


TO:	Mayor and Members General Issues Committee
COMMITTEE DATE:	February 15, 2023
SUBJECT/REPORT NO:	Digital Strategy (CM23010) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Cyrus Tehrani (905) 546-2424 Ext. 2261 Kelly Austen (905) 546-2424 Ext. 2733
SUBMITTED BY:	Cyrus Tehrani Chief Digital Officer and Director of Innovation City Manager's Office
SIGNATURE:	

RECOMMENDATION

- (a) That the Digital Strategy as outlined in Appendix "A" to Report CM23010 be approved;
- (b) That any future staffing, or implementation cost, outside of existing complement or budgets, required to implement the Digital strategy be brought forward to council via normal budget approval process;
- (c) That staff be directed to implement the Digital strategy, and report back in one year to the General Issues Committee on the progress made.

EXECUTIVE SUMMARY

In the 2021-2025 Economic Development Action Plan ([PED21001](#)) (EDAP) approved by Council in October 2021, highlighted the importance of digital services. The EDAP included a specific action item for the development of a Digital Strategy for the City that aimed at enabling and enhancing both digital services delivery and infrastructure.

Council also approved Audit and Accountability Fund Intake 3: Expression of Interest ([FCS21084](#)) (City Wide) in October 2021, which approved the City's participation in the Audit and Accountability Fund Intake 3 and specifically the Digital Services Modernization Stream.

As a result of a successful submission to the Audit and Accountability Fund, the City was awarded funding of \$254,400 to develop a Digital Strategy through an independent third-party reviewer. Deloitte LLP was awarded the contract via a competitive Request for Proposal and completed the independent review, including current state maturity, public engagement, internal staff interviews and feedback to inform and develop the City's first Digital Strategy.

The Digital Strategy includes:

- Vision statement
 - Enable the seamless delivery of customer-centred digital services for our residents, businesses, partners and employees, and continue to enhance confidence in the City and its services
- Key objectives:
 - City digital services that are simple and easy to use
 - The digital service experience across channels (e.g. digital, phone and in-person) are connected
 - Empower workforce with access to digital tools and training to deliver services efficiently
 - Improve digital service delivery efficiency
- Key outcomes:
 - Improved satisfaction and confidence for all customers
 - Increased digital service adoption and engagement through digital channels
 - Increased staff engagement, satisfaction and confidence in delivering services
 - Improved response and processing time for digital service requests
- Guiding principles
 - Customer-centred design in order to create desirable digital services by putting the user (internal and external) at the centre of the design process to ensure inclusion and accessibility
 - Increase collaboration across divisions to enable a consistent and seamless experience for users
 - Establish transparency on City operations, ownership of outcomes, privacy and security measures to enhance confidence in the City
 - Develop an internal culture of continuous improvement of people, processes, technology and data to evolve service delivery over time and enhance customer-centred user experience
- Priority pillars to enable the Strategy
 - Digital foundations which develop core processes to outline how the City uses digital technology to deliver value to users via:
 - Digital governance
 - Digital delivery standards
 - Digital literacy
 - Data privacy & security

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- Digital workplace to ensure staff have the technology, skills and support to effectively deliver City services via:
 - Technical Training & Support
 - Access to tools and software
 - Digital document and record management
- Digital deliver to improve service delivery experience through digital technologies via:
 - Digital information delivery
 - Payment modernization
 - Digital services delivery

ALTERNATIVES FOR CONSIDERATION – N/A

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: All recommended actions identified in the proposed Digital Strategy will either be managed within the existing budget allocations or, where such budget does not exist to address implementation, would be brought forward for Council's consideration as part of regular budget approval process.

Staffing: All recommended actions identified in the proposed Digital Strategy will either be managed within the existing budget allocations or, where such budget does not exist to address implementation, would be brought forward for Councils' consideration as part of regular budget approval process.

Legal: Not applicable.

HISTORICAL BACKGROUND

The 2021-2025 Economic Development Action Plan ([PED21001](#)) approved by Council in October 2021 included a focus on enhancing digital infrastructure and services. The plan included a specific action item to complete a City Digital Strategy.

Council also approved Audit and Accountability Fund Intake 3: Expression of Interest ([FCS21084](#)) (City Wide) in October 2021, which approved the City's participation in the Provincial Audit and Accountability Fund Intake 3 and specifically the Digital Services Modernization Stream.

In February 2022 the City of Hamilton received confirmation from the Ministry of Municipal Affairs and Housing that the City's project was successfully accepted.

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On May 13, 2022 Request for Proposal (RFP) bid for project submission publicly issued with the bid closure deadline of June 16, 2022 at which time 11 bids were received.

After a detailed two-stage evaluation process Deloitte LLP was selected as the successful RFP proponent and was awarded the contract in early November 2022.

The scope of work for the independent review, including current state maturity, public engagement, internal staff interviews and to inform and develop the City's first Digital Strategy with a requirement to complete all by January 31, 2023.

The total cost for the development of the Digital Strategy was \$230,000 which is being funded by the Province Audit and Accountability Grant program.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Ontario Regulation 191/11 under the *Accessibility for Ontarians with Disabilities Act, 2005 (AODA)*, specifically in the Information and Communications Standards (sections 9 – 19) outlines the criteria under which public sector and web content posted after January 1, 2021 must meet.

As part of implementation of the Digital Strategy there may be City of Hamilton policies and procedures that will require updates to align to the Strategy.

RELEVANT CONSULTATION

As part of this effort, Deloitte and sponsors from the City of Hamilton Digital and Innovation Office engaged Hamilton residents, business owners, and community partners through focus groups (in-person and virtual) and a survey on engage.hamilton.ca. The goal of the research was to understand current pain points and opportunities to improve current City services available through digital channels. Focus group insights were supplemented with a survey completed by residents and businesses along with internal stakeholders.

- External Focus Group participants: 49
 - Resident – 35 participants
 - Business – 7 participants
 - Community Partners – 7 participants
- External On-line and In-Person Survey responses: 169
 - The team visited the following locations to administer the survey in person:
 - Dundas Lions Memorial Community Centre
 - Huntington Park Recreation Centre
 - Sackville Senior Centre
 - Stoney Creek Recreation Centre
 - Westmount Recreation Centre
 - Valley Park Community Centre

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- Internal In-Person Focus participants: 42
 - Subject matter experts and senior leadership from across all City departments were interviewed. The interviews were focused on opportunities to improve internal operations that will allow the City of Hamilton to enhance digital services.
- Internal Staff On-line Survey responses: 255
 - Survey was shared via the City's Extended Leadership Team focused on opportunities to improve internal operations that will allow City of Hamilton to enhance digital services and digital ways of working.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

The Strategy aims to advance the delivery of seamless customer-centered digital services for our residents, businesses, partners and employees; and continue to enhance confidence in the City.

The City of Hamilton's Digital Strategy will act as a guide for the organization as it works to embrace the increasingly digitally-driven era we are now in, and continuously evolve to meet future needs and expectations of the community.

Public survey results indicated people are becoming more comfortable with, and interested in, using digital services. Although many users report being satisfied with digital City services, they indicated there was room for improvement. The survey indicated:

- 89% of respondents report average to above average competency using digital services
- 60% are frequent users who use digital City services daily, weekly, or monthly
- 71% are satisfied to very satisfied with digital City services

Areas of Improvement (external engagement):

- Make the process clear and simple to navigate
- Enhance case management and status tracking
- Ensure information and services are easy to access

Internally via 42 in-depth interviews and the 255 targeted internal survey staff members were consulted to provide insights to themes including People, Process, Data and Technology.

Key takeaways included:

- Creating a governance framework is a critical first step
- Empower City staff to provide a stand-out digital experience to external users

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- Equip staff with the skills through upskilling to contribute to and deliver the Digital Strategy
- Create a culture of collaboration through consistent and shared access to digital tools
- Develop guidelines for data collection, sharing and use across departments

Key priorities for staff (internal engagement) included:

- A seamless experience
 - Enable seamless experience for users (internal and external) when engaging with the City
- Data-driven decision making
 - Leverage data to make informed decisions and improve transparency around City operations and Key Performance Indicators (KPIs).
- Productivity through technology
 - Leverage technology to improve productivity and efficiency for users (internal and external)
- Digital foundation and culture
 - Develop digital culture internally to enable the expansion and enhancement of digital services and ways of working

The Digital Strategy is aligned to the City of Hamilton's 2016-2025 Strategic Plan, the 2021-2025 Economic Development Action Plan and complements the Information Technology, Customer Service and Web Strategies.

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Community Engagement and Participation

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community.

Economic Prosperity and Growth

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

Our People and Performance

Hamiltonians have a high level of trust and confidence in their City government.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" to Report CM23010 – City of Hamilton's Digital Strategy

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