City of Edmonton Response To IBM Smarter Cities Report

IBM RECOMMENDATION	REPORT ACTIONS	WHAT HAS HAPPENED	WHAT IS NEXT
4.1 Create Analytics Center of Excellence	Create a policy directive requiring all branches of the City to integrate data	EA and this is part of Corp IT Strategy	Target Policy mid 2012 aligned with Corporate IT Strategy and Information Architecture
	Design the Analytics Center of Excellence (COE) organization as part of IT shared services in analytics	CoE IT organization created a "Business Intelligence Program" in 2008. The program developed a BI Strategy, architecture and proposed governance structure. They also worked with the Office of Traffic Safety in development of their first data marts and BI reports. The formal BI Program was disbanded in 2009 due to program priority setting within IT, and the perception of a lack of business readiness. However, IT continues to work with the business on BI architecture and projects	Reviewing design alternatives - planned launch Jan 2012 if recommendation approved
	Use the OTS as a first pilot to work with the COE and integrate their data	OTS was the original business unit that IT worked with and has continued to work with.	Work will OTS will continue. This work will be significantly facilitated if other recommendations within this report are approved/ implemented
	Establish a data governance plan aligned with Edmonton's Enterprise Architecture to	CoE is currently refreshing their technology architecture and planning	Establish an Information Architecture unit and Information

	support traffic safety analytics	practise with an emphasis on Information Architecture. Previous work such as the 2006 Data usage strategy will be built on to develop both an information architecture and governance plan Information Management Council currently exists	governance framework
4.1 Create Analytics Center of Excellence (continued)	Adopt a best practice analytics architecture	BI Architecture has been developed	Currently BI architecture will be reviewed and assessed against best practise and revised if appropriate
	Develop an advanced analytics framework to drive interconnected and intelligent traffic safety solutions including: ● Extension of BI user community within the City and out to citizens. ● Incorporation of predictive analytics into the architecture. ● Integration of analytics with geospatial solutions. ● Adoption of a scalable, fault-tolerant architecture. ● Utilization of predictive analytics as a survey and analysis tool for citizen feedback. ● Implementation of a records management strategy and platform. ● Use of content analytics to mine	Some work has been completed in these areas but the potential business benefits of continued work in these areas is significant	Will be incorporated into Corporate IT Strategic planning and architecture work that is currently in progress.

	unstructured and social media data. ● Inclusion of video content into the analytics process.		
4.1 Create Analytics Center of Excellence (continued)	Consider the public as a data source for crowd-sourced data collection and location-based solutions	CoE has crowd sourced application development based on CoE open data, and also recognizes the public as a great source of additional data.	Opportunities for the utilization of public data in analytics will be investigated
	Exploit advantages of cloud computing	CoE has been an early adopter of assessing cloud computing solutions	Cloud computing solutions will be assessed for how they could be integrated into the City currently BI architecture
	Map business requirements to data	Information architectural review standards are currently being developed and will be incorporated into all project deliverables	As information architecture matures all projects will be expected to assess and map business requirements to information/data architecture & standards
	Automate all data collection	Some work has been completed to automate data collection	Increased automation of data collection will be pursued
	Adopt data and architecture standards	Plans are in place to adopt data and architecture standards	Data and information architecture standards will be implemented
	Build a career development program in advanced analytics	CoE IT organization does have a “Community of Interest” for staff interested in pursuing information analytics In addition, a BI special interest group has been created which includes both	Concept of a formal career development program will be reviewed and assessed

		business and IT staff.	
4.2 Strengthen the governance structure for OTS	Establish a multi-disciplinary advisory board to support OTS	Reviewed by Chief of Police and GM Transportation Services	Reporting structure will remain the same
	Restore the original mandate of the Office of Traffic Safety	Mandate reviewed by BM	Remains the same
	Establish cross-branch membership within the OTS	Established Transportation Data Coordination Committee Re-establishing advisory committee	On going To included EPS, EPC, EPSB, ESCB, and EFCL
	Select public champions with high public visibility	Remains City Council Initiative	Councillors Leibovici and Krushell lead this initiative
4.3 Further support open data for traffic safety	Develop an Open Government Policy Framework for the City of Edmonton based on the Local Open Government Directive (US) and embrace ideas from other cities with regards to transportation open data (UK, New York, Kyoto, Helsinki)	An open government policy based on the Local Open Government Directive was drafted in April 2011 and continues to be developed.	The draft of the Edmonton Open Gov directive is to be peer reviewed by stakeholders internal and external to the City of Edmonton. The policy will be presented to council in late 2011.
	Establish a roadmap for release of traffic safety data (OTS, transportation, crowd-sourcing)	A plan for the release of City data sets, including traffic safety data and transportation data has been developed. The data sets that we are actively working to release are posted publicly, and accessible through edmonton.ca.	We will continue to improve our roadmap and processes for City data dissemination as we continue to add additional data sets.

4.4 Simplify performance measurement	Simplify corporate level performance measures and align departmental and corporate traffic safety measures		
	Review data sources and integrate relevant data to support traffic safety measures	Established Transportation Data Coordination Committee	Includes: OTS, Strategic Monitoring and Analysis, Transportation management centre, traffic engineering, sustainable transportation, engineering services, ETS, EPS, Community Services and IT.
	Establish a clear link between performance measures and resource allocation	Under review by OTS and linking process being clarified	OTS staff preparing alignment of their resources to corporate peformance measures
4.5 Two way citizen communication & social media	Empower the citizen with the right information at the right time using their preferred channel/device to help them make informed and rational decisions about their travel.	.Increasing the use of Twitter, in the process of revamping Edmonton.ca, ever expanding open-data catalogue	considering real-time posting on website of traffic issues, considering establishing a process to tweet traffic issues
	Investigate process improvements to further develop communication channels such as the City website and 311.	establishing a feedback function in 311	look at ways of expanding the feedback function to take citizen information(e.g. traffic reports) and passing that information to the public, looking at ways of providing to 311 a mash-up of data that impacts traffic (collisions, construction, weather)

4.6 Aggressively position Edmonton as a global leader for urban traffic safety	Collaborate with global leaders in industry and academia to identify a unique traffic safety/transportation research project	Three initial opportunities under development/consideration	IBM FOAK initiative CRISP Engineering Safety Systems for intersections (Monash University, Australia) U of A Transportation Institute
	Host global virtual portals events and think tanks	Consider possible annual event	Syncronize with annual Urban Traffic Safety Conference (six months later). U of A research chair, and other partners identified for possible collaboration. Cross market virtual and annual conferences. Establish virtual traffic safety virtual think tank through OTS.
	Set a bold vision of smarter urban traffic safety and management innovation and technology	OTS strategic plan for 2011-2015 completed. Strategic initiative to become recognized as world class Office of Traffic Safety.	Continue to build networks and relationships at a global level through traffic safety research, analytics, speed management, data integration, virtual and local conferences, human factors, etc. Leverage networks and relationships internally and externally, both public and private to achieve strategic global recognition as a leader in smarter urban traffic safety through leading or best practice in integration, innovation, and advanced technologies.