



Hamilton

**WEB REDEVELOPMENT SUB-COMMITTEE
REPORT 12-001**

10:00 a.m.
Friday, November 2, 2012
Room 264
Hamilton City Hall
71 Main Street West

Present: Councillors C. Collins, M. Pearson, R. Powers
Also Present: Councillor J. Farr
Absent with Regrets: Councillor J. Partridge – City Business

**THE WEB REDEVELOPMENT SUB-COMMITTEE PRESENTS REPORT 12-001
AND RESPECTFULLY RECOMMENDS:**

1. Election of Chair and Vice Chair

- (a) That Councillor R. Powers be appointed Chair of the Web Redevelopment Sub-Committee;
- (b) That Councillor C. Collins be appointed Vice Chair of the Web Redevelopment Sub-Committee.

2. Terms of Reference (Item 4.1)

That the Terms of Reference for the Web Redevelopment Sub-Committee, as amended, attached hereto as Appendix "A", be approved.

FOR THE INFORMATION OF THE COMMITTEE:

Prior to conducting the business of the Sub-Committee, Councillor Powers requested introduction of the staff in attendance, as follows:

- Mike Zegarac, Director of Financial Planning
- Ken Roberts, Retired Chief Librarian of Hamilton Public Library, Acting as Advisor
- Cathy Kealey, Service Delivery Experience Advisor
- Jay Adams, Service Delivery Analyst
- Al Little, Manager of Business Applications
- Maria McChesney, Director of Information Services
- Jennifer Di Domenico, Project Manager, Service Delivery Review
- Bill Janssen, Director of Planning
- Mike Kirkopoulos, Strategic Communications Program Manager

(a) CHANGES TO THE AGENDA (Item 1)

Chair Powers requested that the following item be added to the agenda:

- (i) General discussion of how to involve the public in the public input process.
(Added Item 4.3)

On a motion, the agenda was approved, as amended.

(b) DECLARATIONS OF INTEREST (Item 2)

None

(c) PRESENTATIONS (Item 3)

- (i) **Summary of Web Redevelopment Strategy (No Copy) (Item 3.1)**
- (ii) **Update on Web Redevelopment Team, Business Case and Request for Proposal (No Copy) (Item 3.2)**

Mike Zegarac advised that the power point presentation to be made by staff would speak to both Items 3.1 and 3.2 on the agenda, and would speak to what a website should be.

The presentation by Mike Zegarac, Ken Roberts and Cathy Kealey provided information on the following:

- Re-cap with respect to the original staff report presented to the General Issues Committee in June with respect to web redevelopment
- Defined objectives and updates in response to the direction received
- Presentation will speak to web governance; provide a sense of how the web redevelopment is being supported and will describe and speak to the Business Case
- Will speak to the Request for Proposal, which staff hope to have issued within the next few weeks in an effort to have the proposals back before the end of the year for evaluation

- Summary of Phase 1 strategy and deliverables

A copy of the power point presentation is attached hereto as "Appendix "B".

The Sub-Committee requested information with respect to how many staff are involved in web redevelopment throughout the City Departments, and the costs; need to understand how much money has been invested to date and where/if those funds can be re-allocated.

The Sub-Committee also requested that staff dedicated to the web site attend a future meeting to get an understanding of the Sub-Committee's priorities and recognize/identify where there may be overlaps of functions.

The Sub-Committee discussed the following:

- possibility of inviting members of Service Ontario to a future meeting to provide an update of their service plan and where they hope to evolve their service delivery model.
- Inviting members of the community to the next meeting of the Web Redevelopment Sub-Committee to express their comments on what would be desirable options with respect to the City's web page.

On a motion, the presentation respecting the Summary of Web Redevelopment Strategy and Update on Web Redevelopment Team, Business Case and Request for Proposal, was received.

(d) DISCUSSION ITEMS (Item 4)

(i) Terms of Reference (Item 4.1)

On a motion, the Terms of Reference were amended by adding reference to the following under "Sub-Committee Objectives"

- (aa) supporting the function of social media
- (bb) on-line customer service and the potential role of kiosks.

The Amendment CARRIED and the Motion, as amended, CARRIED.

(ii) Meeting Frequency and Scheduling (No Copy) (Item 4.2)

On a motion, f the Web Redevelopment Sub-Committee will meet twice monthly, with special meetings at the Call of the Chair.

(e) GENERAL INFORMATION/OTHER BUSINESS (Item 5)

On a motion, staff was directed to present an update regarding its social media policy and implementation strategy that includes cross-departmental participation times.

On a motion, staff was directed prepare a presentation to the Sub-Committee with an update regarding off-site kiosk service delivery models that might include delegations from Service Canada and Service Ontario.

Future Agenda Items:

- (i) Discussion of the social media policy and implementation plans that include departmental participation times
- (ii) "Evolving Updates" to be a fixed item on each agenda for staff to provide updates

(f) ADJOURNMENT

There being no further business, the Sub-Committee adjourned at 12:01 p.m.

Respectfully submitted

Councillor R: Powers
Chair
Web Redevelopment Sub-Committee

Carolyn Biggs
Legislative Co-ordinator
Office of the City Clerk

WEB REDEVELOPMENT SUB-COMMITTEE

TERMS OF REFERENCE

Mandate

To provide oversight to the City of Hamilton's Web Redevelopment Strategy with the goal of creating a citizen-focused website.

Sub-Committee Objectives

1. To ensure that the City of Hamilton delivers a website which meets the following objectives:
 - Improve the City's online image by:
 - creating a new and visually pleasing consistent look-and-feel
 - ensuring online services are working well with relevant and easy-to-find content
 - by implementing industry standards, policies and guidelines that help reinforce the City's image
 - Improve communication to citizens and opportunities for engagement by:
 - providing and maintaining relevant, timely and simplified online content
 - ensuring compliance with AODA guidelines
 - keeping citizens informed with a regularly published opt-in e-newsletter to begin a more coordinated way of keeping citizens aware of important City initiatives
 - **supporting the function of social media**
 - Improve online customer service by:
 - making it easier to find information and online service tools
 - improving five important online services which will go a long way to serving a majority of citizens and business
 - aligning the way we organize our website with what citizens need
 - ensuring that our content is accessible on mobile devices, which will certainly become more and more critical to the future of our service delivery
 - **providing on-line customer service and exploring the potential role of kiosks**
 - Enable the City to provide services at a lower cost by:
 - identifying new ways to cost-effectively provide our services online
 - decommissioning or consolidating City owned or operated websites (where warranted) and their associated spending
 - by moving routine tasks from more expensive channels (such as telephone and in-person) to the website

General Scope of Sub-Committee Work and Deliverables

1. Provide oversight to ensure the successful implementation of the City's Web Redevelopment Strategy.
2. Review significant project deliverables and provide input, guidance and direction for the phases within the Strategy.
3. Recommend any relevant actions or policies for improvement.

Membership and Reporting Structure

Sub-Committee membership will consist of four (4) members of Council, with the Chair being appointed by the Sub-Committee at its first meeting.

The Sub-Committee shall report back to General Issues Committee (GIC) periodically at the discretion of the Sub-Committee.

Sub-Committee Staff Support

The following Senior Staff from the Web Redevelopment Team (WRT) will be required resources to this Sub-Committee:

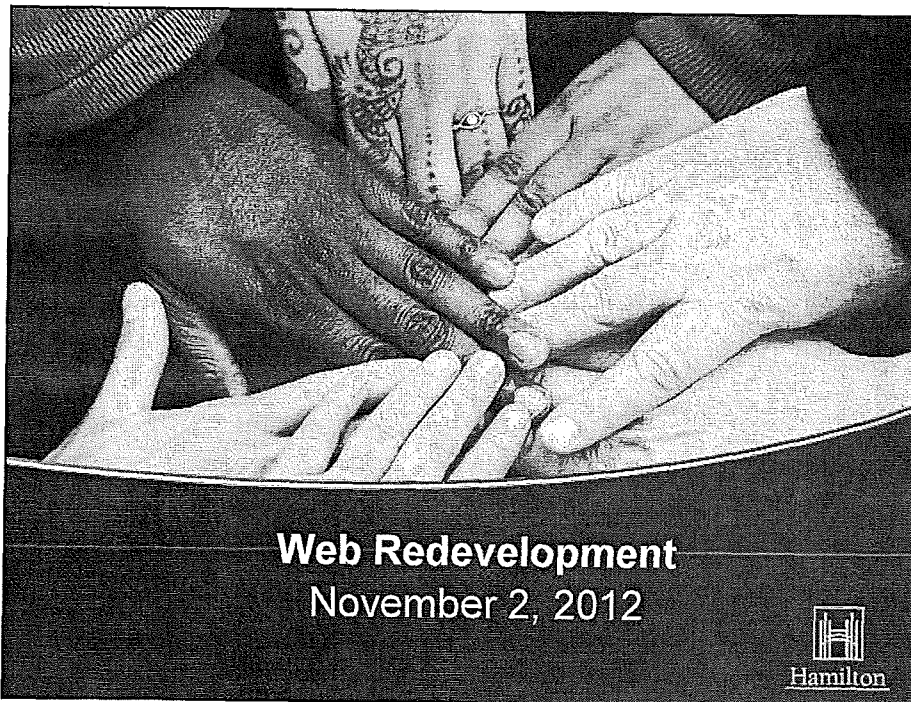
- **Mike Zegarac**, Director of Financial Planning (WRT Chair), Corporate Services
- **Ken Roberts**, Special Advisor to the Web Redevelopment Team
- **Jane Lee**, Director of Customer Service, Corporate Services
- **Bill Janssen**, Director of Strategic Services, Planning and Economic Development
- **Cathy Kealey**, Service Delivery Advisor, Financial Planning Division, Corporate Services
- **Jay Adams**, Service Delivery Analyst, Financial Planning Division, Corporate Services
- **TBD**, Corporate Content Producer, Financial Planning Division, Corporate Services
- **Al Little**, Manager of Business Applications, Information Services Division, Corporate Services

Meetings

Twice monthly, with special meetings at the call of the Chair.

Time Frame

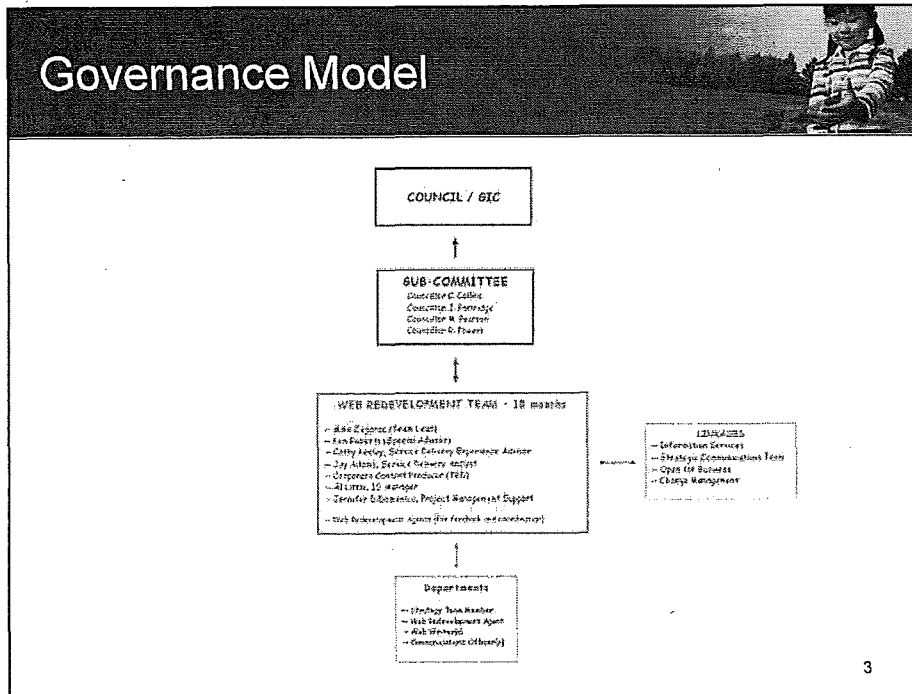
Sub-Committee will begin their work in Q3 2012. It is expected to have a report of preliminary findings by Q2 2013, with a final report to General Issues Committee (GIC) at the discretion of the Sub-Committee.



Agenda

- Summary of Web Redevelopment Strategy (June 28, 2012)
- Update: Web Redevelopment Team, Business Case and RFP

Governance Model



Web Redevelopment Team (Core)

- Mike Zegarac (Team Lead)
- Ken Roberts (Special Advisor)
- Cathy Kealey (Service Delivery Experience Advisor)
- Jay Adams (Service Delivery Analyst)
- Corporate Content Producer (TBD)
- Al Little (IS Manager)
- Jennifer DiDomenico (Project Management Support)
- Bill Janssen (Strategy Team Liaison)
- Jane Lee (Strategy Team Liaison)

Background



- Council approved the Service Delivery Review Plan (CM11009/FCS11056) in June 13, 2011, that include:
 1. Profiles of citizen facing and internal services;
 2. **A four year web strategy;**
 3. Advance call handling consolidation recommendations;
 4. Improve IT governance and create IT efficiencies.

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Councillors' Feedback

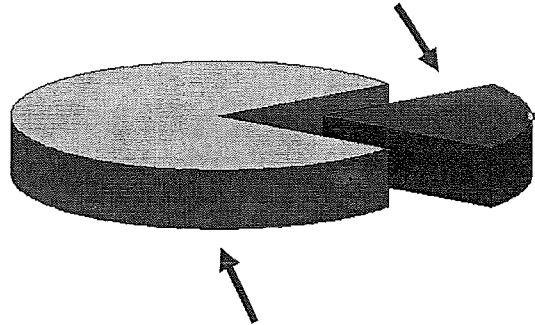


- Find-ability is poor
- Search doesn't work
- Lack of information – service responses (email)
- Content is out-of-date
- Lacks visual appeal
- Need better use of electronic communications (e.g. e-Newsletter and Social Media)
- Requested areas for exploration or review:
 - Revenue generation (sponsorship)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

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Small Portion of Website is Used

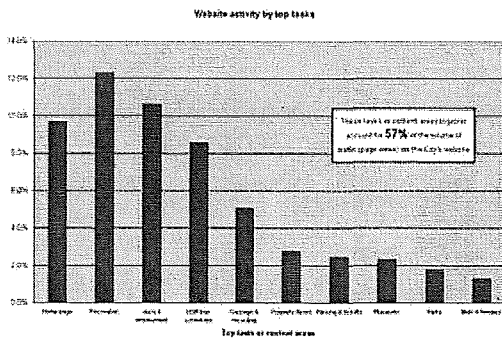
95% of traffic is for this 20%



Only 5% of traffic is for this 80%

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What are citizens coming to do?



Find a job

Bus schedules

Garbage and recycling

Register for recreation

Pay a parking ticket

Inquire about taxes

Bids & tenders

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Web Redevelopment Principles



- The website must:
 - Be citizen-centred
 - Be AODA compliant
 - Meet City's business unit needs
 - Employ evidence-based decision making
 - Become a properly structured/resourced service channel
 - Be easy to maintain and update
 - Achieve efficiency gains
 - Prioritize efforts based on use by citizens/business
 - Position us for the future
- This 24 month project is the beginning of the work

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Goals



- Improve the City's online image
- Improve communication to citizens
- Improve online customer service
- Enable the City to provide services at a lower cost

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Web Redevelopment Strategy

Enable the City to provide services at a lower cost

Improve online customer service

Improve communication to citizens and opportunities for engagement

Improve the City's online image



Future

Future e-government projects and savings through IS governance, partnerships and integration of service channels.

Online Services

Take online to identify opportunities, make it easier to find, access and use important online services.

Content and look-and-feel

A new website with consistent standards, new look and feel, improved navigation, search and improved content. In addition, provide a citizen e-newsletter, documentation or consistency external website (where warranted).

Governance of the Web

Establish governance for the website, including a clear business owner responsible for policies, standards, metrics, prioritization (based on business and citizen need), budgeting, measurement and reporting.

Report Recommendations

1. Invest \$2.45 million for the total redevelopment of the website and online services.
2. Report back with policies and an ongoing business plan for the operation/maintenance of the website.
3. Report back the potential savings and benefits through the total redevelopment of the City of Hamilton website.
4. Constrain new application development until new policies are put in place and the redeveloped website is launched.
5. Hire two temporary FTE for a period of up to eighteen months.

Council Motion

1. That Council, in principle approve the outcomes and strategies outlined;
2. That Council approve phase 1 of the City of Hamilton website redevelopment project, beginning with the governance plan, creation of a web redevelopment team, a business case including savings and revenues expected and related aspects, at a cost of \$575,000;
3. That staff report back on deliverables and how implementation affects the overall funding;
4. That Staff report back to the GIC upon completion and prior to the 2013 budget deliberations;
5. That a Sub-Committee, be established.

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Project Update

Enable the City to provide services at a lower cost

Improve online customer service

Improve communication to citizens and opportunities for engagement

Improve the City's online image

Future

Finance government projects and savings through IS governance, partnerships and integration of service channels

Online Services

Use modern & timely capabilities, make it easy to find, access and use, create online services

Content and look-and-feel

A new website with consistent standards, new look-and-feel, improved navigation, search and improved content. In addition, produce a citizen newsletter. Discontinuation of redundant internal websites (where warranted).

Governance of the Web

Establish governance for the website, including a clear business owner responsible for policies, standards, metrics, prioritization (based on business and citizen need), budgeting, measurement and reporting.

Web Redevelopment Agents



Governance of the Web

Establish governance for the website, including a clear business owner responsible for policies, standards, metrics, prioritization (based on business and citizen need), budgeting, measurement and reporting.

- Team Formation:
 - Web Redevelopment Agents
 - Corporate Content Producer

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Business Case



Governance of the Web

Establish governance for the website, including a clear business owner responsible for policies, standards, metrics, prioritization (based on business and citizen need), budgeting, measurement and reporting.

- Part 1: Technology Assessment
 - Hosting (internal or external)
 - Platform (open source or proprietary)
 - Development
- Part 2: revenue, cost-savings and related aspects

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Content

Content and look-and-feel

A new website with consistent standards, new look-and-feel, improved navigation, search and improved content. In addition produce a citizen e-newsletter, Decommission or consolidate external websites (where warranted).

- Focusing on most-requested information and services using analytics

Category	Requests	Downloads	Views	Clicks
Home	1,200,000	1,200,000	1,200,000	1,200,000
Services	800,000	800,000	800,000	800,000
Information	600,000	600,000	600,000	600,000
Forms	400,000	400,000	400,000	400,000
Tools	200,000	200,000	200,000	200,000
Help	100,000	100,000	100,000	100,000
Feedback	50,000	50,000	50,000	50,000
Partners	20,000	20,000	20,000	20,000
Press	10,000	10,000	10,000	10,000
Events	5,000	5,000	5,000	5,000
Jobs	2,000	2,000	2,000	2,000
Other	1,000	1,000	1,000	1,000

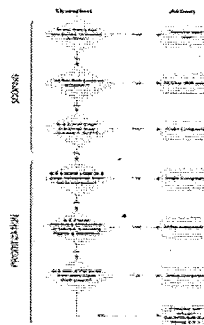
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Content

Content and look-and-feel

A new website with consistent standards, new look-and-feel, improved navigation, search and improved content. In addition produce a citizen e-newsletter, Decommission or consolidate external websites (where warranted).

- Streamlining, simplifying and reducing content
- Decommission and consolidate (where warranted)

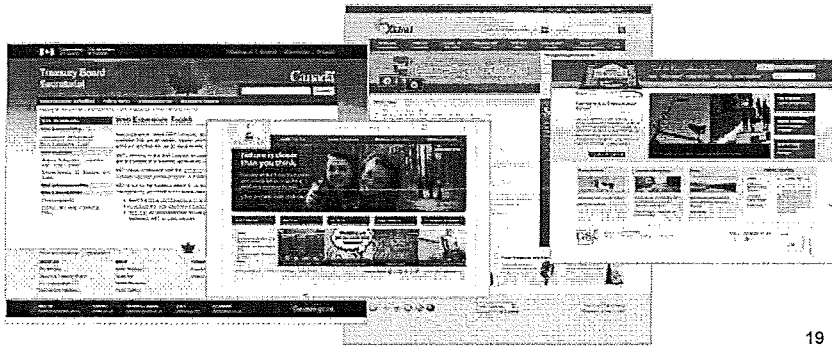


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Look-and-Feel

Content and look-and-feel

A new website with consistent standards, new look-and-feel, improved navigation, search and improved content. In addition, produce a citizen e-newsletter, the Commission or consolidate external websites (where warranted).

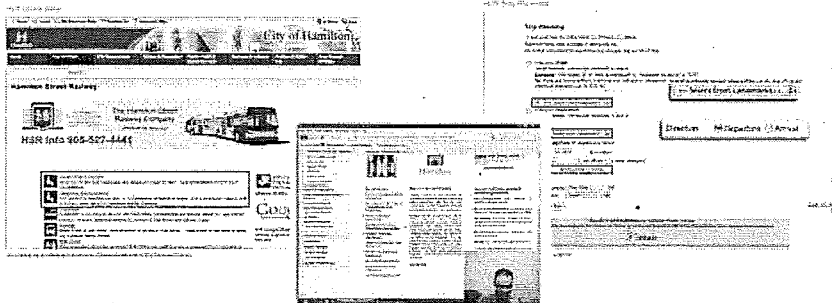


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Improving Online Services – HSR

Online Services

Using metrics to identify opportunities, make it easier to find, access and use important online services.



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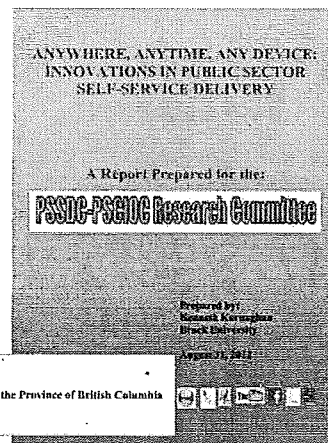
Timelines & Deliverables

- Q4 '12
 - Team formation and orientation
 - Content conversion plans developed
 - Technology Assessment RFP awarded
 - Service #1 (HSR) scoped
- Q1 '13
 - Technology Assessment completed
 - Service #1 (HSR) prototyped, tested and launched
 - New style guidelines and look-and-feel developed
 - AODA compliance plan developed for all content and online services
 - Business Case presented to GIC for approval of phase 2

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Other Business

- Institute of Citizen Centered Service
 - City of Hamilton Innovation Case Study
- Municipal Service Deliveries Officials Conference



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