

RH3.1 Attachment 3

ATTACHMENT 3: CUSTOMER EXPERIENCE TRANSFORMATION AND INNOVATION (CXI) TEAM'S APPROACH TO DEVELOPMENT OF TENANT PORTAL

Overview of Cxi Team and Program Context

On January 1, 2020, the City of Toronto transitioned its Civic Innovation Office team into the newly-formed Customer Experience Transformation and Innovation (CXi) program.

The CXi program was established in the fall of 2019 to unify the City's customer service initiatives and focus on improving the customer experience. This program will focus on meaningful and complex challenges affecting residents of Toronto through new tools, technology, ideas and approaches.

1. Understanding, empathizing, co-designing and iterating with customers, staff and stakeholders to design services that are usable and valuable;
2. Empowering cross functional teams employing agile techniques in a product team structure (CXi, Technology, Program);
3. Technology platform enablement (acceleration & reusability); and
4. Innovative partnerships to drive scale, best of breed features and outcomes.

The Innovation group part of CXi program continues to be part of the Bloomberg Philanthropies' global Innovation Teams (i-team) network. Bloomberg Philanthropies has been funding i-teams around the world to help city leaders drive bold innovation, change culture and create an ongoing ability to tackle big problems for residents.

CXi Program Goals

5. Better meet the evolving expectations of the City's customers;
6. Accelerate development of services that are valuable to customers;
7. Build trust and confidence in government through more integrated and consistent services;
8. Obtain the best possible value from investments in technology platforms; and
9. Create an environment that encourages self-service and confidence when interacting with the City.

About i-Teams

Toronto is the first Canadian city to join Bloomberg Philanthropies' global network of Innovation Teams. Now working in 24 cities across four countries, the Innovation Teams Program helps cities solve problems in new ways to deliver better results for residents. Bloomberg Philanthropies awards cities multi-year grants to create in-house innovation teams, or "i-teams," which offer cities a different set of tools and techniques to innovate more effectively and tackle critical challenges—from reducing violent crime to revitalizing neighborhoods and strengthening the environment for small businesses.

Overview Approach to Tenant Communications Project

Research Completed:

- Jurisdictional Scans and Literature Reviews
- Review of Toronto.ca Web Analytics
- In-depth 1:1 interviews
- Design feedback sessions
- Content design sessions
- Design, tests and re-design of draft website based on feedback

Who Was Consulted:

- Interviews with 15 Community Organizations
- Interviews with 11 People with Lived Experience (Cxi team interviewed those who have been evicted, have a housing issue or have been threatened with eviction)
- Feedback from City staff across the Housing Secretariat, Municipal Licensing and Standards, Shelter Support Housing and Administration, Seniors Services and Long Term Care and Digital Communications
- 500+ people mailing list
- Two usability tests
- Survey for people with lived experience
- Meeting with Tenant Advisory Group for feedback

Products developed:

- 6 prototypes, with each being more helpful than the last
- Recommendations for non-digital resources
- Map of how typical residents currently experience finding information on rights and responsibilities
- Profiles of 'typical users' of the website, and what their motivations and preferences are
- List of insights that are meaningful for people with lived experience and organizations
- Design requirements - Principles to adhere to when supporting tenants via the website
- List of prioritized portfolio of ideas that can be prototyped

Methodology used:

Human-centred design is an approach to interactive systems development that aims to make systems usable and useful by focusing on the users, their needs and requirements, and by applying human factors, and usability knowledge and techniques.

This approach enhances effectiveness and efficiency, improves human well-being, user satisfaction, accessibility and sustainability.

The team conducted user research by engaging with subject matter experts (SME's) and people with lived experience to better understand their stories engaging with landlords and tenants. By identifying patterns of behaviours, data and pain points the team was able to identify opportunities to make changes by creating low fidelity prototypes to continue to test before implementing policy, tools or process changes.

Feedback from People With Lived Experience

- “I just want transparency, plain language as much as possible” - Person with lived experience #7
- “We have to spread the word and let people know that this exists...Breaking up [the content] for people, meeting people at that level. ‘This is what this is for. This is what you need to do. This is how you need to do it.’” - Person with lived experience #2
- Want City eviction prevention services information in the prototype - Tenant Advisory Group and Organization #5
- “My general impressions of this website is that it appears to be simple to follow and navigate through. I appreciate that the content is concise so that individuals of diverse backgrounds can easily understand the material provided. The resources in each of the sections is critical so that people know where to head next. The draft website is a great step in the right direction.” - Person with lived experience #15