



Service Experience Strategy

Town of East Gwillimbury

Enhancing the East Gwillimbury Experience

Our Vision

East Gwillimbury (EG) is dedicated to creating an exceptional Service Experience for all.

The Service Experience Strategy (SES) aims to transform and enhance EG service experience by establishing guiding principles, clear themes, and a comprehensive action plan tailored to meet the diverse needs of the community. The SES will ensure that everyone will be able to access services seamlessly, through the channels and methods that best suit their preferences—whether online, in person, or through other means.

EG is a rapidly growing town, with a rich mixture of rural and urban lifestyles, a rapidly diversifying population, covering an area of 238 square kilometres and serving a population of approximately 41,000 residents. EG is committed to maintaining service experience excellence while the Town grows, and the SES will guide the evolution of service experience to meet these expanding needs. As part of our commitment to inclusion, the SES ensures all residents, businesses, and staff, regardless of background or ability, have equitable access to services that meet their needs.

Aligned to EG's Strategic Plan, EG staff are proud to offer quality programs and services and foster a culture of municipal excellence, making it a beautiful place to live, visit and work. EG is one of the Greater Toronto's Top Employers for 2025, and providing excellence in service is something that is at the heart of all that we do.

At its core, this strategy is focused on creating service experience that is accessible, consistent, experience-centric, and easy to use. It will guide the service experience for staff in how we deliver service to the community, and to each other. Technology and tools are rapidly changing, and an opportunity exists to improve service delivery. The SES will ensure that services are designed to be inclusive and responsive to feedback, ensuring that relevancy and value.

By establishing clear standards for service delivery, we will build trust with residents and businesses, ensuring that they know exactly what to expect when engaging with the Town.

This strategy creates a roadmap for continuous improvement and, serves as a core commitment to enhancing the way we engage with and serve the EG community every day.





Alignment to the Strategic Plan

The SES delivers a framework in support of the Council-approved 2022-2026 Strategic Plan. Specifically, it supports the Strategic Priority of Building a Culture of Municipal Excellence.

This Strategic Plan priority will be supported through the fostering a culture of service excellence, engagement, and transparency.

Several Key deliverables from this priority support and drive the SES:

- Prioritize and deliver customer service excellence
- Enhance transparency and accountability through regular, resident-friendly communication
- Develop and implement a Customer Service Excellence Strategy featuring a “no wrong door” approach
- Deliver service excellence with a well-trained, highly engaged staff team

Establishing an SES for EG will support further key deliverables from across the Town’s Strategic Plan.

Guiding Principles

The following guiding principles will shape the development and execution of this strategy and how service is delivered in EG:

Experience-Centric

EG's goal is to create a service experience that is positive, meaningful, and efficient for all. "All" is defined very broadly, to ensure that experience is consistently at the centre of the strategy and action planning. Every action, policy, and interaction reflects EG's commitment to providing outstanding service experience. Service experience excellence is central to everything we do.



Dignity and Respect

Every individual will be treated with dignity and respect in all interactions. This includes ensuring that all communication, policies, and procedures reflect fairness, empathy, and inclusivity.



Accessible and Seamless Service

Services will be designed to meet people where they are, providing multiple access points and communication channels to ensure that everyone can easily access the services they need. Whether digitally, by phone, or in-person, everyone should experience a consistent and effortless service journey.



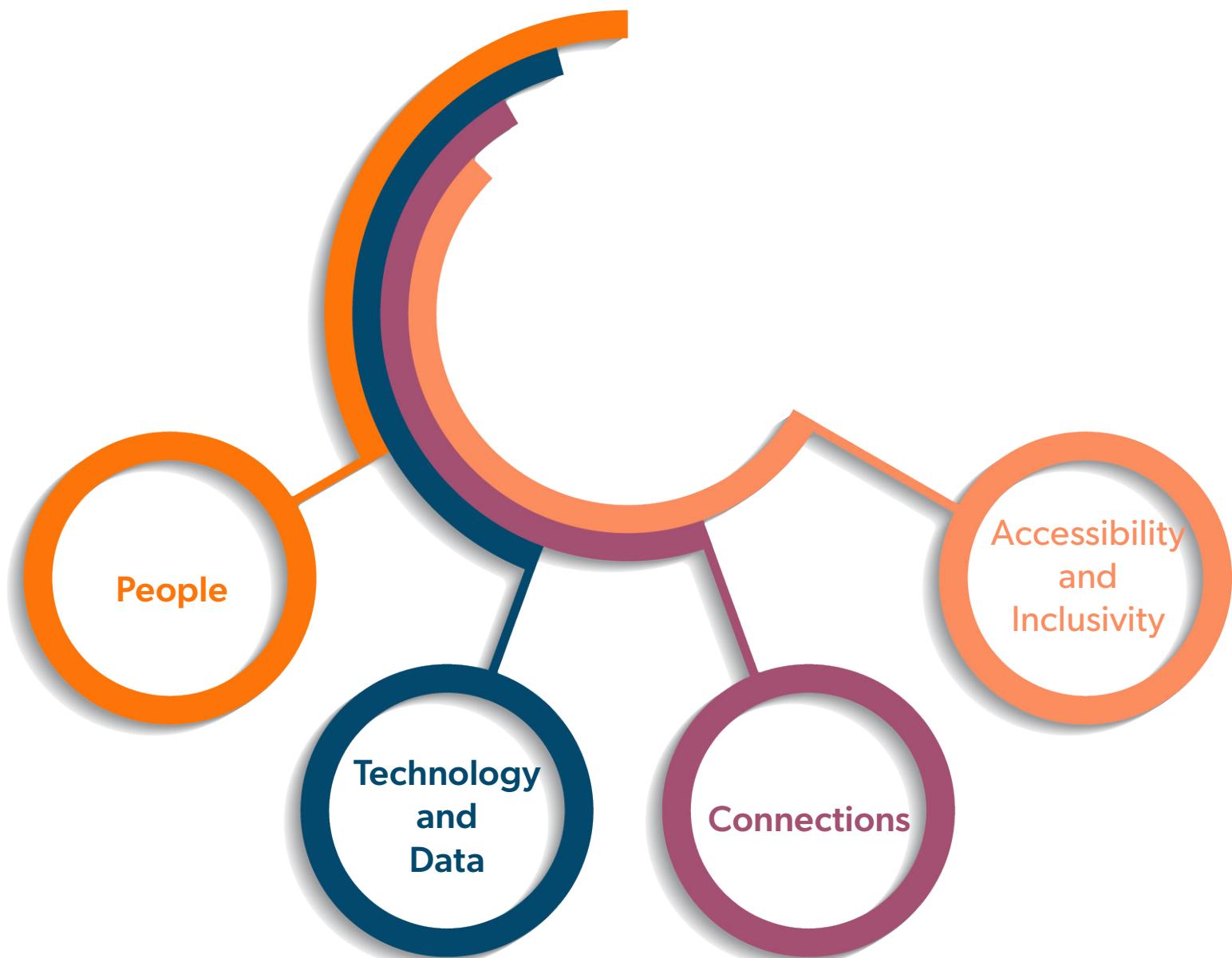
Continuous Improvement through Engagement

EG is committed to continuously improving its service experience by regularly evaluating performance and adjusting based on feedback, data, and emerging best practices. The SES Action Plan will be developed through engagement and feedback from customers, and from staff who provide services to the community. Asking, "How did we do today?" will become an established norm, across EG channels. Where possible, co-design and participatory service experience models will be considered.



Themes

On the following pages, the SES themes will be shared in detail. The themes will shape the development and execution of the action planning and prioritization of the work:





People

The “People” theme emphasizes the human aspect of service experience. This theme focuses on equipping EG staff with the right skills and resources to provide high-quality, consistent, and transparent service, while building strong relationships.

Training

A comprehensive training plan will be developed to ensure that EG staff are well-prepared to meet the expectations outlined in this strategy and can support the effective delivery of accessible and inclusive services. A SES training program will be created in partnership with the People and Belonging team. This may include training on accessibility standards, service excellence, data use, and the guiding principles of the SES (previous page).

Resourcing

A resourcing plan will be created to outline the necessary people, skillsets, and budget allocations required to implement and sustain the SES. This will ensure that EG is adequately staffed across multiple locations and digital platforms, with the resources needed to deliver services efficiently and effectively. A Service Experience Working group consisting of subject matter experts from across the Town will support this work.

Accountability and Transparency

Accountability and transparency will be embedded in all service processes. This will involve the review and development of Service Level Agreements (SLAs) that are shared with staff and integrated into the Career Development Review (CDR) process, and appropriate performance metrics will be tracked, with consistent and fair feedback mechanisms to ensure that EG’s services meet high standards. Metrics will be shared with Council and the community at appropriate touchpoints.

The “Technology” theme focuses on utilizing digital tools and systems to streamline service, improve accessibility, and drive efficiencies. EG will ensure online and digital services are prioritized and continually improved, while maintaining support for other methods of service.

Technology Development and Digital First Approach

This will involve the ongoing refinement of digital applications and engagement tools to meet the needs of the community. The approach will be communicated to staff and be a part of the continuous improvement process. Continuous improvement of the Customer Relationship Management (CRM) system will be undertaken with a cross-functional team.

A communications plan to highlight and drive this forward will be created. The IT Strategy will align with this approach.

Cyber Security and Data Privacy

The SES will link to the IT Strategy and Privacy protections in place in EG. All interactions must be secure and protect the users and their experiences. Personal identifiable information (PII) is any data that can be used to identify an individual. This includes, but is not limited to, names, addresses, phone numbers, social security numbers, financial information, and medical records (source: Statistics Canada). EG will protect PII stored in systems, putting measures in place to prevent the release of that information to the public.

Data-Driven Decision Making, Metrics and Monitoring

EG will establish data-driven processes to monitor and evaluate and continually improve service delivery and experience. This includes developing key performance metrics, assigning responsibility for data collection, ensuring that data is effectively used to inform decisions and continuously improve services.

Sharing of Data

Internally, data availability will improve the quality and timeliness of responses resulting in an improved experience for all. This may include centralizing, integrating systems, or utilizing data warehousing models to improve insight and data-driven decision-making for all departments.

Externally, data availability will be increased. By making data more accessible, EG will empower residents with information to better understand services and participate in civic engagement. Data sharing (through dashboards or reports, as examples) aims to enhance transparency, supports community-led innovation, and strengthens trust between EG and the public.

Technology and Data





Connections

The “Connections” theme is focused on fostering strong, transparent, and responsive relationships. This theme ensures that communication is clear, service expectations are well-defined, and ongoing engagement is prioritized.

Overarching and Ongoing Communications

A communications plan will be developed to ensure that information is shared effectively, both internally and externally, on the SES and its various components. As service changes are made, there will be ongoing and consistent communications to support the changes, including clear messaging and strategies to promote engagement through various channels (e.g., newsletters, social media, public notices).

How We Connect with Customers and Staff

An engagement strategy will be implemented to establish and maintain two-way communication, to ensure that service experience and delivery are continuously refined based on feedback and evolving experience needs. The International Association of Public Participation (IAP2) will be considered. A communications plan to support engagement points will be developed.



Accessibility and Inclusivity

This theme emphasizes making services accessible to all members of the community, recognizing the diversity, abilities, and languages spoken in the community. Accessibility is central to EG's commitment to inclusivity and ensuring that every resident and business can easily access the services they require.

Accessibility and Inclusivity as Guiding Principles

Accessibility will be a core component of the SES. EG will develop policies that comply with AODA (Accessibility for Ontarians with Disabilities Act) standards, create a Translation Policy to address language needs, and apply an IIDEA (Indigeneity, Inclusivity, Diversity, Equity and Accessibility) lens across all service delivery areas. Methods to improve inclusivity will be brought forward and the Service Experience Working group will include participation by the IIDEA Lead.



Policies and Procedures

EG will review and update its policies and procedures from across EG to ensure they align with accessibility standards and inclusivity best practices. This includes ensuring that communication, service interactions, and public-facing materials are accessible to diverse communities. EG will also provide expertise to review and help produce policies aligned to service experience, from across the organization. Examples include: Respect in the Workplace, Code of Conduct, and other policies as identified.

Developing and Implementing Accessibility Standards

EG will develop and implement accessibility standards that cover all aspects of service delivery. These standards will apply to both physical and digital service environments, ensuring that all members of the community have equitable access to services.

Next Steps

Ten Key deliverables

The following next steps are key Action Plan deliverables needed to implement the SES. For each theme and sub-point, the working group will map out a process to deliver on the following items, including any deliverables, key accountabilities, and timelines. The expected timeframe to deliver the Action plan is the end of 2025:

- 1** A Service Experience Working Group (SEW) will be struck with staff from across the Town
- 2** Review and develop Service Level Agreements (SLAs)
- 3** Develop a Resourcing Plan to ensure effective service experience and delivery
- 4** Create an overarching Communications Strategy for the SES
- 5** Create a SES Engagement Strategy
- 6** Establish data-driven metrics and monitoring mechanisms
- 7** Enhance technology development and digital services
(in accordance with the IT Strategy)
- 8** Develop accessibility policies and standards
- 9** Identify and implement training for staff across all service areas, in collaboration with People and Belonging
- 10** Develop supporting communications plans for each Action Plan item



Conclusion

This Service Experience Strategy provides a structured framework for the Town of East Gwillimbury to enhance service experience and meet the increasingly diverse needs of the community. By focusing on the core themes of People, Technology, Connections, and Accessibility, EG is positioning itself to deliver service experiences that are responsive, inclusive, and aligned to the vision of Creating an exceptional Service Experience for all.

Appendix - Helpful Definitions

Customer:

In the context of EG, a customer refers to any individual, group, or organization that interacts with, relies on, or is served by our services, departments, or employees. This includes both external customers, such as residents, businesses, visitors, and community partners, and internal customers, including EG employees, departments, and elected officials who depend on each other for support, services, and information to effectively deliver outcomes.

- **External Customers** are the public-facing recipients of EG services. These customers expect efficient, transparent, and equitable service delivery.
- **Internal Customers** are staff and departments within EG who collaborate to deliver services. For example, a finance department supporting a parks department with budgeting, or IT providing tools and support to enable remote work and citizen engagement platforms. Positive internal relationships are essential to delivering consistent and high-quality external customer experiences.

'Customers' can consist of, but are not limited to, the following:

- Residents
- Businesses
 - Local businesses and their workforce
 - Developers
 - Builders
 - Landowners
- Staff
- Mayor
- Councillors
- CAO Office
- Vendors (contractors, suppliers, etc.)
- Other Levels of Government (Municipalities, York Region, the Provincial and Federal governments)
- Other Government agencies (LSRCA, MPAC, School Boards, Public Health etc.)
- Businesses and Corporations outside of EG
- Other Service Providers (Banks, payment processors, etc.)

Service Delivery:

Service delivery in EG refers to the processes, systems, and interactions through which services are planned, provided, and evaluated to meet the needs of both external and internal customers. It encompasses everything from frontline public services—like waste collection, road maintenance, licensing, and community programming—to behind-the-scenes internal support services such as human resources, IT, finance, and interdepartmental coordination.

Service Experience:

Service experience refers to the overall perception and emotional response a person has when interacting with EG services — before, during, and after the service is delivered. It includes the outcome of the service itself, and how the person feels throughout the process: Was it clear? Was it respectful? Did I feel heard? Did I feel valued?

Service Level Agreements (SLAs):

A Service Level Agreement (SLA) is a formal or informal agreement between two parties — usually between internal departments — that defines the scope, quality, timing, and responsibilities of a service being delivered.

Service Standards:

Service standards are the clear, public commitments about the quality, timeliness, and accessibility of services that EG aims to deliver. They help set expectations for internal and external customers.

Service Experience Working Group:

A Service Experience Working Group is a cross-functional team within EG that collaborates to improve how services are designed, delivered, and experienced by internal and external customers. The group focuses on aligning services with the needs, expectations, and experiences of the people who use them.



Our Vision: East Gwillimbury (EG) is dedicated to creating an exceptional Service Experience for all.

Gratitude is extended to contributors and supporters of this Strategy:

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