

CITY OF HAMILTON

CORPORATE SERVICES DEPARTMENT
Financial Planning and Policy Division

TO: Mayor and Members General Issues Committee	WARD(S) AFFECTED: CITY WIDE
COMMITTEE DATE: June 28, 2012	
SUBJECT/REPORT NO: Redevelopment of the City of Hamilton's Website (CM12008, FCS12055) (City Wide)	
SUBMITTED BY: Chris Murray, City Manager Roberto Rossini, General Manager, Finance & Corporate Services	PREPARED BY: Service Delivery Strategy Team Chair: Mike Zegarac (905) 546-2424, ext. 2739
SIGNATURE:	

RECOMMENDATION:

- (a) That City Council approve the total redevelopment of the City of Hamilton website and five online services and that the estimated costs of \$2,455,000 be funded as follows:
- (i) \$100,000 from the \$475,000 for the "Organization-Wide Service Improvements for Telephone and Online Project" which was parked by Council on March 9th, 2011, set aside in unallocated capital levy reserve;
 - (ii) \$50,000 from Capital Project 3451153100 Web Accessibility Improvements;
 - (iii) \$2,305,000 to be funded from the unallocated Capital Reserve 108020.

- (b) That the Web Redevelopment Team be directed to report back to the General Issues Committee with policies to manage the website and an ongoing business plan for the annual operation and maintenance of the City's website, including governance, budget and allocation of resources.
- (c) That the Web Redevelopment Team report back to the General Issues Committee regarding the potential benefits and savings through the total redevelopment of the City of Hamilton website and associated governance.
- (d) That in an effort to concentrate resources and focus on the redevelopment work, requests for new online application development be constrained until new policies are put in place and the redeveloped website is launched. In the interim, proposed new online application development would be approved on an exception basis by the Web Redevelopment Team which reports to the Service Delivery Strategy Team.
- (e) That the hiring of two temporary FTE's be approved for a period of eighteen months.

EXECUTIVE SUMMARY

The City of Hamilton has identified "Valued & Sustainable Services" as a strategic priority (*Strategic Plan 2012-2015*) and has laid the groundwork for delivering high-quality services that citizens need, while balancing fiscal realities. One essential requirement for delivering sustainable services is a well-functioning, web-based platform and strategy. Citizens and businesses are increasingly expecting convenient, easy-to-use, access to online services (refer to Appendix A of report CM12008, FCS12055 – selected data from *Citizens First 5* and *Taking Care of Business 3*). Government organizations not only see web-based service delivery as a citizen need but also as a means to find efficiencies through automating business processes and enabling self-service.

Through one-on-one meetings with Council (discussed in the Consultation section of this report), Senior Management Team and staff have documented that the City's website is inadequately meeting the needs of their respective business units, nor citizens. Using Contact Centre reports (phone and e-mail), website metrics and usability studies, there is also strong evidence confirming that citizens find the City's website difficult to use.

The following direction was received at the March 4, 2011 Audit, Finance & Administration Committee:

Redevelopment of the City's Website

Staff was directed to review the City's existing website and prepare a report respecting the total redevelopment of the website, and report back to the Audit, Finance & Administration Committee.

As the website redevelopment is part of the Service Delivery work, the reporting and approval for these initiatives was directed through Council's General Issues Committee (Council Report CM11009/ FCS11056).

The goal of the redevelopment is to launch a new website to make it easier for citizens and businesses to find and use the most commonly requested online services and programs. The redevelopment would also establish a foundation for future e-government projects and the potential for savings. The results of the redevelopment would enable the City to meet the following goals (further discussed in the Analysis/Rationale section of this report):

Improve the City's online image:

- New and consistent look-and-feel
- Top online services working well with top quality, highly findable content
- Policies, standards and guidelines

Improve communication to citizens and opportunities for engagement:

- Streamlined and simplified online content
- Content compliant with *Accessibility for Ontarians with Disabilities Act* (AODA)
- Regularly published opt-in e-newsletter

Improve online customer service:

- Site organized the way citizens think about our services
- Easier to find information and services
- Improvements to five online services
- Mobile enabled website content

Enable the City to provide services at a lower cost:

- Identification of new and cost-effective online services
- Consolidate multiple websites and associated spending
- Improve effectiveness, move routine tasks from expensive channels (phone and in-person) to web

Other potential benefits and savings of the web redevelopment include (see Analysis/Rationale section for details):

- Improved effectiveness as a result of migrating routine calls and visits to the self-serve online channel.
- Increased revenue as a result of increased use of online services.
- Reduced mailing, handling, printing and advertising costs.
- Improved customer satisfaction.

This report proposes a 24 month project which would be overseen by a Web Redevelopment Team, reporting to the Service Delivery Strategy Team. Three streams of work related to rebuilding the website would proceed simultaneously, as described below.

The Web Redevelopment Team would report back to Council regarding the potential benefits and savings through the total redevelopment of the City of Hamilton website and associated governance.

1) Establish governance for the website through a temporary Web Redevelopment Team

The online channel is underperforming because it has not been managed from a City-wide perspective, with a clear owner and the necessary and consistent skills to help the organization deliver excellent services online.

This strategy proposes a governance structure for the redevelopment of the website (refer to Appendix B of report CM12008, FCS12055) establishing a clear business (non-technology) owner responsible for policies, standards, metrics, prioritization (based on business and citizen need) and budgeting.

A business plan for the ongoing operation and maintenance of the City's website would be brought forward in 2013. A permanent staff complement for managing the website would be incorporated into future operating budgets with the goal of not increasing the City's overall staff complement.

2) Rebuild the website, content and look-and-feel

With over 6,700 pages of content, much of it has been shown to be unused or underused by citizens.

- The top 50 pages alone account for 50% of the traffic.
- The top 1,000 pages on the website account for over 95% of the traffic on the website.
- The bottom 5,500 pages account for less than 5% of traffic.

In short, these statistics provide evidence that the City is producing a great deal of content that is unused or underused. These statistics tell us that most people come to the website largely to accomplish specific tasks. Content has a cost to produce and maintain. If it is not written to meet the expectations and needs of citizens and businesses, it can potentially damage the City's image.

This stream of work would result in a complete re-write of the website's content and the introduction of a modernized look-and-feel with policies and standards that would

complement the City's image and enable the City to meet *Accessibility for Ontarians with Disabilities Act (AODA)* guidelines.

3) Enhance five online (transactional) services

Based on usability studies with citizens and businesses, along with other criteria, there is a significant opportunity to enhance and improve several of the City's online services. When citizens experience challenges using online services, they quickly become frustrated and resort to the more expensive telephone or e-mail channels to get responses or answers.

This stream of work would result in improvements to five online services based on metrics and research. Five online services are recommended for improvement, including:

- **Recreation** – Consistently in the top 5 online tasks for citizens – 12% of total traffic to the web; Generates revenue; 80,000+ citizen transactions per year through program registration – high level of emotion due to competitive nature of registrations; Negative citizen feedback.
- **Transit** – Consistently in the top 5 online tasks for citizens – 9% of total traffic to the web; User-pay service; Existing usability tests demonstrate opportunity for improvement.
- **Taxation** – Consistently in the top 10 online tasks for citizens – 3% of total traffic to the web; High volume of e-mails requesting service; Opportunity to develop net new online service and opportunity to reduce e-mails/calls.
- **Animal licensing** – Evidence of usability problems; User-pay service; Potential to increase revenue.
- **Business services** – Evidence of problems with BizPal; Currently undergoing investigation under Open for Business project; Council priority; Generates revenue.

FINANCIAL / STAFFING / LEGAL IMPLICATIONS (for Recommendation(s) only)

Financial: The total redevelopment of the City of Hamilton website and online services has an estimated cost of \$2,455,000 and is recommended to be funded as follows:

1. \$100,000 from the \$475,00 for the "Organization-wide Service Improvements for Telephone and Online Project" which was parked by Council on March 9th, 2011, set aside in unallocated capital levy reserve;
2. \$50,000 from Capital Project 3451153100 Web Accessibility Improvements;
3. \$2,305,000 to be funded from the unallocated Capital Reserve 108020.

This budget includes:

- Determination of the optimal delivery model (options, costs, benefits, risks) for hosting, platform and redevelopment of the City's website;
- A business plan for the ongoing operation and maintenance of the City's website;
- Hosting, software, hardware and/or licences;
- A new look-and-feel and AODA compliant content based on standards and guidelines;
- Development of new templates and a new content management system;
- Improved search results and navigation;
- Mobile-enabled website content;
- An opt-in e-newsletter;
- Improvements to five online services, including prototype development and usability testing;
- Staffing and backfilling costs for the first 18 months of the project;
- Contingency for process and/or technology improvements to support improvements to online services;
- Change management and communications.

In addition to the above financial commitments, staff would report back to Council with a business plan including the human and financial capital for the ongoing operation, maintenance and staffing of the City's website.

1) Establish governance for the website (within 3 months) through a temporary Web Redevelopment Team (for a period of 18 months – \$350,000)

A Web Redevelopment Team would be created, which would report to the Service Delivery Strategy Team for the redevelopment of the website (refer to Appendix B of report CM12008, FCS12055). The team would include two existing staff in the Financial Planning and Policy Division, joined by two temporary staff and a representative from each department for 18 months. These staff would represent a significant contribution toward the Web Redevelopment Team for the duration of the initiative. The City estimates the cost for the temporary governance would be \$350,000.

2) Perform business case for hosted and/or developed website in-house or third-party (within 3 months – concurrent with creating governance – \$50,000)

The City would consider different models for the delivery of the website. For example, many municipalities have their websites built and/or applications hosted and technically managed externally (e.g. Waterloo Region, Halton Region, City of St. Catharine's, Region of Niagara, City of North Bay, Town of Newmarket, etc.). The costs, benefits and risks of different delivery models, including the potential use of open source software, would need to be investigated with leadership from Information Services to come to a preferred option. Regardless of who builds, hosts or develops the website, security, privacy and accessibility along with good service level agreements must be built into the design at the outset.

3) Redevelop the website content and look-and-feel (12-18 months – \$500,000)

This step addresses the content, presentation (visual appeal), navigation and search engine functions. The outcome would be the launch of a redeveloped City of Hamilton website with a reduction in content based on metrics, consistent templates and standards, improved navigation and search, improved readability, the decommissioning of some external websites and the launch of a citizen opt-in e-newsletter. The reduction of content should result in significant avoided costs in relation to meeting provincially mandated AODA guidelines by 2014.

4) Enhance five online (transactional) services (12-18 months – \$375,000)

The estimated cost to enhance the top online services is \$75,000/application for the top five applications to improve (usability and accessibility) – totalling \$375,000. As many of these systems are proprietary third-party applications, they would require specialized technical skills to make the changes to the systems.

5) Contingency fund for process and/or technology improvements to support online services enhancements (12-18 months – \$500,000)

An additional \$500,000 has been set aside as a contingency fund to enable required process modifications, back-office technology enhancements (e.g. CLASS, Trapeze, etc.) and other changes as needed to support the improvements to the online services.

6) Change Management and Communications (18 months – \$200,000)

In order to facilitate the success of a major change initiative such as the Web Redevelopment Strategy, top-down commitment needs to be complemented with bottom-up employee buy-in. Changes may be required to existing business processes or workflows, roles may change with respect to authoring and publishing information on the City's website and new standards and guidelines may alter the way the City develops our online services. To support these changes, it will be important to have adequate support for change management and communications, in order to engage affected staff and stakeholders. Change management support will help implement the change across the organization, and deal with staff's specific concerns to the degree possible.

7) Web Redevelopment Coordination (18 months – \$480,000)

In order to coordinate the web redevelopment project within respective Departments, this portion of funds will be used to temporarily backfill required staff positions for the duration of the project (up to 18 months). The City estimates if these staff are required to be backfilled, that the cost will be \$480,000.

The allocation of the above funding would be as follows:

- Internal staff costs: \$1,030,000 (items 1, 6 and 7 above)
- External consulting, software and hardware: \$925,000 (items 2, 3 and 4 above)
- Contingency: \$500,000 (item 5 above)

Staffing: A temporary governance structure and staffing model would be required to manage the redevelopment of the City's website. Two (2) staff functions would be required temporarily (18 months) and report to the Service Delivery Strategy Team. In addition, departmental coordinators would be required in the redevelopment process. Temporary advisory support would also be required (refer to Appendix B of report CM12008, FCS12055).

Legal: There are no legal implications regarding the recommendations.

HISTORICAL BACKGROUND (Chronology of events)

The City's current website was initiated in 2003, when the City received \$1 million from the province and invested more than \$2 million in City capital, operating and staff resources towards the website. In September, 2005, the new website was launched. Since that time, knowledge regarding citizens' needs, website performance and satisfaction of the current online experience has been gathered through a variety of means, detailing significant issues and challenges experienced by citizens, businesses and staff who use the website.

In November, 2009, a workshop with Senior Management Team was facilitated by Dr. Don Lenihan (the Public Policy Forum's Vice President of Engagement). The workshop and other work resulted in a document titled, *Citizen Centred Service Delivery: Towards a Vision for the City of Hamilton*. The final report states:

"...the website was as widely criticized. Everyone agreed it is difficult to navigate, frustrating for users, and that the services it offers are more informational than transactional...it badly needs to be overhauled and everyone agrees this should be a priority.

A second point of discussion...was its potential for rapid growth and cost-savings to the City's service delivery system. In many jurisdictions, the website is now a favoured channel for citizens and businesses seeking information and services. This, in turn, eases traffic to the call centres and service counters, which are more costly to operate. This redirection of traffic is the result of significant investment in effective, user-friendly websites..."

Don Lenihan's report and subsequent recommendations formed the foundation of the service delivery components included in the 2012-2015 Strategic Plan.

POLICY IMPLICATIONS

New or revised policies would be required for the City's website, including the website Terms of Use, which incorporate Accessibility and Privacy Statements. Policies would include criteria to establish under what circumstances new websites separate from the

City's website would be permitted, and describe a standard process for developing content and online services.

Based on the *Ontario Regulation 191/11 - Accessibility for Ontarians with Disabilities Act, 2005*, the City of Hamilton will be required to make its internet websites and web content conform with the World Wide Web Consortium Web Content Accessibility Guidelines ("WCAG") 2.0, initially at Level A, and eventually increasing to Level AA. New websites and web content must conform with WCAG 2.0 Level A by January 1, 2014. All websites and web content must conform with WCAG 2.0 Level AA by January 1, 2021 (subject to some limited exceptions).

RELEVANT CONSULTATION

1) Consultations with Councillors

One-on-one consultations with several Councillors took place in early 2012. Feedback was received by five Councillors (or designates), which is consistent with the feedback received from staff and the public:

- Find-ability is poor
- Search does not work
- Poor service responses (e-mail)
- Content is out-of-date
- Lacks visual appeal
- Need better use of electronic communications (e.g. e-Newsletter, Social Media)
- Requested areas for exploration or review:
 - Revenue generation (sponsorship)
 - Transaction fees
 - Opportunities for mobile apps
 - Value and potential role of Open Data

2) Citizens and Businesses

Knowledge regarding citizens' needs, website performance and satisfaction of the current online experience has been gathered through a variety of means, including:

- Review of thousands of e-mails, website metrics – a new analytics tool (WebTrends) was implemented in 2010/11 that improves insight of citizen use on the City's website to compliment decisions for where improvement and effort should be expended;
- Mayor's survey (2006);
- Professionally run citizen usability testing of various online services (2005, 2006, 2007, 2008 and 2010);

Through these various means, the following issues and challenges have been identified:

- Highly used areas of the website demonstrated problems and low success rates for commonly used tasks;
- People have difficulty locating information and navigating the website;
- There is a lack of ownership/decision making, poor processes;
- There is a lack of citizen focus, and the way the website is designed makes it difficult to navigate. Citizens shouldn't have to know how the City is organized to find information;
- There is poor alignment with other service channels;
- There is a lack of online offerings;
- The website is not visually appealing.

3) Public and Private Sector Benchmarking

Municipalities, public sector organizations and private companies were reviewed and in several cases interviewed including Vancouver, Edmonton, Ottawa, Toronto, Calgary, Region of Peel, Region of Waterloo, Service Ontario, Service Canada, Service New Brunswick, Service British Columbia and national, state and local governments in the UK, Australia and the United States. The findings demonstrated a strong focus on web as a service delivery channel (as opposed to strictly a communications channel) and that supporting staff organizational structures are required. In addition, these organizations showed an understanding of performance, costs and satisfaction measures for their websites (refer to Appendix C of report CM12008, FCS12055).

4) Internal consultations

- i) The City surveyed all operating departments in 2006 and documented the ability of the City's website to achieve business needs.
- ii) A cross-departmental meeting in May, 2009 documented problems with the current website.
- iii) In November 5, 2009, a workshop with the Senior Management Team was facilitated by Dr. Don Lenihan which led to the development of the report, *Citizen-Centred Service Delivery: Toward a Vision for Hamilton*.
- iv) Information Services (IS) provided information on the current state of technology supporting the City's website as well as risks associated. IS would be a member of the Web Redevelopment Team and would be engaged in supporting the redevelopment of a website.
- v) The following departments/divisions have been consulted regarding opportunities for enhancements to online services within their purview:
 - Community Services – Recreation
 - Public Works – Transit
 - Corporate Services – Taxation
 - Planning & Economic Development – Open for Business Committee and Animal Services

ANALYSIS / RATIONALE FOR RECOMMENDATION

(include Performance Measurement/Benchmarking Data, if applicable)

The Government of Canada, the Province of Ontario and now, many municipalities, have focused considerable resources and attention on moving in-person and telephone services online, because of the potential to drive down costs and mitigate cost increases, and to respond to the increasing demands of citizens and businesses. The Government of Canada through Service Canada alone realized a \$2.55 billion savings in streamlining and automating processes online.

Using Service Canada's cost per transaction as a guide and applying to the volumes of transactions at the City of Hamilton, the potential for achieving cost savings is demonstrated as follows:

Service Channel	Cost / Transaction *	Annual Activities **
In-person	\$6.50	90,000
Phone	\$4.00	1,300,000
Web self-service	\$0.10	4,000,000

** Cost / transaction values are based on recent Service Canada research.*

*** Annual activities are based on measures from 2009-2011. The City receives 300-400 visits per day at Municipal Service Centres, which operate 8 hours a day, 5 days a week. Through 220 publicly listed phone numbers and 22 call centres, the City receives 5,000 calls per day. The call centres operate 8 hours a day, 5 days a week, plus after-hours emergencies. The City's main website operates 24 hours a day, 7 days a week and receives an average of 11,000 visits daily. (refer to Appendix D of report CM12008, FCS12055).*

With significant volumes of traffic to the web and the lowest cost per transaction, online services provide the overall lowest cost service delivery channel for the City. Through call centre consolidation and by moving routine calls to self service on the website, the City has the potential to realize measurable cost savings. Known as 'channel-shifting', all levels of government are reporting savings by better understanding, measuring and managing these costs and savings.

As an example, if the City were to move 20% of its in-person transactions to online self service, not only might this improve the citizen's or business' experience if they choose not to visit in-person, the City could also effectively save more than **\$100,000 annually**. If the City were to move 20% of our calls to online self-service, the savings could be greater than **\$1 million annually** (using Service Canada figures as a guide).

Other savings and benefits of the web redevelopment include:

- The proposed strategy includes a major overhaul of the content on the website. This creates an opportunity to meet the AODA standard ahead of the province's deadlines, rather than pushing it off to a future date. The

streamlining of content will also provide a potential avoided cost due to writing and maintaining less content.

- By making it easier to do business with the City, it is anticipated that the City would increase online transactions, thus potentially increasing revenue (e.g. more recreation registrations, more dog licences and opportunities for sponsorship).
- Delivering services online has the potential to reduce mailing, handling, printing costs (waste calendar, recreation guide, brochures) and decrease advertising costs (newspaper, billboards).
- Improved ability to find and use the website will result in improved service offering, which has the potential to increase use of important programs or services (e.g. increased graffiti reporting, increased requests for tree planting, improved reporting of illegal dumping, etc.).

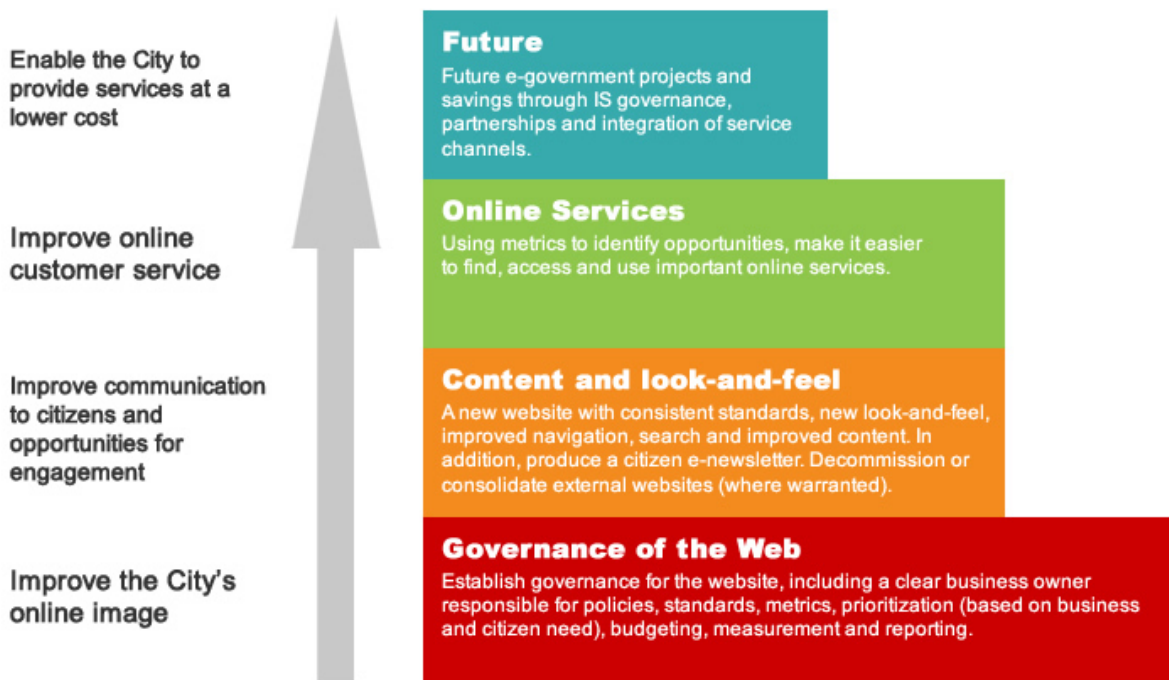
Citizen Expectations and Utilization of the Internet by Hamilton Citizens

Citizens and businesses are increasingly expecting convenient (24/7/365), easy-to-use and high quality services from government websites. The below statistics demonstrate that citizens and businesses are increasingly demanding high quality online services to meet their needs:

- Citizen and Business audiences prefer to use online services and expect high quality services online. (Taking Care of Business 3 and Citizens First 5 – refer to Appendix A of report CM12008, FCS12055)
- 82% of Hamilton residents use the Internet. (Statistics Canada – 2009)
- 67% of Canadians did electronic banking or bill payment. (Statistics Canada – 2009)

Proposed Web Redevelopment Strategy

A prerequisite to a well-performing website is that it is properly governed. Supported by a Web Redevelopment Team, and reporting to the Service Delivery Strategy Team, a group of staff would be assembled to redevelop the website, set targets, guidelines, standards and measures. Two overlapping streams of work would be undertaken as the City improves its capacity and knowledge in delivering service online. The website is both a service delivery channel as well as a communications channel. Therefore one stream of work would focus on the content, navigation, search, visual look-and-feel. The second stream would focus on enhancing online services. The new website would be rebuilt from scratch and would also include a modernized look-and-feel that complements the City's image.



This strategy would improve the performance of online services for citizens and businesses, enabling the City to potentially realize cost-savings by diverting more transactions to the website for self-service. By performing the two streams of work in parallel, the City's website redevelopment would occur over a shorter period of time (18-24 months) resulting in a more immediate improvement to the citizen experience.

Redevelopment Plan

This report proposes a 24 month project which would be overseen by a Web Redevelopment Team, reporting to the Service Delivery Strategy Team. Two streams of work related to rebuilding the website would proceed simultaneously, once a temporary governance structure is established.

1) Establish governance for the website through a temporary Web Redevelopment Team

The online channel is underperforming because it has not been managed from a City-wide perspective, with a clear owner and the necessary and consistent skills to help the organization deliver excellent services online.

This strategy proposes a governance structure for the redevelopment of the website (refer to Appendix B of report CM12008, FCS12055) establishing a clear business (non-technology) owner responsible for policies, standards, metrics, prioritization (based on business and citizen need) and budgeting. The Web Redevelopment Team will work

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with staff to provide oversight for the direction of the website redevelopment, and staff in departments would be able to contribute to the development of standards and guidelines, and follow them consistently. Standards, training and recommendations for clearly defined roles would be introduced as part of the City's web redevelopment project.

A business plan for the ongoing operation and maintenance of the City's website would be brought forward in 2013. A permanent staff complement for managing the website would be incorporated into future operating budgets with the goal of not increasing the City's overall staff complement.

Through the establishment of a Web Redevelopment Team, the following improvements would be realized:

- Informed decision-making and improved prioritization based on the use of web metrics, data analysis and performance targets and metrics for monitoring the success of the website.
- Reduced costs to manage and maintain the City's web properties based on a review and consolidation or integration of a number of separate websites currently hosted within the City's infrastructure, branded by the City's logo and/or paid for by the City (refer to Appendix E of report CM12008, FCS12055). This would also reduce the confusion and frustration experienced by citizens and businesses from being bounced between separate City websites.
- Improved uptake for five online services based on improved find-ability, usability and accessibility of those online services.

The following chart highlights activities within this stream of the proposed project, and the anticipated results:

Stream	Activity	Result
Establish governance for the website through a temporary Web Redevelopment Team	Review demand and the potential for cost savings	Develop an ongoing plan for governance, funding and allocation of resources
	Metrics: e-mail analysis, call tracking, website analytics	Set targets
	Establish governance framework, re-allocate staff, define roles and responsibilities	Authoring positions trained to write for the web Modernized organizational capacity
	Business case - in-house / external hosting and development	Strategy for cost-effective hosting and development
	Review and consolidate/decommission multiple websites and associated spending	One City website, decommissioned 20-25 websites
	Develop standards, policies, style guide for common look-and-feel and AODA	AODA compliance New publishing standards & procedures to ensure consistency and keep it fixed

2) Rebuild the website content and look-and-feel

With over 6,700 pages of content, much of it has been shown to be unused or under used by citizens.

- The top 50 pages alone account for 50% of the traffic.
- The top 20% of the website's content (about 1,000 pages) accounts for over 95% of the traffic on the website.
- The bottom 80% of content accounts for less than 5% of traffic.

In short, these statistics provide evidence that the City is producing a great deal of content that is not being used. These statistics tell us that most people come to the website largely to accomplish specific tasks. Content has a cost to produce and maintain. If it is not written well it can potentially damage the City's image. Extraneous content can actually get in the way of citizens who are trying to complete the important tasks they came to accomplish. Extraneous content can also negatively affect search results.

This stream of work would result in the following improvements:

- A new website design with a modernized look-and-feel that would complement the City's image.
- A consistent experience across the City's website, through the development and application of standards, guidelines and good content development practices.
- Streamlined content making it easier for staff to maintain and keep important information up-to-date.
- Improved search, navigation and information architecture making it easier to find information and online services.
- Simplified content making it easier for citizens to understand important information and online services.
- Adherence to *Accessibility for Ontarians with Disabilities Act (AODA)* best practices, making it easier for citizens with disabilities to access information and online services.

The following chart highlights activities within this stream of the proposed project, and the anticipated results:

Stream	Activity	Result
Redevelop website, content and look-and-feel	Design a new visual look-and-feel, layout and templates based on standards and style guidelines	New website delivering consistent look-and-feel with visuals and branding that would properly portray Hamilton as a top destination for visitors and new businesses
	Implement improvements to search (SEO, metadata, SSA) using standards and guidelines	Easier to find high value information and services (less extraneous content and improved search results)
	Implement citizen-centred navigation and information architecture based on testing with citizens	Site organized the way citizens think about our services
	Perform a content inventory based on metrics to identify unused, low value content	Streamlined and simplified online content
	Cull and re-write content in a single voice	Understandable and readable content compliant with AODA
	Develop a process for publishing a corporate, opt-in e-newsletter, launch e-news consistent with social media strategy	Regularly published citizen opt-in electronic newsletter; integrated communications for social media, e-newsletter, web, mobile, etc.
	Make website content mobile enabled	Mobile-enabled website content for citizens and businesses

3) Enhance five online (transactional) services

Based on usability studies with citizens, along with other criteria, there is a significant opportunity to enhance and improve several of the City’s online services (refer to Appendix F of report CM12008, FCS12055). When citizens experience challenges using online services, they quickly become frustrated and resort to the more expensive telephone or e-mail channels to get responses or answers.

This stream of work would result in improvements to five online services based on metrics and research (refer to Appendix D of report CM12008, FCS12055). In several cases, these services involve existing large scale enterprise software (e.g. Trapeze for HSR bus schedules, CLASS for recreation registration). These services are linked from the City's website, and they account for the majority of the reason why citizens visit the City's website.

Improvements to these services would require specialized knowledge based on the specific enterprise systems being re-developed at the interface level. Some of this work involves developing and testing prototypes, testing with citizens and creating new interfaces. Improving online applications and services requires different skill sets from those used in building a website and improving the content.

Five online services are recommended for improvement, including:

- **Recreation** – Consistently in the top 5 online tasks for citizens – 12% of total traffic to the web; Generates revenue; 80,000+ citizen transactions per year through program registration – high level of emotion due to competitive nature of registrations; Negative citizen feedback.
- **Transit** – Consistently in the top 5 online tasks for citizens – 9% of total traffic to the web; User-pay service; Existing usability tests demonstrate opportunity for improvement.
- **Taxation** – Consistently in the top 10 online tasks for citizens – 3% of total traffic to the web; High volume of e-mails requesting service; Opportunity to develop net new online service and opportunity to reduce e-mails/calls.
- **Animal licensing** – Evidence of usability problems; User-pay service; Potential to increase revenue.
- **Business services** – Evidence of problems with BizPal; Currently undergoing investigation under Open for Business project; Council priority; Generates revenue.

The following chart highlights activities within this stream of the proposed project, and the anticipated results:

Stream	Activity	Result
Enhance five online (transactional) services	Scope and investigate problem areas and citizen needs Develop prototypes, usability test, develop required interface changes	Top online services working well for citizens
	Follow systems development life-cycle to implement tested prototypes	Ensure a secure, scalable technology platform (24/7 up time monitoring, privacy, etc.)
	Measure use, satisfaction and monitor feedback	Citizen satisfaction base-lined and measured

Timelines

Once a team is in place it would begin two overlapping streams of work as the City improves its capacity and experience in delivering service online. One stream addresses the redevelopment of the website and its content and the other focuses on the top online applications. The new website would be built from scratch and would also include a new look and feel. By running both streams in parallel, the City's website redevelopment would occur over a shorter period of time (18-24 months) resulting in a more immediate improved citizen experience.

	Q2-12	Q3-12	Q4-12	Q1-13	Q2-13	Q3-13	Q4-13	Q1-14
Governance								
Content								
Online Services								

During the website redevelopment, improvements would be launched as they become available to citizens and businesses. This would allow incremental enhancements to be implemented throughout the initiative, ensuring that important improvements become available to citizens as soon as possible. Emphasis would be placed on implementing an improved City of Hamilton home page and improvements to the search engine. It is expected that improvements to individual online services would become available throughout the initiative. Changes would be expected to be visible within the first six-to-nine months of the project.

Outcomes

Within approximately 18-24 months, this approach would address the goals identified earlier:

Goal	Results
Improve the City's online image	<ul style="list-style-type: none"> • Consistent look and feel with visuals and branding that would properly portray Hamilton as a top destination for visitors and new businesses • Top applications working well with top quality, highly findable content
Improve online customer service	<ul style="list-style-type: none"> • Style guide and standards ensuring improved and consistent navigation • Site organized the way citizens think about our services • Easier to find high value information and services (less extraneous content and improved search results) • Improvements to five online services • Website and some online services made usable on mobile devices • Applications compliant with Accessibility for Ontarians with Disabilities Act (AODA) regulations
Improve communication to citizens and opportunities for engagement	<ul style="list-style-type: none"> • Regularly published opt-in electronic newsletter; which can leveraged for Social Media • Streamlined and simplified online content • Content compliant with Accessibility for Ontarians with Disabilities Act (AODA) regulations
Enable the City to provide services at a lower cost	<ul style="list-style-type: none"> • Improvements to five online services • Identification of new and desirable online services based on business unit need and citizen demand and the potential for cost savings • Consolidate multiple websites and associated spending • Reduce costs, move routine tasks from expensive channels (phone and in-person) to web

The Future

The implementation of the proposed plan would improve the web experience for the most used or most needed areas on the website. Once these areas are working well, the City can continue to build new services to better serve citizens and business.

There is an opportunity to improve the integration of the City's service channels, reducing the 80+ generic e-mail addresses (refer to Appendix G of report CM12008, FCS12055), 200+ public telephone numbers and multiple service counters. In addition, through integration and better measurement and tracking, the City would have increased knowledge about citizens' needs, which would drive further improvements to the City website.

To migrate citizens to the lowest cost service channel, some governments offer premium services online (e.g. ServiceOntario offers shorter fulfilment times for birth certificates purchased online).

Opportunities exist for developing partnership opportunities with ServiceOntario and other branches of the federal and provincial governments, and for exploring alternative or complementary online service delivery models. These may include:

- Integration across channels and emphasis on providing quality service on the lowest-cost channel of choice;
- Shared, secure, scalable technology platforms;
- Expansion into mobile, social media, open data and other web technologies.

Critical Success Factors

In order to redevelop and sustain an effective website there are several critical success factors:

1. **Organizational commitment to the website** – Ensure buy-in to an overall focus on service and commitment to follow disciplined methodology and a new way of working by making it a corporate priority and educating staff at all levels to help them understand the importance and their new role related to the website.
2. **Clear roles and responsibilities** – Creating a corporate website redevelopment team as described in this document, reporting in the interim to the Service Delivery Review team with clear role delineation for all staff with website responsibilities.
3. **Clear accountability** (business owner) for strategy, decisions and direction for the website.
4. **Regular measurement and reporting** on the website's performance including citizen ratings.
5. One-time investments and **sustainable funding**.
6. **Improve governance over the management of all technology** in the organization to address future improvement/innovations.

ALTERNATIVES FOR CONSIDERATION:

(include Financial, Staffing, Legal and Policy Implications and pros and cons for each alternative)

The following alternatives are available for this project. It is important to note that regardless of what option is chosen, establishing a team (governance) is required in all cases.

1) Stagger the two streams back-to-back instead of concurrently

As a result of there being two distinct portions of work required to modernize the City's website (content and online services, proposed to run concurrently), it is possible to perform them separately. Neither stream is necessarily dependent on the other being completed, so it is possible to make them separate pieces of work. This would have the impact of lengthening the time required to fully modernize the City's website, however it would also spread the work over a longer period of time.

This option is not recommended because it would prolong the challenges that citizens are facing when using the City's website.

	Q2-12	Q3-12	Q4-12	Q1-13	Q2-13	Q3-13	Q4-13	Q1-14	Q2-14	Q3-14	Q4-14	Q1-15	Q2-15
Governance													
Content													
Online Services													

2) Continue the status quo of making incremental improvements as resources and funding become available

The approach that the City has followed over the past year has been to review and update sections of the City's website or particular services one-by-one. Often, improvements have been driven by specific allotments of funding (such as the funding that was provided for the City's immigration portal) or specific departments that have allocated funds to improve a section of the City's website. The challenge with this approach is that opportunities for website-wide improvements are not realized, a consistent standard is not applied or sustained, and ultimately, the City's brand and experience are negatively affected.

This option is not recommended because it would not fundamentally address the challenges that citizens are facing when using the City's website.

CORPORATE STRATEGIC PLAN (Linkage to Desired End Results)

Focus Areas: 1. Skilled, Innovative and Respectful Organization, 2. Financial Sustainability, 3. Intergovernmental Relationships, 4. Growing Our Economy, 5. Social Development, 6. Environmental Stewardship, 7. Healthy Community

Skilled, Innovative & Respectful Organization

- ◆ A skilled, adaptive and diverse workforce, i.e. more flexible staff
- ◆ More innovation, greater teamwork, better client focus

Financial Sustainability

- ◆ Delivery of municipal services and management capital assets/liabilities in a sustainable, innovative and cost effective manner

Growing Our Economy

- ◆ An improved customer service

Healthy Community

- ◆ An engaged Citizenry

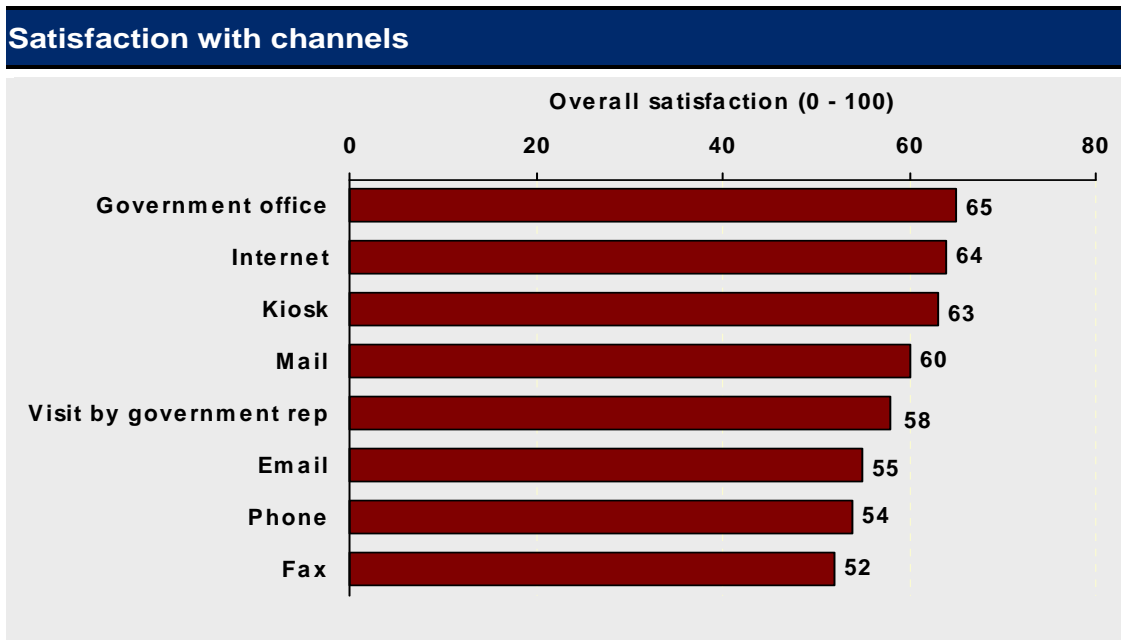
APPENDICES / SCHEDULES

- Appendix A: Selected data from Citizens First 5 and Taking Care of Business 3 (Canadian Research Evidence Regarding Preferred Service Channels and Government Website Performance)
- Appendix B: Proposed Governance Framework
- Appendix C: Observations from Municipal Benchmarking
- Appendix D: Website Metrics for www.hamilton.ca
- Appendix E: List of City of Hamilton Websites
- Appendix F: List of Current Online Services
- Appendix G: List of Generic E-mail Addresses

**Appendix A: Selected Data from Citizens First 5 and Taking Care of Business 3
(Canadian Research Evidence Regarding Preferred Service Channels and
Government Website Performance)**

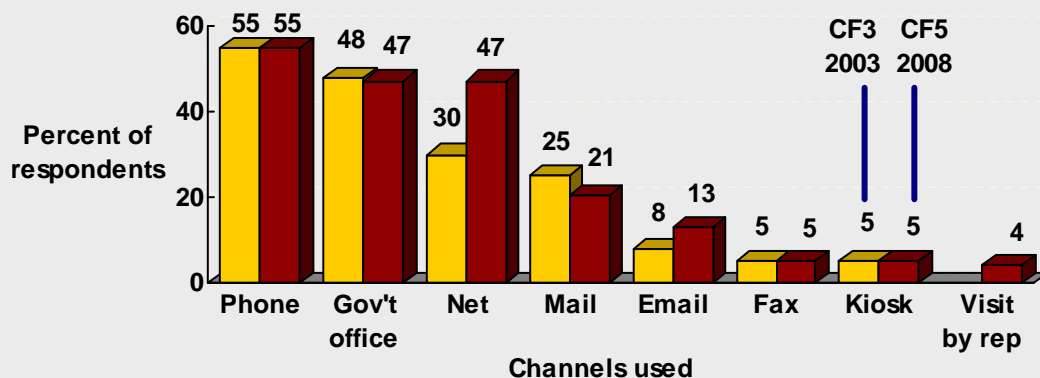
Every two years, the federal, provincial and municipal governments across Canada initiate a survey called Citizens First. This survey started in 1998, has surveyed Canadians about their perception of the quality of public services, their expectations, factors driving their satisfaction and what areas of public service delivery could be improved. The survey has tracked Canadians' use of all service channels including the web to access government services. The last survey, completed in 2008 showed the following data,

- 47% used the Internet as part of their most recent service experience
- 20% exclusively used the Internet for their most recent service experience (vs. visiting a government office or using the telephone), 27% preferred using the Internet over all other channels (vs. 31% for the telephone and 32% for a government office)
- Those using the Internet scored it 64 out of a 100 in terms of satisfaction (compared to 65 for government offices and 54 for telephone)
- With respect to access problems with the Internet, Canadians cited trouble finding what they needed, the website not having the information looking for, website too complicated, search engine did not work well, technical difficulties and forgetting their passwords



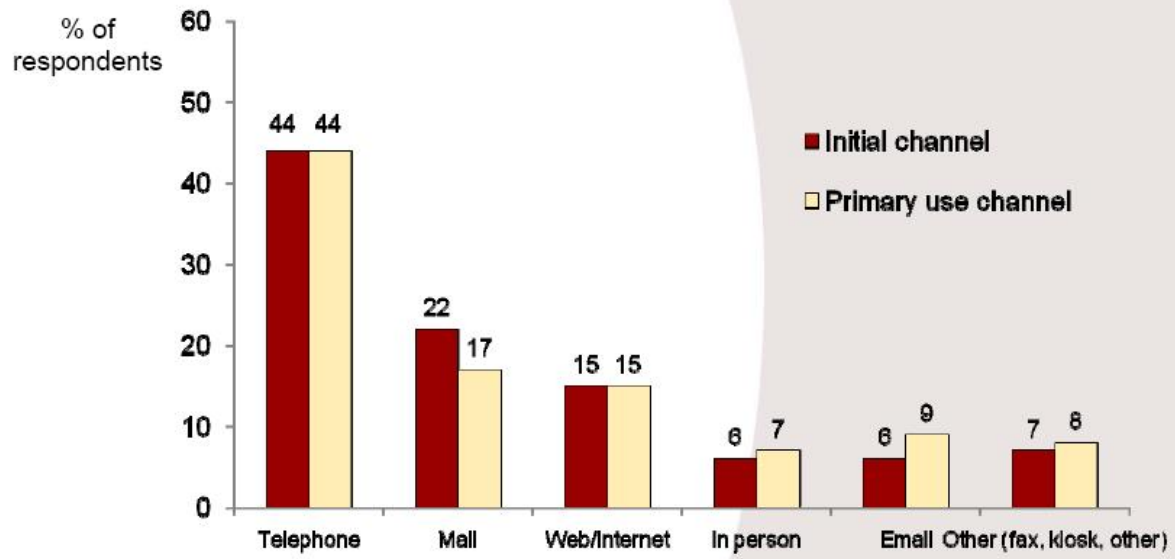
Citizens First 5 Data:

Percent who used each channel in the recent service experience



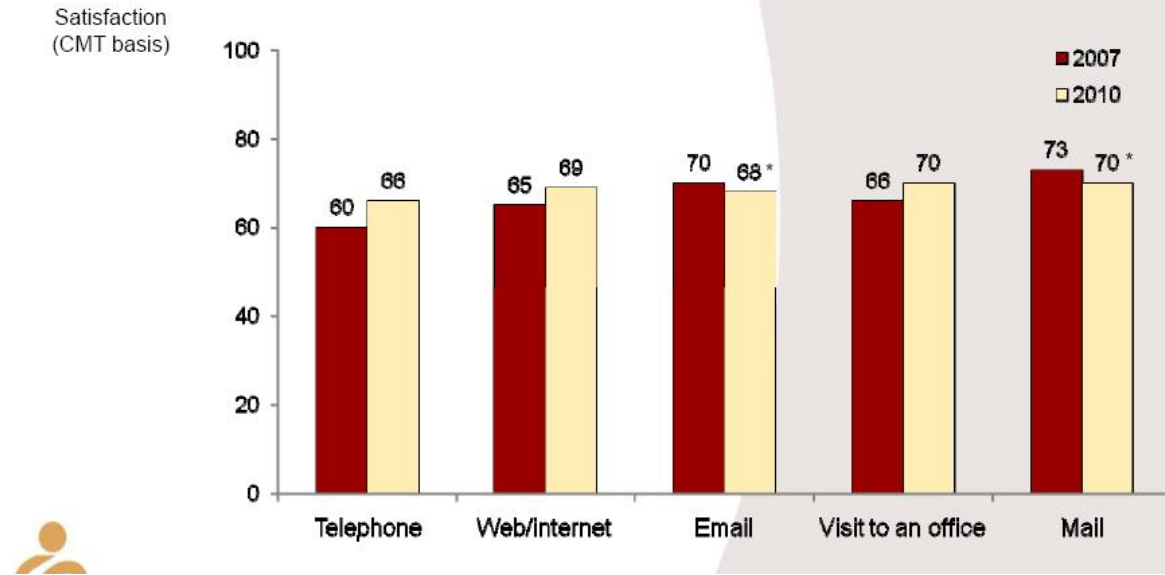
A complementary survey to business called "Taking Care of Business" was done in 2010 and provided additional insights into the Internet as a service delivery channel:

- Only 15% of businesses surveyed used the Internet for government service
- 67% were satisfied using the Internet and 77% would use this service channel again
- There is strong loyalty to use the Internet as the preferred service channel for completing routine transactions, getting information and advice, submitting an application and a close second to the telephone for solving or correcting a problem although it ranks second behind the telephone as their channel preference for those services
- The main driver for satisfaction in using the web is the amount of time it takes to get the service. Other drivers of satisfaction include the steps were clearly explained and obtained the desired resolution.
- 51% of businesses would like to do all routine business online

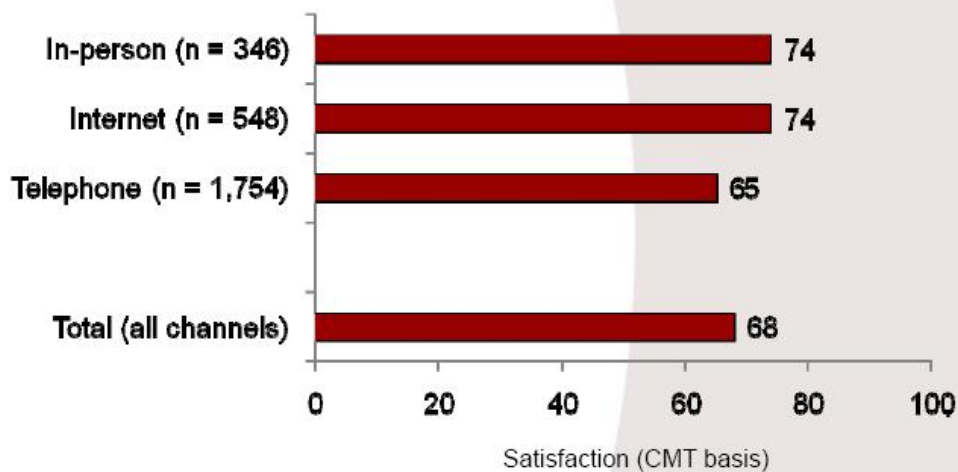


Taking Care of Business 3:

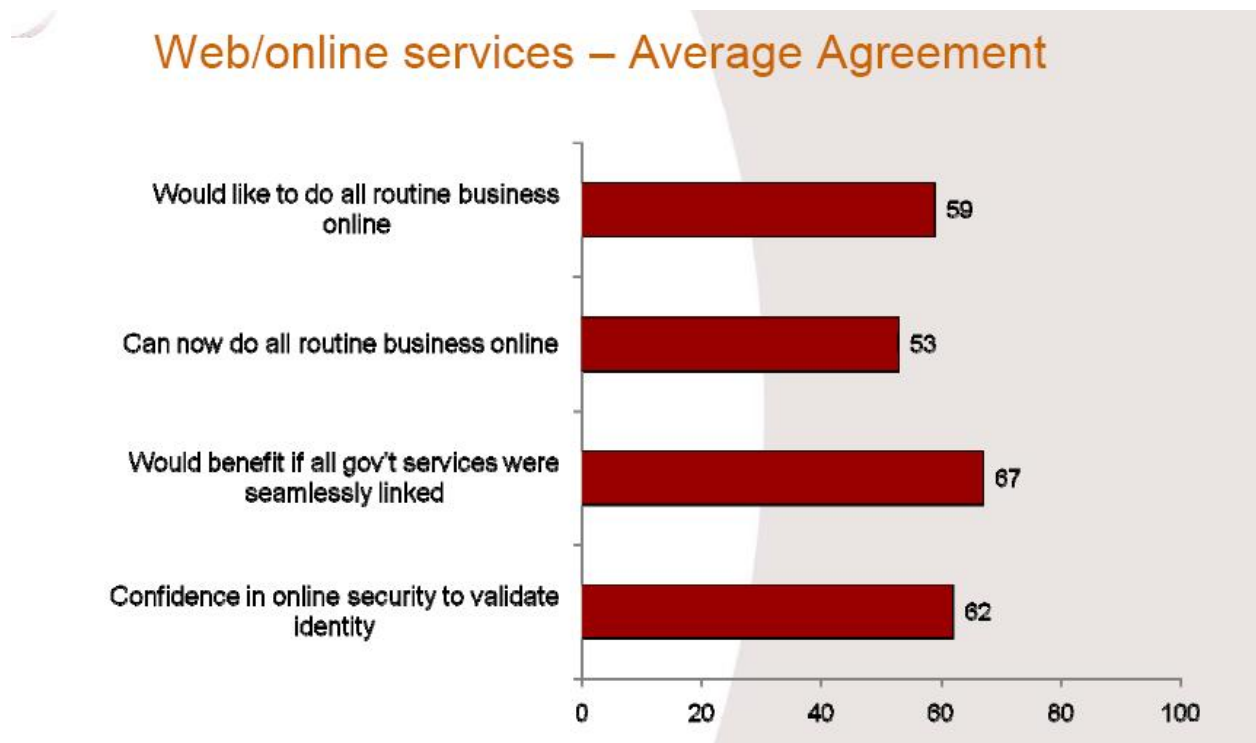
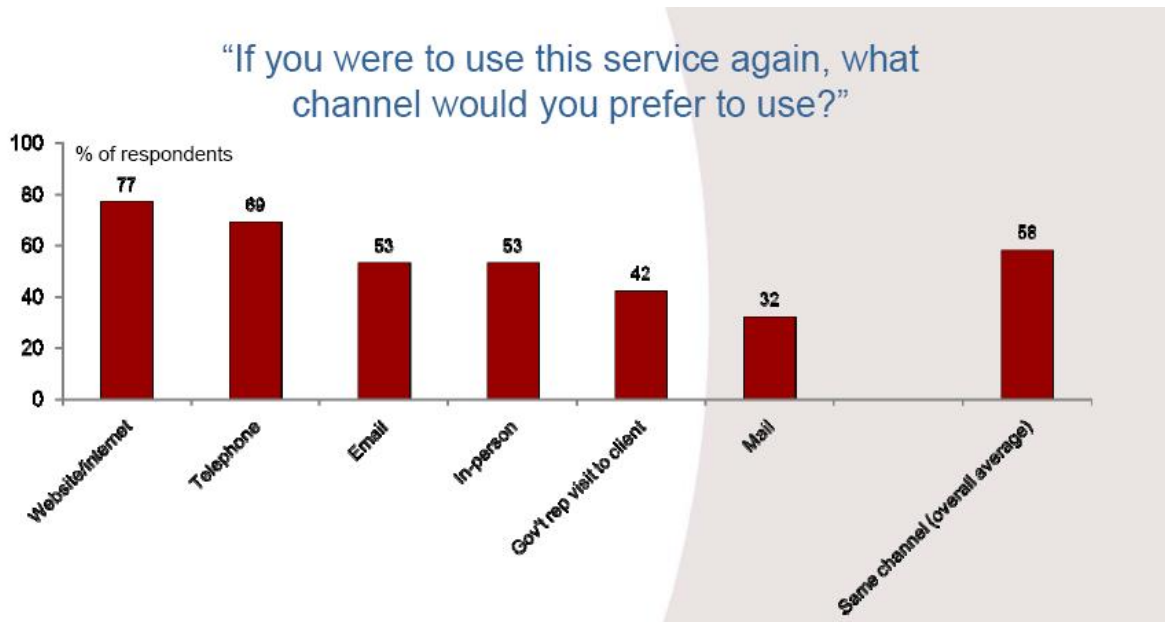
Modest increase in channel satisfaction since 2007 – primary channels



Channel* attributes – ease of contact

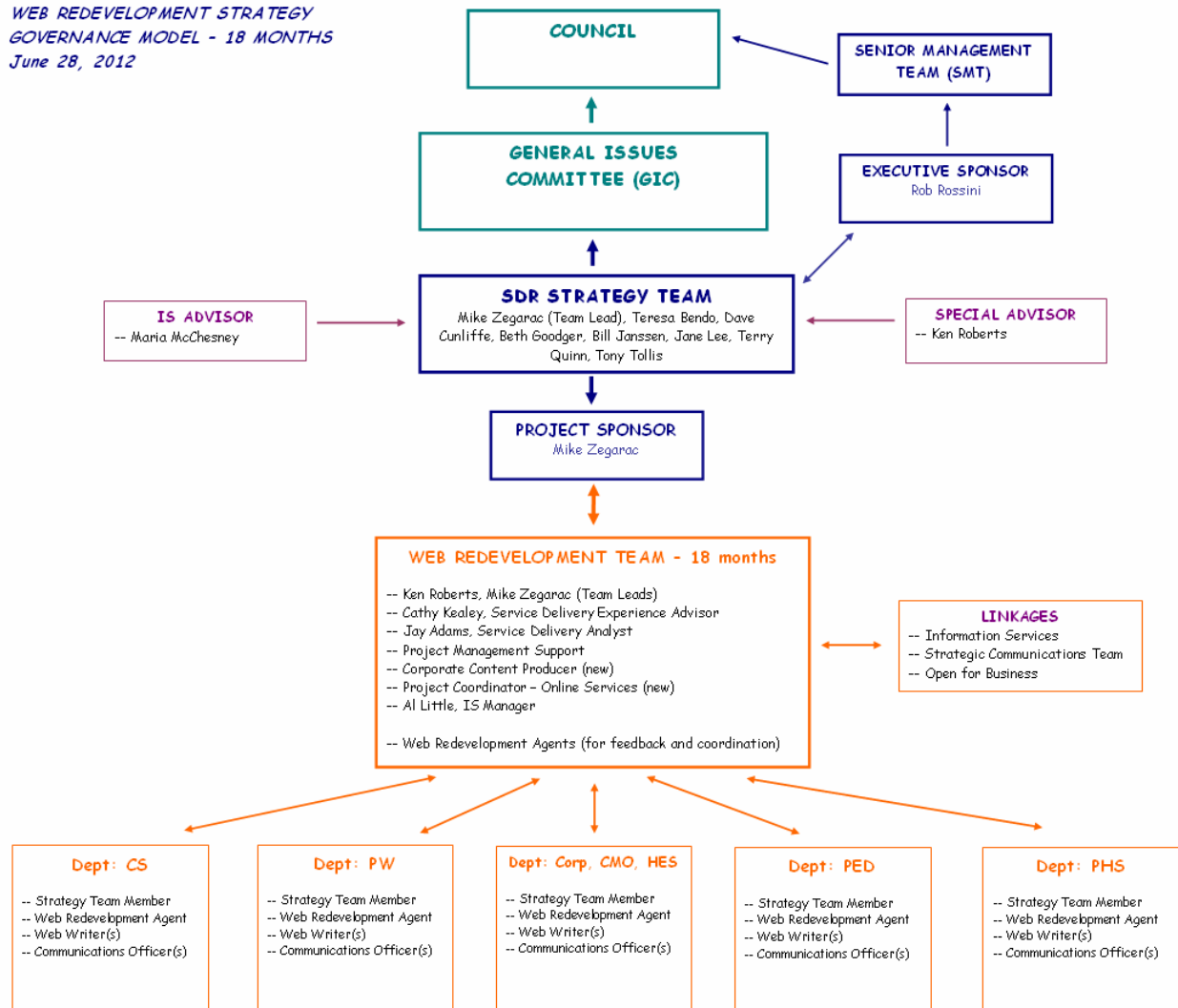


Taking Care of Business 3:



Appendix B: Proposed Governance Framework

*WEB REDEVELOPMENT STRATEGY
GOVERNANCE MODEL - 18 MONTHS
June 28, 2012*



Appendix C: Observations from Municipal Benchmarking

Municipalities and government organizations were selected which are known to be following best practices in online service delivery. This included Vancouver, Calgary, Edmonton, Ottawa, Region of Waterloo, Region of Peel, Service Ontario, Service Canada, Service New Brunswick, Service British Columbia, UK government, governments of Australia and the United States. Research was conducted through an online survey, interviews, meetings and document reviews. Areas reviewed related their experience and best practice within their organization related to their focus on the web as a service delivery channel, structure and roles, funding, staffing and performance measurement.

Best Practices Key Findings

1) Strong focus on the web as a primary service delivery channel

- i) Embedded in strategic plan and/or organizational focus
- ii) Have senior leadership and Council support
- iii) Dedicated funding and resources to achieve their online goals

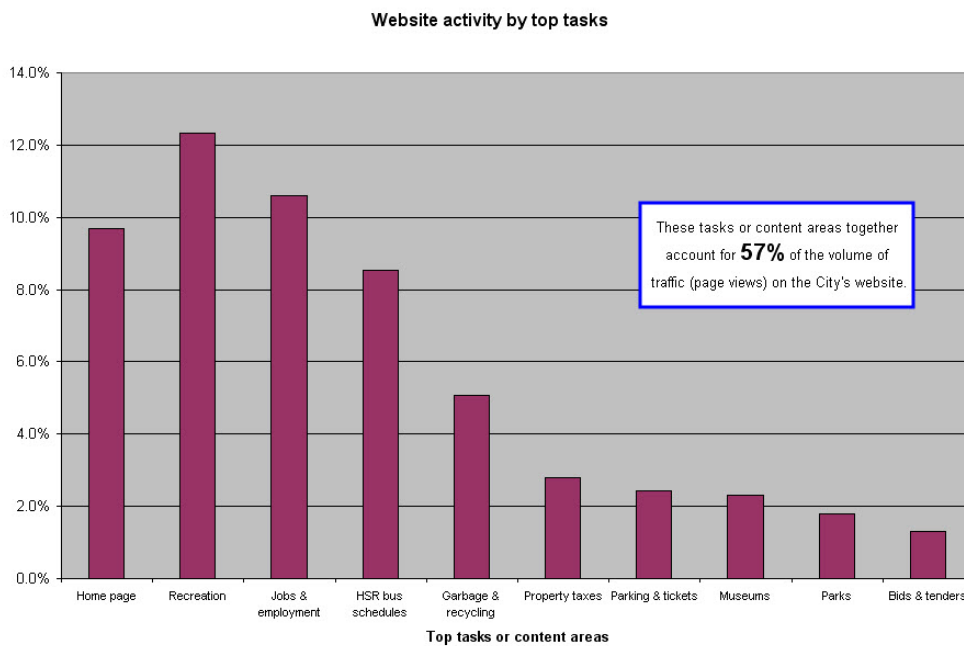
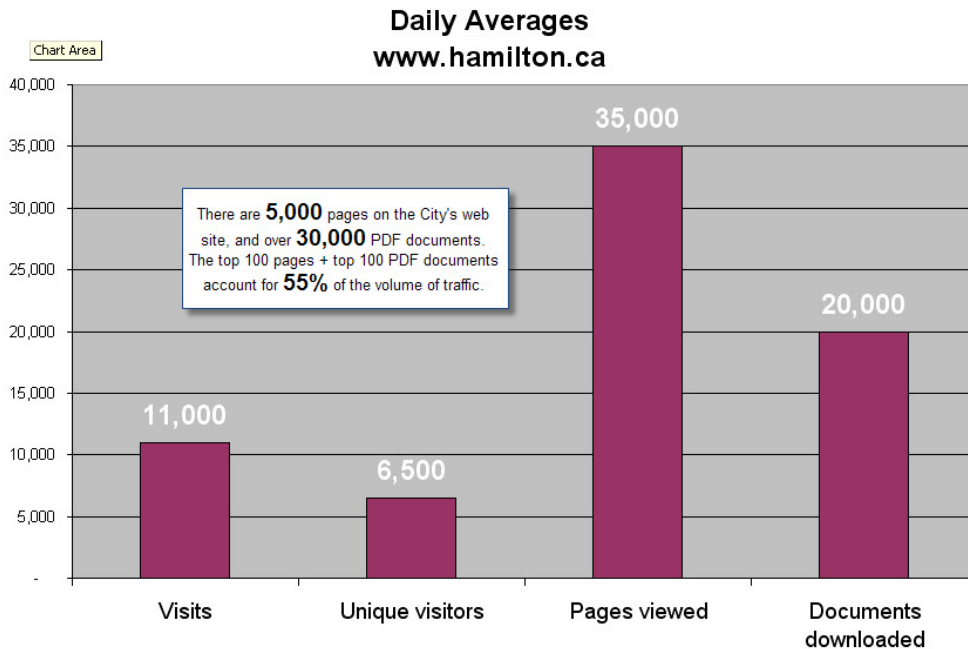
2) Supporting structures and models

- i) Organizations have both a corporate level and departmental level function – each with specific roles and responsibilities that are unique and separate
- ii) Web team reporting to a senior leader in the organization and linked to other service channels
- iii) Technology staff manages the technical aspects of the website (hardware, software, technical supports) and not the strategy, prioritization, funding, services, standards or content.
- iv) Organizations have corporate functions with specific roles and responsibilities:
 - a. Leadership to develop framework, gather business and citizen requirements and provide guidance and tools to support the website;
 - b. Oversee processes for prioritization and funding of the website;
 - c. Set standards and policy for the organization (content, online service development, navigation, search engine, look and feel, accessibility, service standards, creation of new websites, etc.);
 - d. Report on website performance;
 - e. Determine best practices for the website for the organization;
 - f. Communications and training (e.g. training staff to writing for the web, ensure a single voice for all content, coordinate single e-newsletter)
- v) Program level staff responsible to:
 - a. Document business requirements and build business cases;
 - b. Author content and rich media according to standards;
 - c. Review performance reports.

3) Website performance, costs and measures are tracked and analyzed

- i) Variety of measures established such as:
 - a. Evaluation of website, impact and task satisfaction (through citizen and program metrics)
 - b. Value for money measure for website (e.g. cost/participant and effectiveness)

Appendix D: Website Metrics for www.hamilton.ca



Note: Page view traffic is one of many measures used to determine "top tasks" of visitors to the City's website. Other measures include e-mail analysis, call centre tracking, search term analysis, top e-services used (see Appendix A), etc.

Appendix E: List of City of Hamilton Websites

DOMAIN	FUNCTION	DEPT
www.hamilton.ca	Website	Shared
consultme.hamilton.ca	Application website	PED
old.hamilton.ca	Application website	Shared
hr.hamilton.ca	Application website	HR
map.hamilton.ca	Application website	GIS
rec.hamilton.ca	Application website	CS
surveys.hamilton.ca	Application website	CS
tax.hamilton.ca	Application website	Tax
www.busweb.hamilton.ca:8008	Application website	HSR
www.hamiltoncdsurveillance.ca	Redirect to www.hamilton.ca	PHS
www.hamiltoncivicmuseums.ca	Redirect to www.hamilton.ca	PED
www.hamiltonfarmersmarket.ca	Redirect to www.hamilton.ca	CS
www.putwasteintherightplace.ca	Redirect to www.hamilton.ca	PW
www.treeshamilton.com	Redirect to www.hamilton.ca	PW
www.battlefieldhouse.ca	Website	PED
www.cityhousinghamilton.com	Website	CS
www.cleanair.hamilton.ca	Website	PED
www.communitywalk.com/StepForwardHamilton	Website	PW
www.connectionshp.hamilton.ca	Website	PHS
www.cyclehamilton.ca	Website	PW
www.doitwell.ca	Website	PHS
www.foodsafetyzone.ca	Website	PHS
www.golfhamilton.ca	Website	CS
www.hamiltonbeststart.ca	Website	CS
www.hamiltonhistoricalboard.ca	Website	PED
www.hamiltonimmigration.ca	Website	CS
www.hamilton-scourge.hamilton.ca	Website	CS
www.hamiltonrapidtransit.ca	Website	PW
www.hamiltonwastereview.ca	Website	PW
www.hamiltonwinterfest.ca	Website	PED
www.investinhamilton.ca	Website	PED
www.museumshamilton.com	Website	PED
www.mygoldbox.ca	Website	PW
www.panamhamilton2015.ca	Website	PED
www.phred-redsp.on.ca	Website	PHS
www.snowangels.ca	Website	CS
www.treeshamilton.com	Website	PW
www.unfilteredfacts.ca	Website	PHS
www.youthnethamilton.ca	Website	PHS

Appendix F: List of Current Online Services

Large scale internal applications:

- Apply for City jobs
- Bus schedules
- Maps
- Recreation registration

(These services/tasks account for a majority of usage and need improvement before new services are added. New services should be built based on business cases and by exception during website redevelopment until these are improved)

Internally developed or linked third-party online services:

- Bid lookup/Vendor registration
- BizPal
- Building permit query
- Commercial property lookup
- Council meeting webcasting
- Eating Establishment Licences renewals
- Economic Development Event Registration
- Election Polling Station lookup
- Find an Ontario Works job
- Museum e-ticketing
- Pay provincial offences / parking tickets
- Pet licence application and renewal
- Purchase Dundurn Castle gifts (e-store)
- Rapid Transit Mailing List
- Report a dead bird
- Report graffiti
- Report lost pet
- Restaurant safety inspection records
- Road construction tenders
- Tax lookup
- Waste calendar
- Voting Locations
- Zoning verification (building permit)

Online forms:

- Accessibility for Ontarians with Disabilities Act feedback tool
- Battlefield Re-enactors Registration
- Best Start Materials Request Form
- Camp Kidaca registration
- Cancer awareness quiz
- Child-care calculator
- Citizens' Forum - Book Evaluation

**SUBJECT: Redevelopment of City's Website (CM12008, FCS12055) (City Wide) -
Page 33 of 34**

- Citizens' Forum - Questionnaire Submission
- Citizens' Forum - RSVP
- Downtown/BIA Financial Incentive Grants Applications
- Dundas Driving Park Public Art Survey
- Events list
- Feedback: Customer Service
- Feedback: eServices
- Feedback: Website
- Food Safety Survey
- Healthy Schools
- James Street North Public Art Competition Survey
- Lead Tap Water Survey
- Long-term Care Tour Request
- Love Your City survey
- Municipal Law Enforcement Online Complaint Form
- Pan Am Games Stadium comment submission form
- Request to speak to committee
- Student Housing Applications
- Survey: AEGD
- Waste – 1 Bag Special Consideration Application

Appendix G: List of Generic E-mail Addresses

adgs@hamilton.ca
aegd@hamilton.ca
Analysis@hamilton.ca
animalcontrol@hamilton.ca
artsadv@hamilton.ca
artsawards@hamilton.ca
askCITY@hamilton.ca
ats@hamilton.ca
banners@hamilton.ca
battlefield@hamilton.ca
beststart@hamilton.ca
building@hamilton.ca
cemeteries@hamilton.ca
cfa@hamilton.ca
childcare@hamilton.ca
childrensmuseum@hamilton.ca
cleanair@hamilton.ca
clerk@hamilton.ca
CommunityWellness@hamilton.ca
constructionservices@hamilton.ca
cscoco@hamilton.ca
culture@hamilton.ca
dundurn@hamilton.ca
economicdevelopment@hamilton.ca
encroachments@hamilton.ca
eplanning@hamilton.ca
facebook@hamilton.ca
Facilities@hamilton.ca
facilitybooking@hamilton.ca
fairness@hamilton.ca
farmersmarket@hamilton.ca
fieldcote@hamilton.ca
film@hamilton.ca
GISServices@hamilton.ca
green@hamilton.ca
griffinhouse@hamilton.ca
H1N1Flu@hamilton.ca
hamiltoncreates@hamilton.ca
HeritagePlanning@hamilton.ca
hmcemeteries@hamilton.ca
hsrserve@hamilton.ca
humanservicesplanning@hamilton.ca
info@hamilton.ca
military@hamilton.ca
mle@hamilton.ca
mumshow@hamilton.ca
museums@hamilton.ca
opreview@hamilton.ca
panam@hamilton.ca
parking@hamilton.ca
pence@hamilton.ca
permanentroadclosures@hamilton.ca
privacy@hamilton.ca
publicart@hamilton.ca
publichealth@hamilton.ca
purchasing@hamilton.ca
rapidtransit@hamilton.ca
recreation@hamilton.ca
registration@hamilton.ca
rhvp@hamilton.ca
roadopsandmaint@hamilton.ca
saphsweb@hamilton.ca
smartcommute@hamilton.ca
sourcewater@hamilton.ca
specialevents@hamilton.ca
sphslib@hamilton.ca
support@hamilton.ca
surveillance@hamilton.ca
TaxSupport@hamilton.ca
tobacco@hamilton.ca
tourism@hamilton.ca
trafaa@hamilton.ca
trafsig@hamilton.ca
UrbanDesign@hamilton.ca
vision2020@hamilton.ca
wastemanagement@hamilton.ca
water@hamilton.ca
websolut@hamilton.ca
wentworthlodge@hamilton.ca
whitehern@hamilton.ca
workplace@hamilton.ca
youthnet@hamilton.ca
zoningby-lawreform@hamilton.ca