE TRUTH Corporate data access, usability and the ability to integrate data from different sources to eliminate data silos are dependent on creating a single version of the truth – managing master data as a single consistent entity across a city. For example, property locations are identified by street address in a variety of databases and solutions throughout the City of Vaughan; if we implement a consistent, managed address standard across the City, we would be able to integrate all address-based information geospatially. This would help generate strategic and operational insights that would result in the delivery of better services.

CREATING DASHBOARDS By building dashboards supported by integrated data and a single version of the truth, an organization would be in a better position to make faster, more evidence-based decisions in support of the services delivered. The technology involved in sorting, filtering and aggregating the information that is contained in a dashboard would eliminate significant processes where the business physically manages and interprets the data in the absence of supporting technology. This would liberate resources to focus on the delivery of services above the management of data and would promote continuous improvement gained through insights in the dashboards.

“The Internet is becoming the town square for the global village of tomorrow.” – Bill Gates



Digital Strategy

PUBLIC ACCESS BARRIER-FREE

Vision

Public access to high-speed internet today is critical for the well-being of the community. It enables citizens and businesses to access new opportunities. There is a direct link between economic growth and digital literacy. Vaughan is committed to ensuring that the entire community has the ability to benefit and compete in this information age.

BROADBAND FOR EVERYONE Broadband internet is quickly being considered a necessary infrastructure in city-building. Just as it is difficult to measure the benefits of providing power, clean water and waste removal, it is difficult to determine the detriment to social and economic well-being of not providing broadband to everyone.

ACCESS TO PUBLIC STUDIOS AND LABS Multimedia, software development, and 3-D printing are staples for creativity, research and development, and business development. A city should provide the tools and space necessary for citizens and businesses to use the latest technology to communicate, collaborate and enter new markets.

IMPROVE DIGITAL LITERACY Digital literacy is the ability to use technology for finding information, getting services, expressing ideas, forming and joining communities, and performing business transactions. Anyone unable to use technology will find it increasingly difficult to thrive in today's information age. A city should ensure the inclusion of citizens in today's digital world by providing opportunities to learn how to use foundational tools and technologies.

“New possibilities for a more active democracy are beginning to emerge in the information age. Effective citizen action is possible if citizens develop the abilities to gain access to information of all kinds and the skills to put such information to effective use.” – Harry Boyte



Digital Strategy

eSERVICES + MOBILE APPS 24/7

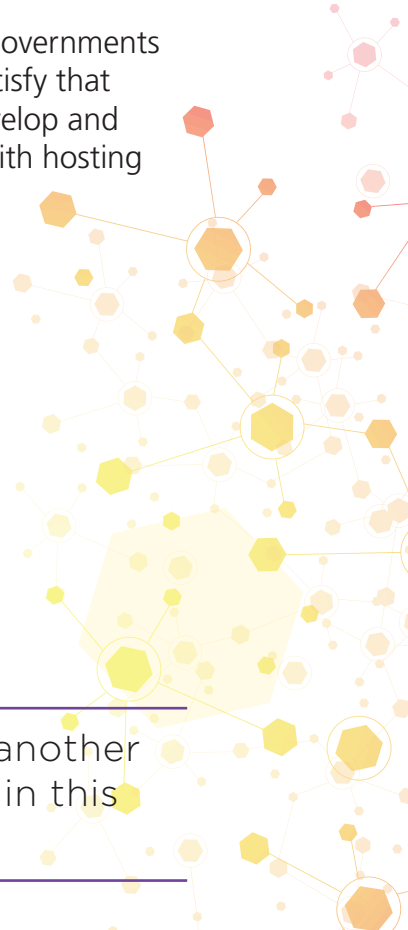
Vision

A City of choice uses the internet to look for ways to serve its constituents in a timely, informative way that provides outcomes and value for money. This service should be available when, where and how they want it.

ENSURING OUR WEB PRESENCE IS RESPONSIVE Websites and solutions are responsive when they provide citizens with consistent experiences using any device (PC, tablet or smartphone). Consistency includes performance, ease of use and outcomes. Sites should be intuitive to locating services, information should be easily accessible and transactions should be friendly, efficient, and complete.

VIRTUAL COUNTER SERVICE All services that can be migrated to the web, should be. Vaughan City Hall has many counters to assist residents, developers and local businesses. The same care in developing forms and service packages should be made available on the web. This will allow service requests and transactions to occur during all hours. Increasing self-service will reduce overall service costs as well while delivering information directly to the consumer in the comfort of their home or business.

LEVERAGE CLOUD COMPUTING Cloud computing is making it easier for governments to focus on constituent needs and less on the infrastructure requirements to satisfy that need. Solution development is getting quicker and easier. Although time to develop and deploy solutions is faster, consideration needs to be given to costs associated with hosting services, data management and integration skills.



“There was a time when people felt the Internet was another world, but now people realize it’s a tool that we use in this world.” – Tim Berners-Lee



Digital Strategy

INTERNAL DIGITAL TRANSFORMATION CITIZEN-FOCUSED

Vision

Internal digital transformation is key to ensuring citizen-focused services are continuously reviewed for efficiency, effectiveness and sustainability.

IMPROVING STAFF DIGITAL LITERACY City employees should think “digital-first”. Each process that collects data in electronic form lends itself to better analysis, reporting and decision-making. Employees can improve their digital literacy by optimizing their use of existing systems by considering data and system integration. This will allow people to leverage technology in innovative ways with every new business problem, initiative or project.

MAKING OUR WORK FORCE MOBILE Empowering the travelling worker with mobile solutions will allow them to plan their day more effectively, to capture electronic data in the field quickly, and to communicate with constituents by providing information that is timely, accurate and relevant.

CONTINUOUS INNOVATION Technology is changing at an exponential rate. A city should have processes in place to review and evaluate relevant emerging technologies. Those that are disrupting industries should be of special interest because they are creative in nature, can reveal opportunities and can change mindsets by altering citizen expectations.

“It’s not about grand innovation, It’s about a lot of little innovations: every day, every week, every month, making something a little bit better.” – Jason Calacanis



Digital Strategy



MUNICIPAL TRANSFORMATION BE READY FOR WHAT'S NEXT?

A city's digital maturity is dependent on allocated resources and its ability to engage, participate and learn from others. Technology is changing so rapidly that Smart Cities need to be open to embracing what's next. A city needs to explore and understand emerging concepts, models and technologies such as Smart Cities, Internet of Things (IOT), Digital Economies, and eGovernment. It should look to industry leaders for trends, interpretations and partnering opportunities.

It is only once a city has developed a vision for what it really wants to be in the future that the work to develop a plan, establish governance and commit resources can begin...

About Vaughan

The City of Vaughan is one of Canada's fastest growing cities with a population of more than 325,000. Incorporated in 1991, Vaughan is marking its 25th anniversary as a city this year. Vaughan includes the communities of Concord, Kleinburg, Maple, Thornhill and Woodbridge. This culturally diverse municipality is located in the heart of York Region and the Greater Toronto Area.

“We are all now connected by the Internet, like neurons in a giant brain.” – Stephen Hawking
