

**Service Information Session**  
**Day 4 Session 7**  
December 15, 2022

**Enabling Services,  
Good Governance &  
An Engaging City**



# 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 &  
Office of the City Clerk

Customer Experience (CX)

Corporate Communications  
and Engagement (CCE)

# Who Are We?



## Boards and Committees

- + Audit Committee
- + Burlington Accessibility Advisory Committee (BAAC)
- + Burlington Agricultural and Rural Affairs Advisory Committee (BARAAC)
- + Burlington Integrated Transportation Advisory Committee
- + Burlington Municipalization Committee (Mund)
- + Burlington Museums Board
- + Burlington Public Library Board



**CITY OF Burlington** Accessibility + Translate + Careers Public Engagement Service Burlington

What are you looking for?

Trending: Leaf Collection | Paying a Parking Ticket | Skating | Swimming and Aquatic Programs

**City of Burlington** @cityburlington · 1h

A staff report incorporating the results of a recent cost estimate, prepared by a third-party, along with a multi-year capital financing plan for the redesign and adaptive reuse of Robert Bateman High School will be presented to Committee on Dec 8: [bit.ly/3gDBCpk](https://bit.ly/3gDBCpk) #BurlION

**Redesign, Adaptive Re-Use and Costing Plan Proposed for Robert Bateman High School**

cityburlington Follow Message

1,198 posts 19.7K followers 102 following

City of Burlington  
Burlington is a City where people, nature and businesses thrive. #BurlION [sprout.link/cityburlington](https://sprout.link/cityburlington)

POSTS REELS TAGGED

Register to Win! Visit [getinvolvedburlington.ca](https://getinvolvedburlington.ca) for details

# Who Are We?



# Service Investment

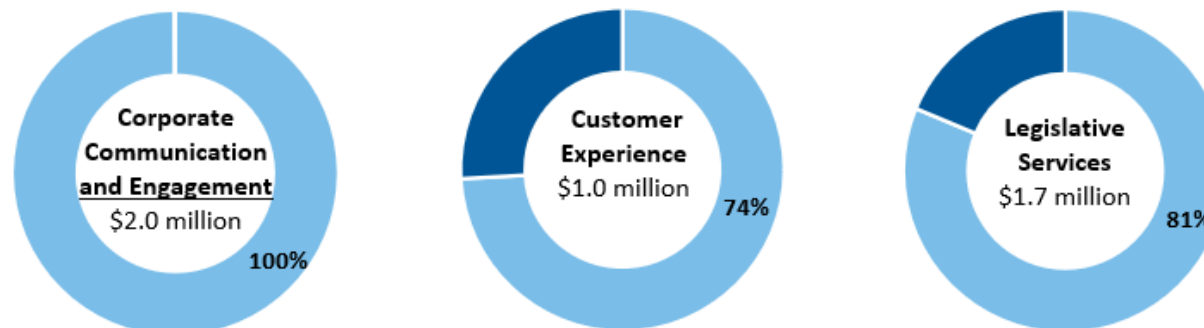


## Operating Investment Including One time COVID Impacts

Services	2022 Approved						
	Total Expenses	Total Revenues	Net Budget	% Of Tax Levy	Full Time FTE	Part Time FTE	Total FTE
Legislative Services	\$ 2,113	\$ (395)	\$ 1,718	0.91%	12.0	0.3	12.3
Corporate Communications and Engagement	\$ 2,063	\$ (2)	\$ 2,061	1.10%	16.0	0.3	16.3
Customer Experience *	\$ 1,359	\$ (352)	\$ 1,007	0.54%	11.0	1.2	12.2
<b>Total Engaging City</b>	<b>\$ 5,534</b>	<b>\$ (748)</b>	<b>\$ 4,786</b>	<b>2.55%</b>	<b>39.0</b>	<b>1.8</b>	<b>40.8</b>

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

### Percentage of 2022 Operating Investment Funded by Property Taxes



■ Net Property Tax Supported    ■ Other Revenues and Recoveries

\* excludes contract staffing and budget for CRM project

# Service Priorities

“Delivering customer-centric services with a focus on efficiency and technology transformation”



## Public Engagement

- Connect with diverse public
- Modernize web content
- Provide inclusive design
- Communicate what people want to know, when and how they want to know it
- Meet people where they are
- Manage our online presence
- Support volunteers



## Good Governance

- Provide leadership on legislative policies, by-laws, processes and procedures
- Implement the Information Management policy
- Encourage open government
- Educate City staff on information management, FOI and privacy
- Represent democratic values



## Customer Experience

- Resolve customer requests at the first point of contact
- Optimize the CRM system
- Document and manage knowledge
- Gather and use customer feedback
- Educate City staff on how to provide easy, inclusive, accessible and outstanding customer experiences
- Analyze and share data-driven insights



**Community  
Relations and  
Engagement**

**Build trust and  
confidence in the City  
as a public organization**

# Recent Continuous Improvements



Service	Accomplishment
<b>Corp. Communications &amp; Engagement</b>	Successful shift to virtual & online engagement ongoing. A vast majority of residents support continuing virtual & online engagement. In-person and hybrid options will still be available.
<b>Corp. Communications &amp; Engagement w/ CX</b>	July 2022, a redesigned website launch makes it easier for residents and visitors to find information and access online services.
<b>Corp. Communications &amp; Engagement</b>	July 2022, a new centralized volunteer program (Better Impact) better serves volunteers. All volunteer opportunities with the City can now be found at <a href="https://burlington.ca/volunteer">burlington.ca/volunteer</a> .
<b>Corp. Communications &amp; Engagement</b>	September 2022, the City's social media accounts rank #2 behind Toronto in GTA Social Media Profiles.
<b>Corp. Communications &amp; Engagement</b>	Newcomers Outreach and Engagement group continues working closely with the Halton Multicultural Council (HMC Connects) to make engagement opportunities and communications more welcoming to newcomers.



# Recent Continuous Improvements



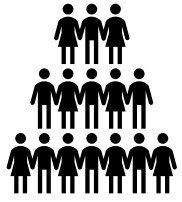
Service	Accomplishment
<b>Corp. Communications &amp; Engagement w/ City Clerk and Customer Experience</b>	Spring 2022, launched a new standalone microsite for 2022 municipal election. Summer 2022, new CRM configuration and knowledge base articles on election requests.
<b>Customer Experience</b>	First full year of CRM and contact centre implementation with Roads, Parks and Forestry; 91% first point of contact resolution during January 2022 winter storm (630+ requests) with ability to report and complete performance analysis after event
<b>Customer Experience</b>	Customer Experience dashboard for data analysis available to all burlington.ca network accounts, updated every 24 hours; showing customer request trends, type, timing and location
<b>Customer Experience</b>	New Customer Service Standards, Customer Service Support Deck, CX lunch and learns, workshops, Customer Service Week, Learn at Work Week activities for internal CX education
<b>Customer Experience</b>	New Voice of the Customer initiatives: New Coyote Sighting form, new Customer Feedback survey on Get Involved Burlington

# Recent Continuous Improvements



Service	Accomplishment
<b>Legislative Services</b>	New Delegated Authority By-Law, reflects current business practices and changes in policy, legislation, clarifying delegations ensures streamlined and expedited approvals.
<b>Legislative Services</b>	Reworked elector support model, use of CX to triage tier one enquires, during Online voting provided extended hours for technical support until 8pm during the online advance voting period.
<b>Legislative Services</b>	Review and amendments made to foundational Election policies and procedures. This helped to ensure clarity, compliance with legislation, and to reflect best practices.
<b>Legislative Services</b>	Expanded Voters' list revision program. Worked in partnership with Burlington Public Library to deputize library staff to accept forms. 360 revisions completed at the Library.
<b>Legislative Services</b>	Privacy Impact Assessment (PIA) standard operating procedure (SOP) for enhanced policy compliance and simplifying information management practices.
<b>Legislative Services</b>	Last phase of the Hybrid Council meeting plan approved in March 2022, included Council and staff in Chamber ( <b>Hybrid</b> ), then gradually adding registered delegates and then general spectators.

# Service by the Numbers



**40,000** Customer Requests each year

**58,000+** Contact Records in CRM

**99%** Requests Resolved

**58%** Resolved at first point of contact

**2.6** minutes Average Call Duration

**52%** callers enjoy live answer right away

**5** seconds average wait on hold

**10** Customer Experience Representatives

**4** customer contact channels



**154** Media releases issued

**50** Surveys issued

**17** Instagram reels created in 2022

**509** Volunteers in Better Impact

**8000+** Users in GetInvolvedBurlington

**28,000+** Subscriptions to all newsfeeds

**80,000+** Followers across social media channels

**6M+** web page views on burlington.ca



**140** 2022 Committee and Council Meetings

**196** 2021 Committee and Council Meetings

**404** 2022 Reports on agendas

**361** 2021 Reports on agendas

**120** 2022 delegates to Standing Committees

**28** 2022 delegates to Council

**120** 2021 delegates to Standing Committees

**9** 2021 delegates to Council



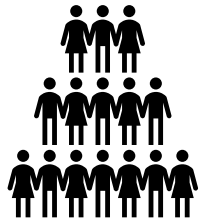
**360** Revision forms at libraries 18% of total

Revision forms processed

**38.1%** of voters voting online 2022

**10.2%** of voters voting at advance polls 2022

# But was anyone better off?



- Simple, central, easy contact at **905-335-7777 | [city@burlington.ca](mailto:city@burlington.ca)**
- More customers are recognized
- More data on request history
- Get an answer without transfer



- Avg resolution in under 3 minutes
- Connect easily with a real person
- Don't waste time on hold



- More informed and engaged participants
- Seamless volunteer opportunities
- Better volunteer onboarding experience
- Clear and plain language on City website



- More efficient public meetings
- Greater information to Council
- Greater sharing of staff expertise



- Voter list updates in the community
- Easy access to online voting
- More options, places and dates to vote



- Different ways to receive information
- Customers can choose preferred channel
- People come first

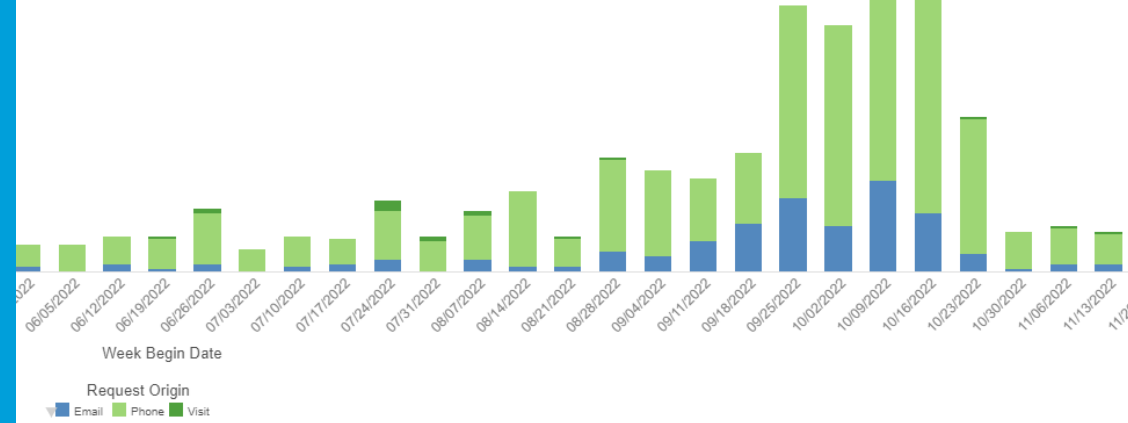
# Feature Story: Election 2022



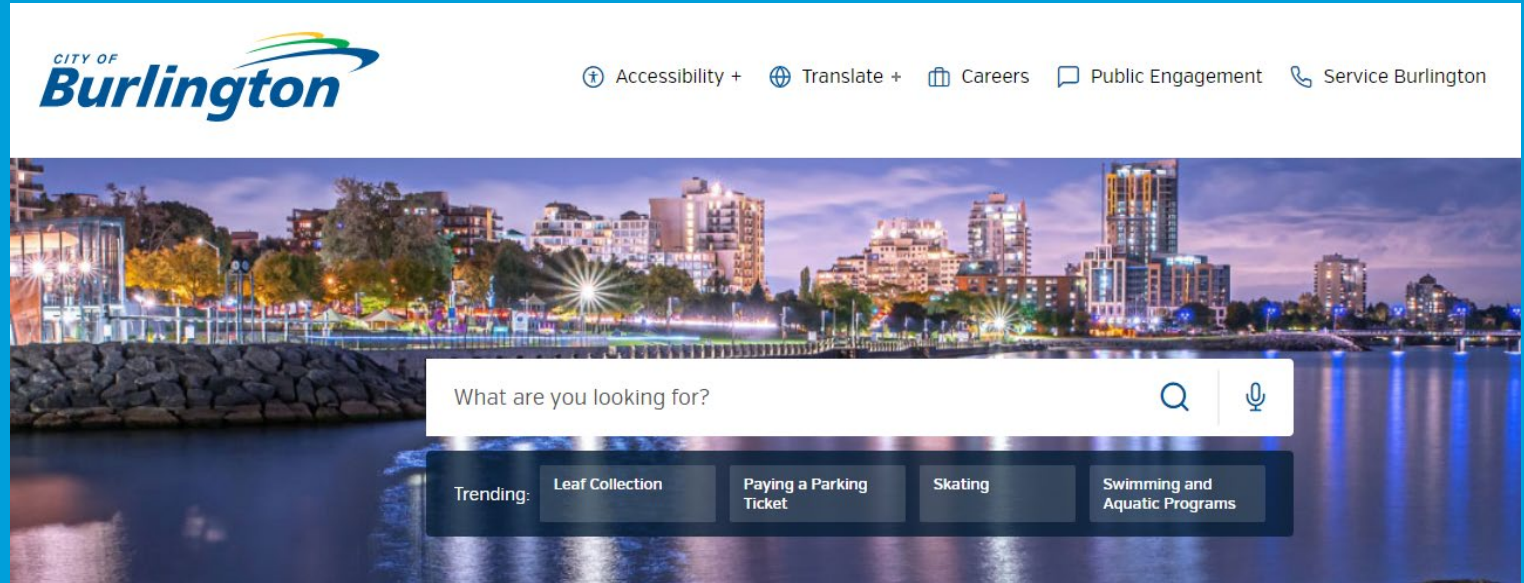
# VOTE

2022 BURLINGTON

**763** Election requests  
**98%** Resolved at first point  
**45** Hours staff time



# Feature Story: burlington.ca



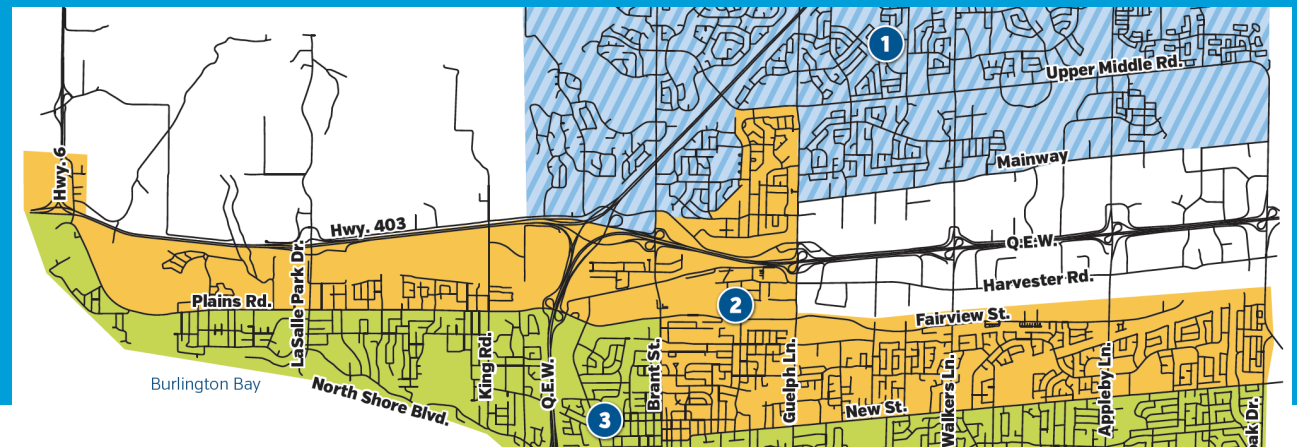
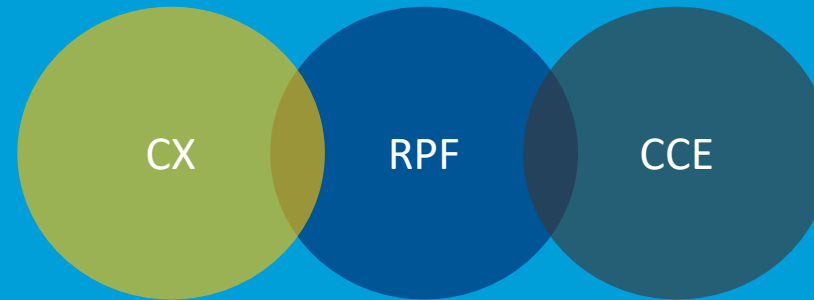
# Feature Story: Leaf Collection

## 2021

- 367 Requests
- 96% Resolved at First Point
- 17.6 hours of staff time

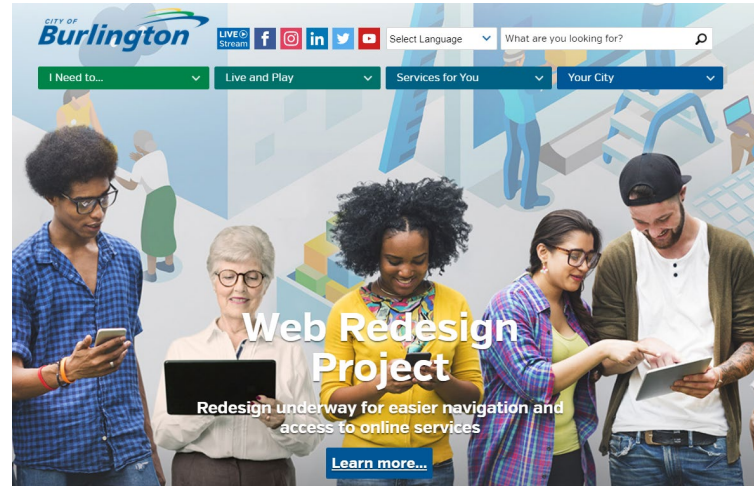
## 2022

- 350 Requests
- 98% Resolved at First Point
- 17.8 hours of staff time



# Recent Asset Investments

## Capital Project Highlights



## Data Integration & Analysis



CRM System Enhancements



Service Burlington Space



# Current Service Delivery Risks

## Stabilizing Operations

- Lack of training for City-wide staff in many areas:
  - Customer empathy
  - Journey mapping design & UX
  - Diversity, Equity and Inclusion
  - Accessibility
  - Access to Information
  - Privacy Protection
- Staff turnover rate that impacts service delivery
  - Manager to City of Toronto
  - Analyst headhunted to Mgr role
  - Competing for IM expertise
- Need investment in the CX team to normalize multiple contract positions and provide stability
- Staff resources to meet ongoing and future communications and engagement needs of residents

## Funding Gap

- More funding required for training, education and development
  - Articulate licenses
  - Outside expertise, speakers
  - CX & IM certification
  - Subscriptions
  - Industry leaders i.e. Forrester
- Additional funding will be required beyond 2023 for CRM Dynamics V9 upgrade and data integrations

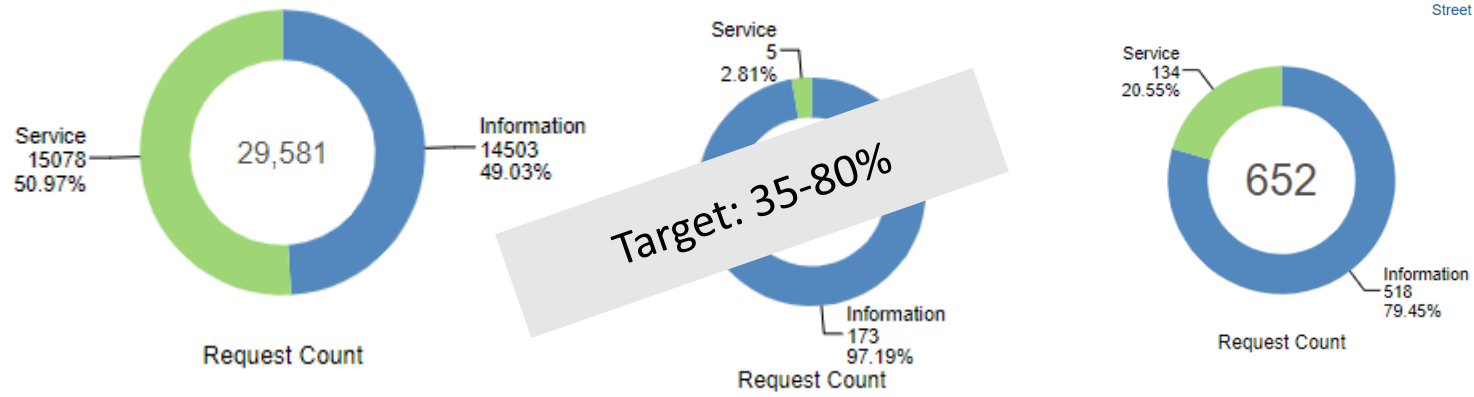
# Risks to Achieving Objectives

- Low capacity and feelings of overwhelm across City staff; challenge for all new initiatives and poor employee experience compromises organizational performance overall
- Customer-centric culture still faces challenges in the organization: presence of a customer in real time is not consistently viewed as a priority for work effort
- Scope and complexity of data architecture and integration required for seamless digital service experience and modernized web environment
- Lack of training for staff in areas of empathy, inclusivity, diversity and new technology
- Speed of adaptation and adjustment to changing resident demands for enhanced communication and engagement
- Legislative changes in the Province of Ontario

# Customer Experience Headline Measures

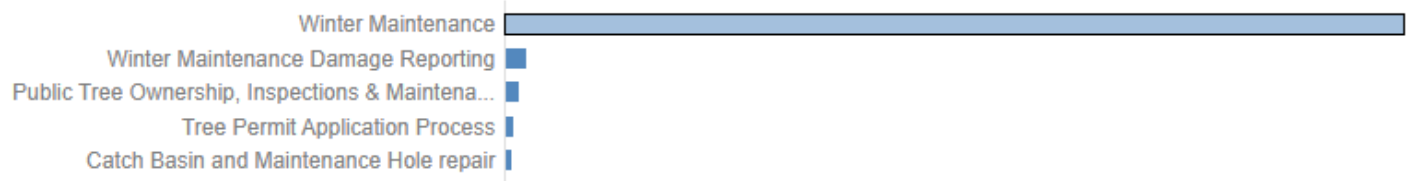


At least **49%** of all requests for CRM-enabled departments are completed at **first point** with Service Burlington



We have more data available on what services and information customers need, and when

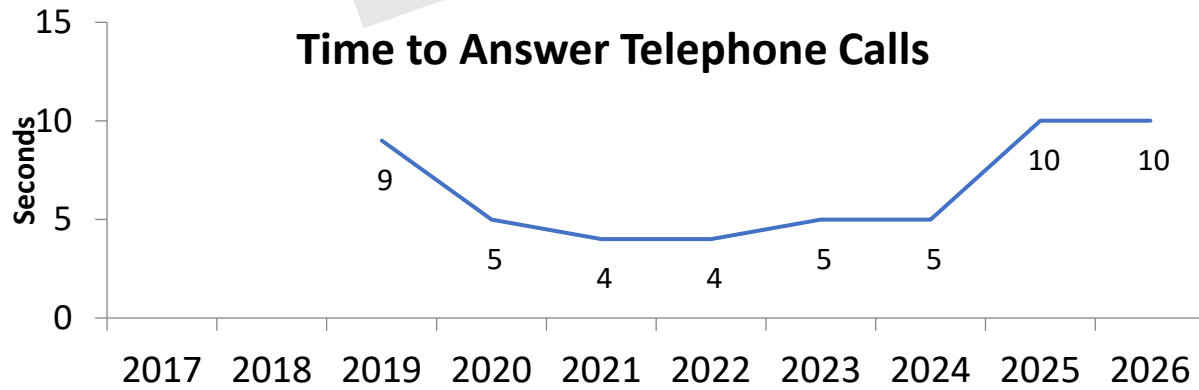
During significant events i.e. January snow event and leaf collection, the rate of first point contact resolution increases significantly (**79% & 97%**)



# Customer Experience Headline Measures



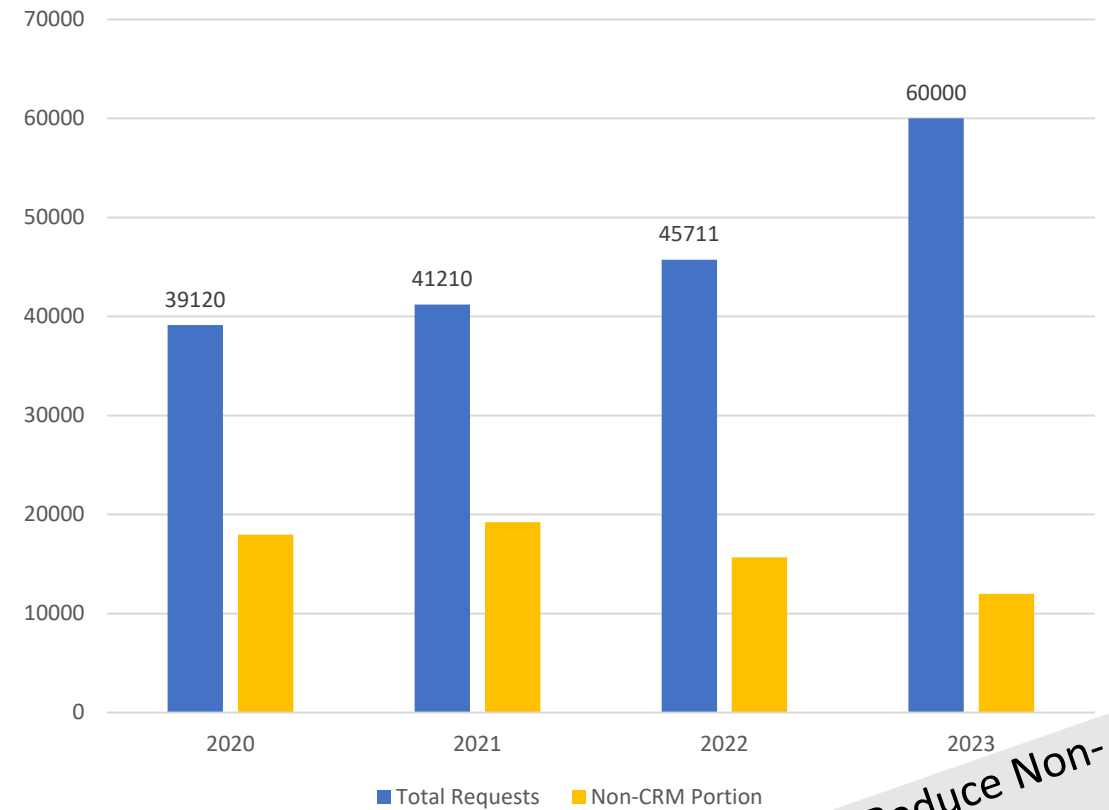
Target: 10 Seconds



Service Burlington Completed  
**3,248** Tax Payments  
**1,624** RCC Registrations  
 And is currently managing  
**239** Knowledge Base Articles

Target: Growth

More Requests Benefiting from CRM End-to-End Data Capture, Notes, Search and History



Target: Reduce Non-CRM

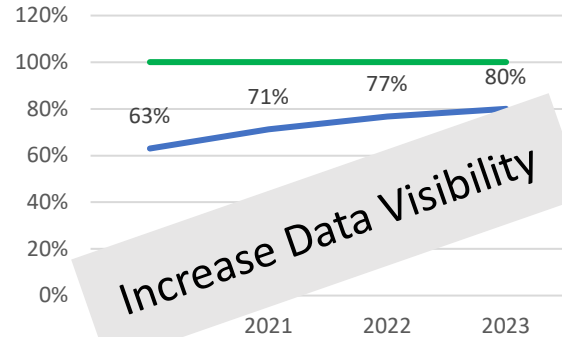


# Other CX Key Performance Measures



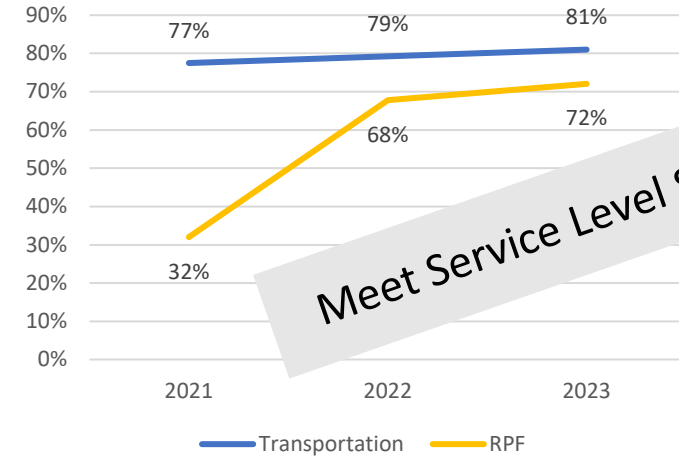
- Ahead of industry averages for time to answer and hold times
- Now measuring Net Promoter Score and Customer Effort Score, aligning with CX industry standards

% Customer Requests to Service Burlington Managed End-to-End in CRM



Increase Data Visibility

Service Level Compliance: Contact Centre and Service SLA 1 & SLA 2 Met on Time



Meet Service Level Standards

1. How was your most recent experience with the City of Burlington?

2. What was the best thing about your experience?

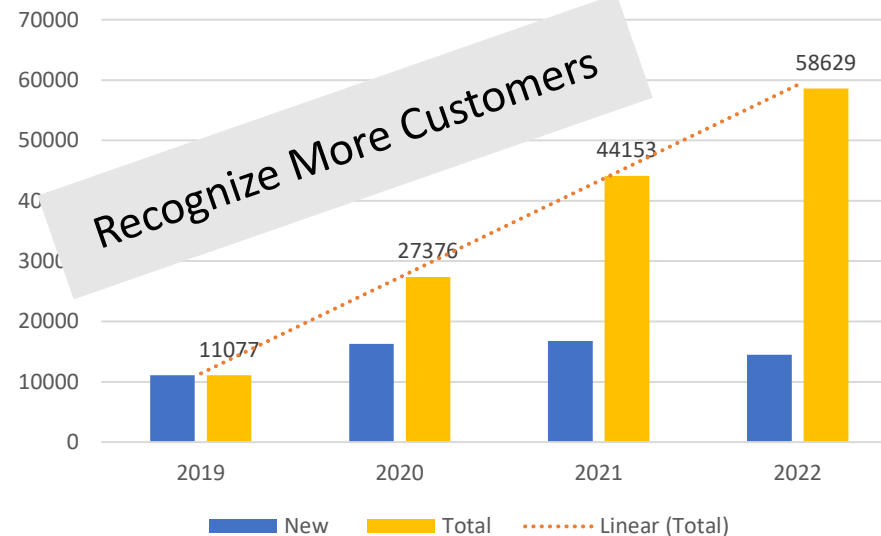
Please add your comment here... 0/255

Gather, Share and Use More Customer Feedback

3. What was the worst thing about your experience?

Please add your comment here... 0/255

Customer Contact Record Creation & Growth



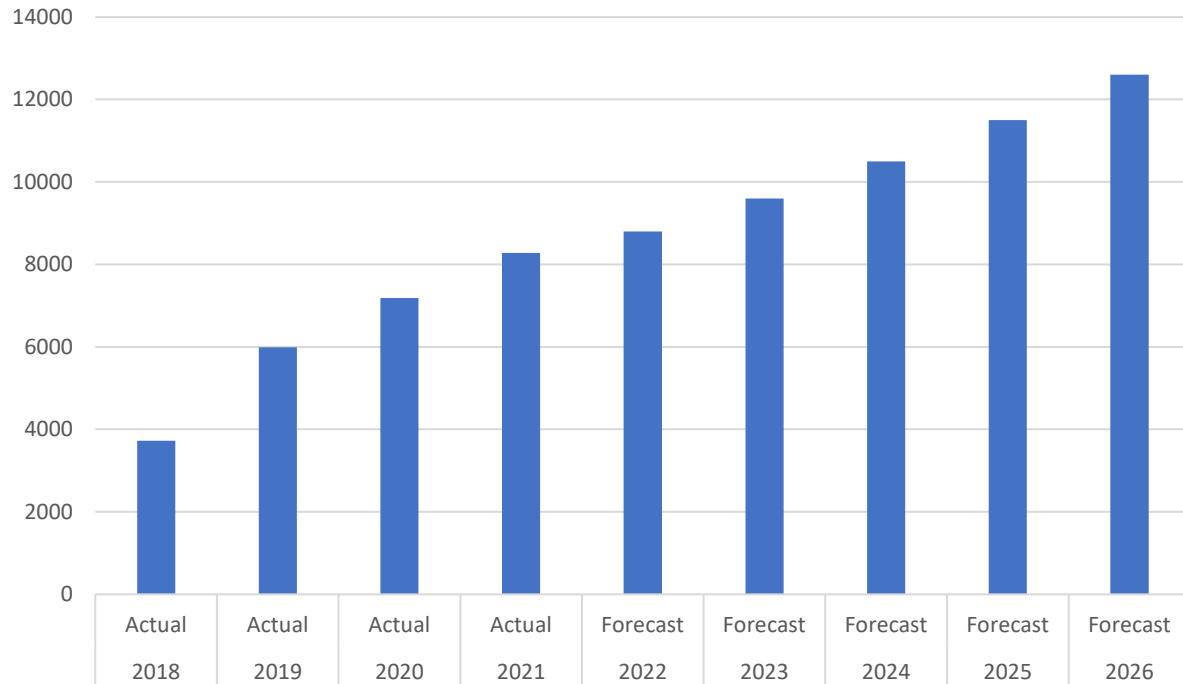
Recognize More Customers

# Corp. Comms & Engagement Measures

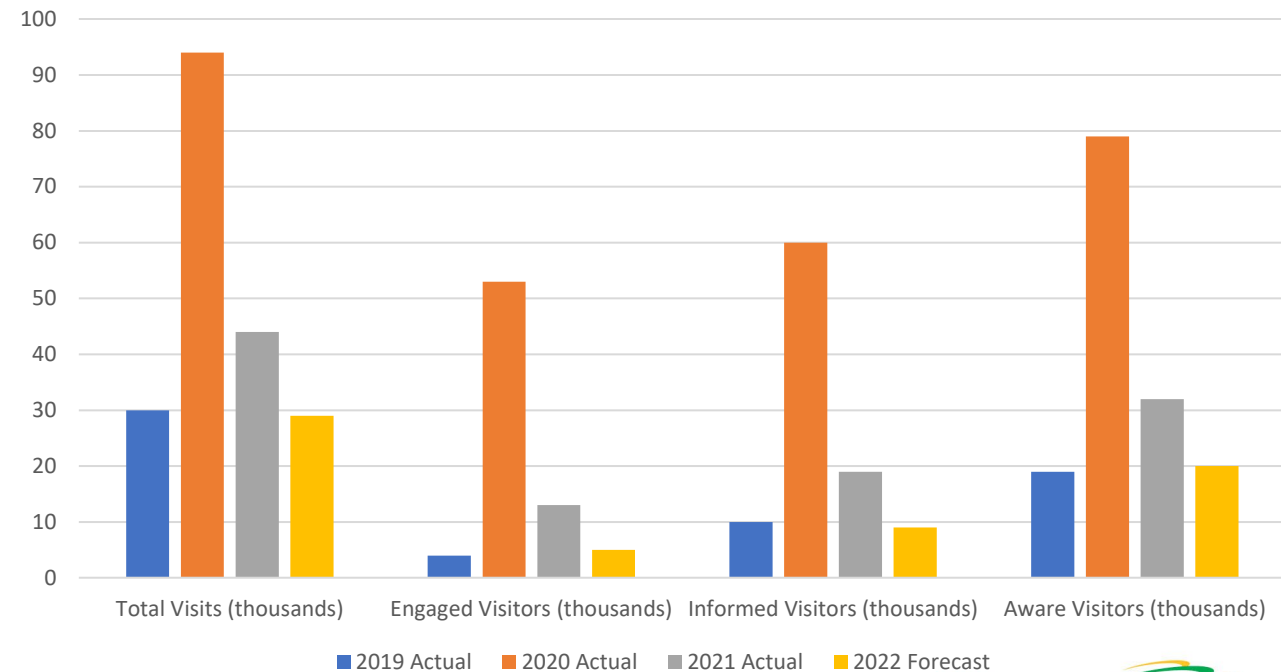


## More engaged residents = Better feedback

Registered Users on  
getinvolvedburlington.ca



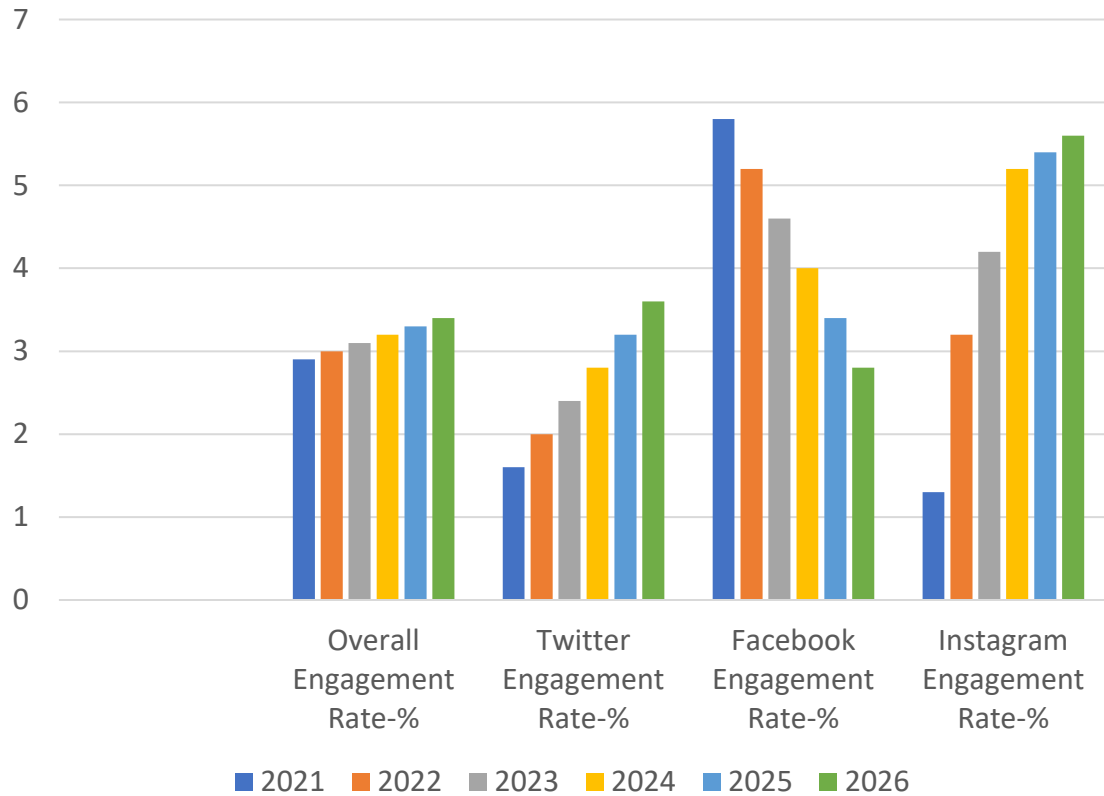
Get Involved Burlington Site



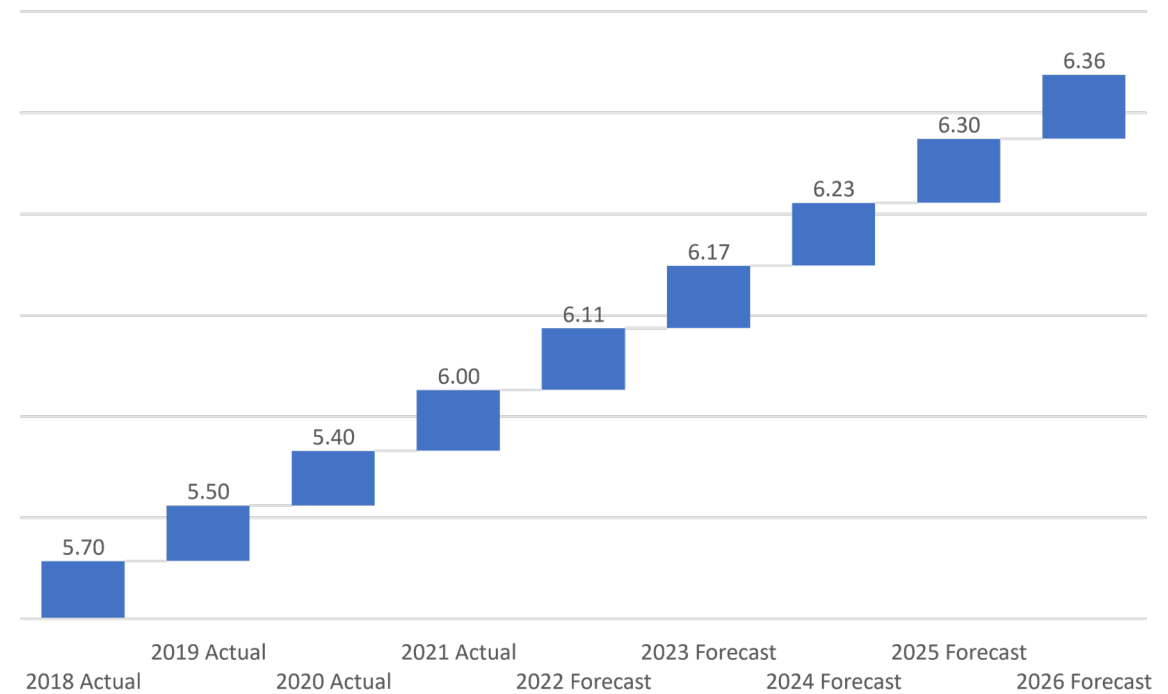
# Corp. Comms & Engagement Measures



## Social Media Engagement Rate

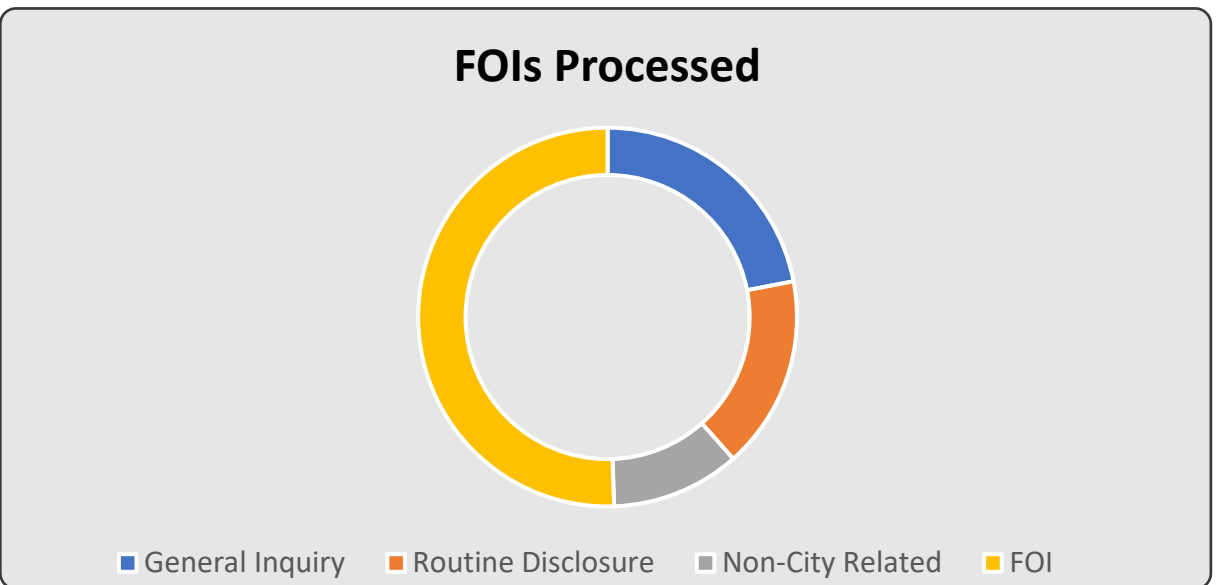
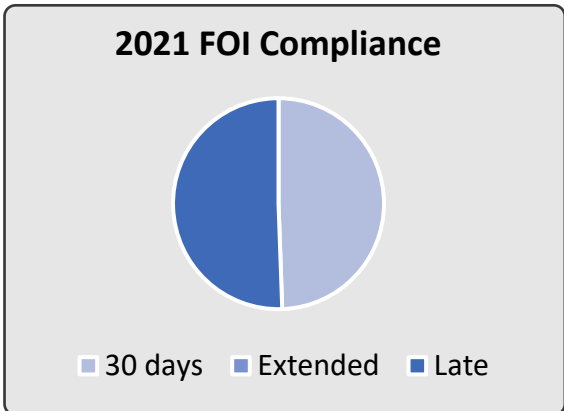
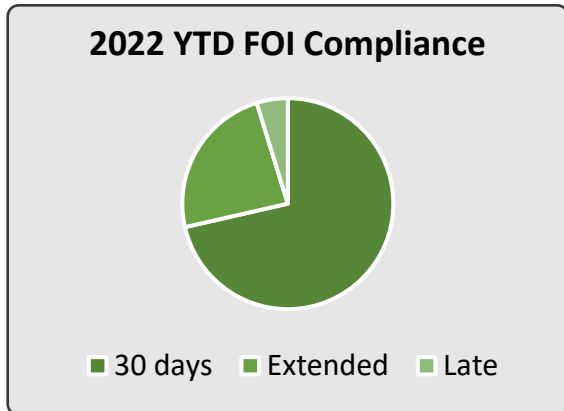
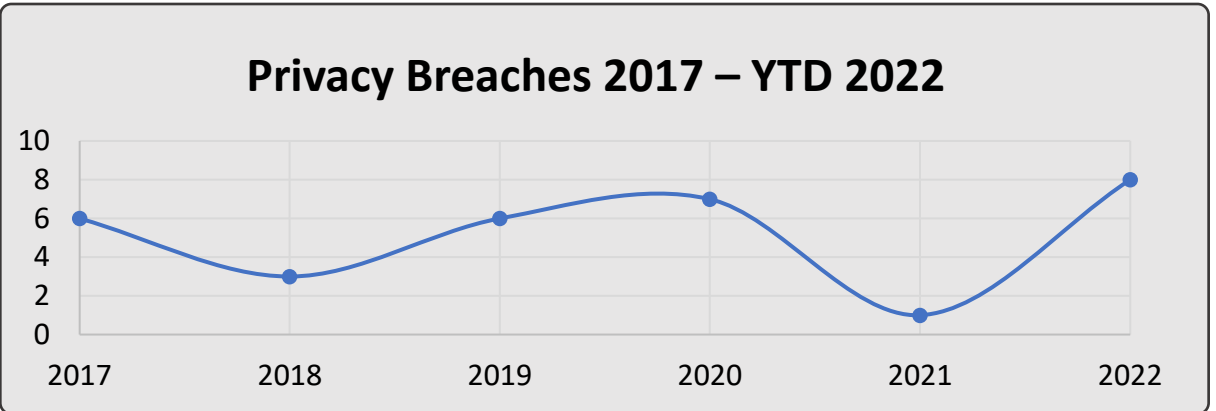
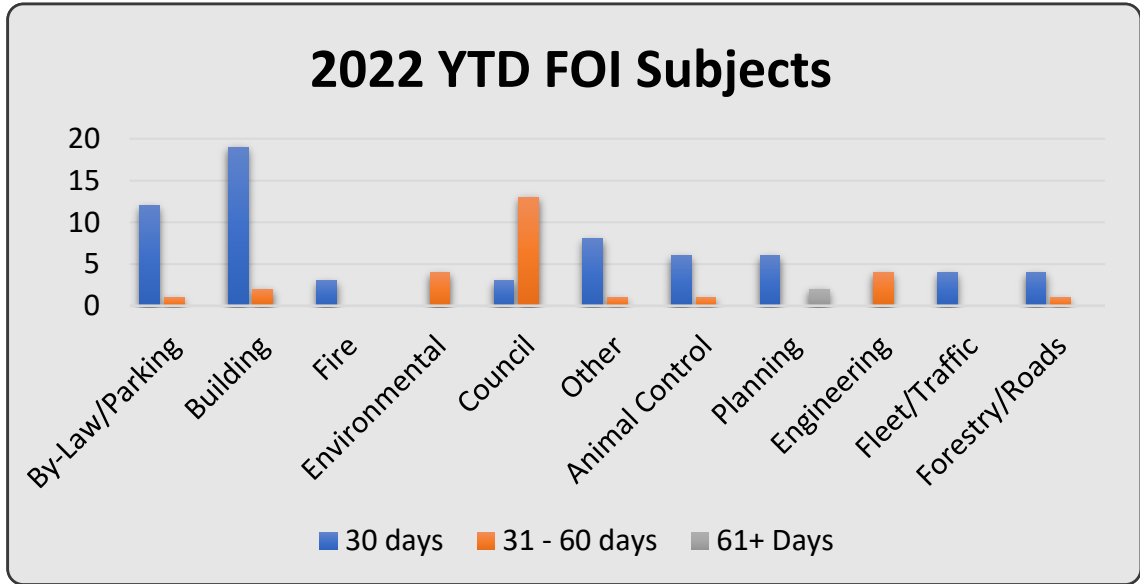


## # of Web Pages Viewed (millions) Burlington.ca





## Access to Information Headline Measures





# Future Service Goals and Objectives

## Opportunities

- Enhance engagement activities, stakeholder mapping and opportunities
- More targeted engagement with smaller, diverse groups and short duration
- Further implementation of CRM and contact centre partnerships
- New Service Burlington space at City Hall
- Voice of the Customer
- Data analysis, reporting and sharing CX insights

## Industry Trends

- Digital Citizen: Improving service delivery with a unique digital identity for individual customers
- Digital Customer Experience in online spaces
- Internal communications tools/tactics, standards and people leadership for a hybrid workforce
- Value of human to human connections in real time
- Human-Centred Design

# Service Information Session

## 2023-2024 Initiatives



Service	Key Initiative	Year
<b>Corp. Comms &amp; Engagement/CX</b>	<ul style="list-style-type: none"><li>• Ongoing website and online customer enhancements</li><li>• Recommendations based on KPMG report options</li></ul>	2023-2024
<b>Corp. Communications &amp; Engagement</b>	<ul style="list-style-type: none"><li>• Focused resource(s) on internal communication needs in a hybrid environment: develop standalone internal communications plan, update internal communications tool.</li></ul>	2023
<b>Corp. Communications &amp; Engagement</b>	<ul style="list-style-type: none"><li>• Use of targeted engagement with smaller groups and short duration</li></ul>	2023
<b>All</b>	<ul style="list-style-type: none"><li>• Collaborate as the new Community Relations and Engagement team</li><li>• Combined Stakeholder mapping and customer persona development</li></ul>	2023

# Service Information Session

## 2023-2024 Initiatives



Service	Key Initiative	Year
<b>Customer Experience</b>	<ul style="list-style-type: none"><li>• Service Burlington for Animal Services and By-law Enforcement</li><li>• CX education courses for City staff</li><li>• Privacy Impact Assessment for CRM</li><li>• Executive level CX dashboards</li></ul>	2023-2024
<b>Legislated Services</b>	<ul style="list-style-type: none"><li>• Further Implementation of Information Management Strategy</li><li>• Procedure By-law Review</li><li>• Expansion of Digital Signature Program and Organizational Policy</li><li>• Electronic Creation and Distribution of Closed Session Agendas</li><li>• Advisory Committee Review creation of a Common Framework</li><li>• 2022 Election Review and Report to Council</li><li>• Lobbyist Registry Pilot Project Review and Report</li><li>• Ward Boundary Review (initial phases)</li></ul>	2023       2023-2024

Service Investment

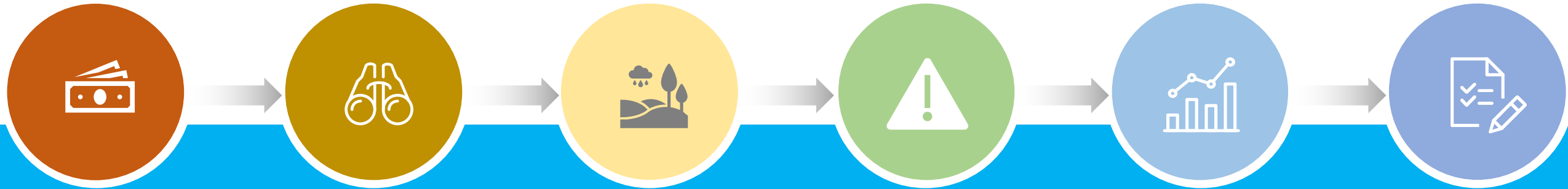
Current Service Delivery

Asset Investment

Service Delivery Risks

Key Performance Indicators

Service Goals and Objectives



## Key Messages:

- **Continued investments** are needed to fully execute the Customer Experience Strategy & Implementation Plan, the Strategic Communications, Engagement & Marketing Plan and Information Management Strategy
- **Integration and coordination** of customer facing technology with great enterprise architecture is essential to provide outstanding, enhanced experiences online and in person
- **Culture change** is ongoing and evolving to achieve City-wide success in customer experience, engagement, good governance, information management and privacy
- Looking forward to our **future work together** as Community Relations and Engagement
- We **celebrate success** and embrace challenges

# Questions and Discussion

