



## **Service & Simplicity - Quality & Innovative Customer Service**

Vision: A vibrant waterfront community embracing growth of future generations

Mission: To provide an exceptional small-town experience in a big way

### **Customer Service Excellence**

- Customer Relationship Management project implemented
  - > Enhancements and training in 2022
- Customer service counter upgrade in 2022
- Incentive for PAP (pre-authorized payments)
- Introduction of 24/7 online payment portal on the website
- Introduction of Virtual City Hall provides a “one-stop shop”
- Online service requests via the website
- Phone system upgrade managing the customer experience and monitoring service levels

### **Smart City and Open Government**

- Smart City Strategy for Q2 2022
- Investments in Wi-Fi expansion to improve broadband connectivity in public spaces
- IT building foundation to translate information into open data for the public
- Public Works developing a public-facing website for snowplows and snow removal
- Provincial grants to assist with digital modernization of internal processes and information management
- Digital Main Street provided personalized assistance to help small businesses achieve digital transformation and grow online presence
- Expanded access to technology and connectivity with new public workstations at the Library



## Value: Financial Management to Achieve Financial Sustainability

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### Financial Management

- Capital and Operating Budget processes revamped to include accelerated timelines for estimates, budget development, Council review, and approvals
- Improved transparency, enhanced accountability through management oversight, and ensuring capital projects align with the Strategic Plan

### Financial Sustainability

- Rates and Fees Review for Marina, Cemetery, Planning and Building
- New Engineering Fees approved
  - > Focused on full cost recovery
- Development Charges Background Study to be completed in 2022 with new DCs to take effect in 2023
- Funding applications submitted to:
  - > Canada Community Revitalization Fund
  - > Southwestern Ontario Development Fund
  - > Tourism Relief Fund
  - > Digital Service Squad Grant 3.0
  - > My Main Street
  - > Rural Economic Development Program
  - > Municipal Modernization Program
  - > Tourism Economic Development and Recovery Fund
  - > Investing in Canada Infrastructure Program



## City-wide Investments in Infrastructure, Recreational/Cultural Spaces

**Vision:** A vibrant waterfront community embracing growth of future generations

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### Infrastructure Renewal

- Infrastructure Needs Study in progress
  - > Report expected in Q4 2022
- Cross-divisional team meets monthly regarding implementation of Parks and Recreation Master Plan and initiatives to invest in beaches, trails, and park amenities
- H.H. Knoll Park to have a new parkette completed by summer 2022
- Funding application submitted to Public Realm Investment Program for streetscape improvements at Lions Field Park
- Library capital projects planned for 2022
  - > Renovation of the public service desk area, more public workstations, installation of meeting/study areas, widening King Street entrance to improve accessibility and updating King Street sign
- Museum capital project planned for 2022
  - > Installation of art storage system in heritage resource centre to create more space to access collection and make space available for new artifacts and archives
- Roselawn capital projects planned for 2022
  - > Second and third floor electrical retrofit, PA and audio system replacements, theatre roof structure and skylight replacement

### Downtown Revitalization

- Comprehensive review of CIP incentive programs underway, including downtown commercial and Main Street business districts
- Downtown CIP Project
  - > Council update in Q2/Q3 2022, Secondary Plan
- My Main Street
  - > Collaborating with the small business community to support revitalization and stimulate economic growth
- Urban Design Guidelines approved for Clarence & Welland Streets





## People: Supporting and Investing in Human Capital

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### Performance Management

- SMART goal setting introduced in November 2021
  - > Employees prepared individual goals for 2022 that align with divisional and corporate goals
- New performance development program approved and introduced with training in Q2 2022
- Fostering a culture of continuous improvement
  - > Each employee must complete a minimum of 25 hours annually of training and professional development

### Employee Engagement

- Appaluz, an award-winning employee engagement and recognition platform, introduced in January 2022
- Quarterly Town Hall meetings with all staff and CLT
- Next employee engagement survey to take place in fall 2022

### HR Management and Information Systems

- Update to programs used for recruitment, payroll, and attendance management to be initiated in 2022-2023
  - > Assist with report generation, metrics, and improving efficiencies





## Attracting Business Investment and Tourists to Port Colborne

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### Growth and Development

- Second fastest growing city in Niagara according to the 2021 Canadian census
- Phase 1 of City Real Estate initiative complete, with Phases 2 & 3 underway
- Two new industrial parks in planning and development stage
- Affordable Housing Strategy & Action Plan
  - > Report expected in Q3 2022
- Comprehensive review of CIP Programs
  - > Report expected in Q4 2022

### Waterfront Port Colborne

- Waterfront Centre
  - > Architect & Engineering Design Services contract to be awarded in Q2 2022
- Implementation of the Cruise Destination Business Case underway
  - > 60+ cruise ships expected in 2022
- Former Public Works and Seaway buildings at King & Sugarloaf Streets demolished
- 235-241 Welland Street
  - > Condo project (East Village)
- Southport condo project on West Street
- Multi-use trail improvements and road rehabilitation along Welland Street to improve linkages to Nickel Beach
- Exploring public-private partnerships to realize a new vision for east side marine/ industrial lands





## **Governance: Communications, Engagement, Decision-Making**

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### **Strategic Communications**

- Website redevelopment completed
  - > Continued enhancements underway
- Corporate rebranding completed
  - > Implementation externally and internally in progress
- Signage Strategy to roll out Q2 2022
  - > Replacements to align with capital funding
- Internal Communications Strategy completed
  - > Implementation through to 2023
- External Communications Plan
  - > Completion and execution in Q3 2022
- 28 media releases and 28 public notices issued from November 2021 to March 2022
- Growing audience engagement on social media
  - > Gained over 1,000 new Instagram followers in one year
  - > Increased reach on Instagram and Facebook by 76.1% and 13.6% respectively since January 2022
  - > Earned over 50,000 impressions, 7,600 profile visits, 154 mentions and 53 new followers on Twitter since January 2022

### **Public Engagement**

- Bang the Table, online public engagement platform, to be introduced Q2/Q3 2022

### **Decision-Making**

- City Divisions/Department completed tactical plans which include goals and priority projects for 2022 and 2023 that align with the Strategic Plan
- Council reports must show how the issue or request relates to one of the six strategic pillars

# CUSTOMER SERVICE STATUS REPORTS

FEBRUARY 2022

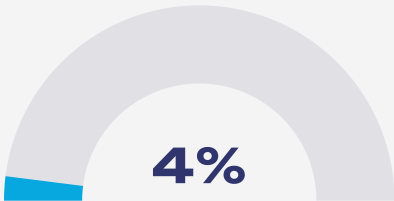


TOTAL NUMBER OF  
CALLS HANDLED BY  
CUSTOMER SERVICE

1176

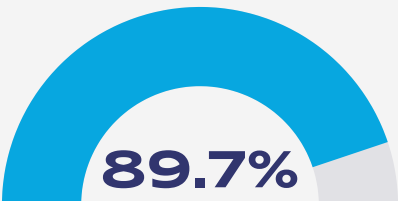
LAST FEBRUARY 1175

ABANDON CALL %



4%

LIVE ANSWER %



89.7%

LAST YEAR



93%

CONVERSATION TIME

2min 58 sec

2min 30 sec

TOTAL NUMBER OF  
NEW SERVICE  
REQUESTS

553

TOTAL NUMBER OF  
NEW WORKORDERS

212

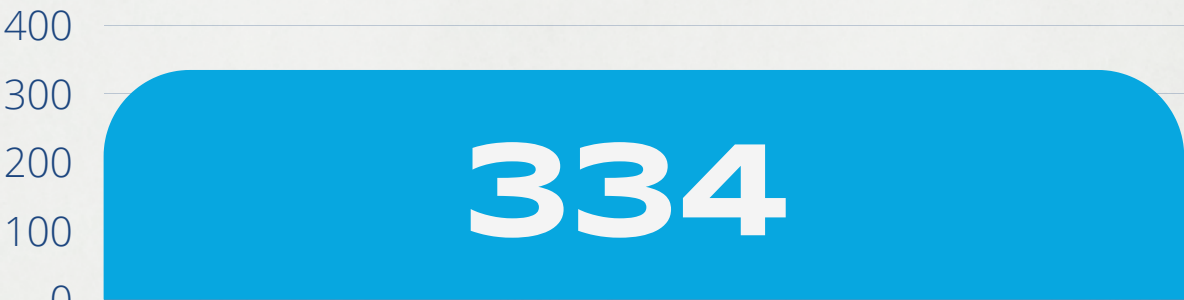
CURRENT NUMBER OF  
OPEN SERVICE REQUESTS  
FROM FEBRUARY

37

CURRENT NUMBER OF  
OPEN WORKORDERS  
FROM FEBRUARY

28

TOTAL NUMBER OF SERVICE REQUESTS RESOLVED  
BY CUSTOMER SERVICE



February

TOP 5 Service requests (order based on this year)	THIS year	THIS month	THIS month Last year
WINTER CONTROL	75	45	22
TAX BILL INQUIRY	65	45	171
WATER BILL INQUIRY	63	25	33
Pre-authroized inquiry	63	36	0
e-BILLING INQUIRY	55	34	0
CUSTOMER SERVICE GENERAL	260	138	22
OTHER CALLS	530	264	358
TOP 5 as a % OF TOTAL SERVICE REQUESTS	29%	32%	37%

OUTSTANDING SERVICE REQUESTS BY DEPARTMENT

Department	Outstanding from previous months	New February	Closed Outstanding	Closed February	Outstanding Year to Date
By-Law	6	15	5	15	1
CAO	0	0	0	0	0
Corporate Services	31	396	30	391	6
EC Dev	2	2	1	1	2
Engineering	24	9	9	9	15
Facility Maintenance	10	4	1	0	13
Fire & Emergency	1	0	1	0	0
Museum	0	1	0	1	0
Parks	7	5	7	5	0
Planning	1	10	1	10	0
Recreation	5	6	5	6	0
Roads	30	83	28	57	28
Water/Wastewater	7	14	7	13	1
Municipal Drains	0	2	0	2	0

TOTAL OUTSTANDING YTD: 66

OUTSTANDING WORKORDERS BY DEPARTMENT

Department	Outstanding from previous months	New	Closed Outstanding	Closed	Outstanding Year to Date
By-Law	4	0	0	0	4
Engineering	54	9	0	1	62
Facility Maintenance	5	0	0	0	5
Parks	5	0	0	0	5
Roads	148	41	3	24	165
Water/Wastewater	3	162	4	159	6
Municipal Drains	2	0	0	0	2

TOTAL OUTSTANDING YTD: 243



# Mentions of Strategic Pillars in Staff Reports

December 13, 2021 to  
February 22, 2022

31

Service and Simplicity - Quality and Innovative Delivery of Customer Services



30

Governance: Communications, Engagement and Decision-Making



24

Value: Financial Management to Achieve Financial Sustainability



18

People: Supporting and Investing in Human Capital



17

City-Wide Investments in Infrastructure and Recreational/Cultural Spaces



15

Attracting Business Investment and Tourists to Port Colborne

