

A nighttime photograph of a city street with light trails from cars. In the background, several tall skyscrapers are illuminated, with many windows glowing. The scene is captured with a long exposure, creating bright, horizontal streaks of light from the vehicles in the foreground. The architecture of the buildings is modern, with glass facades reflecting the city lights.

CITY TRANSFORMATION STARTS WITH A HUB

Four Factors to Build Informed,
Connected, and Engaged Communities



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THE
SCIENCE
OF
WHERE®

Transform how
governments engage
and collaborate with
the community by
focusing on goal-
driven initiatives.



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TRANSFORM YOUR CITY

Every city strives to be a modern, connected city, even as it is challenged by issues such as urban blight, congested roads, opioid addiction, homelessness, and crime. It is a complex journey for cities to become engaged communities.

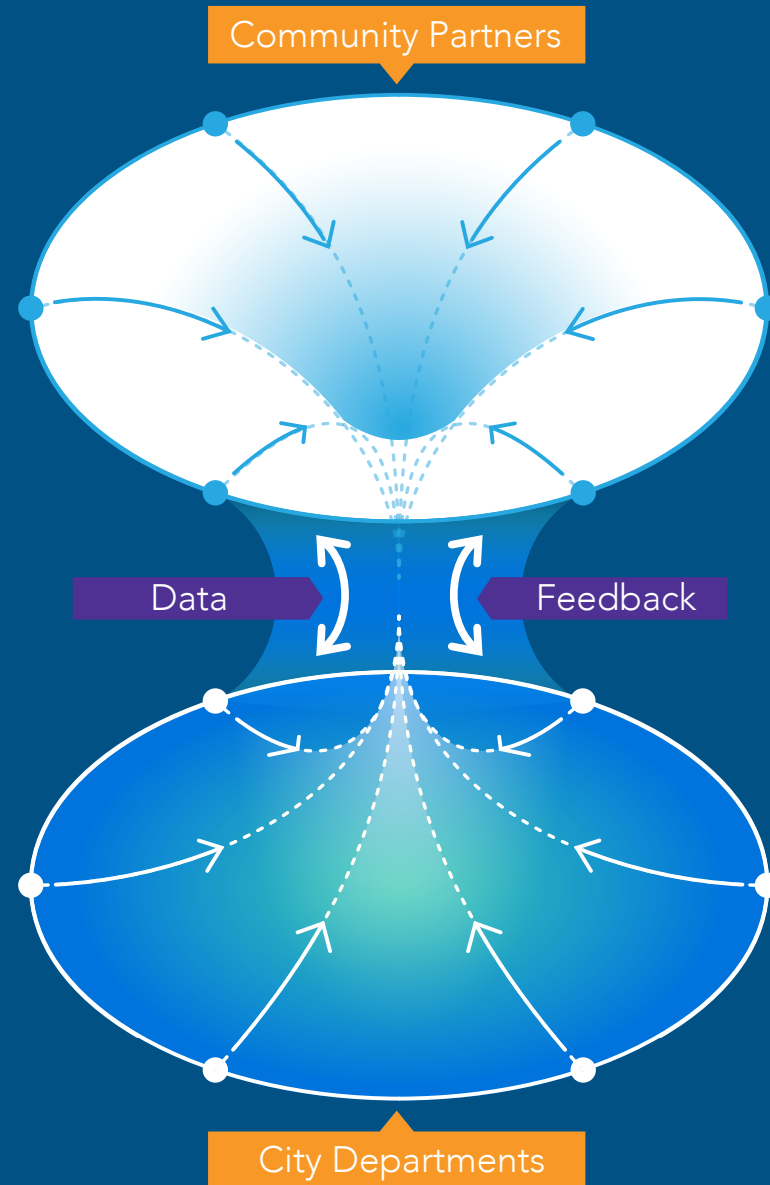
It is a path hindered by budget constraints, leadership inertia, lack of innovative technology, and siloed teams. Even as governments and communities drown in data, Pew Research Center estimates in a 2015 study titled *Americans' Views on Open Government Data* that 65 percent of Americans search online for government data every year, and yet, just 10 percent find what they need.

There has to be a better way.

Engaged communities use technology to connect people and data. Through civic engagement and data-driven decision-making, cities can leverage the power of communities to come up with sustainable solutions.

To start building an engaged community, a framework is needed to organize data, people, processes, and technology around the issues that matter most. Let's call this framework a hub.

The hub connects the stakeholders such as nonprofits, educational institutions, local agencies, and citizens to partner more effectively in improving the community. It's a two-way platform that lets government gather information from internal departments and share it with constituents so they can take action, solve problems, and get feedback.



A HUB

Many city governments are already using and sharing open data, but the challenge is to make sense of the data and give it context. The hub framework becomes the platform that brings data and concerned constituents together to build an informed, connected, and engaged community. Data and feedback can be shared to achieve common outcomes for the betterment of the community.

At the heart of the hub are initiatives—issues identified by the city as key to the health of the community that stakeholders can collaborate on. And to ensure the success of the hub, silos have to be broken down. The sharing of information looks something like this funnel:

With a hub, organizations and stakeholders alike can reap the benefits of a goal-driven, two-way engagement platform.

With a hub, citizens become valued partners in their communities through sustained engagement, participation, and data contribution.

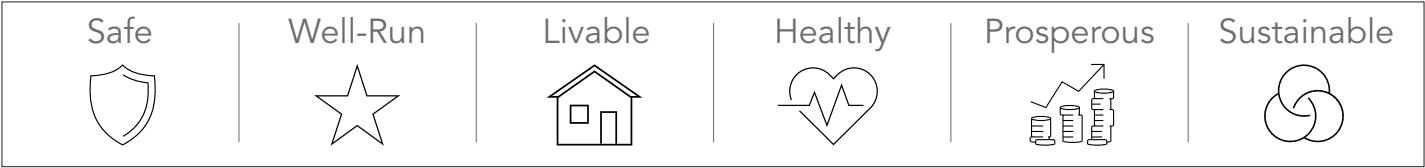
With a hub, organizations can break down silos and leverage their enterprise geographic information system (GIS) without experiencing the challenges and slowdowns that can occur when data is departmentally siloed.

With a hub, governments can seamlessly team up with community groups, nonprofits, and universities on their data-driven decision-making processes for key initiatives.

FIND YOUR ASPIRATIONS

Now that you know what a hub is, the next step is to state your city’s aspirations. What does your city want to achieve? To be safe, well-run, livable, healthy, prosperous, and sustainable? The next step is to translate such aspirations into actionable, real-world initiatives. Initiatives are the heart of any hub, and they represent the issues the city and its communities care about.

TRANSLATE ASPIRATIONS INTO ACTIONABLE INITIATIVES



Implement Performance Management	Create More Jobs	Reduce Homelessness	Create More Affordable Housing
Increase Recreation Opportunities	Improve Water Conservation	Make Parking Easier	Improve Earthquake Preparedness
Improve Emergency Response Times	Use Less Energy	Encourage Startups	Reduce Traffic Congestion

IDENTIFY YOUR GOALS

Your city’s aspirations become the blueprint for its initiatives. When initiatives succeed, cities achieve their goals. The list of aspirations and initiatives may be intimidating, but the rewards will be impressive. What will it take to get there? A set of inspirational goals that reflect an internal transformation as much as an external one. Informed, connected, and engaged communities have these common goals:



To Be a Pioneering City with Forward-Thinking Leaders
You must take the lead in transforming governance when leaders and teams embrace change. The best leaders will motivate their entire organization, inspiring communities to become optimized and more connected.



To Govern with Initiatives
The pressure to invest wisely and respond to situations effectively has never been greater. To avoid waste and public scrutiny, you’ll need to identify key issues that impact your community so you can create and launch data-driven initiatives that will help your city do things better.



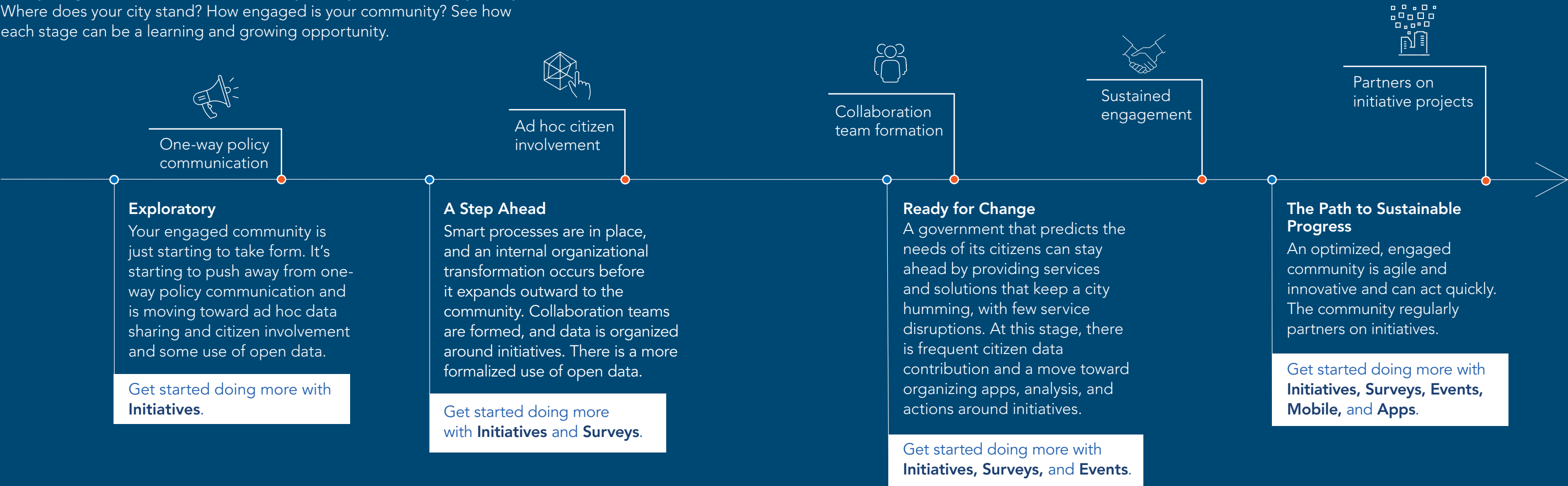
To Implement the Right Technology
The first step in creating an engaged community is to be honest about the state of the city’s technology adoption and culture. How far does it have to go to implement the right technology for transformation?



To Have a Two-Way Platform to Engage Community
Data is only useful when it is accurate and used in the right context and updated in real time. Imagine if you are able to communicate directly and immediately with your stakeholders in the community.

START YOUR JOURNEY

With your goals in mind, it is time to start your city transformation journey. Where does your city stand? How engaged is your community? See how each stage can be a learning and growing opportunity.



FOUR FACTORS FOR SUCCESS

What does it take to create a connected and caring city, where your people feel safe and prosperous? Consider these four key factors to create a successful hub. The more you prepare your city's infrastructure, employees, and residents for the transformation to come, the more successful your city's hub will be. The more your city reflects the four key factors, the readier your city will be for the journey toward transformation.



Have the right **LEADERSHIP** and **CULTURE** in place



Identify and prioritize your **INITIATIVES**



Embrace **DATA** and **TECHNOLOGY**



Activate an engaged **COMMUNITY**

FACTOR 1

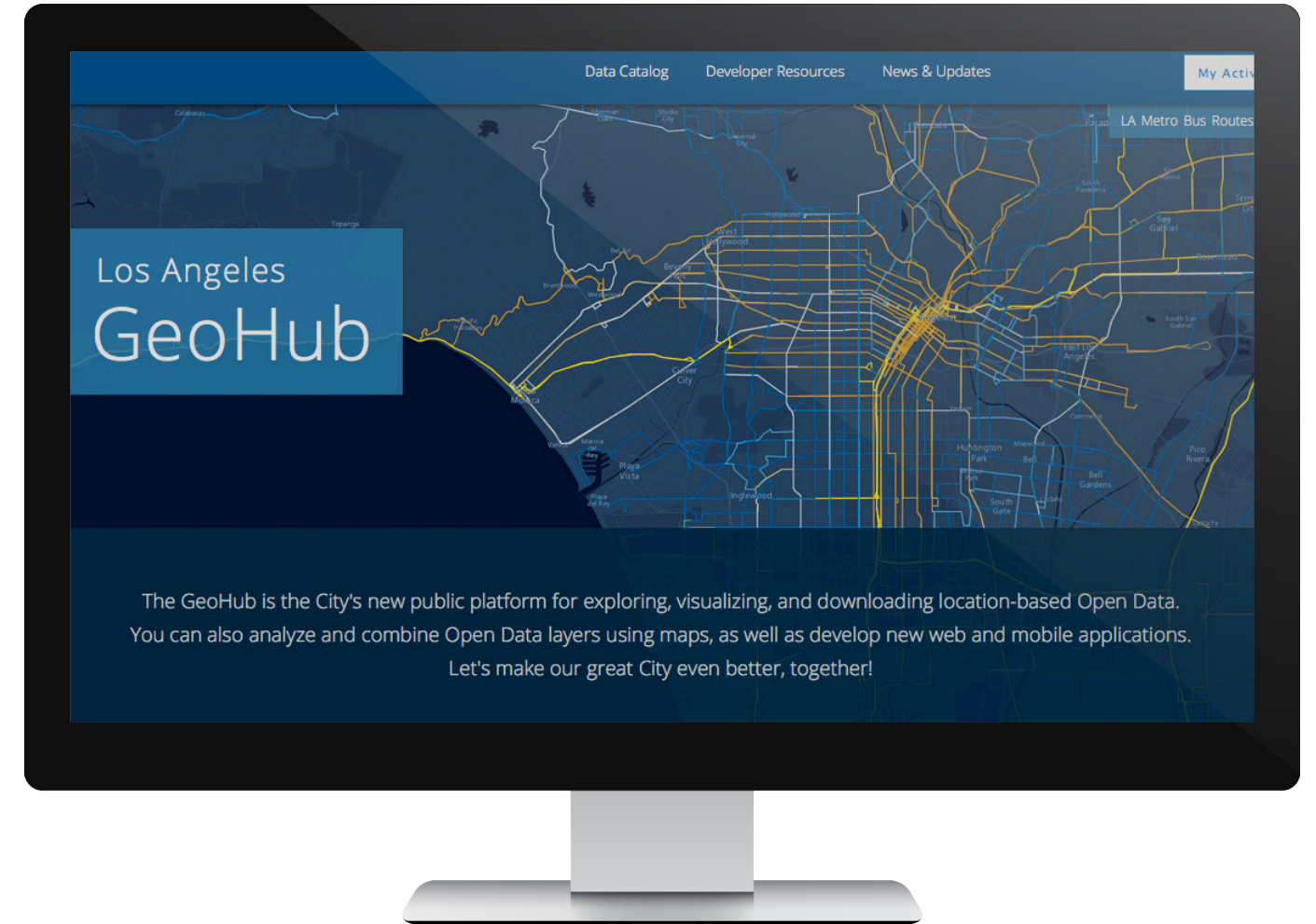
RIGHT LEADERSHIP AND CULTURE

The city that moves into the twenty-first century is the city with the right team and leader in place. The executive champion who acts as a change agent is key to garnering support for and pushing through the necessary implementations to transform the city infrastructure and its approach to data from the inside out.

Case Study: Los Angeles, CA

The mayor of Los Angeles took the lead on innovation to push his city to create the GeoHub. “Los Angeles is known as a place that thinks big. We are known for our curiosity. We are known for our innovation,” said Los Angeles mayor Eric Garcetti at the launch of its GeoHub in early 2016. “GeoHub will help us reinvent the way that we deliver services and broaden our ability to engage residents and businesses to improve the quality of life in their city.” Mayor Garcetti’s vision was for Los Angeles to have an open data platform on which the city, academia, nongovernmental organizations (NGOs), businesses, and startups can partner up to collaborate on and solve some of the city’s biggest problems such as reducing traffic or greenhouse gas emissions.

Find out more about LA’s pioneering leadership: go.esri.com/hub-ebook-la



Watch a short video: go.esri.com/hub-ebook-la-video

FACTOR 2

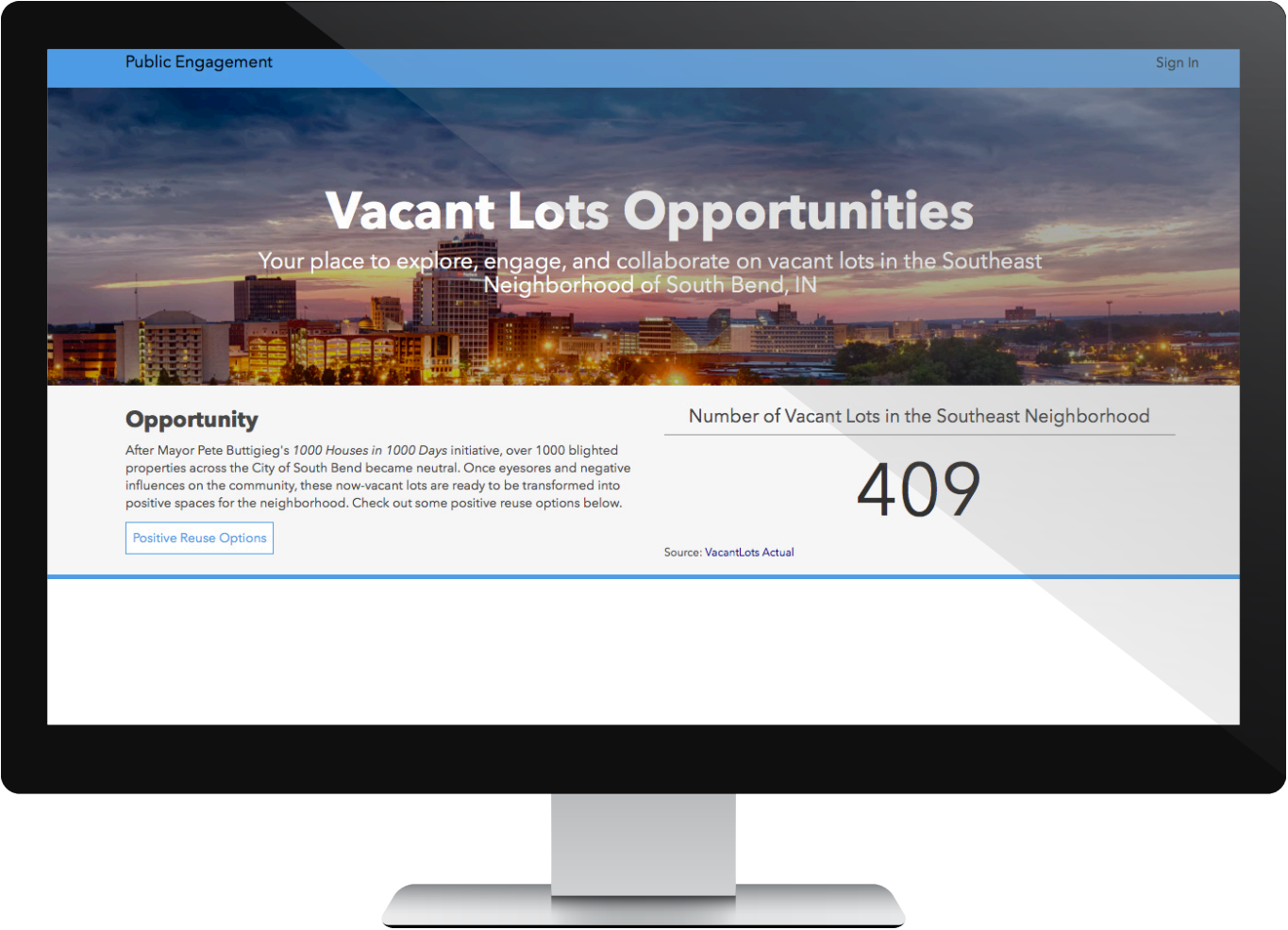
IDENTIFY AND PRIORITIZE YOUR INITIATIVES

What is it that your city cares about? The key issues that drive your city should be identified and prioritized. What good is data or connecting your community to data if it's not connected to a cause? By establishing clear priorities and creating initiatives that drive action for those in need, the government can move the meter on important issues and set standards by which success will be measured.

Case Study: South Bend, IN

A city of just over 100,000 residents, South Bend, Indiana, faced the challenge of revitalizing abandoned and vacant properties and identified this issue as a key initiative to take action on. Using open data, the city worked with stakeholder agencies and citizens and set out to rehabilitate or demolish 1,000 abandoned houses in 1,000 days. South Bend took action on 1,122 vacant or abandoned properties by the deadline.

Read more about South Bend's *initiative*: go.esri.com/hub-ebook-southbend



Watch a short video: go.esri.com/hub-ebook-southbend-video

FACTOR 3

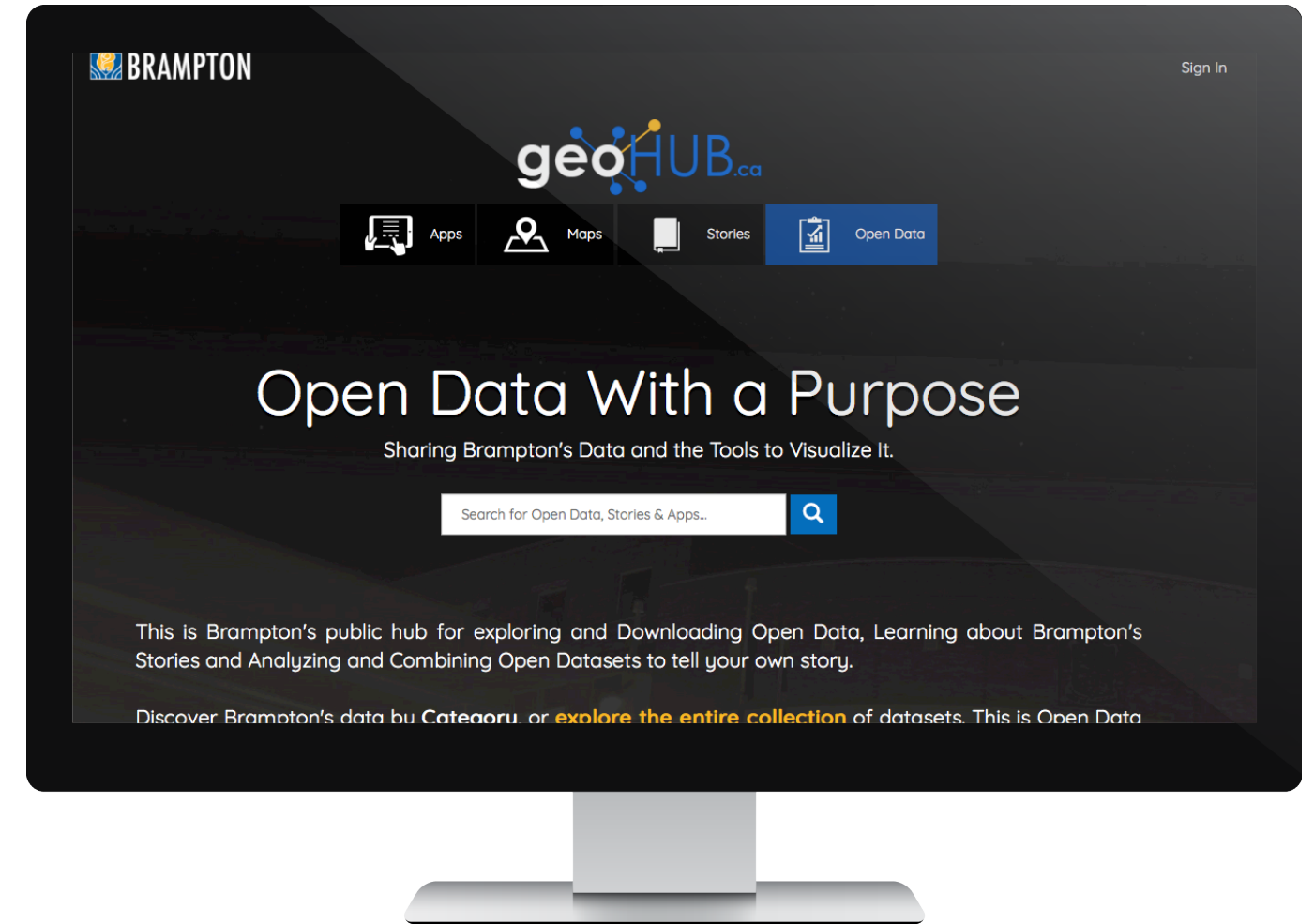
EMBRACE DATA AND TECHNOLOGY

Is technology a boon or bane in your city? Are resources often scarce? Resetting the baseline approach to how data and technology are regarded in your city is important to how far your city can go in its transformation journey. Give internal teams the boost they need to embrace the right technology tools to make the city a true smart community.

Case Study: Brampton, ON

The City of Brampton, Ontario, in Canada, has turned data into a beautiful thing. The Brampton GeoHub is an open data platform that not only increased government transparency, but it also made it easier for citizens to access public information. In its first year, this collaborative two-way platform saved taxpayers thousands of dollars and 588 hours of staff time by integrating data with other city systems and distributing information through one application.

Find out how this Canadian city embraced technology and invested in its GIS team to build collaborative technology: go.esri.com/hub-ebook-brampton



Watch a short video: go.esri.com/hub-ebook-brampton-video

FACTOR 4

ACTIVATE AN ENGAGED COMMUNITY

A two-way platform of real-time data and information flow between government and its external and internal communities is crucial to the modern city transformation. Not only is collaboration needed between the city and its constituents, such as civic leaders and universities, to foster civic engagement, but information silos also need to be broken internally to ensure an integrated data pool and network.

Case Study: Cook County, IL

Cook County in Illinois unveiled its open data site, Cook Central, at a hackathon this year, driven by huge community and city support for a platform where government and citizens could share maps, apps, and data. *“Cook County is committed to transparency and accountability,”* said Cook County board president Toni Preckwinkle. *“We launched the Cook Central hub at Chi Hack Night because we want to provide the site as a foundation for local developers to build useful tools with our data.”*

Find out more about how Cook County tapped into its community:
go.esri.com/hub-ebook-cookcounty



THE CITY OF THE FUTURE: HUBSVILLE

What will the city of the future look like? How will local and regional governments manage their cities to provide modern amenities, a high quality of life, and technologically rich environments while driving long-term economic development and growth for their communities? Welcome to Hubsville—where government and constituents share and communicate data, engage and exchange views, and collaborate and work together for a better, safer, and more sustainable city. Let's look at what makes Hubsville succeed as an informed, connected, and engaged community.

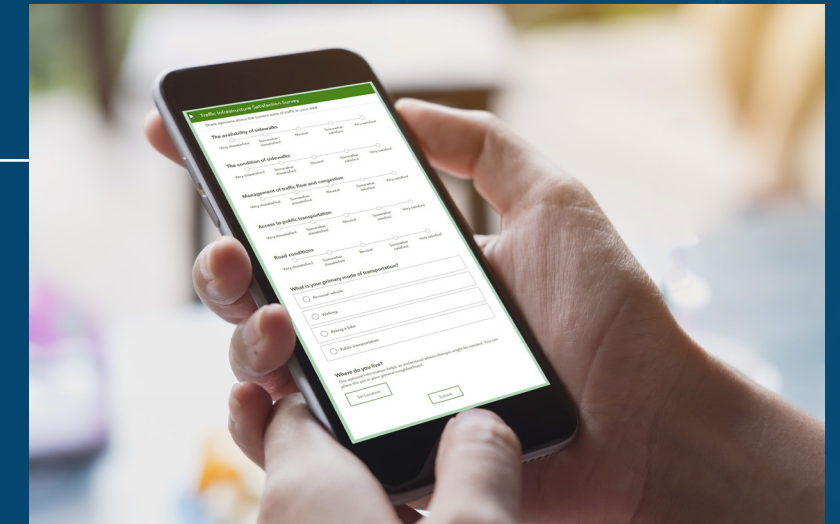


THE HUB

This is the heartbeat of Hubsville, where an interactive, two-way engagement platform run by the city helps organize people, processes, data, and technology. The hub connects government and citizens. Heard of the A-Team? Well, it's time to assemble your I-Team, or Initiative Team, to ensure a successful hub. Make sure you have a data lead, a technical lead, an initiatives coordinator, and a hub champion to round up your team. Other contributors include your CIO, your council members, and external stakeholders. Every team should have departmental contributors related to the initiative. For example, an initiative for the Parks Department could include a communications lead, an initiative manager, and other departmental contributors.

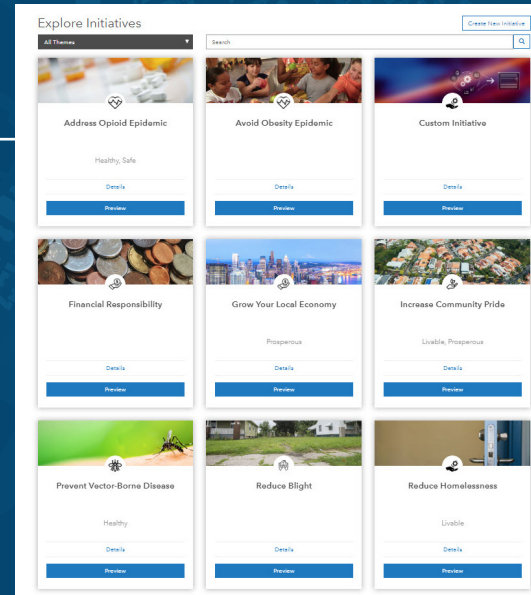
SURVEY

An open communication channel is important for successful governance. In a hub, it is easy to gather immediate feedback from stakeholders. Every resident can create an account in their city's hub with social media logins to contribute data and feedback on issues important to them.



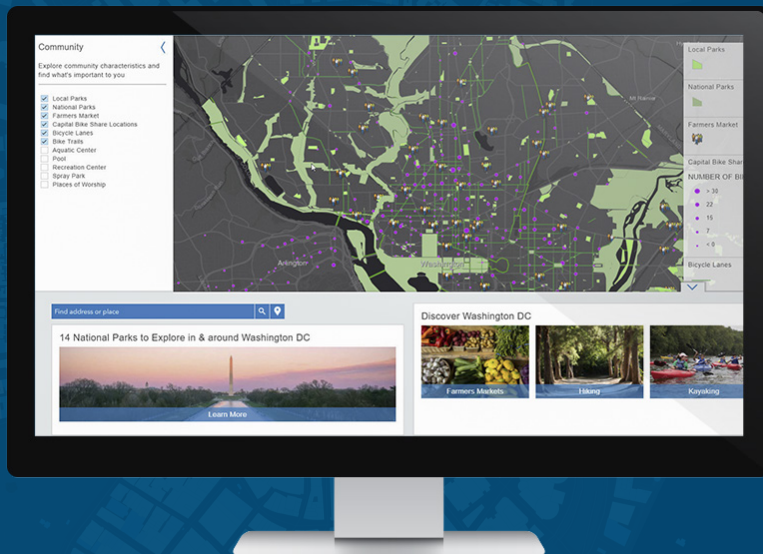
INITIATIVE

Central to the hub is initiatives, around which key issues impacting the city are organized. Initiatives combine open data, organizational data, and citizen input to take on the things that matter. Ready-to-use initiatives include content and apps built around common issues faced by cities such as traffic congestion and transport mobility. The apps can be designed to inform, listen, monitor, and engage your constituents around the topic at hand. If none of the default initiative templates match what the city needs, a custom builder tool takes care of the rest!



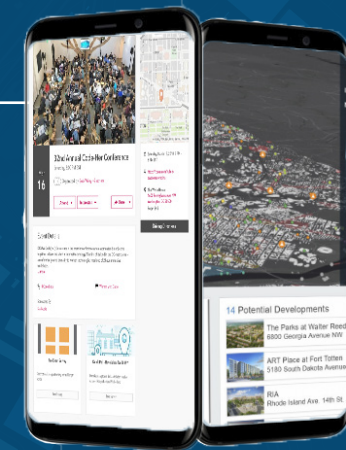
CITY SHOWCASE

Cities are expected to continually attract a steady flow of new residents from all walks of life and professions. Key to this endeavor is a way to highlight neighborhoods, business investment areas, and growing economic opportunities in cities—achieved through the City Showcase feature.



MOBILE APPS

Most Americans own a cell phone of some kind. In 2017, 77 percent of Americans own smartphones, up from 35 percent in 2011. Mobile apps are key to reaching out to city residents. Ready-to-configure applications and tools that encourage community engagement through cell phones are at the heart of the modern hub.



EVENTS

City residents can choose to stay updated and connected on issues they care about, easily signing up for updates on initiatives or for meetups and events from the comfort of home.

COMMUNITY COLLABORATION

Turn digital collaboration into action when communities come together to participate in activities that help a city grow and prosper in a safe, sustainable way. A city's thriving list of initiatives comes to life when residents sign up for and take part in events they are interested in from volunteer drives to hackathons.

See how Hubsville comes together at go.esri.com/hub-ebook-video.



HAVE YOU HUBBED YOUR CITY TODAY?



THE TRANSFORMATION SCORECARD

Here’s a handy worksheet to start looking at the four factors outlined in this e-book from your city’s perspective. Gather your team for a frank discussion. Rank your city from 1 to 5 in the categories below, with 5 being the readiest, and 1 needing the most work. See how you rank out of 100. Bring this worksheet to your Esri account representative and start the conversation on ArcGIS Hub. We are here (go.esri.com/hub-ebook-contact-us) to help you.

LEADERSHIP AND CULTURE		STRATEGY AND INITIATIVES		TECHNOLOGY		COMMUNITY ENGAGEMENT	
Executive Leadership Buy-In		Internal Strategic Alignment		GIS Infrastructure		Constituent and Press Engagement	
Management Team Support		Initiatives Identification and Prioritization		Open Data Use		Business Engagement	
Internal Champions		Internal and External Sharing of Data		Create Apps That Inform, Listen, Monitor, and Engage		Nonprofit Collaboration	
GIS Professionals		Value of Location		Destination Website		Academia Partnerships	
Culture of Innovation		Performance Tracking and Surveys		IT Resources and Budget		Events and Meetups/ Hackathons	
TOTAL Leadership and Culture Score		TOTAL Strategy and Initiatives Score		TOTAL Technology Score		TOTAL Community Engagement Score	
							Overall Score



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Since 1969, Esri has helped customers unlock the full potential of data to improve operational and business results. Today, Esri software is deployed in more than 350,000 organizations including the world's largest cities, most national governments, 75 percent of Fortune 500 companies, and more than 7,000 colleges and universities. Esri engineers the most advanced solutions for digital transformation, the Internet of Things (IoT), and location analytics to inform the most authoritative maps in the world.

Visit us at esri.com.

Learn more about how cities all over the world are using ArcGIS hub to build more informed, connected, and engaged communities.

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Contact Esri

380 New York Street
Redlands, California
92373-8100 USA

1 800 447 9778
909 793 2853
909 793 5953

info@esri.com
esri.com

Offices worldwide
esri.com/locations

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