



Customer Experience Transformation

Accessibility in Customer Service

- Purpose
- Customer Experience Vision
- Redefining Engagement with Citizens
- In-person Experience: Future City Hall Concept
- Accessible by Design: Digital Experience
- New Virtual Experience
- Virtual Caseworker Customer Testimonials
- Building Empathy Through Engagement
- Moving Forward

The General Government and Licensing Committee approved the request for:

The Program Director, Customer Experience Transformation and Innovation to make a presentation to the Toronto Accessibility Advisory Committee (TAAC) no later than the end of the first quarter of 2021 on the Customer Experience Transformation and Innovation Program, including any current and future initiatives related to people with disabilities.

We also want to acknowledge key recommendations from the Toronto Office of Recovery and Rebuild Report from September 2020:

- Recommendation 36 on making it easier for vulnerable people and community groups in using City-owned spaces
- Recommendation 42 on facilitating innovations in accessibility by playing a convening role between the technology industry and disability organizations, enabling new partnerships and new sources of funding for the cultural disability community
- Recommendation 76 on continuing with the significant business process redesign efforts in making City services more digitally capable and streamline the City's customer interface
- Recommendation 83 on establishing a more formal engagement strategy including clear roles and responsibilities, increase capacity for ongoing and meaningful engagement with Indigenous communities, Black Torontonians and equity-seeking and vulnerable communities, and effective collection and management of engagement data in a transparent manner through accessible communications

The City of Toronto's goal is to improve the lives of its **residents, businesses, and visitors** by providing **simple, reliable, accessible** and **connected services** that are resilient and anticipate customer needs.

The City's main customer experience principles are:

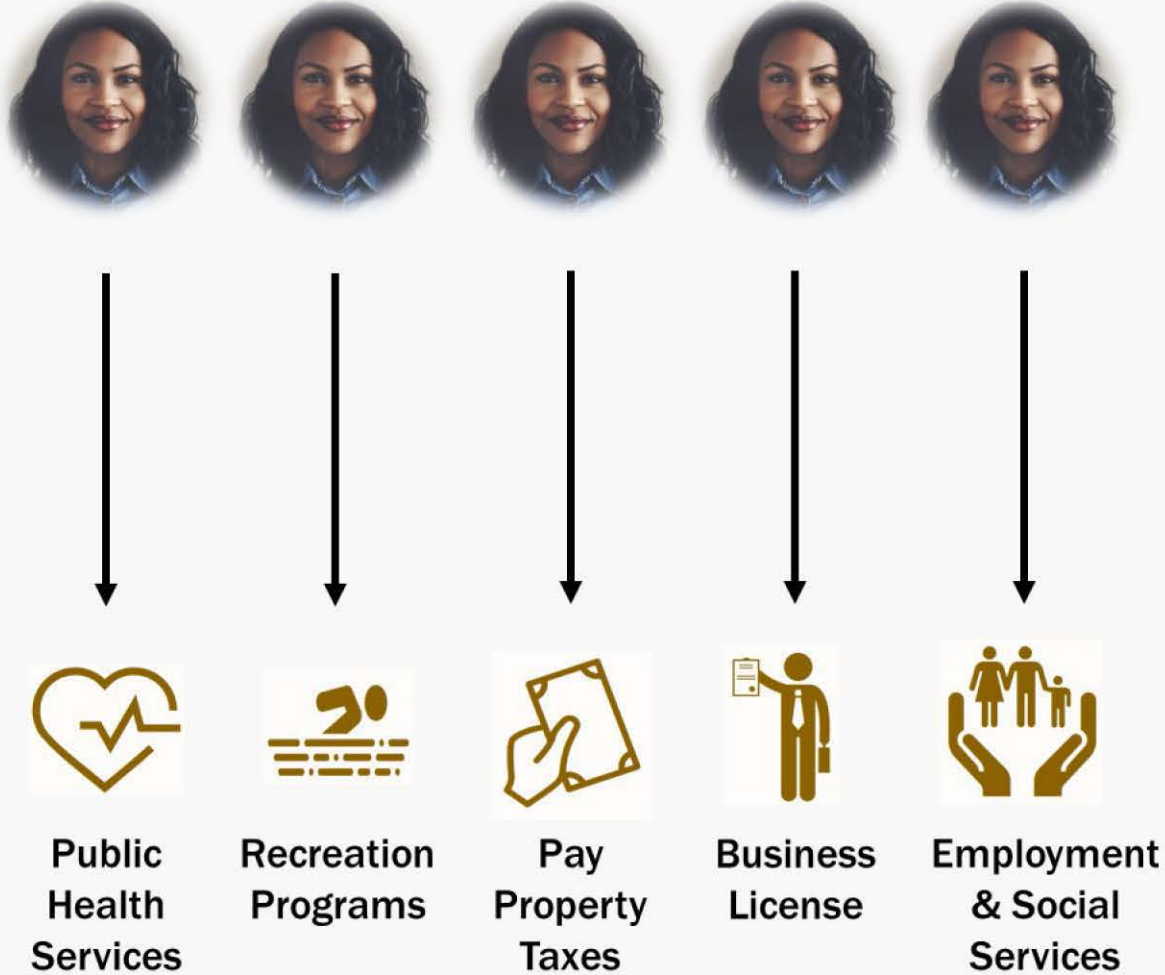
1. Present as '**One Toronto**' to customers by minimizing hand-offs
2. Offer **seamless and accessible** customer experiences across channels
3. Create **simple, efficient, and easy-to-navigate** systems
4. Be **accountable** in facilitating customer outcomes
5. Allow **flexibility** to customize service delivery where required

The City plans to lead by example in creating experiences that are accessible by design, moving beyond the AODA standards.

Redefining Engagement with Citizens

Slide 5

Traditional Government Service Experience



Consistent Customer Centric Service Experience

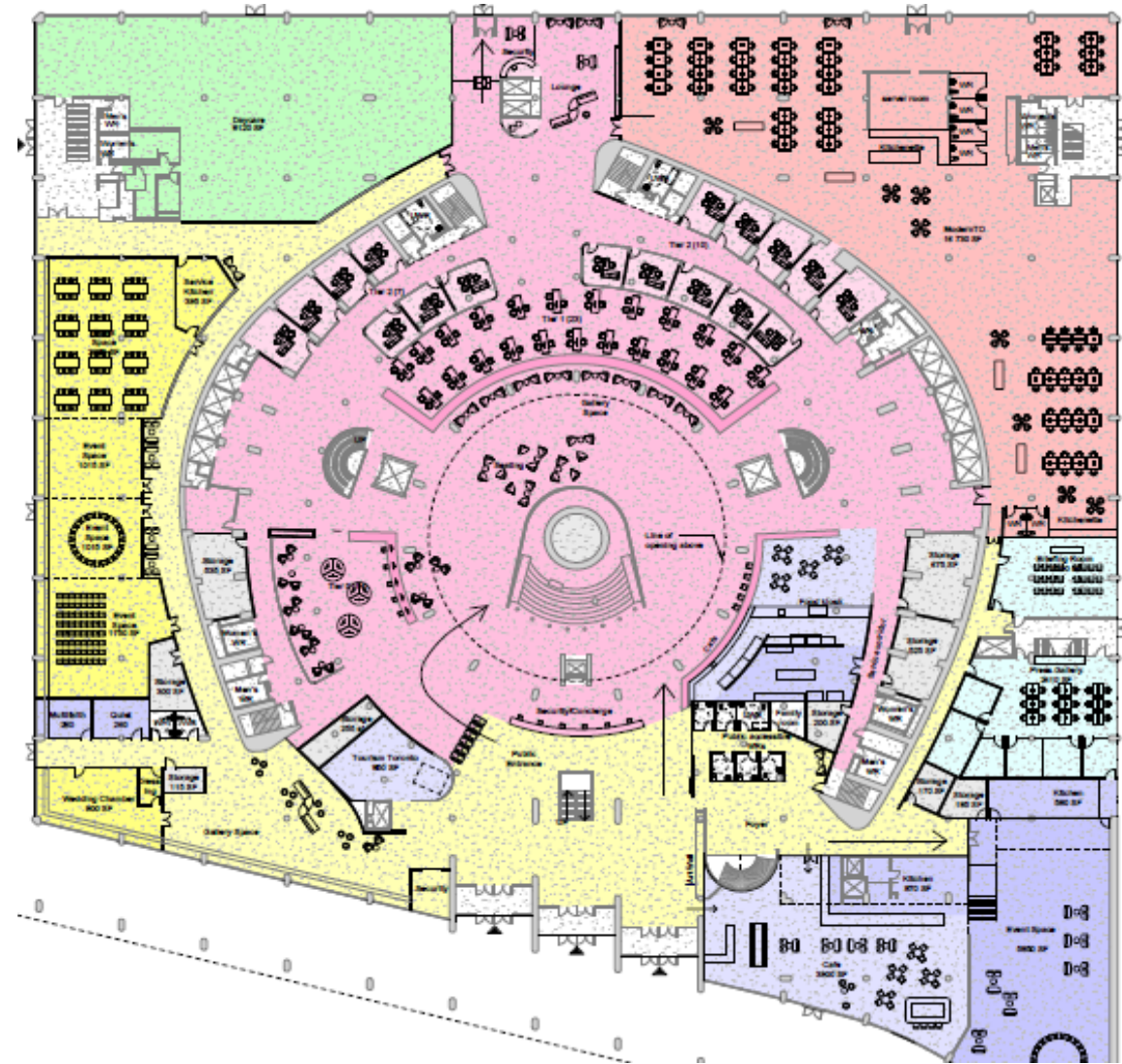


In-Person Experience: Future City Hall Concept

Slide 6

Key Features of Conceptual Design (Detailed Design Will Be Addressed in Future Phase):

- Open floor plan with reduced visual obstructions and barriers to enhance flow and movement between spaces
- Clearer, varied modes of wayfinding and signage
- Expanded and more comfortable waiting areas, including at the dedicated Wheel Trans area (i.e. Hagerman entrance)
- Increased lighting, including natural light, for easier navigation
- Increased number of accessible washrooms throughout the floor (14 accessible and 3 universal)
- Quiet Room for personal needs including relief from over stimulation from sound, light, movement, etc.
- Modular and adaptable furniture, including sit/stand desks to support all mobility devices
- Large, private Tier 2 offices (manage noise, adjust light, capacity for service animals, care attendants, etc.)



- The City is determined to provide a modern and integrated customer experience using an “outside in” approach
- Digital is a simple, convenient, personalized, engaging channel choice with the following features:
 - **Remember me** – single, easy to use, secure sign in and profile
 - **Inform me** – proactive reminders for bill payments, waste calendar, classes, etc.
 - **Make my life easier** – more digital payment options, saved in a wallet
 - **Keep me engaged** – digital end-to-end experience for most valuable services
 - **Bring me closer to my community** – relevant news, community resources, and civic engagement
- When multiple accessible channels are available, an individual with a disability can choose the one most suited to their needs
- Digital channel availability allows customers with technology devices to access services where and when they want

Human Centred Design: Creating an equitable framework (updating tenant rights content)

- Bringing content to a centralized access point for easier navigation
- Watching residents engage with the tool to identify improvement opportunities
- The barrier had the potential to discourage people with disabilities from using Toronto.ca as a source of information
- Accessibility is about making sure everyone can understand, navigate and interact with websites and tools. If it's not accessible for users then it's also not usable. We ensure to test with all users.
- Moving forward we made content clear and concise and easy to navigate
- Use data to make decisions: make non digital tools and other training materials such as video and audio along with the digital content
- Experimenting with new designs, documenting what works and what doesn't, and sharing it with digital communications
- Sharing best practices across City divisions to expand practices of how residents with disabilities are utilizing Toronto.ca

New Virtual Experience

Virtual Case Worker is a pilot project by divisions within Community and Social Services to test a virtual interface to improve access to services. The intention is to expand this project beyond Community and Social Services over time:

- Provide service users of various City-administered income and support programs with an option to connect virtually with City staff (for example a Caseworker) supported by a visual interface (WebEx)
- Enable service users with different levels of technology skills to access a Virtual Caseworker by providing self-serve (example using their own devices) and facilitated service options
- Equip a variety of City spaces to expand access to a Virtual Caseworker, focusing on vulnerable people and communities. Alternatively, customers can connect using their personal devices, mitigating travel requirements or difficulties
- Virtual platform allows people with disabilities to see their case worker, read lips, and use facial expressions and body cues to help understand language, tone and meaning. Additionally, the technology supports closed captioning

These align with the client-focused objectives:

- Improve access to services by introducing additional or alternative service channels
- Improve digital capacity and skill level of customers
- Improve service experience and reduce client costs associated with attending in-person appointments or service counters (i.e. transportation, childcare costs, etc.)

“It is so great to see your face. I haven’t seen any other faces for weeks and I am feeling so isolated.”

“I identify as having a neurodevelopmental disorder. The call helped by giving the opportunity to read my caseworkers lips, facial expressions, and body cues to help with understanding language, tone, and meaning. It also gave a visual component to keep me better focused on the conversation. This was VERY helpful.”

Building Empathy Through Engagement

1. Understanding the current divide between digital channels and users

- Review jurisdictional data and current programs
- What does success look like? What type of information is gathered? What data do we need?

2. Learn from advocates and providers

- Speak to academia, agencies, and government staff
- What supports exist and where is the divide?
- Gather program backgrounds and understand program projections

3. Build Empathy

- In-depth remote interviews with people with lived experiences
- Interview those who don't have sufficient housing and people who are connected to them through the City's "Our Tenant Advisory Committee"

Inclusive Human Centred Design – A More Deliberate Approach

- Establish fluid working-level engagement with people with disabilities
- Secure designers with inclusion / targeted universalism experience to contribute to future designs

Improve Complaints and Disaggregated Data

- Initiate an overhaul to centralize the City's complaints process for public transparency and to help further improve our service delivery
- Reinforce process to efficiently track and isolate different types of complaints, including tracking disability related complaints

Iterative Improvement Processes to Reach Outcomes

- To match the speed in which the public expects improvements, we will need to begin piloting solutions to enhance universal service delivery
- Utilize iterative processes to achieve new standards of accessibility, inclusion / targeted universalism and enhanced customer experience



Appendix

Equitable integrated hub model

- Same services offered across core civic centres, allowing customers to visit the location of their choice
- Defined community counters that match the service needs of customers in those areas

Welcoming and inclusive customer-centric spaces

- Rededicate ground floors to public service and civic engagement
- Tiered customer service areas with concierge to guide customers in the right direction
- Clear wayfinding and signage with consistency across buildings to simplify navigation
- Improved accessibility, self service, queuing and waiting experience

Unified and integrated customer experience (One Toronto)

- Integrated digital government and omni-channel service delivery to allow the customer to choose the channel that best suits their needs
- Consistent service delivery standards

Meeting Accessibility Standards

Currently, all of our channels are meeting legislated standards through:

- City Digital Accessibility Standards, Guidelines and Framework (i.e. corporate accessibility policy, engagement, procurement, evaluation and testing, training, etc.)
- Web Content Accessibility Guidelines 2.0 Level AA by Jan 1, 2021
- ConnectTO (Adaptive Technology/Digital Inclusion)
- Accessibility for Ontarians with Disabilities Act – Public Spaces
- Toronto Accessibility Design Guidelines
- AODA Capital Program
- TTY relay service

Relevant previous material presented to TAAC:

- Increasing the Accessibility of City Facilities - An Overview of the Corporate Real Estate Management Accessibility Upgrades Program on November 1, 2019
- Access and Waiting Areas at City Hall for People with Disabilities on July 20, 2020

Moving forward, the City is attempting to lead by example in creating experiences that are accessible beyond AODA standards

Key Features:

- Open floor plan with reduced visual obstructions and physical barriers to enhance flow and movement between spaces
- Modular and adaptable furniture, including lowered counter options and sit/stand desks to support all mobility devices
- Service desks spread well apart to provide space for customers with service animals, care attendants, etc.

