

CITY OF VANCOUVER

DIGITAL STRATEGY

Digital Strategy Update: Leveraging Social Media for Better Citizen Engagement

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April 16, 2013



Introduction

- The Digital Strategy is underway and we are making progress
- Seeking smart, cost effective solutions to solve problems and deliver value
- For year 1, we have targeted quick wins as well as building the foundation for broader transformation
- Today, we will provide samples of progress being made in leveraging social media to improve service delivery

Capability Area



The Digital Strategy goals and objectives

Engagement + Access

Citizens and businesses can easily interact with the City through digital channels.

1. Improve delivery of high demand services through the use of digital tools.
2. Increase citizen involvement through digital engagement.
3. Provide access to technology and increase digital literacy for all.

Infrastructure & Assets

Vancouver has a robust digital infrastructure built through strategic investments and partnerships.

1. Implement an agile infrastructure plan that anticipates and promotes digital growth.
2. Optimize digital infrastructure and physical assets.
3. Enhance digital infrastructure through creative partnerships.

Economy

Vancouver is a global leader in supporting innovation and growth in the digital economy.

1. Develop, attract and retain talent and business in the digital sector.
2. Create a favourable regulatory environment that supports digital business opportunities.
3. Encourage innovation through expanded support for the digital community and open government.

Organizational Digital Maturity

The City of Vancouver has a mature, citizen-centric digital culture.

1. Establish digital governance to define services and accountabilities.
2. Optimize the use of technology to enhance productivity and metrics based decision-making.
3. Develop a culture that empowers City staff to innovate with digital technologies.

Leveraging Social Media to Improve Service

Improving 'Engagement and Access':

What citizens want ... Services & content

How they want it ... Channel of choice

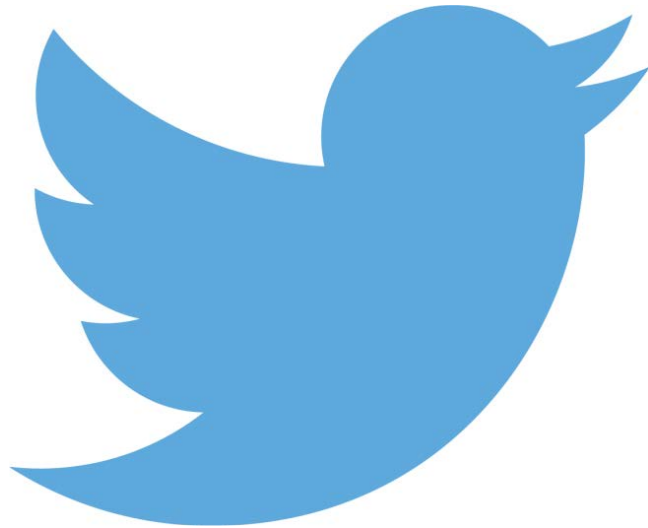
When they want it ... Real time, mobile

Enablers:

- **Strategic use of digital platforms**
- **Cross-departmental collaboration**
- **Specialized skillsets**

Social media
+ **Mobile**
+ **Analytics**
+ **Self service tools**
+ **Content**

Identifying opportunities to leverage social media



**Opportunity:
Enable 3-1-1
Service Delivery**

Drivers:

- Recognized demand for new channel
- New social media leadership
- Operational model not defined

3-1-1 Twitter service

- Service operational 5 days a weeks
- @CityofVancouver monitored by specially trained 3-1-1 and Communications staff
- 195 cases completed
- Gained operational experience
- Opened opportunities to leverage model for other business uses

Improvements for Citizens:

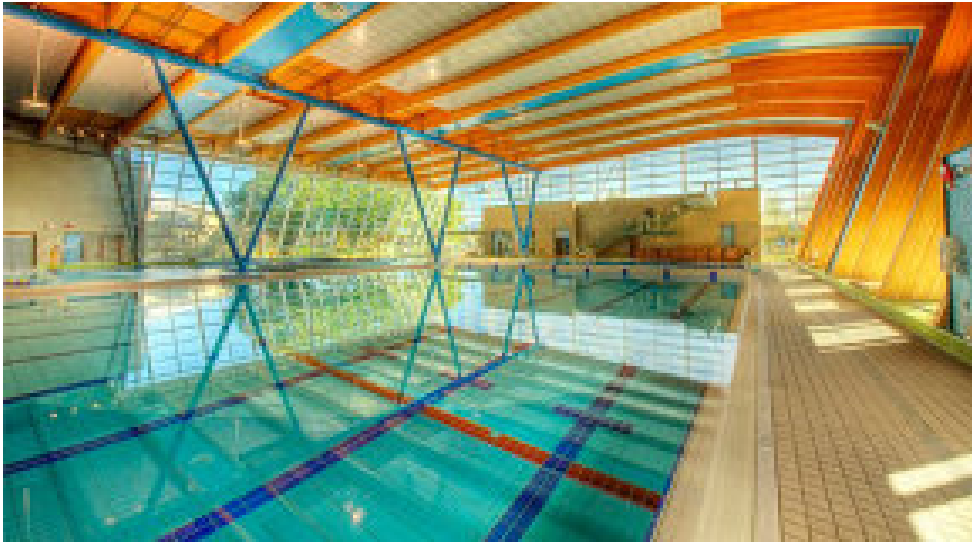
- ✓ Convenient way for citizens to access 3-1-1 services, especially for quick reports
- ✓ Leverages social media as a new channel for service delivery
- ✓ Mobile
- ✓ Modernizes delivery of City services

Supported by:

Public Engagement

3-1-1

Identifying opportunities to leverage social media



**Opportunity:
Hillcrest swim
registration**

Drivers:

- **Historical customer service challenges**
- **High volumes of registrations for each session**
- **Heavy load on systems, 3-1-1 and Hillcrest staff**

Hillcrest registration statistics

Apr 8 (pre-school)

9:00 – 9:05am, 488 transactions

9:05 – 9:10am, 79 transactions

9:10am – Midnight, 434 transactions

Total transactions: 1001

Apr 9 (child and adult)

9:00 – 9:05am, 396 transactions

9:05 – 9:10am, 164 transactions

9:10am – Midnight, 466 transactions

Total transactions: 1026

Apr 10 (private lessons)

9:00 – 9:05am, 61 transactions

9:05 – 9:10am, 10 transactions

9:10am – Midnight, 159 transactions

Total transactions: 222

Hillcrest swim registration

Strategic use of social media for real time updates

Redesigned web page
Integration of content

Supported by:

- Operational preparedness
- Platform readiness
- Standby support teams

The screenshot displays the City of Vancouver website's navigation menu and a specific page for Hillcrest Aquatic Centre. The left sidebar lists various city services, with 'Parks, Recreation, and Culture' selected. The main content area is titled 'Lessons and classes at Hillcrest Aquatic Centre'. It features three social media posts from 'Vancouver Park Board @ParkBoard' dated 9 Apr, providing updates on swim spots and registration progress. Below these posts is a section titled 'Find and register for programs' which includes a form to select an age group (Infants & Preschool, Children, Youth, Adults, Private & Semi-private) and a table of lessons for children. The table lists courses like 'Swim 'n' Skate Daycamp' with details on age, time, day, start date, places, and status. A right sidebar contains contact information, including a phone number (3-1-1), a search bar, and links to recreation programs and pricing.

Lessons and classes at Hillcrest Aquatic Centre

Vancouver Park Board @ParkBoard
Registration is still going well. Over half the Hillcrest child, youth and adult swim spots are full. [ow.ly/vBMjh](#) #HillcrestReg

Vancouver Park Board @ParkBoard
Registration is still going swimmingly. 606 registrations so far! [ow.ly/vBLvk](#) #HillcrestReg

Vancouver Park Board @ParkBoard
Registration is up for Hillcrest child, youth, & adult swim lessons. The [subscribes to our newsletter](#) #HillcrestReg

Find and register for programs

Use the menus below to view a list of programs or drop-in courses that interest you. From the list, you can get schedules and register.

If the program is full, call 3-1-1 to add your name to the wait list.

Select an age group:

Infants & Preschool Children Youth Adults Private & Semi-private

Lessons for children
Results are sorted by day of the week

Course	Age	Time	Day	Start Date	Places	Status
Swim 'n' Skate Daycamp	7-13	9:00am - 4:30pm	Mon, Tue, Wed, Thu, Fri	Jul 07, 2014	28/40	Open
Swim 'n' Skate Daycamp	7-13	9:00am - 4:30pm	Mon, Tue, Wed, Thu, Fri	Jul 14, 2014	28/40	Open
Swim 'n' Skate Daycamp	7-13	9:00am - 4:30pm	Mon, Tue, Wed, Thu, Fri	Jul 21, 2014	26/40	Open
Swim 'n' Skate Daycamp	7-13	9:00am - 4:30pm	Mon, Tue, Wed, Thu, Fri	Jul 28, 2014	31/40	Open

Ask. Tell. Connect.
Phone 3-1-1
Outside Vancouver: 604-673-7000
Speak your own language
9-1-1 Emergencies 7-1-1 TTY
More ways to contact us →

Recreation programs
Search entire catalog →

Prices include tax
The prices listed for classes and drop-in sessions on this page include applicable taxes.

Changing your program
Refunds and transfers for pool and rink programs
How to refund, transfer, or cancel your swimming pool or ice rink program.

Programs at Hillcrest Pool
Hillcrest Aquatic Centre is the largest aquatic facility to be operated by the Vancouver Park Board.
The pool is 50 meters in length and has a movable floor for various depth settings. The dive tank has 1m, 3m, and 5m diving.
The facilities also include a 325 sq m (3,500 sq ft) fitness centre, a leisure pool with beach entry, lazy river, water sprays, and water cannon, a hot pool, sauna, steam room, and an outdoor pool.

Hillcrest swim registration

- Piloted in November, now operational
- Tweets using #HillcrestReg reached 49,000 accounts in Nov and 64,000 accounts in April
- Public compliments from parents
- No system failures

Improvements for Citizens:

- ✓ More intuitive online experience
- ✓ Fewer calls to 311/Hillcrest
- ✓ Real time updates and engagement
- ✓ Complementary content on parenting blogs

Supported by:

Digital Services

Public Engagement

Parks

IT

3-1-1

Hillcrest swim registration



Nicole Oliver @mouthnoize · Nov 27

@ParkBoard I got both my boys registered for swim classes!! New site is better and ❤️ the @twitter updates. Much improved #HillcrestReg

Expand

↩ Reply

↻ Retweet

★ Favorite

🔄 Buffer

⋮ More

Assign To



HootSuite



Erin McGann @erinehm · Nov 26

Survived booking swimming lessons, good job @ParkBoard, system worked well.

Expand

↩ Reply

↻ Retweet

★ Favorite

🔄 Buffer

⋮ More



HootSuite

Assign To



ssyleetwit @ssyleetwit · Apr 8

@ParkBoard @CityofVancouver Done! Two swimming classes!

💬 View

conversation

↩ Reply

↻ Retweet

★ Favorite

🔄 Buffer

⋮ More

Assign To

HootSuite

HootSuite



Alisa Gloag @alisagloag · Nov 26

Kudos to @ParkBoard for an smooth and easy registration process!
#hillcrestreg

Expand

↩ Reply

↻ Retweet

★ Favorited

🔄 Buffer

⋮ More

HootSuite

Assign

To



Islouffm @Islouffm · Nov 26

@ParkBoard Thank you for making this painless this time -- please keep up the good work in future!

Expand

↩ Reply

↻ Retweet

★ Favorite

🔄 Buffer

⋮ More

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Cheryl McCullough @mystery_of_me · Apr 8

@ParkBoard After many seasons, I finally got a Sea Otter spot! Thank you for splitting the Reg Day for Preschool and Child swim lessons!

💬 View

conversation

↩ Reply

↻ Retweet

★ Favorite

🔄 Buffer

⋮ More

Assign To

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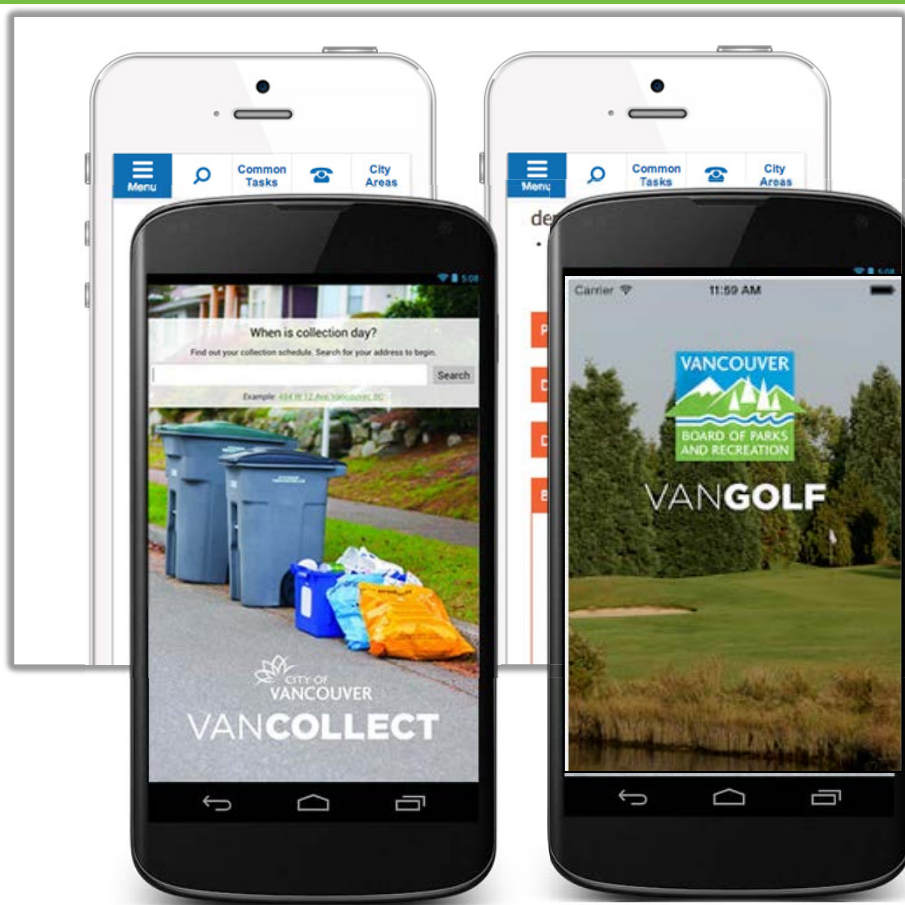


**Opportunity:
Increase Mobile
Service Delivery
Capabilities**

Drivers:

- A third of internet traffic to vancouver.ca is via mobile
- Formation of web operations team introduces skills
- Success of the Stanley Park 125 App (~30K views:1 weekend)
- Confirmation that social + mobile drives engagement

Social + Mobile = Increase in digital capabilities



- vancouver.ca optimized for mobile devices
- VanCollect and VanGolf launched
- Business efficiency gains

Improvements for Citizens:

- ✓ Improved citizen experience on mobile devices
- ✓ Reduced printed programs
- ✓ Leveraged in house skills
- ✓ Provided content on the go

Supported by:

Digital Services

Parks

IT

Engineering

Communications

Social + Mobile = CoV Alerts and Advisories



Improvements for Citizens:

- ✓ Seconds to publish emergency information
- ✓ FB page provides place to share emergency response info with VVC members

- Real time alerts and advisories on homepage
- Emergency management team trained to post messages
- Facebook page launched for Vancouver Volunteer Corps

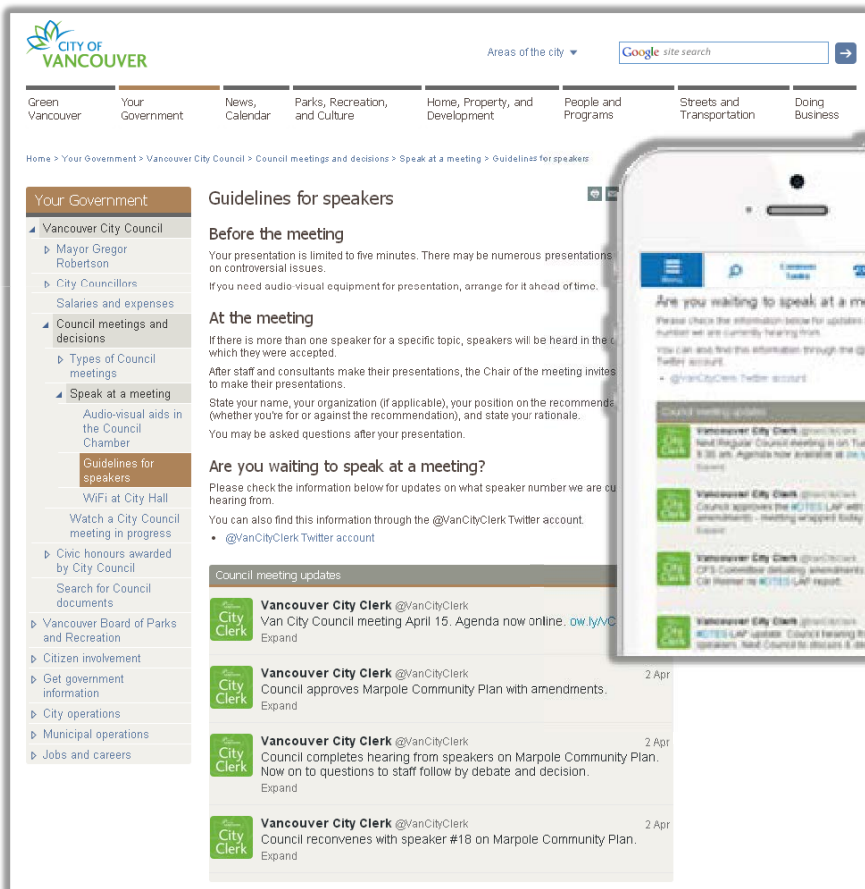
Supported by:

Digital Services

Public Engagement

Emergency Management

Social + Mobile = @VanCityClerk



- Real time speaker wait times and updates
- Council meetings live streaming on mobile devices
- 327 Twitter followers

Improvements for Citizens:

- ✓ Improved citizen experience
- ✓ Increased accessibility
- ✓ Real time engagement
- ✓ Inherently Mobile

Supported by:

Digital Services

Public Engagement

City Clerks

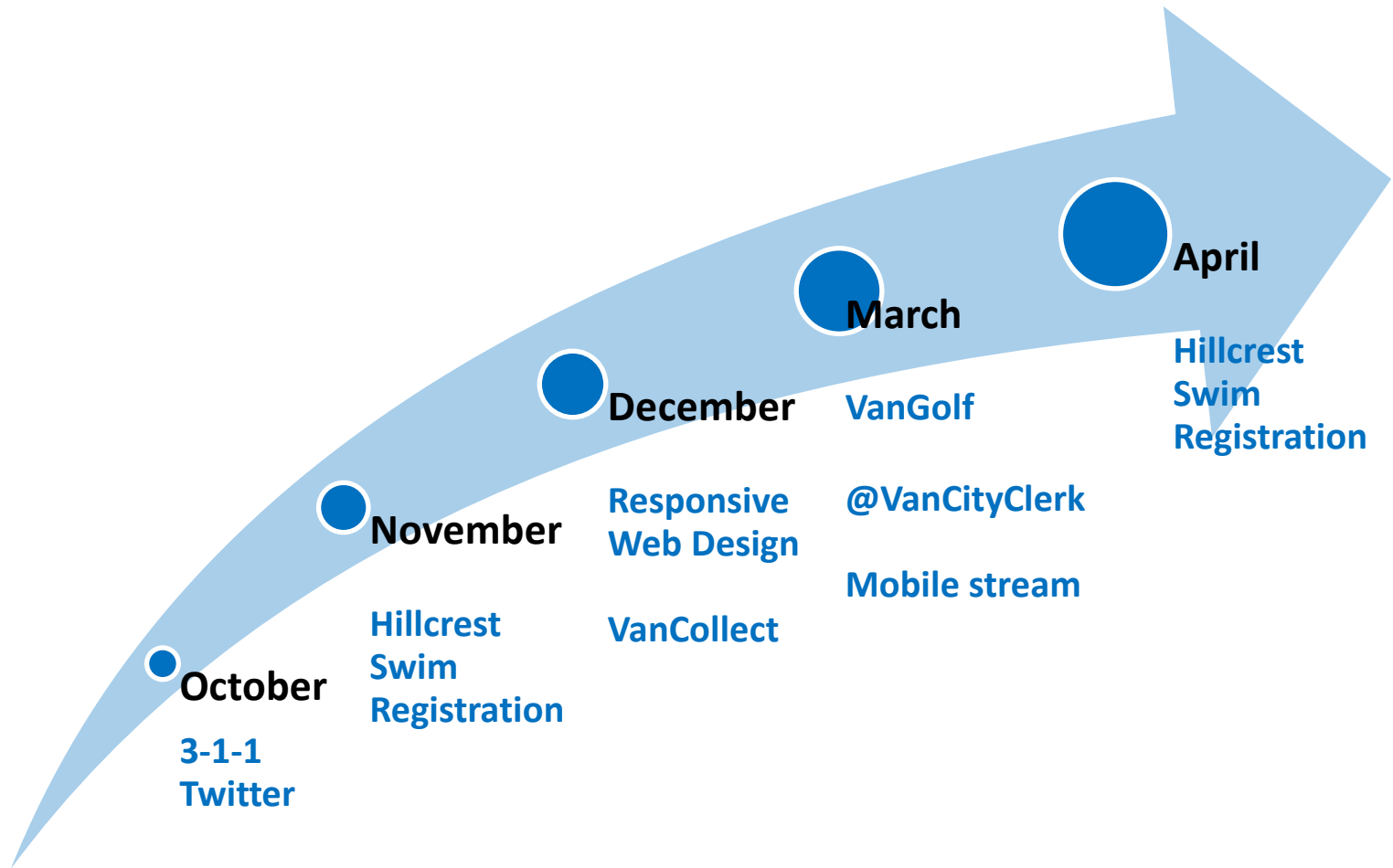
IT

Council Video Launch Statistics (Launched March 24)

April 1 and April 2

Total Plays	2376
Total Unique Visitors	151
Cumulative Viewing Time	5 days 9:17:05
Average Viewing Time	0:03:15
Peak Concurrent Viewers	34 (Apr 2nd 03:48)
Total Data Transferred	24.0 GB






Strategic progression of deliverables – driving maturity



Closing Remarks

- Teams making excellent progress
- Developing maturity in all five capability areas
- Will continue to identify quick wins
- Smart, cost effective solutions
- The success of engagement initiatives is greatest when levers in all five capability areas are applied in concert
- Social media integration and maturity at the City of Vancouver is accelerating as a result
- Moving the dial from exploring → enabled

The City's digital readiness

Online 	<ul style="list-style-type: none"> • Online presence and integration • Search capability • Multimedia capability • Stakeholder interaction and communication • Online governance 	Social 	<ul style="list-style-type: none"> ✓ Social strategy ✓ Presence and usage ✓ Monitoring and resolution capability ✓ Social policy ✓ Social governance ✓ Social engagement
Mobile 	<ul style="list-style-type: none"> ✓ Mobile strategy ✓ Presence and integration ✓ Stakeholder data and insights ✓ Application development capability ✓ Mobile governance ✓ Usage statistics 	Infrastructure & Data 	<ul style="list-style-type: none"> • Data and integration • Networks • Open data • Customer data and insight • Security and disaster recovery • Data privacy and protection • Digital policy
Organization			
<ul style="list-style-type: none"> • Executive sponsorship • Senior team involvement • External stakeholder involvement and buy in 	 <ul style="list-style-type: none"> • Organizational alignment and strategy • Clarity on intent • Change management 		