



City of Kingston
Information Report to Municipal Accessibility Advisory Committee
Report Number MAAC-19-015

To: Municipal Accessibility Advisory Committee (MAAC)
From: Lanie Hurdle, Acting Chief Administrative Officer
Resource Staff: JC Kenny, Director, Communications & Customer Experience
Date of Meeting: October 3, 2019
Subject: Accessible Customer Service Feedback

Executive Summary:

The Customer Experience Division continues to work on accessibility compliance and is looking at items identified within the 2018-2022 Multi-Year Accessibility Plan relating to accessible customer service feedback.

In December 2016, the Corporate Management Team approved an overall Customer Experience Strategy which includes a high-level implementation road map and associated sub-strategies for the City of Kingston. As part of this work, the City launched a new Customer Relationship Management (CRM) system in June 2018. The CRM is designed to improve the customer experience the City provides to all residents.

In May 2019, the [Channel Management Strategy](#) was received and adopted by Council. This strategy outlines the City's commitment to improving customer service delivery across three main channels of interaction:

1. Online service;
2. Phone service; and
3. Counter service.

In support of building a responsive multi-channel service delivery model, the Channel Management Strategy aims to provide quality customer service across all channels resulting in consistent and integrated service built around user needs while leveraging existing corporate assets and resourcing.

This commitment aims to make services online, over the phone and in-person more accessible for all customers.

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Recommendation:

This report is for information purposes only.

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Authorizing Signatures:

ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER

Lanie Hurdle, Interim Chief
Administrative Officer

Consultation with the following Members of the Corporate Management Team:

Peter Huigenbos, Acting Commissioner, Community Services	Not required
Jim Keech, President & CEO, Utilities Kingston	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	Not required
Sheila Kidd, Commissioner, Transportation & Public Works	Not required
Deanne Roberge, Acting Commissioner, Corporate Services	Not required

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Options/Discussion:

In keeping with the City's commitment to measure customer satisfaction, staff must understand who the customers are; how and when they access City services; and how staff can continue to improve the way they interact with and serve all customers.

The City launched its new CRM system in June 2018. CRM allows for a more holistic approach to customer service by providing:

- Increased access to online services via self-serve options;
- Open access to current and accurate information for customers and staff;
- A mechanism for soliciting and collecting feedback through surveys; and
- A centralized place for customer information and interaction with the City.

With CRM, staff capture, maintain and share information across departments with the goal of providing seamless customer service. Customer feedback surveys collect data on service usage, effectiveness and satisfaction.

There is an accessibility identification feature built into CRM that allows staff to easily flag service requests related to accessibility feedback while also offering more effective quarterly reporting. This feature will be used to capture feedback and concerns relating to accessibility across all channels of interaction – online, phone and counter services.

Staff intend to leverage the resulting data to make recommendations to improve the City's ability to deliver services and information to all customers.

Online Service

In June 2019, staff introduced a new [Contact Us self-serve form](#) accessed through the City's website to make it easier for customers to submit requests and offer feedback. This form was developed in consultation with members of MAAC to ensure the design is user-friendly and meets accessibility requirements. Staff will continue to seek consultation with members of the Committee in the development of future online services forms.

Phone Service

Staff are working with the City's phone service provider to conduct an audit of the existing phone system to identify areas of improvement. One of the areas of focus will be improving the voice recognition system. The ongoing enhancements will ensure effective and efficient phone service to keep pace with the changing needs of Kingston's diverse community. This work will also include changes to the daytime/after-hours messaging system so calls are handled more efficiently.

The City is also exploring ways to strengthen its existing partnership with 211. This program connects people to a full range of non-emergency community, social, government and health service information, and complements the City's existing call centre. It provides 24/7 access,

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multilingual service (150+ languages), additional phone support during and following emergencies, and demographic information. People calling the City for assistance will have access to additional supports through community services offered by 211.

Counter Service

Traditionally, Kingston City Hall has been the only place where people can access a multitude of City services. The Channel Management Strategy is about changing the way the City does business to provide quality customer service for people in different ways and at additional locations. Currently, there are other City sites where some products and services are available, but typically they operate during traditional business hours, Monday to Friday. Staff recognize that people are increasingly looking for services at different hours of the day and night, and as such, the City continues to move in that direction.

Accordingly, the City has a plan to expand counter service to complement City Hall by introducing four (4) additional Customer Service Hubs:

- Artillery Park Aquatic Centre;
- INVISTA Centre;
- Rideau Heights Community Centre; and
- Kingston East Community Centre (2021)

These locations currently provide varying services, but over time, additional services will be available. The services offered at each location may occasionally change to accommodate the needs of the customers and the customer service hub location.

The hubs will ensure there are counter locations spread throughout the urban area of the City, two of which are within close proximity to the 401. The intention is to broaden the services offered in-person at service hubs that are already open weeknights and weekends.

In summary, the implementation of the Channel Management Strategy aligns with the vision outlined in the overall Customer Experience Strategy to create a customer-centric organization that looks at service delivery from the customer's perspective. This means that all processes are designed with the customer in mind. Establishing an integrated service delivery model enables the City to be more responsive, accountable and efficient in the way it provides access to City services. All departments continue to work collaboratively toward building a multi-channel service delivery model where online services continue to grow, customer access by phone is simplified and services provided at counter locations expand.

Existing Policy/By-Law:

2018-2022 Multi-Year Accessibility Plan

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Notice Provisions:

Not applicable

Accessibility Considerations:

Not applicable

Financial Considerations:

Not applicable

Contacts:

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Other City of Kingston Staff Consulted:

Natalie Lecomte Elwood, Manager, Customer Experience

Exhibits Attached:

Not applicable