



311, Communications and Customer Service Update

16.04.19

How Did We Get Here?

February 2017
New division
created

April 2018
Changes initiated
in 311

November 2018
Council approves
Customer Service
Strategy

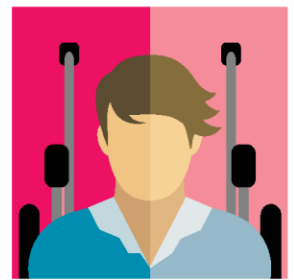
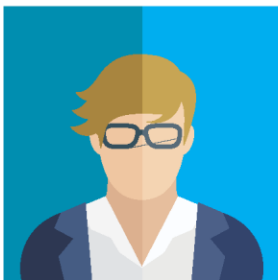


January 2018
Council approves
Communications
Strategic Plan

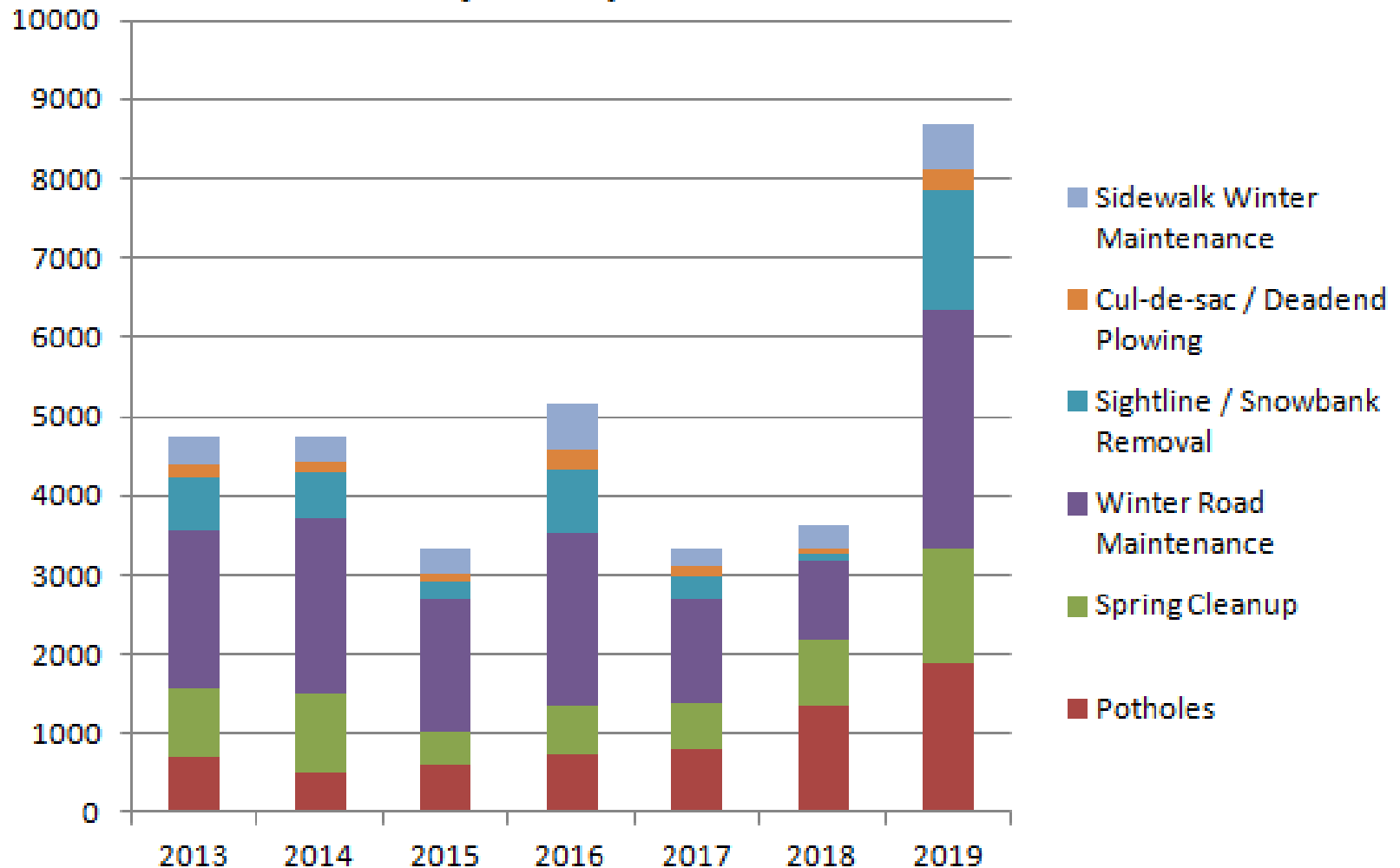
Spring-Fall 2018
Updates to Council on
customer service
improvements

311

- 14 staff, including Manager, operators, quality assurance, CRM, and business improvement
- Approximately 16,000 calls per month
- 7,000 service requests per month (45%)



Jan 1st - Mar 31st Road-related 311 Service Requests, Years 2013-2019



Small Changes...

- Dial by name directory in 311
- After-hours greeting changes
- Scheduling changes to increase efficiency
- 311 staff visits to operations
- Updating 311 knowledgebase content



... Big Citizen & Business Outcomes

| | March 2018 to June 2018 | July 2018 to Oct 2018 | Nov 2018 to March 2019 |
|---------------------------------------|-------------------------------|-----------------------------|------------------------------|
| First Call Resolution Rate | 44% | 44% | 72% |
| Operator Time on Call Work | 54% | 63% | 71% |
| Direct Transfer Requests | 25% | 24% | 16% |

Communications

- 9 permanent staff, including Manager, Communications, Media, Design, and Web
- 355 news releases/public service announcements
- 743 media inquiries
- 15 formal corrections to media articles
- Approx. 20 story ideas formally pitched to media
- 41,000 visits to our engagement portal
- More than 600 design requests yearly

Communications

- Communications Strategic Plan built on three focus areas:



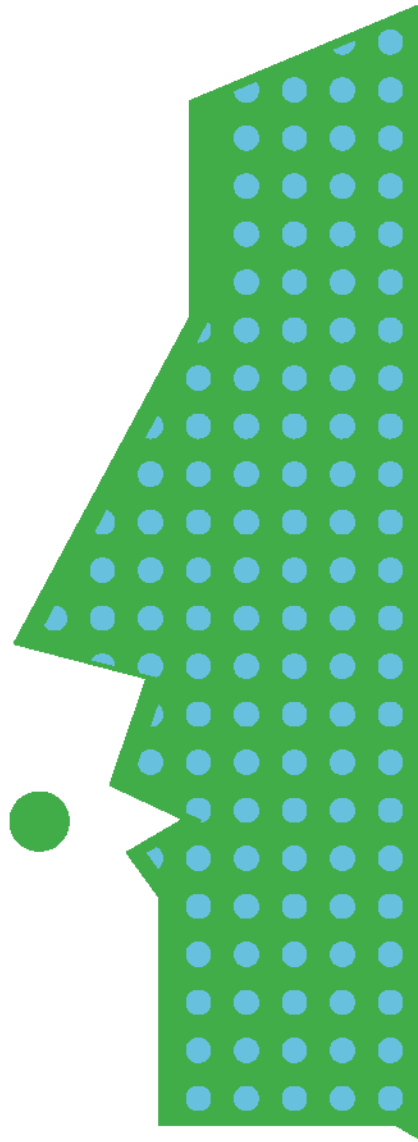
Building
trust

Building
confidence

Building
positive
momentum

Community Understanding: Building Trust

- Using data to show results
- Building partnerships
- Telling our story



City of Greater Sudbury Working for You

A collection of Greater Sudbury statistics to help assess and measure performance over time and across service areas.

Building Economic Capacity

Filming 2018



15 productions filmed
in Greater Sudbury

580 days of filming
(if two productions film on same day,
that equals two days)



**3 investment
networking events**
attended by staff



2 city-wide tours
hosted by staff



\$35 million
spent by production crews

Regional Business Centre - 2018



60
businesses
started



3
businesses
expanded



94
jobs
created



116 to 1,790
workshops
delivered people

STARTER COMPANY **PLUS**
ENTREPRISE EN DÉMARRAGE



198
applications
submitted



21
businesses
received grants
totaling
\$85,000

**Summer
Company**



38
applications
submitted



7
businesses
received grants
totaling
\$21,000

(note: program funding provided by the Ontario government. The Regional Business Centre administers the program and offers training to companies applying for funding.)

Export Services 2011 to 2019

Northern Ontario Export Program (NOEP) supports northern Ontario businesses as they expand outside of Canada.



159 applications from Greater Sudbury businesses



\$1.24 million funded by NOEP*



\$3.3 million spent by local companies



\$44.4 million total in immediate sales



\$93 million in future sales

Survey results tell us northern companies
who participated in the program

created
264 jobs
in the past two years



projected
269 jobs
in the next two years

reported
**\$25 – \$32.6
million**
of total sales growth



52
of those companies
expect increased
export revenue in the
next two years

* Greater Sudbury Development Corporation contributed \$30,000 to the third round of the program which leveraged an additional \$2.4 million in northern Ontario. This includes investments from the private sector, Ontario's North Economic Development Corporation, FedNor and Northern Ontario Heritage Fund Corporation.

Positive Story Telling: Building Momentum

- Launch of City Connect digital newsletter
- Focus on celebrating successes
- Increased media pitching
- Increased and diversified use of social media



Telling the story differently...



86 CITY STAFF

25
plow
operators
(x2 shifts = 50)



24
sidewalk
operators



12
misc. equipment
operators
general labour



plus
supplementary
workers



Review
Financing



Pothole
patching best
practices

Community
understanding
of services and
service levels

Continuous
Improvement
Program



38 CONTRACTORS

60%
of winter road plowing
services are
contracted out



10
loader/4x4
operators



28
plow/grader
operators
(x2 shifts = 56)



Humanizing our employees....

CGS in the Community



Groundbreaking for the 200 Larch Street Place and future permanent home of the Off the Street Shelter and Harm Reduction Home.



Meeting up with longtime friends and meeting new ones at the budget input session at the Winterfest Brunch in Coniston.



Brendan Adair, Manager of Security and By-law, gives the City Services Fair on February 6 at New Sudbury Centre a thumbs up!



Raising awareness and stigma of mental health in our community.

City Works



Josée Pharand
Business Development Officer – Entrepreneurship
Born and raised in Minnow Lake, Josée loved the area so much, she planted her own family roots there!

What do you do at the City?

I'm responsible for managing and coordinating the Regional Business Centre's program



Empowered Communications: Building Confidence

- 2019 year is laid out with planned communications both small and large
- Organizational communications policy
- Weekly Communications team professional development and training
- Business partnership model



Customer Service

Built on
three focus
areas:

Enhancing
service
effectiveness

Building
a service
culture

Service
simply
accessed

Customer Service Standards

Foundational element
of building customer
service culture

Based on comparative
research into standards
in other organizations

Customer Service Standards

Goal 1

Establish
consistency
for customers

Goal 3

Build trust
with the City

Goal 2

Support and provide
tools for staff to
meet standards

What Are the Standards?

- 2 business day response time for emails & phone calls, in normal operations
- 10 day turnaround for letters
- Response different from resolution
- Communication with citizen if situation changes
- Asks if issue is resolved from citizen's perspective



Citizen Outcomes

- Increased consistency in information to residents
- Callback requests will be returned more frequently and more quickly by staff
- Increase in callback rates over month of March
- Will continue to increase as standards fully rolled out

Next Steps for Customer Service

- Full rollout of standards
(April-May 2019)
- Internal and public education
(ongoing)
- Citizen feedback mechanisms
(May 2019)
- Policy – frivolous/vexatious complaints
(summer 2019)
- Customer service training
(summer 2019)



Next Steps for Communications

- Play role as key partners in major corporate projects
- Build on employee communications
- Develop engagement framework (summer 2019)
- Work with CAO on review of communications
- Reputation management campaign



Next Steps in 311

- Extended operating hours – summer 2019
- CRM replacement
- Staffing model changes to support new CRM
- Process mapping and improvements
- Continued work to improve knowledgebase content and first call resolution rate



Story about Connections

