



Town of Newmarket  
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## **Customer Service Department 2019 Year End Results Information Report to Council**

Report Number: INFO-2020-06

Department(s): Customer Service

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In accordance with the Procedure By-law, any member of Council may make a request to the Town Clerk that this Report be placed on an upcoming Committee of the Whole agenda for discussion.

### **Purpose**

This report provides Members of Council with the highlights, overall results, and trends for 2019 as well as the key areas of focus in 2020, for the Customer Service Department

### **Background**

The Customer Service Department provides Members of Council with the quarterly results which includes volumes, trends, key project updates, and highlights related to service delivery.

### **Discussion**

The attached charts represent service requests as captured in our CRM system by either Customer Service staff or by staff in the Mayor and Councillors' offices.

Some of the highlights in the Customer Service department are as follows:

### **Overall Volumes and Trends**

- Over 336,000 customer contacts were made to the Customer Service Department in 2019. These contacts were made by phone, counter, e-mail, mail, and social media at any of our Customer Service counters or kiosks.
- Total call volumes are trending downward, while use of e-services, email and social media contacts continue to increase;
- Request for Parking Enforcement (1149) is the highest type of service request across the whole Town of Newmarket in 2019, followed by Bylaws – Property

Standards (782) and the annual routine of Curb Stop Repair service requests (385) respectively;

- Request for Parking Enforcement is the top service request in every ward, except Ward 4, where it is only narrowly behind Property Standards;
- In June 2019, Storm Water bills were mailed to all residential households, separate from Property Tax bills, resulting in an additional 5,734 contacts (2,000 calls, 3,442 Counter payments) to the Customer Service Department in June.

## **Revenue Opportunities**

- The Town of Newmarket Customer Service Centre Supervisor is leading the “Enhanced Customer Service training for the Public Sector” program, available to all staff across the N6 municipalities. To date we have two certified facilitators. Two, 2-Day courses have been completed; four more 2-day courses scheduled in 2020 & 28 public sector ‘Customer Service Specialists’ have been trained or certified to date.
- The Supervisor, Customer Service Centre, and Manager, Corporate Customer Service presented at the AMCTO conference in Muskoka, Ontario in June 2019 regarding the Town’s ‘Enhanced Customer Service Training for the Public Sector’. This networking led to discussions with Seneca College about partnerships with their Public Administration program.
- Negotiations with Seneca College, led to two separate partnerships with both the school’s Public Administration program, and their Government Relations program. We worked with each program to deliver workshops on best practices, our centralized customer service model and career development panels with municipal professionals. These highly successful workshops have led to further negotiations for ongoing partnerships in 2020 and beyond.

## **Customer Service Delivery at Customer Service Kiosks**

- “Enhanced Service” transactions at the Magna Centre and Ray Twinney Complex kiosks continue to increase. From 2018 to 2019 there was a 6.1% increase in these types of transactions, the majority being tax payments.
- Volumes at the Customer Service Kiosks have been increasing year over year. For 42 straight months, these counters have had higher total contacts than the same month the previous year. For reference, Kiosk staff assisted with over 20,000 more customer contacts in 2019 compared to 2018. This is a result of increased Recreation programming at our facilities, more members in the Fitness Centre and a greater uptake of enhanced services (tax payments, subsidy requests, pet licensing, customer inquiries, etc.) at the Customer Service Kiosks.
- The Newmarket Seniors Meeting Place began offering enhanced services to its members in 2019. The service usage was successful with almost 6,000 contacts accessing this convenient location, and over 250 enhanced services transactions were made.
- In an effort to better serve the increased number of customers at the Magna Centre Kiosk, and allow for better service for residents who need one-on-one help, a fourth window was added to the Magna Centre kiosks.

## More Efficient Service Delivery

- Customer Service Kiosk staff are now able to complete ice and facility bookings at the front desk. This service was launched with a small group of regular user groups to ensure the process is efficient for both the user and Customer Service staff. This makes for a more convenient customer experience, while eliminating a significant portion of administrative components associated with facility and ice bookings. Terms & Conditions have been refined and consolidated. The Recreation and Customer Service departments are now exploring an application, “Catch Corner”, to further enhance the customer experience related to all bookings including birthday parties, facility rentals and ice bookings. This program will improve the customer experience and increase revenues by booking previously unused spaces.
- In 2019, Customer Services, in partnership with Recreation, started a new York Region recreation subsidy program. In addition to PLAY, Summer Camps subsidies, Inclusion subsidies, and the Jump Start program, the new Daycare Subsidies Program provides qualifying residents funding to allow youth an opportunity to participate in recreation programs during the summer months. The Customer Service department enrolled approximately 100 additional children, and registered and tracked attendance of over 750 programs to these children in 2019 to attend summer camps through this new program.
- An electronic employee scheduling software was introduced to properly accommodate the Customer Service Kiosks. Due to the complex and fluctuating nature of the Kiosk staff schedules and extended hours at various facilities, the time to prepare and maintain the staff schedule has been immensely reduced. Both management and employee feedback unanimously agree that the electronic scheduling software has allotted more time towards essential projects and other departmental responsibilities.

## Staff Development and Succession Planning

In following with the Town’s vision of staying well- connected, and in attempts to foster a viable succession plan, Customer Service staff have been exposed to various development opportunities:

- The Customer Service Centre Supervisor has been working in conjunction with Human Resources Corporate Learning by facilitating courses on the N6 Learning & Development catalogue.
- Acting Supervisors have supported a maternity leave, and supported the Customer Service Centre’s Supervisor while he participated in Corporate Learning.
- Customer Service Associate co-facilitated the ‘Enhanced Customer Service Delivery’ course in 2019.
- Front-line associates have been heavily involved in User Acceptance Testing for various system upgrades and new programs introduced to our residents.

## **Continuous Improvement – 2020 and beyond**

As part of our continuous improvements to provide even better service to our residents, the following projects are planned for the upcoming year:

- Introduce on-line chat option on our website, to help customers to better complete on-line services and to determine where improvements can be made on our website;
- Continue the rollout of corporate-wide, and Northern Six municipalities Enhanced Customer Service Training (created by the Town of Newmarket & our N6 partners for all staff working in a municipal environment.)
- Prepare the Customer Service department for the Town of Newmarket's implementation, installation and management of the new Smart Water Meter program, scheduled to commence in 2020.
- Our focus for 2020 is to continue our efforts in identifying and closing any service delivery gaps, working even more closely with our departmental stakeholders, while promoting ourselves as a strong partner for internal and external customers.

## **Conclusion**

The Customer Service Department remains committed to providing Council with the most recent trends and statistics by ward and the Town of Newmarket as a whole.

## **Business Plan and Strategic Plan Linkages**

Tracking and reporting on trends and customer feedback supports the Town's strategic directions of being Well-Equipped and Managed by demonstrating Service Excellence.

## **Consultation**

Not applicable to this report.

## **Human Resource Considerations**

Not applicable to this report.

## **Budget Impact**

None.

## **Attachments**

- Town Wide Top 5 Service Issues - 2019
- Top 5 Service Issues By Ward – 2019
- Customer Service Centre Service Levels - 2019
- Total CSC Contacts Handled vs. Service Requests –2019

- Total Customer Contacts - CSC vs. Kiosks 2014 – 2019
- 2019 Departmental Breakdown – Customer Service
- 2019 Contact Sources - CS Kiosks
- 2019 Contact Sources – Customer Service Centre
- CSC Average Talk Time per Phone Call (Seconds) – 2014 - 2019
- Storm Water Billing Breakdown
- York Region Subsidies Comparison – 2019
- Green For Life Call Types - Newmarket 2019

## **Contact**

For more information on this report contact: Jamie Boyle (jboyle@newmarket.ca or extension 2254) or Hannah Grant (hgrant@newmarket.ca or extension 2705) or Bonnie Munslow (bmunslow@newmarket.ca or extension 2251).

## **Approval**

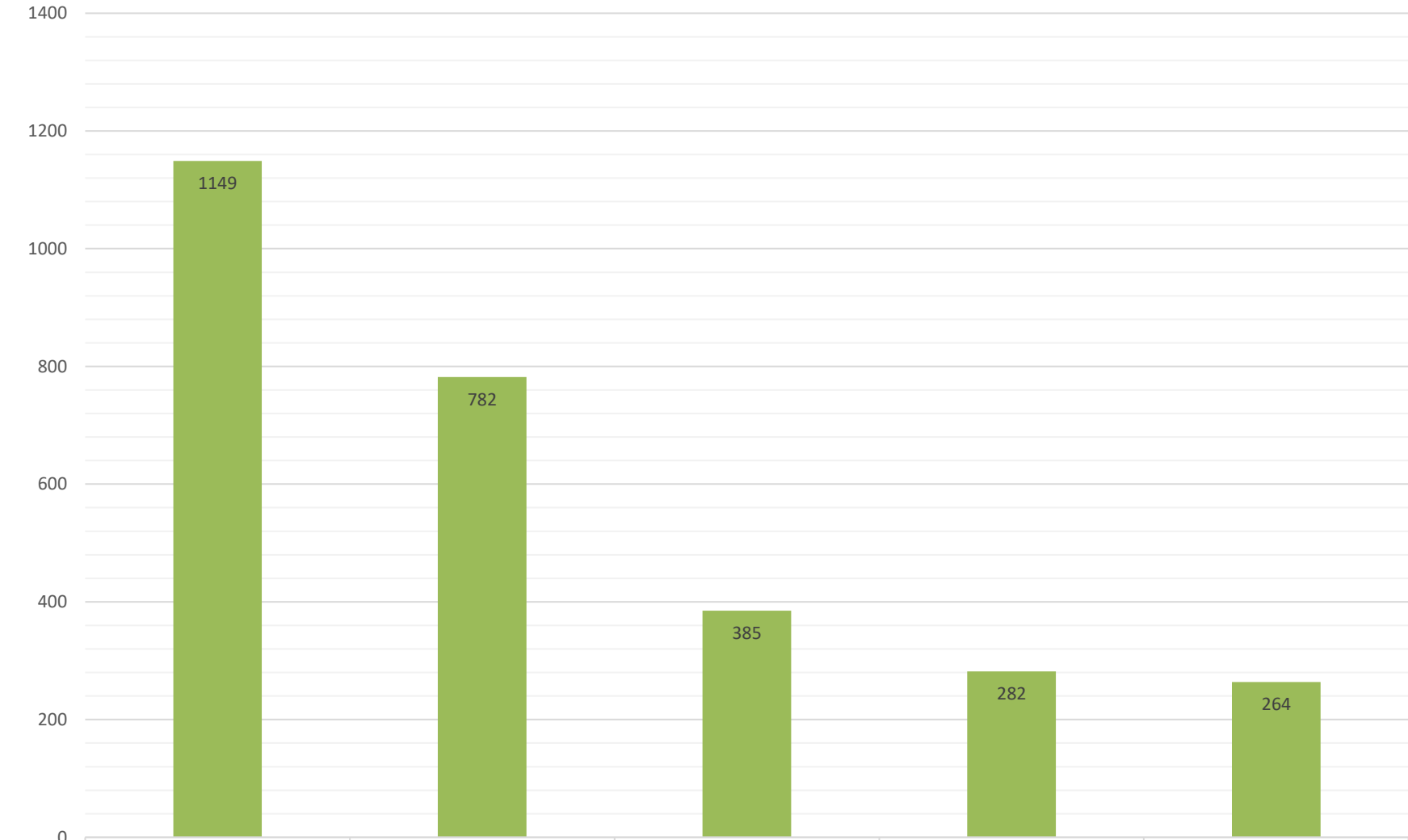
Hannah Grant, Acting Supervisor, Customer Service Kiosks

Jamie Boyle, Supervisor, Customer Service Centre

Bonnie Munslow, Manager, Corporate Customer Service

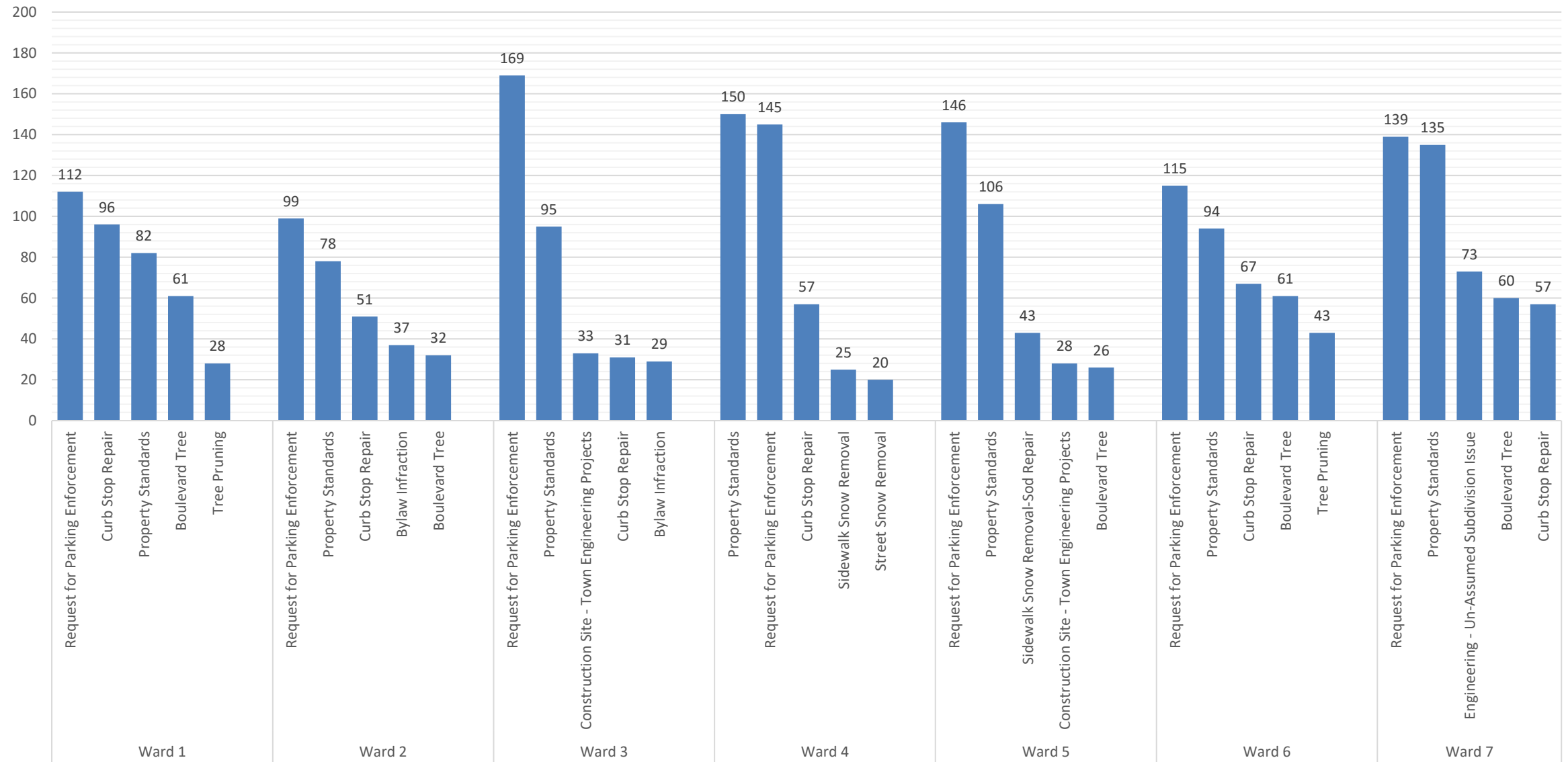
Ian McDougall, Commissioner, Community Services

# Town Wide Top 5 Service Issues 2019



|         |      |     |     |     |     |
|---------|------|-----|-----|-----|-----|
| Series3 | 1149 | 782 | 385 | 282 | 264 |
|---------|------|-----|-----|-----|-----|

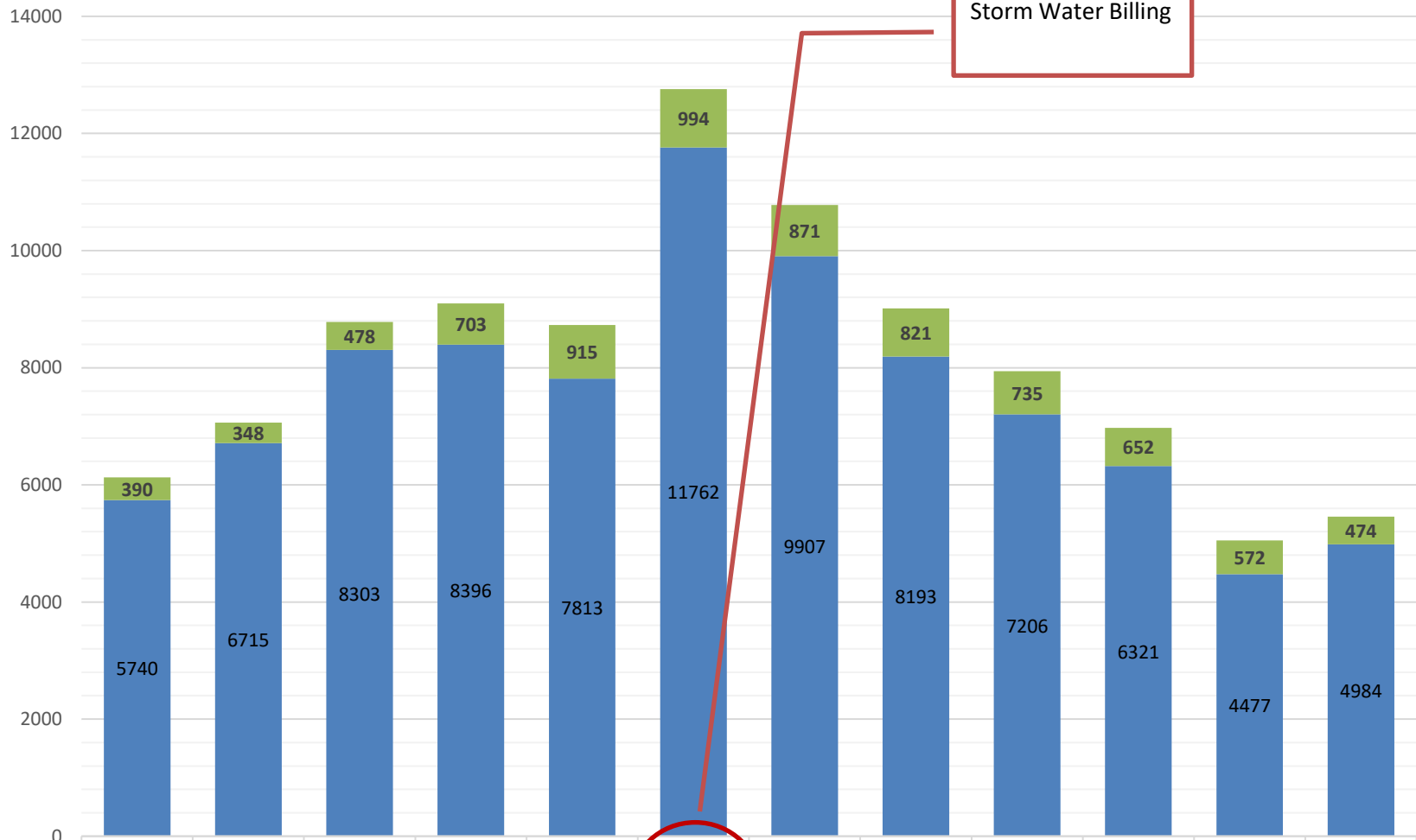
# Top 5 Service Issues By Ward 2019







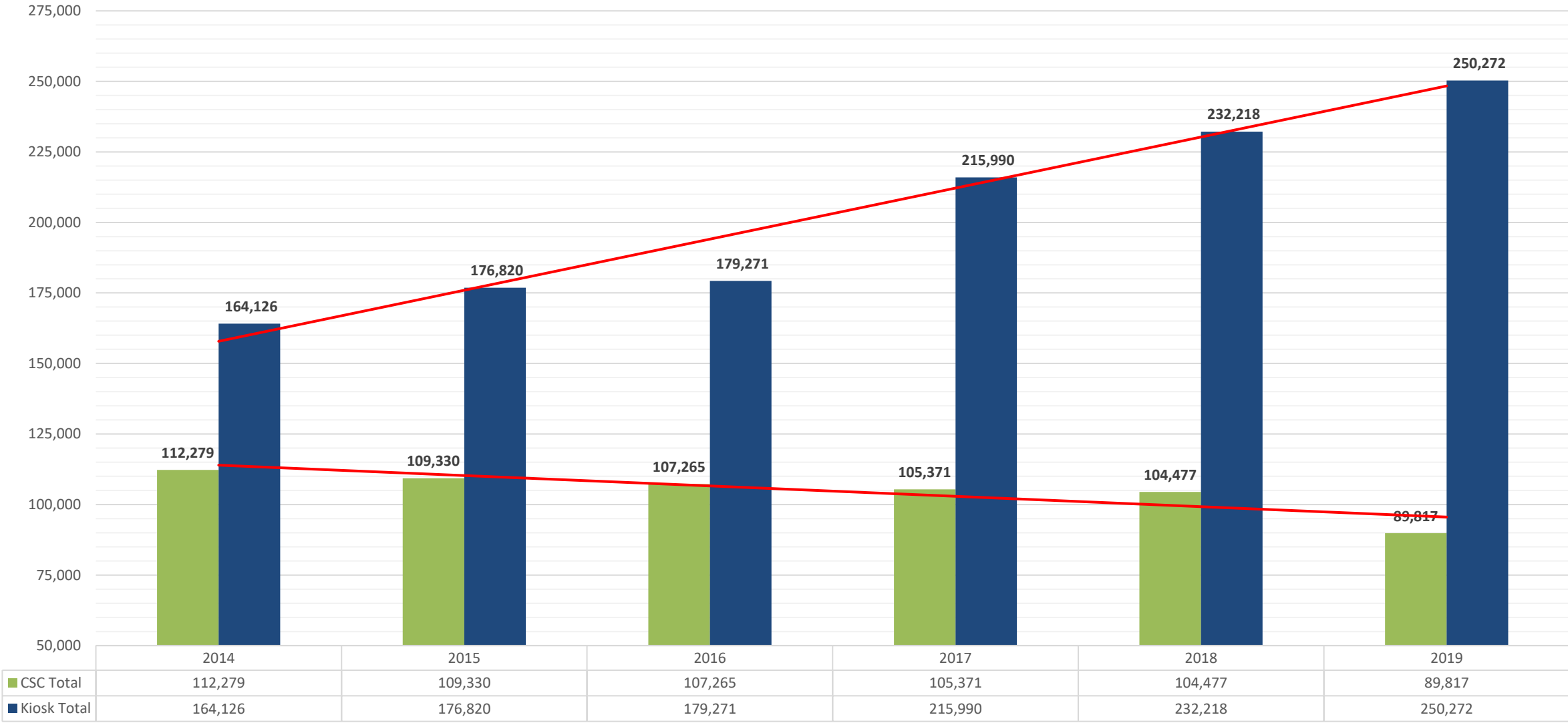
# Total Contacts Handled by CSC vs. Service Requests Customer Service Centre 2019



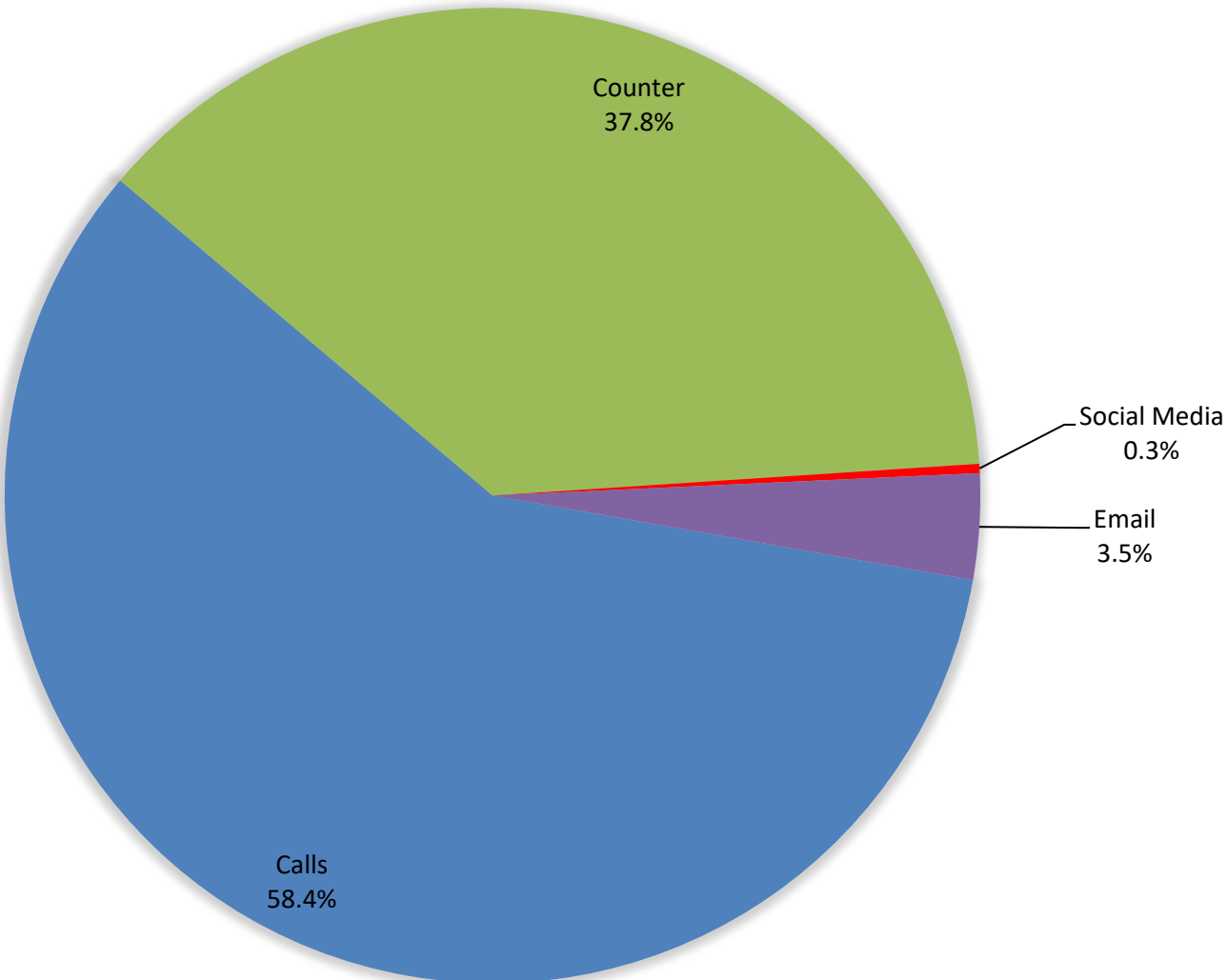
■ Service Requests  
■ Contacts

|         |          |       |       |      |       |      |        |           |         |          |          |
|---------|----------|-------|-------|------|-------|------|--------|-----------|---------|----------|----------|
| January | February | March | April | May  | June  | July | August | September | October | November | December |
| 390     | 348      | 478   | 703   | 915  | 994   | 871  | 821    | 735       | 652     | 572      | 474      |
| 5740    | 6715     | 8303  | 8396  | 7813 | 11762 | 9907 | 8193   | 7206      | 6321    | 4477     | 4984     |

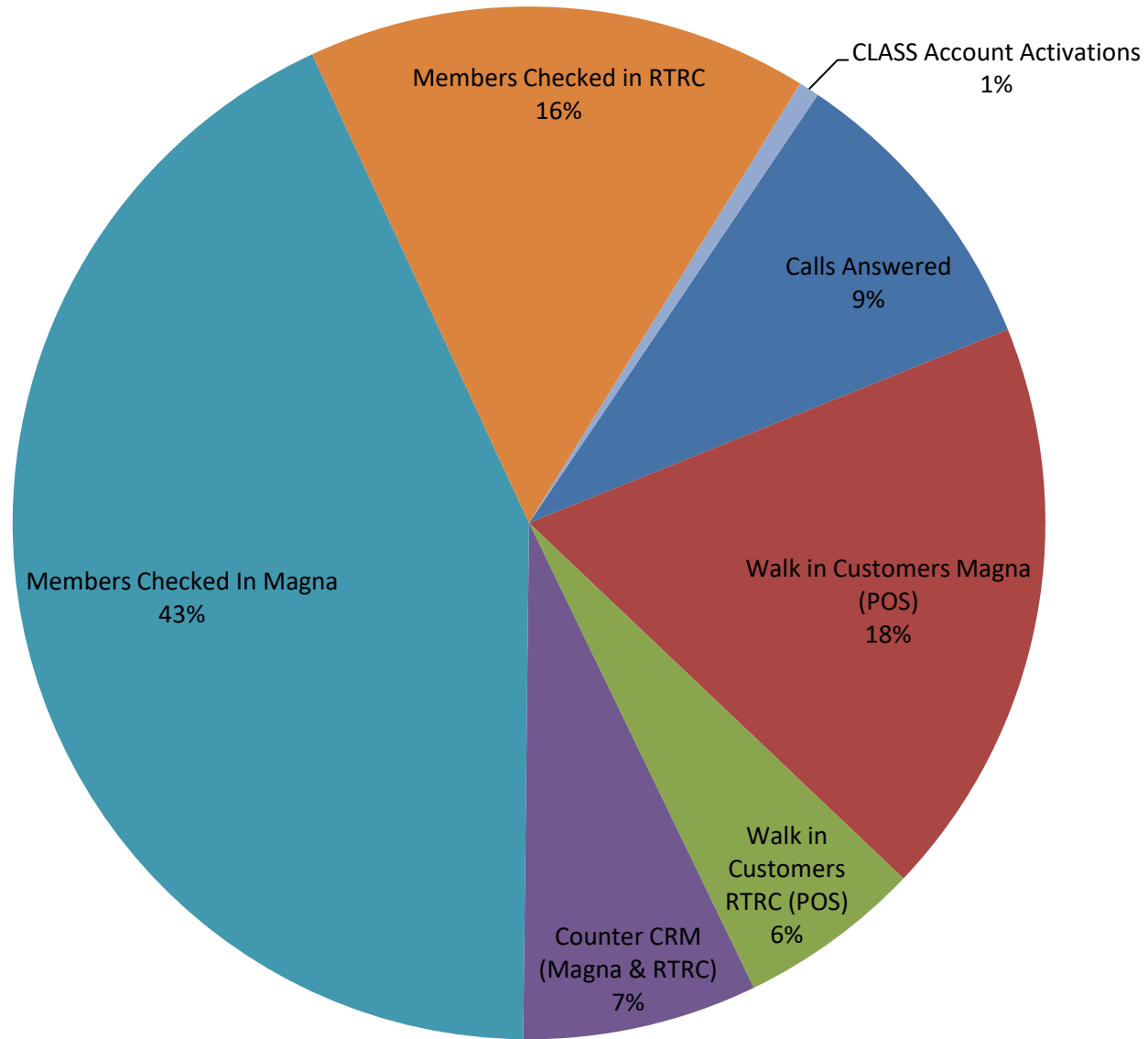
# Total Customer Contacts CSC vs. Kiosks 2014 - 2019



# Contact Sources 2019 - Customer Service Centre

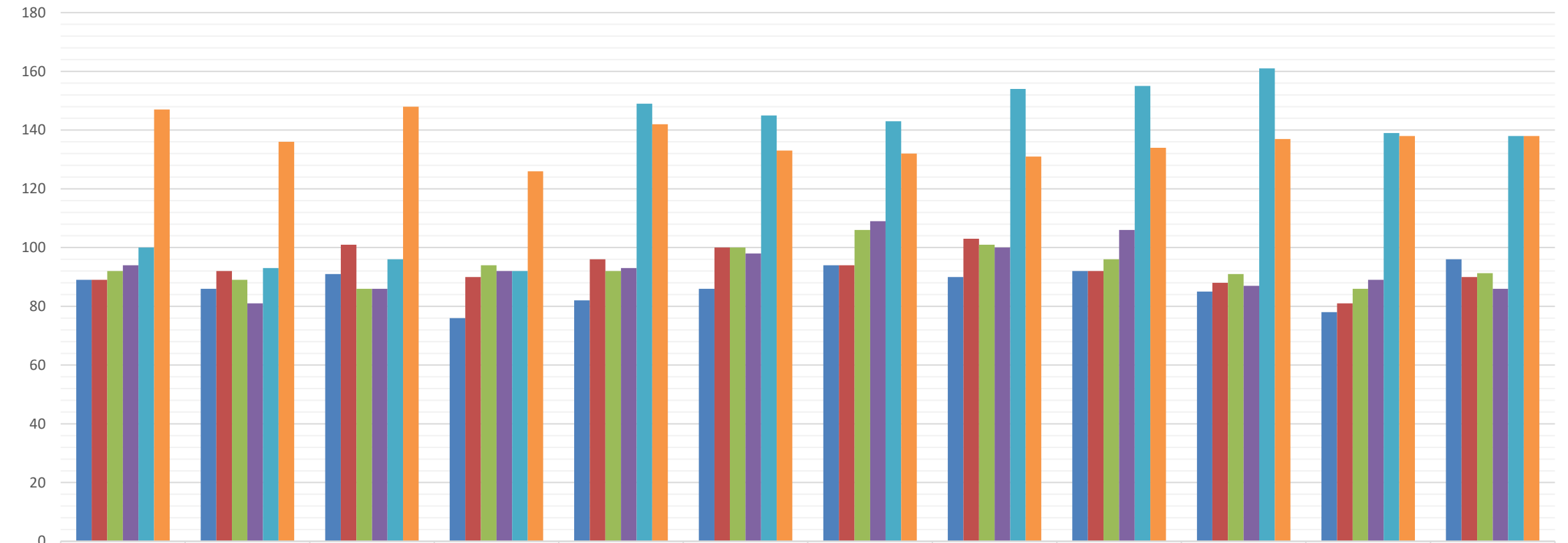


# 2019 Contact Sources - CS Kiosks



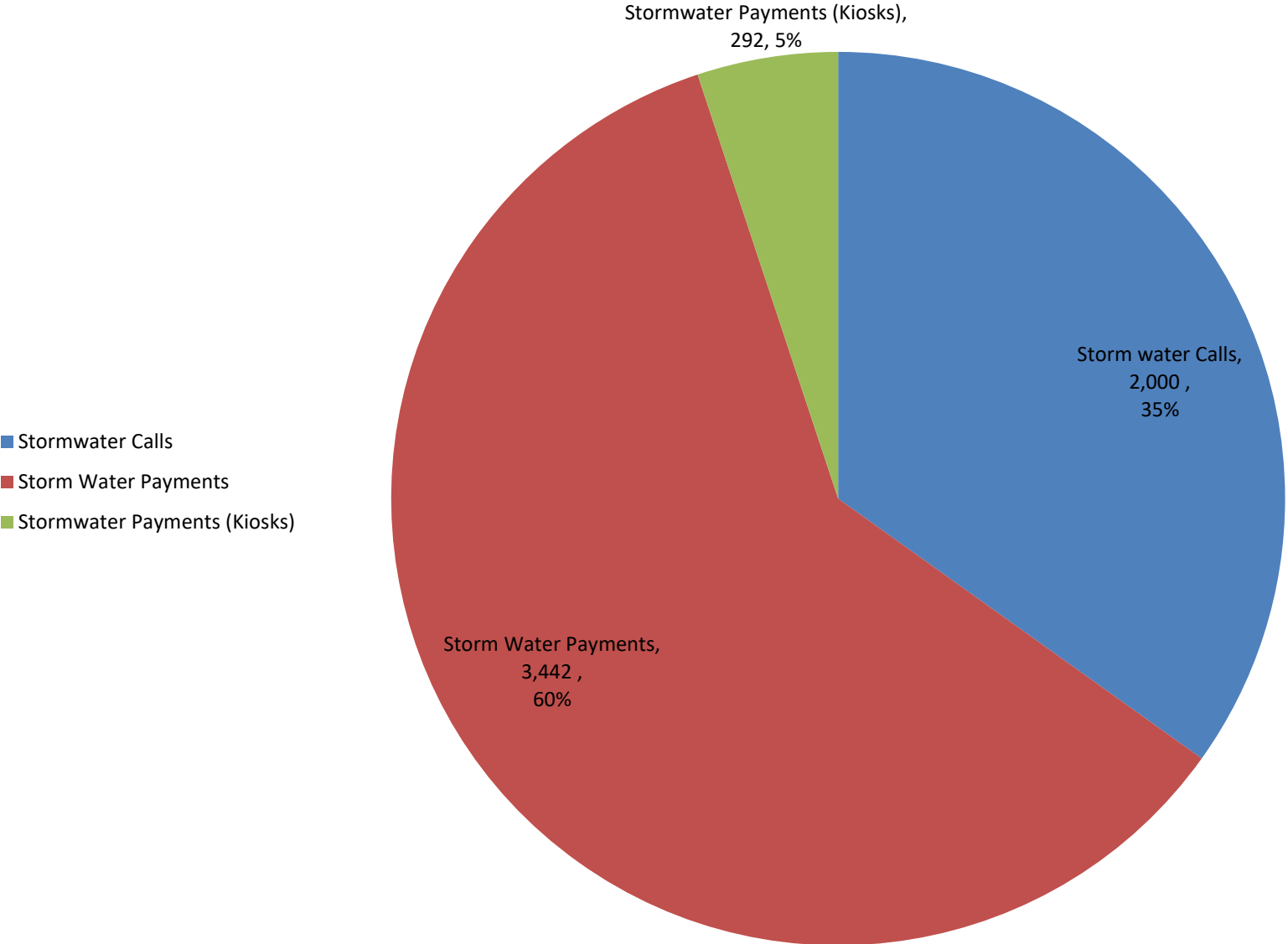
## CSC Average Talk Time per Phone Call (Seconds)

■ 2014   
 ■ 2015   
 ■ 2016   
 ■ 2017   
 ■ 2018   
 ■ 2019



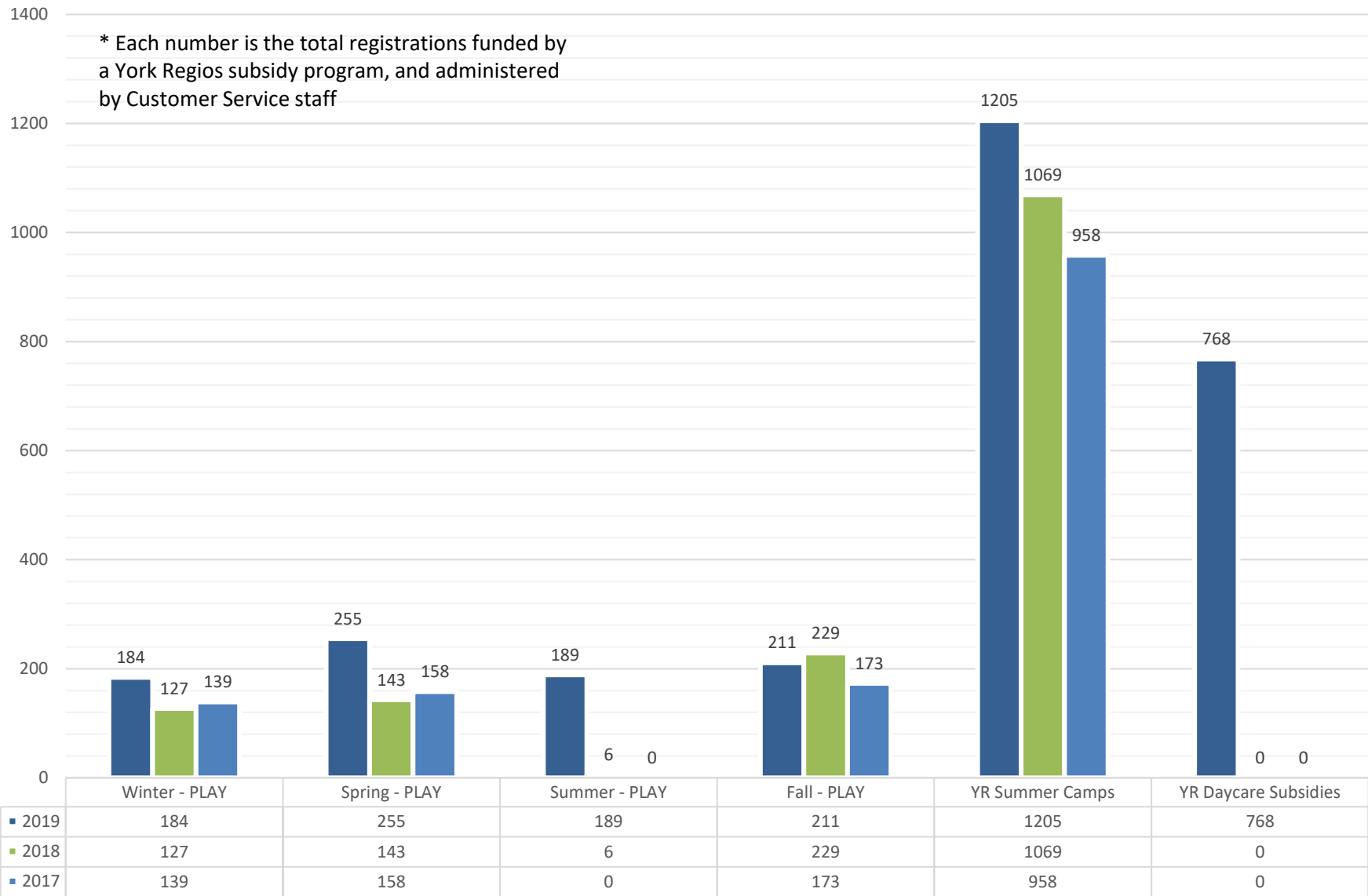
|        | January | February | March | April | May | June | July | August | September | October | November | December |
|--------|---------|----------|-------|-------|-----|------|------|--------|-----------|---------|----------|----------|
| ■ 2014 | 89      | 86       | 91    | 76    | 82  | 86   | 94   | 90     | 92        | 85      | 78       | 96       |
| ■ 2015 | 89      | 92       | 101   | 90    | 96  | 100  | 94   | 103    | 92        | 88      | 81       | 90       |
| ■ 2016 | 92      | 89       | 86    | 94    | 92  | 100  | 106  | 101    | 96        | 91      | 86       | 91.3     |
| ■ 2017 | 94      | 81       | 86    | 92    | 93  | 98   | 109  | 100    | 106       | 87      | 89       | 86       |
| ■ 2018 | 100     | 93       | 96    | 92    | 149 | 145  | 143  | 154    | 155       | 161     | 139      | 138      |
| ■ 2019 | 147     | 136      | 148   | 126   | 142 | 133  | 132  | 131    | 134       | 137     | 138      | 138      |

# Storm Water Billing Breakdown



## York Region/ Newmarket Subsidy Registrations\* Managed by Customer Service

\* Each number is the total registrations funded by a York Region subsidy program, and administered by Customer Service staff



# Green For Life - Call Types NEWMARKET 2019

