

# OUR SERVICES

*Delivering municipal services that make lives better*



*We will deliver easy access to the services our community needs and provide an exceptional service experience*

# SERVICE MODERNIZATION PROGRAM

## Customer Service Framework

The Customer Service Framework is an important part of modernizing the way the City serves its citizens. It's a multi-year plan working toward providing easy, convenient service to citizens whether they choose to interact with us online, in person, or by phone. The framework will include employee training; clear standards; a centralized contact centre; and a citizen relationship management (CRM) solution. The framework will mean shorter wait times, greater convenience and better first-call resolution for citizens. For employees, it will also mean better tools to do our jobs well, and better information flow between departments.

**Contact: Tara Sprigg**

## Digital Services/myGuelph

A key part of open government is to serve citizens in the ways they expect to be served. More and more, people expect to access our services digitally, by computer or smart phone. The myGuelph project is building a digital one-stop shop for accessing our services, information and opportunities to participate. myGuelph will improve customer satisfaction and reduce pressure on other means of access (such as phone and in person) by diverting some people into the digital stream. It's also a big opportunity to modernize how our services work internally by improving processes and creating new tools that enable us to work smarter and get better data about our users for planning and reporting purposes.

**Contact: Blair Labelle and Andy Best**

## Accountability and Performance Management Framework

Being accountable to citizens and business means ensuring the services we deliver are planned appropriately, performing well and making the best use of tax dollars for community impact. It also means we are open about our performance and

when our services encounter difficulties we act quickly and transparently to solve the problem. Working this way can help increase the trust citizens have in their government. The framework will build on good practices already in the City and provide a clear set of expectations, continuous improvement processes, performance dashboards and employee training.

**Contact: Jenny Smith and Sasha Einwechter**

## Service Reviews

Service reviews examine the relevance, effectiveness and efficiency of City services to ensure resources are allocated to achieve the best outcomes for the City, meet the needs of the community and support long-term sustainability. The Service Review Framework provides guidance, tools, business processes and support to conduct reviews at any level of the organization from corporate-wide services to department-specific processes. Service reviews are an important part of ongoing continuous improvement activity, through which the City is able to continue to deliver services efficiently and effectively and demonstrate value for money.

**Contact: Katherine Gray**

## The Improvement Network

The Improvement Network is a collaboration of City improvement programs and practitioners who work together to build a culture of innovation. Their goal is to support employees to take full advantage of the programs, tools and methods available. The network consists of the Innovation Fund, the Civic Accelerator, Business Process Management, Round Tables and the Guelph Lab. The network aims to provide learning opportunities, problem-solving expertise and peer-to-peer support.

**Contact: Jenny Smith**

# OUR PEOPLE

*Building a great community together*



*Policies and practices that encourage an environment of openness and culture of collaboration to promote employee development, growth and satisfaction.*



# LEADERSHIP AND ENGAGEMENT PROGRAM

## Talent Blueprint

Having engaged, diverse, high-performing and innovative employees is at the heart of achieving service excellence. The Talent Blueprint identifies three priority areas that will focus our activities over a number of years

The Blueprint is championed by senior leaders who are committed to resourcing and fully supporting our people. All levels of leadership have an important role and are accountable to ensure our success.

### The three priority areas are:

- 1. Know & Attract** – We know what skills and abilities are needed to move the organization forward to achieve our priorities. We identify, attract and retain diverse talent and skills that will enable us to perform successfully.
- 2. Learn & Grow** – We view learning as a strategic investment and believe that everyone in the organization has talent that must be developed. A work environment that values learning helps us to serve our employees, our organization and our community.
- 3. Lead & Engage** – Through leadership we will foster employee engagement and an enriched sense of belonging, purpose and pride in public service. As employees we experience work that is meaningful and rewarding.

## Over the next 18-24 months the focus will be:

- Corporate learning and development – providing a clear menu of career path programs, that are straightforward to access
- Performance Development Planning (PDP) – making the process easier and more effective
- Succession Planning program – pilot for Executive Team roles
- Employee Engagement – 2016 survey and improvement planning

**Contact: David Godwaldt**

## Expanded Leadership Charter

The Leadership Charter was created a number of years ago. It's aspirational and clearly sets out the culture we all want work in and contribute to. It expects leaders at all levels to be accountable to their employees and the public, be clear communicators, empower others and support innovation. We know there is work to do to improve our culture and the next steps include:

- Increasing communication and awareness of the charter to all employees
- Providing Leadership Charter learning opportunities for our front line
- Finding ways to support and ensure that everyone is actively showing the mindset and behaviours we expect
- Supporting leaders to develop strong, productive relationships with their employees using 'back to basic' expectations, skills and approaches

**Contact: Kerry Pletch and Irena Zappia**

## Culture of Collaboration

Building a great community together requires us to work collaboratively across teams, departments, organizations, governments and with our citizens and businesses. We are putting in place a number of initiatives that help build a culture of collaboration and innovation. The Improvement Network provides tools, expertise and resources supporting staff to innovate and improve services. Working together to streamline how we work with our business community is a focus of the Integrated Operational Review. Solving complex challenges together is supported through Round Tables and Civic Accelerator. We are also continuing to improve and refine our approach to engaging our communities.

**Contact: Barbara Swartzentruber and Todd Salter (Integrated Operational Review)**

# OUR RESOURCES

*Ensuring a solid foundation for a growing city*



*A disciplined, long-term approach that ensures financial stability and maximum value from our municipal assets.*



# SUSTAINABLE RESOURCES PROGRAM

## Asset Management Program

The Corporate Asset Management initiative aims to ensure reliable service by formalizing a comprehensive approach to managing the City's infrastructure assets. One goal of the initiative is to support City departments in managing assets in a way that balances levels of service, risk and cost effectiveness throughout the entire asset lifecycle. A comprehensive approach to asset management builds a solid foundation using detailed data and evidence to enhance decision making and sustainable planning to better enable the City in achieving its corporate objectives.

**Contact: Daryush Esmaili**

## Long-Term Financial Plan

The Long-Term Financial Plan will set a clear strategy for identifying both sustainable operating requirements and funding as well as long-range capital requirements including alternative funding sources. This long-term plan will provide a clear outlook of future funding needs and sources resulting in better service delivery planning and improved predictability of service level impacts resulting from decisions. The improved planning and predictability will support the identification of achievable and sustainable long-term financial goals for the City which respond to growth, city building and excellent public service.

**Contact: James Krauter**

## Project Management Office & Complex Capital Projects

The Project Management Office enables project leads and their teams to successfully manage projects, initially focusing on complex capital projects, through three main pillars:

- 1) Centre of Excellence – centralized/standard framework, processes, tools and training;

- 2) Governance & Risk Management – structured changes control and proactive risk management; and
- 3) Reporting and Performance Measurement – consistent and transparent reporting for improved communications, predictability and informed decision-making.

**Contact: Tomoko King**

## IT Core Business Services

This program of work will address remediating critical technology infrastructure, improving access to information and modernizing systems to improve functionality. The key components include the integration of existing systems such as JDE/WAM and leveraging the data warehouse to improve access to data and reporting capabilities as well as ensure business processes and objectives are clearly understood to inform future planning needs. The goals of this program of work include providing better public service and increasing self-serve options by working to unlock functionality, utilizing new technologies and ensuring that the technology infrastructure is in a solid state.

**Contact: Blair Labelle**

## Records and Information Management

The Records and Information Management Strategy allows for the effective management of information and contributes to the efficiency of the organization's operation. It will support better customer service, planning activities and administration. It will also help us manage our assets, make decisions and be open to the public. This will be accomplished through new and improved practices that ensure our information is managed in accordance with the law, standards, clear policy and procedures in an accountable way.

**Contact: Jennifer Slater**