



# Hamilton

## **Our Voice. Our Hamilton. Citizen Engagement Project**

January 14, 2013  
General Issues Committee

# Project Background

## January 2010

- The 2009 State of the Infrastructure (SOTI) report was presented to Public Works Committee.
- Council directed staff to provide further information in order to raise the asset grades.
- Council also raised concerns over community affordability and how to balance the level of service with willingness to pay.

## June 2010

- A follow-up report went to PW Committee:
  - What level of service should be provided to the City?
  - What public values or issues affect that level of service?
  - What are the costs of different levels of service?
  - How does the public view the pros, cons and trade-offs of those levels of service?
- As approved by Council, the report outlined the need to develop and implement a public engagement process to involve Council, staff, citizens and the community in this important conversation.

# Project Background

## The Asset Management Goal

- How can we manage ageing infrastructure, build for the future, and deliver the cost-effective services that meet the needs of the current and future community?
- The desired outcome of this process is to achieve a clear connection between the infrastructure services the City delivers and public values, priorities, needs and affordability for those infrastructure services.

# Project Background

## February 2011

- Public Works formed a cross-departmental Corporate Advisory Team to develop a citizen engagement strategy for infrastructure management. Held the first meeting with the team to initiate discussion on this project.
- The initiative was then put on hold by SMT to ensure we were working in a coordinated way across the corporation.

## April / May 2012

- After a hiatus, RFP was issued and contract was put in place for a consultant to support citizen engagement and work with the Corporate Advisory Team.



# Corporate Advisory Team

Gerry Davis

Joe-Anne Priel

John Mater

Joe Spiler

Paul Johnson

Brenda Osborne

Brent Browett

Kelly Anderson

Christine Lee-Morrison

John Murray

Erika Waite

Udo Ehrenburg

Dan McKinnon

Craig Murdoch

Mike Kirkopoulos

Joanne Hickey-Evans

Mark Bainbridge

Rom D'Angelo

# Procurement Process

## Citizen Engagement of Values Based Infrastructure Management (C11-12-12)

- RFP issued on January 31, 2012.
- RFP closed on February 17, 2012.
- R V Anderson Associates Ltd assisted City staff with the preparation of the request for proposal and the evaluation of bids submitted (\$28,000).
- Price per point methodology used to evaluate proposals.
- Two envelope system – technical information in first envelope / financial information in second envelope.

# Procurement Process

- There were five compliant bids for this project. Dialogue Partners was the only company to pass the benchmark score (min 80 out of 100). The financial information for the other four bidders was not revealed as their proposals did not pass the benchmark. The other bidders were as follows:
  - Deloitte Inc.
  - Lura Consulting
  - Mass LBP Inc.
  - NCC Workplace Solutions Inc.
- The award letter was issued to Dialogue Partners on April 2<sup>nd</sup>, 2012.
- The PO was issued on April 23<sup>rd</sup>, 2012 for \$402,450, Contract value - \$376,000.

# Original Project Phases / Timelines

## Phase 1 - Planning the process

- **April - August 2012**
- Coordinate the process internally and build relationships with key stakeholders.
- Create materials and information that will support meaningful engagement, raise awareness and support the process.
- Create the tools that support the engagement process (e.g. online tools, social media and stakeholder database).
- Meet with the Corporate Advisory Team , clarify work plan, roles and approach.
- Work with Council and Senior Management to support the process and approach.

## Phase 2 - Building from a solid foundation

- **September- October 2012**
- Increase understanding and awareness of the process and substantive issues.
- Identify stakeholder priorities, values and interests re: City infrastructure and services.
- Transparent and accountable reporting of results of all engagement activities
- Build and support relationships and partners.
- Build capacity through training, materials and workshops.

## Phase 3 - Making cost-effective choices

- **October - December 2012**
- Provide meaningful and appropriate opportunities to engage stakeholders in constructive dialogue about options.
- Engage a variety and diversity of stakeholders in providing values based input on the pros, cons and trade-offs of a variety of infrastructure and services.

## Phase 4 - Analysis and Reporting

- **January February 2013**
- Provide analysis, summary and recommendations of all stakeholder input and present for consideration.
- Transparent and accountable reporting of all engagement activities and the engagement process overall (including evaluation of the engagement process).



# Changes Throughout the Project

## Service Delivery Review (SDR)

- The timing of the two projects – moving forward at same time.
- SDR project is to include a public consultation component.
- Original scope of work expanded to include engagement about all City services.
- Dialogue Partners worked with SDR team and Finance to gather appropriate content for revised engagement materials.

# What Was Delivered

## May – December 2012

- Re-established a project Corporate Advisory Team - representation across the corporation.
- One-on-one interviews with Council, senior management, and key staff.
- Established a detailed citizen engagement plan that reaches out to all sectors of Hamilton with various techniques and activities.
- Established a detailed media and communications plan, complete with key messages, communications and media activities.
- Initiated the development of project communication infrastructure (website, social media, mobile apps).

# What Was Delivered

## May – December 2012 (cont'd)

- International Association of Public Participation (IAP2) training for 25 City staff (two days of five day session).
- SMT updates – July / August / November / December.
- Information Report to GIC – September 19, 2012 for project.
- Completion of Cityscape Cityservices Workbook.

# Roles & Responsibilities

- The project team reviewed and approved all the communication materials (print and online)
- Provided photos of Hamilton (infrastructure and social services photos) for the website, mobile app, etc.
- Liaised with Finance staff and Service Delivery Review team to provide content about City services and finances
- Helped book events / venues and training
- John Murray and Paul Johnson met with (or emailed) Councillors in the weeks leading up to project launch to discuss the project and launch materials.

## Project Launch – January 7, 2013:

- Council emailed a briefing note (from Paul Johnson) to announce the launch and advised that media release would follow
- Media release was distributed by the City
- Dialogue Partners launched the project on-line

## Initial Incident on Twitter – January 7, 2013:

- Between 5:41 p.m. and 5:55 p.m. the following exchange occurred on Twitter

[@ourhamilton](#) Noticed the project hasn't officially launched yet-- but still: The continuation of voluntary pay for disabled on the HSR.

[@ericgillis](#) we launched officially today. Thks for the comment - what is "HSR" just so we can accurately capture your comment :) Thanks!

# Escalation of Issues

## Twitter Incident – January 7, 2013 (Continued):

- The reaction to that exchange escalated on Twitter
- On-line apology is provided by Dialogue Partners staff but issue continues to generate negative feedback

## Additional Problems Begin to Surface – January 7, 2013:

- Just after 11:00 p.m. City is alerted that YouTube video of City Manager loads “similar videos” that are inappropriate
- Dialogue Partners is immediately notified of YouTube issue
- Through late January 7<sup>th</sup> to morning of January 8<sup>th</sup> reports emerge of images on Pinterest that were not of Hamilton, Ontario
- Dialogue Partners is asked to investigate origin of images

# Escalation of Issues

## Second Incident - Website Compromised – January 8, 2013

- In the early hours of January 8<sup>th</sup> the Our Voice Our Hamilton website was compromised – this included a “redirect” of users to a payday loan site
- Dialogue Partners investigates

## Response from Consultant to Website Issues:

- The malware was apparently injected into the header files of the website plug-ins
- The site was compromised but do not know exactly how or by whom
- Original code for the site was checked, and it was all clean (so malware did not come from Dialogue Partners or their subcontractor)

# Escalation of Issues

## Actions to Remedy the Website Issues:

- Malicious code removed from site.
- Site monitored throughout day.
- Began work on fresh site using entirely new code (estimated at least a day to complete that work).

## Website Issues Continue – January 9, 2013

- Inappropriate questions are added to the web survey from external sources.
- Around 6:00 p.m. decision is made by City to shut down the site and Dialogue Partners is directed to do so.
- By 7:00 p.m. Council is made aware of this decision followed by the media.
- Project placed on hold and weekend engagement cancelled.



# Points for Clarification

- Website accessibility
- Decision to shut down website
- Collection of personal information and use of survey monkey
- Photos – web and Pinterest



Photo taken on North Service Road in Stoney Creek



# Hamilton

## **Questions / Discussion**

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