

2022 Budget Notes

311 Toronto

While we aim to provide fully accessible content, there is no text alternative available for some of the content within these pages. If you require alternate formats or need assistance understanding our charts, graphs, or any other content, please contact us at FPD@toronto.ca.

Description

We provide the City of Toronto a one-window brand and customer service system that supports residents, businesses and visitors. 311 Toronto provides access to non-emergency City services, programs and information 24 hours a day, seven days a week. Information inquiries or requests are received via multiple channels such as phone, online, email, mobile phone applications and Twitter.

Front Line Service Delivery is supported by Project Management office, Information and Business Processing and Metric and Performance teams

Why We Do It

Toronto residents, businesses and visitors have **a single point of access to real time, accurate and reliable information on City services anytime and anywhere.**

The City of Toronto aims to deliver these outcomes equitably, efficiently and with excellent customer service to help improve the lives of Torontonians and work to earn their trust and confidence.

311 Toronto:

Gary Yorke

Director, 311 Toronto

Tel: (416) 338-7789

Email: gary.yorke@toronto.ca

Corporate:

Marie Barcellos

Manager, Financial Planning

Tel: (416) 392-8393

Email: marie.barcellos@toronto.ca

What Service We Provide

311 Service Delivery

Who We Serve:

Toronto residents, businesses and visitors

What We Deliver:

Information provision and service request creation regarding City services through various channels

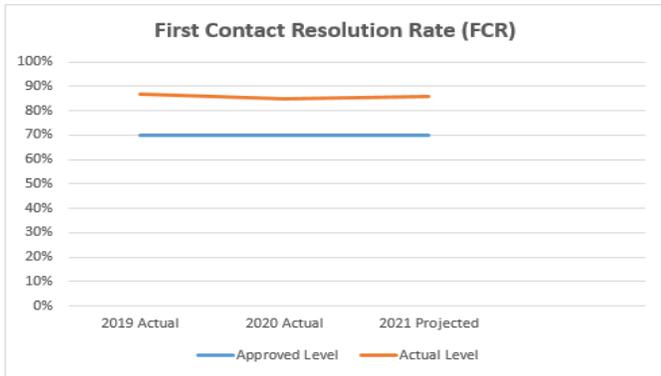
How Much Resources (gross 2022 operating budget): \$19.3 Million

Budget at a Glance

2022 OPERATING BUDGET			
<u>\$ Million</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
Revenues	\$8.6	\$8.2	\$8.2
Gross Expenditures	\$19.3	\$19.1	\$19.5
Net Expenditures	\$10.7	\$11.0	\$11.3
Approved Positions	178.0	178.0	178.0

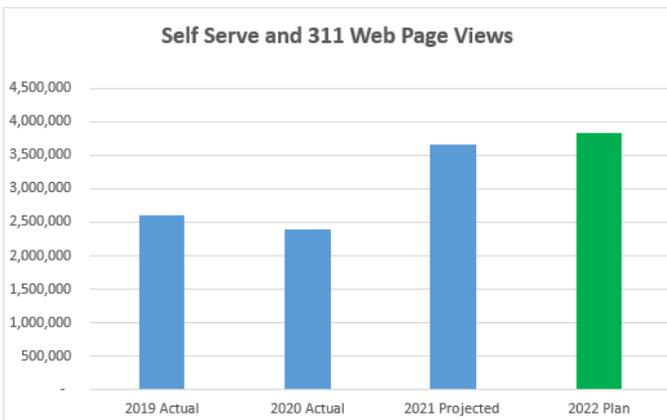
2022 - 2031 10-YEAR CAPITAL PLAN			
<u>\$ Million</u>	<u>2022</u>	<u>2023-2031</u>	<u>Total</u>
Gross Expenditures	\$0.8	\$1.2	\$2.0
Debt	\$0.8	\$1.2	\$2.0
Note: Includes 2021 carry forward funding			

How Well We Are Doing – Behind the Numbers



% of customer Contacts resolved at first point of Contact

First Contact Resolution Rate indicates 311's ability to resolve a customer issue, the first time they call 311. The purpose of this measure is to ensure that our customers do not have to call multiple times in order to resolve an issue.



This measure shows 311's ability at pushing customer transactions toward self-serve solutions with a focus on deflection to lower cost channels.

The web page (knowledge base/ search engine) views were disabled for 3 months in 2020 due to COVID-19 as information was being routed through City of Toronto's main web pages.

How Well We Are Doing

Service	Measure	2019 Actual	2020 Actual	2021 Projection	Status	2022 Target	2023 Target
Outcome Measures							
311 Service Delivery	ASA - Average Speed of Answer (in seconds)	53	39	40	●	120	120
	Self Serve and 311 Web Page Views (in millions)	2.60	2.40	3.66	●	3.84	4.04
	% of customer contacts resolved at first point of contact	87%	85%	86%	●	70%	70%
	Number of Calls Handled (in millions)	1.12	1.25	1.27	●	1.30	1.32
Service Level Measures							
311 Service Delivery	% of calls that have been answered within approved service standards (75 seconds)	81%	82%	81%	●	80%	80%
	AHT - Average Handle Time (in seconds)	309	322	313	●	270	270

Note: The online Knowledge Base View was disabled on March 22, 2020 and re-enabled on June 18, 2020

COVID-19 IMPACT AND RECOVERY**N/A****EXPERIENCES, CHALLENGES AND PRIORITIES****Our Experience and Success**

- 311 successfully launched the phase 2 implementation of the Electronic Customer Relation Management (ECRM) Salesforce platform on Oct 29, 2021.
- The service level target for 2021 is 80% of calls answered within 75 seconds. The year-to-date actual for 2021 was 81% of the calls answered within 75 seconds.
- The average speed of answering a call for 2021 is 40 seconds.
- The First Call Resolution target is 70%. The year-to-date actual for 2021 is 84%.
- 2021 projected actual total contacts handled is 1.4 million.

Key Challenges and Risks

- Expanding digital options as they relate to the upgraded ECRM Salesforce platform.
- Maintaining service levels as city growth, call volumes and complexities increase.
- Readiness for key partners to modernize and transform customer service processes including integrating City divisions into an automatic 311 Service request reporting process.

Priority Actions

- A new unified platform will deliver value at all levels and drive positive experiences for the city as well as its constituents. The City's new ECRM initiative will align and help drive enterprise initiatives and will be scalable and flexible in adapting to changing needs, and will prove easier and less costly to administer and maintain. Some benefits include:
 - Centralized data and knowledge to increase quality and effectiveness.
 - Meets the customer where they want to meet and improve experiences by providing omni channel engagement.
 - Increased efficiency by streamlining and/or automating many current processes.
 - Increased internal and external access to Knowledge, and drive self-service.
- Empowerment of staff – Ensure that staff have the tools and training to provide exceptional service:
 - Improved access to better content and better communication leads to improved customer satisfaction.
 - Improved Customer Service Representative (CSR) experience leads to better retention and higher job satisfaction.
 - Better integration leads to the possibility of greater automation, increasing responsiveness while reducing costs.
- "Closing the Loop" with customers to ensure improved customer service, satisfaction and trust:
 - Eliminate the need for citizens to follow-up by delivering responsive and proactive communication.
 - Provide confidence in communication and city responsiveness via milestone updates on all 550 service request types.
 - Enable more pro-active service notification and action, delighting customers.
 - Create a richer data environment for better decision making.
 - Improve the brand equity of 311 and the City of Toronto overall.

RECOMMENDATIONS

The City Manager and Chief Financial Officer and Treasurer recommend that:

1. City Council approve the 2022 Operating Budget for 311 Toronto of \$19.280 million gross, \$8.619 million revenue and \$10.662 million net for the following services:

Service:

	Gross Expenditures (\$000s)	Revenue (\$000s)	Net Expenditures (\$000s)
311 Front Line Service Delivery	15,450.2	6,882.5	8,567.8
311 Project Management Office	2,214.5	1,736.0	478.5
311 Information & Business Processing	1,370.8		1,370.8
311 Metrics and Perf. Reporting	244.4		244.4
Total Program Budget	19,280.0	8,618.5	10,661.5

2. City Council approve the 2022 staff complement for 311 Toronto of 178.0 positions comprised of 13.0 capital positions and 165.0 operating positions.
3. City Council approve 2022 Capital Budget for 311 Toronto with cash flows and future year commitments totaling \$1.123 million as detailed by project in [Appendix 6a](#).
4. City Council approve the 2023-2031 Capital Plan for 311 Toronto totalling \$0.900 million in project estimates as detailed by project in [Appendix 6b](#).

2022 OPERATING BUDGET

2022 OPERATING BUDGET OVERVIEW

Table 1: 2022 Operating Budget by Service

(In \$000s)	2020 Actual	2021 Budget	2021 Projection*	2022 Base Budget	2022 New / Enhanced	2022 Budget	Change v. 2021 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
Revenues								
311 Development	1,056.7	1,928.2	1,960.5	1,736.0		1,736.0	(224.5)	(11.5%)
311 Service Delivery	6,574.0	6,882.5	6,574.0	6,882.5		6,882.5	308.5	4.7%
311 Information & Business Processi								N/A
311 Performance Reporting								N/A
Total Revenues	7,630.7	8,810.7	8,534.5	8,618.5		8,618.5	84.0	1.0%
Expenditures								
311 Development	1,411.0	2,407.5	2,280.3	2,214.5		2,214.5	(65.8)	(2.9%)
311 Service Delivery	15,283.1	15,260.7	15,578.8	15,450.2		15,450.2	(128.5)	(0.8%)
311 Information & Business Processi	957.4	1,406.8	1,017.0	1,370.8		1,370.8	353.9	34.8%
311 Performance Reporting	172.1	250.8	163.6	244.4		244.4	80.9	49.4%
Total Gross Expenditures	17,823.7	19,325.9	19,039.6	19,280.0		19,280.0	240.4	1.3%
Net Expenditures	10,193.0	10,515.2	10,505.1	10,661.5		10,661.5	156.4	1.5%
Approved Positions**	183.0	182.0	N/A	178.0		178.0	N/A	N/A

*2021 Projection based on Q3 Variance Report

**YoY comparison based on approved positions

COSTS TO MAINTAIN EXISTING SERVICES

Total 2022 Base Budget expenditures of \$19.280 million gross reflecting an increase of \$0.240 million in spending above 2021 projected year-end actuals, predominantly arising from:

- Additional support & maintenance cost of \$0.070 million for new Salesforce licenses.
- \$0.170 million for Salaries and Benefits adjustments.

COSTS TO ENHANCE SERVICES

New and Enhanced Service: No additional requests to support new and enhanced services submitted.

EQUITY IMPACTS OF BUDGET CHANGES

No significant equity impacts: The changes in 311 Toronto's 2022 Operating Budget do not have any significant equity impacts.

2022 OPERATING BUDGET KEY DRIVERS

The 2022 Operating Budget for 311 Toronto of \$19.280 million gross is 1.3% higher than the 2021 Projected Actuals. Table 2a below summarizes the changes by revenue and expenditure category for the 2022 Operating Budget.

Table 2a: 2022 Operating Budget by Revenue / Expenditure Category

Category (In \$000s)	2019 Actual	2020 Actual	2021 Budget	2021 Projection*	2022 Budget	2022 Change from 2021 Projection	
	\$	\$	\$	\$	\$	\$	%
Transfers From Capital	1,555.9	1,056.7	1,928.2	1,960.5	1,736.0	(224.5)	(11.5%)
Contribution From Reserves/Reserve Funds	130.7		290.5		290.5	290.5	
Sundry and Other Revenues			18.0		18.0	18.0	
Inter-Divisional Recoveries	6,750.6	6,574.0	6,574.0	6,574.0	6,574.0		
Total Revenues	8,437.3	7,630.7	8,810.7	8,534.5	8,618.5	84.0	1.0%
Salaries and Benefits	17,505.8	16,946.3	18,068.3	18,310.5	17,952.4	(358.1)	(2.0%)
Materials & Supplies	16.9	10.4	12.4	12.4	12.4		
Equipment	37.5	26.8	65.3	17.0	55.8	38.8	228.2%
Service and Rent	781.2	811.4	1,179.9	699.7	1,259.4	559.7	80.0%
Contribution To Reserves/Reserve Funds	28.7	28.7					
Inter-Divisional Charges	190.6						
Total Gross Expenditures	18,560.7	17,823.7	19,325.9	19,039.6	19,280.0	240.4	1.3%
Net Expenditures	10,123.4	10,193.0	10,515.2	10,505.1	10,661.5	156.4	1.5%

*2021 Projection based on Q3 Variance Report

Key Base Drivers:**Salaries & Benefits:**

- Salaries and benefits increases due to increases outlined in collective agreements offset by the reduction of 4 vacant positions in the Project Management Office.

Services and Rents:

- Additional support & maintenance costs of \$0.070 million for new Salesforce licenses.
- Completion of training and re-opening of the tax/utility line that remained closed in 2021 due to operational demands during COVID-19.

Revenue Changes:

- Recovery from Capital projects in 2022 is lower compared to projected 2021 spending due to streamlining in the Project Management Office starting in 2022.
- Since Tax & Utilities training did not take place in 2021 due to COVID-19, there was no recovery from the Reserve Fund in 2021. The recovery will take place in 2022 as training will be completed.

2023 & 2024 OUTLOOKS**Table 3: 2023 and 2024 Outlooks**

(\$000s)	2021 Projection	2022 Budget	2023 Outlook	2024 Outlook
Revenues	8,534.5	8,618.5	8,190.2	8,201.8
Gross Expenditures	19,039.6	19,280.0	19,118.6	19,452.0
Net Expenditures	10,505.1	10,661.5	10,928.4	11,250.1
Approved Positions	N/A	178.0	178.0	178.0

Key drivers

The 2023 Outlook with total gross expenditures of \$19.280 million reflects an anticipated \$0.161 million or 0.84 per cent decrease in gross expenditures below the 2022 Operating Budget; The 2024 Outlooks expects an increase of \$0.333 million or 1.74 per cent above 2023 gross expenditures.

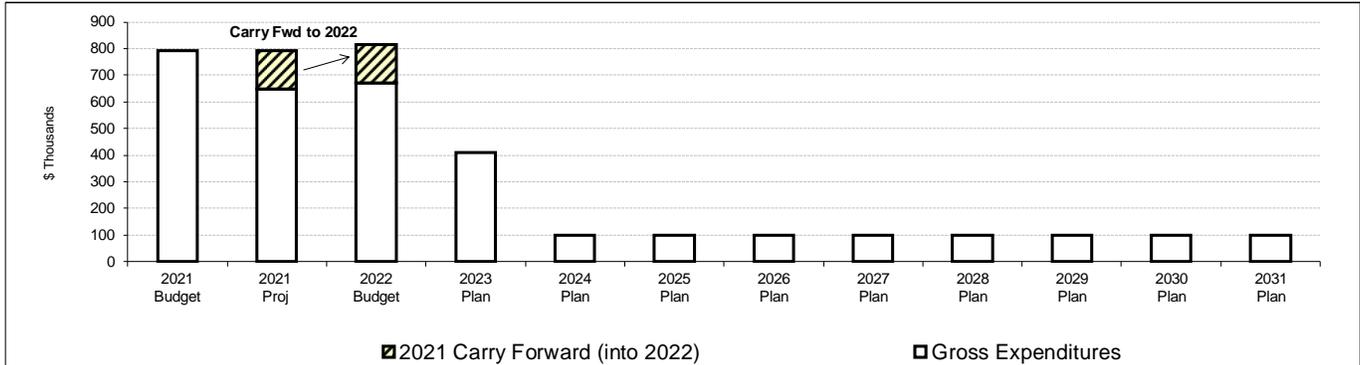
These changes arise from the following:

- The Tax & Utilities line training budget (\$0.291 million) with corresponding recovery from Tax Stabilization Reserve is no longer required in 2023 and 2024.
- The net budget changes in 2023 and 2024 mainly relate to payroll cost pressures.

2022 – 2031 CAPITAL BUDGET AND PLAN

2022 – 2031 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview
(\$'000)



In \$'000's	2022 Capital Budget and 2023 - 2031 Capital Plan												
	2021		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total 10 Year Plan
	Budget	Projection											
Gross Expenditures by Project Category:													
Health & Safety & Legislated													
SOGR	794	650	815	408	100	100	100	100	100	100	100	100	2,023
Service Improvement & Growth													
Total by Project Category	794	650	815	408	100	2,023							
Financing:													
Debt			815	408	100	100	100	100	100	100	100	100	2,023
City Building Fund													
Reserves/Reserve Funds													
Development Charges													
Provincial													
Federal													
Debt Recoverable													
Other Revenue													
Total Financing			815	408	100	2,023							

Changes to Existing Projects
(\$0.445 Million)

The 2022-2031 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2022-2030):

- \$0.445 million – Increase in SOGR projects related to for the telephony system, software upgrades and reporting

Note:

For additional information, refer to [Appendix 6](#) for a more detailed listing of the 2022 and 2023-2031 Capital Budget & Plan by project.

2022 – 2031 CAPITAL BUDGET AND PLAN

\$2.023 Million 10-Year Gross Capital Program


Aging Infrastructure/ SOGR
\$2.023 M 100%
Technology Maintenance and Upgrade

How the Capital Program is Funded

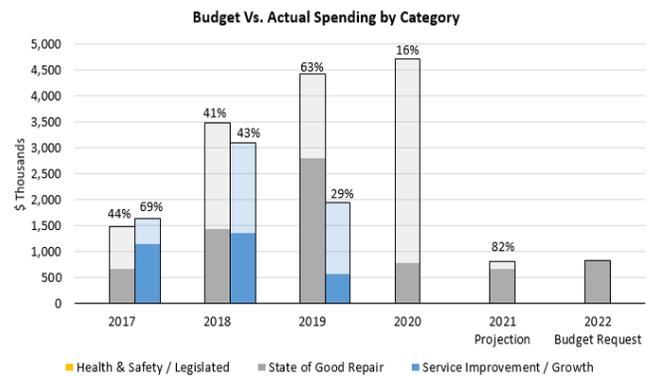
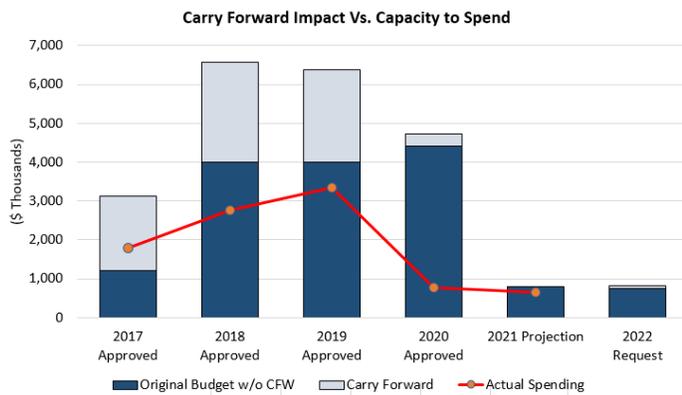
City of Toronto	
\$2.023 M 100%	
Debt	\$ 2.023 M

CAPACITY TO SPEND REVIEW

The 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with 311 Toronto's ability to spend and the markets capacity to deliver.

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2020 underspending that will be carried forward into 2022 to complete capital work.

Chart 2 – Capacity to Spend



Capacity to Spend Review Impact on the 10-Year Plan

Based on the review of historical capital spending constraints and a capacity to spend review, \$0.308 million in capital spending originally cash flowed in 2022 has been deferred to 2023.

APPENDICES

Appendix 1

COVID-19 Impact and Recovery

N/A

Appendix 2

2022 Balancing Actions

N/A

Appendix 3

Summary of 2022 Service Changes

N/A

Appendix 4

Summary of 2022 New / Enhanced Service Priorities Included in Budget

N/A

Appendix 5

Summary of 2022 New / Enhanced Service Priorities Not Included in Budget

N/A

Appendix 6

2022 Capital Budget; 2023 - 2031 Capital Plan Including Carry Forward Funding

Project Code	(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
TO001	SOGR - various	573	100	100	100	100	100	100	100	100	100	1,473		1,473	
TO002	Implementing Artificial Intelligent - Pilot	242	308									550		550	
Total Expenditures (including carry forward from 2021)		815	408	100	2,023		2,023								

Appendix 6a

2022 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2022 Budget	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	Total 2022 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
TO001	SOGR - various	573										573	28		545
TO002	Implementing Artificial Intelligent - Pilot	242	308									550	550		
	Total Expenditures (including carry forward from 2021)	815	308									1,123	644	(56)	545

Appendix 6b

2023 - 2031 Capital Plan

Project Code	(In \$000s)	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2022 - 2031 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
TO001	SOGR - various	100	100	100	100	100	100	100	100	100	900		900	
	Total Expenditures (including carry forward from 2021)	100	900		900									

Appendix 7

Reporting on Major Capital Projects: Status Update

N/A

Appendix 8

Summary of Capital Needs Constraints

N/A

Appendix 9

2022 User Fee Changes

N/A

Appendix 10

Inflows and Outflows to/from Reserves and Reserve Funds

2022 Operating Budget

Program Specific Reserve / Reserve Funds

N/A

Corporate Reserve / Reserve Funds

The 2022 Operating Budget includes a one-time draw of \$0.291 million (for one-time costs) from funds available and set aside in the Tax Stabilization Reserve.

Appendix 11

Glossary

Approved Position: Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

Actuals: An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

Capacity to Spend: Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

Capital Budget: A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

Capital Needs Constraints: The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

Complement: Positions that support the delivery of City services and service levels as approved by Council.

Efficiencies: Reductions in the cost of delivering a service without a reduction in service level.

New / Enhanced: New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

Operating Budget: An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

Operating Impact of Completed Capital Projects: The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

Rate Supported Budget: Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority

State of Good Repair (SOGR): The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

Tax Supported Budget: Budget funded by property taxes.

User Fees: Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).