

GOAL: EXCEPTIONAL SERVICES BY EXCEPTIONAL PEOPLE

OBJECTIVE 1 – Improving Customer Service

1. What are the most important service improvements/reviews we need to make over the next 4 years?
1. Be realistic with completion deadlines - such as construction of parks, community centres, etc.
2. Ensure a timely result is communicated back to the Member of Council
3. Too much time spent on follow up
4. Can a resident/tax payer check on-line to see if someone has obtained a permit to take down a tree or do they need to call? On-line self service checking (eg tree permits)
5. Consider using "plaque card" when a permit is issued for any work
6. More resources for self-service options (comprehensive self-serve)
7. Construction delays/disruptions ensure are properly communicated to the Councillors - Regional & Local roads - consolidated construction map on the website
8. Supply a jpg of any notice to the Councillor so they can include on their website
9. Residents need to be educated of the City's key service standard (easily accessible and well communicated)
10. Ensure you have the required resources to meet the City's standards
11. All staff need to have full signature block with their complete name, phone number, e-mail, etc.
12. All contractors need to respect the City
13. properly coordination of services on a street (removal of tree stumps, leaf clean-up)
14. More active gathering of feedback more often
15. If an issue can not be resolved to let the local Councillor know
16. Must offer prompt response times to customers – set standards to determine response times - even if auto message to advise query received - and escalation process should be determined and documented
17. educate residents to initiate contact through Contact Centre
18. seems to be a gap in work order system for Operations - develop and improve workflow process from end to end

GOAL: EXCEPTIONAL SERVICES BY EXCEPTIONAL PEOPLE

19. search capability needs improvement – for example - customer unable to gather information about their registration – more customer-focussed records to assist customers in determining next level of swim lessons, etc.
20. self serve kiosk to access customer focussed records – access their individual codes in CLASS system similar to what check in at the airport has become
21. need to review how we respond to resident complaints regarding By-law infractions i.e. signage, parking infractions, etc. Investigate opportunity for a warning period before giving a ticket. Review of By-law services and how they interface personally with residents – sensitivity training. More proactive, objective and consistent sign enforcement throughout the year and not just during election period.
22. Educate residents on most common by-laws so they are aware of what is and is not allowed within the City and how to access the information from the City in a prompt and easily understood manner (plain language). Coles notes versions of by-laws so that residents understand expectations. Using pictures to demonstrate the Do's and Don'ts.
23. Use the 8 to 80 approach to communicate service levels, by-laws, standards, enforcement, etc.
24. Monitor our communication efforts to determine if behaviour changes. Was our communication effort successful?
25. Having consistent approach to all encounters with staff either in-person or on-line – friendly, approachable, easy to use
26. Need to determine what our customers want? How they need to access our services.
27. Windrows – not satisfying the residents. Seniors only get part of their windrow cleared (single car width) Suggest: allow residents to contract for clearing their entire driveway and qualified owners (over 60 or disability) will be partly subsidized. This transfers the hassles away from the City and provides the service in a timely manner. Comprehensive winter clearing program is needed, prepare for climate change. Communicate windrow service to residents. \$200,000 per year, \$70 per household
28. <u>Communication.</u> Residents are not aware of many of the services provided
29. <u>Overnight parking.</u> Residents not aware of restrictions and exemptions until they get a ticket. Some confusion about what is permitted. Why can't on-street parking be permitted all summer (for a fee) and only be restricted for snow-plowing purposes.
30. <u>Improve fire & life safety education,</u> and home inspections. Firefighters interact with residents, community and neighbourhood events

GOAL: EXCEPTIONAL SERVICES BY EXCEPTIONAL PEOPLE

31. <u>Integrate call centres</u> with other municipalities, consolidate services. (i.e. ice storm) Mobile services, on-line chat
32. <u>Customer satisfaction survey</u> – call centre, etc. telephone or e-mail follow-up Language issues result in increased calls to some Councillors that can accommodate language diversity
33. <u>Increase in-person customer service hours</u> – to 9:00 p.m. each day- Contact Centre, tax services, parking payments Currently 5-7 customers on Thursday nights. Is this feasible to continue?
34. <u>After hours service</u> – in-person response 24/7 for emergencies
35. <u>311 Services</u>
36. <u>“Retail Customer Service”</u> model; internal and external customers; exceptional customer service

OBJECTIVE 1 – Improving Customer Service

2. At the end of four years what does success look like for this area?
a) Better communication
b) Less complaints
c) More easily accessible self service
d) More regularity of providing government services
e) More transactions at a fewer cost
f) Continuing with old fashion "service with a smile"
g) increase customer satisfaction through customer surveys
h) More residents using online services
i) Improvements in By-law/Parking/Winter Maintenance – improved communication using plain language that residents are able to access = which reduces infractions
j) Complete review of By-law Svcs – resulting in savings in resources and time – providing warnings instead of immediately providing tickets
k) Complete review of service levels for Winter Maintenance as it relates to windrows, how we handle

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changing weather patterns i.e. to prevent icy roads
l) Complete review of waste management service - to ensure that recyclables not flung about during pickup.
m) Organize community to assist in clean up – have engaged residents
n) Data Centre consolidation – with Richmond Hill and Vaughan
o) Consolidating services – south end of York Region

OBJECTIVE 2 - Transforming Services Through Technology and Innovation

1. What are the most important service improvements/reviews we need to make over the next 4 years?
a) Electronic Agenda - need to improve quality
b) Paperless - should have much less paper
c) Agenda - can presentations be saved separately
d) Video streaming Standing/Council meetings
e) When a motion/recommendation is being amended place up on the screen
f) Have an idea what our front end and back end requirements are – what architecture is required? And how does this support our mobile initiatives? How does the back end technology tie the front end together and accommodate for future technology changes and future trends in our community? Begin implementation if able.
g) E-Agenda – improvements - automated workflow
h) Explore 3P model – public private partnerships – i.e. public washrooms in public parks – private sector puts them in but a minor fee charged - pay for use.
i) Improve and enhance our overall general communications to the public.
j) Needs to be easier to find items - navigation
k) Make portal more user-friendly, interactive, complete information

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l) Include voice-over with PowerPoints; currently audio & video available for budget and planning presentations
m) Eliminate early-morning program registration. Class system to be replaced in 2017. Registration on Saturday or evenings? Options: First come – first served; choose electives? Can we provide more classes? Swimming/service levels meet demand. Fair for everyone to participate
n) Communicate recreation programs
o) Real-time availability of facilities
p) Open Data: supported. Perhaps free for first 6 months
q) Public WiFi: supported for key sites. Health risks? Technology improving, prices reduced
r) Social Media: our reach is very good, great way to engage the public. Facebook & Google ads are very effective; Hashtags Make sure Councillors are able to use social media effectively – training?
s) Technology is great, but personal connection and greeting is important

OBJECTIVE 2 - Transforming Services Through Technology and Innovation

2. At the end of four years what does success look like for this area?
Paperless
Ready access to reports and presentations
Improved wireless signals in the building

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3. Online vs inline services? (impact on 24/7 staff availability)
a) Make the website easier to use – navigation currently an issue – improved search capability
b) Offer self serve kiosks to conduct most common transactions – able to pay your property taxes at a kiosk at a Community Centre?
c) Continue to promote and invest in online services
d) Investigate a hybrid of inline vs online services – still offer in-person – enhance the customer service in-person experience through technology advances similar to Apple store experience.
e) Provide some of the Civic Centre transactional services at the Community Centres and the Libraries – residents able to access information/perform transactions at all City-owned locations. Ensuring we have the backend technology in place to ensure this can be fully automated, have an appropriate ERP and CRM and tie everything together.
f) Only online payments/services? Taxes, other payments cannot be made in person. Deadline of 2016? Needs to be a balance to accommodate people (seniors) without computer banking.
g) Suggest eliminate all cash transactions. Federal gov't doing direct deposit and we should follow
h) Incentive to use online service, or penalize anyone using inline, cash services
i) Reduce cash staff and accept longer lines – 80/20%. People adapt