



COMMUNICATION UPDATE

TO:	Mayor and Members City Council
COMMITTEE DATE:	December 23, 2024
SUBJECT/REPORT NO:	Bloomberg Global Mayors Challenge
WARD(S) AFFECTED:	City Wide
SUBMITTED BY:	Angie Burden General Manager Healthy and Safe Communities
SIGNATURE:	

The purpose of this Communication Update is to inform Council about a City of Hamilton submission to the 2025 Mayoral Challenge, a Bloomberg Philanthropies global competition designed to support cities in testing and implementing bold, innovative ideas to improve residents’ lives. The City’s submission will focus on enhancing our public service and the customer experience. The City is uniquely positioned to pursue this customer experience transformation across the corporation through our participation in this competition, showcasing our “Build Back Better and Stronger” post-cyber recovery efforts while navigating competing crises of homelessness, mental health, opioid addictions, and the financial pressures of being one of Canada’s 10 largest cities with a growing population, evolving resident needs, and the necessity of critical modernization of city programs and services.

Funding and Timelines

The application (see Appendix “A”) was submitted by the December 20, 2024 deadline. Proposals are evaluated on mayoral commitment, innovation, and resident impact.

Fifty (50) semi-finalists will be announced in March 2025 and will receive \$50,000 in funding and support from Bloomberg to further develop their projects. The 50 semi-finalists will then resubmit their applications in July 2025, and from these projects, 25 winners will be announced in October 2025. Winners will be awarded \$1M in funding and receive extensive implementation support.

Winning this Challenge will provide the City of Hamilton with an opportunity to achieve a “whole-of-city-government” customer experience transformation informed by global best

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

practices. This includes learnings from municipalities across the globe, as well as from companies and corporations in other sectors that are internationally recognized for their customer experience innovations. Complementing the City's "Build Back Better and Stronger" post-cyber recovery strategy, and in alignment with Term of Council priorities and the Mayor's Task Force on Transparency, Access and Accountability, the City's Customer Experience Transformation application will:

- Position Hamilton as a model of how a city government can work collectively through competing crises and emerge not just on par with colleague cities but as an international leader of customer experience excellence;
- Enable staff to enhance and accelerate the execution of specific actions and work plans related to the Build Back Better and Stronger Transformation strategy;
- Integrate the work of the Mayor's Taskforce on Transparency, Access and Accountability;
- Highlight Council's responsiveness and transparency priority, including initiatives such as Human Resources transformation, implementation of an integrated 311 system, and the use of AI; and,
- Assist the City in accessing hands-on, interactive learning from real-life mentors, incorporating and implementing new technology. Depending on the level of funding received, this could assist the City in significantly enhancing the public service provided and reimagining the overall customer experience across the corporation.

Next Steps

Staff submitted the application on December 20 with a required accompanying 2-minute video from the Mayor demonstrating support. The work for this application forms the foundation for customer experience transformation work identified in the Build Back Better and Stronger Strategy and in the Term of Council Priorities work plans. They will continue to proceed regardless of the outcome of the Bloomberg competition. The customer experience transformation will be spearheaded by the Enterprise Portfolio and Transformation Team, which has been convened to oversee the Build Back Better and Stronger efforts as part of the post-cyber rebuild. The Senior Leadership Team will act as the Executive Sponsors/Challenge Champions, with broad participation across all departments and implementation leads identified throughout the corporation. Additional information is available at the [2025 Bloomberg Cities Global Mayors Challenge website](https://bloombergcities.jhu.edu/program/mayors-challenge/2025-challenge) or via <https://bloombergcities.jhu.edu/program/mayors-challenge/2025-challenge>.

APPENDICES AND SCHEDULES ATTACHED

Appendix "A" – Bloomberg Application Form

Mayors Challenge 2025 - City Application Form

About Your City

City Point of Contact Name:

City Point of Contact Title:

City Point of Contact Email Address:

City Point of Contact Phone:

City Name:

Country Name:

City Population:

Your preferred languages for participation in competition:

Mayor’s Name:

Mayor’s Email Address:

When does your Mayor’s current term in office end?

Is your Mayor eligible for reelection after the end of their current term?

How did you hear about MC?

What core service area are you innovating through this Challenge?

Mayor Commitment

1) Why do you want your city to participate in the Mayors Challenge?

Please upload a 2-minute video to the link below with your mayor (or equivalent leader) answering the following:

- What are your top mayoral priorities?
- What do you love about your city?
- What is the problem you want to address through the Mayors Challenge?
Reminder that this should be a core city service and should align with the Mayor’s vision for the city.
- How would the \$1M Mayors Challenge prize transform the way you’re currently approaching the problem or catalyze a new way to deliver the service?

Define the Problem

2) Problem Framing: What is the problem in a core service area that your city wants to address through the Mayors Challenge? [100 word limit]

Explain the problem and how it affects residents now and long term. A Mayors Challenge problem is one that:

- Is in a core service area (city-wide, resident-facing, and that your city has authority over) Examples may include, but are not limited to: public safety, power/energy, housing, education, waste management, water & sanitation, public health, emergency response, economic development, public spaces, transit and social services
- Your Mayor has committed to, or would be willing to prioritize, solving
- May require cross-department or cross-functional collaboration within and outside of city hall

3) Capture the Problem: Who is most affected by this problem in your city and why? What evidence can you provide to illustrate the core service problem and its impact on your residents? [150 word limit]

Please provide a description of the affected residents and an estimate of their population size(s) in your city; if the problem is city-wide, you can provide estimates of relevant incidents. We are looking for you to quantify the impact of the problem which helps us understand the scale of impact in your city.

Evidence should include quantitative data to indicate the scale and impact of the problem in your city. If quantitative data is not available, please explain how you could get the data and provide at least one piece of qualitative evidence.

4) Resident Impact: Please include 3 brief quotes from different residents that show how the problem affects their lives. [150 words]

5) Problem Cause(s): What is/are the cause(s) driving this problem in a core service area? [150 word limit]

Please include evidence of these being drivers of the problem.

6) Past Efforts: What, if any, past efforts has your city made to address this problem? What did you learn? [150 word limit]

If past efforts have been made, we would like to understand what learnings inform your proposed idea for this Global Mayors Challenge. If there have been no past efforts, please explain why the problem in your city has been unaddressed (this could include, but is not limited to stakeholder buy-in, lack of funding, leadership, etc.).

Idea & Impact

7) Pitch: Briefly describe your idea to address the problem in your city. [100 word limit]

Your response should cover:

- What is your idea?
- What makes your idea novel and innovative?
- Why is your idea a transformative approach to a core city service?

8) Add some detail: How does the core service currently work or get delivered and how will it work after the transformation? [200 word limit]

Your response should include how the idea would work from the perspective of your residents. If the service is within your city's authority and is not currently being delivered, please explain why.

9) Impact: What is the desired outcome for your residents if your core service transformation is successful? [100 word limit]

Your response should begin with the desired newspaper headline that you hope to read about your city at the end of 2027. Make sure it solves the problem in Question 2!

10) Prioritization: Why do you believe that this is the most promising solution to your core service problem? [100 word limit]

You would have explored other options in brainstorming solutions. What is it that makes this idea the most promising and exciting to test – what evidence or resident feedback inspires you to apply with this idea?

11) Know Your Challenges: What are the top three challenges you foresee navigating if you pursue your idea? [150 word limit]

Bold ideas often face challenges or obstacles but have the potential to be transformative. Challenges may be:

- Getting the right people engaged and bought in, both internally (e.g., city decision-makers, city agencies) and externally (e.g., local labor unions, community organizations, corporations)
- Getting residents to change their behavior
- Long-term sustainability of the idea

Your Team for the Challenge

12) Project Team: What skillsets and departments need to be represented on the project team? [100 word limit]

Mayors Challenge finalists and winners will be expected to assign a project lead and team to the program. At this stage, your response may include names of individuals who are committed to the project and/or the ideal team that you would like to hire.

13) Stakeholders: What individuals, organizations, and agencies need to be involved to overcome the obstacles and achieve the impact explained in Q8? [150 word limit]

Consider:

- Are there decision makers or city agencies related to your service area? How would you bring them along?
- How will you include relevant voices – state or national agencies, NGOs, private sector, community?
- How do these decision-makers need to be involved to drive your idea forward?
- Are there any vocal opponents to your idea?