

# Deputy Mayor's Customer Service Initiative

Committee of the Whole

November 5, 2024

# Making your Customer Experience Better

Deputy Mayor initiative for 2024 that began in March

- Improve customer service for issues that Councilors deal with regularly
- Help Council understand the challenges and opportunities
- Understanding our current state in 5 key areas:
  - Engineering
  - Municipal Law Enforcement
  - Planning
  - Urban Tree Service
  - Roads Operations

# Customer Service Initiative

## Project Objectives

1. Identify public facing services that are offered
2. Review current turnaround times
3. Set targets, establish measurement and reporting
4. Report the findings back to Council

# Strategic Plan Alignment



## Good Government

Provide innovative and efficient service delivery for better customer experiences

- Improve the customer experience by leveraging digital transformation
- Provide services through integrated Community Hubs
- Promote continuous improvement and innovation to **Make It Better** in all service areas

# Customer Service

Brandon Clarkson, Manager of Customer Service

# Service Centres

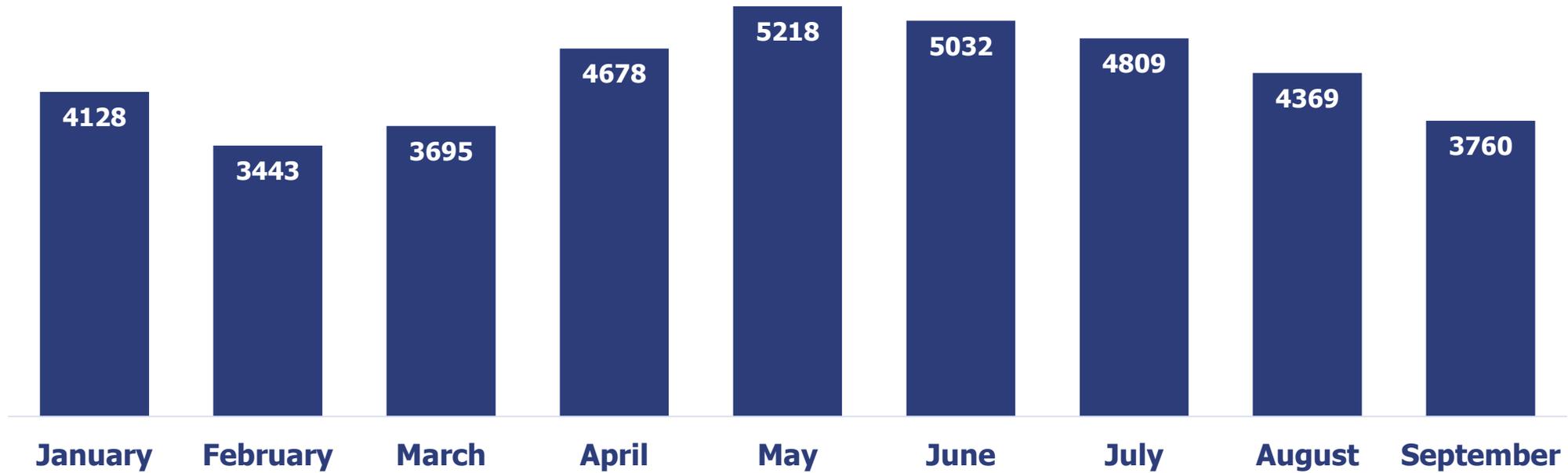
- Service Centres in Lindsay, Bobcaygeon, Omemee and Coboconk
- Corporate Call Centre for all municipal inquiries



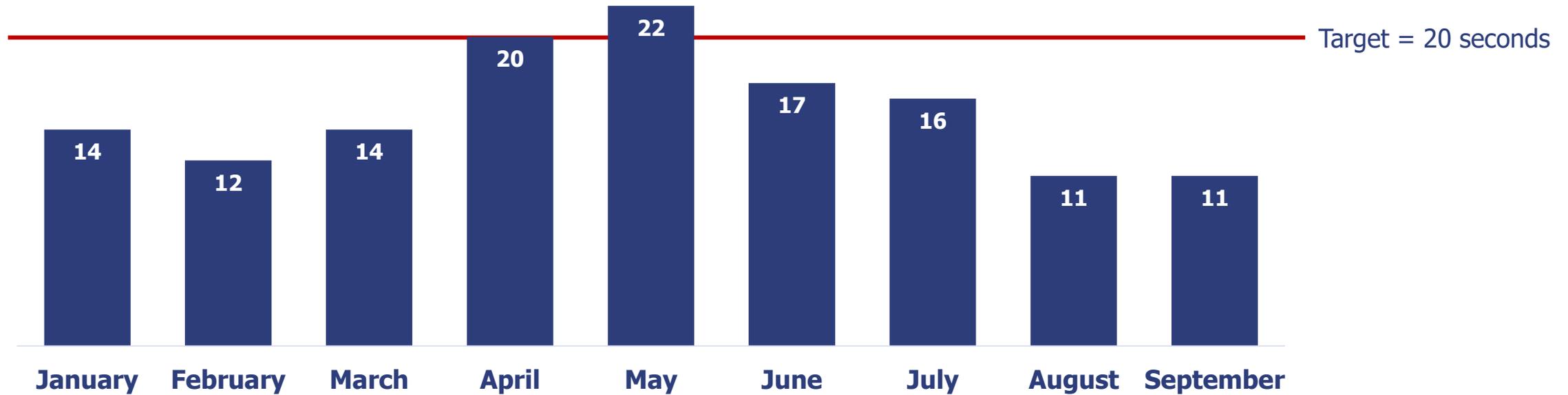
# Calls

- **41,567** phone calls were received from January 2 – October 14
- Answer Rate (number of calls that were answered) = **98.6%** which exceeds the target of 95%
- Average call length = 2 minutes, 20 seconds

# Call Volume by month

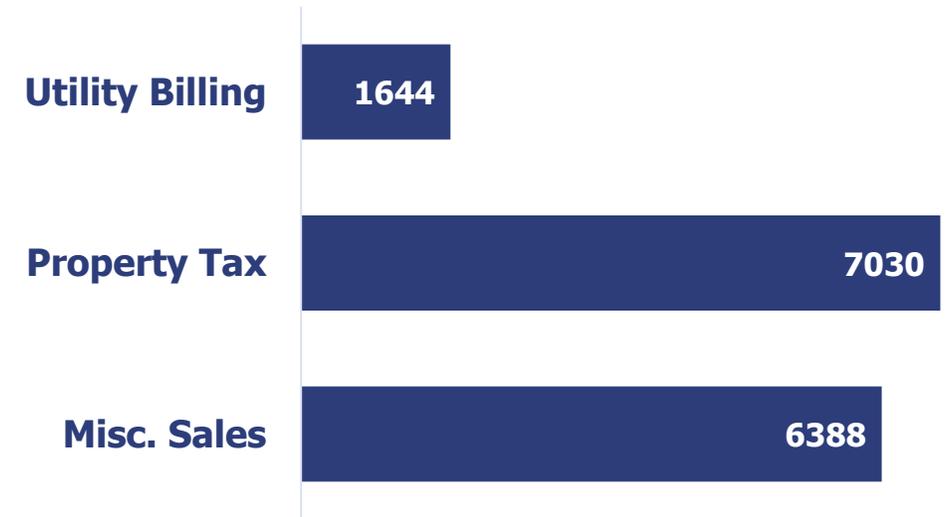


# Average Speed of Answer



# Transactions

- Transactions including animal tags, permits, tax and utility payments, accounts receivable, licenses, waste tags, transit passes and tokens, bulk water, commissioning of documents
- Sale of merchandise including composters, digesters, rain barrels
- 15,062 transactions in 2024 to mid-October



# Inquiry vs Case

- Inquiries are received through phone, website Report It tool, email, in person, social media, after hours municipal emergency line

## General Inquiry

- Staff can answer an inquiry in the moment, accurate and timely information is readily available

## JDE Case

- Inquiry requires the attention of a different division for resolution and follow up

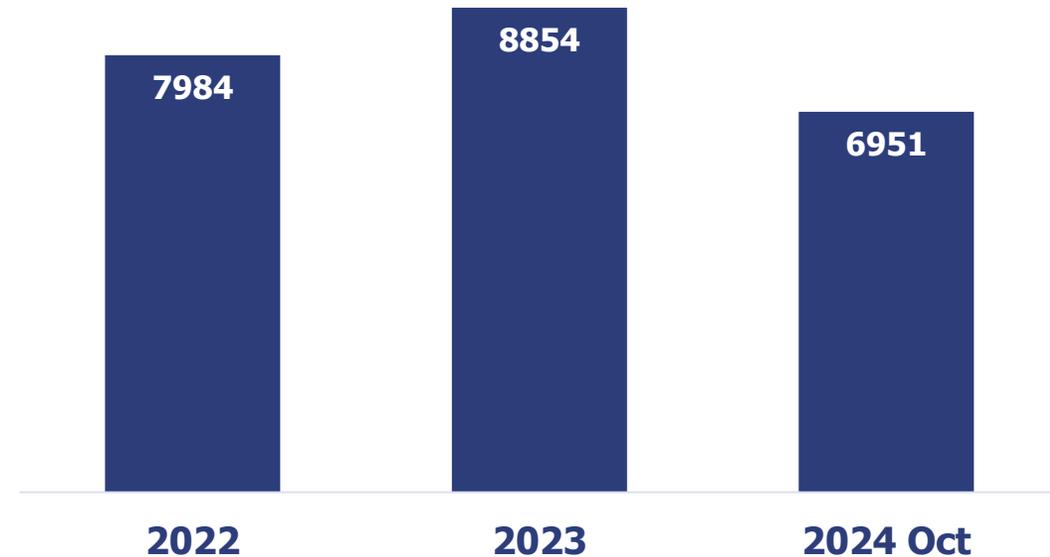
# JDE Case

- Customer Relationship Management (CRM) software to track issues
- Not all departments are on Case
- Customer Service initiates the Case
  - Customer contact information
  - Details on the concern
  - Case is assigned to department
- Staff update the status and notes as it goes through the workflow
  - Status descriptions – in progress, on hold, budget considerations, closed
- Customer Service provides updates when customer inquires about their case

# Case Volume

Service areas that are on Case:

- Roads Operations
- Parks and Recreation
- Engineering
- Solid Waste
- Water and Wastewater
- Customer Services



# Customer Request Dashboard



## Customer Service Request Dashboard

**Date Range**

Select all

▼  2024

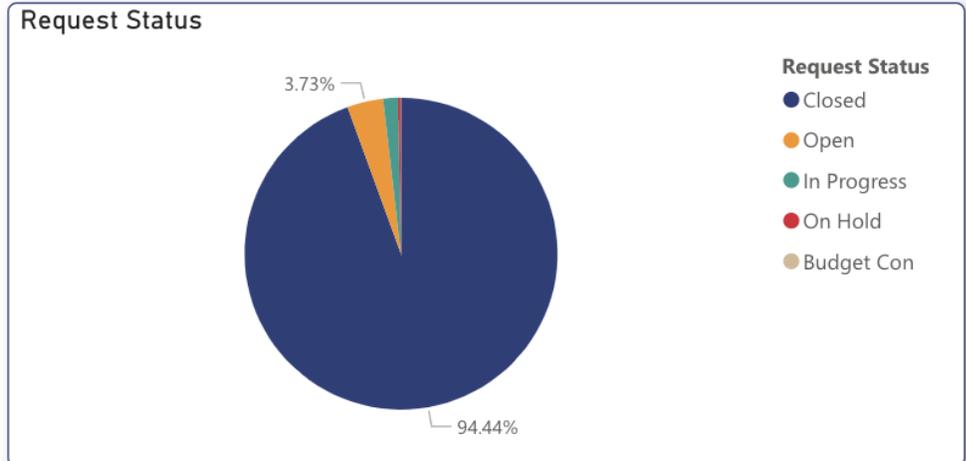
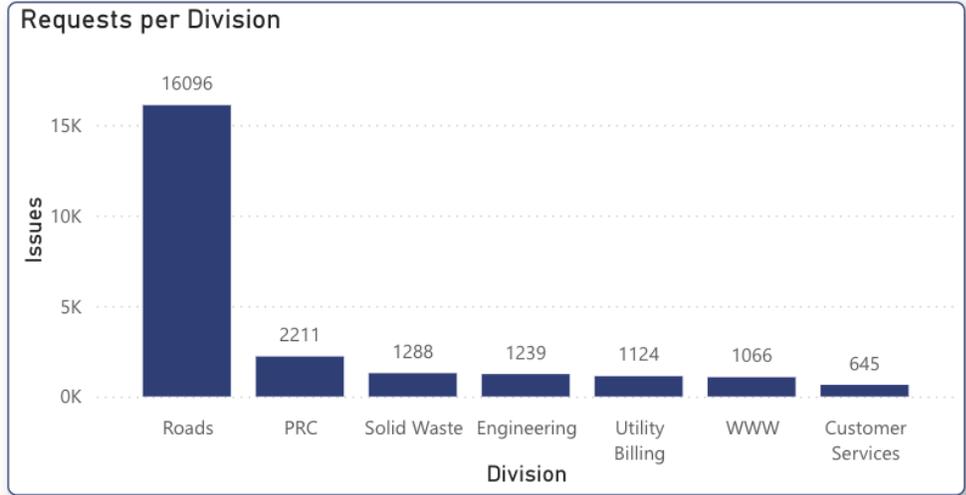
▼  2023

▼  2022

**23,684**

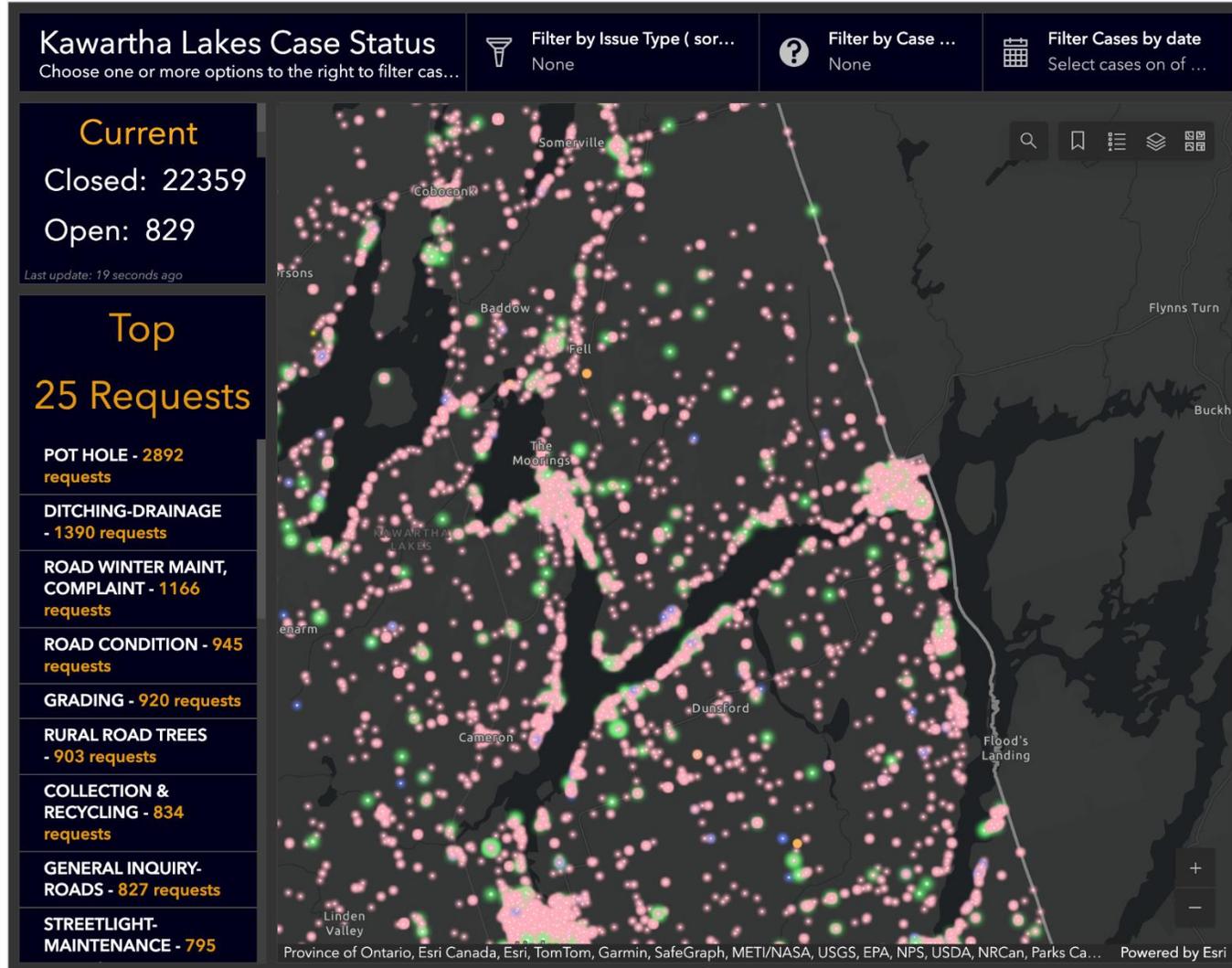
Total Number of Cases

Ward	Requests
1	2787
2	3548
3	3367
4	2114
5	3373
6	3048
7	3059
8	2388
<b>Total</b>	<b>23684</b>



Request Type	Number
Accessibility	17
Adopt-A-Road Program	1
Banner Installation	18
Beaches	34
Billing Inquiry	13
Billing Issues	6
Boat Launches	78
Boat Launch-Road Allowance	1
Bridge Cond/ Load Inq	21
Broken Meter Valve (Inside)	8
Broken Meter Valve(Inside) **Live**	16
Broken Watermain**Live**	36
Broken/Leaking Water Service **Live**	47
Brushing	31
Building	1
Building-Grounds Maintenance	11
Case	1
Cemetery	1
Cemetery Grounds Maintenance	12
Cleanliness-Garbage	1
Collection	15
Collection & Recycling	856
<b>Total</b>	<b>23684</b>

# Customer Request Map



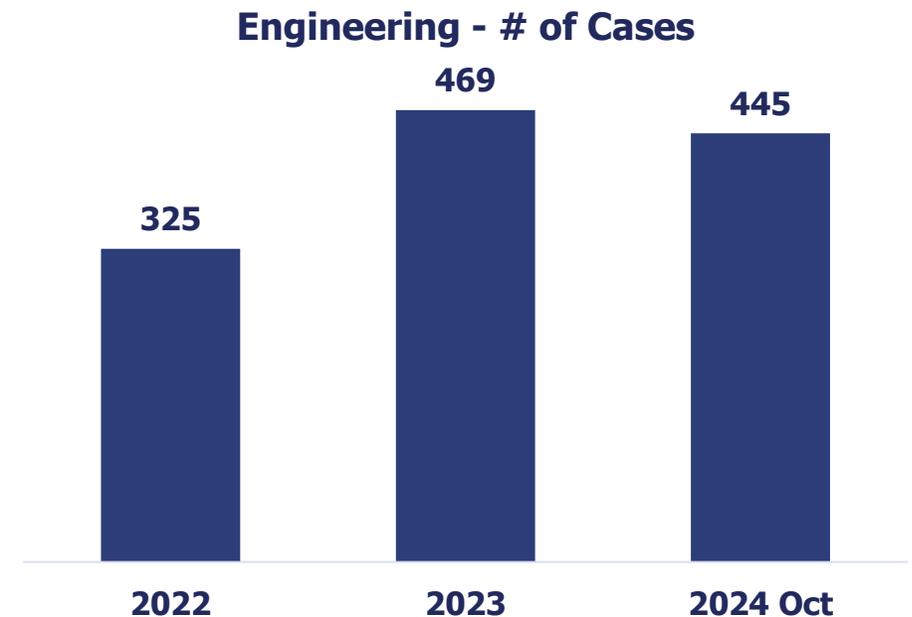
- Can filter by issue type, case status, date
- Can look at details of cases by clicking on the dots on the map

# Engineering

Juan Rojas, Director of Engineering and Corporate Assets

# Engineering

- Cases are reviewed by the Administrative Assistant and assigned
- Specific engineering issues are sent to the engineer overseeing the project and assigned to the manager
- Traffic issues are assigned and may remain open as they require traffic audits and direction from Council
- Road resurfacing requests are added to a tracking list that is reviewed during the 5 Year Roads Plan creation process

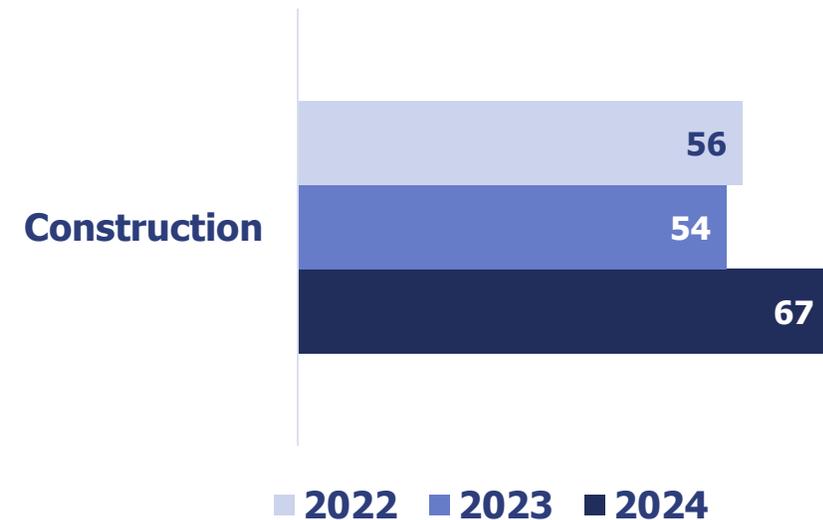


# Construction issues

- Construction of bridges, culverts, and roads
- Reconstruction and resurfacing
- Water and waste water capital projects

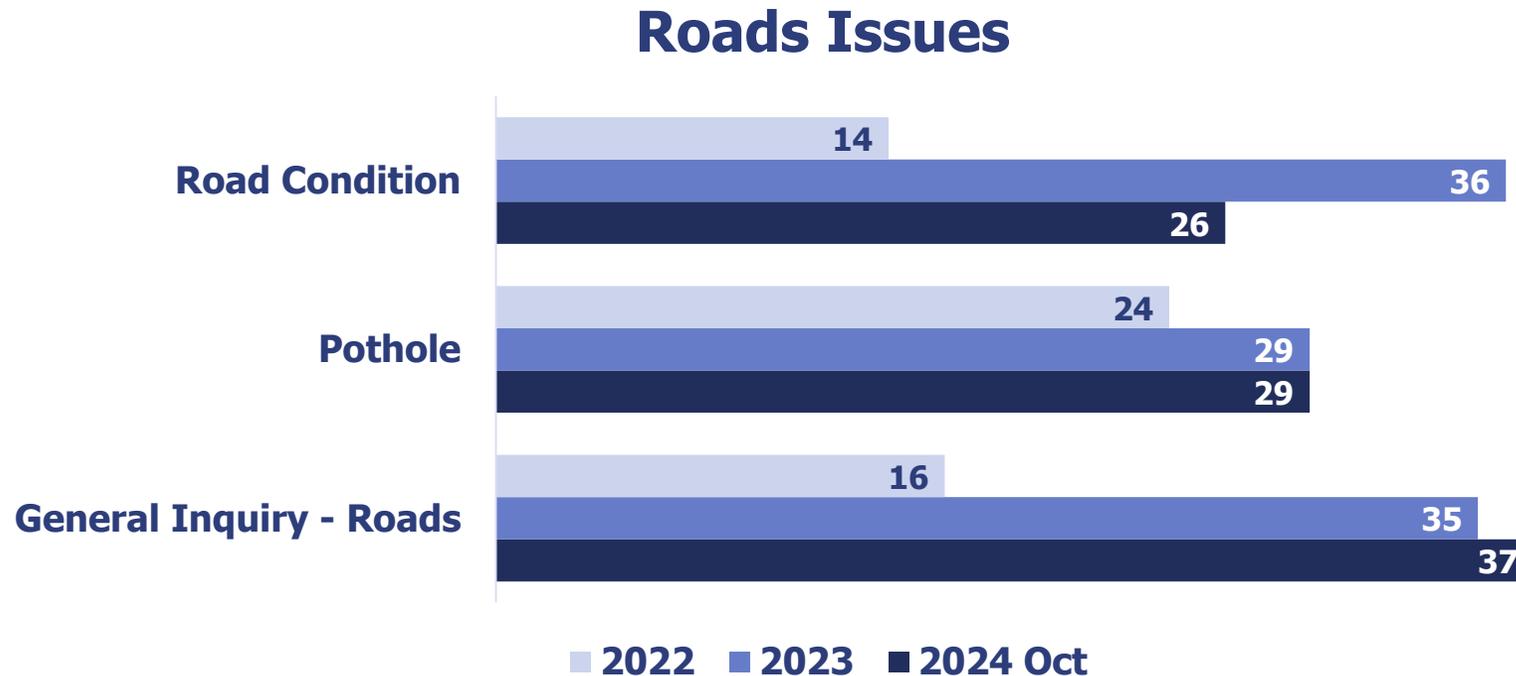
## Measure

- Respond to complaints about construction within 48 hours 80% of the time



# Roads Issues

- Respond to inquiries and complaints about road conditions within 48 hours 80% of time

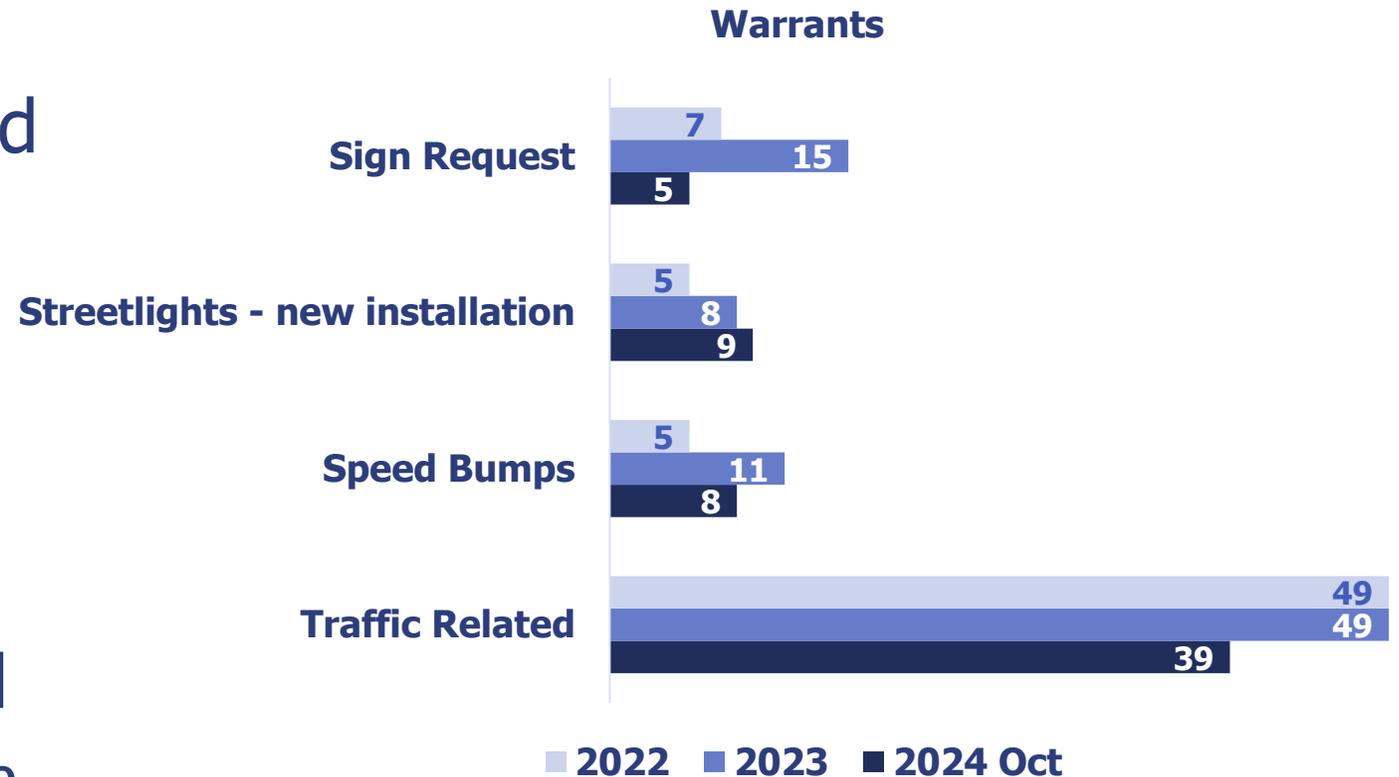


# Warrants

- Warrants are requested for traffic calming, speed limits, traffic control signals
- Seasonal work

## Measure

- Warrants are completed within four months 80% of the time



# Municipal Law Enforcement and Licensing

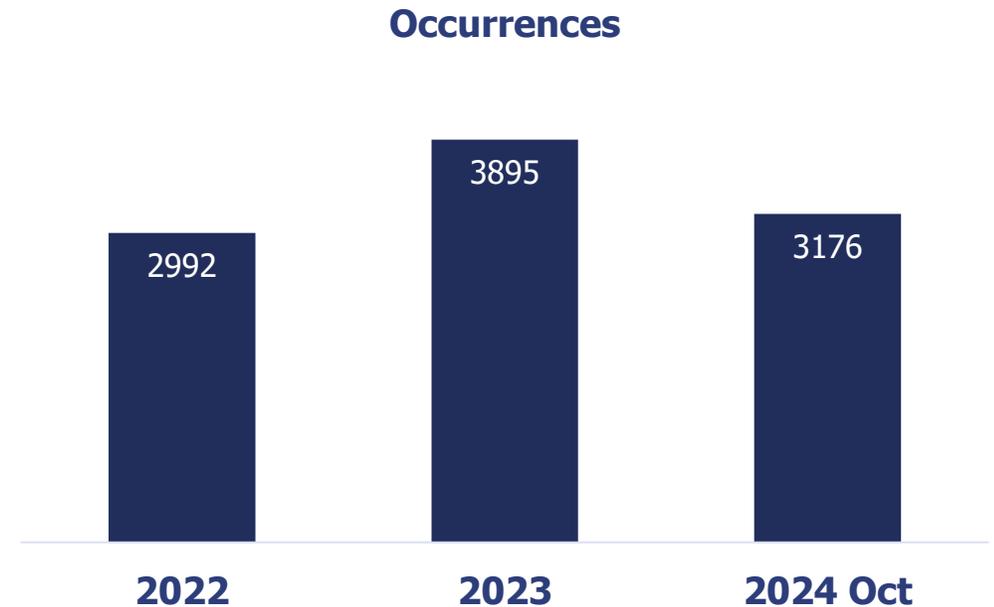
Aaron Sloan, Manager of Municipal Law Enforcement and Licensing

# Municipal Law Enforcement

- Use CityWorks for managing occurrences
- Receive occurrences through phone and complaint form on municipal website

## Measure

- 80% of calls are answered within 30 seconds



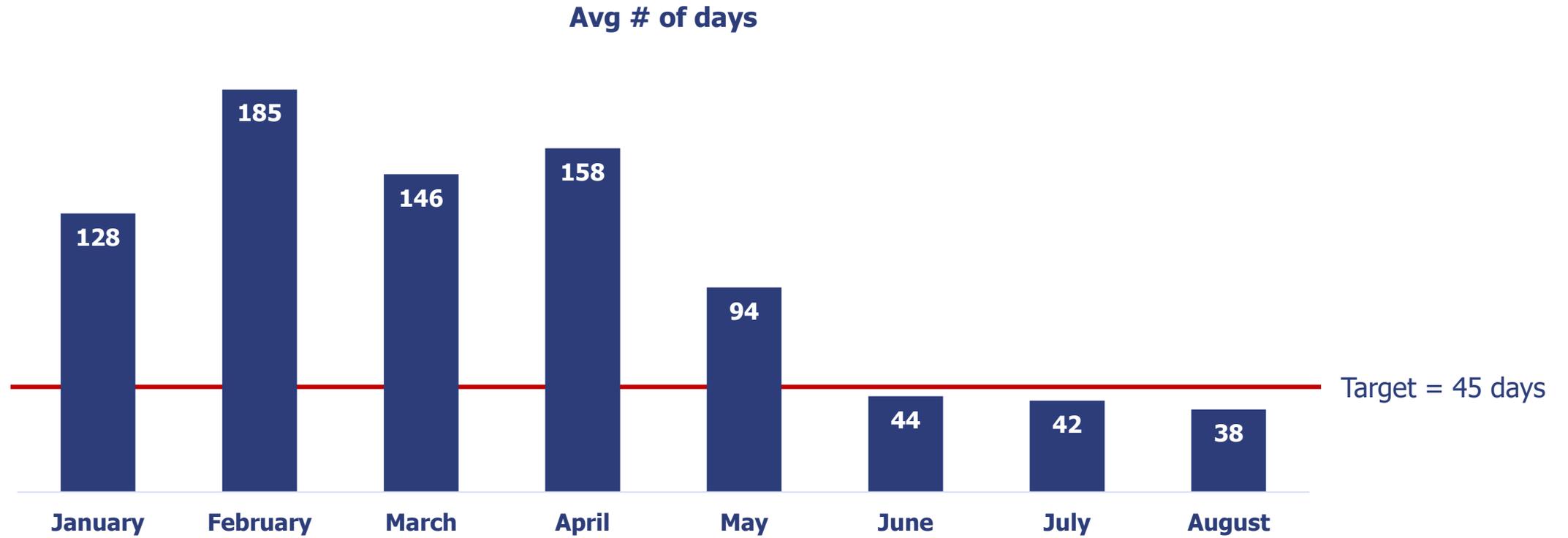
# Short Term Rentals

- Licensing of Short Term Rentals
- Identified pinch points in process and revised
- One point of contact for applications
- Application review and circulation process has been improved
- 350 licenses issued in 2024

## Measure

- Short term rental licenses approved within 45 business days  
80% of the time

# Short Term Rental Licensing

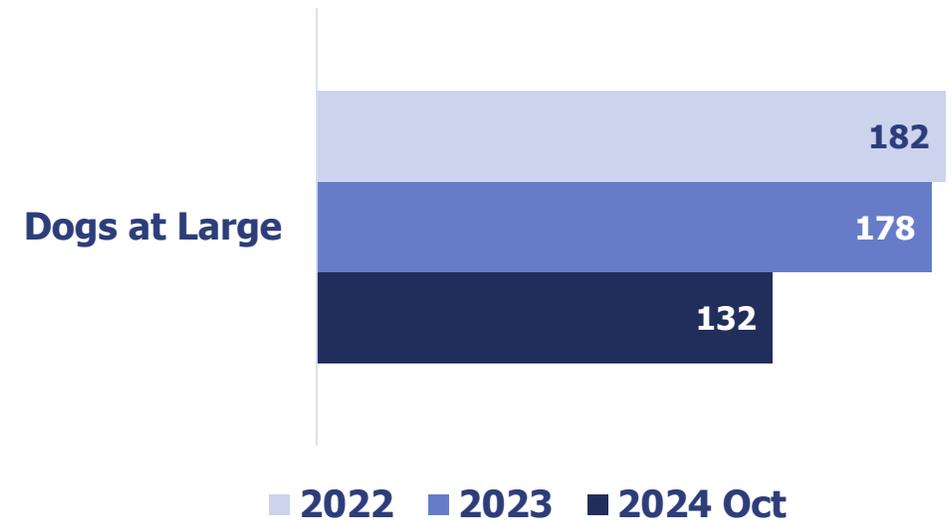


# Dogs at Large

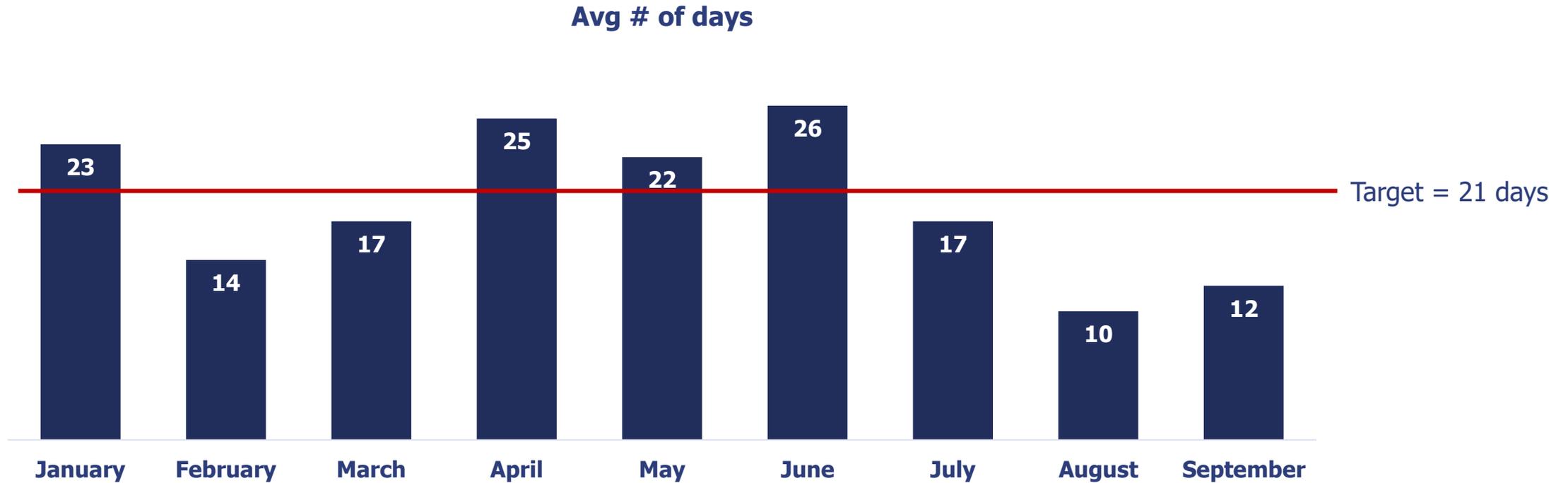
- Under the domestic animal control by-law animals are not allowed to run free or be walked off leash other than on your own property

## Measure

- Complaints for dogs at large are closed within 21 days 80% of the time



# Dogs at Large [continued]

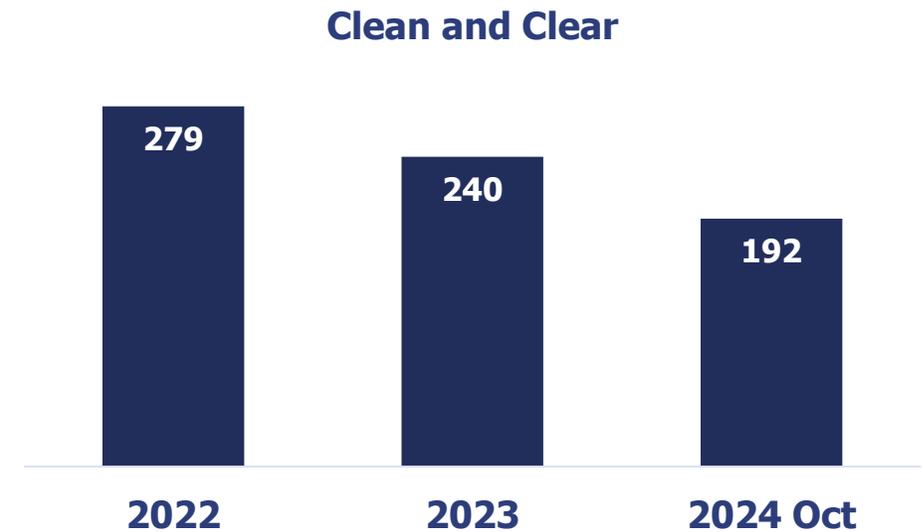


# Clean and Clear Bylaw

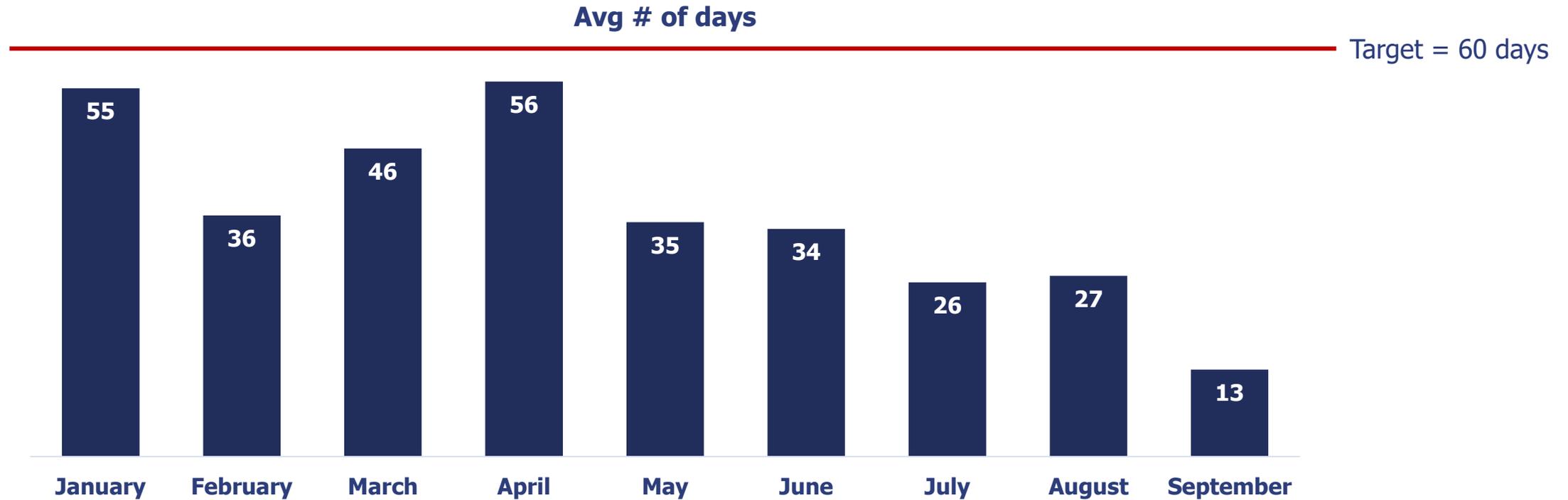
- Under the Clean and Clear by-law, property owners are not permitted to accumulate debris on their properties.

## Measure

- Clean and clear complaints are closed in 60 days 80% of the time



# Clean and Clear



# Planning

Leah Barrie, Director of Development Services

# Managing Inquiries

- Inquiries through email, phone, and walk-ins and can be anything planning related – approximately **7400 per year**
- Receive non-planning inquiries as well that need to be redirected – approximately **930 per year**
- Triaged by administrative assistants
- Inquiries and confirmations tracked through email, division is not on Case

## Measure

- Acknowledge inquiries within 48 hours 95% of time

# Inquiry Follow Up

- Inquiry needs followed up by the appropriate staff person
- Follow up is often done by the Planner On Duty
- The inquiry may not be resolved within 48 hours but contact is made to advise of the status

## Measure

- Inquiry follow up completed in 48 hours 80% of the time

# First contact resolution rate

- Many inquiries can be addressed by the Administrative Assistants on first contact

## Measure

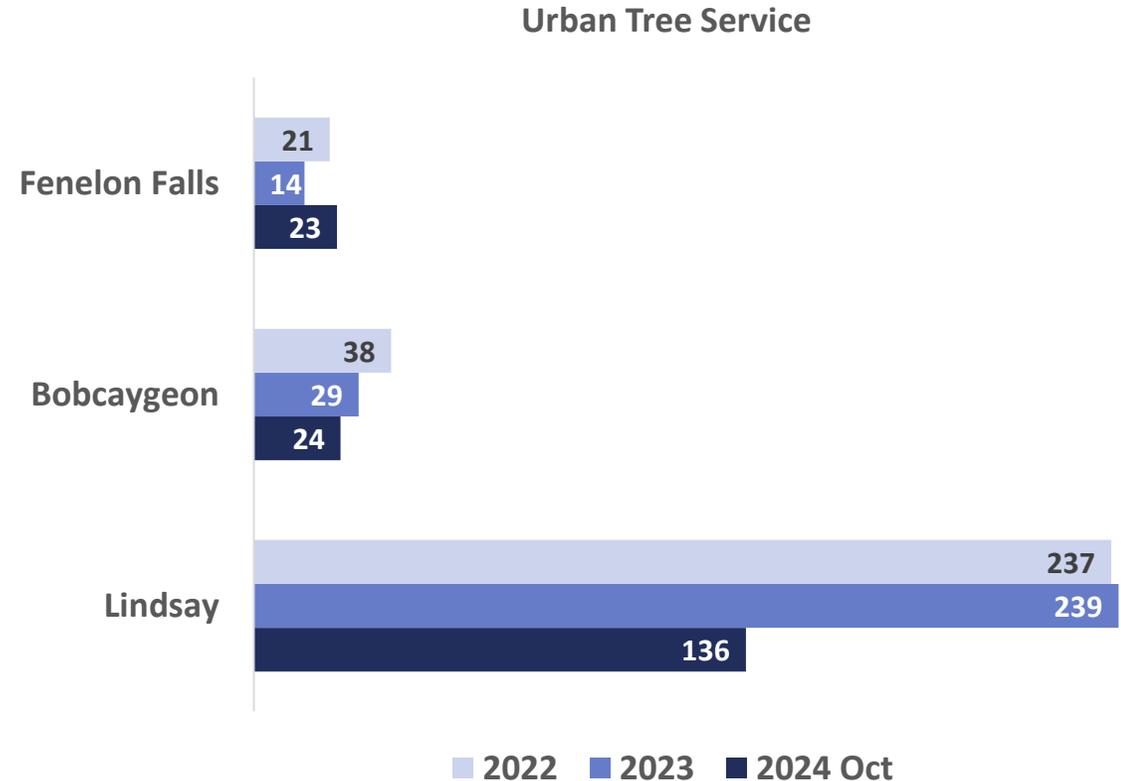
- First contact resolution rate – start tracking

# Urban Tree Service

Jenn Johnson, Director of Community Services

# Urban Tree Service

- Issues logged through Case
- After inspection, issues are rated High, Medium and Low priority



# Case Backlog Clean Up

- Used contractors in two different areas to address some long-standing cases
- Approximately 100 cases were for planting or stump removal which only happens once per year
- Set up system to track it separately outside of Case
- Clean-up of cases that had been resolved but not closed in the system
- Prioritization of issues based on area and number of cases

# High Priority Trees

- Trees that pose a high hazard or risk to public safety or damage to property – example: broken limb over a sidewalk
- Immediate hazards are dealt within 48 hours

## Measure

- High priority issues are resolved within 2 weeks 80% of the time



# Medium Priority Trees

- Dead tree or branches that are structurally safe

## Measure

- Medium priority issues are resolved within 1 month 80% of the time



# Low Priority Trees

- Requests for pruning
- Undersized or small sized branches to be removed
- No safety hazard

## Measure

- Low priority issues are resolved within 3 months 80% of the time

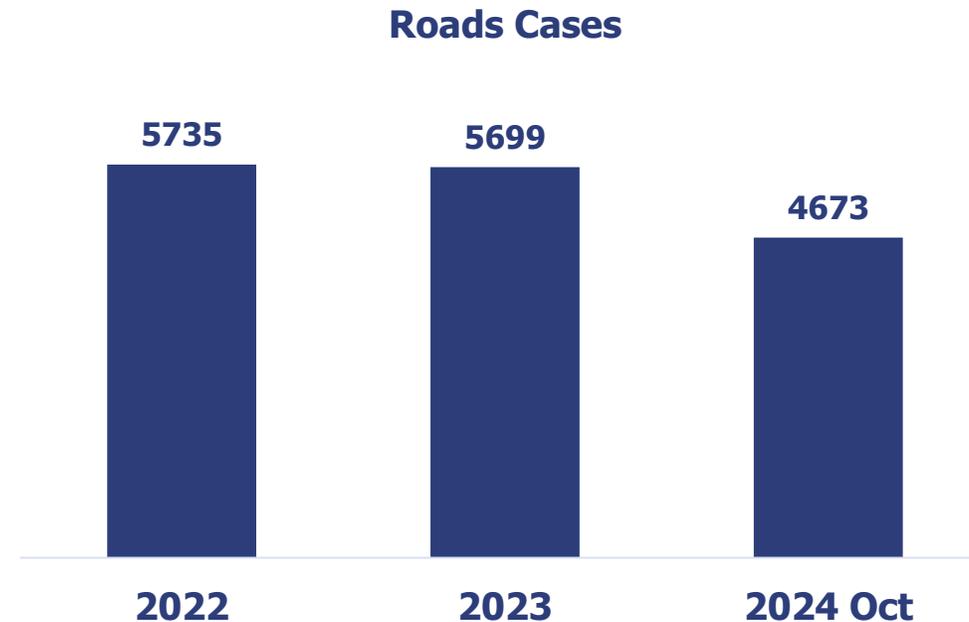


# Roads Operations

Bryan Robinson, Director of Public Works

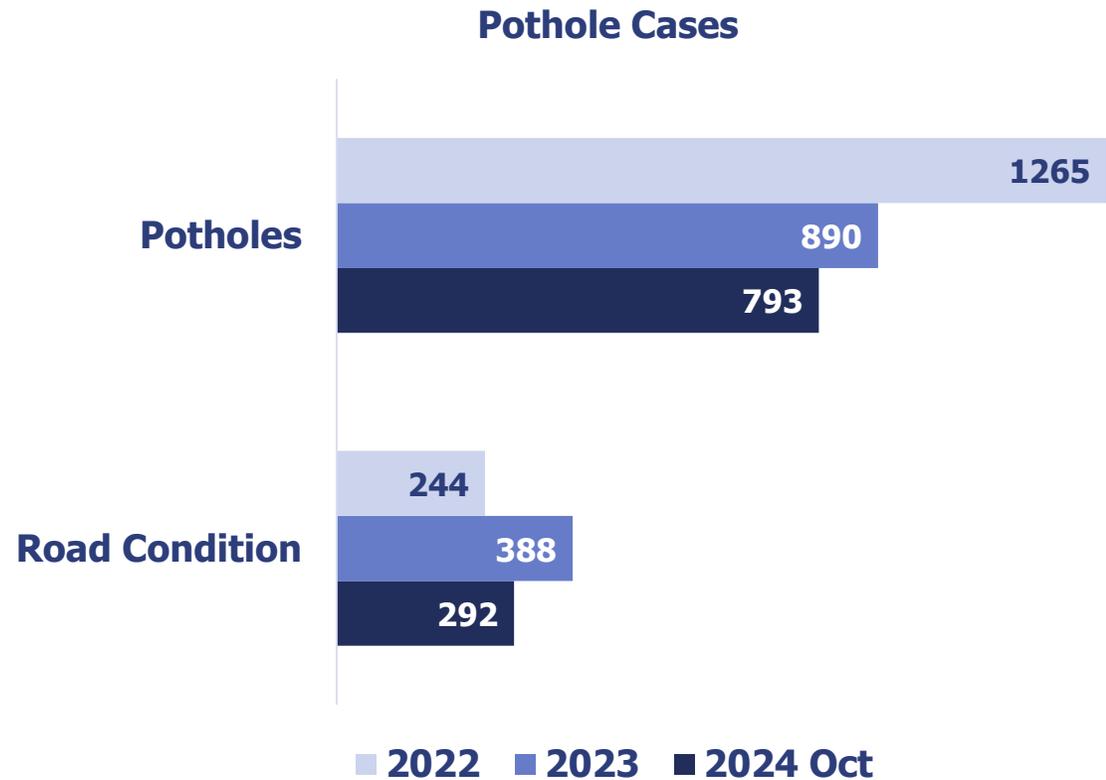
# Roads Operations

- Almost **70%** of all cases are related to roads operations
- High volume issues include potholes, ditching and drainage, grading and road conditions
- Cases are assigned to the appropriate supervisor for resolution



# Potholes

- Potholes are the most common issue in Case
- Pothole repair is regulated through Minimum Maintenance Standards (MMS)
- Repair time depends on the road classification and size of the pothole
- Most potholes are identified through routine road patrol



# Minimum Maintenance Standards

## Potholes on paved surface of roadway

O. Reg. 239/02, s.6, Table 1

Class of Hwy	Surface Area	Depth	Time
1	600 cm <sup>2</sup>	8 cm	4 days
2	800 cm <sup>2</sup>	8 cm	4 days
3	1000 cm <sup>2</sup>	8 cm	7 days
4	1000 cm <sup>2</sup>	8 cm	14 days
5	1000 cm <sup>2</sup>	8 cm	30 days

## Potholes on non-paved surface of roadway

O. Reg. 239/02, s.6, Table 2

Class of Highway	Surface Area	Depth	Time
3	1500 cm <sup>2</sup>	8 cm	7 days
4	1500 cm <sup>2</sup>	10 cm	14 days
5	1500 cm <sup>2</sup>	12 cm	30 days

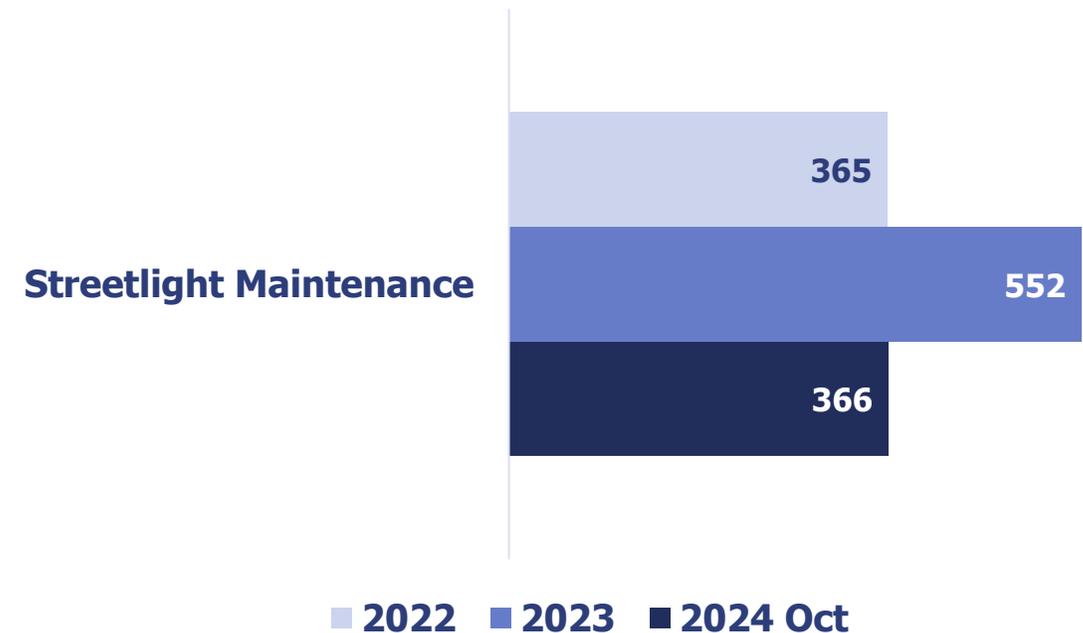
# Potholes [continued]

## Measure:

- Potholes are repaired based on the timelines outlined in provincial Minimum Maintenance Standards 100% of the time
- Implementing a digital transformation project for road patrol
  - Tablet to enter information aligned with GIS
  - Implementation in 2025

# Streetlight Maintenance

- Streetlight maintenance is outlined in Minimum Maintenance Standards for luminaires
- Maintenance includes replacing lamps, repairing infrastructure for City owned streetlights lighting municipal roads



# Streetlights

## Measure

- Streetlight maintenance meets repair response outlined in Minimum Maintenance Standards 100% of the time
- 7-day response for Class 2 roads
- 14-day response for Class 3 to 5 roads

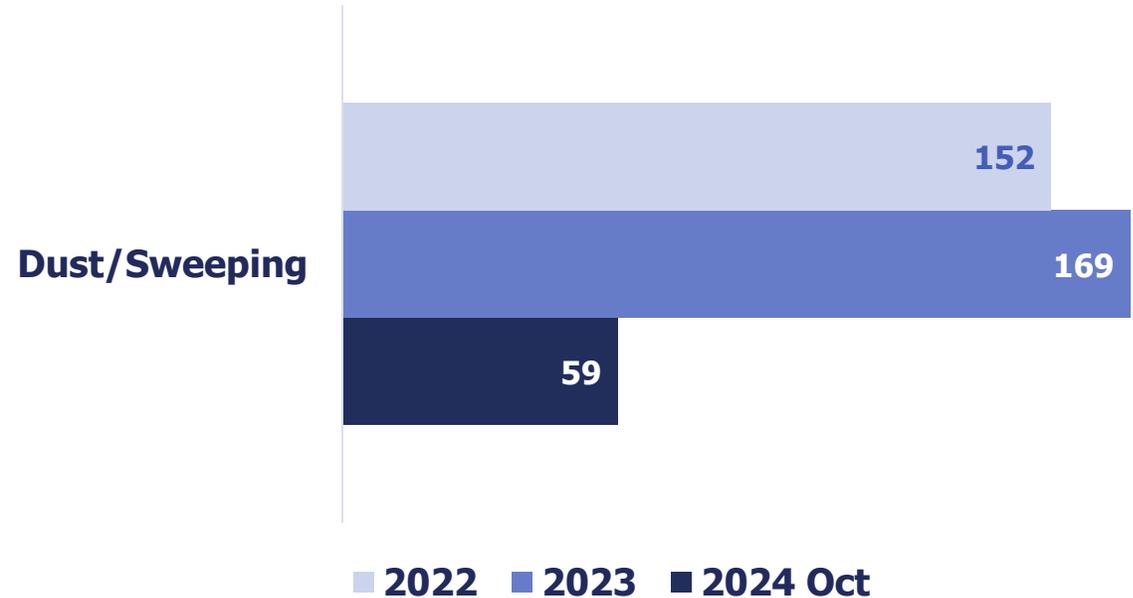
# Dust control and Street Sweeping

- Dust is controlled on gravel roads by applying calcium chloride in the spring
- Street sweeping is the cleaning of hard surfaced roads in the spring
- New process to address dust and street sweeping inquiries as a general inquiry as opposed to a Case
- Regular communication from Roads staff to Customer Service providing timelines for dust control by area

# Dust Control and Street Sweeping [continued]

## Measure

- Reduce number of cases created for dust control and street sweeping year over year

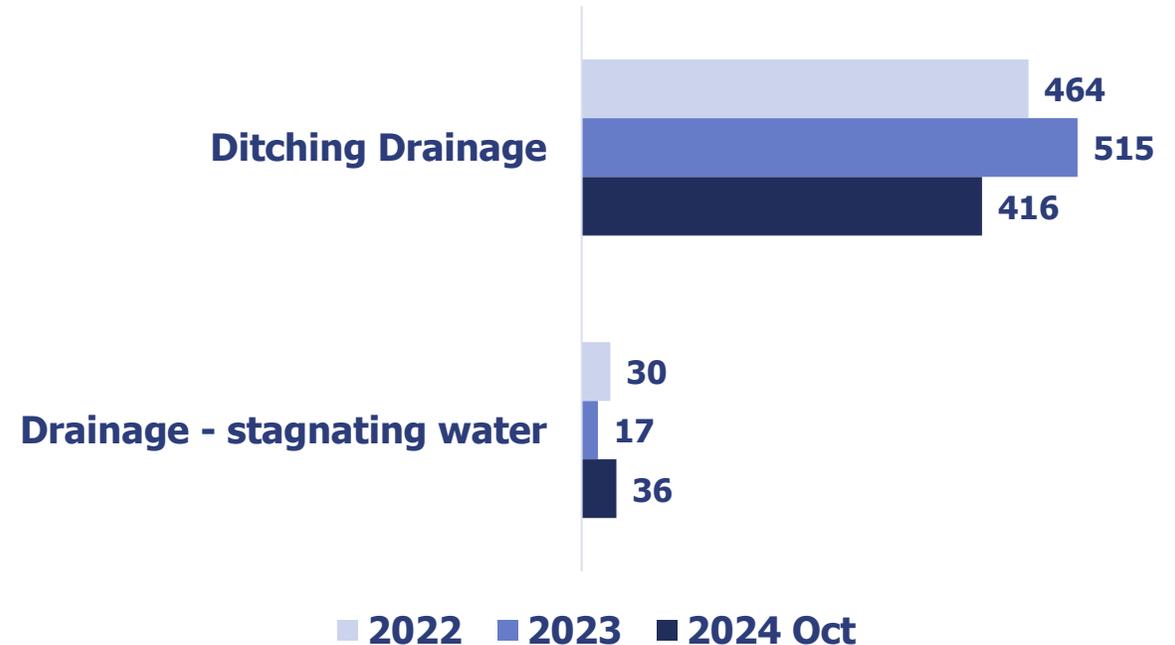


# Ditching and Drainage

- Seasonal ditching and drainage improvements are undertaken to protect road infrastructure
- Roadside ditches are not intended to drain private property
- Some drainage issues are referred to Engineering for broader drainage studies

## Measure

- Ditching and drainage issues are investigated within 15 days 80% of time when seasonal conditions permit



# Challenges

Brenda Stonehouse, Manager of Strategy and Innovation

# Overall Challenges

- Multiple systems for customer relationship management – Case, CityWorks, Excel spreadsheets and hand written notes
- Data is not always easy to retrieve out of any system
- Workflows are needed to manage seasonal work and flow of multiple steps
- Inefficient flow of information and manual processes causes delays and inconsistencies

# Case

- Issue type can be manually entered which results in inconsistencies – ie. Pot hole, pothole, potholes
- No date field for investigation time – the investigation information is sometimes included in the notes section but is not easily retrievable
- Case status is not always updated which can leave cases open for an extended period of time
- Need to ensure notes are updated so that details can be provided to customers when they call in

# Measures and Targets

- Measures and Targets have been established but we currently don't have the means to track many of them
- Digital transformation projects in some areas will address this issue
- Looking at options for tracking inquiries in an efficient manner without creating more manual work

# Next Steps

# Our Next Steps

- Look at the feasibility of a centralized Customer Relationship Management (CRM) system for the municipality to replace multiple systems
- Create Customer Service Toolkit for things like email signatures, voice mail messages, and inquiry responses
- Digital transformation initiatives to automate manual processes and enhance use of technology
- Continue to work with departments to provide support in the development and tracking of measures
- Establish regular reporting to Council on all service measures

# Our Customer's Experience

- Continuing to focus on making our customer's experiences better
- Set out to find ways to improve the customer experience journey
- Identify high volume areas and turnaround times to improve our responsiveness
- Leveraging digital transformation so we can reduce manual processes and put our resources to the core work

# Deputy Mayor's Reflections

- Thank you to each department for taking the time to work with us on this initiative
- One on one meetings offered the opportunity to understand their businesses, challenges and opportunities
- Improved transparency and accountability by establishing measures and targets
- The ultimate goal is to improve our customer's experience with us while ensuring we are managing our business well

# Questions