



COMMUNICATION C2

ITEM NO. 3

COMMITTEE OF THE WHOLE
(WORKING SESSION)

October 6, 2021

SERVICE VAUGHAN: Enhancing the Citizen Experience

Committee of the Whole (Working Session)
October 6, 2021



Agenda

Provide an overview of the Service Vaughan Strategy:

- Strategic Alignment
- Principles and Objectives
- Areas of Focus
- Key Initiatives
- Changes to City Hall

Citizens First Through Service Excellence

Term of Council Service Excellence Strategic Plan 2018-2022

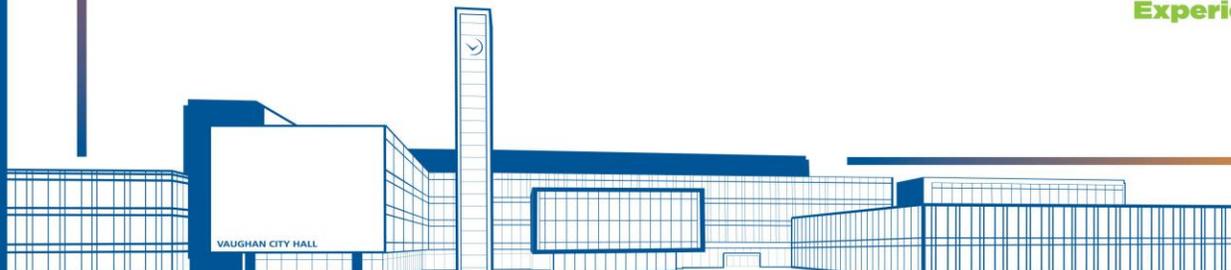
Mission
Citizens first
through Service
Excellence.

Vision
A city of choice that promotes diversity,
innovation and opportunity for all citizens,
fostering a vibrant community life that is
inclusive, progressive, environmentally
responsible and sustainable.

Values
Respect
Accountability
Dedication

The 2018-2022 Term of Council Service Excellence Strategic Plan reinforces the City of Vaughan's mission, vision and values, representing the core of how the administration will go above and beyond to deliver on Council's priorities through Service Excellence.

The Strategic Plan identifies the strategic priorities that the administration will focus on to support the City of Vaughan in being a City of Choice for both residents and businesses.



CITIZEN EXPERIENCE

STRATEGIC GOAL STATEMENT:

To ensure citizens receive the best experience in person, by telephone and electronically, the City will provide exceptional end-to-end citizen-centred services, enhance access and streamline services with the use of technology.

OPERATIONAL PERFORMANCE

STRATEGIC GOAL STATEMENT:

To continue to foster a culture of continuous improvement, the City will support competencies and practices in innovation and process efficiencies.



Service Vaughan Strategy



Objective:
*An enhanced
consistent, citizen-centric,
omni-channel, citizen
service experience.*

***“Citizen’s First through
Service Excellence”***

Service Vaughan Strategy: Principles & Objectives



Citizen-Centric Service Design

- Voice of the Citizen
- Service Culture
- Community Engagement

Omni-Channel Service Approach

- No Wrong Door
- Consistent Quality & Experience
- Multiple Delivery Options
- Available and Accessible



Service Vaughan Strategy

**Strategic
Priority Area**

Citizen Experience

Operational Performance

**Objective
(What)**

An enhanced, consistent, citizen-centric, omni-channel, citizen service experience.

**Key
Initiatives
(How)**

**Integrated
Service**

**Digital
Transformation**

**Service
Standards &
Performance
Measurement**

**In-Person
Citizen
Experience**

**Results
(Outcome/
Output)**

- Access Vaughan as first and primary point of contact
- Telephony enhancements

- Innovation and Process Improvements
- Leverage Tools and Technology

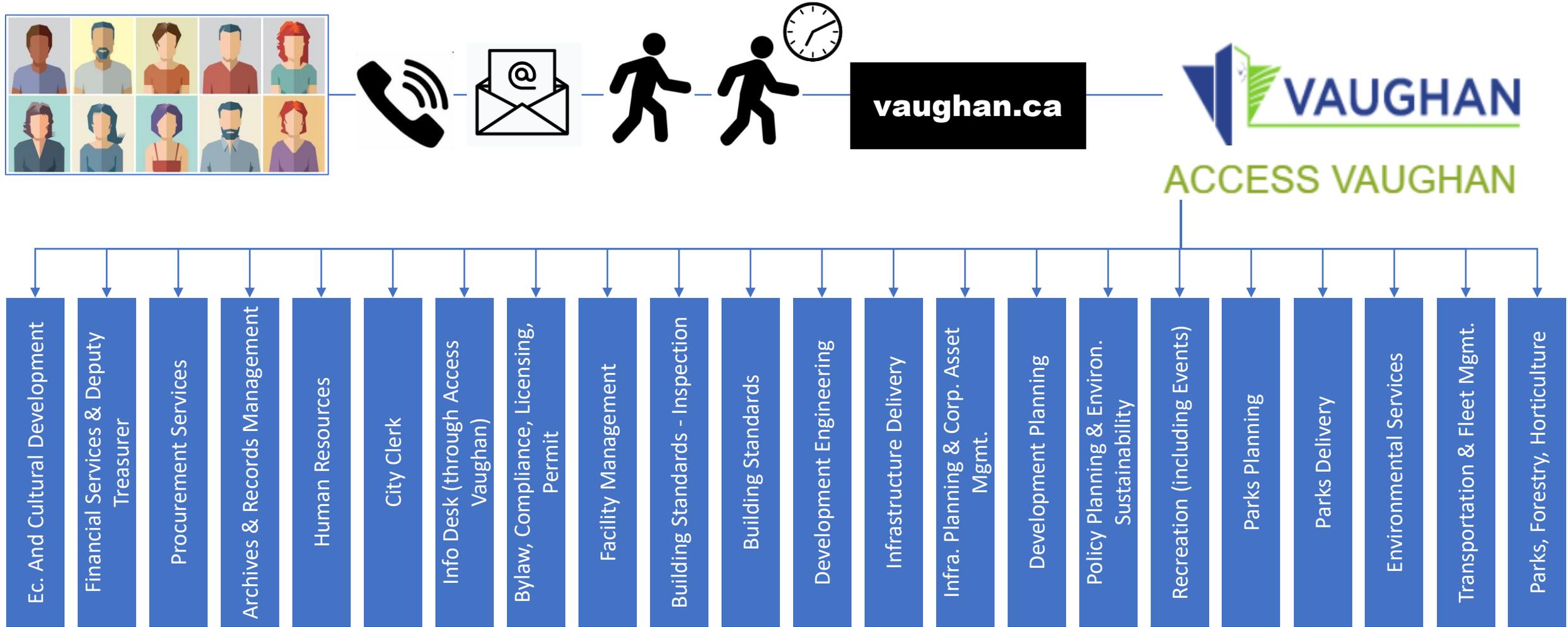
- Policy and Procedures
- Monitoring and Reporting

- City Hall entrance and service counter
- Digital Self-Service Area
- One-on-One in-person Meeting Rooms

Citizen-Centric Design – Omni-Channel Delivery

Integrated Service Approach - Access Vaughan

Close multiple service counters and integrate into one virtual and in-person service counter as the first point of contact. Provide a variety of channels to access services.



Telephony Improvements

- All calls for the City of Vaughan will continue to route through Access Vaughan.
- All departments to be equipped with and using a telephone queue.
- All departments to provide live answer to citizens.
- Implement Menu options
 - Calls can be better triaged
 - Wait times can be reduced
 - Emergencies can be prioritized
- Better tracking and triaging
- Overflow call handling and rerouting to available agents
- Better performance metrics
- Queue system enhancements

Digital Transformation – Innovation and Process Improvements

CRM: Through the ease and convenience of digital services, citizens can:

- Report maintenance – signs, roads, lights, signals, parks, vandalism.
- Request services - missed garbage, water services.
- Make applications and submissions – bids/tenders, recruitment, licenses, permits.
- Register for cultural events, services, recreation activities.
- Complete transactions and purchases – garbage bins, tags.
- Check status of inquiries; Receive auto-updates via email or on-line tool.
- Provide feedback.

DIGITAL STRATEGY - CITY OF VAUGHAN




MORE THAN
5 million
views on
vaughan.ca


MORE THAN
161
innovations
and process
improvements
IMPLEMENTED

Service Standards & Performance Measurement



- Number of rings
- Queue, Redirect
- Live Call, Transferring
- Out of Office
- Voicemail
- After hours



- Acknowledgement
- Response time
- Out of office
- Auto Reply
- eSignature
- Complaint vs Enquiry



- CRM
- On-line Portals
- Compliments & Complaints
- Fillable Forms
- Mobile Apps



- Counter
- Accessibility
- Attire
- Wait time
- Security Desk
- Greeting
- Concierge

- Refresh communications
 - Establish policy; ensure accountability
 - Develop performance metrics, Monitoring and Reporting
-
- ✓ assessing the channel effectiveness in the delivery of services
 - ✓ identifying resource workload issues
 - ✓ identifying opportunities to improve channel usage
 - ✓ communications and citizen understanding.



In-Person Citizen Experience: Changes to City Hall

Improve the Future in-person experience:

- New Integrated Service Experience
- Construction and implementation of:
 - **New Service Counter**
 - **New Self-Serve Digital Area**
 - **One-on-One Meeting Space.**

*Safe, Accessible, Efficient, Convenient
means to receive high quality services.*



Service Vaughan Strategy: Summary Key Milestones / Timeline

Key Milestones based on 4 Key Initiatives

1. Integrated Service
2. Digital Transformation
3. Service Standards and Performance Measurement
4. In-Person Citizen Experience



Q1 – Q3 2021	October	November	December	Q1 – Q2 2022
<ul style="list-style-type: none"> ✓ Service inventory ✓ Service Integration Assessments ✓ Recommendations for telephony enhancements ✓ Facility design ✓ Service standards identified by channel, in alignment with Digital Transformation initiatives 	<ul style="list-style-type: none"> • Council Working Session • Approve facility design • Process Analysis of integrated services • Develop communication and engagement campaign on new service design 	<ul style="list-style-type: none"> • Apply for construction building permit • Implementation plan developed for new in-person service • Updated policies and procedures on service standards across all channels • Service delivery alignment (Access Vaughan, CRM, Online Portals, website) 	<ul style="list-style-type: none"> • Construction bid issued • Planning for in-person service delivery options • Implementation of telephony enhancements (update queuing system) • Develop service performance metrics and management plan 	<ul style="list-style-type: none"> • Construction to begin on: <ul style="list-style-type: none"> – Service counter and entrance – Self-service digital service area – Private/semi-private meeting rooms • Implement interim service delivery solution for in-person service (construction phase) • Launch of new service delivery design and enhanced in-person service delivery after construction is complete • Implementation of additional telephony enhancements (expanded use of soft phones)

Communication and engagement with citizens and staff to ensure knowledge and awareness of Service Vaughan strategy, vision and objectives



Thank You.

