

Customer Experience Division Annual Report - 2022

Date: April 20, 2023
To: General Government Committee
From: Executive Director, Customer Experience
Wards: All

SUMMARY

City Council, at its meeting on September 30, 2020, requested the Executive Director, Customer Experience, formerly known as the Director, 311 Toronto (311), to provide information on trending issues received via the Customer Experience Division (CXD), on a yearly basis.

The purpose of this report is to provide an understanding of CXD's services and trends experienced for the year of 2022 to better inform Members of Council and the residents of Toronto about the services and operations provided by CXD and City divisions with which they are integrated.

RECOMMENDATIONS

The Executive Director, Customer Experience recommends that:

The General Government Committee receive this report for information.

FINANCIAL IMPACT

There is no financial impact from the adoption of the recommendations in this report.

DECISION HISTORY

At its meeting on September 30, October 1 and October 2, 2020, City Council adopted MM24.11 "Annual report to City Council by 311", which directed the Executive Director, Customer Experience to submit an annual update report to the General Government Committee outlining important service issues and trends. The motion also

recommended that the Executive Director, Customer Experience send a quarterly Briefing Note to all City Councillors summarizing quarterly trends and findings from a CXD perspective.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2020.MM24.11>

COMMENTS

On January 1, 2023, CXD, formerly known as 311, was launched. The evolution of 311 to CXD brought three Corporate Services groups, 311, the Customer Experience Transformation Program and parts of the Customer Experience and Innovation team, together under one division.

The new division is committed to leading a corporate-wide structured approach to drive consistent customer experience standards, policies, processes and platforms. Outcomes will result in public access to inclusive, accessible, integrated services through channels of choice. CXD objectives are to:

- Improve access to city services – design services for the public that are accessible, equitable and easy to navigate and that allow customers to access services when, how and where they want to.
- Provide a consistent customer experience – develop corporate standards and processes to enable consistency across the City's divisions, services and channels.
- Optimize services and deliver in a cost-effective manner – build processes and tools that enable a seamless and efficient service and that prevent unnecessary escalations and confusion for customers.
- Build trust and confidence in city services – ensure there is access to data and clear metrics to report on progress towards customer experience objectives to build accountability into the city's customer experience practices and ensure that customers' expectations are met.

311 remains a recognizable brand in providing residents, businesses, and visitors with easy access to non-emergency City services, programs, and information 24 hours a day, seven days a week. This access is achievable through several channels, whether it be online, via phone or through 311's new mobile app.

In 2022 the division had many successes, starting with the implementation of the new mobile app which launched January 25th, 2022. This mobile app includes access to the approximately 600 Service Requests (SRs) that are available for creation, start to finish tracking of requests, real-time status updates via text (SMS) or email notification, live chat, access to its knowledge base and the ability to search for other SRs created in various neighbourhoods. In 2022, the number of downloads of the mobile app were just over 17,000, with 9,262 SRs submitted via this portal. In addition, Customer Service Representatives (CSRs) triaged and handled over 3,000 live chats on the mobile app

alone. The mobile app is a positive reflection of the City's commitment to equitable access to City services across digital platforms.

On February 22, 2022, Toronto City Hall and all Civic Centres reopened their doors to the public. Staff welcomed visitors at the entrances of each of the buildings and provided wayfinding to those unfamiliar with the areas, answered questions about City services that were reopening, and conveyed information about available counter services and their hours of operations. On the main floor counter at the entrance of City Hall, staff are available to assist with wayfinding, responding to questions regarding City services, creating SRs, if required, and directing visitors to the area or office that they seek. A total of 63,033 face-to-face interactions were responded to in 2022; a healthy sign that the public was enthusiastic about being back in the civic centres.

Although many transformational milestones were reached in 2022, the division continued to provide excellent service experiences through 311's existing world class phone operations channel.

Service Requests and General Inquiries

CXD responds to service requests on behalf of its five integrated service divisions - Solid Waste Management Services, Transportation Services, Toronto Water, Municipal Licensing & Standards (including Toronto Animal Services) and Urban Forestry. An integrated service refers to services whereby the public can request work to be completed and/or investigated by CXD and the request flows back to the integrated divisional system in a seamless process. Examples of these integrated services include: pick up of recycling material, pruning of a City tree, complaints of long grass and weeds on a private property, plowing of snow, etc. A full listing of service categories can be viewed on [CXD's online self-serve portal](#).

In addition, CXD has the capacity to send requests to four non-integrated divisions and agencies - Court Services, Toronto Public Health, Technology Services, and Toronto Hydro. These requests are created internally and sent to these operational areas via email. In addition, SRs can also be created internally for Complaints, Compliments and Suggestions regarding CXD services.

In 2022, the total SRs created for the integrated divisions totalled approximately 480,000, representing 46% of the total interactions within CXD in 2022. These SRs were initiated via CXD's multiple channels, i.e., phone, website and mobile app. Just over 82,800 of these SRs (17% of all SRs) were submitted via self-serve options on the toronto.ca portal or the 311 mobile app. In September 2022, CXD stopped creating SRs via the email channel and encouraged customers to use self-serve options to promote a more streamlined experience and avoid back-and-forth communications in attaining mandatory information pertaining to the creation of the SR.

Table 1: 2022 Service Request Submissions by Channel and Top 5 Service Requests

Channel	Service Requests Created	Top 5 Service Requests Created (From All Channels)	
Phone	363,098	Residential Bin Lid Damaged	17,803
Web	73,544	Pick up of Dead Wildlife	15,835
Email	26,310	Pot Hole on Road	15,158
Mobile	9,262	Property Standards & Maintenance Violations	14,979
Email (Escalations)	7,810	Injured Wildlife	13,452
Twitter	1,555		
Total SRs Created	481,579*		

*Includes SRs created for integrated and non-integrated divisions.

CXD, in partnership with its integrated divisions and Technology Services, is looking to improve the end-to-end SR experience so that customers are better informed throughout the lifecycle of their request. The goal is to have detailed updates and information sent directly to the customer via automatic messaging. Having accurate status information flow back to customers will lead to a better understanding of what actions are taking place in getting the request rectified and there will be less of a need to call into the contact centre for follow-ups. Live customer touchpoints will be significantly reduced once more efficient automated processes are put into place.

In addition to creating SRs for its integrated service divisions, CSRs also respond to inquiries from the public regarding City services and programs offered by all City divisions. 712,750 general inquiries were handled in 2022, including those received at counters (there were approximately 664,000 general inquiries if excluding counter visits). This represents approximately 54% of all interactions handled by CXD in 2022.

Phone Channel and Service Level Trends

The target service level (SL) that CXD aims to achieve on its phone channel is to respond to 80% of calls within 75 seconds. In 2022, CXD responded to 1.1 million phone interactions and achieved an average SL of 76%.

Table 2: 311 Main Phone Line Call Answer & Handling Times

Year	Average Speed of Answer	Average Call Handling Time
2022	0:00:57	0:05:23

During January 17 to February 6, 2022, Toronto experienced an extreme weather event, resulting in snow accumulation of 55 centimetres within just 15 hours. CXD experienced a sudden spike in calls for snow clearing requests and inquiries pertaining to the status of customer requests. During this snow event the division handled over 82,000 calls and the average speed of answer was 2 minutes and 41 seconds. As a result of the influx of calls to the contact centre during this time, the overall yearly SL was heavily impacted.

Another service anomaly was experienced in 2022, impacting the annual SL. Approximately 46,000 calls were received by Revenue Service's Tax & Utility Line, which is handled by CXD. In December alone, CXD responded to a total of 18,284 general inquiries pertaining to the Vacant Home Tax (VHT), impacting the overall SL.

Excluding the increase in call volumes due to extreme weather events and the VHT, CXD achieved an SL of 78.3% in 2022.

Notwithstanding the impacts to the SL, CXD did also experience notable efficiencies due to process improvements incorporated with the introduction of the new Enterprise Customer Relationships Management System (CRM). Of particular note is a 17% reduction in talk time and an improved maneuverability in moving through the service request process for highly used requests, i.e., computer clicks showed a reduction of 32% to 57%, making the creation of SRs less cumbersome for all users.

Please refer to Appendix A: CXD-311 Toronto Key Metrics Report - 2022 for a year-to-year look at volumes that were received via the phone channel.

CXD's knowledge base (KB) houses information on the City's services and programs. It is used by CSRs to respond to customers' questions and is also available on the division's self-serve portals where the same information can be accessed by the public. The division continues to work with its partners in Technology Services to enhance the KB, 311's website and the mobile app.

The table below depicts the top six searched KB pages and topics from the public in 2022. To view the remaining top viewed KB pages, please see Appendix A: CXD-311 Toronto Key Metrics Report - 2022.

Table 3: 2022 Top 6 KB Pages & Topics Viewed by the Public

Rank	311 KB Article Title	Number of Views
1	Skating - Nathan Phillips Square - City Hall	36,069
2	Public Holidays - Paid Public Holidays - Ontario	18,324
3	Provincial Offences Act (POA) Fines or Tickets - Traffic Tickets - Payments	16,833
4	Skating - Skate & Helmet Rental - Skate Sharpening	12,178

Rank	311 KB Article Title	Number of Views
5	What Goes in The Blue Bin & Prohibited Items	11,958
6	Elections Inquiries	6,823

Summary

In 2023, CXD will be focusing on three main projects that will build key customer experience capabilities in order to provide customers with consistent, equitable and integrated City services across channels. These projects include:

- Improving and standardizing City-wide complaints intake and handling
- Enabling digital infrastructure and processes to better communicate with customers throughout their end-to-end service request journey, and
- Evaluating opportunities for improving customers' digital payment options.

For each of these projects, corporate standards are being developed to ensure consistency across the organization and that the City's key principles of equity, responsiveness and One Toronto are upheld.

CXD will also continue to provide an excellent service experience through 311's existing phone operations. We will integrate more divisions and services into our omni-channel environment and will plan how to consolidate tier 1 services later in 2023.

Lastly, we will continue to build the foundations needed for the City to continue its enterprise customer experience transformation and get us to a centre-led, cohesive, customer experience practice at the City. For example, we will be refreshing the City's service promise and posting it publicly on [Toronto.ca](https://toronto.ca) for customers to easily access. This promise defines what a customer can expect when interacting with the City and is a commitment from every employee and part of the organization to fulfill a customer's expectations. We have also started partnerships with Parks, Forestry and Recreation, Housing Secretariat, Shelter, Support & Housing Administration, and Human Services Integration to help influence the development of customer experience best practices and standards in their lines of business. Over time, CXD will continue to expand its partnership network and provide guidance and support to a greater number of divisions across the City.

Further information about the upcoming and in-progress projects highlighted within this report will be provided in the Q1, 2023 CXD Briefing Note that will be emailed directly to councillors in Q2, 2023.

CONTACT

Gary A. Yorke, Executive Director, Customer Experience, 416-338-7789
Gary.A.Yorke@toronto.ca

SIGNATURE

Gary A. Yorke
Executive Director, Customer Experience

ATTACHMENTS

Appendix A - CXD-311 Toronto Key Metrics Report - 2022