

Strategic Plan Check-in & Review

Council Workshop #2

November 24, 2020

Agenda

- Introduction
- Focus Area 4
 - Heather Keam, Team Lead, Cities Deepening Community, Tamarack Institute & Debra Jakubec, Abundant Community Edmonton Project Manager, Community Standards and Neighbourhoods, Citizen Services Department, City of Edmonton
 - Dr. Dale Kalina, Medical Director of Infectious Diseases, Joseph Brant Hospital
 - Denise Beard, Manager of Community Development Services, City of Burlington
 - Workshop Discussion
- Focus Area 5
 - Shann McGrail, Executive Director, Haltech Regional Innovation Centre (15 minutes)
 - Christine Swenor, Chief Information Officer, City of Burlington (10 minutes)
 - Angela Morgan, Executive Lead - Customer Experience, City of Burlington (10 minutes)
 - Workshop Discussion
- Workshop #1 Re-Cap
- What Comes Next

Focus Area 4: Building More Citizen Engagement, Community Health and Culture

- Heather Keam, Team Lead, Cities Deepening Community, Tamarack Institute &
Debra Jakubec, Abundant Community Edmonton Project Manager, Community Standards and Neighbourhoods, Citizen Services Department, City of Edmonton (15 minutes)
- Dr. Dale Kalina, Medical Director of Infectious Diseases, Joseph Brant Hospital (10 minutes)
- Denise Beard, Manager of Community Development Services, City of Burlington (10 minutes)
- Workshop Discussion (15 minutes)

Focus Area 4: Building More Citizen Engagement, Community Health and Culture

Heather Keam

Team Lead, Cities Deepening Community
Tamarack Institute

&

Debra Jakubec

Abundant Community Edmonton Project
Manager

Community Standards and Neighbourhoods
Citizen Services Department
City of Edmonton



Burlington Strategic Plan Workshop November 24, 2020

Trends in Community

- *Change in Family and social structures-*
- *Work and time*
- *Cost more to be socially connected-*
- *People spend more time in their car*
- *Technology*
- *Decrease in resident participation in community life, lack of connection to community*
- *Increase in loneliness and social isolation*
- *Lack of connection to civic life*



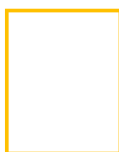
The Solution



People and Communities
have *deficiencies & needs*

Individuals and Communities
have *assets and capacities*

**Doing-for
the community**



**Doing with the
community**

A Story- Building Community bottom up



Source GoGraph.com

Abundant Community Edmonton



ACE Framework



ACE Timeline

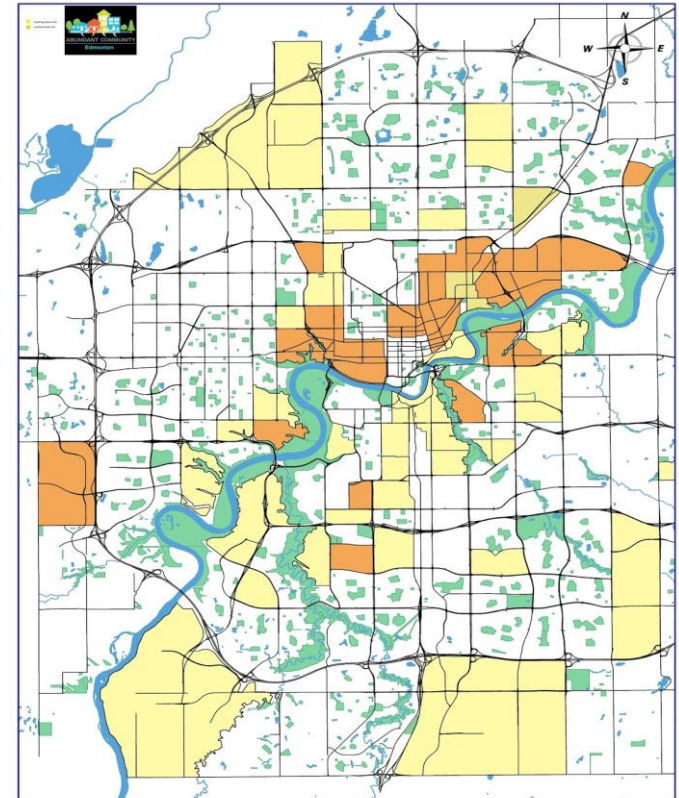
- **2014** neighbourhood approaches, start with 4 neighbourhoods
- **To 2017** strong outcomes and growth
- **2017** from community feedback Councillor suggests service package
- **2017** Service package approved
 - 3.5 FTE
 - Programming funds

Pre-funding

Early 2017

- **43** neighbourhoods are Initiating
- **35** neighbourhoods are Active

**Edmonton has 280 residential neighbourhoods*



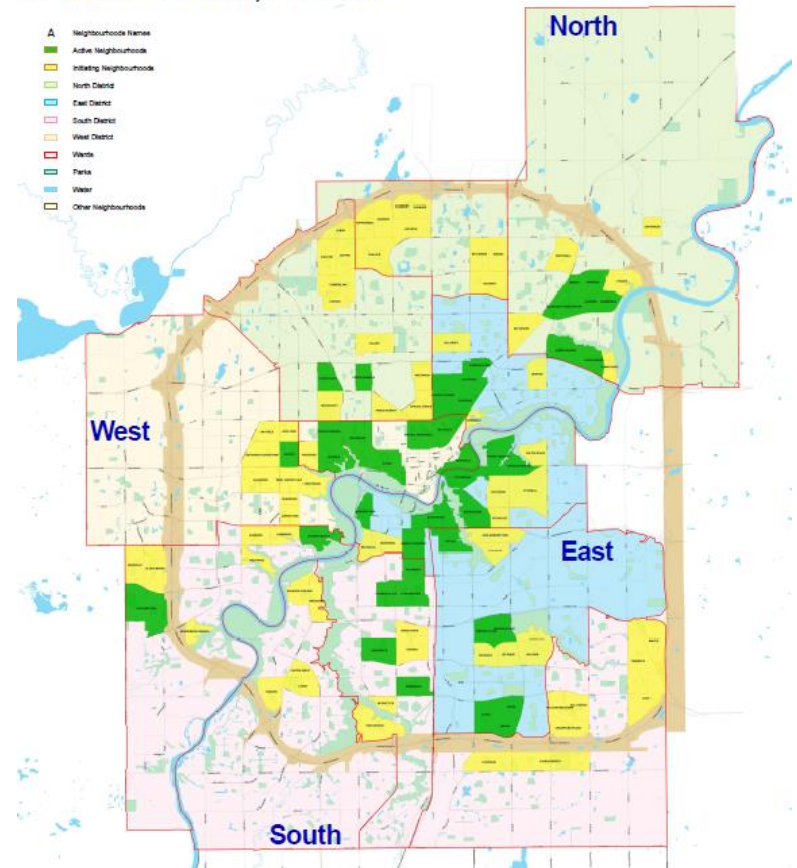
Abundant Community Edmonton (ACE)

Post-funding

Current 2020

- **86** neighbourhoods are Initiating
- **66** neighbourhoods are Active
- Over **530** Block Connectors

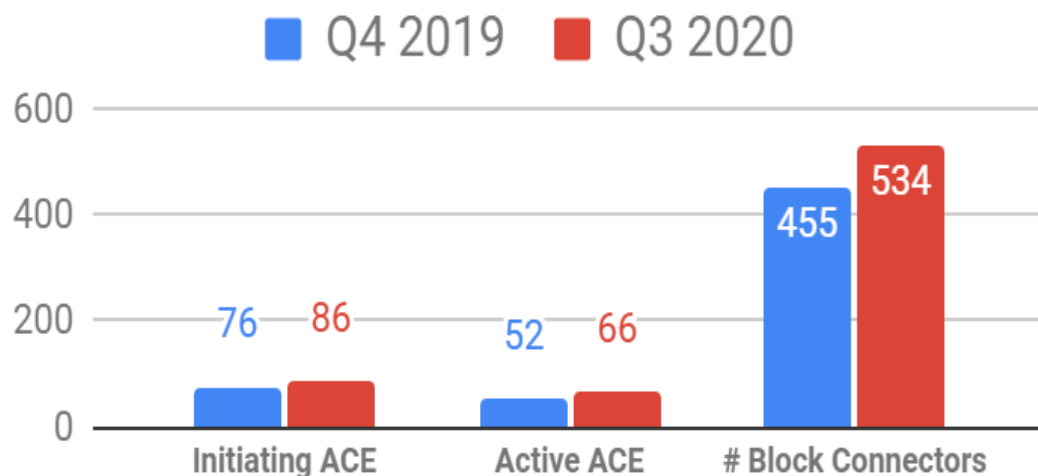
Abundant Community Edmonton



ACE Growth

- Increased interest this year due to COVID-19
- From Feb. – Sept. **97** people attended our '*Creating a Neighbourly Vibe with ACE*' workshop

ACE Growth - Q4 2019 and Q3 2020



Benefits of a Neighbouring Initiative

Inclusivity – Increased Health & Wellness – Social Care
Supporting Mental Health & Spirituality – **Companionship**
Sense of Belonging – Recreation Opportunities
Decreasing Seniors Isolation – **Care of Shared Spaces**
Increased Safety – Disaster Preparedness – **Poverty**
Reduction – Environmental Sustainability
Youth Mentoring – **Resident Retention**
Business and Social Innovation – Citizen Engagement

Areas of Increased Neighbourhood Engagement

- Health
- Safety and Security
- Environment
- Local Food Production
- Nurturing Local Economy
- Raising Connected Children
- Care for the Community



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Focus Area 4: Building More Citizen Engagement, Community Health and Culture

Dr. Dale Kalina

Medical Director of Infectious Diseases
Joseph Brant Hospital

Community Health: Statistics, Trends, and COVID-19

Dale R Kalina, MD FRCPC

Medical Director, Infection Prevention and Control, Joseph Brant Hospital

During this talk you will...

- Learn About Current Trends in Community Health in Burlington and Halton
- Explore How These Trends Impact the City of Burlington's 25 Year Plan and BEDC's Strategy
- Impact of COVID-19 on Community Health

Focus Area 4

Focusing on the health and wellbeing of older adults and being recognized as an age-friendly city

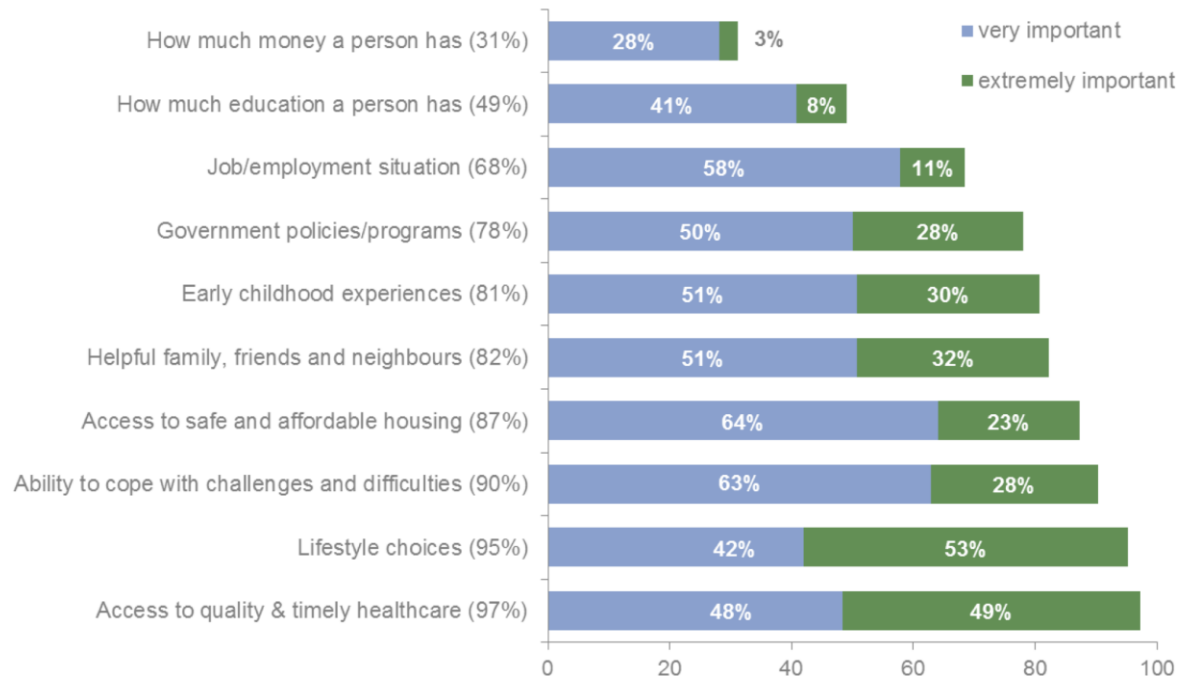
Citizen wellbeing through walkable and bikeable access to green space

Focusing on recreational programming for growing and more diverse community

Halton Statistics

- 49% are overweight or obese
- 1 in 6 residents smoke
- 54% don't eat enough fruits or vegetables
- 48% are inactive in leisure time
- 20% are heavy drinkers

Source: <https://www.halton.ca/For-Residents/Public-Health/Health-Equity>



Social Determinants of Health

Trends in Community Health

- Covid-19
- Mental health
- Access to care

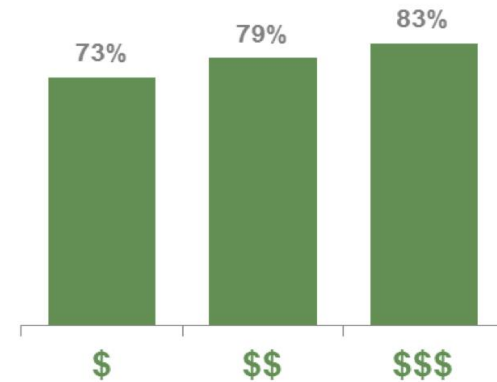
Self-Rated Health by Income



Percentage of adults aged 19+ who rated their general health as “very good” or “excellent”, by income, Halton 2013/14

Source: Canadian Community Health Survey, 2013/14

Self-Reported Mental Health by Income



Percentage of adults aged 19+ who rated their mental health as “very good” or “excellent”, by income, Halton 2013/14

Source: Canadian Community Health Survey, 2013/14

- Source:
<https://www.halton.ca/Repository/Halton-Region-Mental-Health-Infographic>

1 in 10

Halton adults aged 18-64 have been diagnosed with a mood and/or anxiety disorder.



In Halton, life satisfaction decreased as age increased. However, older adults (65+) reported being less stressed and having a stronger sense of community belonging than adults aged 18-64.



From 2006 to 2015, the rate of emergency department visits for mental illness in Halton increased by 24%, while the rate of hospitalizations for mental illness increased by 36%.

Winter is Coming

- <https://www.halton.ca/Repository/Winter-Fun-Activities-Indoors-and-Out>



COVID-19 and Community Health

- Gender inequality
- Socioeconomic inequality
- Access to healthcare

Focus Area 4: Building More Citizen Engagement, Community Health and Culture

Denise Beard
Manager of Community Development
Services
City of Burlington

The background image shows an outdoor community sports facility. In the foreground, there is a basketball court with a dark surface and white lines. In the background, there is a tennis court with a blue and green surface, where several people are playing tennis. The facility is enclosed by a chain-link fence. There are trees and a building in the background. The sky is blue with some clouds. The text "Building More Citizen Engagement, Community Health and Culture" is overlaid on the right side of the image in a light blue color.

Building More Citizen Engagement, Community Health and Culture

In the Time of Pandemic

And the people stayed home.

And they read books, and listened, and rested, and exercised, and made art, and played games, and learned new ways of being, and were still.

And they listened more deeply. Some meditated, some prayed, some danced. Some met their shadows. And the people began to think differently.

And the people healed.

And, in the absence of people living in ignorant, dangerous, mindless, and heartless ways, the earth began to heal.

And when the danger passed, and the people joined together again, they grieved their losses, and made new choices, and dreamed new images, and created new ways to live and heal the earth fully, as they had been healed.

Kitty O'Meara



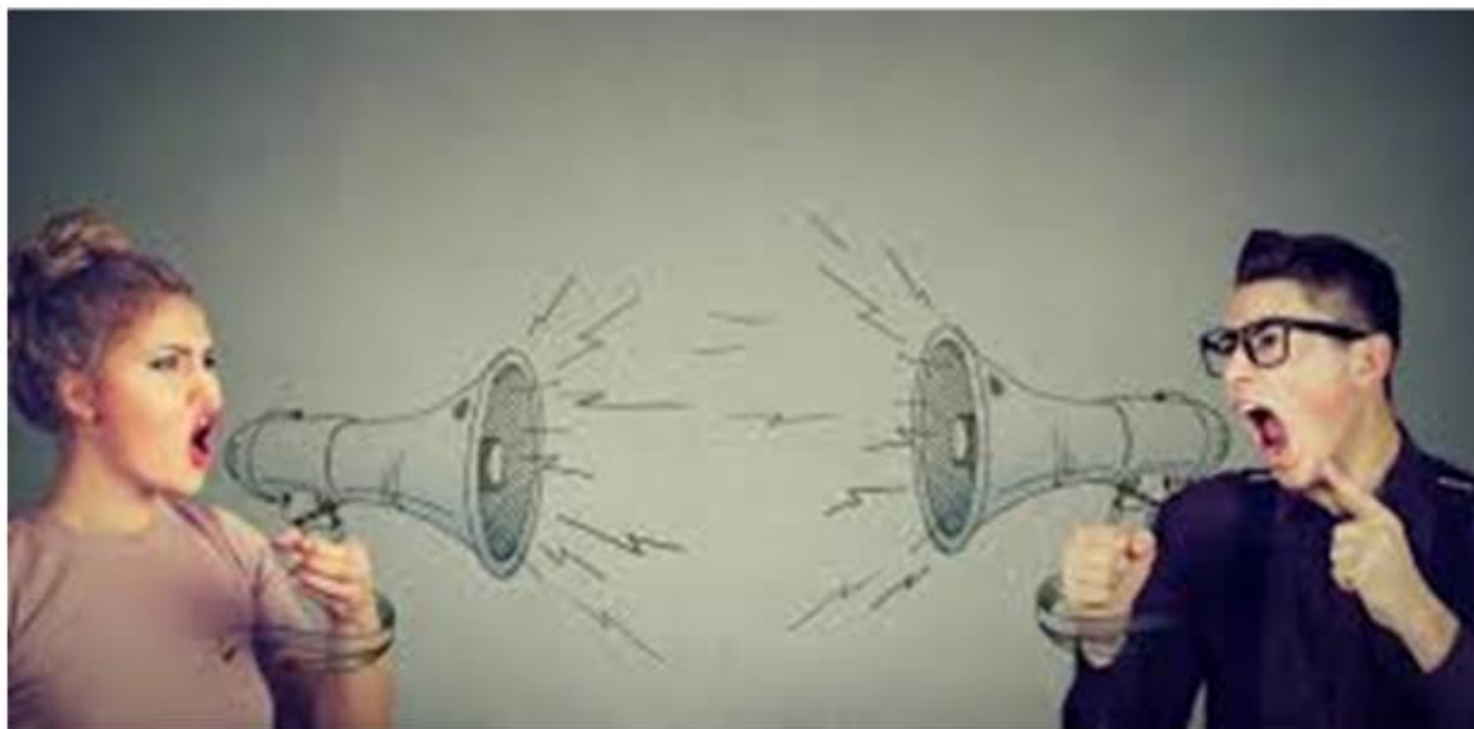
What have we seen
and heard from the
community during
COVID





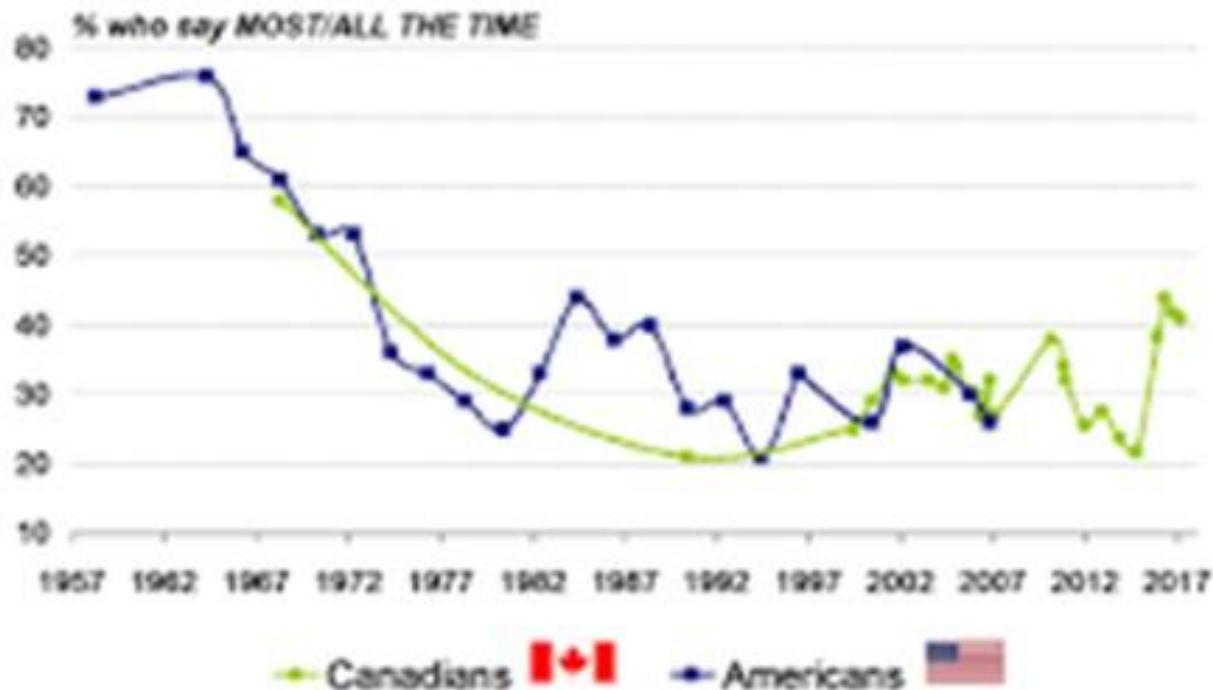
BURLINGTON
TOGETHER





Tracking trust in government

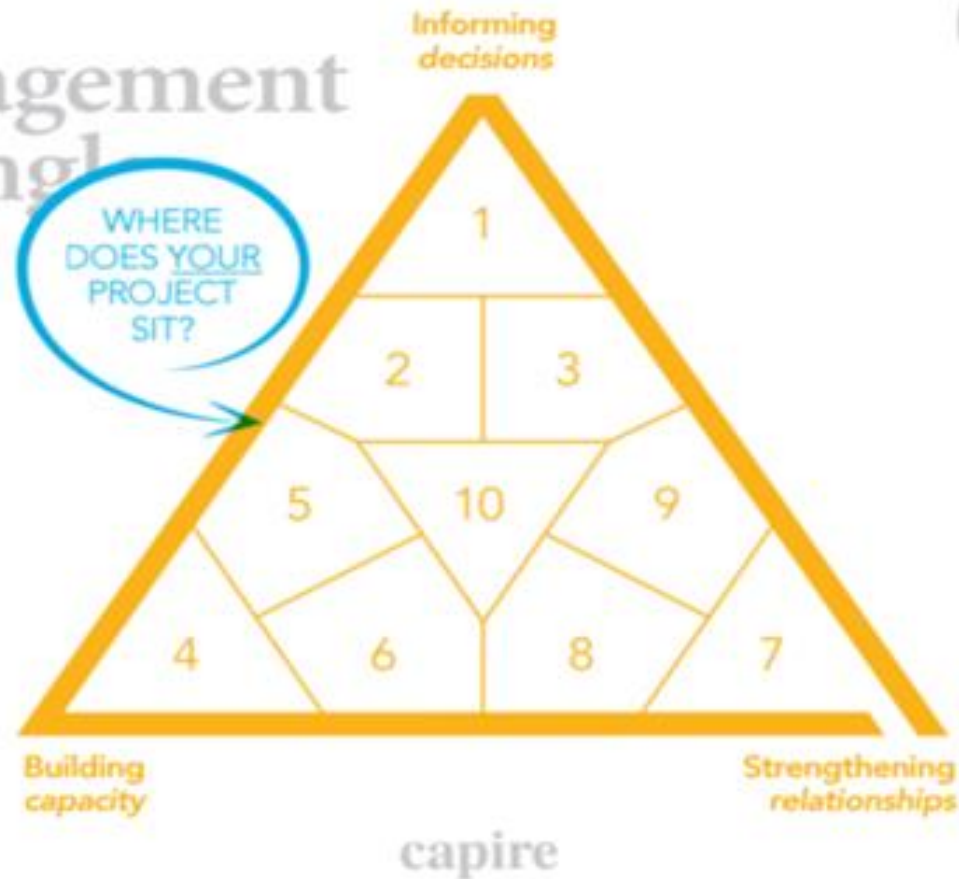
Q. How much do you trust the federal government to do what is right?



BASE: Canadians, February 20-26, 2017, n=1,009

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the engagement triangle



Capire Triangle of Engagement

Strengthening Relationships and Building Trust



The Foundational Truths of ABCD

1. Everyone has gifts

2. Everyone has something to contribute

3. Everyone cares about something and that passion is his or her motivation to act

Workshop Discussion

Given the speakers we just heard and knowing what our V2F objectives are:

1. How do we need to shift our strategy to support these emerging needs?
2. Why is this important to the City of Burlington and what's standing in our way?

Focus Area 5: Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation

- Shann McGrail, Executive Director, Haltech Regional Innovation Centre (15 minutes)
- Christine Swenor, Chief Information Officer, City of Burlington (10 minutes)
- Angela Morgan, Executive Lead - Customer Experience, City of Burlington (10 minutes)
- Workshop Discussion (15 minutes)

*Invited Guests: Gordon Kack, Robert Bevington and Sean Ballard
from Burlington Economic Development's Board of Directors*

Focus Area 5: Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation

Shann McGrail
Executive Director
Haltech Regional Innovation Centre

Delivering Customer Centric Services w/Focus on Efficiency & Technology Transformation

November 24, 2020

Shann McGrail



| Definitions

- **Customer Centric:** Designing interaction with government around the citizen/customer for the best experience.
- **Technology Transformation:** Complete overhaul of an organization's technology systems encompassing network architecture, hardware, software and how data is stored and accessed and affecting all of people, process and technology.
- **Digital Transformation:** The evolution of business activities, workflows, and processes to leverage the latest trends in digital technology and the impact such innovations are having on society.

| Influences on Public Sector

Technology Trends

- Adaptive Security
- Multichannel citizen engagement
- Digital Identity
- Anything as a service
- Analytics everywhere
- Digitally empowered workforce
- Augmented intelligence

Source: [Gartner](#)

Customer Experience Trends

- Adaptive approaches to customer experience
- Digitizing the customer experience
- Virtual assistance
- Augmented Reality Services
- Mobile Experiences
- Behavioral Pairing

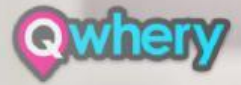
Source: [Hubspot](#)

| Random facts and figures

- In Public Sector – typical IT spend is 1-3% of budget; Digital Transformers spend 7% (source – Digital Transformation Municipal World; Ben Perry)
- Globally, Canada ranks citizen demand as the primary driver of digital transformation*(Deloitte – Digital Global Survey)
- 80% of companies who prioritize customer experience are reporting increases in revenue
- Customers will spend 17% more for a good experience

| Burlington Innovation

the problem



Content and services on municipal websites is **difficult to find**.

Growing wait times for citizens calling 311.

Increasing costs to handle rapid growth in call volumes.

65% of Americans search online for information about their government...

...yet, less than **10%** report finding what they need.

~ Pew Research Center



Community Engagement • Location Intelligence • Recreation System • Waste Collection • Parking & Tickets • Utilities

thesolution



Increased Customer Satisfaction

Immediate responses equals
reduced wait times



Frees up city staff

to help with more complex
questions

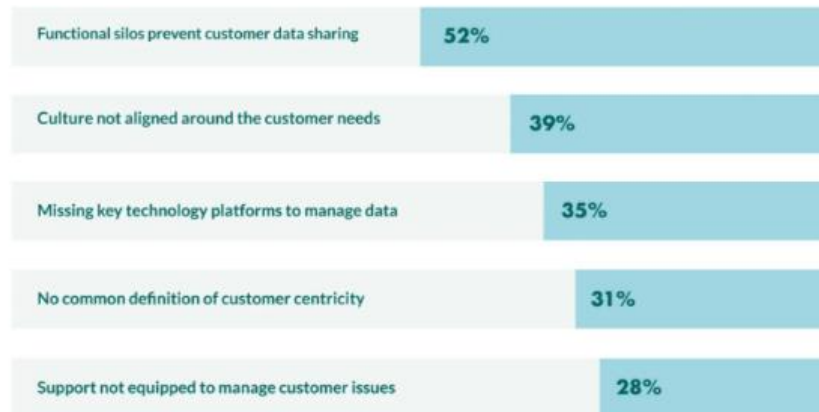


Reductions overall

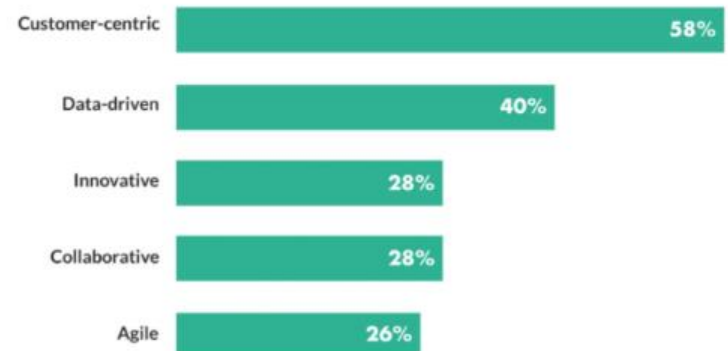
In cost per call, positively
impacting the city's property
taxes

Challenges For Public Sector

WHAT CHALLENGES DO YOU FACE IN ACHIEVING A TRULY CUSTOMER-CENTRIC ORGANIZATION?



WHICH CHARACTERISTICS DO YOU THINK ARE MOST IMPORTANT IN ESTABLISHING A TRULY "DIGITAL NATIVE" CULTURE?



Source: [How to create a customer centric strategy](#)

Improving customer experience can drive better critical outcomes for government agencies around the world.



Increase trust

Satisfied customers are

9x

more likely to trust the agency providing the service



Achieve stated missions

Satisfied customers are

9x

more likely to agree an agency is delivering on its mission



Meet or exceed budgetary goals

Dissatisfied customers are

2x

more likely to reach out for help 3+ times



Reduce risk

Dissatisfied customers are

2x

more likely to publicly express dissatisfaction



Boost employee morale

Long-term organizational success is

50%

driven by organizational health and is mutually reinforced by customer experience

Source: Global results from Canada, France, Germany, Mexico, United Kingdom, and United States, McKinsey Public Sector Journey Benchmark Survey, 2018

| The Art of the Possible



City Service Priority Areas

Transit, parking, roads, and sidewalks all identified as priority areas

Service	Derived Importance	Performance	Priority Rank
Sidewalk and walkways	8.3	77%	1
Parking management	7.6	75%	2
Roadway and sidewalk maintenance	8.7	79%	3
Transit service	6.4	73%	4
Leaf collection	8.4	80%	5
Road (plowing, salting, sanding)	8.1	82%	6
Tree health and pest management	8.0	84%	7
By-law enforcement	7.3	84%	8
Council Customer Relations	7.1	86%	9
Surface water drainage	8.0	89%	10
Animal Control Services	6.9	88%	11
Recreation programs	7.2	94%	12
Customer Service	7.1	94%	13
Recreation facilities	7.7	95%	14
Maintenance of parks and green space	7.6	97%	15
Festivals and Events	7.1	97%	16
Service Burlington	6.3	96%	17
Parks, sports fields and trails	7.5	98%	18
Fire services	7.3	98%	19

- “Hey Alexa...when will my sidewalk be repaired”?
- Real time smart notifications on traffic and parking options
- Snowplow tracking and updates
- Data as a foundation for new services that generate revenue or innovative partnerships
- Retention and attraction of talent

n=757

Burlington Community Survey 2019

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Thank You

Shann McGrail

shann.mcgrail@haltech.ca



Focus Area 5: Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation

Christine Swenor
Chief Information Officer
City of Burlington

Council Workshop

Strategic Plan Review



Delivering Customer Centric Services with a Focus on Efficiency and Technology

In 5 Years,

Government services
will be more ...

... intelligent

Gartner defines digital government as government designed and operated to take advantage of digital data in optimizing, transforming and creating government services.

Source: Gartner



Digital government

“... for governments, the key to digital transformation is not the technology itself, but the creation of a vision, the correct and faithful implementation of this vision, implemented by the correct individuals, and at the correct time, in order to achieve the desired cultural change. ... Governments need a new way to interact with their stakeholders: citizens, constituents and communities, as well as the various arms of the administration and the business community. The expectation of these stakeholders has grown considerably in light of technological change, and they will no longer be satisfied with such an obsolete and inefficient system.”

– Carla Cico, “Digital Transformation: The Challenge for Government”

Info-Tech Insight

DX is not just about technology, and it is not the sole responsibility of either IT or business – it is the collective responsibility of an organization.

DX is all about the transformation of an enterprise to be more agile, adaptive, and innovative. It is a strategy that best utilizes both human capital and technologies. It is also about an organizational structure and culture that fits the overall vision of a digital enterprise.

Service modernization typically falls into three categories:

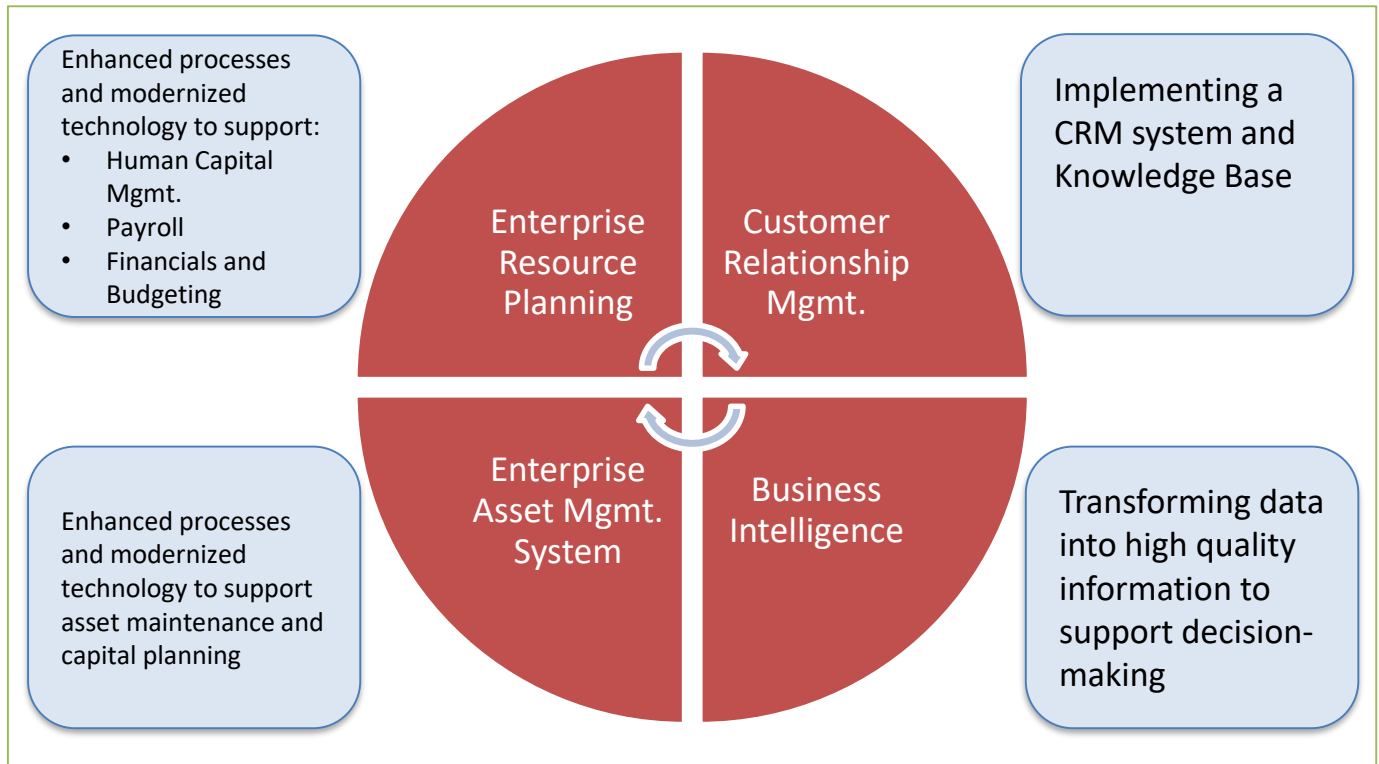
1. Optimizing business processes to improve efficiencies and reduce costs.
2. Improving access to services through multi-channel facilities for customers and facilitating field workers.
3. Improving decision making by providing timely information that is easy to consume, i.e. evidence-based decision making.

Source: Info-Tech Research Group



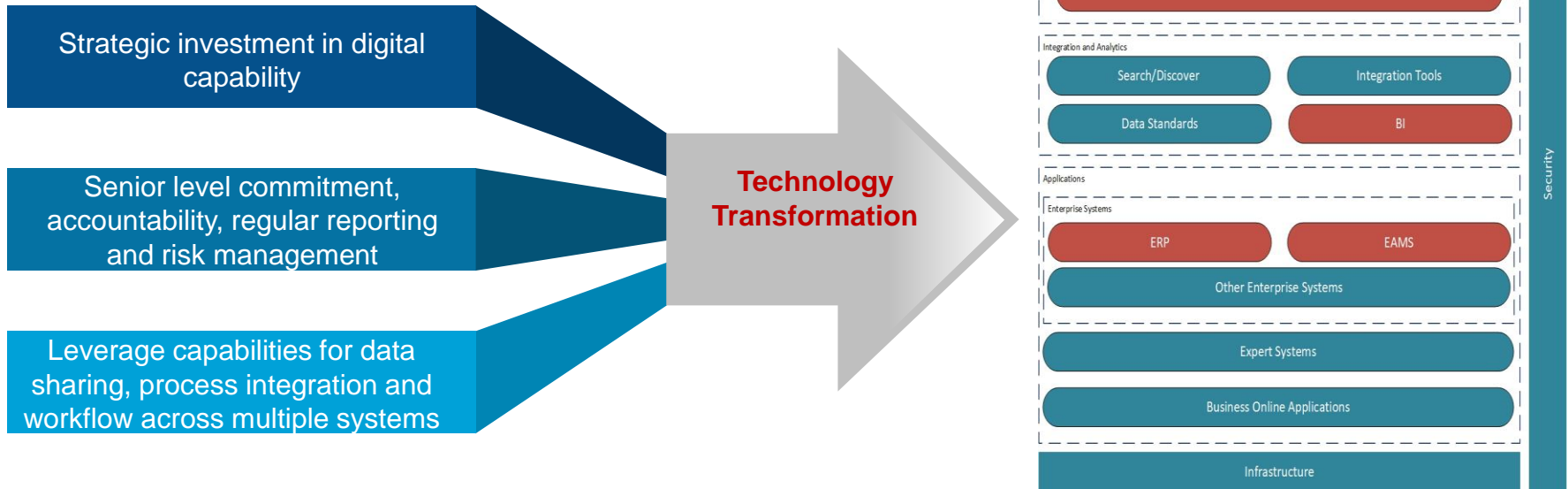
Delivering Customer Centric Services with a Focus on Efficiency and **Technology Transformation**

Corporate Transformational Initiatives





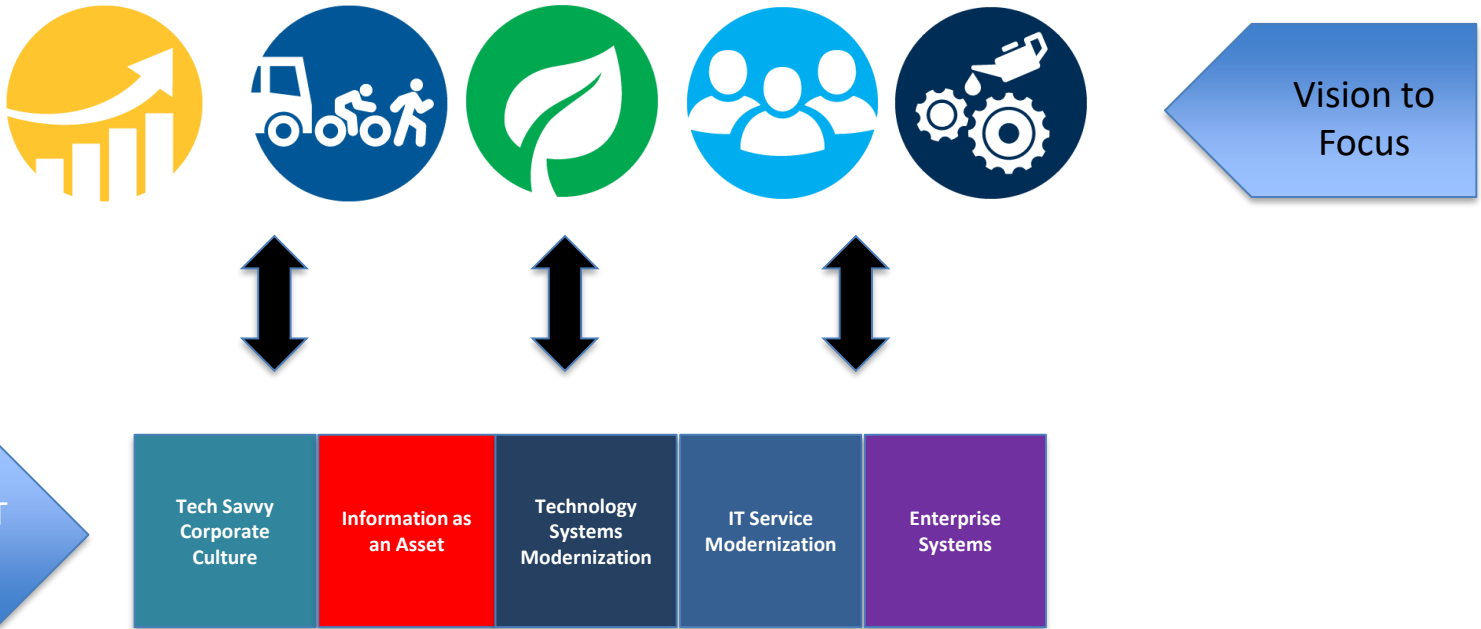
Delivering Customer Centric Services with a Focus on Efficiency and **Technology Transformation**





We will need to...

Continue Implementation of the Corporate IT Strategy; Align and Support Vision to Focus





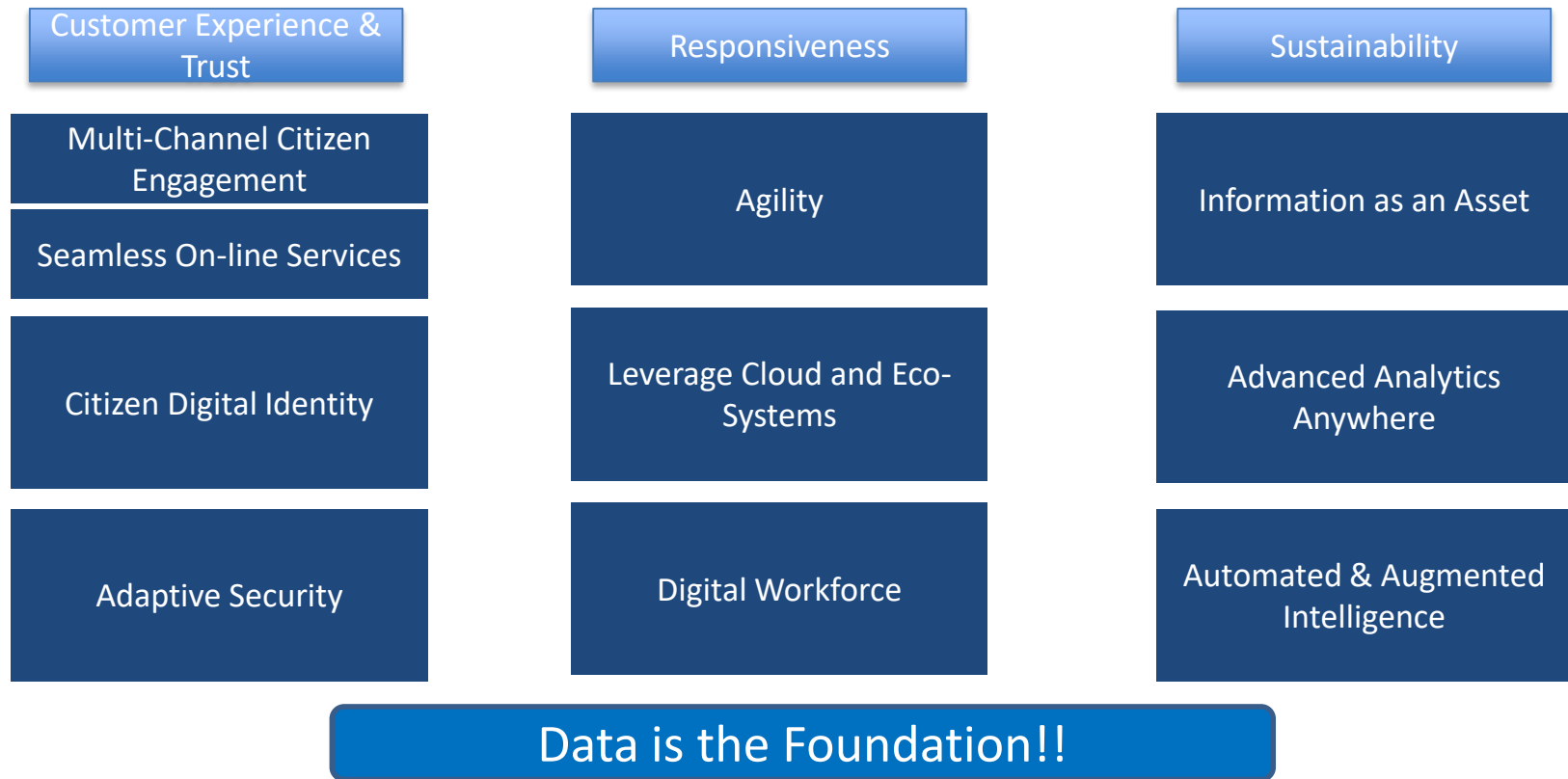
Information & Cyber Security

Our commitment to....

Increasing corporate resilience to cyber-security threats through effective and proactive IT security management practices

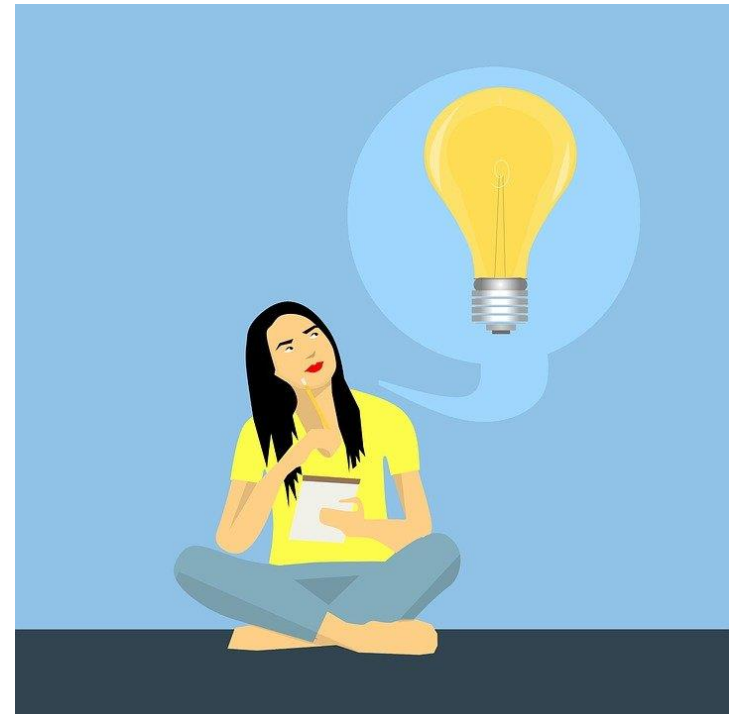


Trends and Opportunities



Additional Thoughts

- Accessible and transparent government; anytime, anywhere
- Iterative approach; deliver increments of value more quickly (not big bang)
- User adoption and buy-in; Look outbound in instead of inbound out
- Tap into ecosystem; partnerships; cloud solutions
- Consider effective and efficient
- Strong link between IT and business
- Skilled workforce
- Sustainability!!



Challenges/Barriers

Operating in a Pandemic

Resistance to Change

Legacy (siloeD) Systems

Resource Capacity

Sustainability

Pace of Change

Increasing Expectations

Focus Area 5: Delivering Customer Centric Services with a Focus on Efficiency and Technology Transformation

Angela Morgan

Executive Lead - Customer Experience
City of Burlington



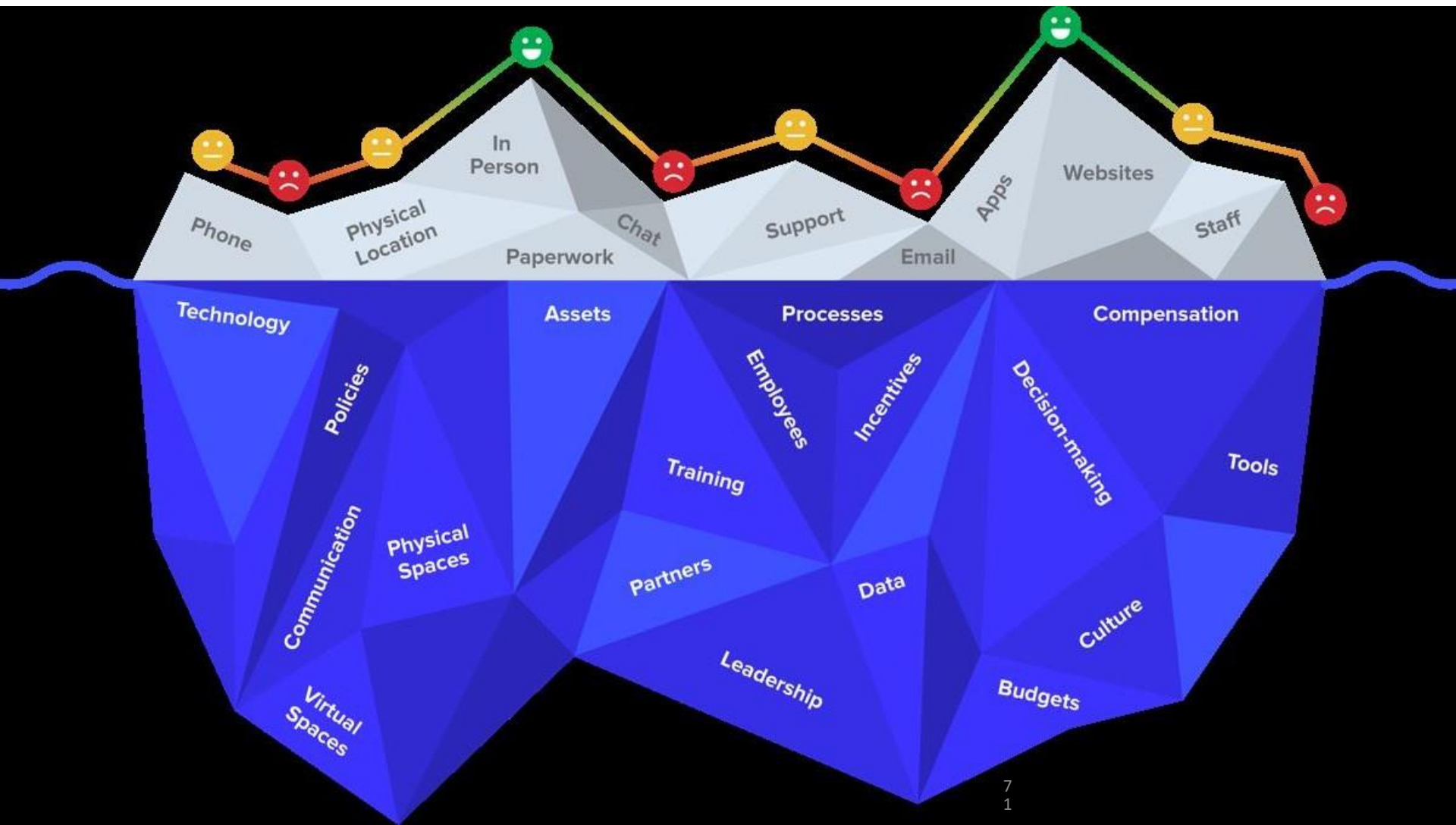
Customer Experience

Looking Forward

Customer Experience

- Customer Experience (CX) is the customers' perceptions of their interactions with the brand (City of Burlington)
- It encompasses all interactions
- It is exclusively about customers' perceptions
- CX is a complex ecosystem





Public Organizations are Finally Embracing Customer Centric Services

Why should government focus on the customer experience?

- Improved employee engagement
- Customers who engage, trust and forgive
- Lower cost, better run operations
- Improves overall brand



Our Customers Have High Expectations

- Burlington has an outstanding reputation
- Customers can go elsewhere
- Customers are residents, constituents, property owners, business owners, developers, visitors, colleagues, students, and are diverse
- All deserve an exceptional customer experience, every time
- Customer journey mapping is key to great CX



Customer Experience Vision

We are an empowered team, building lifelong relationships and trust, through outstanding customer service and innovative solutions



Delivering Customer-Centric Services with a focus on Efficiency & Technology Transformation

CX Strategy

- Positions the City to meet this goal
- Envisions delivering a positive experience with every interaction
- Revamped Service Brilliance to focus on broader CX
- Service delivery is only one component of total customer experience
- Objectives have been simplified:

Hear Me, Know Me, Inform and Assist Me



What's next

- One city, One customer – a comprehensive view
- Build CX competencies and understanding
- Outside In approach to processes – journey map with empathy
- Voice of the Customer program
- Apply data-driven insights and Design Thinking to customer experiences
- Update and expand the City's digital platform
- Multi-channel experiences





Customer Experience

Workshop Discussion

Given the speakers we just heard and knowing what our V2F objectives are:

1. How do we need to shift our strategy to support these emerging needs?
2. Why is this important to the City of Burlington and what's standing in our way?

Themes from Workshop Discussions

- Overarching themes
 - Things are dynamic
 - Partnership-Based
 - Customer-Focused
 - Prioritizing and Resourcing

Themes from Workshop Discussions

	Focus Area One Increasing Economic Prosperity and Community Responsive Growth Management	Focus Area Two Improving Integrated City Mobility	Focus Area Three Supporting Sustainable Infrastructure and a Resilient Environment
Primary Themes	<ul style="list-style-type: none"> • Increase ease of doing business <ul style="list-style-type: none"> • Development application efficiency • Updated Zoning By-law • Enhance Business Support <ul style="list-style-type: none"> • Small Business/Start-up Support • Leverage partners to help small business 	<ul style="list-style-type: none"> • Changing Commuter Patterns <ul style="list-style-type: none"> • Transit Choices • Impacts of COVID-19 • Future Trends • Development of regional integrated transit strategy <ul style="list-style-type: none"> • Regional Integration • Planning and Infrastructure 	<ul style="list-style-type: none"> • Priority Setting <ul style="list-style-type: none"> • Plan with Priorities and ROI • Adequate funding • Lower GHG • Resident Mobilization • Partnerships
Secondary Themes	<ul style="list-style-type: none"> • Engage in priority and resource mapping • Focus on customer experience/service delivery 	<ul style="list-style-type: none"> • Technology • Priority mapping • Staffing/Funding • Safety • Infrastructure 	<ul style="list-style-type: none"> • Tree Canopy • Carbon Pricing

What comes next?



Review,
organize,
summarize and
share workshop
information

Develop draft
amendments,
changes and/or
additions to
V2F and
Strategic Plan

Application of risk
assessment and
mitigation
approach to
strategy objectives

Amendments
and
adjustments 2nd
Draft of V2F
and Strategic
Plan

Updated V2F
Plan as of March
2021