

INFORMATION REPORT

TO: Mayor and Members General Issues Committee	WARD(S) AFFECTED: CITY WIDE
COMMITTEE DATE: September 19, 2012	
SUBJECT/REPORT NO: Citizen Engagement of Values Based Infrastructure Management Project (PW12068) - (City Wide)	
SUBMITTED BY: Gerry Davis, CMA General Manager Public Works Department	PREPARED BY: John Murray 905-546-2424, Extension 4479 Paul Johnson 905-546-2424, Extension 5598
SIGNATURE:	

Council Direction:

During prior capital workshop presentations to GIC, including Community Services and Public Works infrastructure information, staff were directed to provide further information in order to raise the asset grades as reported on the "Infrastructure Report Card". At the time it was reported that the infrastructure deficit for all City infrastructure on the tax levy alone was at \$150 million annually, an unsustainable level.

Council also raised concerns over the community's ability to afford the necessary expenditures to adjust the infrastructure grades, and directed staff to include an analysis of how to balance the level of service provided to the public with the public's ability and/or willingness to pay.

A follow up report was presented to Public Work's Committee in June 2010. It presented that the analysis of level of service could not be completed without first answering the following questions:

- 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 the above are complex questions and involve the public, it was a council directive for staff to develop and implement a public engagement process in regards to all City

SUBJECT: State of the Infrastructure Report and Citizen Engagement of Values Based Infrastructure Management Project (PW12068) - (City Wide) - Page 2 of 5

infrastructure, to involve Council, staff, citizens and the community in this important conversation.

Information:

As Public Works staff moved forward with this City wide direction, meetings were held with staff from the City Manager's Office, and key staff from all City departments, to ensure that this large public engagement process would align with a more corporate and robust approach to public engagement that was now part of the mandate of the City Manager's Office.

Also, best practices were investigated in order for staff to develop the appropriate terms of reference to be issued within a request for proposal document. The National Asset Management Strategy (NAMS) group out of New Zealand were known to be a leader in the field within the public sector. Their model was simple but effective. Any comprehensive public engagement initiative focusing in on infrastructure services should include the following key components.

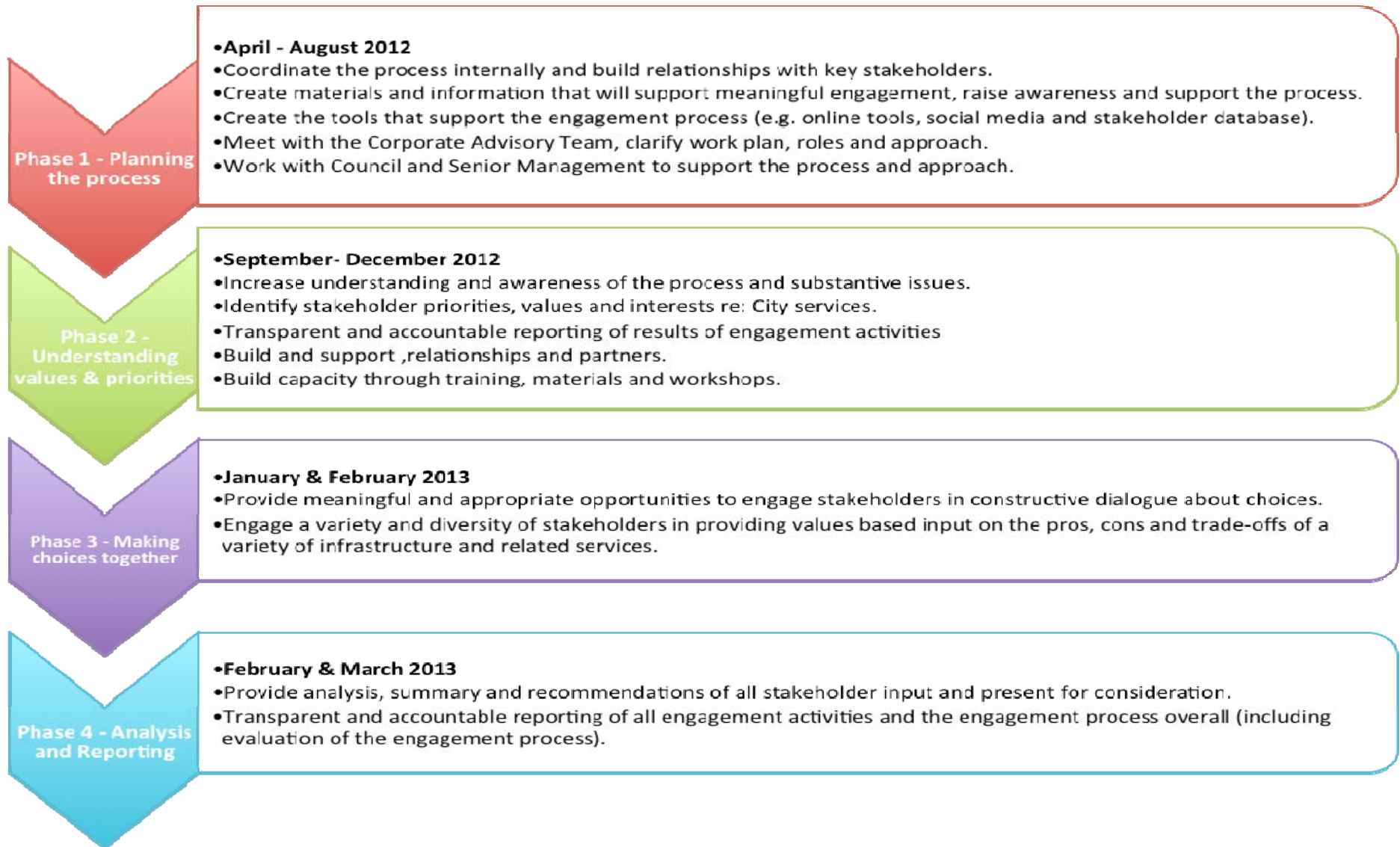
- Identify all customer groups
- First engage those groups to identify what they value from the services
- Review internal service standards with a focus on the collected customer values
- Assess options and costs to make service level changes
- Again engage customer groups to identify preferred levels and cost options (balancing service level with willingness to pay)
- Report results internally to Council

The desired outcome of the engagement 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.

The request for proposal was developed in the first quarter of 2012, and after posting, the project was subsequently awarded in April of this year to the successful proponent, Dialogue Partners, an Ottawa based consulting firm specialising in public engagement.

SUBJECT: State of the Infrastructure Report and Citizen Engagement of Values Based Infrastructure Management Project (PW12068) - (City Wide) - Page 3 of 5

The following diagram summarizes the project phases and timelines:



SUBJECT: State of the Infrastructure Report and Citizen Engagement of Values Based Infrastructure Management Project (PW12068) - (City Wide) - Page 4 of 5

This approach to citizen engagement will utilize multiple media formats and locations to reach out to a wide and diverse spectrum of citizens throughout the City of Hamilton. The project will serve as a best practice model for future engagement projects within the City.

Given the timing of this project, it was agreed that there was an opportunity for cross-departmental collaboration to advance additional corporate citizen engagement priorities. As such, the citizen engagement policy work being led by the City Manager's Office has become part of the deliverables for this project. Also, information gathered in the first two phases of this project will be used to support the Service Delivery Review project.

The approved budget for this project is set at \$376,000 and includes all estimated costs associated with the project (consulting fees plus printing, graphics, advertisements, venues, equipment, catering, online tools, travel etc.) for the engagement, communication and evaluation components of the project. The budget also reflects the work, development and delivery of a number of "legacy" items that will support future citizen engagement work at the City of Hamilton.

Those legacy items will include:

- Citizen engagement tools established and owned by the City
 - Centralized Web Tools
 - Mobile Applications
 - Social Media
- A robust citizen engagement plan and approach that can be used as a template for other City initiatives
- A comprehensive communications / media plan template
- 25 City staff will receive an internationally certified 5 day citizen engagement training course (a \$30,000 to \$40,000 value)
- Development of a corporate citizen engagement policy
- Citizen engagement stakeholder database

To support this work, staff from all departments are informing the project in a number of ways. A Corporate Advisory Team is guiding the implementation of the State of the Infrastructure component of the project. A cross-departmental committee including members of the Service Delivery Review team is developing the questions that will guide the initial citizen engagement phase to ensure that input from residents and stakeholders assists both the Service Delivery Review process and the State of the Infrastructure. Finally, each department is committing staff to attend the citizen engagement training in order to increase the capacity of all departments to deliver high quality approaches to citizen engagement in the future. Many of these staff members

SUBJECT: State of the Infrastructure Report and Citizen Engagement of Values Based Infrastructure Management Project (PW12068) - (City Wide) - Page 5 of 5

will also provide advice to the development of the corporate citizen engagement policy to be brought before Committee and Council early in 2013.

By aligning complementary engagement activities, this project will help the City of Hamilton address key components of the Strategic Plan. First, through the State of the Infrastructure component, this project will help the City to meet its strategic objective to “continue to prioritize capital infrastructure projects to support managed growth and optimize community benefit” (Strategic Objective 1.2 i, ii). Secondly, through the Service Delivery Review component, this project will help the City to meet its strategic objective to “implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation” (Strategic Objective 2.1 i). Finally, through the development of the corporate citizen engagement policy, this project will help the City meet its strategic objective to “improve the City’s approach to engaging and informing citizens and stakeholders” (Strategic Objective 2.2 i, ii).