



Reprogramming Government for the Digital Era

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ONTARIO'S VOICE ON PUBLIC POLICY

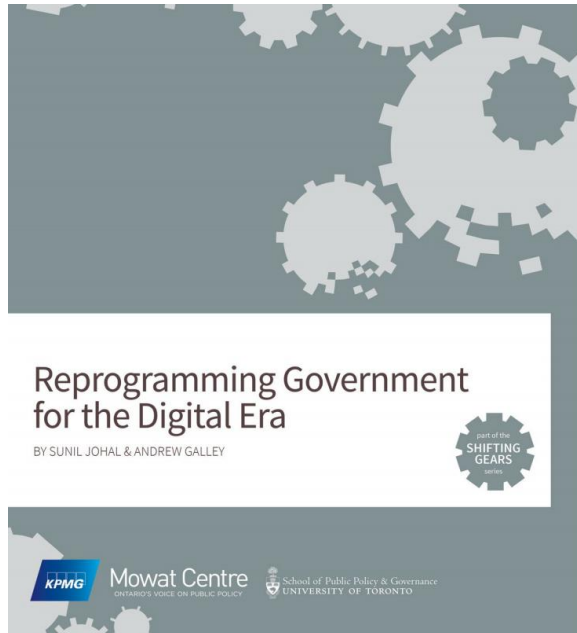
About the Mowat Centre

- Launched in 2010 and part of the School of Public Policy & Governance, University of Toronto.
- Focus on national public policy issues from Ontario's perspective. Other areas: State transformation, Energy and Not for Profit policy

Mowat Centre research is:

- Independent and non-partisan.
- Focused on the federal policy frameworks and strategies that will most strongly affect Ontario's prosperity and quality of life in the next century.
- Comparative, evidence-based, and grounded in an understanding of how Canadian governments work.

Why I'm here today



<http://mowatcentre.ca/reprogramming-government-for-the-digital-era/>

Today's talk

- ◆ The Digitization Imperative
- ◆ Implications: Formulating policy, delivering services and evaluating programs
- ◆ Case study: The sharing economy
- ◆ How to move forward.



The Digitization Imperative

2000



360 million
INTERNET USERS

2013



2.8 billion
INTERNET USERS

Fixed internet
prices dropped
82%
BETWEEN 2008-2012

2017



THE GLOBAL
"APP ECONOMY"
is projected to be worth
us\$151 billion

Wi-Fi and mobile
devices will generate

68%
OF INTERNET
TRAFFIC



Network speeds have
increased an estimated
18 million
TIMES
in last 15 years



What does it mean?

Greater citizen expectations, increased debt loads

Closed and hierarchical structures of government need to evolve

Structures, processes and culture



Implications



Formulating Policy

Trends: consulting with crowds, networking, gamification

Challenges: role of elected representatives, narrow interests, bureaucratic culture

Next Steps: communities of interest, trusted spaces



Delivering Services

Trends: digital by default, mobile apps, smart design

Challenges: legacy IT systems, legislative barriers

Next Steps: data as infrastructure, culture of openness

Evaluating Programs and Services

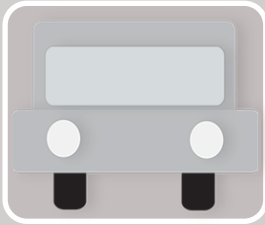
Trends: big data, realtime feedback

Challenges: mixed signals, privacy, insufficiently valuing data

Next Steps: data scientists, regulating use of personal information, more pilot tests

Case study: the sharing economy

Not just Uber and Airbnb



Transportation

Ridesharing (Uber, Lyft) and carsharing (Zipcar, Autoshare)



Retail

Independent producers and sellers connect directly with buyers (Etsy, eBay, Craigslist)



Accommodation

Peer-to-peer home sharing as an alternative to hotel (Airbnb, BRBO)



Services

On-demand services - Handy, Homejoy (house cleaning and repair) Taskrabbit (other)



Finance

Peer-to-peer financing/ investments (Indiegogo, Kickstarter) and lending (Prosper, Borrowell)

Is this really new?

Peer-to-peer transactions aren't new, but the scale is.

Technology allows it to be relatively frictionless and safe, making it more appealing.

Easy to expand rapidly – no need for physical infrastructure to enter new city. Regulatory barriers are central to their trajectory.

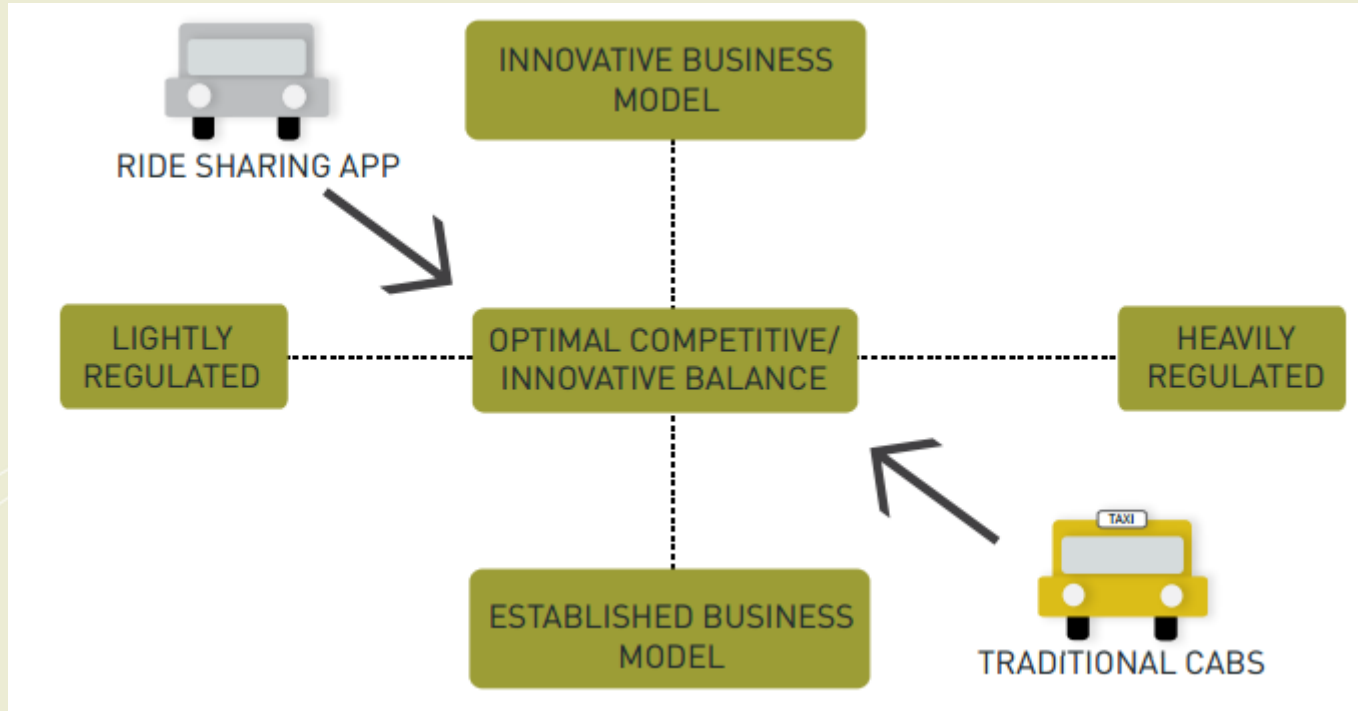
New models breaking the regulatory mould

Sharing economy platforms creating their own rules while governments scramble to respond.

Lack of evolution means broad change of outdated regulation.

Creating an unfair gap between rules faced by traditional operators and their competitors.

Regulatory gaps emerge



Challenge for governments

Limits of command and control models.

Political and cultural context for governments is a hurdle.



How to move forward



Skills and Roles

Establish professional standards for use of data-mining techniques

Adopt an open by default approach to data collection and dissemination



Beyond Silos

Expand use of pilot projects

Promote information sharing (performance planning, budgeting, hiring)



Feedback loops

Develop trusted communities of interest on policy/program issues

Engage with crowd-based sources of policy information



Legislative and Regulatory Frameworks

Review legislation that impedes digital service delivery

Public discussion regarding privacy/appropriate uses of personal information

Smart reviews for new regulations



Looking ahead



Technology keeps changing our world – are we ready?

Getting these issues right is important – potential to transform much of our economy.

But governments need to learn to adapt, as technology change will continue to create new pressures (e.g., self-driving vehicles).

Government skills, strategies, and structures need to adapt to respond to these challenges.

Thank you

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