



# DIGITAL MASTER PLAN

2022-2025

Leveraging technology, data, and innovation to  
enhance internal operations and citizen services.



# Treaty and Land Acknowledgement

Beaumont is on the traditional territory in Treaty 6 and homeland of the Métis.

We acknowledge all those who share a deep connection with this land.

The City of Beaumont respects the histories, languages, and cultures of all of Canada's First Peoples, whether they be of First Nation, Métis or Inuit descent, and appreciates that their presence continues to enrich Canada's vibrant communities.

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# Executive Summary

The City of Beaumont has embarked on a journey to transform our digital services and capabilities.

Digital transformation is a key strategic initiative that municipalities around the world are undertaking to modernize their technology and enhance their use of data and innovation in order to meet the changing needs and expectations of their citizens, businesses, community stakeholders and employees. Digital cities hold the promise to creating more accessible, inclusive, and collaborative urban spaces that are resilient, healthy, and vibrant.

Our Digital Master Plan is not just about technology – it is about people and the programs and services that connect us all. Through engagement with stakeholders and community, we have identified transformative initiatives that will further the growth and strengthen the potential of our city for years to come. We are focused on investing resources in specific, purposeful steps that enable early adoption, measurement, refinement and growth of our initiatives. You can stay up to date on our progress by visiting our

[Digital Master Plan website.](#)



The Digital Master Plan project had five, interconnected phases as shown below:



Thank you to all those who were involved in the creation of the City of Beaumont's Digital Master Plan. From our project team and City leadership to the many citizens, stakeholders, and other business and community leaders who shared their unique stories and perspectives, we are very grateful for your time and contributions.



# DEFINING DIGITAL

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“Leveraging **technology, data, and innovation** to **enhance internal operations** and **citizen services.**”



## DEFINING DIGITAL

# What is Digital at the City of Beaumont?

For the City of Beaumont, digital is an action. It inspires creativity, collaboration, and a commitment to challenging the status quo in pursuit of service excellence.

Our definition ensures focus is given to digital services and capabilities from a community perspective, while at the same time understanding the internal organization perspective and opportunities to enhance the employee experience. It is critical for municipalities to strive to enhance both internal and external services, processes and experiences through the use of technology, data and innovation.

The term **citizen**, as used in our Digital definition, refers to any member of the public interacting with the municipality through various channels. This includes, but is not limited to residents, visitors, community organizations, businesses, and other entities interacting with the City.



## DEFINING DIGITAL

# Digital Master Plan Outcomes

There are many benefits that can be realized from digital initiatives at the local level.

To ensure this Digital Master Plan remains focused on people – and how they access, use and stay connected through digital means – a number of outcomes have been identified for both Administration as well as the Beaumont community.

An outcome is a specific change in behaviour or condition as a result of the completion of an activity or series of activities.

These are the outcomes we expect to see over the next three years as this Digital Master Plan is implemented.







## DEFINING DIGITAL

# Administrative Outcomes

For City Administration, the following outcomes were created that focus on shared learning, capacity development, and value for investment.




-  Increase our shared understanding of what Digital means for the City and the community.
-  Grow our skills and capacity for leveraging technology and data to manage programs and services.
-  Foster accountability and momentum for identifying and prioritizing future digital initiatives that will continue to make Beaumont a Digital Leader.



## DEFINING DIGITAL

# Community Outcomes

For the Beaumont community, the following outcomes were developed that focus on transparency, skill building, and ongoing engagement.

-  Increase trust and openness with citizens, businesses and other community stakeholders through new meaningful ways to stay connected.
-  Increase digital literacy and skills through awareness-building and education, leading to more relevant digital connections.
-  Share input, ideas and feedback to inform the future direction of the City's digital initiatives.



# Advancing Council's Strategic Plan

As the level of government closest to citizens, municipalities often have the greatest impact on people's day-to-day lives. Beaumont's rapid growth has increased the urgency for enhancing the City's digital tools, channels, and services.

The initiatives identified in this Digital Master Plan directly contribute to the following Aspirations and Objectives as identified in the Council Strategic Plan 2022-2026: Building Our Tomorrow, Today.



## **An economically prosperous and financially sustainable community to last generations**

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### OUR OBJECTIVE

Beaumont is where innovators and technology entrepreneurs can make their ideas come alive.



## **Future-proof growth for a safe, inclusive and vibrant community**

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### OUR OBJECTIVE

Beaumont fosters an environment of innovation and leadership and seeks partnerships to envision and enable neighbourhoods of the future



## **Empowered citizens who connect and collaborate with civic government**

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### OUR OBJECTIVE

The City's technology infrastructure and systems support enhanced transparency and enable more effective interactions with citizens

## DEFINING DIGITAL

# What We Heard Summary

## WHO AND HOW WE ENGAGED

One of the key inputs to the development of this Digital Master Plan was stakeholder engagement. The goal was to reach as many diverse citizens and stakeholders in the City of Beaumont as we could over the course of a number of months. A plan was developed to connect with internal team members at the City, City Council members, and the various citizens, businesses and other stakeholders that make up the Beaumont community.

It was important to try and gain as many perspectives as possible – not just those who are tech-savvy – so the plan encompassed leveraging existing events such as Beaumont Days as well as coffee time at the 50+ Club to be able to reach people as they gather in the community. Also included were workshops, open houses, surveys for the general public, youth, and seniors.

In addition, we established an Advisory Committee consisting of digital leaders in and around Beaumont to share perspectives, ideas, leading practices, and lessons learned from their work across industries.



# What We Heard Summary

## WHAT WE LEARNED

A summary of what was learned is included here with a full report on the results of stakeholder engagement included in the Appendix.

- From citizens, we learned that they value digital services primarily for their ability to access them at any time. We also learned from survey respondents that the most preferred methods for accessing information from the City included the website, social media and email – all forms of digital communication.
- Beaumont youth who completed a survey indicated their favourite devices included Smart Phones and Gaming Consoles and their preferred methods for communicating using technology are by text message and video call.
- From seniors, we learned that their preferred devices include a Smart Phone, Tablet and Laptop. Additionally, seniors surveyed indicated their preferred methods for accessing information from the City were through the website, in-person and by email.
- During engagement with business and community leaders, these stakeholders identified the importance of openness and transparency as well as being able to access relevant, timely and easy to find information.
- City Employee feedback included streamlining processes to gain efficiencies, access to real time data to drive decision making, and the ability for Beaumont residents and other stakeholders to access services and complete transactions digitally.

# OUR DIGITAL MASTER PLAN

## INTRODUCTION

Our Digital Master Plan sets the direction for the City of Beaumont's digital journey for the next three years. It is comprised of six Work Streams, with each Stream consisting of three to seven Activities. Activities will encompass projects, initiatives and ongoing tasks that will contribute to the achievement of the outcomes described earlier in this report.

The following pages provide an overview of each Work Stream as well as a Roadmap of Activities. The Activities within the Roadmap and timing of completion is subject to funding through the City's budgetary process.



# Work Streams



## Digital Governance

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The framework, policies, standards and governance that enable the City to make strategic decisions to ensure programs and services are effective in meeting community needs.



## Technology Infrastructure

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The services, software, systems, network and hardware that enable internal operations and facilitate the delivery of programs and services to the community, including public accessibility.



## Data Driven Decision-Making

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The skills, training and tools that enable the utilization and analysis of data and information to build and strengthen a culture of data driven decision making.



## Digital Experience & Partnerships

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The platforms, tools and relationships that enable an accessible, engaging and meaningful digital experience for citizens and other community stakeholders as well as City employees.



## External Open Data

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The partnerships, training and tools that enables municipal data to be open and accessible to the community in support of innovation, transparency, accountability and shared learning.






## Continuous Improvement & Innovation

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The culture and training that enable the City to challenge the status quo and leverage innovative and emerging technologies for enhanced program and service delivery as well as optimized internal operations.




# Roadmap

					DMP Timeline				
					2022 (WIP)	2023	2024	2025+	
 <b>Digital Governance</b>	Foundational Corporate and Council Policies			Performance Metrics and Reporting					
				Risk Management Framework					
				Security and Privacy Plan		Supporting Working and Steering Committees			
				Records and Information Management Plan		Technology Investment Framework			
 <b>Data Driven Decision-Making</b>	Data Inventory			Data Community of Practice		Business Intelligence and Applied Data Roadmap			
				Data Training Curriculum					
 <b>External Open Data</b>							Open Data Internal Advisory Group		
							Open Data Training Curriculum		
							Open Data Portal and Toolkit		
							Citizen Open Data Advisory Group		
						Open Data Partnerships			

Note: Proposed timing is subject to funding



# Roadmap

		DMP Timeline				
		2022 (WIP)	2023	2024	2025+	
 <b>Technology Infrastructure</b>	Broadband and Connectivity		Business Continuity Plan			
	Application Lifecycle Management	Resilient Technology Infrastructure Plan				
		Disaster Recovery Plan				
		Technology Vendor Management				
 <b>Digital Experience and Partnerships</b>	Internal Portal		Citizen Community Service			
		Website and Service Portal				
		Partnership Plan (Business, Academia etc.)				
 <b>Continuous Improvement and Innovation</b>			Technology and Innovation Training			
			Business Area Innovation Initiatives			
			Emerging Technologies			

Note: Proposed timing is subject to funding









## OUR DIGITAL MASTER PLAN

# Our Progress

The City has initiated a number of projects in 2022 that align with the Digital Master Plan Work Streams. They are highlighted here to demonstrate our commitment to Beaumont's digital future as well as increase transparency with the community as to the progress we are making in advancing this Digital Master Plan.

To stay up to date on our progress, you can visit our [Digital Master Plan website](#).

## HIGHLIGHTS OF 2022 PROGRESS

Item	DMP Work Stream	DMP Activity
IT Infrastructure Upgrades	 Technology Infrastructure	<b>Broadband and Connectivity</b>
Website Governance	 Digital Governance	<b>Foundational Corporate and Council Policies</b>
Spatial Data Infrastructure	 Data Driven Decision-Making	<b>Data Inventory</b>
The "Gateway"	 Digital Experience and Partnerships	<b>Internal Portal</b>
Directives, Processes, and Procedures	 Digital Governance	<b>Foundational Corporate and Council Policies</b>
Manual to Automation - PLL Implementation	 Digital Experience and Partnerships	<b>Website and Service Portal</b>
Priority Based Budgeting	 Data Driven Decision-Making	<b>Data Inventory</b>
Data Quality and Completeness	 Data Driven Decision-Making	<b>Data Inventory</b>

# APPENDIX: WHAT WE HEARD REPORT

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# Engagement Approach



## Administration

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- DMP Open House (hybrid event)
- 12 Internal Workshops (by Department)
- Individual Interviews with Steering Committee
- Recurring Steering Committee Meetings
- Interviews and Additional Exploratory
- Sessions with Corporate Analytics and Technology Team Members



## Elected Officials

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- Individual interviews with each member of City Council



## Citizens, Business & Community

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- Beaumont Days Booth
- DMP Open House at the Library
- Chamber of Commerce Meeting
- Presentation and Discussion
- Presentation at the Seniors Home
- Coffee at the 50+ Club
- Public, Youth, and Senior Surveys
- 4 Meetings with Advisory Committee

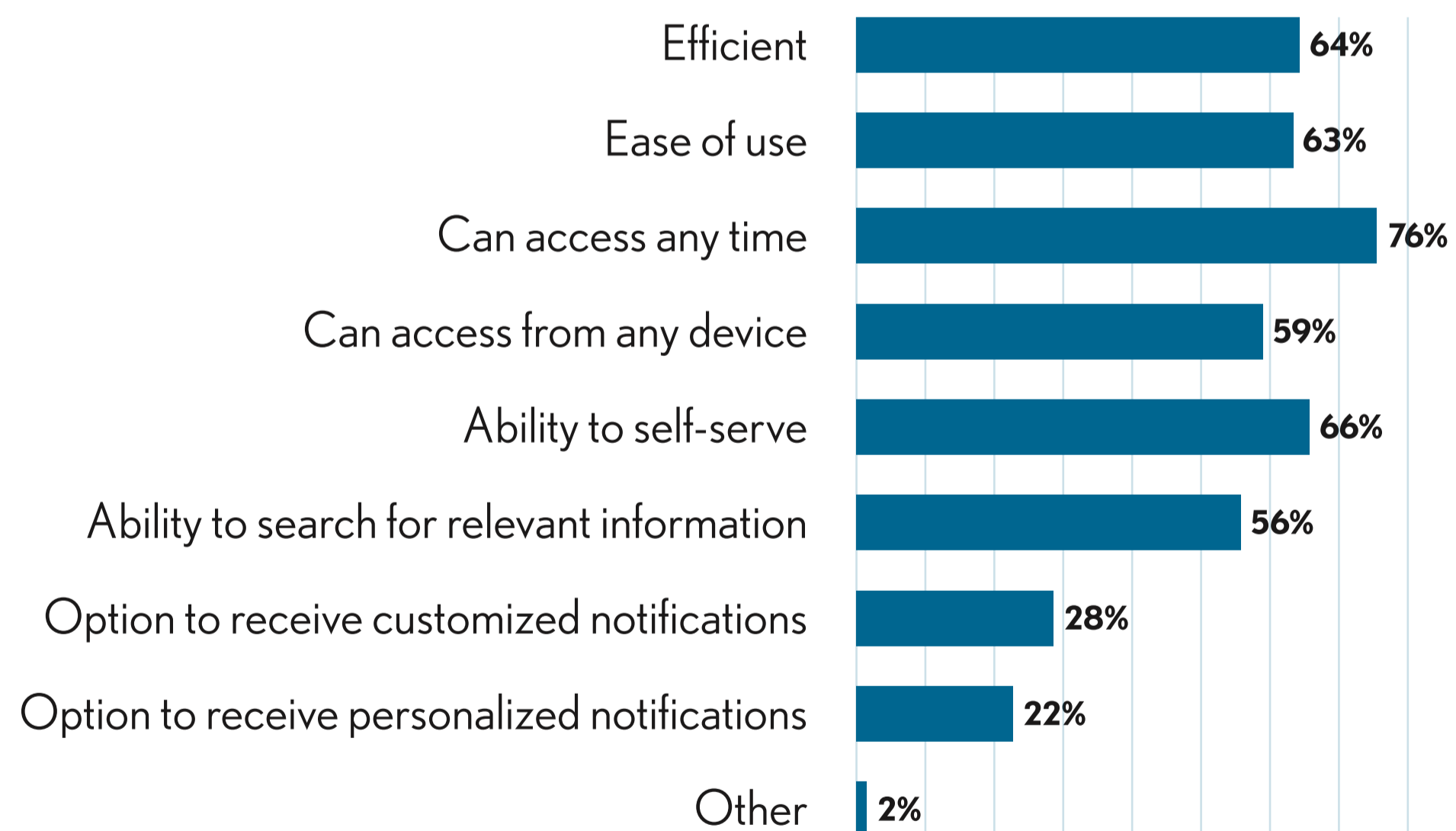
## WHAT WE HEARD REPORT

# Public

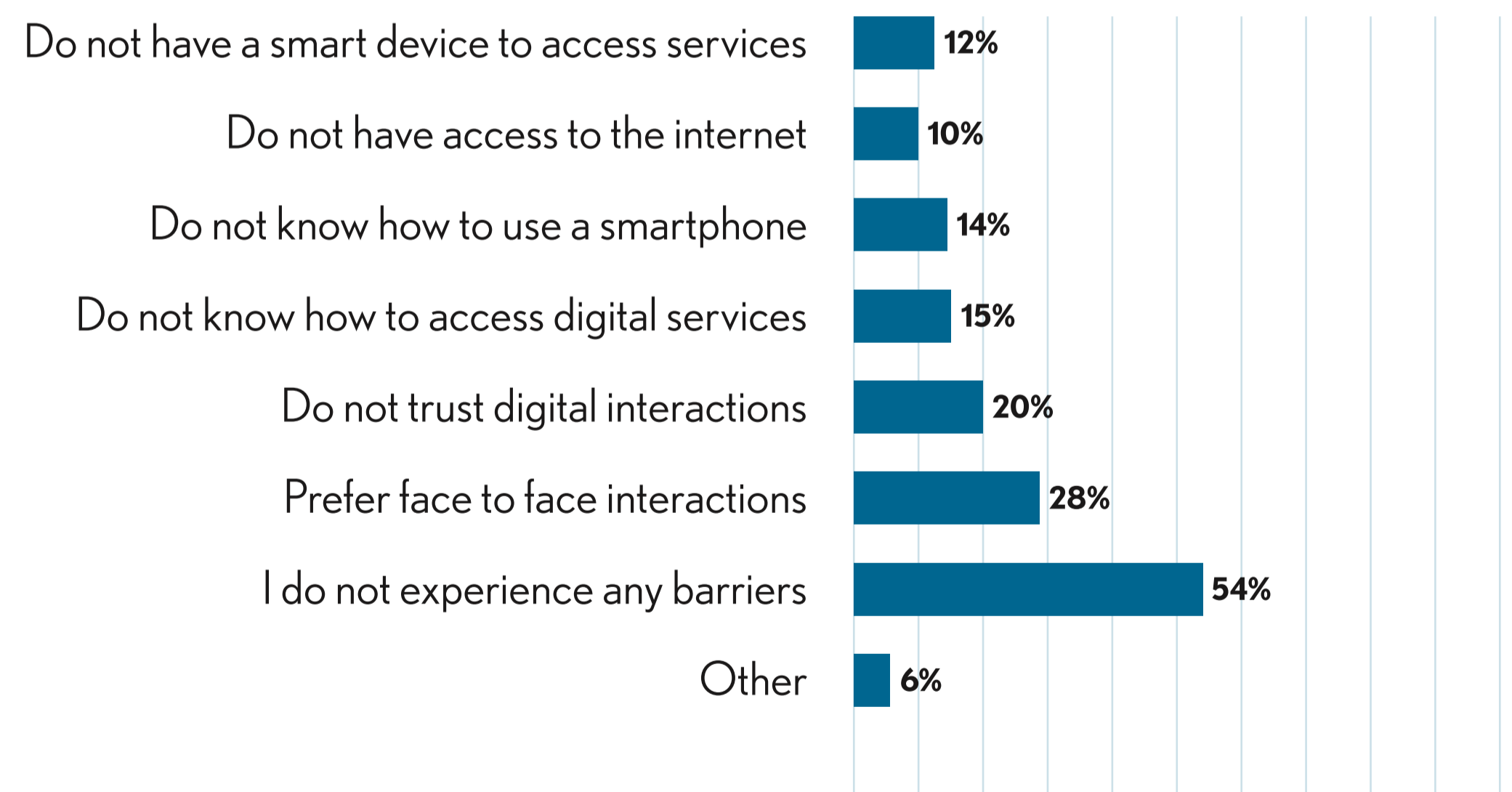
### SURVEY RESULTS

A public survey was developed to gather public perspectives to inform the Digital Master Plan initiative. This survey was promoted during Beaumont Days, a Public Open House and on Beaumont's social media channels. Results from the 204 public respondents are outlined below.

#### From your perspective, what are the benefits of digital services? (Please select all that apply)

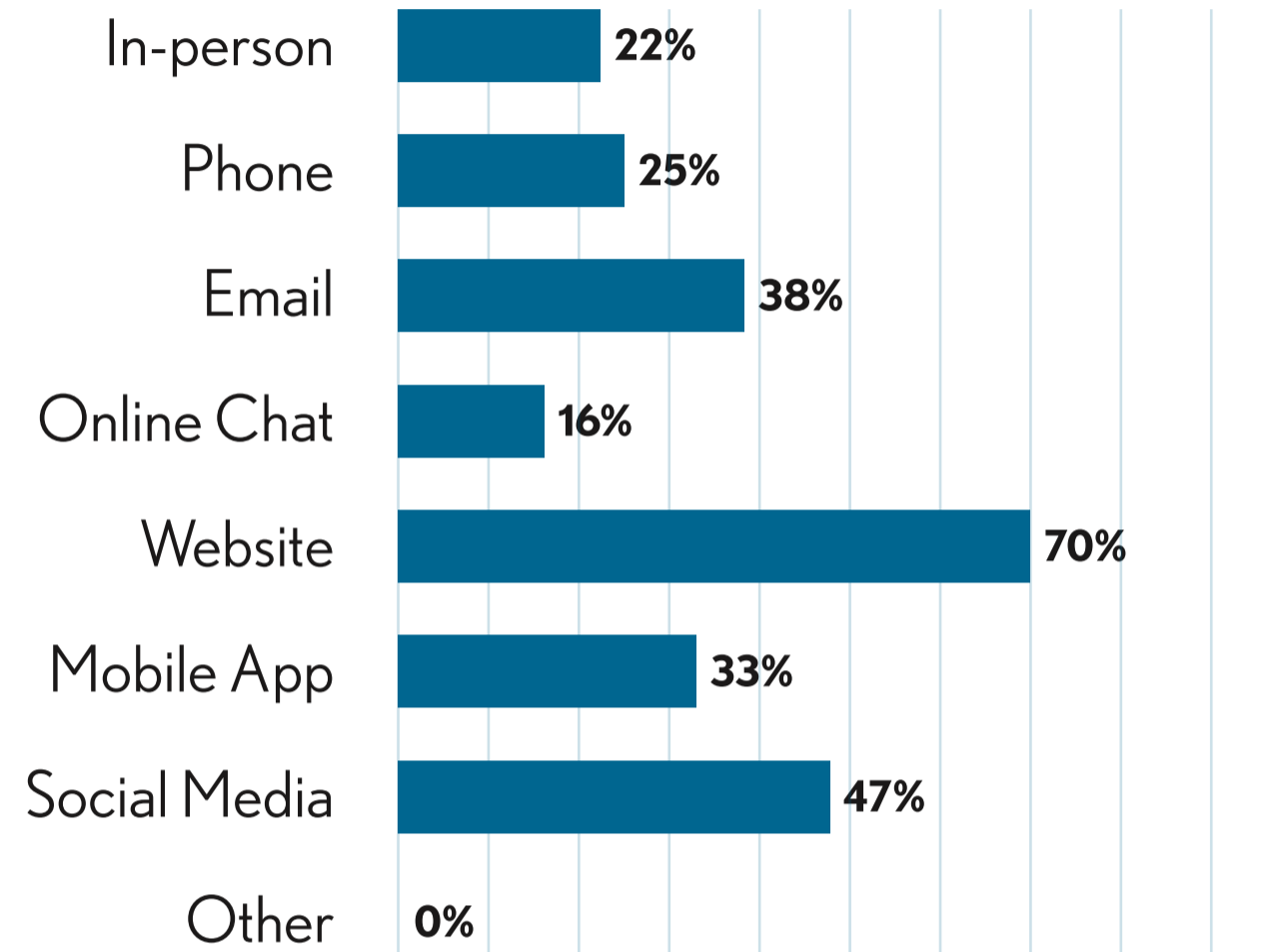


#### What barriers prevent you or others you know from accessing digital services? (Please select all that apply)

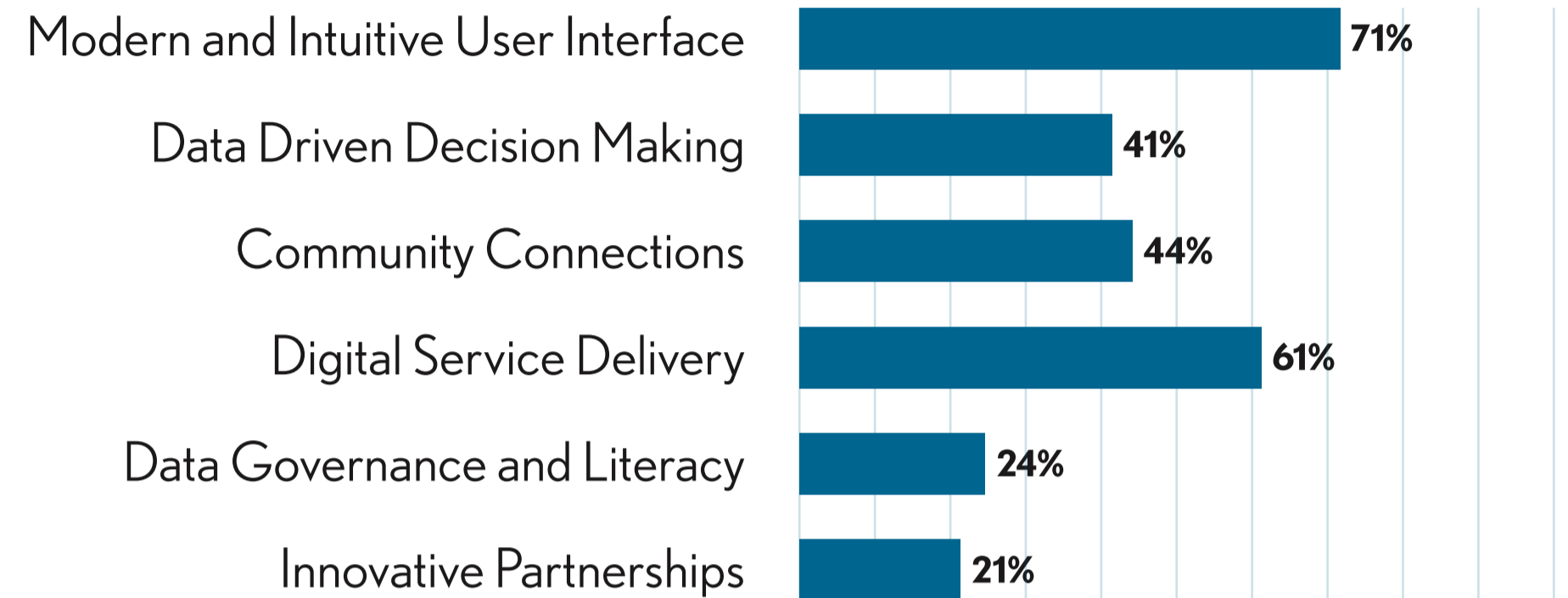


## SURVEY RESULTS

**What are your preferred methods for accessing information from the City of Beaumont? (Please select your top three choices)**



**The City must work to prioritize digital initiatives both now and in the future. Select your top three (3) themes from the six (6) below.**



**Please share your thoughts, ideas or comments on what the City of Beaumont should include in the Digital Master Plan.**

- One easy to use app for all City information and services
- Public Wi-Fi throughout the City
- Public input on initiatives
- Opportunity for local businesses to connect with residents
- Intuitive and complete application and payments
- Open data
- Information sharing for events, future plans
- Intuitive, user-friendly online services
- Redesign City website
- Technology training
- Periodic review of emerging technologies

# Youth

## SURVEY RESULTS

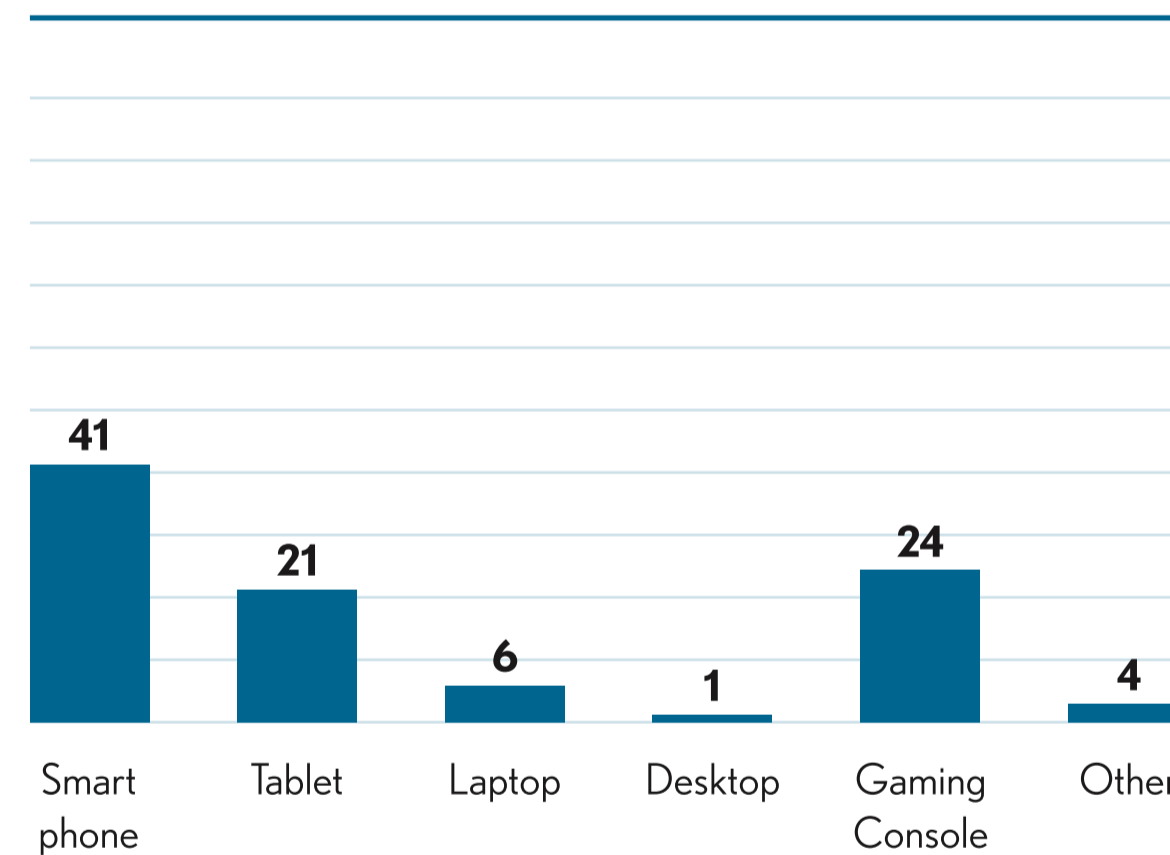
Beaumont youth members were engaged through a Beaumont Days booth. A youth survey was developed to gather youth perspectives to inform the Digital Master Plan initiative. Results from the 97 youth respondents are outlined below.

On a scale of 1 to 5, how much do you like using technology?

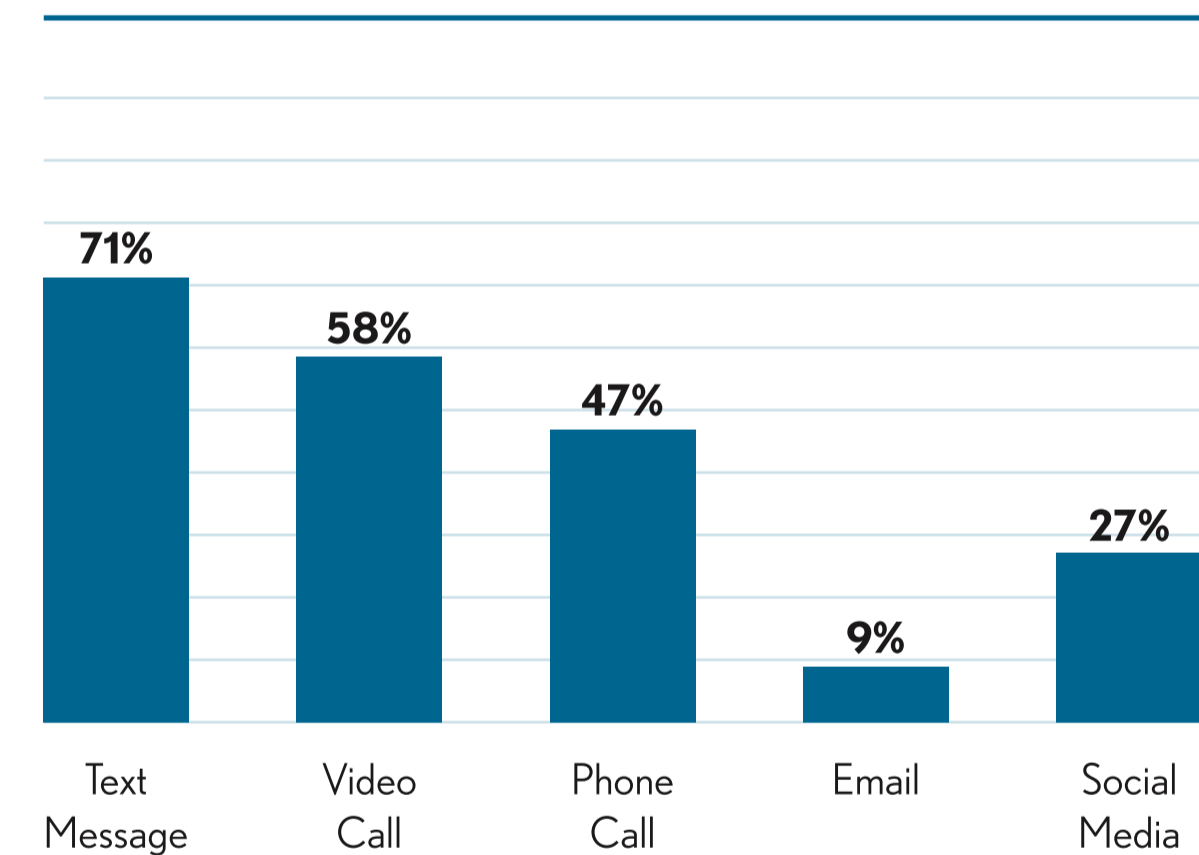


Average Rating **4.13**

Which type of device do you prefer to use?



How do you like to communicate using technology? (Please select your top 3 preferences)



What do you think the City of Beaumont should include in the Digital Master Plan?

- Free Wi-Fi throughout the City
- Kids Chat Room
- Interactive Map of Parks and Trails
- Social Community App
- Tablets in the Library

# Seniors

## SURVEY RESULTS

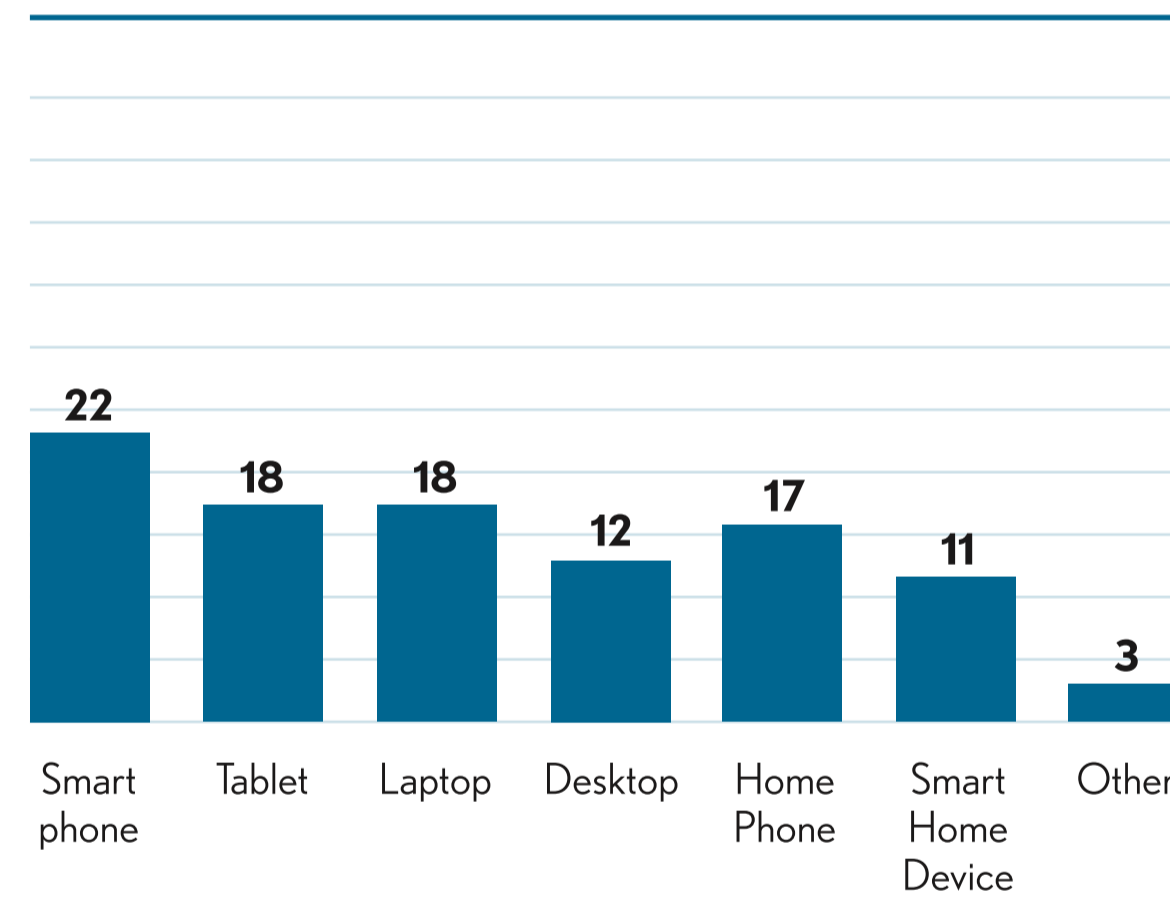
Beaumont senior members were engaged at the Beaumont 50+ Club and Place Beausejour. A senior survey was developed to gather senior perspectives to inform the Digital Master Plan initiative. Results from the 28 respondents are outlined below.

On a scale of 1 to 5, how much do you like using technology?

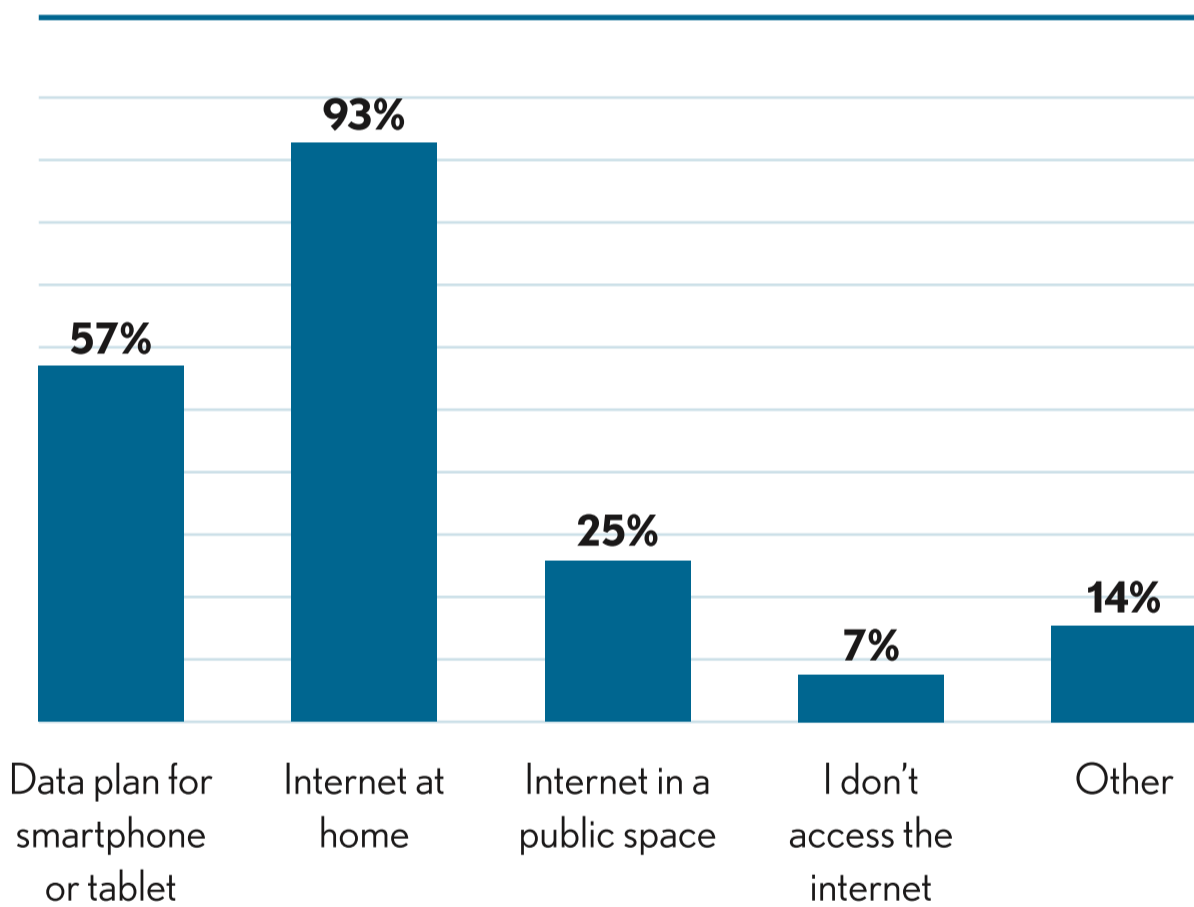


Average Rating **3.54**

Which type of device do you prefer to use?



Where do you access the internet?  
(Please select all that apply)



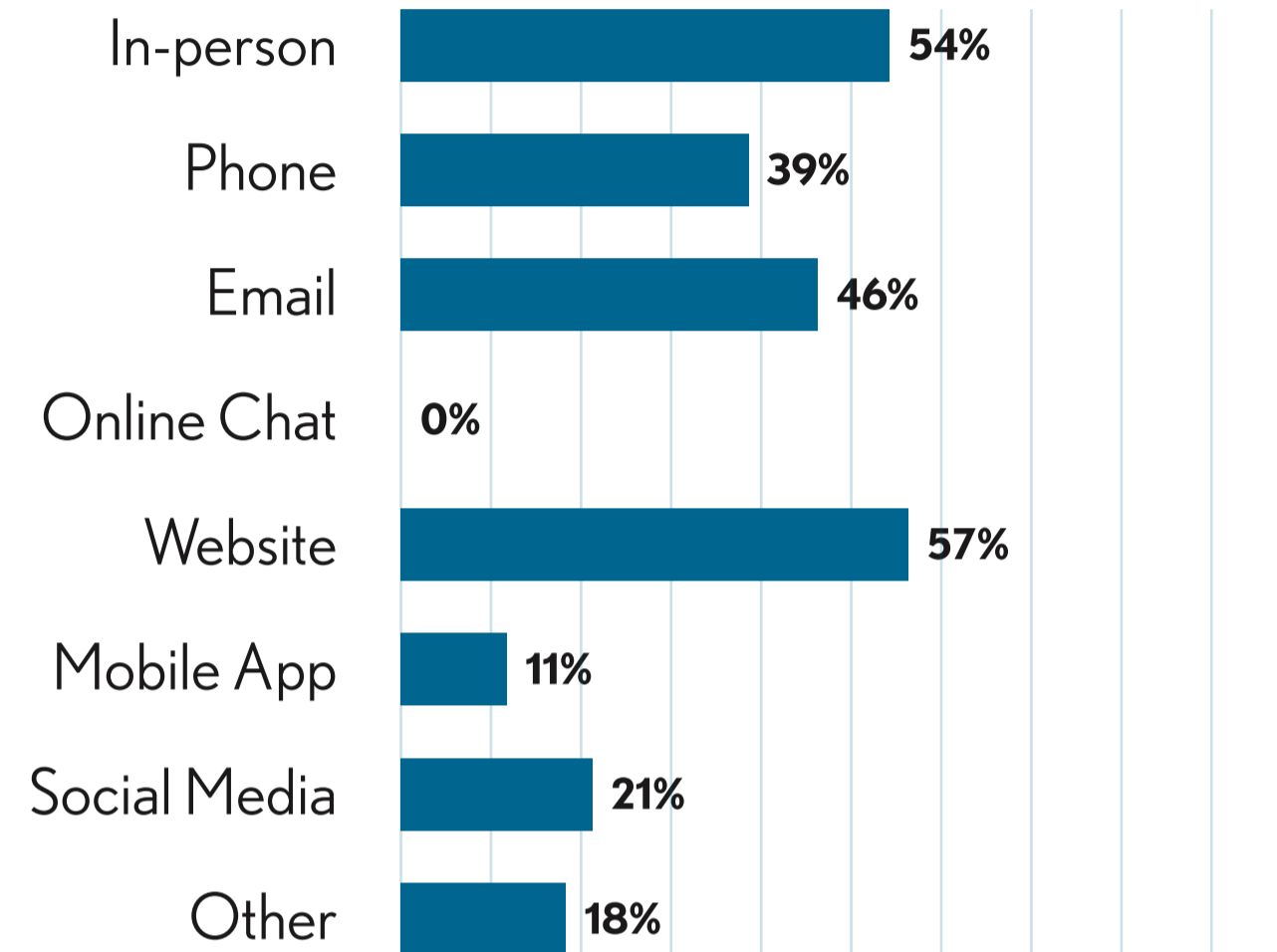
What do you think the City of Beaumont should include in the Digital Master Plan?

- Free Wi-Fi throughout the City
- More digital signs for Beaumont events
- Ability to pay bills online
- Access to City schedules (bus, pools, hockey, etc.)
- Create email mailing list and select the notifications they wish to receive

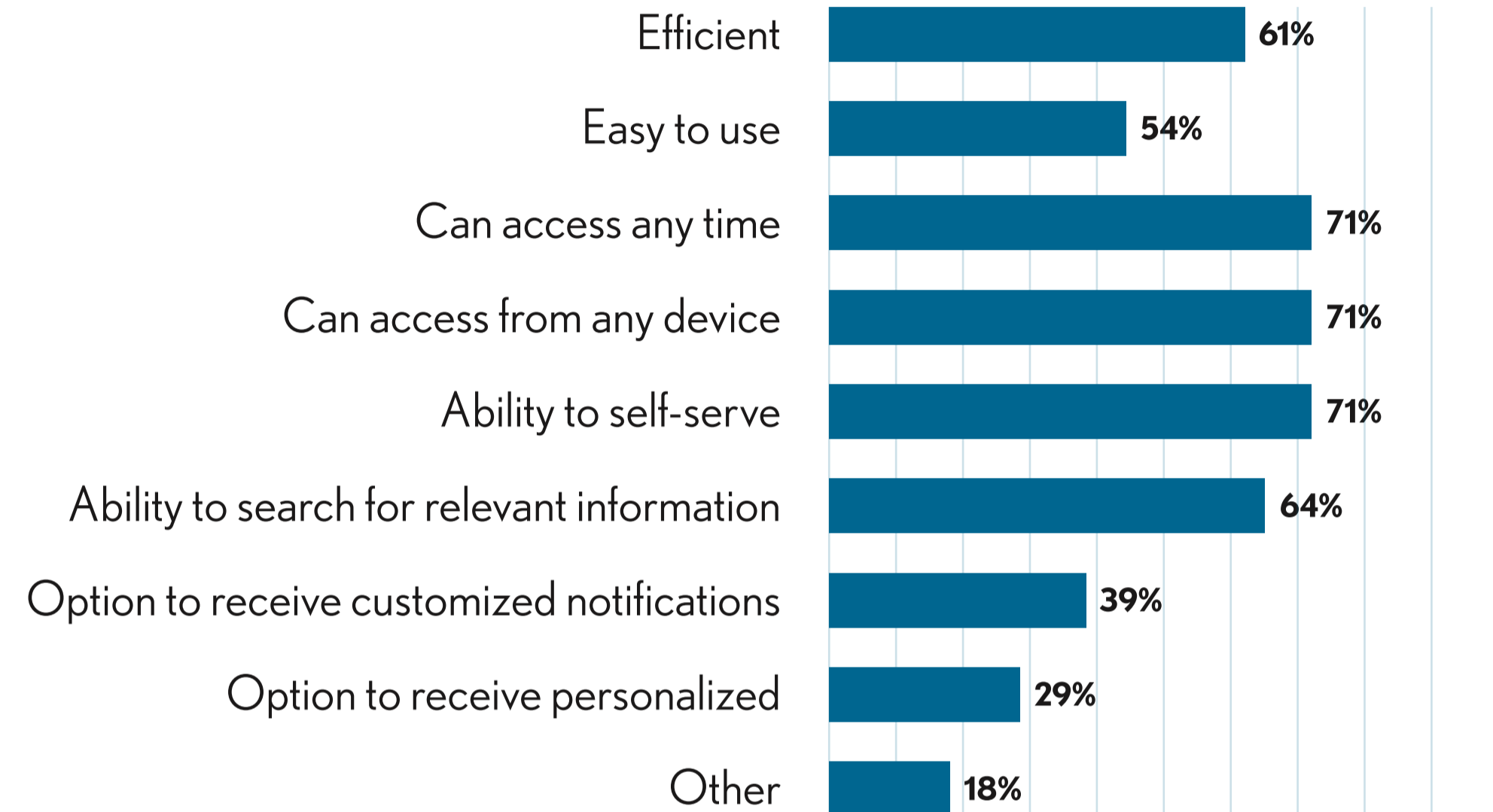


## SURVEY RESULTS

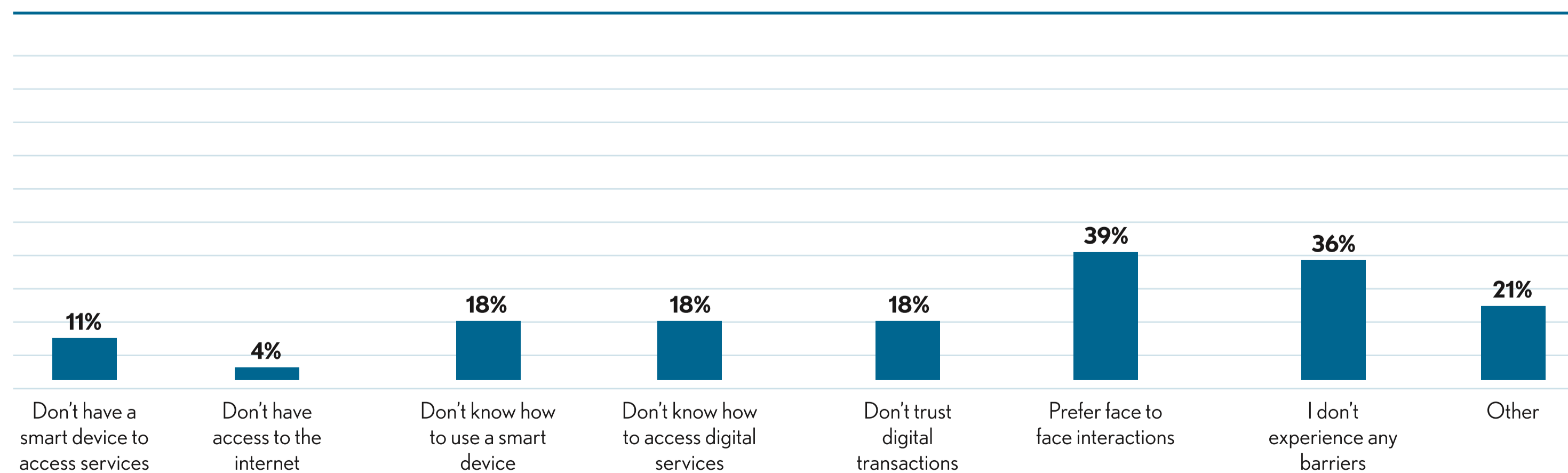
**What are your preferred methods for accessing information from the City of Beaumont? (Please select your top three choices)**



**From your perspective, what are the benefits of digital services? (Please select all that apply)**



**What barriers prevent you or others you know from accessing digital services? (Please select all that apply)**



## SURVEY RESULTS

**Please share your thoughts, ideas or comments on what the City of Beaumont should include in the Digital Master Plan.**

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- Continue to put updates in newspaper
- Faster, free internet
- More digital signs for events happening in town
- Free wireless internet to the citizens of Beaumont
- Schedule at the pool needs to be easier to use
- More email updates on projects, create email mailing list (ability to select what I want to be updated on [ie. programs, events, project, council updates])
- Wifi in parks
- Paying online for bills
- Make things easier, user-friendly across age ranges
- Ability to get an email from the town about community events
- See hockey/sports schedule from the internet (screens on BSRC on our website)
- Intercity shuttled bus (app for schedule) to get around Beaumont; can't read the 'B' and 'T' on existing digital sign on 50 st and twnd rd 510
- Virtual health professional; upgrades to bus service and increased hours of operation

# Business and Community Leaders

## SUMMARY

Engagement with business and community leaders in Beaumont resulted in the identification of these five themes.



### Accessible

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Prioritize accessibility and inclusion to drive stronger digital connections.



### Collaborative

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Build and maintain meaningful partnerships to further enable the community on its digital journey.



### Informative

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Relevant, timely and easy to find information in a digital format.



### Open

---

Data and information is shared in an open and accessible format to drive innovation and learning.



### Streamlined

---

The ability to complete fully digital transactions and increase the speed at which programs and services are delivered.

# Development Community

## SUMMARY

Current findings and information for engagement with the Development Community were leveraged from previous engagement with the Planning & Development and Engineering Services Review project. The development community findings were aligned to the purpose and scope of the DMP from a service process perspective. These findings are outlined below.



### Issue Escalation Process

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Applicants are satisfied with staff interactions during the application review process as there is readily available staff support. However, if issues arise there is no clear or formal escalation (compliant) process or contact person.



### Risk Management

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Applicants highlighted perceived tensions between the desire to grow and innovate while balancing and managing risks.



### Inconsistent Policies

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There is a contradiction between planning and engineering policies and by-laws. Additionally, there is an inconsistent enforcement of policies and by-laws throughout applications.



### Lack of Transparency

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Applicants have highlighted the application review outcome seems inconsistent and may be due to lack of transparency and readily available process documentation.



### Status Tracking and Timelines

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There is an opportunity to leverage online tracking software to provide application visibility for stakeholders. Additionally, applicants do not believe the City is always capable of meeting stated timelines for process components.



### Online Services and Payments

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Applicants noted other jurisdictions provide stakeholders with the ability to pay fees online. As well, there is difficulty receiving specific files through email resulting in physical copies of files.

# City of Beaumont Employees

## STAFF OPEN HOUSE SURVEY RESULTS

City of Beaumont staff were invited to a Staff Open House to kick off the Digital Master Plan internal engagement. During the Staff Open House, employees were asked to participate in a survey to provide their perspectives on Digital and the City. A total of 11 responses were received from participants and the results are shown below.

### What's your opinion on the value that digital can add that would benefit the community?

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- Enables instant analytics, data and information
- Make processes easier to use, access, review and store
- Become leaders in digital innovation
- Improves efficiency, transparency, accessibility, productivity, reliability, communication and connection for staff and residents
- Allows larger audience, gives people personal autonomy
- Enable real time data so ideas and innovation can flow

### What should the City prioritize when it comes to digital opportunities and innovation?

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- Citizens being able to conduct Beaumont business online
- Digitize City records and information
- Improve services and lower cost for residents
- Understand the needs of stakeholders to tailor digital solutions
- Consider equality and efficiencies
- Initiatives such as Open Data, Open Wifi, 311
- Streamline processes, increase efficiencies, provide effective tools
- Implement hybrid experiences (technology at events)

### Which digital channels and devices would be most valuable for the community to interact with the City?

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- Website as central access point/platform
- Central Beaumont app
- Chatbots
- Digital phones
- Kiosks
- Social Media
- Teams
- Video Calls
- Virtual guides or QR codes

## DEPARTMENT WORKSHOP KEY THEMES AND DIGITAL POLLS RESULTS

City of Beaumont staff were also engaged through Department Workshops. During department workshops, individuals were asked to participate in polls to provide their perspectives on Digital and the City. Results from the polls, as well as key discussion themes are outlined below. There was a total of 58 participants throughout 12 workshops.

### Key Discussion Themes

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- Records and Data Management is a significant challenge. There is an opportunity to clearly define and standardize City-wide.
- Current tools and processes must be enhanced to solve current challenges and enable effective service delivery to the community.
- Effective training and time to learn new tools and processes was identified as critical for staff members.

### Digital Poll

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#### What do you need to be successful in learning how to use new technology?

- Training as new technology is rolled out (diverse styles: self-directed, interactive, one-on-one, videos, documents, demonstrations, reference guides, etc.)
- Program specific training with questions and answers
- Designated, expert support for when things go wrong
- Context on the technology (why we are using it, organizational and individual impact and benefits)
- Time to attend training
- Apply technology to real tasks
- Effective help and support
- Small groups for training
- Ability to test system without impacting real data / information

#### Please rate your perspective on the following statements:

- 3.9** I am confident in my skills when it comes to using technology at the City
- 4.4** I am comfortable learning how to use new technology
- 4.8** I understand the value technology, data and innovation can bring to the City

Results shown were averaged across all departments. Weights were equally distributed by departments and were not based on number of participants in each session.

# City Council

## KEY THEMES

City Council members participated in individual interviews with MNP to share their perspectives and ideas to inform the Digital Master Plan.



### Modern and Intuitive Website Design

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E.g. User-friendly, accessible and intuitive design



### Digital Service Delivery

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E.g. Online registration, permitting or finding what you need in an app



### Data Driven Decision-Making

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E.g. Using information more strategically to make internal and public facing decisions



### Data Governance & Literacy

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Improving the management and organization of data, and enhancing internal & external ability to understand how and when to use what data



### Community Connections

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Enabling people to stay connected to one another, e.g. through information sharing, event notification or discussion boards



### Innovative Partnerships

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E.g. With the business community or post secondary institutes

 BEAUMONT