February 1st, 2023

City of Hamilton's Digital Strategy

Hamilton

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What is a Digital Strategy?

A Digital Strategy guides how City services and internal processes are delivered through digital technology

Importance of Digital Strategy

We live in an increasingly digitally-driven world. Individuals, businesses and organizations are adapting to these changes in countless ways.

The City of Hamilton's Digital Strategy was developed as a guide for the organization as it works to embrace the increasingly digitally-driven era we are now in, and continuously evolves to meet future needs and expectations of the community.

It is intended to support the City in providing digital services, tools, and knowledge to City staff as well as residents, businesses, and partners.

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

Digital Strategy

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

IT Strategy

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

Customer Service Strategy

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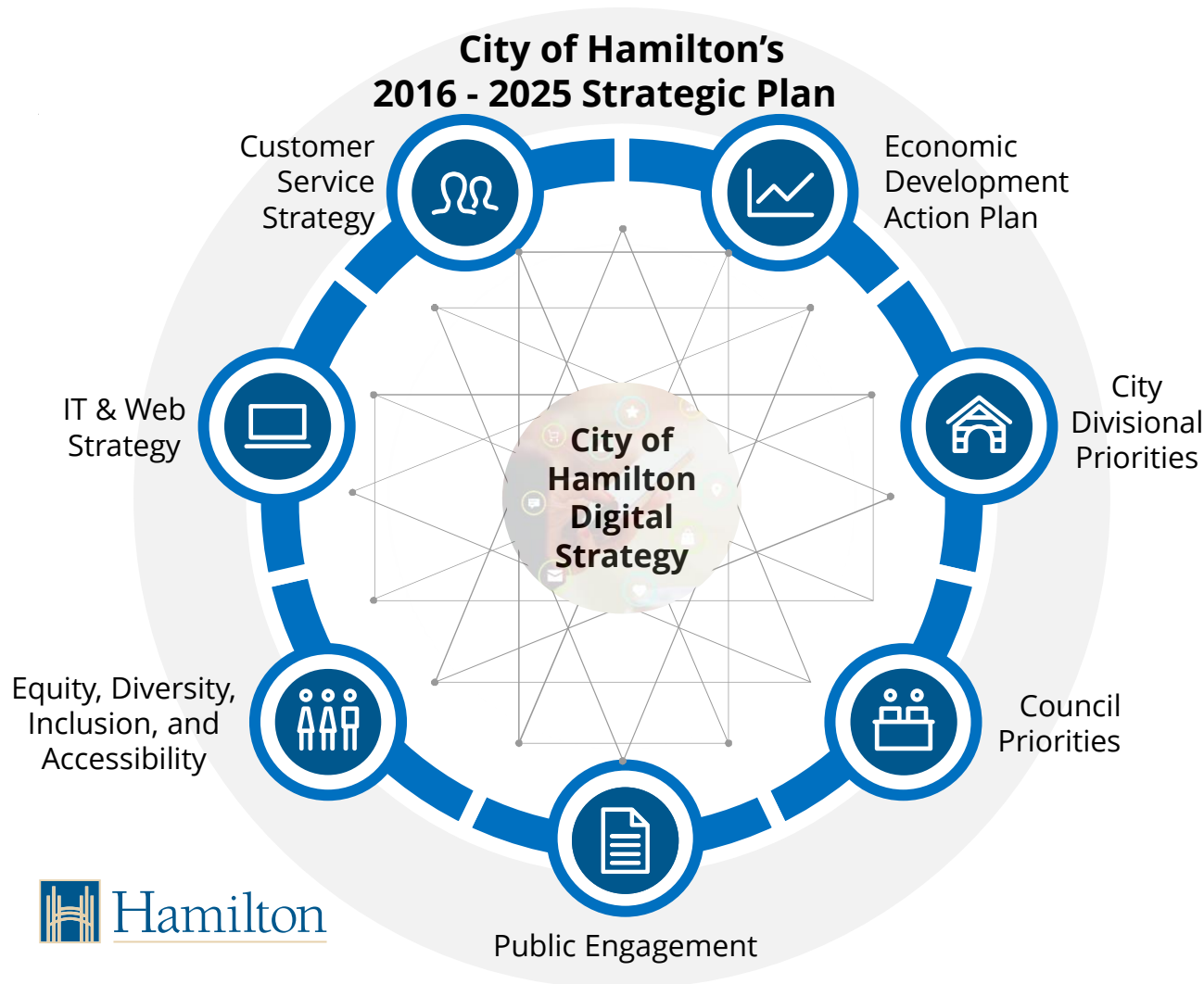
Web Strategy

Web Strategy outlines the approach to achieve the City's vision and objectives enabled through the website / online channels.
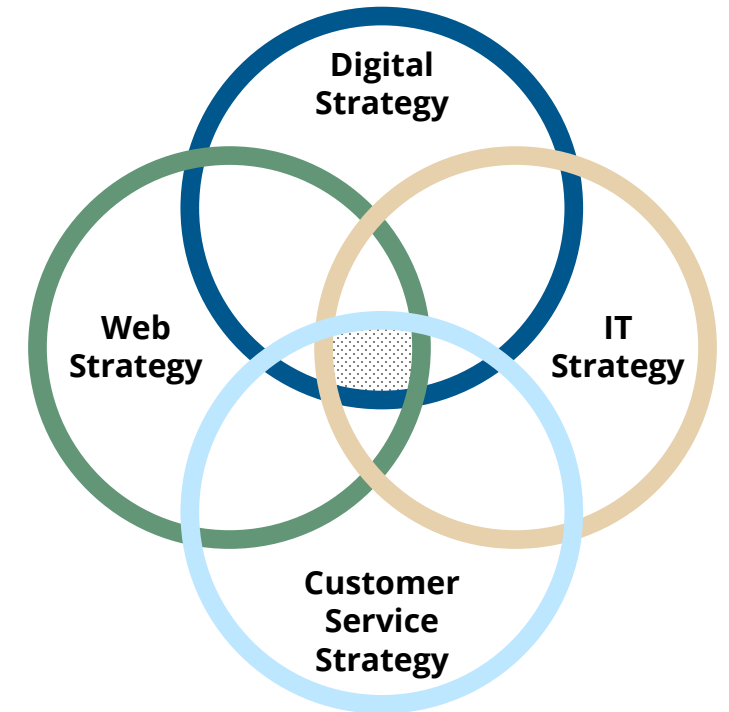
How does the Digital Strategy align with City's Strategic Plan?

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

City of Hamilton's 2016 - 2025 Strategic Plan

Customer Service Strategy

Economic Development Action Plan

IT & Web Strategy

City Divisional Priorities

City of Hamilton Digital Strategy

Equity, Diversity, Inclusion, and Accessibility

Council Priorities

Public Engagement

The Digital Strategy report provides the City of Hamilton with a framework to enhance the current state of digital service delivery. The City will:

• Continue to provide City of Hamilton residents and business owners an opportunity to provide feedback on the Digital Strategy

• Track and report progress on the priority initiatives to the public

• Monitor and respond to ongoing environmental, societal and technological changes

• Ensure Equity, Diversity and Inclusion and adherence to digital requirements of the Accessibility for Ontarians with Disabilities (AODA) Act compliance requirements are reflected in digital solutions and services delivery

• Review and refresh the Digital Strategy to ensure continuous improvement

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City of Hamilton's Digital Vision

Provide a connected experience across all channels, with services that are easy to use and navigate

Services are designed with customer (user) input to ensure they are inclusive and accessible

"

Enable the **seamless delivery** of **customer-centred** digital services for our residents, businesses, partners and employees, and continue to enhance **confidence** in the City and its services

"

Stakeholders have confidence that the City will deliver on its priorities and commitments

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What we Hope to Achieve through the Digital Strategy

Insights from user research were used to define objectives and measurable outcomes for the Digital Strategy

Digital Strategy Objectives	Digital Strategy Outcomes	Potential Performance Indicators*
1 City digital services are simple and easy to use	Improved satisfaction and confidence for all customers	• Resident / Business satisfaction score
2 The digital service experience across channels is connected	Increased digital service adoption and engagement through digital channels	• Number of services offered through digital channels
3 Empower workforce with access to digital tools and training to deliver services effectively	Increased City staff engagement, satisfaction and confidence	• City staff satisfaction score
4 Improve digital service delivery efficiency	Improved response and processing time for digital service requests	• Average response and processing time for digital service requests

*Performance measurement depends on data availability. The City will continue to define and collect data on performance indicators that are not currently measured.

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Guiding Principles to Support the Digital Strategy

A set of guiding principles was developed to help guide the enhancement of City services available through digital channels

Customer-centred Design

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

- Engage users in the identification, design and iteration process for digital services
- Ensure digital services are accessible and allow users with different needs to independently engage with the City
- Promote broader inclusion by extending beyond mandatory accessibility standards (e.g., AODA compliance)

Collaborative and Connected

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

- Foster collaboration across divisions to provide users with a consistent experience as they engage with different City services online
- Integrate systems to minimize the need to collect the same information from a user each time they engage with the City
- Incorporate an end-to-end user experience framework

Transparent and Accountable

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

- Provide users with visibility into the status of their service request
- Establish accountability on completion of service requests
- Establish policies and procedures to ensure privacy and security of user data

Continuous Improvement

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

- Invest in training and upskilling programs
- Conduct regular current state assessments to identify opportunities for improvement
- Track and monitor progress of KPIs for continuous service improvement

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How will the City enable the Digital Strategy?

Internal and external research insights informed the identification and prioritization of top opportunities to bring the Digital Vision and Strategy to life

Digital Foundations

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

Digital Governance

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

Digital Delivery Standards

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

Digital Literacy

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

Data Privacy & Security

Improve the collection, processing and usage of data

Digital Workplace

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

Technical Training & Support

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

Access to Tools & Software

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

Digital Document & Record Management

Digitize document and record management and standardize processes to drive efficiency

Digital Delivery

Improve service delivery experience through digital technology

Digital Information Delivery

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

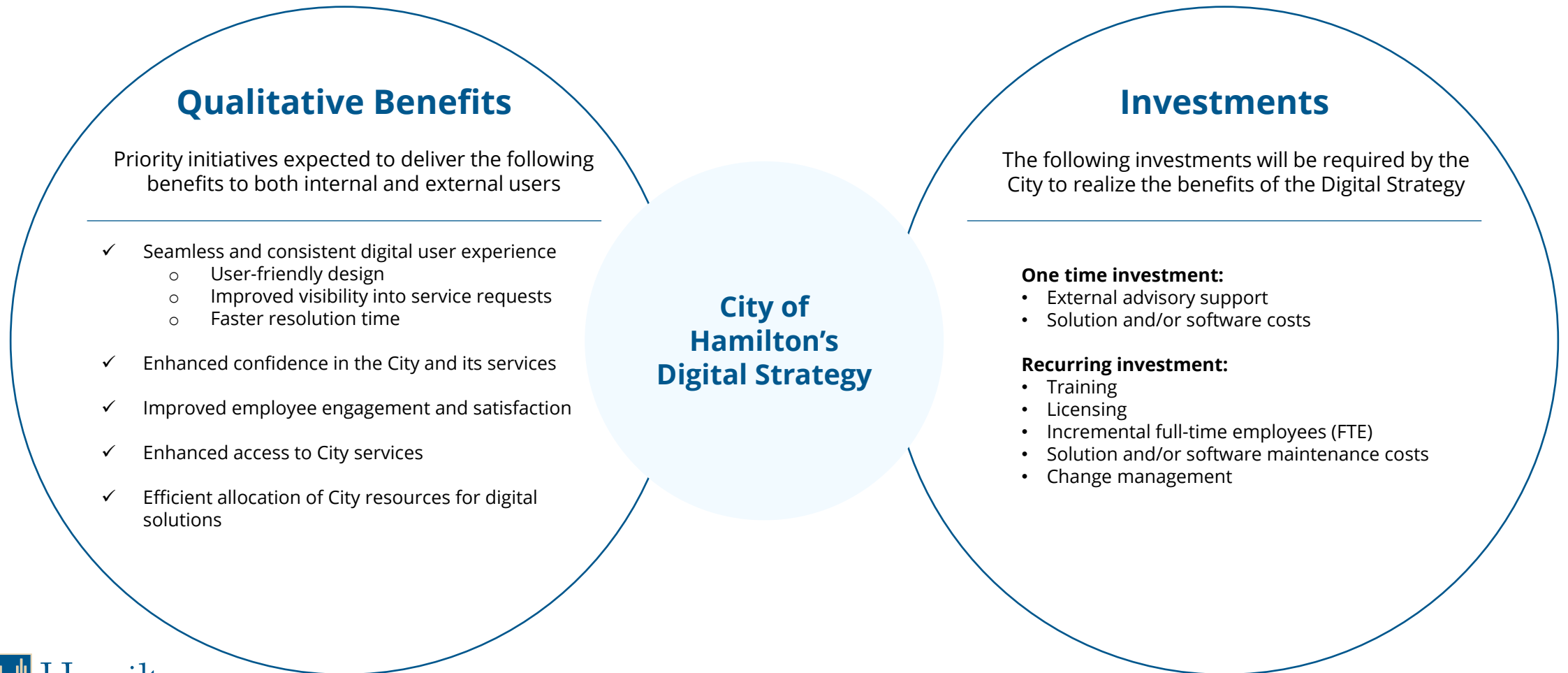### Payment Modernization

Enhance the payment experience

Digital Service Delivery Enhancements

Improve interactions with residents and businesses through new or enhanced tools

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Potential Benefits and Investments for Digital Initiatives

A high-level assessment was conducted to determine potential benefit and investment drivers associated with delivering the Digital Strategy's priority initiatives. More detailed analysis will be conducted once the priority initiatives have been further scoped and a digital governance model to guide priorities is established

Qualitative Benefits

Priority initiatives expected to deliver the following benefits to both internal and external users

✓ Seamless and consistent digital user experience
  - User-friendly design
  - Improved visibility into service requests
  - Faster resolution time

✓ Enhanced confidence in the City and its services

✓ Improved employee engagement and satisfaction

✓ Enhanced access to City services

✓ Efficient allocation of City resources for digital solutions

City of Hamilton's Digital Strategy

Investments

The following investments will be required by the City to realize the benefits of the Digital Strategy

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

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

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How was the Digital Strategy Developed?

We talked to residents, businesses and community partners along with City staff and employees to capture a range of relevant perspectives, and conducted broader research through a jurisdictional scan to identify best practices

External Engagement   *Deloitte*   *Internal Engagement*

Subject Matter Experts

City of Hamilton
Digital Strategy

Focus Groups

Focus groups were conducted to understand the experience external users have using the City's digital services while identifying opportunities for improvement.
- **35** participants

In-depth Interviews

One-to-one and small group interviews were conducted to understand how the City currently operates, its digital capabilities and challenges, as well as to identify opportunities for improvement.
- **42** participants across 5 departments

Digital Services Survey

Online – a survey was launched to the public on the Engage Hamilton platform.
- **172** respondents

In-person – the online survey was supplemented by in-person engagement at **6** community locations to make it accessible to those who don't use digital services and to ensure a diverse set of stakeholders were engaged

- Dundas Lions Memorial Community Centre
- Huntington Park Recreation Centre
- Sackville Senior Centre
- Stoney Creek Recreation Centre
- Valley Park Community Centre
- Westmount Recreation Centre

Digital Maturity Survey

A survey was provided to the City's staff to assess the digital maturity of the City relative to other organizations, and to identify priority improvement areas.
- **255** respondents across senior leadership and subject matter experts

Jurisdictional Scan

A jurisdictional scan was conducted to identify other public sector organizations with comparable or relevant digital capabilities to inform the City of Hamilton's Digital Strategy. The research explored three key areas: customer experience and service delivery, digital tools and solutions, and operating model.

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We Listened to the Public

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

Focus Groups

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

The "Highs"

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

The "Lows"

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

What does this mean for the Digital Strategy?

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

Easy to Access   **Clear and Simple**   **Status Tracking**

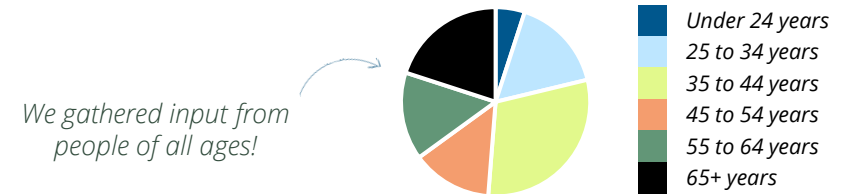**Effective Help and Support**   **Choice of Channel**

Digital Services Survey

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

We gathered input from people of all ages!

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

89% of respondents report average to above average competency using digital services

60% are frequent users who use digital City services daily, weekly, or monthly

71% are satisfied to very satisfied with digital City services

What does this mean for the Digital Strategy?

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

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We Heard from City Staff

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

In-depth Interviews

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

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

Key takeaways:
- Creating a governance framework is a critical first step
- Empower City staff to provide a stand-out digital experience to external users
- Equip staff with the skills through upskilling to contribute to and deliver the Digital Strategy
- Create a culture of collaboration through consistent and shared access to digital tools
- Develop guidelines for data collection, sharing and use across departments

Digital Maturity Survey

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

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

Assessment areas:

1   Opportunities to modernize service delivery

2   Processes and ways of working

3   Learning, development and innovation

4   Ability to adapt to external environment

What does this mean for the Digital Strategy?

Key Priorities for City Staff:

A Seamless Experience
Enable seamless experience for users (internal and external) when engaging with the City

Data-driven Decision Making
Leverage data to make informed decisions and improve transparency around City operations and Key Performance Indicators (KPIs).

Productivity Through Technology
Leverage technology to improve productivity and efficiency for users (internal and external)

Digital Foundation and Culture
Develop digital culture internally to enable the expansion and enhancement of digital services

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We Looked at What Other Jurisdictions Are Doing

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

Cities

What did we learn?

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

Vancouver, British Columbia

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

San Diego, United States

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

Long Beach, United States

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

Aspirational examples

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

1 New South Wales, Australia

Single login portal to access over 800 services

2 Boston, USA

Increased transparency and trust through **CityScore Dashboard**

3 Copenhagen, Denmark

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

4 Bellevue, USA

Colleague connect sessions to help employees learn and practice new tools

5 Seoul, South Korea

Expansion of public services available to citizens via the metaverse

6 Almaty, Kazakhstan

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

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We Evaluated and Prioritized the Opportunities Identified

We identified a set of opportunities for improvement through our research and used the following approach to prioritize them

Opportunities for improvement were identified through Internal and external research. The list of 21 opportunities were assessed against a set of criteria (i.e., what is desirable to users, economically viable and relatively feasible for the City to implement) to identify high priority initiatives that will achieve the City of Hamilton's Digital Vision, Objectives and intended Outcomes. Ten initiatives were prioritized to be delivered over the next three years.

The following prioritization criteria was applied :

Alignment with internal (stakeholders, City staff) and external (residents, businesses and community partners) user needs (based on feedback and pain points)	Impact on user satisfaction and engagement	Degree of operational complexity	Availability of resources (people, technology, process, and data) to deliver	Financial implications

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

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

I. DIGITAL STRATEGY VISION

Enable the seamless delivery of customer-centred digital services for our residents, businesses, partners and employees, and continue to enhance confidence in the City and its services

II. DIGITAL STRATEGY OBJECTIVES / OUTCOMES

Objectives

City digital services are simple and easy to use

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

The digital service experience across channels is connected

Improve digital service delivery efficiency

Outcomes

Improved satisfaction and confidence for all customers

Increased City staff engagement, satisfaction and confidence

Increased digital service adoption and engagement through digital channels

Improved response and processing time for digital service requests

III. GUIDING PRINCIPLES

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

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

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

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

IV. OPPORTUNITIES

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

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

Digital Delivery
Digital Information Delivery
Payment Modernization
Digital Service Delivery Enhancements

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