



Setting the Stage for Service Information Workshops

What Will You Hear?



- Overview of the Service Delivery for each Grouping
- Key Challenges
- Key Messages

Why Are You Hearing It?



- Response to a request from Council for information before budget discussions and decisions
- Create awareness and openness about Service delivery challenges, trends and future initiatives

The Benefits of this Approach & Integration of Information



- Demonstrate the connectivity of Service Groupings
- Establish the relationships between public service delivery and enabling services
- Preparation for a strategic budget discussion
- Reinforce operational execution alignment to strategic objectives

It's not about the Budget



- Discussions should be focused on Service delivery and operations
- Resourcing needs will be kept until the last presentation
- Recent investments and funding gaps will be outlined
- Overall staffing plan (DEOO) will be summarized on the last day of presentations

2022 Budget

Integrated Business Planning and Budgeting Phase 1
Service Information Workshop
Day 4 Session 7



Agenda



- Service Investment



- Current Service Delivery



- Asset Investment



- Service Delivery Risks



- KPIs



- Service Goals and Objectives

Enabling Services, Good Governance & An Engaging City

Legislative Services

Customer Experience

Corporate Communications
and Engagement (CCE)

2022 Budget - Who Are We?



2022 Budget – Service Information Workshop

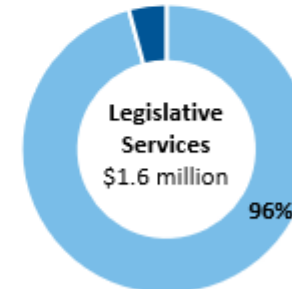
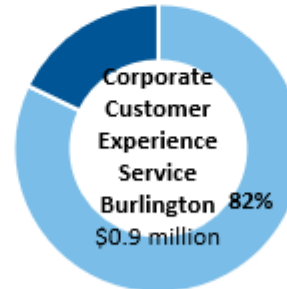
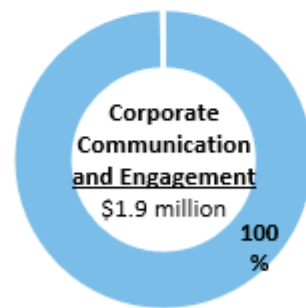


Operating Investment Including One time COVID Impacts

Services	2021 Approved					
	Total Expenses	Total Revenues	Net Budget	Full Time FTE	Part Time FTE	Total FTE
Legislative Services	\$ 1,641	\$ (69)	\$ 1,572	11.0	0.3	11.3
Corporate Communications and Engagement	\$ 1,936	\$ (4)	\$ 1,932	16.0	0.3	16.3
Corporate Customer Experience - Service Burlington*	\$ 1,922	\$ (344)	\$ 1,579	16.0	1.2	17.2
Total Engaging City	\$ 5,499	\$ (416)	\$ 5,083	43.0	1.8	44.8

Numbers are in \$ Thousands and may not add due to rounding

Percentage of 2021 Operating Investment Funded by Property Taxes



■ Net Property Tax Supported ■ Other Revenues and Recoveries

* excludes contract staffing and budget for CRM project

Key Service Priorities



Customer Experience

- One City, One Customer
- Promote customer centric design for all city services
- Enable and support staff in delivering a great customer experience



Community Engagement

- Modernizing web services
- Enhanced internal communication
- Strategic Communications, Engagement & Marketing Plan
- Voice of the Customer



Access to Government

- Compliance and participation in local government decisions
- Ensuring access to information and city records
- Municipal Election
- Protection of Privacy



People-centered services to build trust and confidence in government



Recent Continuous Improvements

Service	Accomplishment
Customer Experience	Customer experience implementation plan and work plan = clear direction and priorities
Customer Experience	Cultivated understanding of CX through Lunch & Learns, newsletters, 360 = increased knowledge of customer perspectives
Customer Experience	Creation of a Centre of Excellence = providing tools and resources for service owners to achieve a great customer experience
Customer Experience	Operationalizing CRM and continuing new implementations = closer to goal of One city, One Customer
Corp. Communications & Engagement	Shift to online engagement with community and staff = ensuring engagement through pandemic

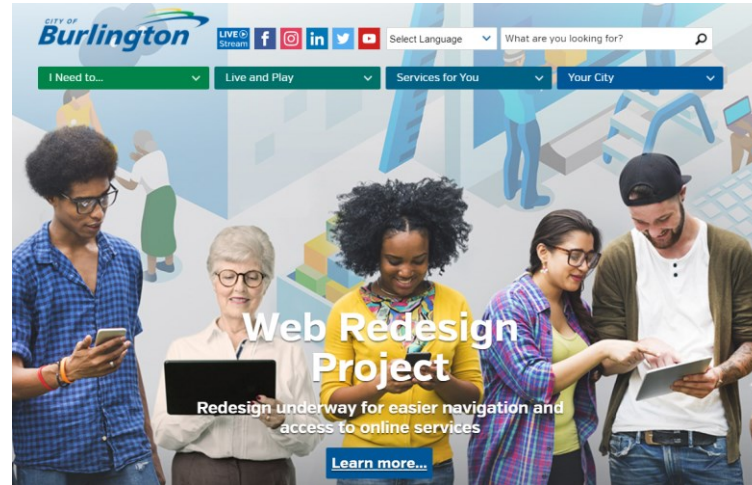


Recent Continuous Improvements

Service	Accomplishment
Corp. Communications & Engagement/CX	1 million unique visitors to website in 2020 and launch of Monsido, an online application that scans our website and reports on performance = improving the digital experience
Corp. Communications & Engagement/Legislative Serv	Volunteer Management Strategy & standardized onboarding experience for advisory committees = diversity and enhanced volunteer experience
Corp. Communications & Engagement	Social media sessions for internal departments highlighting trends and ways to optimize social media as a communications tool = timely, consistent and clear communication
Legislative Services	New process to capture staff directions with public reporting & updates to procedure by-law = greater transparency & access
Legislative Services	New corporate 101 Information Management training = improved stewardship over corporate information

Recent Asset Investments

Capital Project Highlights



Current Service Delivery Risks

Stabilizing Operations

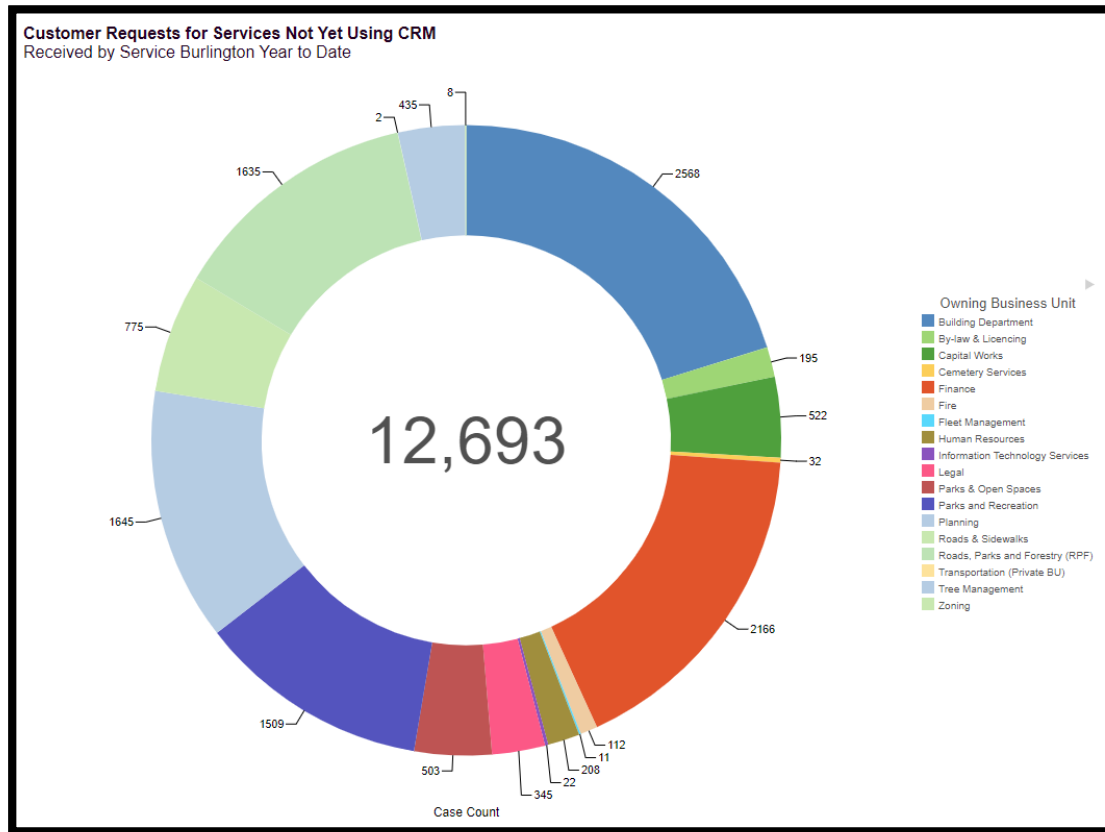
- High number of contract positions in CX pose flight risk
- Corporate wide alignment needed for customer-facing technology and data, to improve the customer experience
- Upgrade of CRM platform is required to meet current standards for web experience
- Web modernization (CX) and quality user experience (UX) initiatives require new skills and staff resources
- Ability to meet demands for internal communication limited due to lack of staff time
- Advisory Committee Review involves technical and change management expertise not currently resourced.
- Easy and quick access to growing corporate information assets for access request (FOI) responses within prescribed timelines is not easily accessible within the current technology and information resources.

Funding Gaps

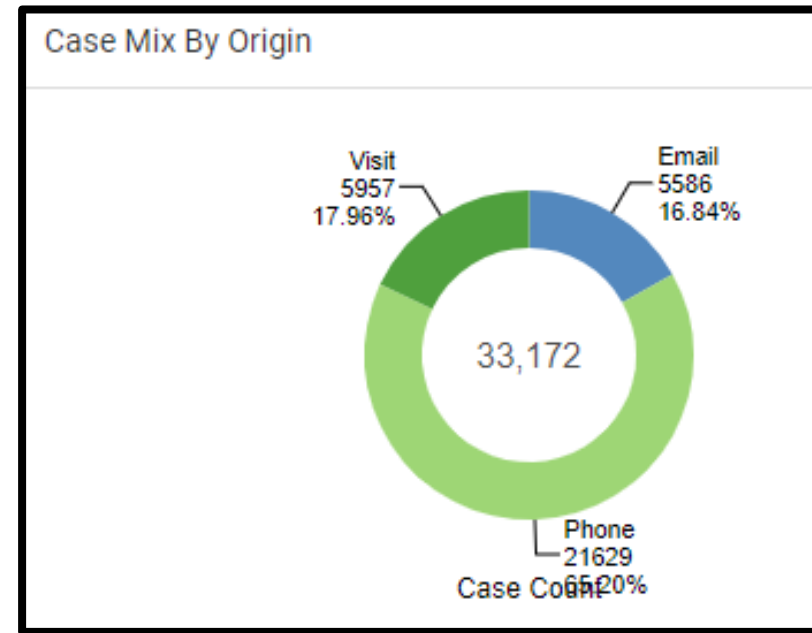
- Funding for skilled staff resources
- Funding to improve and align customer facing technology, and achieve efficiencies



Key Performance Indicators – CX (KPI)



Continue CRM/SB deployments to increase first call resolution



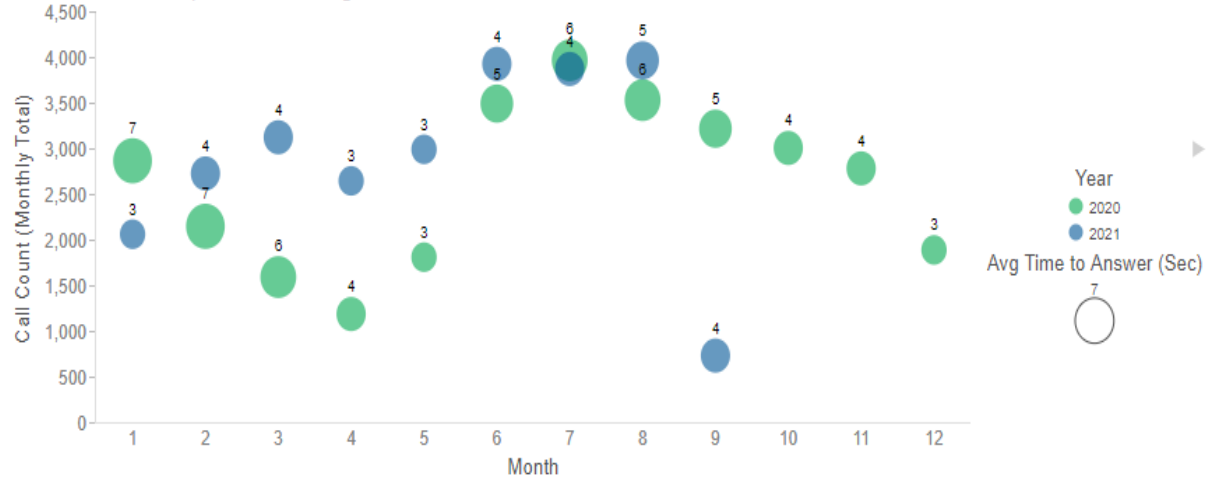
Increase web platform and self-serve



Key Performance Indicators – CX (KPI)

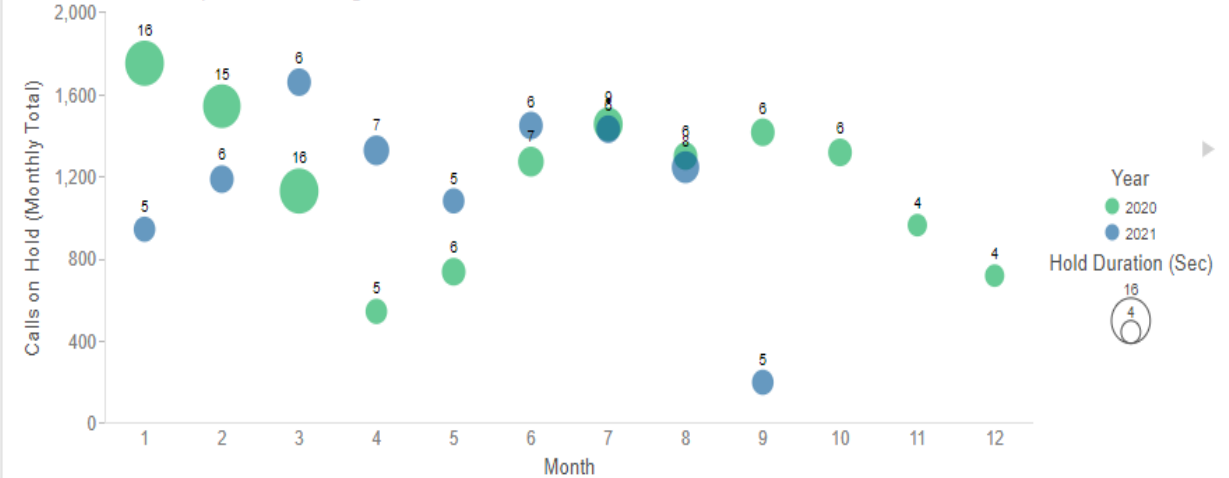
Call Counts and Time to Answer

Size of Bubble Represents Average Time to Answer



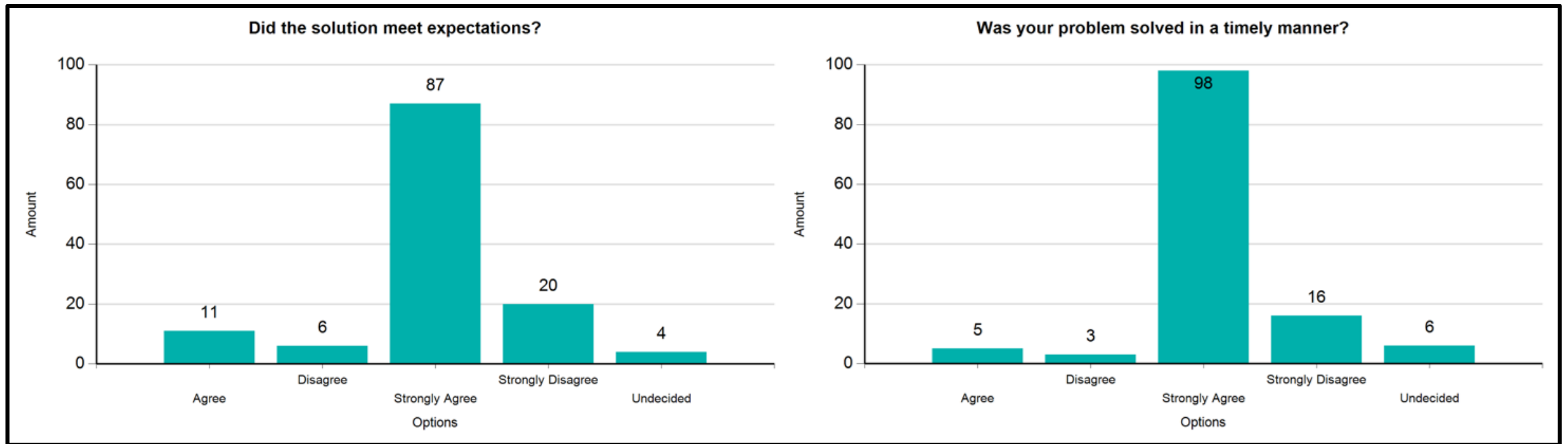
Phone Queue Calls on Hold and Duration

Size of Bubble Represents Average Duration of Hold

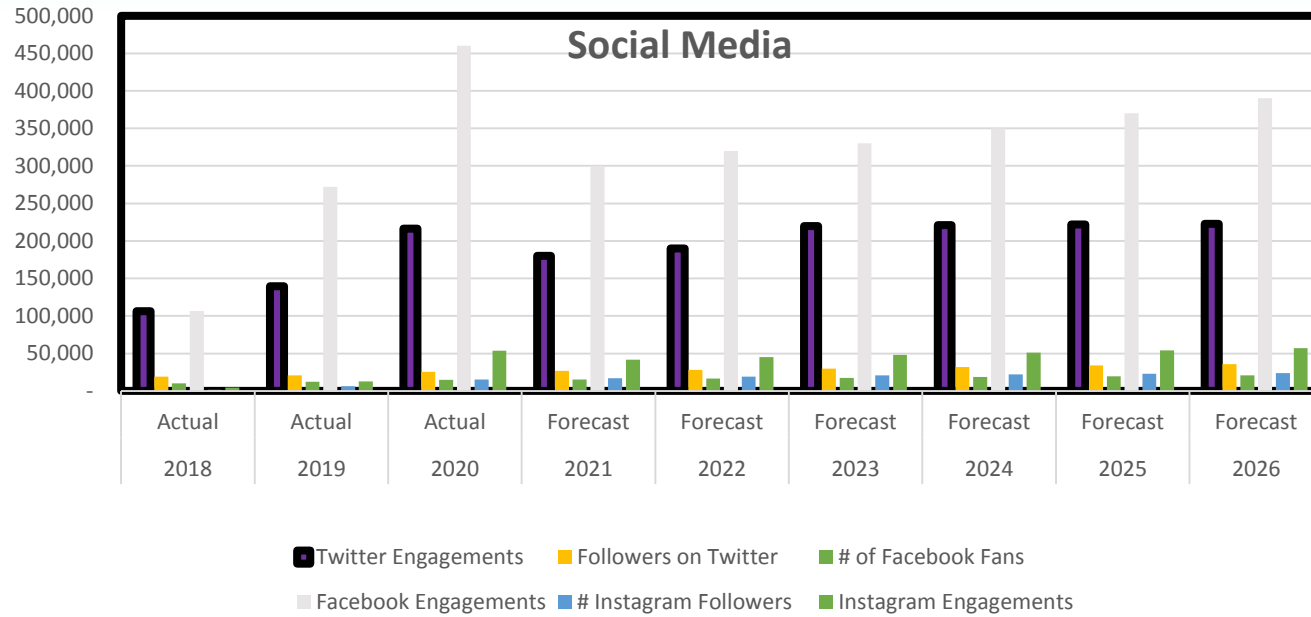




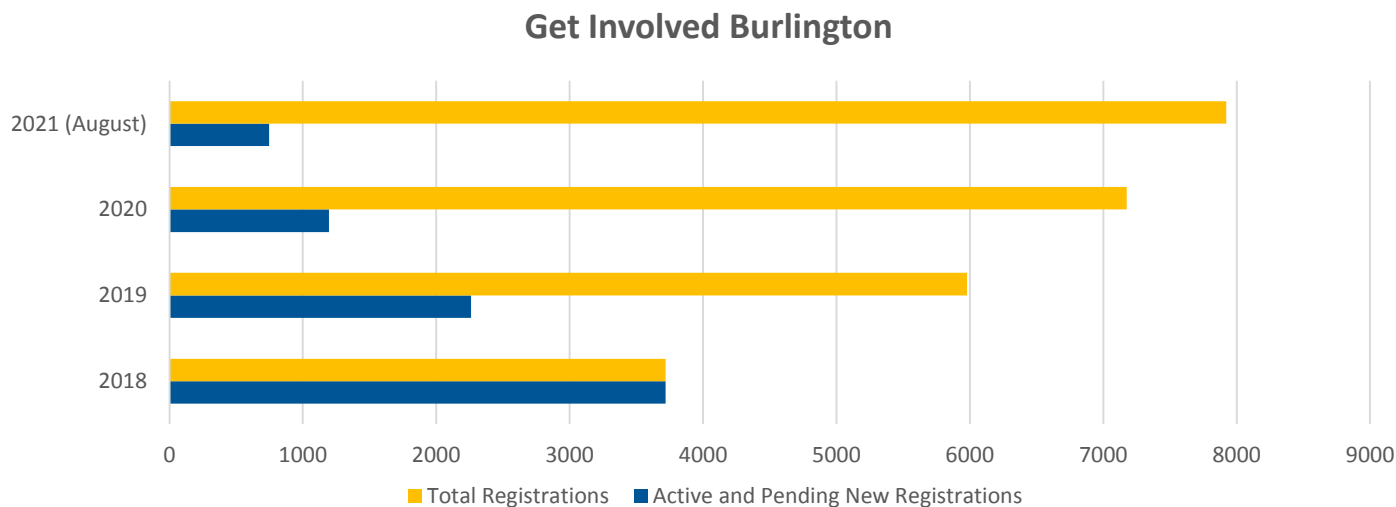
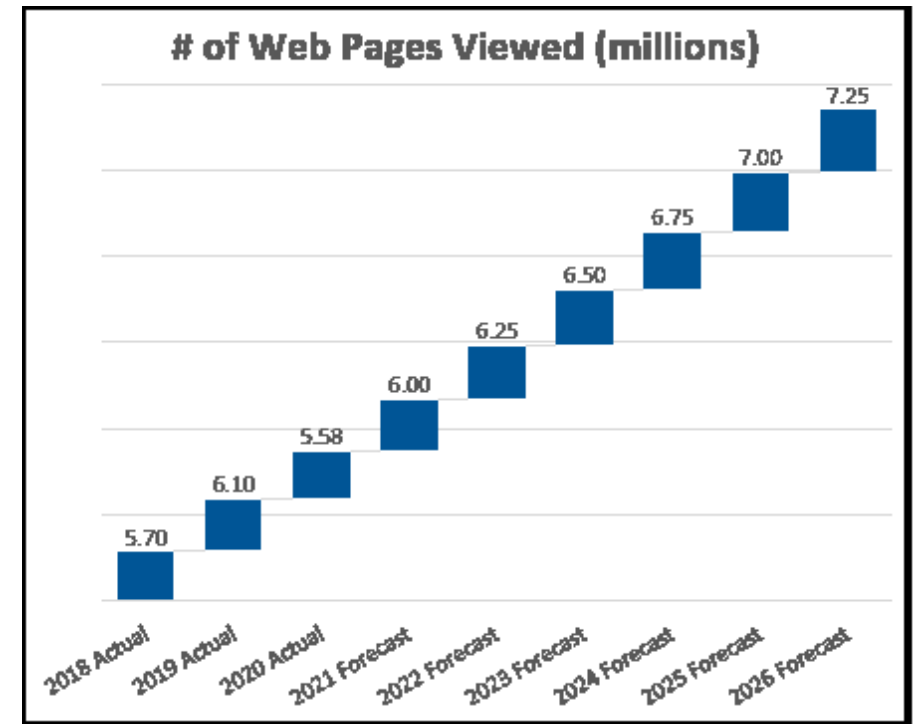
Key Performance Indicators – CX (KPI)



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Key Performance Indicators – CCE

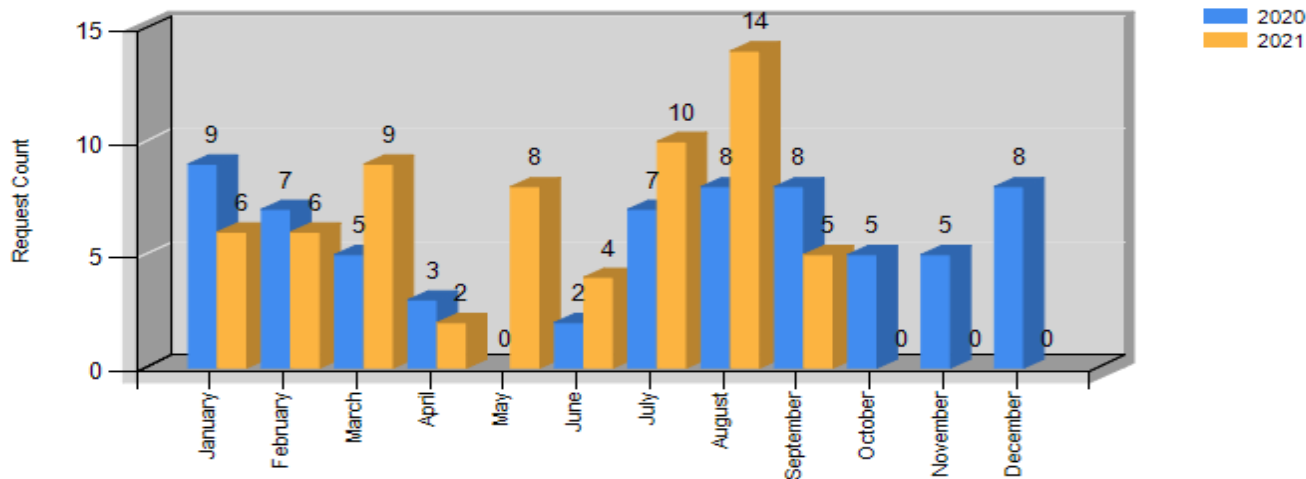




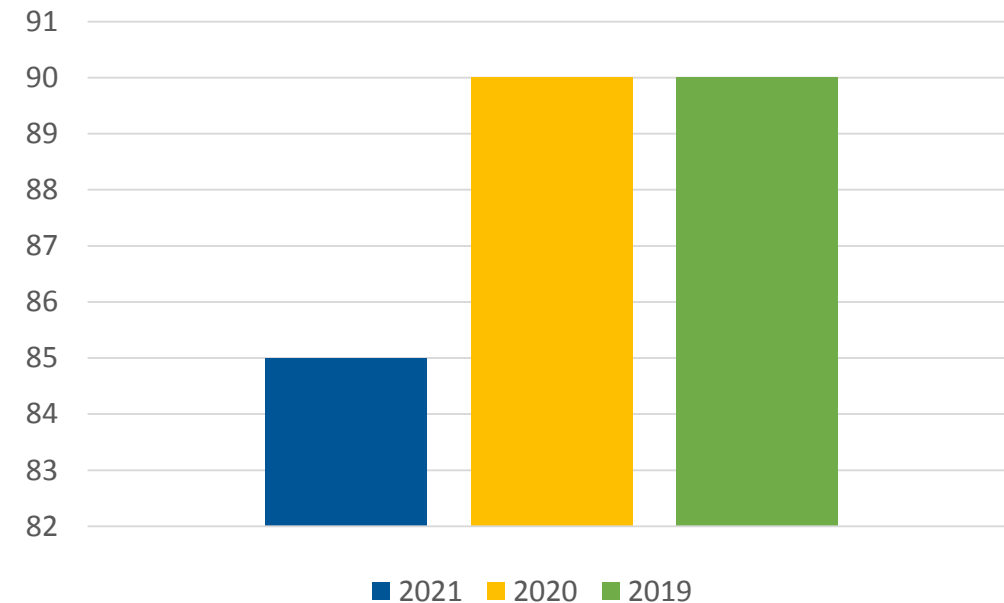
Key Performance Indicators - Clerks(KPI)

Access (FOI) Requests

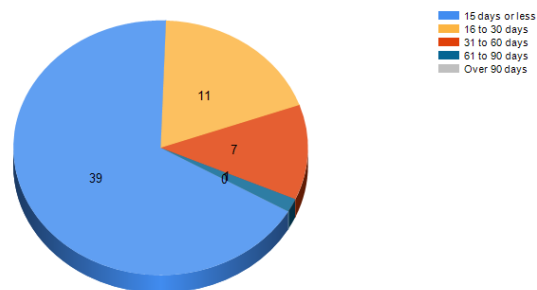
Year Over Year Comparison



Percentage Compliance with Records Retention Schedule (Physical Records)

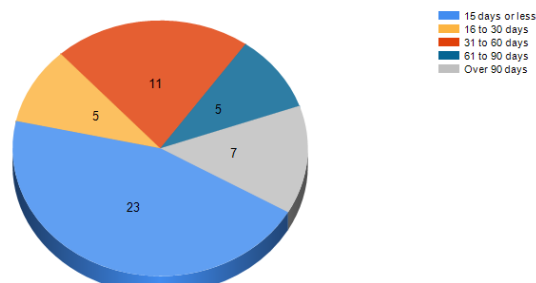


Request Completion Times



2020

Request Completion Times



2021

Future Service Goals and Objectives

Opportunities

- Realize CX vision by mastering 6 competencies: Research, Prioritization, Design, Enablement, Measurement and Culture
- Adopt inclusion lens for communications and access to city services
- Open Government Engagement
- Enhance resident's volunteer experience
- Leading practices in information management and privacy

Industry Trends

- Digital Citizen: Improving end to end service delivery via a unique digital identity
- Anticipatory Government: Preempting problems through predictive analytics
- AI augmented government: Climbing the AI maturity curve
- New internal communications tools/tactics for a hybrid workforce

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2022-2026 Initiatives

Service	Key Initiative	Year
Customer Experience	• One City One Customer through complete implementation of the CRM and required integrations	2022-2024
	• Recognition as a centre of excellence providing consultation, advice and support to all service owners on improving customer experiences	2022
	• Development of a comprehensive voice of the customer program	2022
	• Analysis and design of an architecture/platform that aligns the City's customer technologies and provides outstanding digital CX	2022
Corp. Communications & Engagement	• Website renewal and online customer enhancements	2022-2024
	• Fully launch, promote and use online volunteer software (Better Impact)	2022-2023
	• Focused resources on internal communication needs	2022-2024
	• Enhance engagement activities and opportunities (resident roster)	2022-2023
Legislative Services	• Municipal Election - October 24, 2022	2022
	• Council Orientation	2022
	• Lobbyist Registry Engagement	2023
	• Advisory Committee Review	2023-2024
	• Ongoing Implementation of the IM Strategy – Electronic Records Focus	2023-2024

Service
Investment

Current
Service
Delivery

Asset
Investment

Service
Delivery Risks

Key
Performance
Indicators

Service Goals
and
Objectives



Key Messages:

- Key investments are needed to fully execute the Customer Experience Implementation Plan, the Strategic Communications, Engagement & Marketing Plan and Information Management Strategy
- Integration and coordination of customer facing technology is essential in achieving One City, One Customer
- Change the way we work to achieve corporate alignment on customer experience, engagement, information management and privacy

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