

ENGAGING OUR CUSTOMERS

CUSTOMER FEEDBACK & EVALUATION



**KNOWLEDGABLE STAFF,
ENGAGED COMMUNITY**

**INNOVATION &
EFFICIENCY**

**CONSISTENTLY EXCELLENT
EXPERIENCE**

INTRODUCTION: SERVICE AT MARKHAM

The City of Markham is known as a municipal leader in providing high quality service. Service is a core value for staff and at the heart of the work we do within our own departments and for the community.

- Service is one of the four goals under the Excellence Markham framework
- 'Exceptional Service by Exceptional People' is one of the key strategic goals in Building Markham's Future Together', Council's strategic plan for the City
- Markham's Customer Experience Strategy was adopted to promote a service culture and provide a consistently exceptional experience across all departments and service areas
- Evaluating our service and engaging customers is critical to our ongoing success - Markham has an overall satisfaction rating of 80% across the services surveyed

This report provides highlights of service evaluation at Markham and how residents, stakeholders and community members are engaged as part of our commitment to exceptional service.



CUSTOMER EXPERIENCE EVALUATION TOOLS

- **Annual Customer Satisfaction Surveys:** every year each department identifies services to measure using a corporate survey process (see page 4)
- **Post-Program/Project Evaluation:** these assessments are completed by clients following programs or upon completion of projects in the community.
- **Data Analysis:** Library and Recreation use tools such as *Envionics* to gain a better understanding of market data about the Markham community. Research, benchmarking trends and other data is used to inform decision making and strategy development.
- **Surveys & Polls:** surveys are used throughout the City to collect data about resident experiences, preferences, needs and opinions. *eg. IPSO winter maintenance survey*
- **Interviews:** individual, thorough and structured - designed to probe deeply into stakeholder needs and opinions. *eg. Aaniin Library Post-Occupancy Evaluation to determine how customers are using library space*
- **Focus Groups & Consultations:** facilitated discussion to collect data from a group of individuals on a specific topic *e.g. waste management testing residents' acceptance of clear bags and textile recycling*
- **Community Conversations:** used at MPL as part of their unique Community Development framework, this facilitated discussion focuses on understanding the broad goals and challenges of the community,
- **Online Engagement:** the City of Markham maintains online engagement tools to provide residents with a platform for ongoing input into issues that matter. *E.g. Your Voice, used for Markham Centre and Council Strategic Plan*

CUSTOMER SERVICE

AT THE CITY OF MARKHAM



City of Markham staff serve their community with commitment and passion. This is reflected in the high level of satisfaction residents have with our services. Seeking to build on this strength, staff led a city-wide initiative to build a consistent approach to service to guide our work with residents.

A project team of staff from all commissions came together to identify shared values for customer service and drafted the vision for the Customer Experience Strategy.

To create a vibrant, livable community by providing excellent customer service from caring and helpful staff so residents feel involved with city growth and included in the community.

When asked what motivates them in their work, City of Markham staff said the following:

"To help people so that they feel that they belong, are respected, and appreciated".

"To foster community and well being so that residents have an increased quality of life."

"To proudly provide excellent public service so that we can make a difference to our residents and to our community."

"To greet, welcome, meet and resolve customer needs so that people feel they belong in the community."

"To be friendly and help people so that they know they are part of the community and we, as a community, can grow together."

"To help both the residents and the City grow so that together, we can create a better world."

As part of a commitment to continuous improvement and excellence, the Customer Experience team developed a strategy based on staff and customer input to help focus on three priorities:

- *Increase awareness of municipal services in order to set (and exceed) customer expectations*
- *Leverage technology to expand service delivery to online channels, and to provide integrated internal service coordination*
- *Build on existing "pockets of excellence" to ensure customers experience consistently welcoming and effective service at all service areas.*

Ongoing service evaluation and customer engagement is an objective of this strategy.



CORPORATE CUSTOMER SATISFACTION

RESULTS BY DEPARTMENT (2015-2019)

Departments & Services	Satisfaction
Human Resources – EPIC	65.6
Human Resources – Onboarding	85
Human Resources – Performance Management	70.2
Financial Services – Letters of Credit	73.8
Financial Services – Procurement Card	75.2
Financial Services – Procurement	71.8
Financial Services – Financial Reporting	70.4
Economic Development & Culture – Small Business Office	82
Economic Development & Culture – Volunteers	90
Economic Development & Culture - Rentals	78
Economic Development & Culture - Camps	80.6*
Economic Development & Culture	86.6
Engineering - Development	72.4
Legislative Services - Wildlife	52.4
Communications – Internal Clients	70
ITS – Internal Service	78.6
Recreation – Aquatics	75
Recreation - Programs	74.8*
Recreation - Camps	78.2
Environmental Services – Water Services	88.5*
Asset Management – Utilities & Contracts	88.2
Asset Management – Space Planning	76.4
Fire & EMS – Station Visits	93.2*
Fire & EMS – House Fires	95*
Legal – Internal Clients	80.6
Operations – Sports Fields	72.6
Building – Zoning Services	78.8
Planning – Urban Design	56

*average of multi-year scores



75
FOCUS GROUPS



106
SURVEYS ISSUED



80%
OVERALL
SATISFACTION
(CITY WIDE)

SERVICE EVALUATION

Measuring Customer Service

Every year each department of the City of Markham identifies one service to evaluate.

All departments use a common process, which includes using focus groups to understand stakeholder priorities, followed by surveys to measure both the satisfaction with the service, and the importance of the service.

The departments use this data to plan service improvement initiatives and ensure services are meeting the needs of Markham residents, clients and stakeholders. Some areas evaluated include:

2019:

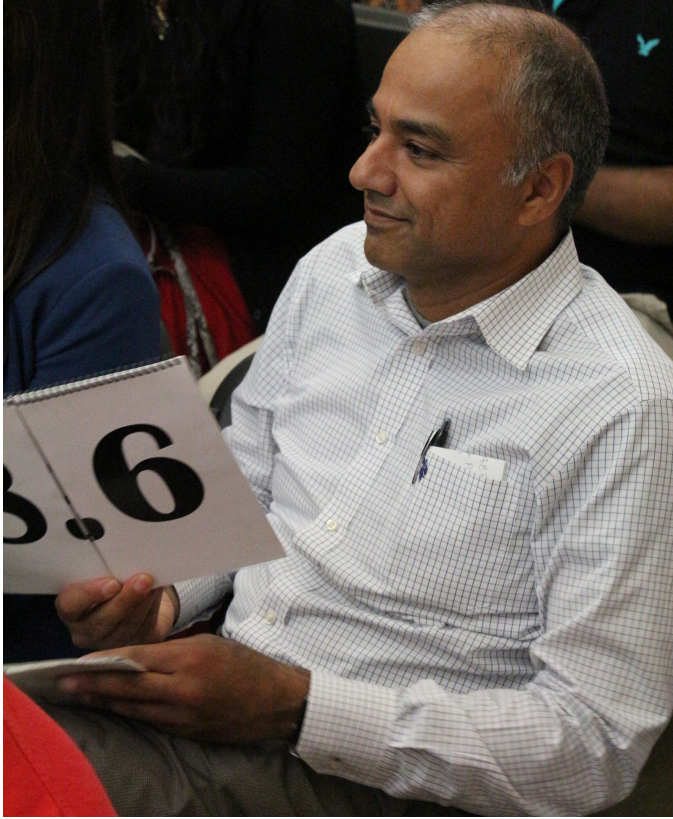
- Camps (Recreation)
- Animal Services
- Health and Safety
- Facility Maintenance
- Fitness

2018:

- Letters of Credit
- Programs (Recreation)
- Water Services
- EPIC (HR)

2017:

- Wildlife Services
- P Cards
- Rentals (Recreation)
- House Fires



ENGAGEMENT PROCESS AT AANIIN COMMUNITY HUB

RECREATION

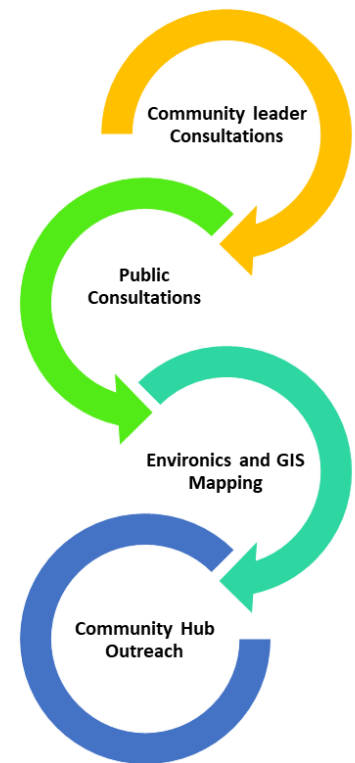
AANIIN COMMUNITY HUB

In 2018 with the opening of the Aaniin Community Centre and Library, the City of Markham launched its first neighbourhood-based Community Hub. This space connects over 20 community partners to accessible space to focus on the needs Aaniin's diverse community, and was developed based on early engagement with the community.

PARTNERSHIPS AT THE HUB

The Community Hub is a partnership model that leverages community resources where residents can access free services within their neighbourhood, such as meaningful wellness workshops delivered by professionals. Partners include:

- Markham Stouffville Hospital
- Centre for Immigration and Community Services
- Immigrant Youth Centre
- Canadian Mental Health Association
- John Howard Society
- Markham African Caribbean Canadian Association
- 360o Kids
- AIDS Committee of York Region



In planning the Community Hub, City staff held 14 public consultation meetings at schools and community centres.

Staff also conducted asset/people mapping research including the identification of community resources offered in local schools / places of worship/ social agencies. Environs research, best practices and GIS mapping of current users assisted in determining programming needs.

CUSTOMER SATISFACTION IMPROVEMENTS

Our departments have engaged in a number of customer feedback activities, and applied the input received towards improving services.



OPERATIONS

Operations - Winter Maintenance:

Method: One-time online survey through *Your Voice* Markham, followed by in-depth phone survey administered by IPSOS.

Respondents: 577 (IPSO)

Outcomes: survey results and staff recommendations provided to council to evaluate resident views on the city's Winter Maintenance Program

Operations - Parks: Parks Renaissance

Purpose: engage residents to raise awareness of the program and gather input

Method: community surveys/outreach

Outcomes: As a result of survey feedback, the City will install 3 shade structures in parks, with plans for an additional 5 structures.

Operations - Roads Rehabilitation Project:

Method: This survey was mailed to residents with properties facing recently rehabilitated roads.

Respondents: 191

Outcomes: addressed performance issues with contractors and identified improvements to 2019 program.

Sports User Group Surveys

Purpose: to better understand client needs for sport services

Method: annual group meetings and formal survey is sent to all users at the time of contract renewals

Outcomes: Based on the feedback from these surveys, staff addressed minor maintenance issues such as improving field lining and diamond dragging, and improvements to tournament notifications to enhance customer satisfaction,

Evidence-Based Service Planning: Using Data for Service Improvements

Between 2014 and 2014, the City of Markham's Operations Department analyzed data from the Parks forestry program to determine the best methods for delivery of the **Block Pruning Program**.

Using this data, Parks will launch its new service delivery program in January of 2020, estimated to address 30% of the most problematic City street trees in the first 3 years of the program. This will result in a reduction of ACR (complaints issues through the Contact Centre) volume and increased customer satisfaction.

CUSTOMER SATISFACTION IMPROVEMENTS: COMMUNITY ENGAGEMENT OUTCOMES

Planning & Urban Design: Markham Centre Vision- Community Engagement

Purpose: To engage people from all over Markham to share their impression of and ideas for the future of Markham Centre, the City's evolving downtown.

Method: Online activities hosted on the 'Your Voice Markham' engagement platform, 15 in-person pop-up events and social media promotions.

Respondents: Over 2,300

Outcomes: As the City embarks on the Markham Centre Secondary Plan Update, the ideas and input collected during this visioning exercise will help strengthen the City's current vision for Markham Centre and ensure we plan a truly vibrant downtown. Additionally, the lessons learned through this exercise will help inform future phases of engagement associated with the Markham Centre Secondary Plan update. A summary of what we heard will be posted to the 'Your Markham Centre' webpage, as reporting back to the community on the findings and key outcomes of the engagement exercise is critical to building trust and transparency.

Markham Cat Adoption and Education Centre

Purpose: Promote cat adoption and educate the community on the importance of animal welfare and responsible pet ownership

Method : Social Media Campaign

Outcomes: Increased awareness of the Centre which leads to more patrons and higher adoptions of cats. We have increased our social media posts which has resulted in more followers and more members of the public being aware of the Centre. Additionally, we have doubled the number of events hosted per year from 12 to 24.

Legislative Services: 2018 Municipal Election Online Voter Experience Survey

Purpose: To gather feedback from voters utilizing the 2018 Municipal Election online voter portal.

Method: Customer survey attached to the online voter panel whereby after voter casts their ballot they have the option to complete an anonymous survey.

Respondents: 10,945 or 15.46% of online voters took the optional survey.

Outcomes:

- 97% of voters were satisfied with online voting.
- 98% of respondents say they would be likely to vote online in a future municipal election.

The City of Markham Election Team will continue to refine our online voting program in the City of Markham for future elections and will be updating our research on the benefits and risk mitigation strategies for online voting.

LEGISLATIVE SERVICES



CUSTOMER SATISFACTION IMPROVEMENTS: COMMUNITY ENGAGEMENT OUTCOMES

Culture & Economic Development: International Museum Day 2018/2019 Survey

Purpose: Collect data about how participants heard about event, and preferred activities to shape future events.

Method: Written survey upon exit.

Respondents: 2018 (33), 2019 (17)

Outcomes: Adapted promotional strategies to reflect how participants were hearing about the event. For 2020, Culture plans to schedule an e-blast from Benchmark prior to the event to let our members know about the event, and other spring events at Markham Museum. Continuing partnership with Parks Canada based on popularity of their exhibit. Investigating opportunities to provide building tours based on requests for this service.

Culture & Economic Development: March Break 2019 Survey

Purpose: Evaluate programs for future planning.

Method: Satisfaction Survey

Respondents: 2019 (34)

Outcomes: Based on feedback, improved communications about the outdoor nature of the program. Changes to the program will incorporate shorter tours with smaller groups, reflecting the preference of past participants, and allowing additional tours throughout the day.

CULTURE

Markham Museum: 2018/2019 Scary Fest Survey

Purpose: Assess customer satisfaction and opportunities for improvement

Method: Customer Survey at event

Respondents: 2018 (268), 2019 (484)

Outcomes: Identified opportunities to promote event to the surrounding community to increase attendance and leverage social media to encourage pre-registration to reduce wait times at the gate. Opportunities for 2020 include adding additional houses to the tour, working with community partners to add additional activities, and adding food trucks, additional waste and washroom facilities to accommodate increased participants.

Varley Art Gallery: Registered Art Classes

Purpose: Assess demand for various program opportunities

Method : Online survey

Outcomes: Offered new courses. Acquired new program furniture. Working on improving activity room lighting and cleanliness.



CUSTOMER TOUCHPOINTS & SERVICE OUTCOMES

Emergency Planning: Masters of Disaster Camp

Purpose: To gain feedback from parents on camp materials, activities, likelihood to return and willingness to recommend.

Method: Included questions about this program in regular post-camp customer survey issued by Recreation.

Outcomes: Strong support for camp, and additional elements added to content

Environmental Services: Waterworks Satisfaction

Purpose: include customer feedback in the legislated annual water report

Method: door hanger promotions of survey post service

Outcomes: 100% satisfaction with service.

Markham Public Library: Toy Lending Library

Method: in-branch polling to gauge customers' needs for a new collection focused on lending play-based educational aids.

Respondents: 110

Outcomes: Used customer input to develop collection profile and select materials based on community needs

Markham's Kirkham Allotment Garden

Method: Satisfaction Survey - online or verbal survey

Respondents: 33% of gardeners responded

Outcomes: Improved communications between gardeners and City staff through the establishment of an informal Kirkham Garden Advisory Committee at the end of 2019. This committee will address garden needs including 2020 priorities such as fencing for the back 10 garden plots, large-scale compost bins, new communal tools, and re-establishing a connection with a local food bank.

Fire: Fire Safety School Program

Purpose: To ensure the content is relevant and teachers can provide feedback on delivery method

Method: Survey Monkey (electronic) distributed to each school with specific questions related to our performance and content

Respondents: Typically 50% of the 74 schools respond annually

Outcomes: Data used to add a school year (grade 4) modify content and improve teaching delivery. Staff have received lots of valuable insight over the years, including posters of "thanks" for the crews from the participants. Based on positive feedback, the program was extended to other grades to enhance our ability to deliver fire safety to the children and indirectly their families.

SERVICE EXCELLENCE

MARKHAM'S TRADITION

The City of Markham's record of exceptional service is part of its ongoing commitment to service excellence. As part of the **Excellence Markham** journey, Customer Satisfaction is one of the major business outcomes in Markham's Excellence Framework, and one of the strategic priorities in the City's **Building Markham's Future Together** strategic plan is *Exceptional Services by Exceptional People*.

This focus helps staff to be aligned on the importance of maintaining a customer focus and being responsible to the community.

MPL

Customer Satisfaction, Community engagement and service evaluation at MPL

Markham Public Library uses a tool called **Counting Opinions** to administer ongoing customer satisfaction surveys. Like the City of Markham's process, this tool measures both satisfaction and importance of a range of library services, including collections, staff and the branch spaces. This tool is used in libraries across North America and provides the ability for MPL to benchmark its customer satisfaction against other systems. MPL runs this survey throughout the year, include four quarterly survey "blitzes". This tool assesses overall satisfaction, satisfaction with a range of specific services and a gap analysis of satisfaction v. importance of individual services.

Since 2015, MPL customers have completed 14,488 surveys.

2019:
3,171 Responses
Overall Satisfaction: 88%
Overall Importance: 88%
Willingness to Reuse: 92%
Likely to Recommend: 90%

Other Customer Touchpoints at MPL

- *Project Outcomes* - measures customer impact of programs
- *Bridge* - measures outcomes of Digital Literacy Services
- *Community Conversations* - community input and collaboration in service & strategy planning.

Industry

- *Environics*: Market research tool used to inform service development.
- Ongoing evaluation into collections, space usage, service priorities by MPL's Research and Evaluation staff
- Customer Feedback platforms include social media, "suggest a purchase" and "comments" online features

AWARD WINNING SERVICE



In 2016, MPL won the prestigious IPAC Gold Award for Innovative Management for its staff-led Customer Service Revolution Program, which also informed the City of Markham's Customer Experience Strategy Project.

- York University Wiki Award for Environmental Leadership Markham Textile Program (2017)
- IPAC Innovation Management Awards Markham Textile Recycling Program (2018)
- MarCom Gold Award Video/Audio Markham Sports Leagues Video (2018)
- MarCom Gold Award International Video/Audio "Welcome to Aaniin" Community Centre and Library Video (2018)
- Canadian Association of Municipal Administrators Markham Portal - Digital Services for Citizen (2015)
- Canada Awards for Excellence, Gold Award Organizational Quality and Healthy Workplace (2015)
- Ontario Minister's Award for Innovation Markham Public Library Customer Service Revolution (2015)
- Recycling Council of Ontario, Silver Award Municipal Diversion (2015)



City of Markham was proud and humbled to join the ranks of prestigious International Association of Business Communicator award-winners for work supporting digital democracy and innovation.

- Parks & Recreations Ontario Award of Excellence, Innovation Health and Wellness Partnership with Markham Stouffville Hospital (2016)
- EA Danby Award, Implementation of Legislation Backflow Prevention Portal (2016)
- Videographer Distinction Award, Safety Emergency Preparedness Videos (2016)
- Canadian Association of Municipal Administrators Environment Award Markham Smart Textile Diversion Strategy (2017)
- Ontario Waterworks Association Excellence in Water Efficiency Award Get to Know H2O Public Outreach and Education Program



Markham's Environmental Services Department won the Peter J. Marshall Innovation Award for Markham's Textile Recycling Program. Since Fall of 2016, Markham has recycled over 16M pounds of textiles.