

Hamilton

WEB REDEVELOPMENT SUB-COMMITTEE REPORT 13-001

**10:00 a.m.
Friday, March 1, 2013
Room 830
Hamilton City Hall
71 Main Street West**

Present: Councillor R. Powers (Chair)
Councillor C. Collins (Vice Chair)
Councillors J. Partridge, M. Pearson

THE WEB REDEVELOPMENT SUB-COMMITTEE PRESENTS REPORT 13-001 AND RESPECTFULLY RECOMMENDS:

- 1. Web Redevelopment Sub-Committee – Amendments to Title and Terms of Reference (FCS13031) (City Wide)**
 - (a) That the Web Redevelopment Sub-Committee's name be amended to the Web Redevelopment and Service Channel Sub-Committee;
 - (b) That the revised Terms of Reference for the Web Redevelopment and Service Channel Sub-Committee, attached as Appendix "A" to Report FCS13031, as amended, be approved.

FOR THE INFORMATION OF THE COMMITTEE:

(a) CHANGES TO THE AGENDA (Item 1)

None

The agenda was approved, as presented.

(b) DECLARATIONS OF INTEREST (Item 2)

None

(c) APPROVAL OF PREVIOUS MINUTES (Item 3)

The January 23, 2013 Minutes of the Web Redevelopment Sub-Committee were approved, as presented.

(d) PRESENTATIONS

(i) Update on Web Redevelopment Project (Item 4.1)

Jay Adams, project lead on Web Redevelopment, provided an update on the project and with the assistance with power point, spoke to the following issues:

- Web Technology Assessment
 - Preferred proponent has been selected
 - Work to get underway shortly
 - Research and analysis will include component of public consultation
 - Outcomes of that work will be recommendations that will come to WSC in April/May
- AODA Requirements
 - All websites, content, and online applications created or substantially changed since Jan.1/12 must meet the WCAG 2.0 Level A requirements by Jan.1/14
- AODA on the Web
 - Requires a variety of elements to be addressed to make web adaptable, distinguishable, keyboard accessible, navigable, predictable, readable, compatible. Also includes providing alternatives for non-text and time-based media, as well as providing assistance to help users avoid and correct mistakes.
- AODA Activities
 - Assess the current (underway), make it accessible, test the new website, keep it accessible

Ken Roberts spoke to the following:

- Website Advertising Options
 - As part of the business case, conducted a literature review on opportunities for revenue generation and cost reduction
 - Examined models for sponsorship, retail ads, and in-house ads
- Sponsorships – Opportunities, Costs/Risks
 - Already doing this, linked to existing programs/services
 - Often involve co-branding, promotion at specific events
- Retail Banner Ads – Opportunities, Costs/Risks
 - Would require staff resources to oversee the program; could use internal or external staff to actively sell the advertising

- In either model, it is expected that the costs and risks would outweigh the declining revenue
- In-House Ads – Opportunities, Costs/Risks
 - Already doing this in a limited way, can generate revenue through increased uptake of City services
 - Real benefit is that it drives adoption of existing City services and programs
 - Model is easier to maintain, and may have benefits in reducing costs of advertising and print materials
- Recommendations/Options
 - Continue to explore online Sponsorship opportunities
 - Develop a more comprehensive In-House advertising program
 - Review existing policies for necessary revisions
 - Continue to monitor online advertising and sponsorship trends to assess for future revenue or cost-reduction opportunities

The Committee was supportive of these recommendations and requested that they be brought forward to General Issues Committee.

Jay Adams

- Top Online Services – selection criteria
 - Improve customer service
 - Reduce costs or improve efficiencies
 - Increase use of program or service
 - Increase revenue
 - Top dozen were identified, of these - some were already reviewed, others had high use by citizens, and some showed evidence of 'room for improvement'; one was added due to complexity in meeting AODA requirements
 - Result – Top 5 for comprehensive review are bus schedules, recreation programs, taxation services, animal licensing, business services – Clerks, minutes and agendas have been added
 -

The Committee confirmed their support for these Top 6 areas:

- Transaction Fees
 - Reviewed more than a dozen municipalities
 - Where the service was offered (online), most were not charging transaction fees – with the exception of parking and POA fines where several do charge
- History of Payments
 - Original goal was to recover costs to support sustaining the website
 - Annual revenue (excluding parking and POA) is ~\$7,000
 - Concern that the fee is actually a barrier to adoption of online services

- Best Practices
 - Governments are encouraging citizens to use lower-cost channels
 - Citizens see the inconsistency in charging added costs for online, and understand that it is lower-cost
 - Most municipalities do not charge added fees for online
- Recommendations/Options
 - The City remove transaction/convenience fees from all City services, starting with the ones where there are no contractual obligations
 - Review Fees By-law and Terms of Use policy
 - Review options and financial impacts of removing fees on parking and POA fines when the existing contract expires

The Committee was supportive of the recommended approach to transaction fees and requested that they be brought forward to the appropriate standing committees for adoption

- Next Meetings

Comments from Committee included, but were not limited to, the following:

Councillor Powers requested that the requirements for AODA be sent out to all members of Council in order that they may undertake any necessary modifications to their respective web pages to ensure compliance.

The presentation respecting Update on Web Redevelopment Project, was received.

(ii) Call Handling Review (Item 4.2)

Mike Zegarac provided a power point presentation with respect to the Call Handling Review, and spoke to the following:

- Overview, including Background, Objectives of 2010 Review, Process
- Results to Date
- Service Delivery Strategy Team
- Implementation Goals
- Next Steps

The presentation respecting the Call Handling Review, was received.

(e) DISCUSSION ITEMS

(i) Web Redevelopment Sub-Committee – Amendment to the Title and Terms of Reference (FCS13031) (City Wide)

At the request of Sub-Committee, the timing of the final report was added to the last sentence of the Terms of Reference to read:

“It is expected to have a report of the preliminary findings by Q2 2013, with a final report to General Issues Committee (GIC) by the end of Q4 2013 (or at the discretion of the Sub-Committee).”

(f) GENERAL INFORMATION/OTHER BUSINESS (Item 6)

Councillor Powers asked staff to put together a graphic/flow chart for the next meeting of the Web Redevelopment Sub-Committee which sets out the schedule for various phases of the two projects.

(g) ADJOURNMENT

That there being no further business, the Sub-Committee meeting adjourn at 11:45 a.m.

Respectfully submitted

Councillor R. Powers, Chair
Web Redevelopment Sub-Committee

Carolyn Biggs
Legislative Co-ordinator
Office of the City Clerk

WEB REDEVELOPMENT and SERVICE CHANNEL SUB-COMMITTEE

TERMS OF REFERENCE

Mandate

To provide oversight to the City of Hamilton's Web Redevelopment Strategy and Customer Service Delivery with the goal of creating a citizen-focused website and services

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
 - 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

2. To ensure that the City of Hamilton delivers Customer Service which meets the following objectives:
 - Improve service delivery and communication to citizens :
 - developing efficient, coordinated customer service delivery channels
 - exploring and implementing effective industry standards, best practices, policies and guidelines that help reinforce the City's image
 - eliminate duplication in call handling
 - providing quality services for citizens and businesses
 - providing and maintaining relevant, timely and simplified content through all channels
 - ensuring compliance with AODA guidelines
 - Enable the City to provide services at a lower cost by:
 - Identifying efficiencies for call handling services
 - identifying new ways to cost-effectively provide our services
 - 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. Provide oversight to ensure the successful implementation of the City's Call Handling Review and resulting service channel coordination.
3. Review significant project deliverables and provide input, guidance and direction for the phases within the Strategy.
4. 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:

- General Manager of Finance & Corporate Services (Sponsor), Corporate Services
- Special Advisor to the Web Redevelopment Team
- Director of Customer Service, Corporate Services
- Director of Strategic Services, Planning and Economic Development
- Service Delivery Analyst, Financial Planning Division, Corporate Services
- Service Delivery Analyst and Corporate Content Producer
- Manager of Business Applications, Information Services Division, Corporate Services
- Call Handling Project Team Members, as required

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) by the end of Q4 2013 (or at the discretion of the Sub-Committee).

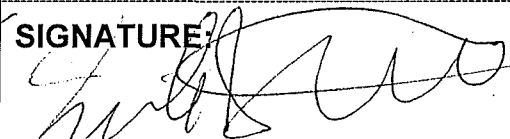




Hamilton

CITY OF HAMILTON

CORPORATE SERVICES DEPARTMENT
Customer Service, Access and Equity Division

TO: Web Redevelopment Sub-Committee	WARD(S) AFFECTED: CITY WIDE
COMMITTEE DATE: March 1, 2013	
SUBJECT/REPORT NO: Web Redevelopment Sub-Committee – Amendment to Title and Terms of Reference (FCS13031) (City Wide)	
SUBMITTED BY: Mike Zegarac Acting General Manager Finance & Corporate Services	PREPARED BY: Jane Lee, 905 546-2424 ext. 2654
SIGNATURE: 	

RECOMMENDATION

- (a) That the Web Redevelopment Sub-Committee's name be amended to the Web Redevelopment and Service Channel Sub-Committee;
- (b) That the revised Terms of Reference for the Web Redevelopment and Service Channel Sub-Committee, attached hereto as Appendix A to Report FCS13031, be approved.

EXECUTIVE SUMMARY

On July 12, 2012, Council approved the outcomes and strategies for the Web Redevelopment Project, outlined in Report CM12008/FCS12055 in principle, and approved the creation of a Web Redevelopment Sub-Committee of Council to provide oversight and guidance to the project. As the Web Redevelopment Project and the Call

SUBJECT: Web Redevelopment Sub-Committee – Amendment to Title and Terms of Reference (FCS13031) (City Wide) - Page 2 of 4

Handling Efficiency Review move forward, the connections between the two have become clear to the Service Delivery Strategy Team.

The goals of the implementation of the Call Handling Efficiency Review are similar to the web site improvement goals; improving citizen service, eliminating duplication (achieve savings for budget reduction or reinvestment) and improving efficiency. Staff believe that Council's oversight to this review will also be beneficial. As discussed at the previous Web Redevelopment Sub-Committee meeting held on January 23, 2013, staff committed to report back with a revised Terms of Reference to implement this change.

Alternatives for Consideration – See Page 4.

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

Financial: N/A.

Staffing: N/A.

Legal: N/A.

HISTORICAL BACKGROUND (Chronology of events)

In 2012, the Service Delivery Strategy Team, an inter-departmental team of Directors under the leadership of the Director, Financial Planning & Policy Division, Corporate Services Department, was formed to proceed on the following four projects:

- Service Delivery Review;
- Web Redevelopment;
- Implementation of the Call Handling Efficiency Review; and
- IS Governance.

Each of these initiatives are at different phases of development with some in the early stages of preparation and others nearing completion or being well underway.

On July 12, 2012, Council approved the outcomes and strategies for the Web Redevelopment Project, outlined in Report CM12008/FCS12055 in principle, and approved the creation of a Web Redevelopment Sub-Committee of Council to provide oversight and guidance to the project.

POLICY IMPLICATIONS/LEGISLATED REQUIREMENTS

Not applicable.

RELEVANT CONSULTATION

The Service Delivery Strategy Team, with representation from all departments, recommend this change.

ANALYSIS / RATIONALE FOR RECOMMENDATION

(include Performance Measurement/Benchmarking Data, if applicable)

As the Web Redevelopment Project and the Call Handling Efficiency Review proceeds, the connections between the two have become evident to the Service Delivery Strategy Team.

The Web Redevelopment Project seeks to improve one channel of service delivery and the Call Handling Efficiency Review seeks to improve another channel. For improved service to citizens, these two channels need to work together. Improvements in the web, should reduce the reliance on telephone calls and is one area of possible future savings that will be addressed in the business case for web redevelopment. In order to improve the web, to maintain the web as the primary information and service delivery tool for citizens and to ensure the web provides the information most needed by citizens, it is necessary to monitor the subject matter of telephone calls to the City in order to provide information about what website improvements will be required. Consolidation of telephone calls assists in providing data for improvements to the website and allows for shifting of service requests from higher cost service channels to the website, being a lower cost service channel.

The goals of the implementation of the Call Handling Efficiency Review are similar to the web site improvement goals; improving citizen service, eliminating duplication (achieve savings for budget reduction or reinvestment) and improving efficiency. Staff believe that Council's oversight to this review will also be beneficial. As discussed at the previous Web Redevelopment Sub-Committee, staff committed to bringing forward a revised Terms of Reference to implement this change and therefore recommend that the Web Redevelopment Sub-Committee's name be amended to the Web Redevelopment and Service Channel Subcommittee and that the revised Terms of Reference, attached as Appendix A to Report FCS13031, be approved. The changes proposed in the attached Terms of Reference (refer to Appendix A to Report FCS13031) are underlined to identify the new and revised sections proposed.

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ALTERNATIVES FOR CONSIDERATION

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

The Web Redevelopment Sub-Committee could continue to provide oversight to the web redevelopment project only and not approve the recommendation for a change to the title of the Subcommittee and the Terms of Reference.

ALIGNMENT TO THE 2012 – 2015 STRATEGIC PLAN:

Strategic Priority #2

Valued & Sustainable Services

WE deliver high quality services that meet citizen needs and expectations, in a cost effective and responsible manner.

Strategic Objective

- 2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation.
- 2.2 Improve the City's approach to engaging and informing citizens and stakeholders.
- 2.3 Enhance customer service satisfaction.

Strategic Priority #3

Leadership & Governance

WE work together to ensure we are a government that is respectful towards each other and that the community has confidence and trust in.

Strategic Objective

- 3.2 Build organizational capacity to ensure the City has a skilled workforce that is capable and enabled to deliver its business objectives.
- 3.4 Enhance opportunities for administrative and operational efficiencies.

APPENDICES / SCHEDULES

Appendix A to Report FCS13031 - Web Redevelopment Sub-Committee – Amendment to Title and Terms of Reference.

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