



Digital Strategy 2015-2018

31 March 2014



EXECUTIVE SUMMARY

The Digital Strategy 2015-2018 has grown from the work of the eGovernment committee over the past 18 months and from an emerging trend of municipalities looking at the future of their relationship with digital tools, processes and services. The following plan addresses the stakeholder engagement that will inform and support the Digital Strategy.

Goals of Engagement

Internal and external stakeholder engagement will:

- inform the Digital Strategy document and its implementation.
- establish a vision for Calgary's digital environment that is responsive to the changing digital landscape and changing citizen needs.
- identify goals and initiatives that reflect the needs and interests of stakeholders.
- create shared ownership.
- provide alignment with trends and City of Calgary strategic goals.

Risks & Mitigation

Stakeholder Burnout: Internal and external stakeholders have recently been asked about 4-year strategic planning (i.e. *Action Plan* and internal business plans) and may be feeling burn-out from these requests.

*Mitigation: rather than duplicating engagement we will incorporate results from the *Action Plan* engagement and unit Business Plans that impact and align the Digital Strategy.

Relevance: Strategic level documents can be hard to interact with in a meaningful way without running into the challenges and frustrations of group authoring. Some stakeholders who are digitally marginalized (i.e. do not use digital services or technology at a very high rate for any reason) and don't feel technology is relevant might consider strategizing about technology even less relevant.

*Mitigation: Use targeted stakeholder groups (i.e. those with a perceived 'high interest') for the writing of the strategy and strategically engage other targeted stakeholder groups on implementation at a project-level when questions are more relevant to their lives, experience and barriers.

Stagnation: Internal stakeholders may have concerns about barriers to cross-department collaboration.

*Mitigation: address and understand better through face-to-face meetings, consider how Digital Strategy-funded initiatives might alleviate these kinds of concerns.

Key Dates (as of March 31)

April 7: ITAMs meeting (introduce Digital Strategy)

April 14-24: public/eGovernment-network and internal feedback-form (FluidSurvey)

April 30: eGovernment committee meeting (share feedback-form results & establish next steps)

early-May: internal stakeholder face-to-face workshop

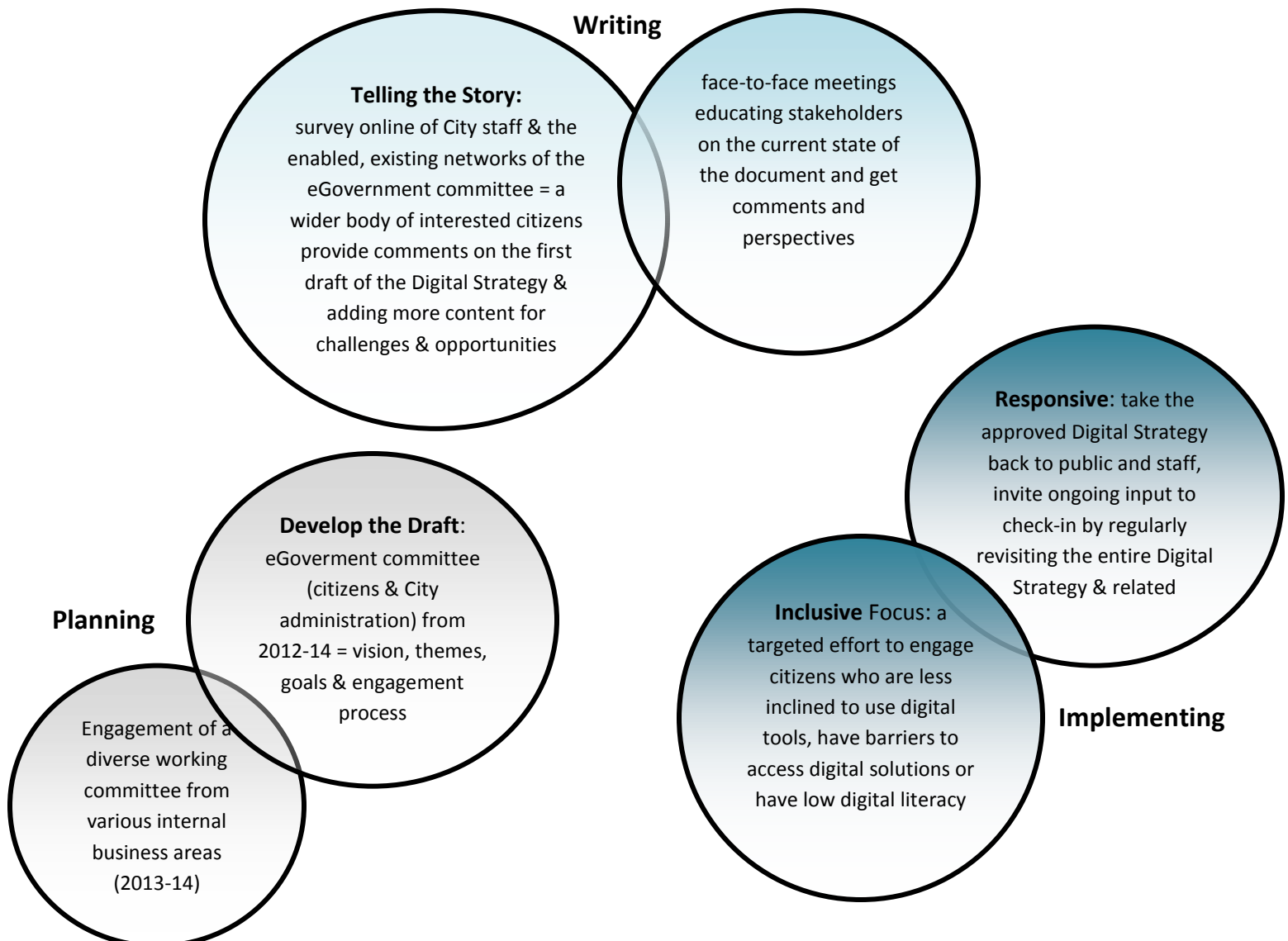
mid-May: Digital Strategy to DAC & eGovernment committee

June 10: Digital Strategy document to CSDSC



Strategic Approach and Process Overview

Engagement for the Digital Strategy 2014-2018: there are three phases of stakeholder engagement for the Digital Strategy – Developing the Draft, Telling the Story, Responsive & Inclusive (ongoing engagement). These align with the phases of creating the strategy: Planning, Writing & Implementing. Since the Digital Strategy aims to capture and support projects both internal and external facing as well as cross departments in the City, the engagement for developing the plan and the ongoing engagement will all consider all these stakeholder groups. The Digital Strategy builds off the substantial work that has been done by the eGovernment committee and is sponsored by the (internal) Digital Advisory Committee. The final draft of this document will be submitted to the General Manager of Corporate Services no later than 3 June 2014. This engagement will focus both on the Digital Strategy's creation and implementation.





Goals/Objectives

A. What is it we hope to achieve?

- Alignment of projects, plans and strategic goals that are cross-departmental
- Create a shared vision and ownership of the values and goals of the Digital Strategy between different departments and between administration and citizens
- develop a vision for digital technology that is responsive and makes room to address the areas of: Digital Economy, Digital Access, Digital Literacy
- Provide better education about the ways in which The City of Calgary contributes to the areas of: Digital Economy, Digital Access, Digital Literacy
- Citizen-centric and supporting the improvement of customer service
- Include and respond to the barriers and concerns of citizens who are not typical or frequent users of digital services
- Support other initiatives and plans that promote open government and improve administrative function (i.e. Cultural Transformation, Tomorrow's Workplace & Cut The Red Tape)
- Make better use of The City's resources in relation to the acquisition and use of digital tools/software/programs.

B. What is the role of stakeholders for this engagement: what decisions/areas can they impact?

At different stages and by different stakeholder-group there are different decisions that can be impacted, however, generally the Digital Strategy will be drafted collaboratively with City staff and citizen input through the extended networks of the eGovernment committee. It will be implemented in a responsive manner with regular check-ins with stakeholders both internal and external to City administration. The implementation check-ins will also include listening & learning from those citizens and stakeholders with more barriers to using digital solutions in order to support and improve digital services.

Risks/Sensitivities/Impacts

Relevance - Not engaging stakeholders would result in lost opportunities for partnerships, ideas and improvements to the plan. Engaging stakeholders at the wrong times or on the wrong issues would deter, frustrate or cause substantial resistance of the plan and its intentions of being citizen-centric.

Time - There is a condensed timelines for delivering the Digital Strategy document by June 3, 2014 significantly constrains the type, amount and depth of engagement that can be undertaken in support of the project goals and deliverables.

Mitigation - Making the Digital Strategy a responsive plan builds in ongoing engagement and check-ins that will allow for course corrections and provide engagement opportunities for different stakeholders to be part of different decision processes in areas they are more interested in and have more ability to impact. This will ensure the engagement is more accountable, inclusive and transparent.

Engagement Plan



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Stakeholders

The following list comprises known stakeholders at the time of writing. It is subject to change through the course of the project.

Stakeholder	Directly AND/OR Indirectly Affected	What are they being engaged about (phase)?	Why are they being engaged	Level of Engagement
External Stakeholders – not representative of City staff and administration				
eGovernment committee citizen members	Directly affected	Planning, Writing, Finalizing, Implementation, Evaluation	As a continuation of work that they have already done, as an objective of their purpose as a group, to provide ongoing citizen-perspective.	Collaborate
Extended/enabled networks of eGovernment members	Directly affected	Finalizing, Implementation, Evaluation	Extend the citizen-perspective, ensure the Digital Strategy addresses the needs of external stakeholders and includes their suggestions and knowledge.	Consult
General citizenry	Directly/indirectly affected	Implementation & Evaluation (& in Writing via other engagement/trends – i.e. Action Plan results)	To understand the needs and concerns and make sure solutions are addressed in the Digital Strategy	Listen & Learn/Consult
Digitally marginalized citizens	Directly/indirectly affected	Implementation & Evaluation	To understand their unique barriers and challenges to access digital services/technology.	Consult
Internal Stakeholders: Departments with a relationship to the implementation of digital tools/processes				
CSC	Directly affected	Planning, Writing, Finalizing, Implementation, Evaluation	Impacts their work but is also impacted by their work. Can help address barriers, trends, innovative solutions and important to understand their needs & goals.	Collaborate
IIS	Directly affected	Planning, Writing, Finalizing, Implementation, Evaluation	Impacts their work but is also impacted by their work. Can help address barriers, trends, innovative solutions and important to understand their needs & goals.	Collaborate
IT	Directly affected	Planning, Writing, Finalizing, Implementation, Evaluation	Impacts their work but is also impacted by their work. Can help address barriers, trends, innovative solutions and important to understand their needs & goals.	Collaborate
Transforming Culture	Directly/indirectly affected	Writing, Finalizing, Implementation, Evaluation	Impacts their work but is also impacted by their work for the overall organizational culture of the City of Calgary	Consult
CSDSC	Directly/indirectly affected	Writing, Finalizing, Implementation, Evaluation	Impacts the work of their departments/business units and they can impact the ways in which Digital Strategy projects are implemented. Project approval authority for Digital Strategy.	co-Decision Maker with Council Committee
DAC (project sponsor)	Directly/indirectly affected	Planning, Writing, Finalizing, Implementation, Evaluation	Project approvals of the Digital Strategy and the engagement plan. They work and influence decisions in some areas addressed by the Digital Strategy.	co-Decision Maker with Council Committee

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Stakeholder	Directly AND/OR Indirectly Affected	What are they being engaged about (phase)?	Why are they being engaged	Level of Engagement
WEST teams	Directly affected	Writing, Finalizing, Implementation, Evaluation	Impacts their work but is also impacted by their work. Can help address barriers, trends, innovative solutions and important to understand their needs & goals.	Consult
Passionate Practitioners (inter-departmental employees involved with and interested in digital technology & process) i.e. BIG team from Calgary.ca project, others at operational level identified by DAC or CSDSC members	Directly affected	Writing, Finalizing, Implementation, Evaluation	Impacts their work but is also impacted by their work. Can help address barriers, trends, innovative solutions and important to understand their needs & goals.	Consult
ITAMs (IT Accounts Managers)	Directly affected	Writing, Finalizing, Implementation, Evaluation	Impacts their work but is also impacted by their work. Can help address barriers, trends, innovative solutions and important to understand their needs & goals.	Consult

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Engagement Plan Timeline

Phase	Engagement Needs / Objective	Timeline	Target Audience	Tool/Technique*
Planning (2013 –2014 Q1)	Internal team begins planning how the Digital Strategy will look using the information from the past year of the eGovernment committee	2013 Q1-4	eGovernment committee	Advisory group meetings/workshops (quarterly)
		2014 Q1	Internal working group/team	Weekly meetings with representation from IIS, IT, Web, Engage and others
		2014 Q1	DAC (Digital Advisory Committee – Internal/project sponsor)	Bi-weekly updates on progress, risks, support/resources required
Writing (2014 Q1 – 2014 Q2)	Identification/ confirmation of citizen-value, vision, priorities, strategic themes, goal statements, trends, initiatives	February 25-28	Internal working group/team	1/5-2 days – focussed discussion and cardstorming
		2014 Q1-2	eGovernment committee	extra meetings in Q1 & 2
		March 18	CSDSC (Customer Service)	Presentation to committee for input and alignment – will also be part of the enabled network in next phase
		2014 Q2	Internal working group/team	Weekly meetings with representation from IIS, IT, Web, Engage, Communications and others
		April 7	ITAMs meeting (inform & listen/learn)	Workshop – introduce Digital Strategy & get their input on: current state, alignment and barriers
Finalizing Document (April-June 2014)	Verification and general input. Input collection with electronic, individual Listen & Learn. Insight into community (external) and internal needs, concerns, barriers, opportunities.	April 14-24	eGovernment extended/enabled networks (CSDSC)	eGovernment members presenting information to & share feedback form with their pre-existing networks
		April 14-24	Internal WEST teams, passionate practitioners	Online feedback form
		April 30	eGovernment	Extra meeting to review draft and survey results to determine next steps to finalization
		Half day (one of) May 5-9	Internal WEST teams, passionate practitioners	Face-to-face meeting/workshop
	Finishing the drafting of the Digital Strategy to take to City Council. Members of the eGovernment committee may be part of the presentation if they choose.	April 25-30 & May 10-15	Internal working group	Online collaboration (ie. Sharepoint) for final authoring and approvals)
		Late May	eGovernment committee	Feedback final copy electronically – as members may to present the strategy to council committee.
	Feedback to stakeholders	Late May	Internal WEST teams & passionate practitioners, ITAMs, eGovernment extended networks	Report back via online tools to show how their ideas, values and feedback was used in the Digital Strategy
By June 2014 the Digital Strategy document is completed, submitted to CSDSC June 10 & review for approval by ALT on June 25				
Ongoing Engagement for Digital Strategy				
Implementing 1 Check-In (2015 Q3 -approx)	Depending on what some of the key initiatives or priorities of the strategic themes – more engagement of (previous and new) stakeholders will be	2015 July/Aug	Internal working group, WEST, all staff	Online discussion tools or feedback form
		2015 Q2-3 meeting date	eGovernment committee (& networks if necessary)	Face-to-face meeting

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	conducted to assess how best to start, support and make broadly accessible these priority initiatives. This will also be the time to review trends, opportunities and challenges and adjust goals/targets or initiate new projects/partnerships as needed.	2015 Aug/Sept (approx)	General Public	Online tools (discussion, feedback form etc.)
		2015 Sept (approx)	General Public Subset: Digitally Marginalized (depending on the particular initiative – these will be people with barriers to access digital solution)	Face-to-face workshop (potentially similar to user-testing)
Implementing 1 Analysis/ Revision (2015 Q4 - approx)	Review goals of plan based on trends and Implementation 1 check-in results. Initiate new or (re)direct funds to current projects that address concerns raised.	2015 Oct/Nov (approx)	Internal working group, project sponsor, eGovernment committee, Customer Service Framework (CSDSC?)	Review, adjust via face-to-face meetings, budget and change management – provide a public “progress report” as stakeholder feedback
	Evaluate engagement (referring back to the engage! policy principles)	2015 Sept-Nov (approx)	Engagement consultant	From online & face-to-face evaluations
Implementing 2 Check-In (2016 Q4/2017Q1 - approx)	Depending on what some of the key initiatives or priorities of the strategic themes – more engagement of (previous and new) stakeholders will be conducted to assess how best to start, support and make broadly accessible these priority initiatives. This will also be the time to review trends, opportunities and challenges and adjust goals/targets or initiate new projects/partnerships as needed.	2016 Nov (approx)	Internal working group, WEST, all staff	Online discussion tools or feedback form
		2016 Nov (approx)	eGovernment committee (& networks if necessary)	Face-to-face meeting and/or online tools
		2017 Jan (approx)	General Public	Online tools (discussion, feedback form etc.)
		2017 Jan (approx)	General Public Subset: Digitally Marginalized (depending on the particular initiative – these will be people with barriers to access digital solution)	Face-to-face workshop (potentially similar to user-testing)
Implementing 2 Analysis/ Revision (2017 Q1)	Review goals of plan based on trends and Implementation 2 check-in results. Initiate new or (re)direct funds to current projects that address concerns raised.	2017 Feb/March (approx)	Internal working group, project sponsor, eGovernment committee, Customer Service Framework (CSDSC?)	Review, adjust via face-to-face meetings, budget and change management – provide a public “progress report” as stakeholder feedback
	Evaluate engagement (referring back to the engage! policy principles)	2017 Jan-Mar (approx)	Engagement consultant	From online & face-to-face evaluations
Evaluation of Digital Strategy (2018 Q4/2019 Q1)	Review overall goals of plan based initial goals & both check-in results. Evaluate engagement & Digital Strategy.	2018 Dec-2019 Feb	Internal working group, project sponsor, eGovernment committee	Provide final progress report and next-steps to stakeholders and citizens. Publicize engagement evaluation results (online).

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Evaluation

The ongoing engagement (Implementation 1 & 2) is one kind of evaluation for the Digital Strategy itself – making sure it is a responsive plan. These will also be used to ensure the engagement is following & fulfilling the other four principles of engagement according to the City of Calgary's engage! policy: accountability, inclusiveness, transparency & commitment (with responsiveness already being addressed). A series of questions will be drafted by the engagement consultant and reviewed with the project manager and/or representative of the project sponsor and/or representative of the eGovernment committee to ensure.

There will be feedback questions/forms at all face-to-face sessions and similar feedback channels built into online tools (i.e. a specific discussion topic in a discussion tool for comments/concerns/suggestions on the process).

Updates & Reporting

The working group reports back to the sponsor – the Digital Advisory Committee (DAC) – at the DAC meeting every two weeks.

The eGovernment committee usually meets quarterly, but has agreed to put in additional meeting time to meet the timelines for the Digital Strategy engagement and Digital Strategy document. They are strong supporters of the Digital Strategy and are key stakeholders. They have a great deal of input as well as many report-back points. The official dates of their meetings (March 4 & April 30, 2014) are two specific times when report-backs will be made to the citizen committee.

The final report to the Senior Management Team and Corporate Services General Manager will be in early June.

Reporting back to stakeholders will happen at different stages throughout the drafting and the implementation. Many of the report-backs will be online or digital in nature.