**February 15th, 2023**

City of Hamilton's Digital Strategy

What is a Digital Strategy?

Digital Strategy outlines **how digital technologies can be used** in all areas to create new or modify existing processes and user/customer experiences.
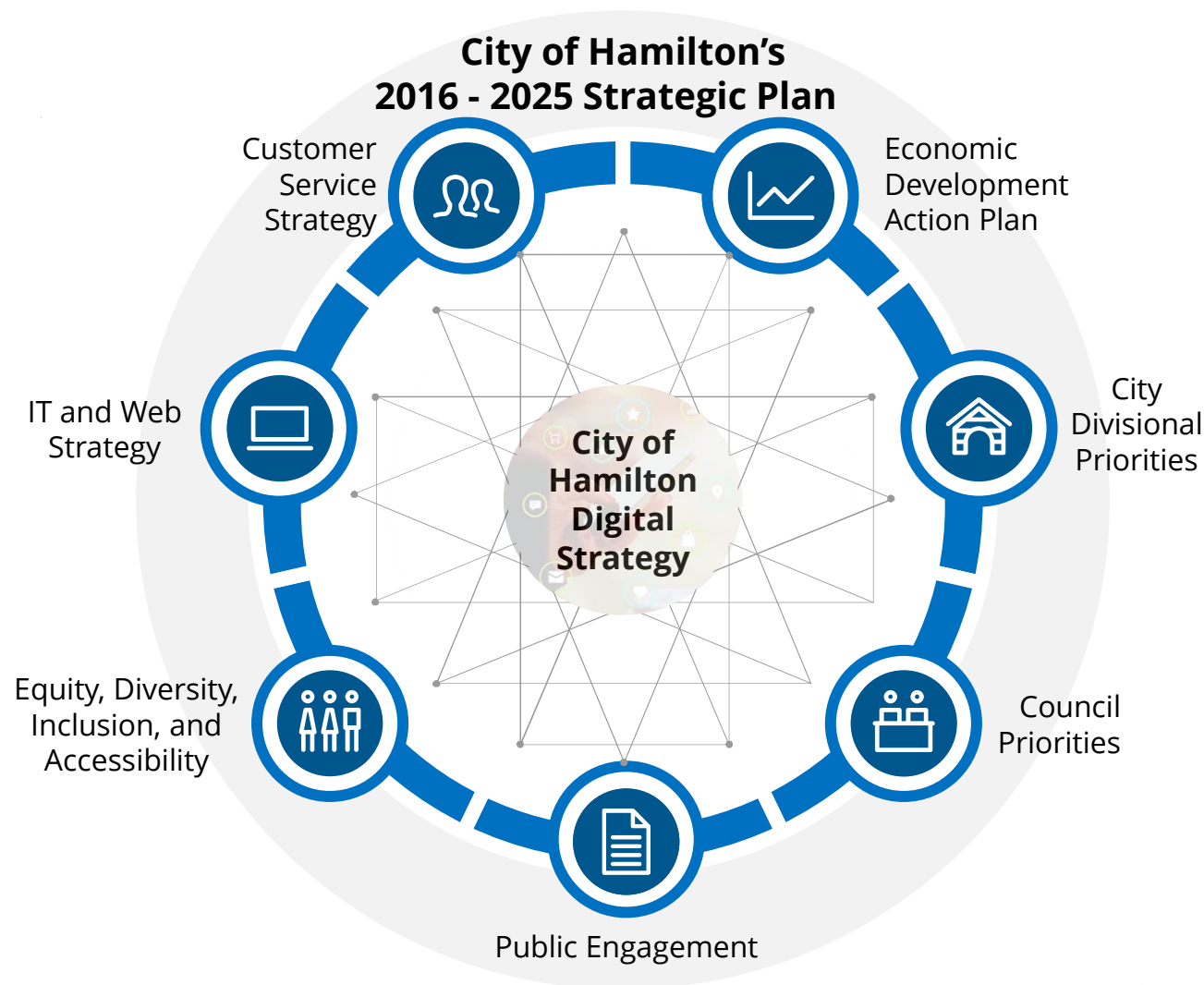
The City of Hamilton's Digital Strategy was developed as a **guide for the organization** as it works to embrace the increasingly digitally-driven era we are now in, and continuously evolves to meet future needs and expectations of the community.

The Digital Strategy was designed to align with and support the entire organization, notably the IT, Customer Service, and Web Strategies.

Digital Strategy

Web Strategy

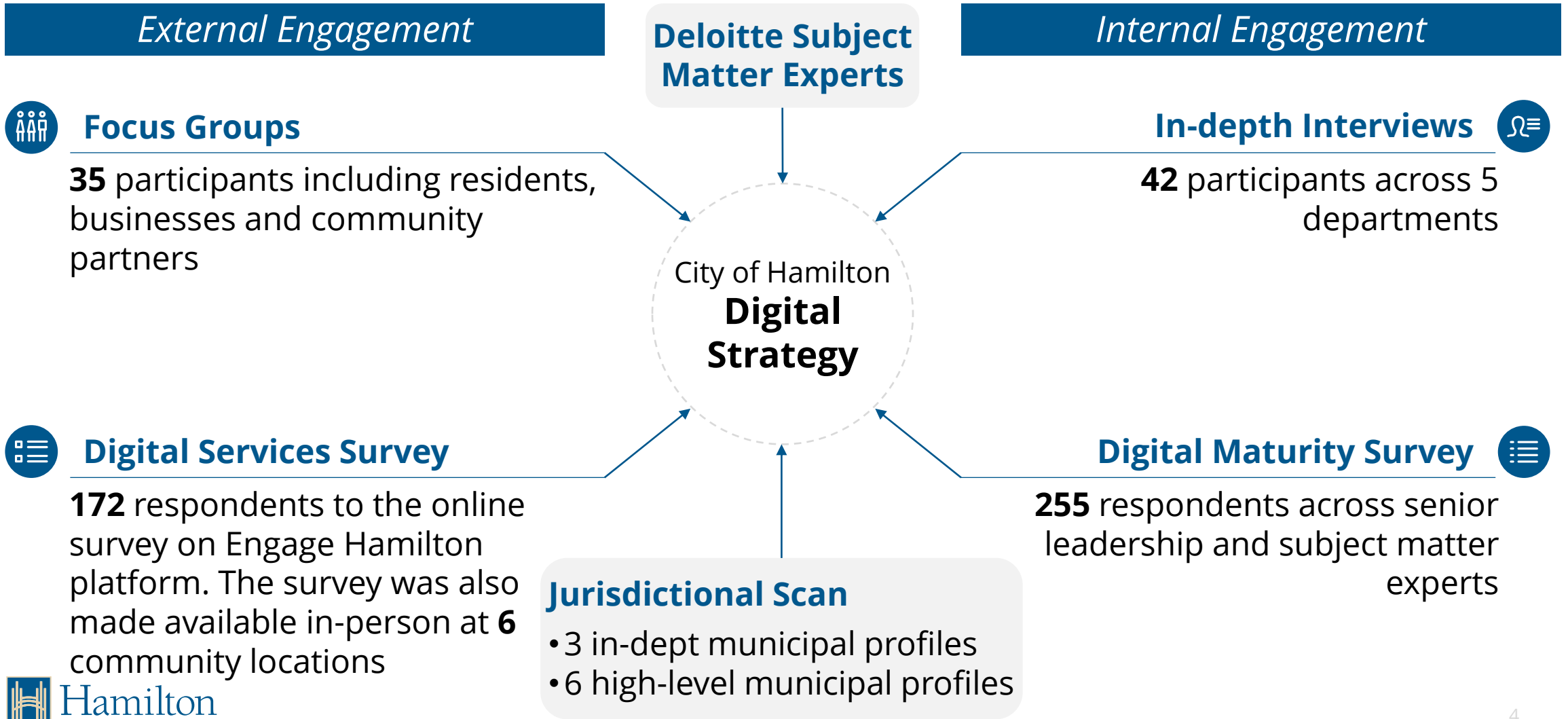IT Strategy

Customer Service Strategy
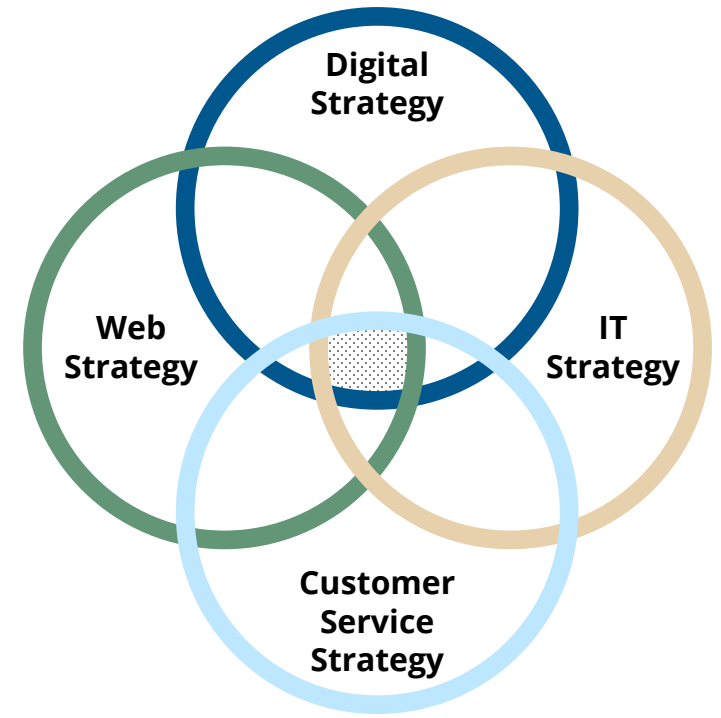
How does the Digital Strategy align with City's Strategic Plan?

Our Digital Strategy is informed by and aligned to the various priorities that enable the City of Hamilton's 2016 – 2025 Strategic Plan. The Digital Strategy will continue to evolve as these key inputs are updated over time.

City of Hamilton's 2016 - 2025 Strategic Plan

Customer Service Strategy

Economic Development Action Plan

IT and Web Strategy

City of Hamilton Digital Strategy

City Divisional Priorities

Equity, Diversity, Inclusion, and Accessibility

Council Priorities

Public Engagement

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How was the Digital Strategy Developed?

External Engagement

Internal Engagement

Deloitte Subject Matter Experts

Focus Groups

35 participants including residents, businesses and community partners

In-depth Interviews

42 participants across 5 departments

City of Hamilton
Digital Strategy

Digital Services Survey

172 respondents to the online survey on Engage Hamilton platform. The survey was also made available in-person at **6** community locations

Jurisdictional Scan

• 3 in-dept municipal profiles
• 6 high-level municipal profiles

Digital Maturity Survey

255 respondents across senior leadership and subject matter experts

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City of Hamilton's Digital Vision

" 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 "

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What we Hope to Achieve through the Digital Strategy

Digital Strategy Objectives

1 City digital services are simple and easy to use

2 The digital service experience across channels is connected

3 Empower workforce with access to digital tools and training to deliver services effectively

4 Improve digital service delivery efficiency

Digital Strategy Outcomes

Improved satisfaction and confidence for all customers

Increased digital service adoption and engagement through digital channels

Increased City staff engagement, satisfaction and confidence

Improved response and processing time for digital service requests

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Guiding Principles to Support the Digital Strategy

Customer-centred Design

*Create desirable digital services by putting the user (internal and external) at the centre of the design process to ensure **inclusion and accessibility***

Collaborative and Connected

*Enhance collaboration across divisions to enable a **consistent and seamless experience** for users*

Transparent and Accountable

*Establish transparency on City operations, ownership of outcomes, privacy and security measures to enhance **confidence** in the City*

Continuous Improvement

*Develop an internal culture of continuous improvement of people, processes, technology and data to evolve service delivery over time and enhance **customer-centred** user experiences*

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How will the City enable the Digital Strategy?

Digital Foundations

Develop core processes that outline how the City uses digital technology to deliver value to users

Digital Governance

A framework for establishing roles and responsibilities, accountability and clear decision-making

Digital Delivery Standards

A standard set of guidelines (e.g., AODA compliance) to ensure consistent and quality delivery of digital services

Digital Literacy

Promote and create awareness of digital strategy, digital governance, digital delivery standards and available resources amongst all City staff

Data Privacy & Security

Improve the collection, processing and usage of data

Digital Workplace

Ensure City staff have the technology, skills and support to effectively deliver City services

Technical Training & Support

Promote and facilitate training on digital tools and technology, and provide ongoing support

Access to Tools & Software

Provide City staff with greater and more consistent access to digital tools and software

Digital Document & Record Management

Digitize document and record management and standardize processes to drive efficiency

Digital Delivery

Improve service delivery experience through digital technology

Digital Information Delivery

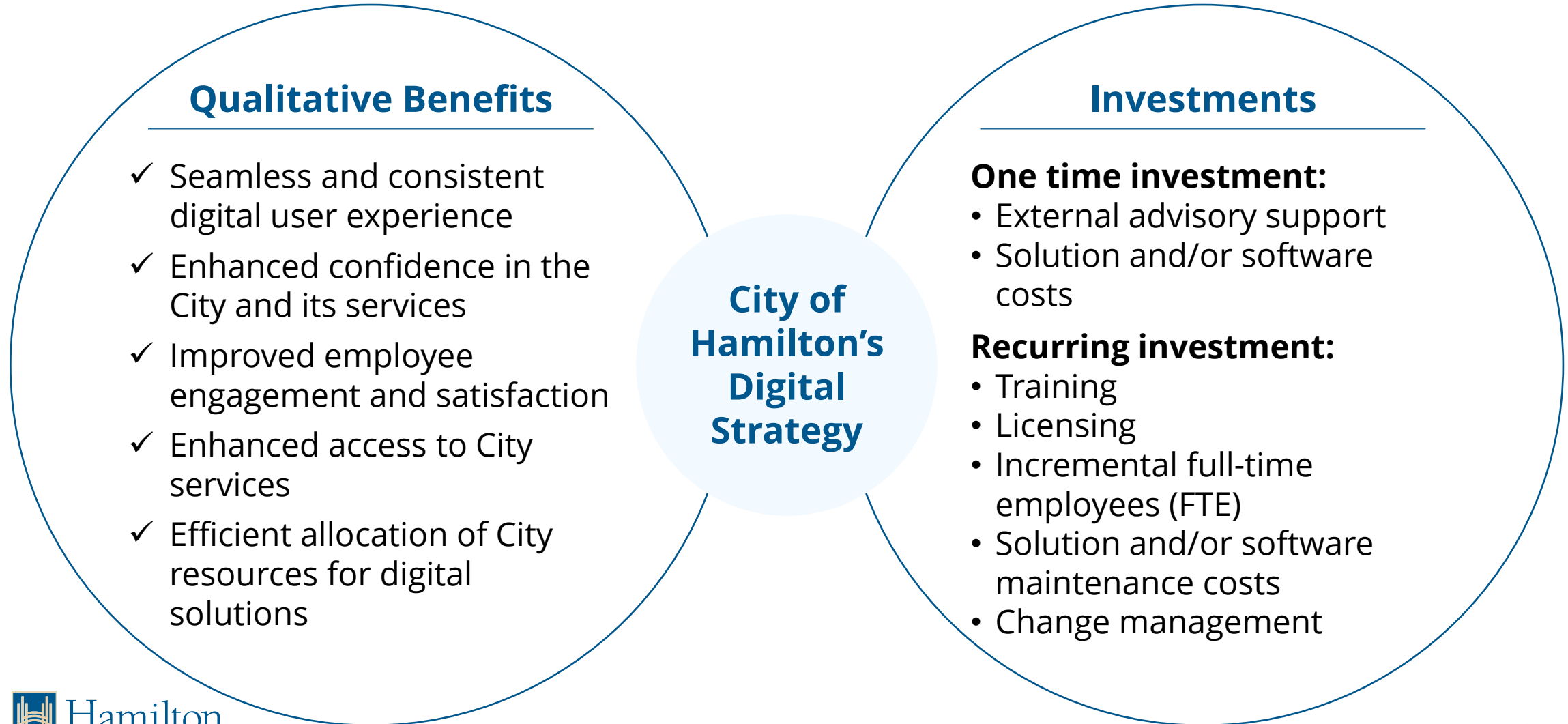Continue to enhance Hamilton.ca to more effectively serve user needs

Payment Modernization

Enhance the payment experience

Digital Service Delivery Enhancements

Improve interactions with residents and businesses through new or enhanced tools

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Potential Benefits and Investments for Digital Initiatives

Qualitative Benefits

- ✓ Seamless and consistent digital user experience
- ✓ Enhanced confidence in the City and its services
- ✓ Improved employee engagement and satisfaction
- ✓ Enhanced access to City services
- ✓ Efficient allocation of City resources for digital solutions

City of Hamilton's Digital Strategy

Investments

One time investment:
- External advisory support
- Solution and/or software costs

Recurring investment:
- Training
- Licensing
- Incremental full-time employees (FTE)
- Solution and/or software maintenance costs
- Change management

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City of Hamilton's 'Digital Strategy On a Page'

Summary view of the City of Hamilton's Digital Strategy Vision, Objectives, Outcomes, Guiding Principles and Opportunities

I. DIGITAL STRATEGY VISION

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

II. DIGITAL STRATEGY OBJECTIVES / OUTCOMES

Objectives

City digital services are simple and easy to use

Empower workforce with access to digital tools and training to deliver services effectively

The digital service experience across channels is connected

Improve digital service delivery efficiency

Outcomes

Improved satisfaction and confidence for all customers

Increased City staff engagement, satisfaction and confidence

Increased digital service adoption and engagement through digital channels

Improved response and processing time for digital service requests

III. GUIDING PRINCIPLES

Customer-centred Design
*Create desirable digital services by putting the user (internal and external) at the centre of the design process to ensure **inclusion and accessibility***

Collaborative and Connected
*Enhance collaboration across divisions to enable a **consistent and seamless** experience for users*

Transparent and Accountable
*Establish transparency for City operations, ownership of outcomes, privacy and security measures to enhance **confidence** in the City*

Continuous Improvement
*Develop an internal culture of continuous improvement of people, processes, technology, and data to evolve service delivery over time and enhance **customer-centred** user experiences*

IV. OPPORTUNITIES

Digital Foundations
Digital Governance
Digital Delivery Standards
Digital Literacy
Data Privacy & Security

Digital Workplace
Technical Training & Support
Access to Tools & Software
Digital Document & Record Management

Digital Delivery
Digital Information Delivery
Payment Modernization
Digital Service Delivery Enhancements

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Appendix

Definitions

Digital Strategy

Digital Strategy outlines how the City intends to use digital technologies to achieve its overall vision and objectives. It examines how digital technologies can be used in all business areas to create new or modify existing processes and user/customer experiences.

Customer Service Strategy

The Customer Service Strategy outlines how the organization will interact and serve external users (residents, businesses, and community partners).

IT Strategy

IT Strategy defines the approach to using information and communications technology (IT or ICT) to support the City's goals and objectives.

Web Strategy

Web Strategy outlines the approach to achieve the City's vision and objectives enabled through the website / online channels.

We Listened to the Public

We conducted focus groups and surveys to understand the experiences of residents, businesses and community partners when using digital City services, while identifying opportunities for improvement

Focus Groups

People are becoming more comfortable using digital services, but Hamiltonians still value the option to speak to a City staff member directly, especially for more complicated queries. We spoke to residents (with varying levels of comfort with digital technology) about their experience using digital City services. We found that residents have difficulty using digital services since they are not readily accessible nor available in one place

The "Highs"

- *There's lots of information available online*
- *I'm interested in digital self-serve processes*
- *I value personal interactions and support*

The "Lows"

- *I have trouble finding the right information*
- *I often run into challenges with online self-serve options*
- *Sometimes City staff can't answer my question*

What does this mean for the Digital Strategy?

- The Digital Strategy will work towards providing Hamiltonians with greater access to digital services while improving the service experience online
- Key focus areas for improvement from our research include:

Easy to Access   **Clear and Simple**   **Status Tracking**
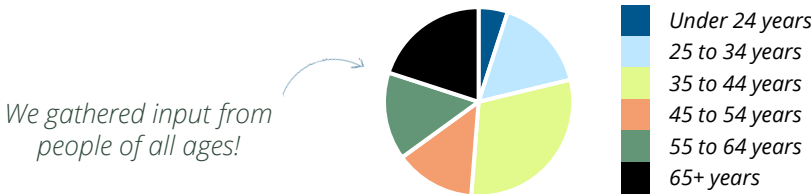
Effective Help and Support   **Choice of Channel**

Digital Services Survey

The survey reinforced that people are becoming more comfortable with and interested in using digital services. Although many users report being satisfied with digital City services, we know there is room for improvement.

We gathered input from people of all ages!

- Under 24 years
- 25 to 34 years
- 35 to 44 years
- 45 to 54 years
- 55 to 64 years
- 65+ years

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

What does this mean for the Digital Strategy?

- The survey helped reinforce that digital and online services are important and often used by residents and businesses
- It helped identify what type of improvements are most important to users:
    1. *Make the process clear and simple to navigate*
    2. *Enhance case management and status tracking*
    3. *Ensure information and services are easy to access*

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We Heard from City Staff

We conducted a survey and interviewed City staff to understand and assess the City of Hamilton's digital maturity, as well as to identify the City's current capabilities and future opportunities to inform the Digital Strategy

In-depth Interviews

Staff members across the City were consulted to provide insight on the following themes:

People   **Process**   **Data**   **Technology**

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

Digital Maturity Survey

A survey was widely distributed to City staff to understand the digital maturity of the City. It assessed four key areas that are critical for enabling the Digital Strategy. A current state assessment for each category was completed to indicate where the City is today.

Looking ahead, the Digital Strategy includes initiatives that target the largest gaps at present and address the areas projected to be most important in the future.

Assessment areas:

1. Opportunities to modernize service delivery

2. Processes and ways of working

3. Learning, development and innovation

4. Ability to adapt to external environment

What does this mean for the Digital Strategy?

Key Priorities for City Staff:

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

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We Looked at What Other Jurisdictions Are Doing

All jurisdictions are different in how they deliver services to external users. However, each jurisdictional example presents unique considerations and lessons learned when modernizing their service delivery

Cities

What did we learn?

In order to shed light on cutting–edge developments in service modernization outside of Canada, we have included two international cities for our in-depth scan. The following jurisdictions were selected based on their size, demographics and interest in digital transformation relative to Hamilton's

Vancouver, British Columbia
- The availability of free public Wi-Fi supplemented by the Van311 app makes access to City services on the go more accessible for residents and visitors

San Diego, United States
- The City of San Diego has implemented numerous online portals for residents and businesses that offer an improved digital user experience for submitting and reviewing the status of service request applications

Long Beach, United States
- Long Beach is providing greater transparency on City initiatives through the recovery dashboard; transparency is a key element for building and maintaining trust which is important in the public sector

Aspirational examples

The following jurisdictions serve as aspirational examples for the long-term:

1 New South Wales, Australia

2 Boston, USA

3 Copenhagen, Denmark

Single login portal to access over 800 services

Increased transparency and trust through **CityScore Dashboard**

Real-time feedback through digital interface of the **public hearing platform**

4 Bellevue, USA

5 Seoul, South Korea

6 Almaty, Kazakhstan

Colleague connect sessions to help employees learn and practice new tools

Expansion of public services available to citizens via the metaverse

Unified data governance and data exchange platform to improve quality of City services

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