

Service Business Plan



Service Name	Government Relations and Strategic Communications	Service Type	Internal
Service Owner Name	Kwab Ako-Adjei	Budget Year	2019
Service Owner Title	Senior Manager of Strategic Communications and Government Relations		

Service Description

An internal service to support staff and council in producing timely and effective communication and government relations support.

Current State

Customers & Their Expectations	<p>This service is delivered to:</p> <p>Customers that include City staff and members of City Council, providing tools, guidance and support in communication and government relations. The goal is to reach internal stakeholders, other levels of government, community groups and the Burlington community.</p>
Existing Service Delivery	<p>This service provides:</p> <ul style="list-style-type: none"> • Communication planning • Corporate branding standards and guidelines • Research assistance, including the use of surveys • Framework and strategy for issues management • Crisis communication • Government relations • Consultation/public engagement • Web training and support • Writing, design, production and distribution of communication products • Social media monitoring and posting • Media relations, including all media-related products and media training • External mail activity, including publications and public notices • Assorted print activities, including Council agendas • Support for media and corporate events, in partnership with other service providers.
Existing Customer Engagement Tools / Methods	<p>Meetings; website; communication plans; updates to Senior Management Team; email notices to staff; intranet updates; surveys; online panels (Insight Burlington, Let's Talk Burlington); Web Advisory Group; using the International Association for Public Participation standard for public engagement; Council-approved engagement charter; social media; Charter Action Team; community survey; telephone town halls.</p>
Is this Service Provincially Legislated?	No N/A

For this Service are there Approved Service Standards?	Yes Accessibility for Ontarians with Disabilities Act International Association for Public Participation standard for public engagement
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Sub-Services

Strategic Communication Service	Provides strategic advice; media relations; issues management framework and support; crisis communications; event support; protocol assistance; social media posting, monitoring and evaluation; video communication; proactive two-way communication; internal communication; research support. Leads strategy for engaging residents in decision-making; provides support to internal departments looking to initiate engagement opportunities with the public. Provides design and web services, including designs and themes for communication and marketing campaigns; creates online and paper publications; develops and maintains City websites; oversees master signage strategy; supports crisis communications; provides web training to the City's web publishers; establishes and maintains the City's visual identity.
Government Relations	Leads government relations initiatives including, monitoring, tracking and reporting on legislation, its impact on and opportunities for the City. Monitors long term and emerging local, regional and broader government relationship management issues and customer service trends that may have an impact on municipal services. Conducts research and analysis on issues relating to government relationship management, and develop options, provide advice or make recommendations based upon the research.

Recent Continuous Improvement Initiatives

In 2018:

Launched a new online engagement tool (Engagement HQ) better connect and engage with Burlington residents.

A new feature was added to the media monitoring tool; this feature allows us to capture video or radio news broadcasts involving the city. This tool allows us to measure and track our communications activities, which includes events and news release.

Continued to put an emphasis on increasing our engagement with residents using social media. The number of follows and fans have increased across all of our platforms.

From a communications perspective, key services have been identified to focus our communications efforts on. Identifying these services allows us to be more efficient and focused in how our advertising dollars are used.

Investigated and implemented new ways to advertise city initiatives, events, etc. This includes the use of the TV screens at Tim Hortons locations and the the screens for Electric Vehicle charging locations.

Working with ITS, we began the process for allowing city employees the ability to access 360 (staff intranet) without having to log into that system separately; staff will be auto logged in once logged into the system.

The Government Relations Specialist met with all directors to compile a list of priorities needed for funding opportunities from upper levels of government. We now have a draft list of priorities across the organization.

Emerging Opportunities and Anticipated Risks

Emerging Opportunities	<ul style="list-style-type: none"> • Enhance the use of social media and digital media as tools for outreach and engagement and improve tracking and reporting of social media successes. • Reflect the city's four strategic directions in all communications, using corporately-supported messaging, and support client groups in ensuring all communication meets the requirements of the strategic plan. • Continue to implement the government relations plan to ensure Burlington's voice is heard and that available funding is allocated to the city to help reach its strategic targets. • Need to directly tell our “story” to residents with the continued decrease of traditional media. • Related to the first bullet is the increased innovation in the digital sphere • The increased use of data and analytics. • Residents continued expectations to be engaged on city matters and to be engaged “where they are at,” i.e. we go to them. • In the area of government relations it’s how we align the city’s priorities with senior levels of governments that are elected with mandates of “change.”
Anticipated Risks	<p>Many of the challenges faced are related to the emerging trends. It is important to continuously find strategic, relevant and creative ways to communicate and engage with residents. We must also be ready to work provincial and federal governments and align our priorities with theirs.</p>

Service Objectives	Target Completion
Increase the city's mentions and coverage in various news outlets.	Jun 2019
Continue to implement the internal communications strategy.	Dec 2019
Review and update the government relations plan.	Sep 2018
Fully use the capabilities of our media monitoring software. This will include weekly updates so staff can assess what changes may be required to better engage and inform residents.	Apr 2019
Enhance tracking and monitoring of social media; the metrics will be shared publicly.	Dec 2019
Increase the city's overall engagement opportunities with our residents. Our engagement opportunities include, but are not limited to social media engagement and interactions, traditional media, surveys, public meetings and attending festivals and events.	Dec 2019

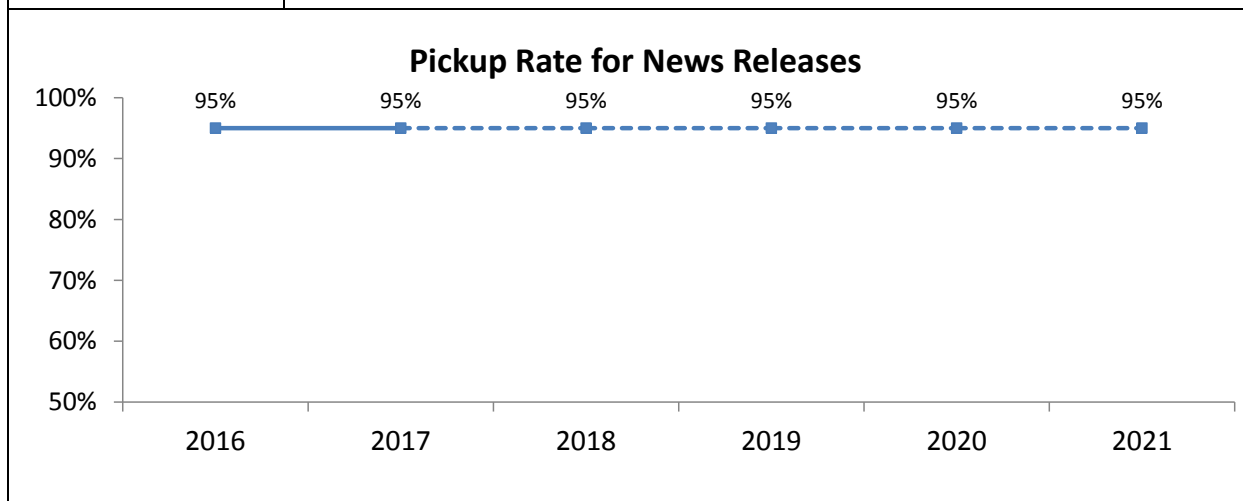
MEASURING SUCCESS

How much did we do?

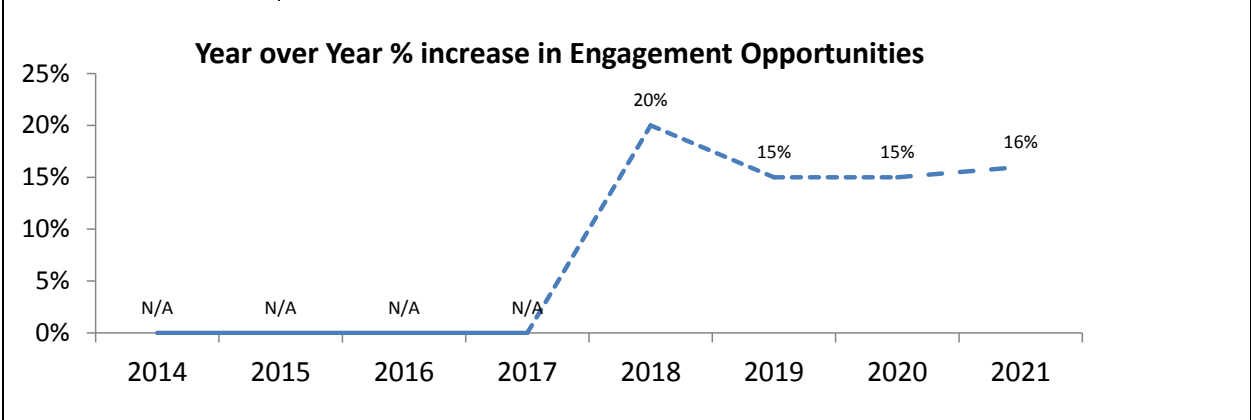
Performance Measurement	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast
Twitter Engagements	N/A	N/A	N/A	92,633	106,572	115,000	130,000	160,000
Followers on Twitter	8,900	12,000	15,500	17,000	19,242	21,000	23,500	25,500
Total work orders for Creative Services	408	582	1,126	900	900	1,100	1,200	1,200
# of web pages viewed (millions)	5.35	5.45	5.33	4.90	5.70	6.00	6.25	6.50
Total Media Releases	165	185	165	200	165	160	160	160
Government Relations Total Responses to Legislative Bills and Policies	N/A	N/A	N/A	7	10	8	8	8
# of Facebook Fans	N/A	N/A	5,941	8,473	10,285	13,000	15,500	15,500
Facebook Engagements	-	-	32,687	52,725	40,428	42,000	44,000	44,000
# of Online Publications	1	4	4	5	6	6	6	6

How well did we do it?

Performance Measurement	Pickup Rate for News Releases
Story behind the data	The Burlington Post continues to be the number one way that Burlington residents hear about city news, programs and services. Our Service continues to undertake work on additional methods, mediums and outreach to other news organizations that Burlington residents receive their city news and information. Open Rate is an important metric as it is the study of how many recipients have opened our news releases. We have been steadily increasing the number of news organizations that we send our releases and information to.



Performance Measurement	Year over Year % increase in Engagement Opportunities
Story behind the data	The City of Burlington is a municipal leader in community engagement. We have been recognized for our commitment to engagement and the many opportunities and methods we offer our residents to be part of the decision making process. The various opportunities and methods includes, but not limited to, online surveys, social media engagement and interactions. In each of the methods, our aim is to grow the number of people and the number of engagement opportunities. These numbers track our engagements on Twitter, Facebook and Engagement HQ (online engagement software). Engagement HQ was launched in June 2018 so we do not yet have a full year's worth of data.



Is anyone better off?

Performance Measurement	Internal Staff Service Satisfaction								
	2014 Actual	2015 Actual	2016 Actual	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	
Customer Service Satisfaction Rating	N/A	75%	75%	80%	0%	85%	85%	85%	
Story behind the data	The last staff survey was conducted in 2015. Communications works with our Human Resources Department to conduct a staff survey which includes questions about internal communications. The next survey will be conducted in 2019, a survey was not done in 2018.								

