OPEN CITY | INITIATIVE

Edmonton as an Open City

JUNE 2014

THE CITY OF Edmonton
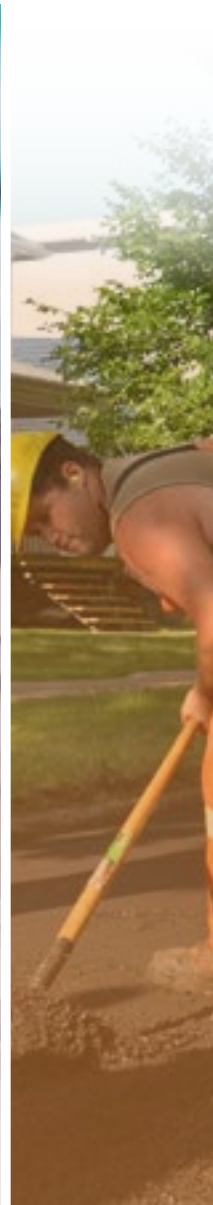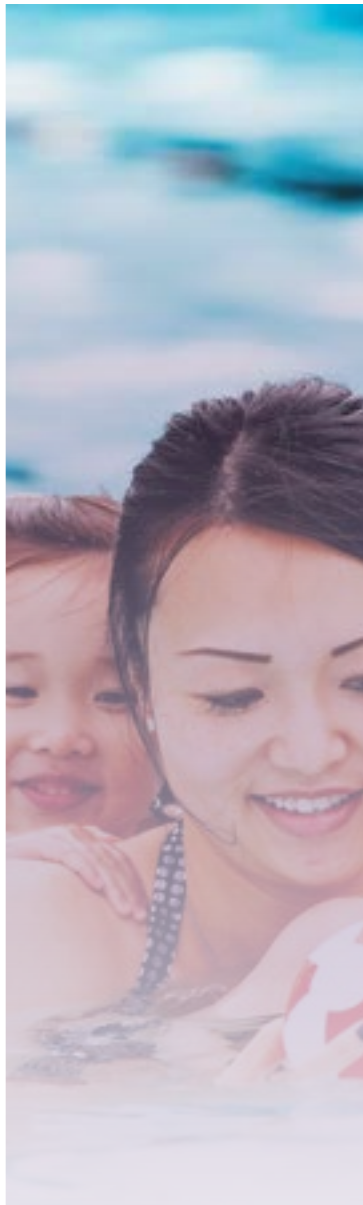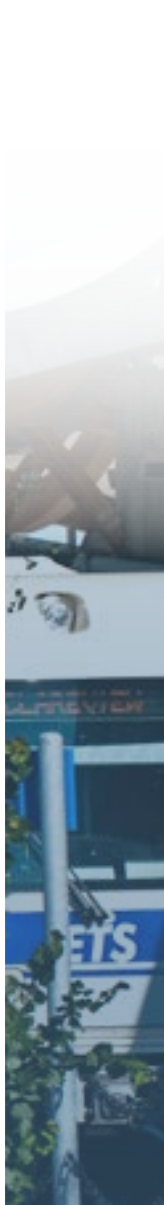
EDMONTON AS AN OPEN CITY

Edmonton is aspiring to fulfil its role as a preeminent global city: innovative, inclusive and engaged. Building such a city takes foresight, planning and active participation by its citizens. A great city is an open city.

An open city creates opportunity for diverse input and participation, inviting citizens to play a larger role in shaping their community and enabling social and economic growth.

An open city is a connected city. Philosophically, an open city is connected and responsive to the goals and objectives of an informed and engaged public, who in turn are partners consulted in setting the goals and objectives of the city. Physically, an open city reduces barriers to information and provides access to services through digital networks, connecting people wherever they are.

An open city promotes employee consultation, sharing information as soon as it can be shared, knowing that its employees are the primary brokers of its reputation and brand. An open city is a consumer and facilitator of technology solutions that promote being connected, transparent, collaborative and inclusive.

As an open city, our organization is working to build new ways to share information with Edmontonians, to find new opportunities for dialogue and make our services easier to access.

Edmonton as an open city learns from and integrates aspects of other open government initiatives. It is evolving to collect and share data that will influence how public services are designed and delivered globally.

"Clearly our processes have to be better and more transparent. We are making progress at gathering the input of citizens early on, before decisions are made. But "open government" must be more than a catch phrase; it's an attitude adjustment..."

Mayor Don Iveson | State of the City address, March 5, 2014

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SUPPORTING THE CITY VISION

The Way Ahead is a visioning document that lays out Council's goals for change. It forms the foundation for the work of the City and guides us in our continued commitment to enhance quality of life for Edmontonians. The Way Ahead was established by City Council in 2008. It was updated in 2011 and 2014.

The 30-year, citizen-built City vision in The Way Ahead is a creative description of Edmonton's future in 2040. Six 10-year strategic goals describe the areas where Council believes significant change is required to achieve this vision.

The Open City Initiative articulates how the organization will advance the City's Vision and strategic objectives defined in The Way Ahead.

THE STRATEGIC GOALS ARE TO

Transform Edmonton's Urban Form

Enhance Use of Public Transit and Active Modes of Transportation

Improve Edmonton's Livability

Preserve and Sustain Edmonton's Environment

Ensure Edmonton's Financial Sustainability

Diversify Edmonton's Economy

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PRINCIPLES

The Open City Initiative is premised on the following principles.

As an Open City – Edmonton is:

TRANSPARENT

The City is a steward of the information we manage and the services we provide on behalf of Edmontonians. Being transparent with Edmontonians and internally promotes trust and accountability. The City's information is a public asset; consistent with privacy and protection legislation, it is disclosed in forms that Edmontonians can readily find and easily use.

PARTICIPATORY

The City believes that a democracy values and respects public input and engages people in decision making. Public engagement enhances the City's effectiveness and improves the quality of its decisions by leveraging the collective knowledge of the community.

COLLABORATIVE

The City actively engages Edmontonians, non-profit organizations, businesses, and the community to design and deliver programs and services in an integrated and effective manner.

INCLUSIVE

Edmontonians and City employees have access to information, programs and services, and the democratic processes that shape municipal decisions. This means reducing socioeconomic, physical and technical barriers, creating accessible channels for delivery of programs and services.
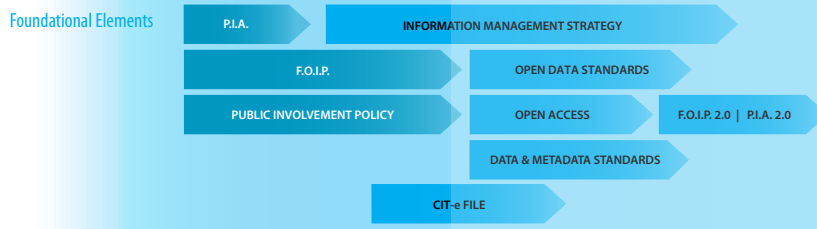
INNOVATIVE

With the participation of Edmontonians and employees, the City envisions, creates and fosters new approaches, and efficient and sustainable practices.

Leadership Principles

As the City aspires to achieve the principles of Open City, we continue to embrace the leadership principles that are the pillars of cultural change for the organization.

- We are one City
- We are proud to serve the public
- As stewards we lead
- We do as we say
- I make a difference everyday

Foundational Elements		
P.I.A.	INFORMATION MANAGEMENT STRATEGY	
F.O.I.P.	OPEN DATA STANDARDS	
PUBLIC INVOLVEMENT POLICY	OPEN ACCESS	F.O.I.P. 2.0 | P.I.A. 2.0
	DATA & METADATA STANDARDS	
CIT-e FILE		

GOAL ONE: FOUNDATIONAL ELEMENTS

Align the organization's practices to support openness, transparency and consistency.

OBJECTIVE 1.1

Information and data are managed as a strategic resource.

Public information is managed in a way that facilitates accessibility and usability. The City and other stakeholders adhere to data management practices that result in information being easily accessed in common formats.

ACTIONS

1.1.1 Create and promote strategies that enable and support the sharing and use of information assets

1.1.2 Develop data and metadata inventories, classifications and standards which facilitate easy access and use by citizens

1.1.3 Ensure information and data are secured and appropriately protected

OBJECTIVE 1.2

Edmonton is a connected city.

Edmontonians are connected to the City and to each other.

ACTIONS

1.2.1 Reduce barriers to access by promoting an open access policy that encourages a series of broadband networks connecting people in public spaces, schools, institutions, businesses and residences
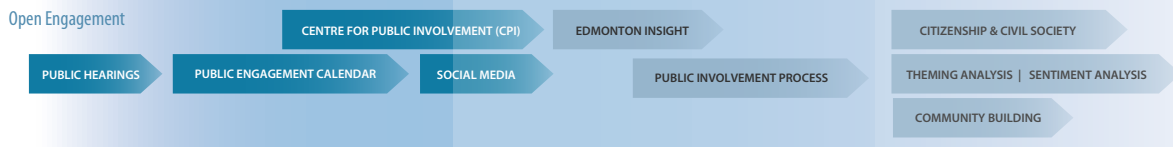
OBJECTIVE 1.3

Employees act responsibly when managing, maintaining and making public information available.

City policies, directives and delegations of authority clearly define ownership of public information and the expectations of how this information is provided to the public. Employees are provided with the appropriate training and tools to effectively manage information on behalf of the public.

ACTIONS

1.3.1 The City shares information that is valued by our community, and adheres to Freedom of Information and Privacy Protection (FOIP) principles

1.3.2 Through cultural initiatives, staff develop a stronger understanding of how their roles regarding information management impact the City's ability to be an Open City

THE CITY OF
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Open Engagement

PUBLIC HEARINGS → PUBLIC ENGAGEMENT CALENDAR → SOCIAL MEDIA

CENTRE FOR PUBLIC INVOLVEMENT (CPI) → EDMONTON INSIGHT

PUBLIC INVOLVEMENT PROCESS

CITIZENSHIP & CIVIL SOCIETY

THEMING ANALYSIS | SENTIMENT ANALYSIS

COMMUNITY BUILDING

GOAL TWO: OPEN ENGAGEMENT

Through innovative and inclusive public engagement approaches, the City creates opportunities for people to interact with the City and impact the design, development and delivery of public programs, services and policies. The City supports community building and leadership for engaged citizenship through education and collaboration.

OBJECTIVE 2.1

The City will take a coordinated and strategic approach to public engagement.

The City will engage with the public using approaches that are meaningful to Edmontonians and stakeholders, facilitating and encouraging broad participation.

ACTIONS

2.1.1 Facilitate a dialogue internally and with Edmontonians to identify the challenges, opportunities and benefits of public engagement

2.1.2 Build relationships, mutual respect and shared expectations with Edmontonians through meaningful engagement strategies and activities

2.1.3 Communicate and coordinate public engagement opportunities across multiple platforms and integrate with activities in the broader community

2.1.4 Make the results and impacts of public input on policy and program decisions accessible and readily available
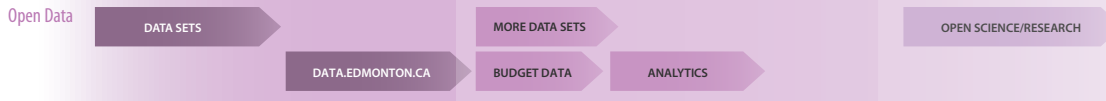
OBJECTIVE 2.2

The City will employ innovative approaches to engage with Edmontonians in ways that are relevant to them.

As Edmonton's demographics and expectations continue to shift, our approaches to public consultation must adjust in response to connect with citizens in ways that broaden the perspectives being incorporated into decision making.

ACTIONS

2.2.1 Expand the City's current methodology and approaches to public engagement, integrating proven practices from other public organizations and new innovative approaches

2.2.2 Leverage existing and emerging social media and other tools to engage the public

2.2.3 Use theme and sentiment-analysis tools and other research tools to turn interactions with the public into information used in decision making

THE CITY OF Edmonton

Open Data

DATA SETS

DATA.EDMONTON.CA

MORE DATA SETS

BUDGET DATA

ANALYTICS

OPEN SCIENCE/RESEARCH

GOAL THREE: OPEN DATA

Building on the City of Edmonton's open data program, the City will make more data available. Analytic tools will be enhanced to encourage the use of the data to improve decision making and for a variety of other purposes.

OBJECTIVE 3.1

City data will be publicly available.

Data will be 'open by default' and available in a consistent and trusted format, secure and private by design where required.

ACTIONS

3.1.1 Publish more consistent and trustworthy data to *data.edmonton.ca* through an enhanced quality assurance process

3.1.2 Create mechanisms for Edmontonians to identify the data they want or require

3.1.3 The City will act as part of a larger open data ecosystem, engaging with other data-driven public organizations to extend the availability of data and better serve the needs of the public
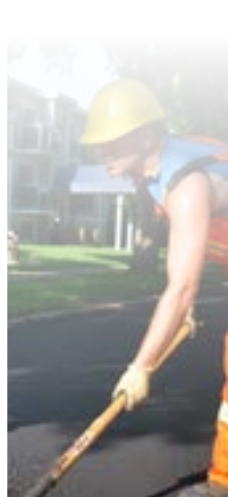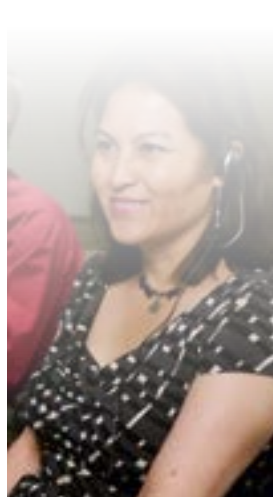
OBJECTIVE 3.2

City data will be accessible and usable.

Enable Edmontonians to review and use City data for multiple purposes.

ACTIONS

3.2.1 Establish a comprehensive Open Data catalogue to improve access to multiple data sets

3.2.2 Improve metadata standards to enhance searchability and categorization of the City's data

3.2.3 Create business analytics to increase the usability of the data for businesses and broader set of community users

THE CITY OF Edmonton

Open Information

ETS TRIP PLANNER	ROAD CONDITIONS	CRIME STATISTICS		PROCUREMENT REPORTING
COUNCIL ON THE WEB	NEIGHBOURHOOD MAP	CITIZEN DASHBOARD	IMPROVED SEARCH	
EDMONTON.CA	SMART BUS	CITIZEN ALERTS		

GOAL FOUR: OPEN INFORMATION

Information is provided to Edmontonians to inform and promote participation and collaboration, building knowledge and capacity in the community.

OBJECTIVE 4.1

Build accountability and trust through ongoing reporting.

Develop practices and policies that support a greater understanding of how the City works, the services available, the vision and direction of the City and its initiatives.

ACTIONS

4.1.1 The City provides information and reports to demonstrate accountability and transparency, promoting a better understanding of municipal operations

4.1.2 The City is proactive and responsive in providing information on current community trends and emerging issues that impact the City

OBJECTIVE 4.2

The City proactively provides valued information to the public in multiple channels.

Leveraging current, new and emerging communication tools, the City is able to provide information that is important to the community in a variety of formats.

ACTIONS

4.2.1 Increase the availability of information and services on a variety of platforms such as mobile devices and other access points

4.2.2 Enhance accessibility of City information through improved search tools and portals

"The Neighbourhood Interactive Map provides access to information about neighbourhood parks and playgrounds, recreation centres and pools, Fire Stations, local bus stops and route schedules...and more.

It's a great resource for long-time residents and new neighbours alike."

Stephane Labonne | Director, Great Neighbourhoods

THE CITY OF Edmonton

Open Channels		eSERVICES	SMART APPS	OPEN PROCUREMENT	OPEN COUNTERS	OPEN LOCAL MARKETPLACE & ePROCUREMENT
311			311 MOBILE	311 EXPLORER	OPEN EMPLOYER	INTEGRATED SERVICE CHANNELS

GOAL FIVE: OPEN CHANNELS

Integrate service delivery models, enabling the City to respond to Edmontonians' needs in more effective and efficient ways.

OBJECTIVE 5.1

Leverage technology and new business models to enhance service delivery for Edmontonians.

The City and its partners collaborate to deliver services more efficiently and effectively to meet the diverse needs of our communities.

ACTIONS

5.1.1 Integrate service channels with multiple partners (for example, within and across City programs and services, other orders of government, non-profit agencies, business and so forth) to provide programs and services that are valued by the community

5.1.2 Support employees to adapt work processes to be more integrated and responsive, meeting a diversity of needs

OBJECTIVE 5.2

Support dialogue and consultation with constituents and stakeholders.

Using various technology-based tools and processes, the City is able to better understand and serve the needs of Edmontonians.

ACTIONS

5.2.1 Create an Open 311 model that enhances Edmontonians' ability to request and track services that benefit their communities, leading to more responsive service delivery

5.2.2 Enhance web channel management to deliver a common experience

5.2.3 Create consistent service delivery through various channels, including 'open counters,' which will allow people to conduct multiple types of transactions at any City service locations (i.e. "one-stop shopping")

5.2.4 Expand the use of e-services

"I am thrilled that the City of Edmonton's Open 311 focus will bring new levels of openness, innovation and accountability to the delivery of City services. Through the latest in digital technologies, we will be able to offer more ways to meet the needs of citizens seeking the services of Edmonton 311."

Rob Klatchuk | Branch Manager, Customer Information Services

THE CITY OF Edmonton

OPEN CITY FRAMEWORK

The Open City framework illustrates a sample of initiatives and programs that support Open City goals and objectives. The initiatives are supported by cultural transformation throughout the City.
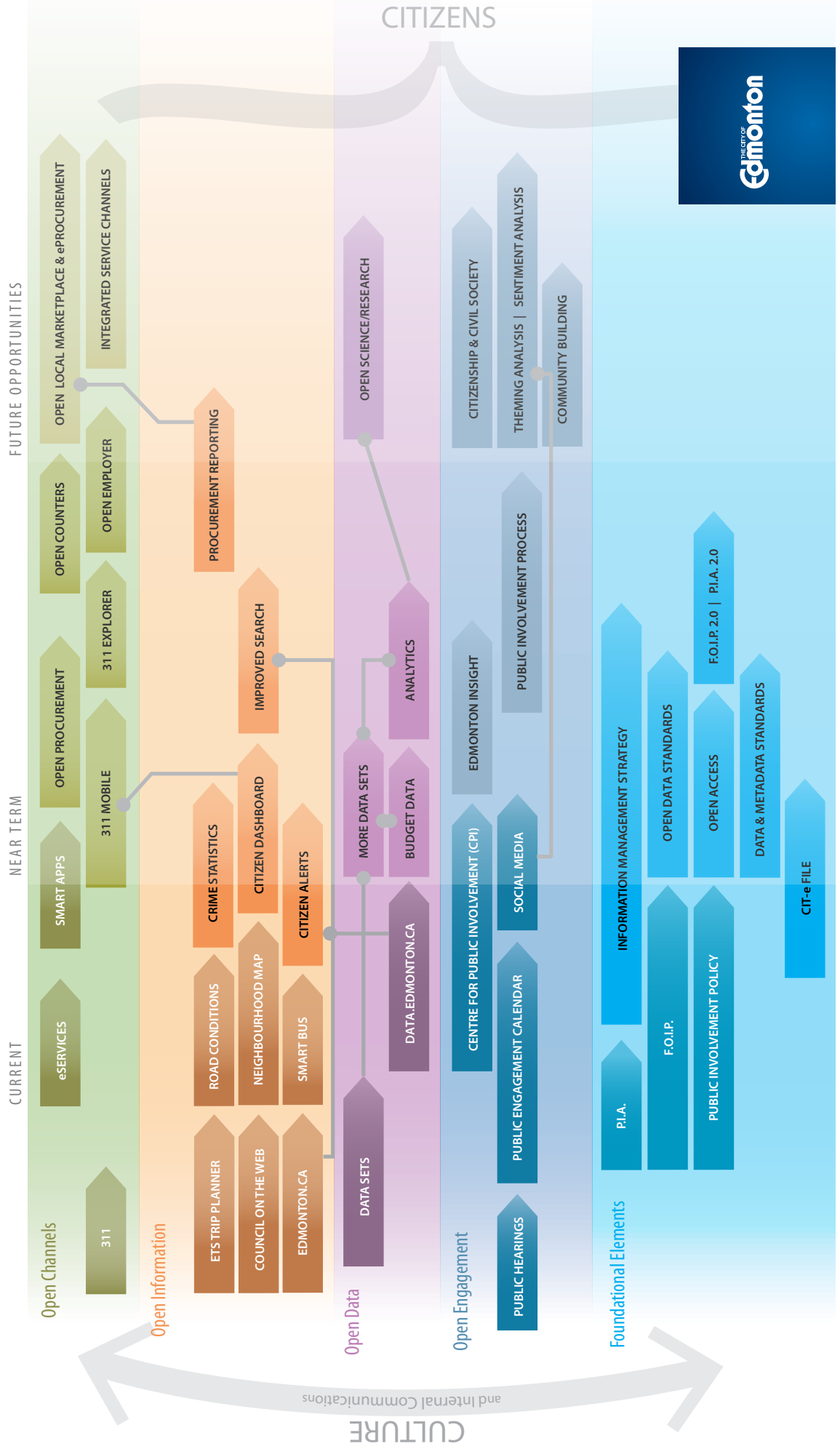
OPEN CITY | DEFINITIONS

Open Channels

Forum for citizens and their governments to collaborate in defining and directing the services that are provided to the community.

311 311 provides citizens with a single point of contact, accessed via telephone or email, for City of Edmonton information, programs, and services 24 hours a day, every day of the year. Personalized services include: program registration, transit trip planning, inspection bookings and more.

311 Explorer A map-based web portal which allows citizens to examine the location and status of 311 requests by type, ward or neighbourhood.

311 Mobile A service request mobile application (app) to allow citizens to submit reports and request a variety of City of Edmonton services related to graffiti, litter, potholes, sidewalk repairs, tree damage and more.

eServices A website that connects residents, businesses and industry representatives to a variety of City of Edmonton services not currently available online.

Open Counters Any municipal access point will be able to provide a broad range of over-the-counter municipal services in addition to their typical function (e.g. the ability to purchase transit fare while visiting the Animal Care and Control Centre.)

Smart Apps In addition to 311 Mobile, the City will continue to develop apps which allow citizens to access municipal services anytime, wherever they may be.

Open Procurement Enhanced collaboration shifts the roles of the supplier or contractor and the City, where all stakeholders are involved in the design and specification process to better leverage the knowledge and innovation of the market in designing major projects that move through the procurement process.

Open Local Market Place / e-procurement A means to integrate and coordinate the procurement and supply of goods and services among multiple stakeholders to encourage broad participation, transparency, accountability and public policy objectives related to sustainability and local economic development.

Integrated Service Channels Various government agencies, social service organizations and businesses share roles and responsibilities in the effective delivery of services to Edmontonians.

Open Employer A new relationship between the City and its current and prospective employees. It signals a greater degree of transparency of employment practices as well as a less hierarchical relationship meaning we share information with employees as soon as it can be shared and collaborate before action.

Open Information

Information is provided to Edmontonians to inform citizens and create an accountable and transparent government.

edmonton.ca The City website provides citizens with a wide range of information including bus schedules, waste collection, recreation centre hours, and much more. The website also provides self service options for pet licenses, program registration, building permits and other municipal services.

Council on the Web A web portal allowing Edmontonians to view live or archived webcasts of Council and Committee meetings, and view agendas and schedules.

Citizen Dashboard A public facing performance dashboard of municipal services, aligned to the City's strategic plan. Measures are displayed for transportation, livability, environment, and urban form. The economy and finance dashboard components are in development.

Neighbourhood Map A map-based webpage that can display a wide range of information including a neighbourhood profile, parks, recreation centres, sports facilities, emergency services, schools, libraries, bus stops, and more.

Smart Bus The ETS Live suite displays route and bus schedules, landmarks, Stop Finder, and a real-time map. Currently, riders on routes 111 and 128 have the ability to track their buses in real-time using their desktop computer or mobile device.

ETS Trip Planner Edmonton Transit System's online option to plan your transit trip, see bus stop and route schedules, subscribe to alerts, as well as view detours and bus stop closures.

Road Conditions Provide information on everything from potholes to weather, snowplowing and road cleaning alerts and construction site information, in order to improve trip planning for the citizen and improve service efficiency.

Improved Search Advancing the search functionality for various City tools including the Open Data Catalogue and edmonton.ca.

Citizen Alerts Citizens have the ability to pick and choose which notifications they will receive from the City. Examples include: event rainouts, trash collection, parking bans and road closures.

Crime Statistics Neighbourhood crime map that shows the relative locations of assaults, sexual assaults, break and enter incidents, thefts from vehicles, homicides, vehicle thefts, robberies, and thefts over $5000.

Procurement Reporting Report the details around the tendering process, including the winning bid and justification as to why and how the selection was made.

Open Data

Usable data is provided to Edmontonians.

data.edmonton.ca A collection of the accessible (or 'machine readable') data sets that are available for Edmontonians to use. Currently the City has over 400 data sets and visualizations available.

Data Sets A combination of statistically related data usually in table or matrix format. Data sets contain information that is structured to enable easy viewing; data can be used for analytic purposes or by computer software for the purpose of integrating that information into other systems.

More Data Sets The expansion to include more data sets that can be used by Edmontonians.

Analytics The City provides the tools for the public to utilize data for their own analysis.

Budget Data Public release of unstructured operating and capital budget data that is available for more detailed analysis using business analytics and business intelligence.

Open Science/Research The City works with stakeholders to make scientific research data accessible to all levels of an inquiring society, amateur or professional.

Open Engagement

Venues and processes are in place to include Edmontonians' input in the design of programs and services.

Centre for Public Involvement The Centre, through its partner organizations, provides leadership in understanding and applying innovative public involvement ideas, practices and technologies, for citizen participation and deliberation. The model is designed to develop capacity within the City of Edmonton to continue to effectively engage Edmontonians in setting the direction for their municipal government and services.

Social Media A term used to describe websites and applications used primarily for social networking. The City currently uses social media to provide information, communication and feedback opportunities, and access points to other services or information.

Public Hearings Provides an opportunity for Edmontonians or organizations to voice their positions before Council on issues that will impact them.

Public Engagement Calendar A central and easily accessible schedule that inventories all planned consultations and public engagements.

Public Involvement Process Formal processes to involve people in specific decisions that may affect them. It typically involves building processes for gathering public and/or stakeholder feedback at one or more stages of the decision process for projects.

Theming Analysis | Sentiment Analysis Opportunity to use advanced analytics to automatically search social media sites such as Twitter, Facebook, and Reddit to determine Edmontonians' attitudes towards topics that can be influenced by the City.

Edmonton Insight Community Online community market research and communication tools to engage Edmontonians.

Citizenship and Civil Society The City supports active citizenship through educating and facilitating Edmontonians.

Community Building The City empowers communities by building capacity for them to engage with the City and each other.

Foundational Elements

Aligning the City with other orders of government, an open city helps to direct the culture and practices to support openness, transparency and consistency

F.O.I.P. Freedom of Information and Privacy Protection (FOIP) legislation that sets out rules for collection, use or disclosure of personal information by public bodies. It also provides a method of requesting access to information which is not available by other means.

P.I.A. Privacy Impact Assessments (PIA) are recommended for major projects that involve the collection, use or disclosure of personal information. The PIA process requires a thorough analysis of potential impacts on privacy and a consideration of measures to mitigate or eliminate any such impacts.

Public Involvement Policy The trademarks of City of Edmonton Public Involvement processes will be: clear purpose, consistent approach, and commitment to involve Edmontonians.

Information Management Strategy Management of organizational processes and systems that acquire, create, organize, distribute and use information.

Open Data Standards The City will apply common standards when creating new data sets.

F.O.I.P. 2.0 FOIP legislation is under review and will have an impact on the information the City obtains and shares.

P.I.A. 2.0 Privacy Impact Assessments are also under review and will have an impact on the information the City obtains and shares.

Data and Metadata Standards Data being made available will adhere to common quality assurance standards and regulations, ensuring that the information is in a format that will be accessible, searchable and usable for Edmontonians.

Open Access Provide access through a series of broadband networks connecting people in public spaces, schools, institutions, businesses and residences.

Cit-e File A corporate classification and retention system used to organize and apply lifecycle management to corporate records.