



# City of Greater Sudbury **Communications Strategic Plan and 311 and Customer Service Strategy**

## **Presented to:**

Finance and Administration  
Committee of Council

## **Presented by:**

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# How We **Got Here**

- Best practice research
- Data: surveys, feedback, anecdotal
- Stakeholder interviews



# Context for **Customer Service**

- Clear area of focus from communications strategic plan interviews
- Customer service identified as priority by ELT, Council, employees
- ACR replacement & customer service work need to be aligned
- 2018 goal to develop customer service strategy

# Diverse Channels

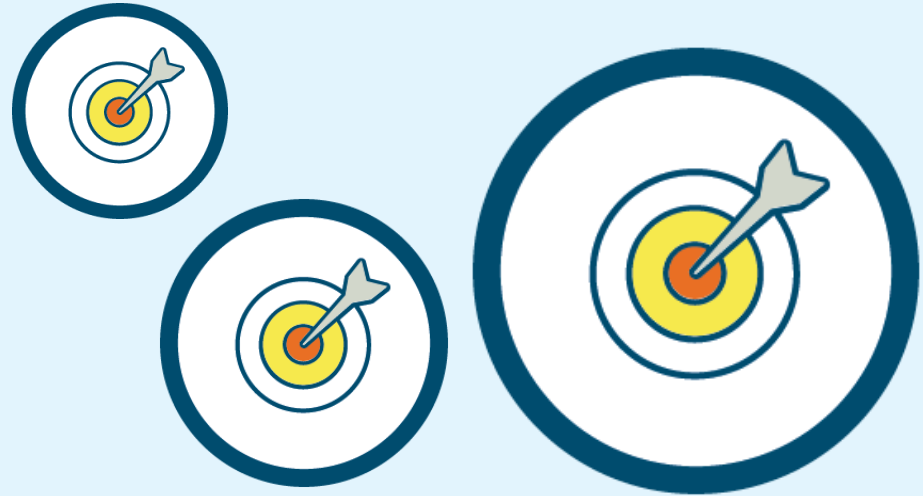
- In person customer service
- In person in field
- Phone contact
- Online



Consistency across channels is important element of customer service satisfaction

# Unique Stakeholder Groups

- Citizens
- Customers
- Subjects
- Clients



Focus of work for 2018 in transaction type service

# Customer Service & 311

- Close to 20,000 contacts each month to 311
- After hours service provider (4:30 to 8:00)
- Use ACR to track service requests



# 311 Benchmarking Data

- 311 data not routinely used to measure customer service
- Data tracked includes:
  - Calls
  - Type of call
  - Customer experience
  - ACR cases
  - Call centre performance



# Opportunities in 311

- Opportunities to rethink 311 in light of new focus on & trends in customer service
- Recent changes to enhance focus on customer service
- Next steps as part of customer service strategy:
  - 311 from customer's perspective
  - Operating hours
  - Business processes
  - Technological system review



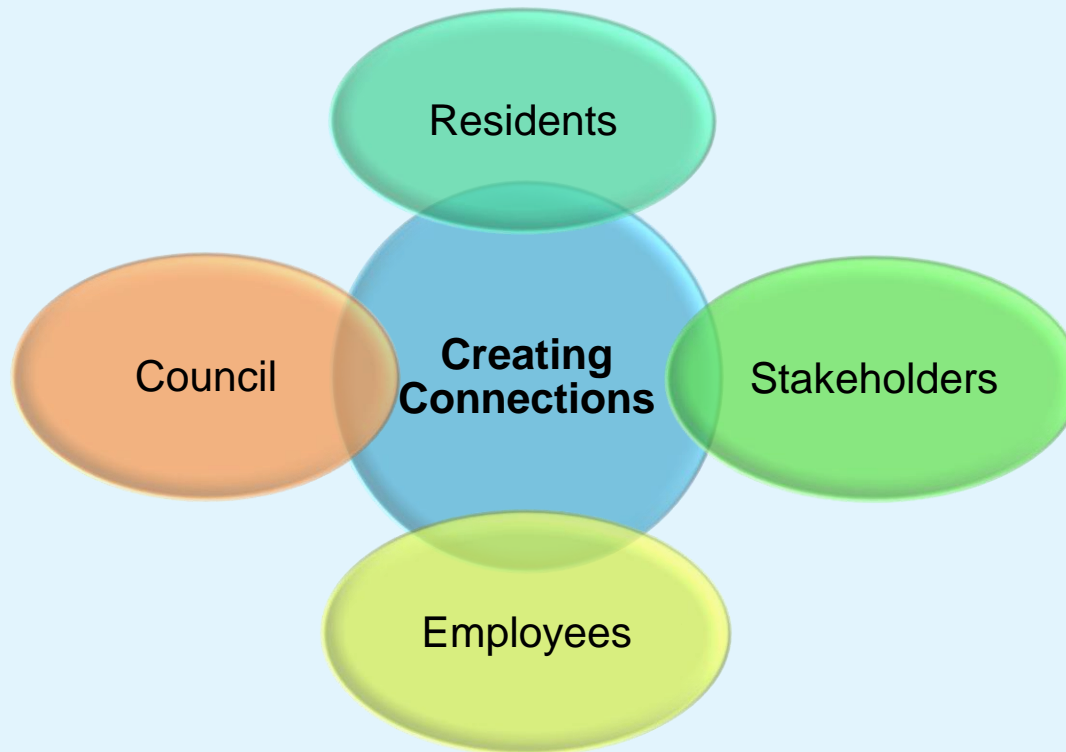


# Customer Service Strategy

- 2018 year of strategy development
- Next steps:
  - define issues to define “current state” of organization
  - define principles that will address the issues
- Principles become basis of customer service strategy
- Regular updates to Council

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## Communications Strategic Plan: 2018 to 2020



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# What **We** Heard

- Proactive vs. reactive
- Simple vs. technical
- Visual vs. content-heavy
- Engaging vs. static
- Accessible vs. corporate



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# Communications Principles

- Timely
- Purposeful
- Memorable
- Accessible
- Measured
- Accurate
- Relevant



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# Community Understanding: **BUILD TRUST**

- Say what we're doing, do what we say, show the results
- A relationship of mutual trust and respect
- Understand and be understood
- Valuable, confident resident engagement
- Trusted source of information about City services



## Positive Story Sharing: **BUILD MOMENTUM**

- Humanize the municipality and employees
- Bring issues we face into focus
- Active role in shaping policy
- Celebrate our successes
- Positive voice

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## Empowered Communications: **BUILD CONFIDENCE**

- Business partnerships
- Build capacity to identify issues and positive stories
- Consistency: right information, at the right time, to the right people, in the right way
- Empowered and capable communications team

# Achieving Success

**Defining where we are now ...**

**Evaluating**

**Integrating**

**Action Planning**



**How we will we achieve success?**

**Processes**

**Policies**

**Measurement**

**Tools and  
Templates**

**Business  
Partnerships**



**THE trusted source of information about the City.**

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# Next Steps

- Action Plans
- Develop policies and processes



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# Questions?



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