

Service Business Plan



Service Name	Government Relations and Strategic Communications		
Service Lead Name	Kwab Ako-Adjei	Service Lead Title	Director of Corporate Communications & Government Relations

Service Description

An internal service to support staff and council in producing timely and effective communication, government relations management and leading the strategy and support for engaging residents in decision-making.

Strategic Alignment with Vision to Focus Plan

Building more citizen engagement, community health and culture

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

Service Goals

Government Relations:

Develop positive relationships with political decision makers.

Maintain and enhance relationships within the civil service.

Ensure City of Burlington representatives are seen as trusted advisors to help inform the policy development process.

Promote the city’s accomplishments with local MPPs and MPs

Undertake a contact program with elected and non-elected officials across government to raise awareness of the city– highlighting key programs and alignment with provincial and federal priorities.

Corporate Communications:

Communicate, using various mediums, in a transparent, effective and creative manner that reaches our aging, growing and diverse community.

Be recognized as a municipal leader in community engagement, collaboration and volunteerism.

Use analytics to measure communications and marketing successes.

Have more informed and connected city employees who believe we have good internal communication with each other.

Current State

Customers & Their Expectations

This service is delivered to:

Customers that include City staff and members of City Council, providing tools, guidance and support in communication, government relations and strategy and support for engaging residents in decision-making. The goal

	is to reach internal stakeholders, other levels of government, community groups and the Burlington community.
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	Meetings; website; communication plans; updates to Senior Management Team; email notices to staff; intranet updates; surveys; online engagement (getinvolvedburlington.ca); 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.
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

Programs

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 2019:

In collaboration with the City's Information Technology Services department, a new system was implemented where once users signed into their computers, they would also be automatically signed into the City's intranet (360). This eliminated the need to remember a separate username and password to sign into 360.

The Government Relations & Strategic Communications (GRSC) department led a new engagement initiative called Food for Feedback. In this event, residents were invited to an event where once they provided their feedback on one of the many City initiatives underway, they would receive a voucher for a free meal. This was a hugely successful event which attracted close to 1000 people. This event will be held again in 2020.

A new communications, engagement and marketing plan was created to guide the department's work for the next four years, with an annual review to see if adjustments are needed. The plan identified key audiences for targeted communication:

- Adults 55+ (Burlington has one of the highest percentage of adults over 55 in Ontario);
- Newcomers (An increasing number of newcomers are calling Burlington home);
- Residents in rural Burlington (Fifty per cent of the city's land mass is rural and protected under the Greenbelt);
- Homeowners with young families, commuting out of Burlington for work;
- Millennials/Young Professionals (identified in the city's Strategic Plan)

The plan is also aligned with the focus areas in the 2018-2022 Council Work Plan (Vision to Focus).

As indicated above, a key audience identified for targeted communication are newcomers to Burlington. GRSC began a partnership with HMC Connections (formerly called the Halton Multicultural Council) to ensure that the City's communications was reaching newcomer populations. The City began targeted and regular advertising in various multicultural newsletters, at faith centres and began translating material in the top 5 or 10 languages spoken in Burlington.

A new internal communication tool was launched designed to help improve communication with employees across the City of Burlington. Two TV's were placed in high traffic areas at City Hall for staff where internal videos and other internal ads of interest to City of Burlington employees are shown. Additional TVs were also placed at other City facilities in Transit and Roads, Parks and Forestry. Videos can be a promotion of a future employee event, news of interest, updates on key initiatives and other topics.

A Government Relations workshop was held with all members of Council. The workshop consisted of an overview of Government Relations (GR) at the City of Burlington; our GR partners (including the Region of Halton and the lower tier municipalities); available federal and provincial funding; our GR Strategy and our priorities/challenges/opportunities.

The City's Government Relations (GR) section led City efforts to successfully respond to 11 pieces of proposed provincial government legislation and regulations. In some instances, through the advocacy work by the GR section in working closely with the Mayor's Office, the Region of Halton and other large urban municipalities, the provincial government made changes to what they had initially proposed.

With the "soft" launch of the City's new Customer Relationship Management (CRM) software, the Strategic Communications team began work to integrate our electronic forms tool with CRM. This integration will allow residents to submit requests online right into our CRM system, allowing for better tracking and management.

A Corporate Volunteer Management Strategy was developed by a team of City of Burlington staff in 2017. In 2019, a new corporate team, headed by GRSC was formed to implement the Corporate Volunteer Management Strategy. The purpose of the team is to:

- Collaboratively, create a purpose, mission, vision and values and to create a Terms of Reference for the team
- Develop a landing page on the city's website for volunteerism
- Investigate ways to either secure or use existing corporate software to track all aspects of volunteering including things such as; applications, hours performed, performance, training etc.
- Develop corporate standards and policies for; recruitment, screening, retention, evaluations, recognition and training
- To develop a volunteer job description and application template
- Author a business case for a full-time Coordinator of volunteers

As in previous years the City was represented at the Association of Municipalities Ontario's conference this year. The City had more delegations this year than last. There were meetings with five Ministers, one Parliamentary Assistant, four party leaders and representatives from the

Environmental Considerations

The City will continue to pursue funding opportunities related to reducing the City's carbon footprint wherever possible. There are upcoming opportunities in 2019 from the federal and provincial governments which the City will be pursuing.

The Strategic Communications team will continue to communicate ways the City is reducing its carbon footprint and what residents can do to also tackle climate change.

Emerging Opportunities and Anticipated Risks

Emerging Opportunities	<p>With the “soft” launch of the City’s new Customer Relationship Management (CRM) software and the recommendations in the Mayor’s Red Tape Red Carpet Task Force, there is additional focus on the customer experience. There are upcoming opportunities to enhance and augment the City’s online service offerings on our website and provide seamless integration with our CRM software.</p> <p>Alongside website enhancements there are also opportunities to make better use of the City’s mobile app. Currently, some city services are offered on the mobile app, however, with CRM additional services and enhancements will be made.</p> <p>An additional resource in GRSC has allowed for further communication and marketing of City services, initiatives and programs.</p>
Anticipated Risks	<p>The provincial government launched a review of Regional government in early 2019. The Region of Halton, along with the four municipalities that form the Region, are included in this review. There are many possible risks for the City of Burlington associated with this review; these risks include the possible amalgamation of the four municipalities and certain services being “downloaded” from the Region to the City. Details of the review will not be available until later this fall.</p> <p>In addition, with the onset of instant communications, information and opinions over social media and other channels, there is a constant threat to the City’s reputation. Staff must remain vigilant to monitor the City’s image and respond to any real or perceived reputational damage with the appropriate response.</p>
Enterprise Risk Considerations	<p>Labour Market and Workforce - Retention, Recruitment, Skills</p> <p>Technology - IT Systems, Speed of Change</p> <p>Capacity and Volume of Work - CM and BLT Work Plans, Projects</p> <p>Legislative Changes - Provincial and Federal Legislative Changes, Speed of Change and Policies</p> <p>Election and Council</p>

Service Initiatives	Target Completion
Increase the city's mentions and coverage in various news outlets.	Dec 2020
Continue to implement the internal communications strategy.	Dec 2020
Review and update the government relations plan including the development of a strategy for advocacy with senior levels of government.	Oct 2020
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 2020
Enhance tracking and monitoring of social media; the metrics will be shared publicly.	Dec 2020
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 2020

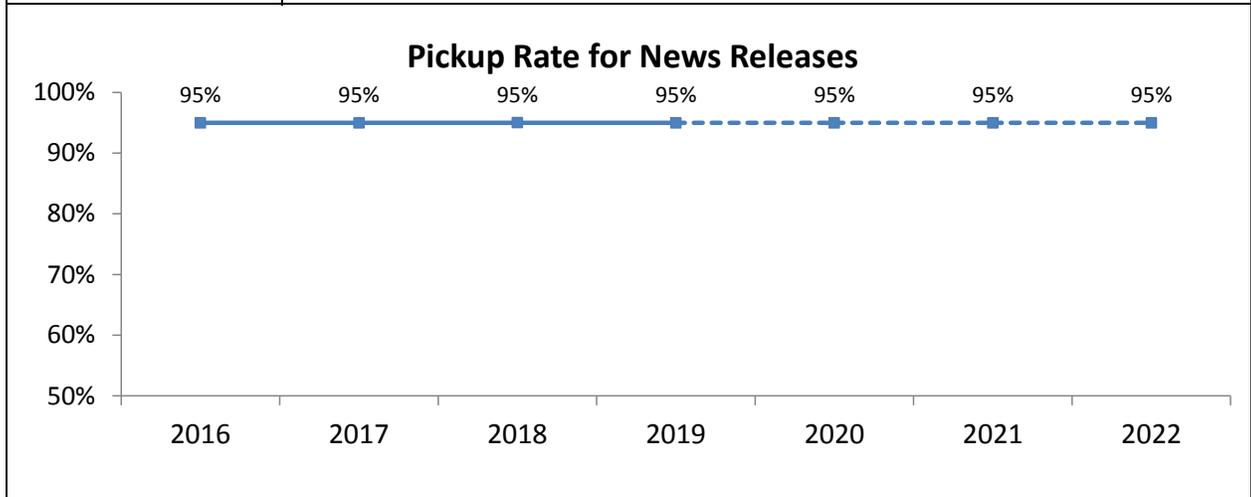
MEASURING SUCCESS

How much did we do?

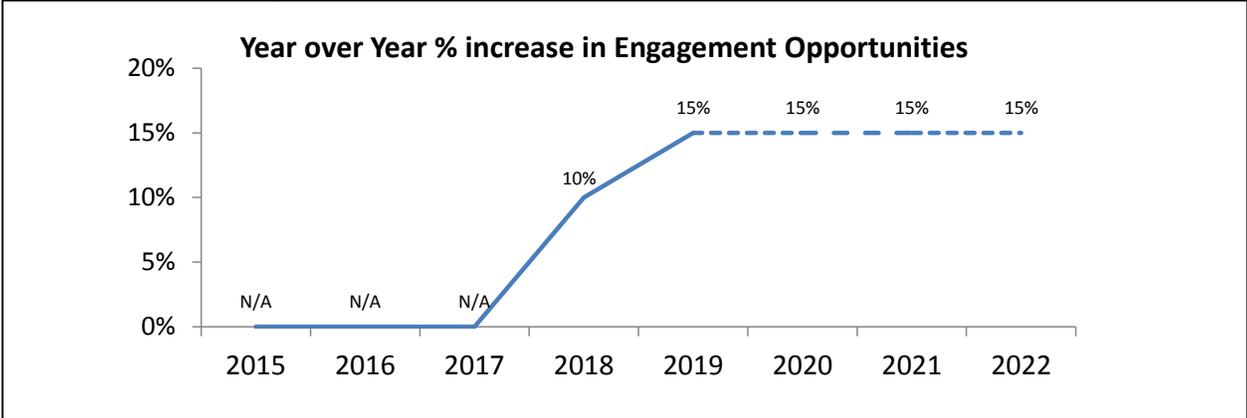
Performance Measurement	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast
Twitter Engagements	N/A	N/A	92,633	106,572	126,000	130,000	135,000	140,000
Followers on Twitter	12,000	15,500	17,000	19,324	21,100	22,500	24,000	25,000
Total work orders for Creative Services	582	1,126	900	900	1,100	1,200	1,200	1,200
# of web pages viewed (millions)	5.45	5.33	4.90	5.70	6.00	6.25	6.50	7.00
Total Media Releases	185	165	200	165	175	175	175	175
Government Relations Total Responses to Legislative Bills and Policies	N/A	N/A	7	10	11	10	8	10
# of Facebook Fans	N/A	5,941	8,473	10,377	11,950	13,500	15,500	17,000
Facebook Engagements	-	32,687	52,725	106,420	197,500	225,000	44,000	250,000
# Instagram Followers	N/A	N/A	N/A	1,808	4,424	7,500	10,000	15,000
Instagram Engagements	N/A	N/A	N/A	4,675	13,000	18,000	21,000	25,000

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).



Is anyone better off?

Performance Measurement	Internal Staff Service Satisfaction							
	2015 Actual	2016 Actual	2017 Forecast	2018 Forecast	2019 Forecast	2020 Forecast	2021 Forecast	2022 Forecast
Customer Service Satisfaction Rating	75%	75%	80%	NA	85%	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 culture survey which includes questions about internal communications. The next survey will be conducted in 2019, a survey was not done in 2018.

