



Good to Great: Transformed 311 Service Experience

General Government and Licensing Committee

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November 30, 2021

Today's Goal

Provide an overview the new and improved 311 Toronto service experience, making the service easier and more convenient to use, offering more ways to **connect with us**, using the **channel, device and language of choice**



web



phone



counter



social



Mobile App



email



Live chat

Transformed 311 Toronto service experience launched Oct. 31

Transformational Journey



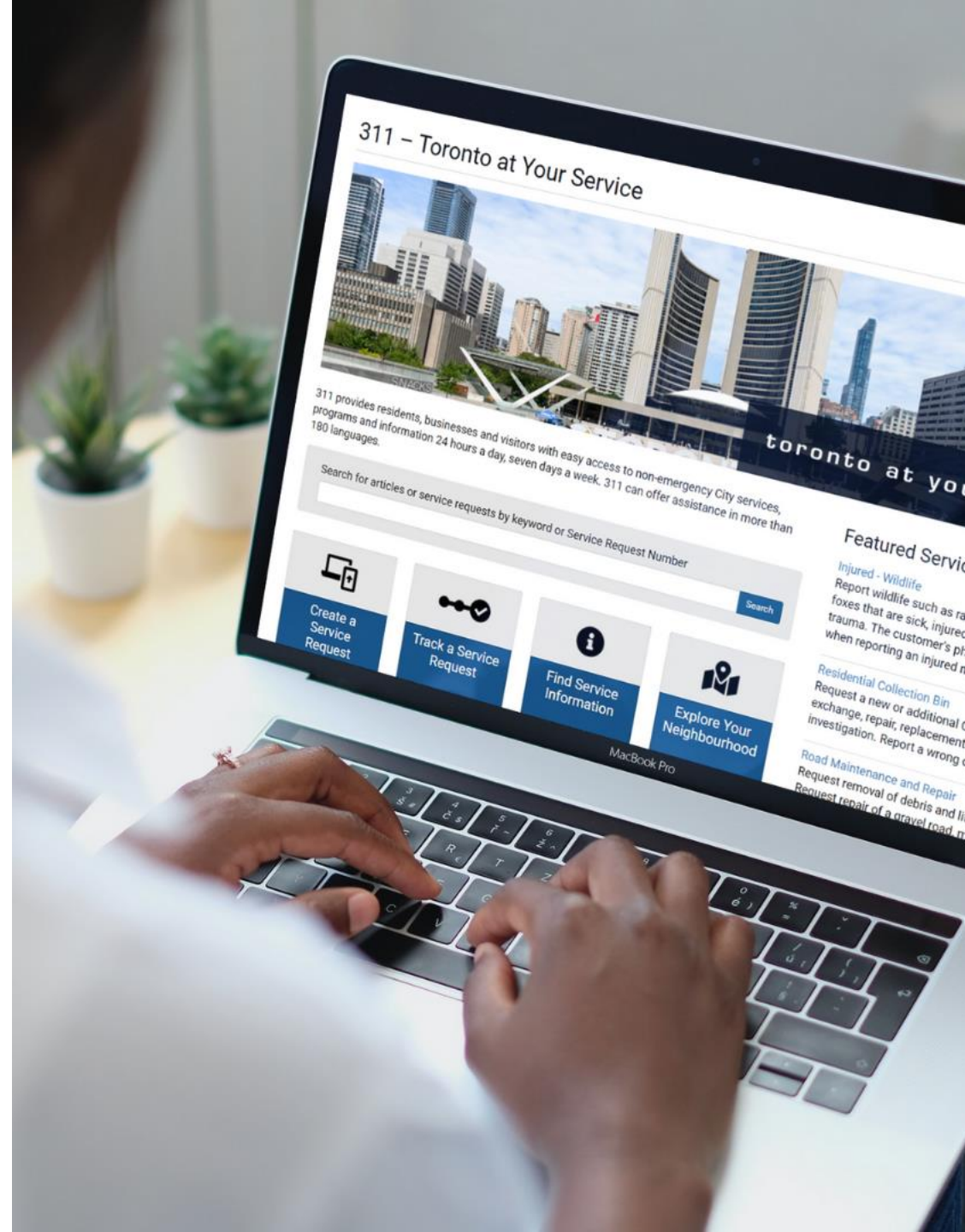
- Online Service Requests
- Multi-Channel
- Analytics, Reporting
- Open Data
- Division-Centric Focus
- Fractured Customer Experience and Brand

- Online Service Requests Mobile Applications
- **Multi-Channel Strategy**
- Lower Cost Channels
- Customer-Centric Focus
- Enhanced Customer Experience

- **Digitized Services - OMNI**
- Centralized Tier 1 and 2
- Closing the Loop with the Customer
- Increased Customer Touch Points (data)
- End to End Experience
- Equal Access to Services (Channel of Choice, AODA, Multi-lingual)
- Established Brand and Trust

Discover the New 311 Toronto! From Good to Great

- 311 Toronto is the gateway to City information, programs and services for residents, business owners and visitors, and will continue to be available through channel of choice, 24 hours a day, seven days a week, 365 days a year.
- 311 has fielded **2+ million calls** during the last 19 months of the pandemic along with **190,000 emails**, **60,000 web requests** and **4.6 million online knowledge base views**.
- The City launched an improved 311 Toronto service experience on November 1, 2021, making the service easier and more convenient to use, offering more ways to connect and providing real-time status updates from **start to finish**.



Transformation Driving Forces

Customer Expectations

Demand for convenient service, ease of use & channel of choice

Digital Evolution

Growing digital centric service delivery and consumption

Forward Thinking

Proper architecture for future citizen needs

Operational Effectiveness

Reduce transaction cost & promote self-service (e.g. digital first)



Covid-19 Driving Government Digital Transformation

- Covid-19 global pandemic accelerated the need to digitize and transform the way the public interacts with us (and many services in their lives)
- The City has digitized many services “at war speed” and has deployed many public facing tools, including a Covid-19 chat-bot on the City portal

Alignment with City Outcomes

The City of Toronto will improve the lives of its residents, businesses and visitors by providing simple, reliable, and connected services that anticipate changing customer needs

Improve Access to City Services



City services will be accessible, simple and easy to navigate, across various channels, to connect customers to the services they want and need

Provide a Consistent Customer Experience



The City will present as a “One Toronto” and provide a one-stop shop for customers, ensuring a consistent look and feel across its services, through common branding, minimizing handoffs and enabling internal collaboration

Optimize Service Delivery in a Cost-Effective Manner



The City will deliver high quality sustainable services through leveraging technology and updating the operating structure to invest in higher value service activities

Build Trust & Confidence in City Services

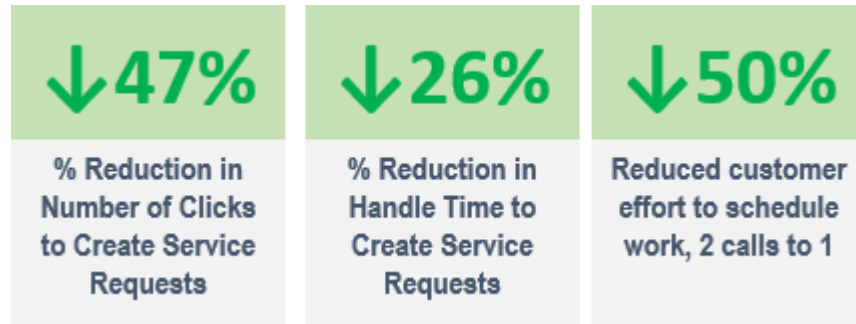
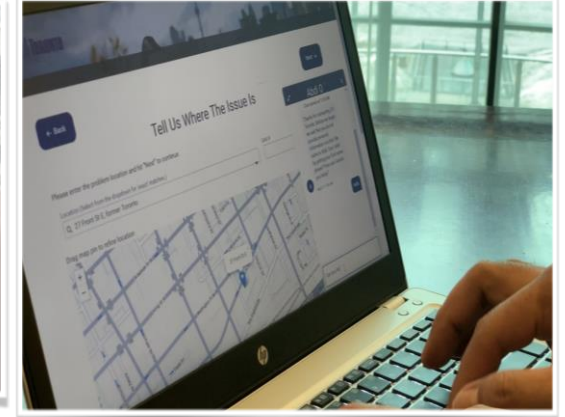
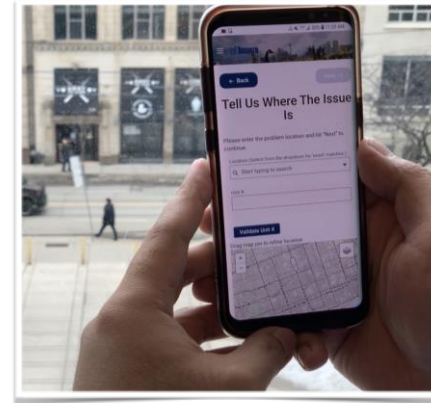


The City will inspire increased trust and confidence from its customers through increasing the reliability of the City’s service delivery

“Torontonians must have trust and confidence in the services they receive from the City. Now and into the future”

Due Diligence: Award Winning CRM Pilot

- Procured and deployed Salesforce as the City's Enterprise Customer Relationship Management Solution
- Piloted intake and fulfilment for selected services (Omni-channel, appointment booking, community portal, agent service console, IVR integration)
- Service journey updates and notifications during fulfilment (end-to-end experience)
- Received City Manager Award of Excellence



311 eCRM Overview

Foundational initiative to accelerate future customer service experience and commitment to digital government

Goal

- **Transform & modernize** the way residents, businesses and visitors **connect** with us
- Interoperability
- Data stewardship
- Digital first
- No wrong door

Complexity (\$5M)

- Interoperability
- **5000 KB Articles**
- **600 Service Requests**
- No wrong door
- **End-to-end Integration w/ 5 divisional work management systems**
- Centralized CRM solution for external customers

Stakeholders

- **29 stakeholder groups** involved in delivery, or impacted by change
- Agile delivery methodology (17 sprints)
- We're building a great City together; **co-design with public and staff**

CRM Solution Capability Scope

Self Service Portal

- Service Request Creation
- Service Request Look-up
- Knowledge Article Search

Mobile App

- Service Request Creation
- Service Request Look-up
- Knowledge Article Search

Live Chat

- Transfers from Chabot
- Live Chat Setup

Email to Case / Fax to Case

- Email/Fax to case workflow

Omni-Channel

- Skill-Based Routing
- Supervisor Dashboard
- Trending/High-Volume Topic Detection

IVR Integration

- Self Service IVR

Service Request Lookup

- Service Request Status Presentation
- Service Request Record Visibility
- Proactive Email Communication (Status Updates)
- Survey (Completion)

Booking & Scheduling

- Appointment Booking and Scheduling

CTI Integration

- Integration with InGenius CTI
- Call Transfers
- Screen Transfers
- Screen Recording

Knowledge Base

- Knowledge Base Authoring
- Integration with Subject Terms Thesaurus
- Knowledge Base Approval Process
- Creation of Service Request from Knowledge Article
- Feedback Form
- Emergency Alert/Information
- Contact Lists

Agent Intake

- Service Request Type Selection
- Address Entry & Validation
- Mapping
- Duplicate Detection
- Asset Search
- Contact Search and Entry
- Integration with InGenius
- Validated Address
- Eligibility
- Additional Information
- Knowledge Search and Presentation
- After Hours Handling
- Automatic Routing of Work Order
- Appointment Scheduling

“It takes a village” to transform and modernize



29
Stakeholder
Groups

150+
Staff from across
the City

Key Strategic Partners

- **Technology Services**
- Toronto Water
- Municipal Licensing & Standards
- City Clerk’s Office
- Solid Waste Management Services
- 311 Toronto
- Catalyst Consulting Group
- Salesforce

Whole of City Approach – Enterprise View

Value Outcomes

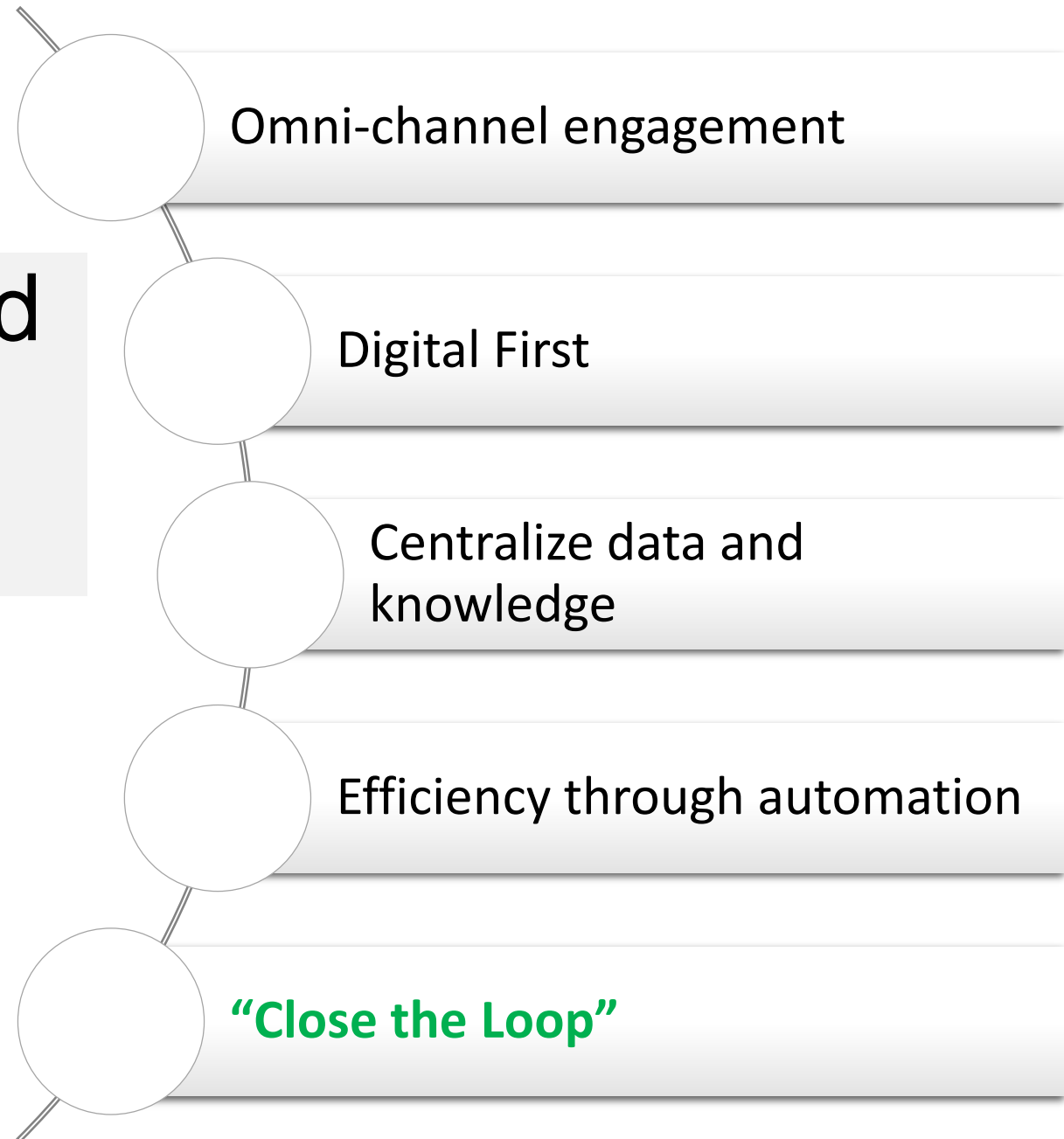
Modernize, **transform** and **centralize** the 311 customer experience



Easier and more convenient to use

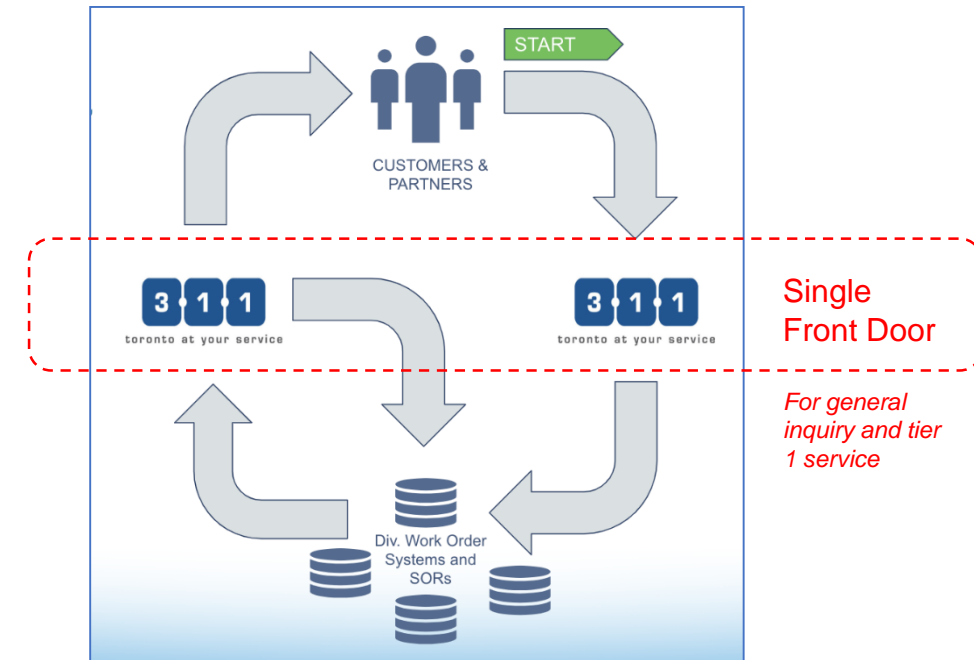


Offering more ways to connect



Build Trust & Confidence: “Close the loop”

- Provide the single front door (connect through channel of choice)
- Reduce customer effort
- Provide confidence in communication and City responsiveness via milestone updates
- Enable more proactive service notification and action
- Delivers efficiency internally by enabling cross-divisional collaboration
- Provides measurement & accountability for effective service delivery
- Creates a richer data environment for better decision making
- Delighting customers (interacting with the City is easy and felt good)



Enabled by a common, connected CRM platform for all 600 services where all engagement flows through MyToronto 311



Issue resolution / outcome are key drivers having high impact on citizen satisfaction (Institute for Citizen Centred Service)

Launched October 31, 2021 4:30PM



311 provides residents, businesses and visitors with easy access to non-emergency City services, programs and information 24 hours a day, seven days a week. 311 can offer assistance in more than 180 languages.

Search for articles or service requests by keyword or Service Request Number

Search



Create a Service Request



Track a Service Request



Find Service Information



Explore Your Neighbourhood

Highlights



Featured Service Requests

Adequate Heat

Report a landlord who is not providing adequate heat at a minimum of 21 degrees Celsius between September 15 and June 1 of each year.

Adequate Heat - No Heat

Report a landlord who is not providing adequate heat at a minimum of 21 degrees Celsius between September 15 and June 1 of each year.

Bridge - Graffiti Complaint

Report graffiti on City's bridges.

Sewer Service

Report a blocked, flooding or backed up sewer. Request a cleanout or sewage repair.

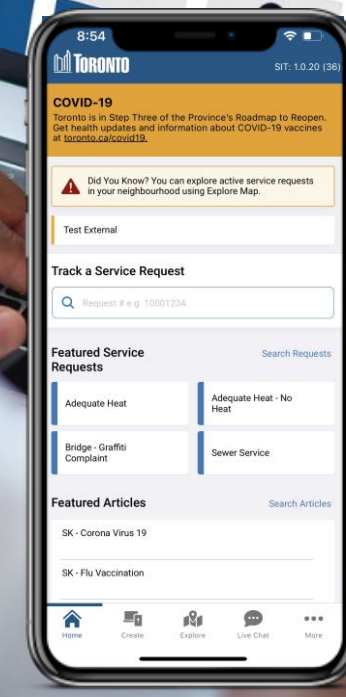
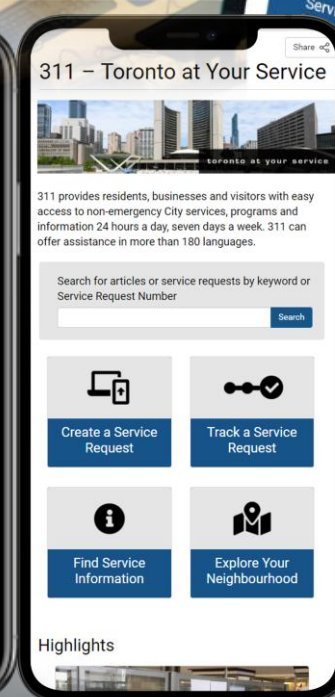
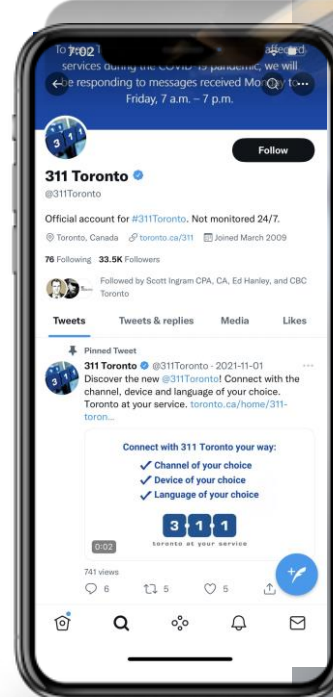
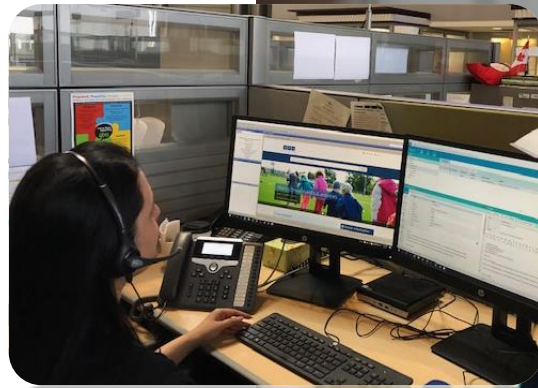
Maintenance Hole

Report a damaged or missing maintenance hole cover on a City road or expressway.

[Browse All Service Requests](#)

Connect with us via channel and device of your choice.

- With the new @311Toronto you can create and track a service request, find info about City services and programs, and explore service requests in your neighbourhood using the channel of your choice (omni channel)
- You can connect with us via our new portal, live chat, mobile app, social media (twitter), email, fax, mail



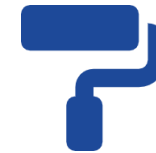
Did you know there are over 600 service requests that you can place @311Toronto? Now all of those can be entered online on any device.



Animals, Insects and Pests



Snow Removal and Winter Maintenance



Graffiti Removal



Bylaw Violations and Property Issues



Spills



Noise



Water and Sewers



Trees, Grass, Leaves and Weeds



Publications and Forms Request



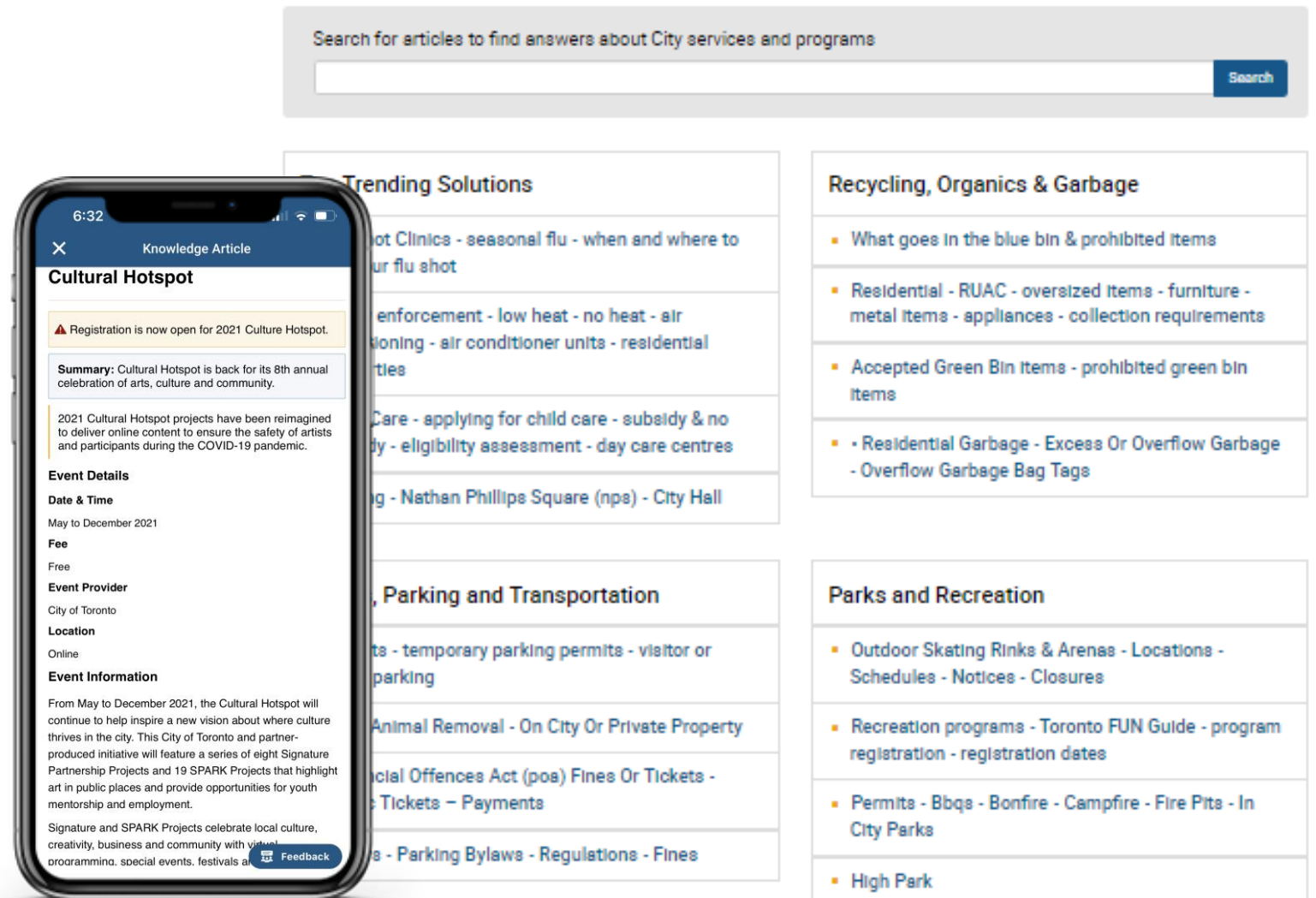
Waste Collection, Bins and Litter



Roads, Sidewalks and Traffic Safety

New knowledge base – enhanced self service

- Provide easier access to information and improved usability
- Holds approximately 5,000+ articles on City programs and services, **accessible at any time**
- Finding information is now easier and faster



Connect with the language of your choice.

- If English is not your first Language, call 311 for assistance in the language that you speak
- 311 is available in more than 180 languages over the phone
- You can now connect in the language of your choice with over 50 translations on the new 311 portal



The screenshot shows the City of Toronto website's 311 portal. At the top, there is a search bar and navigation links for 'Services & Payments', 'Community & People', 'Business & Economy', 'Explore & Enjoy', and 'City Government'. Below the navigation, the page title is '311 - Toronto at Your Service'. A red circle highlights the 'Translate' button in the top right corner of the main content area. Below the title, there is a yellow alert box with a warning icon and text: 'This page alert will be used to notify the public about warnings such as a change to a 311 service. Character limit is 250. May include link.' Below the alert is a large banner image of a Toronto street scene with the text 'toronto at your service' overlaid. Underneath the banner, there are two sections: 'This highlight will be used to share news such as an important upcoming deadline. Character limit is 250. May include link.' and 'Featured Service Requests' with a sub-section 'Garbage Not Picked Up' and a request form.

Toronto at your service

مدینة تورنتو فی خدمتکم

আপনার সেবায় টোরন্টো

多倫多為您服務

شهر تورنتو در خدمت شما

Toronto à votre service

तमाही सेवामा टोरन्टो

Toronto al vostro servizio

당신을 위해 봉사하는 토론토시

Toronto ao seu serviço

डुगड्डी सेवा विंच टेरेंटे

Торонто к вашим услугам

Торонто на услузи

Toronto a su servizio

ரொறன்டோ உங்களுக்கு ஆற்றும் சேவை

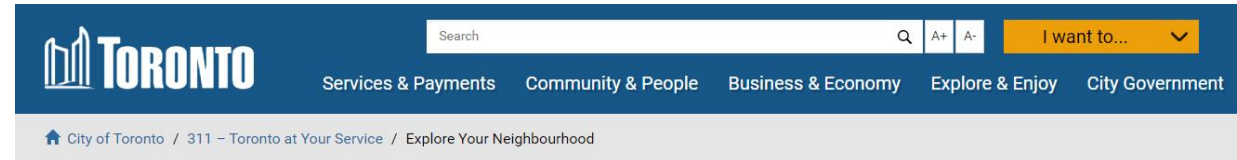
Торонто до ваших послуг

ٹورانٹو آپ کی خدمت میں پیش پیش

Toronto sẵn sàng phục vụ quý vị

View open requests by Exploring Your Neighbourhood

- Find out if a pothole has already been reported, if a City tree requires pruning, or if a blocked catch basin has been called in using our new portal, or the 311 mobile app



Explore Your Neighbourhood

Lookup your address

55 John St, former Toronto

Find Location

Service Requests

Select Category

Filtered in last 14 days

All Categories

Open Service Requests

1 found from 55 John St

Street - Cleaning

1 is: In Progress

Manhole - Pot Hole

1 is: In Progress

Street - Cleaning/Debris

1 is: In Progress

Entering City Property / Structures

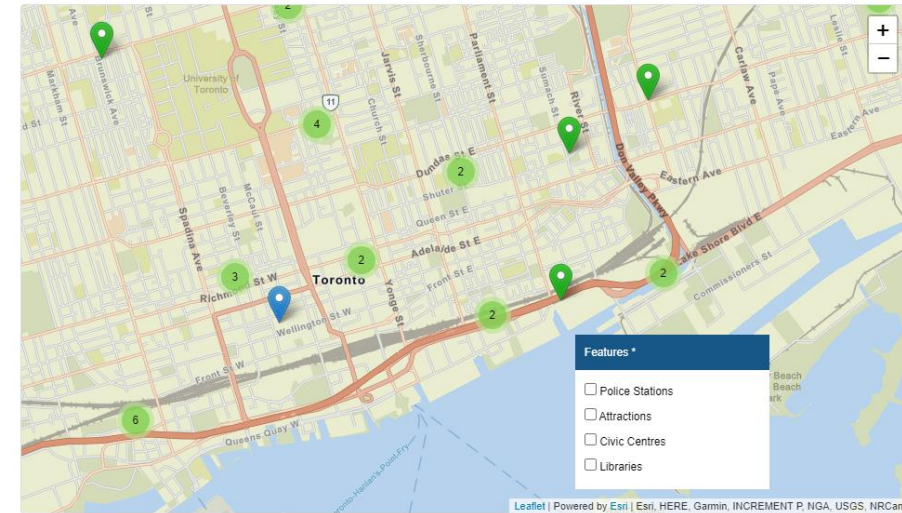
1 is: In Progress

Entering City Property / Structures

1 is: In Progress

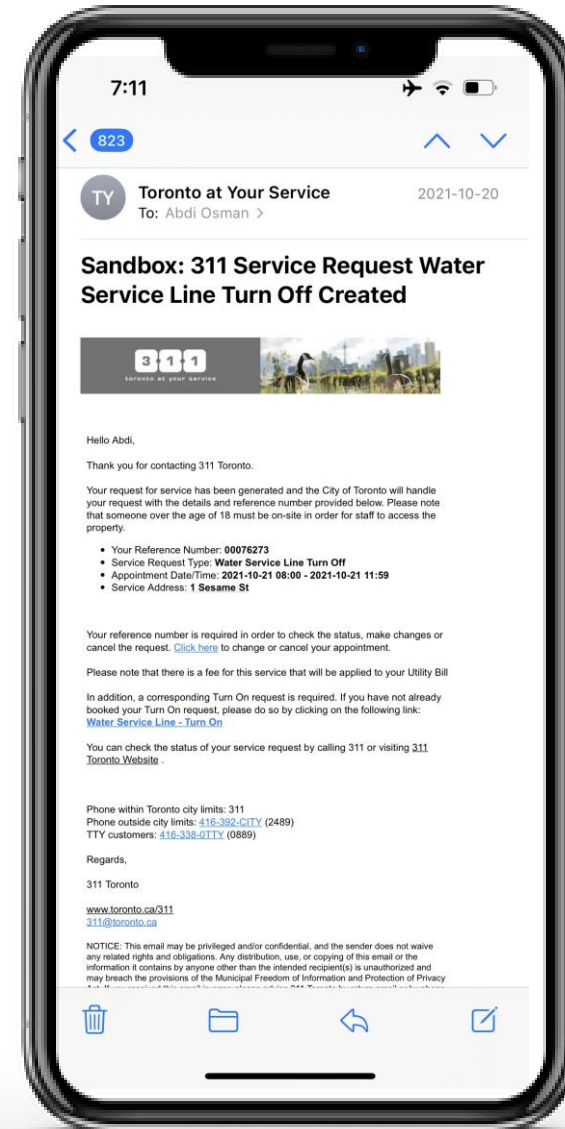
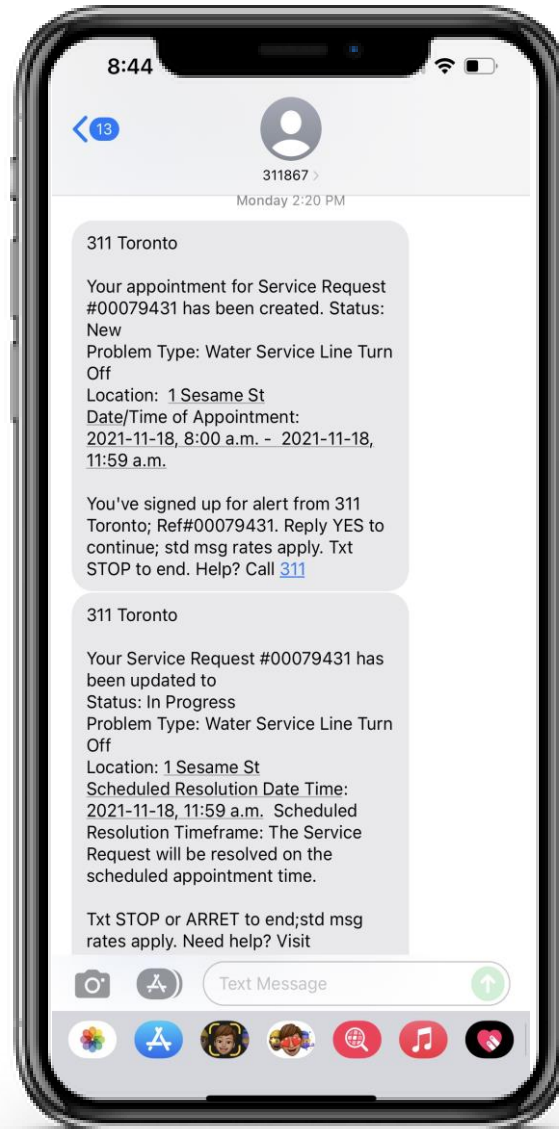
Street Use

1 is: In Progress



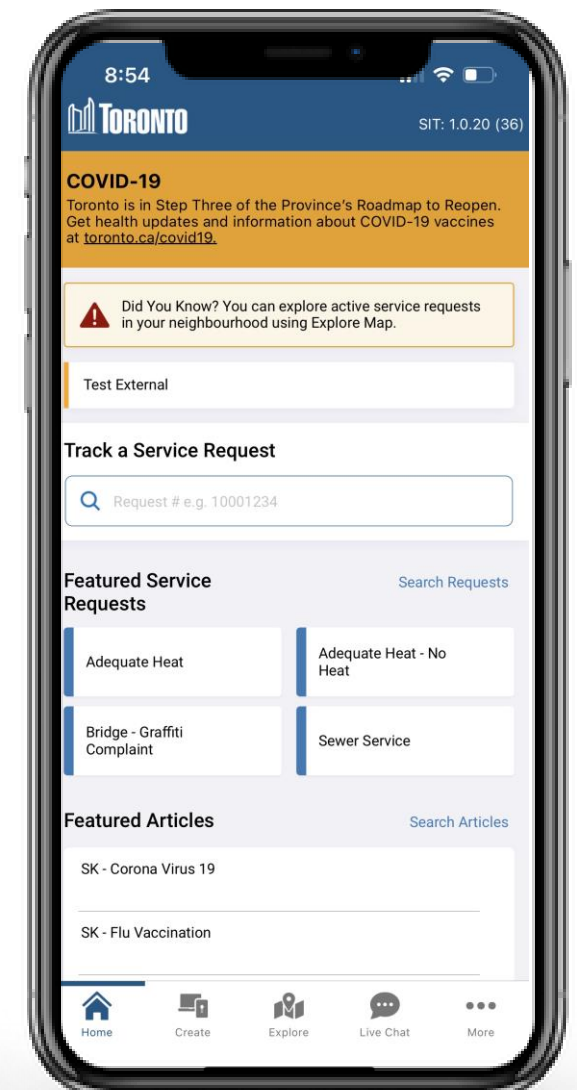
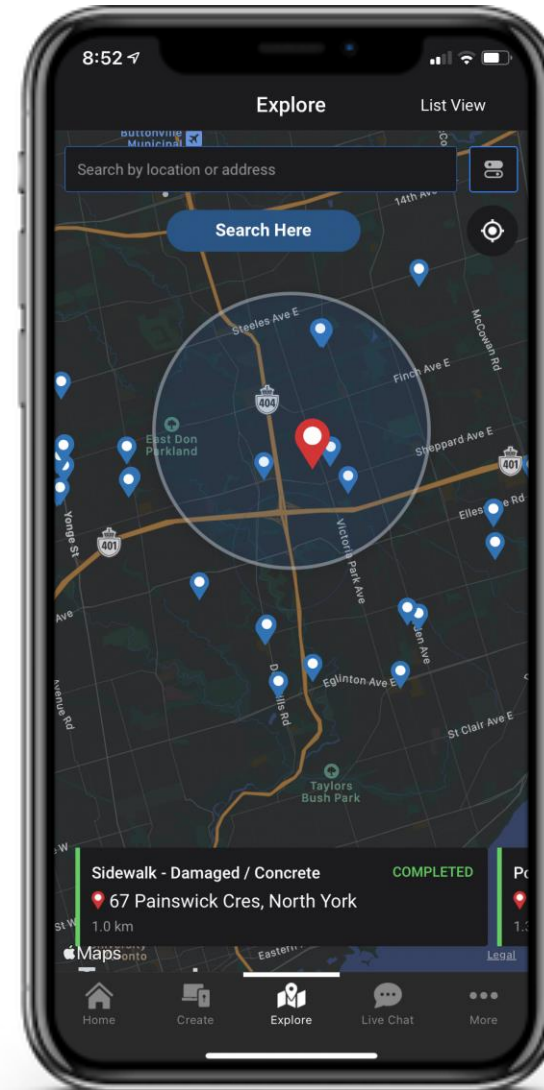
Proactive Notification via Text or Email

- Stay up to date on your service request **from start to finish** with live status updates via text or e-mail
- We will send you confirmation of your request via email or text
- We will even send you reminders about your upcoming water turn on, water turn off and water pressure test appointments via text or email



Connect with us via our new Mobile App (coming soon)

- 311 Toronto Mobile App will soon be available for download on the App Store for Apple iOS & Android operating systems
- You will be able to access all 311 services **from your smartphone or tablet** through the app and submit over 600 service requests





Thank you