



COMMUNITY SAFETY & SOCIAL SERVICES – AGENDA REPORT

Meeting Date: 8 July 2025

Subject: Customer Experience Initiatives Update

Directorate: Community Safety and Social Services

Issue:

The Community Safety and Social Services Standing Committee is being presented with an update on two key initiatives - Customer Service Centralization and Contact Centre Telephony. This report will provide an update on the initiatives and key strategies aimed at achieving our goal of being recognized as a leader in service excellence.

Policy / Council Direction:

Executive Leadership Team (ELT) Operational Plan 2023-2025:

Customer Service Centralization - CRM deployment (311 and multichannel approach)

Informed and Engaged Community Council Strategy Focus Area: will contribute to “Citizens will have information about civic events, service updates, City advocacy efforts and opportunities to get involved”

Background

This report consists of two components. The first component is an update on the Contact Centre Telephony initiative, which highlights key milestones achieved and outlines the next steps in the rollout process. The second component is an update on the Contact Centre Centralization Project, detailing the advancements in centralizing contact centre operations, with a focus on the onboarding of business units and improvements in customer service efficiency.

Contact Centre Telephony

The rollout of the new Contact Centre software is well underway. A vendor has been chosen, and the contract has been approved by the business sponsors. This is the first step towards a centralized contact centre with the aim of having most customer inquiries resolved during the first point of contact with the City.

Contact Centre Implementation Progress

In consultation with internal stakeholders, we are actively gathering design and configuration documents. Key preparatory activities include defining queue structures for the three distinct product lines – Customer Experience, Utilities Administration and Information Technology. We are identifying data access and reporting needs based on user roles, and clarifying call flow control preferences, real-time alert requirements, and language/time-of-day rules. Additionally, we are reviewing current routing rules and documenting desired enhancements, mapping existing call flow diagrams, assessing current system reports, and identifying potential reporting improvements. Collaboration with all contact centers is ongoing to ensure design decisions meet operational needs.

Upgrades and Alignment

We have initiated discussions to establish robust redundancy solutions to support emergency response and business continuity. New system features and improvements have been evaluated, leading to the decision to implement call recording for quality assurance. Additionally, we are making sure the system is adequately prepared for future Customer Resource Management (CRM) integration and multichannel integration.

Contact Centre Centralization

The Contact Centre Centralization is progressing smoothly, with Customer Experience supporting general inquiry resolutions for two business units - Utilities Administration and Waste and Recycling. We have also fast-tracked support of general inquiries and web code requests for Taxation to assist with the busy tax season. The team has learned two additional systems, City Works and MyAirdrie tools to support these inquiries. Having Customer Experience supporting general inquiries allows these teams to focus on critical tasks, resulting in faster resolution rates and streamlined service delivery. Additionally, supporting these business units has resulted in a decrease in call transfers with 70% of calls supported by at the initial point of contact.

The need for a comprehensive Contact Centre Framework document outlining the structure of the Contact Centre, standardization processes, alignment with corporate priorities and values, and communication of governance, scope of services, Service Level Agreements (SLAs), roles, and expectations has also been identified. Initial meetings have been held, and the high-level structure of the document has been drafted.

We have established SLAs, committing to answer 80% of calls within 30 seconds and maintaining an abandonment rate of less than 5%. For emails, our response time will be within 24 business hours. With a new team member starting on June 23, we are well-positioned to meet these SLAs.

Furthermore, we have been providing weekly reports for the business units and will be utilizing Power BI for enhanced reporting going forward.

Over the next six months, we will onboard additional business units to expand this initiative further. We will continue sharing updates as each phase progresses, ensuring you stay informed throughout the process.

Administration Recommendation:

Administration recommends that the Community Safety and Social Services Standing Committee accept the Overview of the Customer Experience Department report for informational purposes.

Alternatives/Implications:

This report is for information only.

Budget Implications:

The Contract Centre license fees of \$55,020 is proposed in the 2026 Operating Budget and \$60,000 per annum proposed in the 2027 and 2028 Operating Plan.

Staffing:

2025 - Two FTE positions were approved for the Centralization of Customer Experience; both are already onboard.

2026 - Three FTE positions are proposed for the Centralization of Customer Experience.

Communications and Engagement:

There are no current Communication needs for this item.

Recommendation:

That the Community Safety and Social Services Standing Committee accepts the report entitled “Customer Experience Initiatives Update”, for information.

Jackie Strangis
Team Leader, Customer Experience

Staff Presenter:	Jackie Strangis
External Presenter:	N/A
Department:	Customer Experience
Reviewed by:	Benjamin Morgan; Kevin Weinberger
Attachments:	None