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**Subject:** Service Excellence Framework Project Update

**Staff Report No.** CS-001-25

**Department/  
Commission:** Community Services Commission

**Date:** April 2, 2025

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**Recommendation:**

1) That Council receive this report for information.

**Report Highlights**

- Progress report on the Service Excellence Framework

**1. Purpose:**

The purpose of this report is to provide Council with progress update on the Service Excellence Framework and the status of recommendations.

**2. Background:**

Customer Services Professionals Network (CSPN) was engaged in 2023 to collect key data on the current state of the service experience at the Town and provide recommendations and a road map to achieve the ideal future state of service delivery, titled the Service Excellence Framework ('SE Framework'). The intent of the framework was to review, rebrand and standardize customer experience at the Town through leveraging actionable recommendations outlined. The report offered twenty (20) recommendations and focused on opportunities for improvement in delivering exceptional service consistently across the organization.

The report was brought forward in October of 2023 to our Mayor and Members of Council and was endorsed in principle, with the direction that staff would report back on the progress of the Service Excellence Framework.

### **3. Analysis:**

There were twenty recommendations identified and placed on a prioritization matrix, outlining quick wins followed by medium and long-range deliverables. The recommendations were further sorted into four (4) categories; Strategy, Workflow, Technology and People. In collaboration with members from the Customer Experience Committee established and in conjunction with recommendations from our IT Digital Strategy, we are pleased to report that all twenty (20) recommendations have been actioned and will remain active and ongoing to continue to enforce the Town's dedication to continuous improvement. Notably, a key project has been launched that will make significant improvements to the way we receive and manage service requests from our residents, titled the Service Request Modernization ('SRM Initiative'). This project further actions six (6) recommendations in a meaningful and sustainable way to enhance the citizen experience and how residents connect with the Town. This enhancement will be launched in 2025.

#### **3.1 Strategy**

A Customer Experience Committee was established in January 2024, and priority deliverables were identified and mapped. Staff engagement and information sessions for the new service excellence framework were completed in May of 2024 with the launch of Corporate Customer Service Standards, which defined Town policy on target turnaround standards for service and follow up timelines and protocols.

Through the SRM Initiative, operational service level standards will be more efficiently communicated to residents through automated, custom information when service requests are submitted. Key performance indicators will be available through the SRM Initiative's reporting capabilities and citizen satisfaction levels will be tracked and available in real time through the program.

In conjunction with the launch of the SRM Initiative, Corporate Communications has been engaged to collaborate on and support a rebranding of Customer Service through enhanced visibility on our website and the creation of a one stop shop for submitting service requests and accessing relevant municipal information.

#### **3.2 People**

As noted in section 3.1, a Customer Experience Committee was established in January 2024. Customer Experience ambassadors were selected from each Commission to identify key priorities throughout the life cycle of the Service Excellence Framework and onward. Committee members continue to meet regularly to provide department feedback and support the framework by championing initiatives being launched.

### **3.3 Technology**

The E-forms project was launched in September of 2024 and its key goal was to create a more efficient and accessible way to submit forms, payments and information to connect with Town services.

Accessibility enhancements were completed to ensure Stouffville remains dedicated to inclusion. This includes the reconstruction of the Service desk, which created an organized and unified service space to streamline services and improve accessibility. The desk was constructed in accordance with AODA requirements and eliminates the need for multiple service points, ensuring the most efficient resolution and enhancing internal communications between departments. Additionally, the Town is offering an Interpretive Service for residents that staff can leverage when interacting with residents whose preferred language is not English. We are currently in the stages of exploring various assistive devices for hard of hearing individuals and will continue making enhancements to inclusion efforts.

The SRM Initiative leverages an existing technology to remain flexible with growth and enhance how residents tap into and request municipal services. This system is built internally and offers an opportunity for Town staff to create a framework for service requests that will grow with the municipality.

### **3.4 Workflow**

Numerous initiatives for workflow remain ongoing. Key milestones include a review and enhancement of our existing auto attendant to improve the way inbound calls are routed and a centralizing of municipal emails to ensure accountability and ability to continue operations with varying circumstances (ie. staff absences, etc.). Triaging guides and preferred department emails have been shared to Commissions to ensure that digital communication flows efficiently.

Corporate Customer Service Standards were developed in May 2024 which outlined turnaround standards and follow up protocols for staff on various methods of communication used. Strategies for audits to ensure compliance remain ongoing.

The Town has also streamlined social media channels to enhance the way residents locate key information through our various Town channels. Internally, communication efforts have been undertaken between departments to ensure that information remains fluid and available, including staff Town Halls and Internal Newsletters from our CAO and senior leadership. Departments regularly engage our communications team to ensure that departmental initiatives are shared and marketed to the appropriate audiences.

#### **4. Options:**

That Council receive this report for information.

#### **5. Financial Implications:**

There are no immediate financial implications resulting from this report and respective framework. Where impact to future budget is identified, it will be brought forward for consideration as per regular budget process.

#### **6. Broader Intergovernmental Impacts and/or Considerations:**

N / A.

#### **7. Communication:**

Communications has been engaged where applicable for deliverables in the project. As it relates to the Service Request Manager modernization, a preliminary communications campaign has been discussed and is included in the project schedule.

#### **8. Alignment with Strategic Plan:**

1. An Engaging Town  
Increase Community Engagement & Outreach
2. Good Governance  
Provide Good Governance
3. Organizational Effectiveness  
To Elevate our Organizational Effectiveness

#### **9. Attachments:**

Attachment No. 1 – Service Excellence Framework Project Update

#### **10. Related Reports:**

October 4<sup>th</sup>, 2023 – LCS-011-23 Service Excellence Assessment Framework

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