



CUSTOMER EXPERIENCE DIVISION

General Government Committee

January 2024

Leadership Team



Gary Yorke
Executive Director
Customer Experience Division



Roopy Chhina, Director
Strategy, Insights & Planning

Strategic Policy & Planning

Strategic Governance & Insights

Strategic Channel Planning



Asim Hussain, Director
Service Design & Delivery

Human Centred Design

Business Analysis

Project Management



Sarah Powell-Smith, Director*
Channel Operation

311 Telephony Contact Centre

311 Live Agent Chat Support



Jag Gill, A/ Director
Quality & Performance

Financial Governance & Planning

KPIs, Reporting and Metrics

Quality Monitoring and Guidance

* Starting January 10

Vision & Mission



Vision

Work collaboratively with City divisions to deliver standards, capabilities and platforms that result in public access to inclusive, accessible, integrated City services via channels of choice.



Mission

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

Improve access to City services



Provide a consistent customer experience



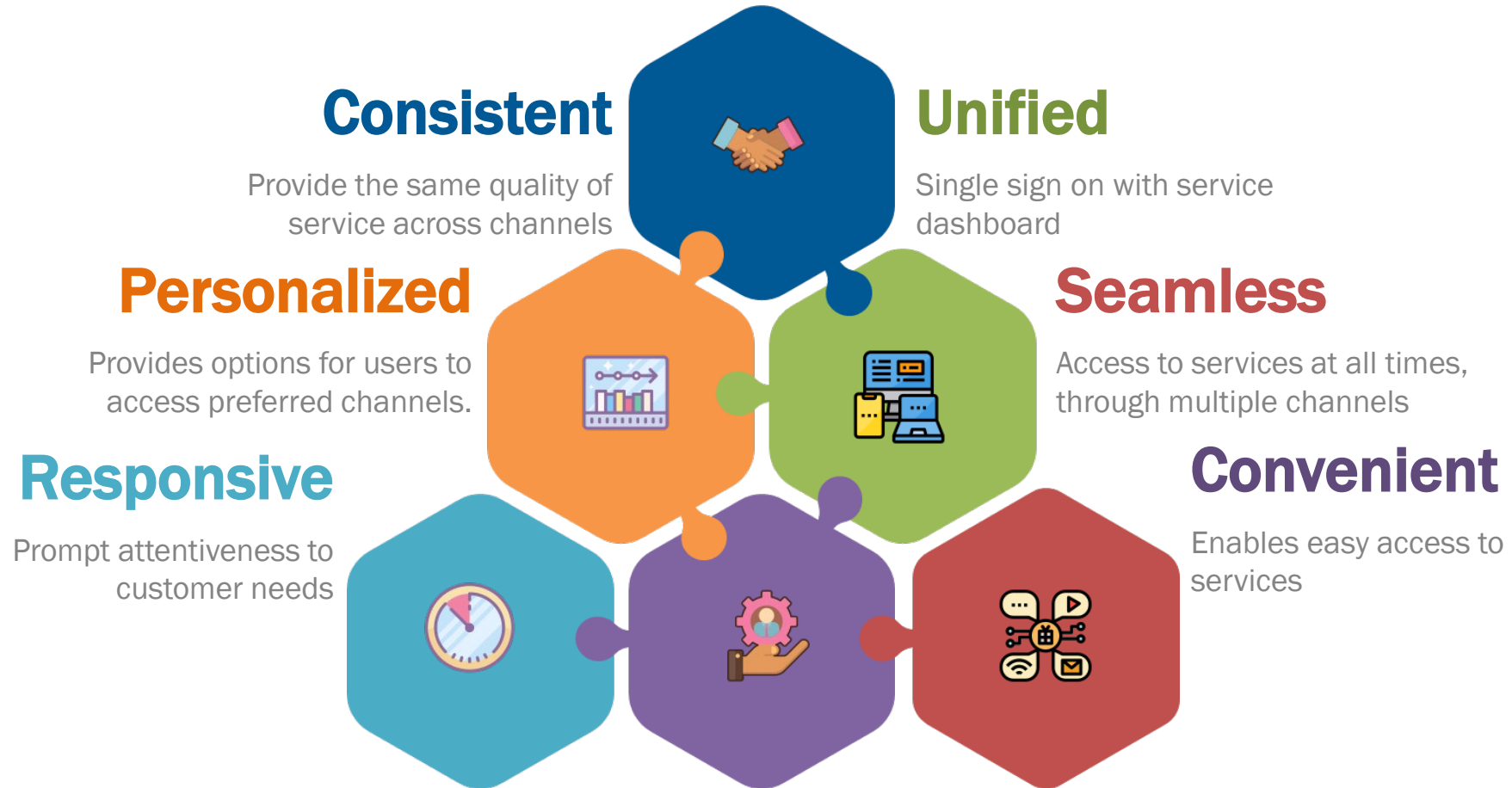
Optimize service delivery in a cost-effective manner



Build trust & confidence in City services



Service Commitment



Closing the Loop
(Service Requests)



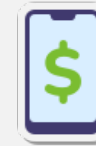
Complaints & Compliments



Service Promise Refresh



Digital Payments



TAYS roadmap



Strategic And Operational Approach To Delivery

Capabilities

Transformation projects to establish consistent policies, processes and technologies, ensuring a modernized and seamless Customer Experience (CX)

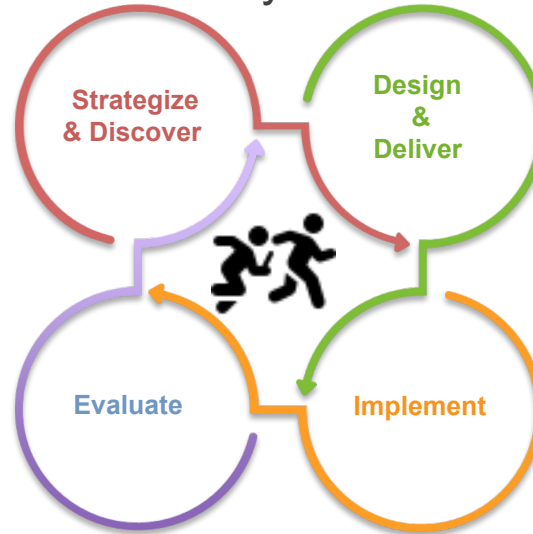


CXD Maturity

Enhancing interactions, processes, and touchpoints to elevate overall CX across the City



Relay Race



Operations

Streamlining, consolidating and running channels for enhanced efficiency and world-class service delivery



Interdivisional Partnerships

Service design and product management support for other divisions or service areas, ensuring alignment with City's overall CX vision



Crawl



Walk



Run



311 – Key Metrics 2023

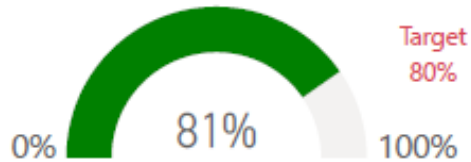
CXD-311 provides residents, businesses and visitors with easy access to non-emergency City services, programs and information **24 hours a day, seven days a week**. CXD-311 can offer assistance in **more than 180 languages**.

Total CXD-311 Interactions

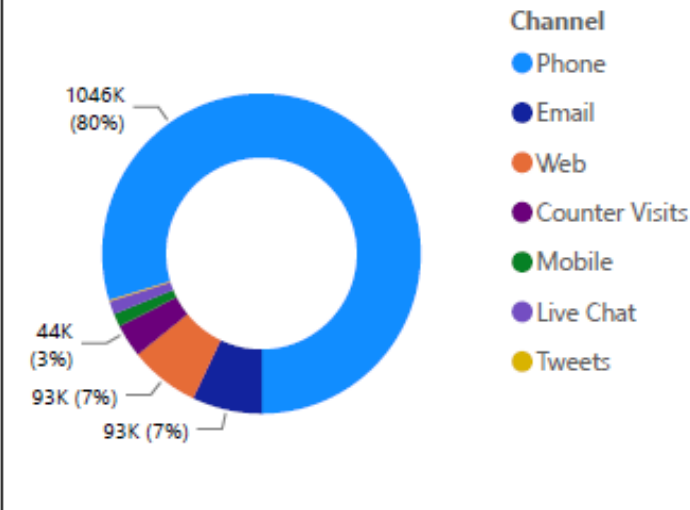
1.31M

One interaction can include multiple requests (GI, SR, SI); therefore interactions \neq SI+SR+GI.

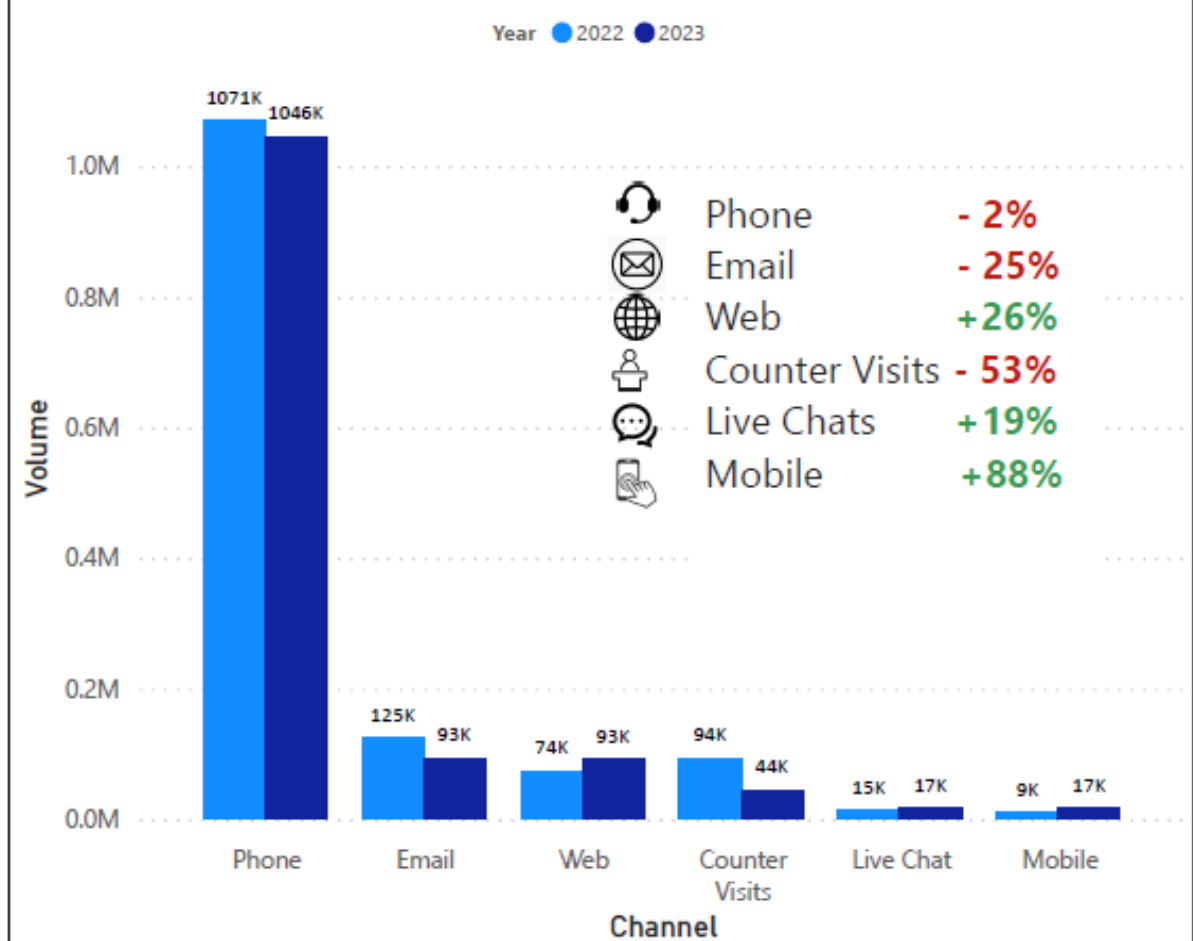
Service Level -Phone Channel



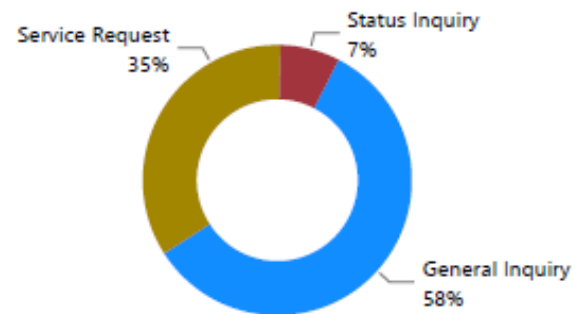
Interactions by Channel



Volume Change by Channel 2022 vs 2023



Requests Volume



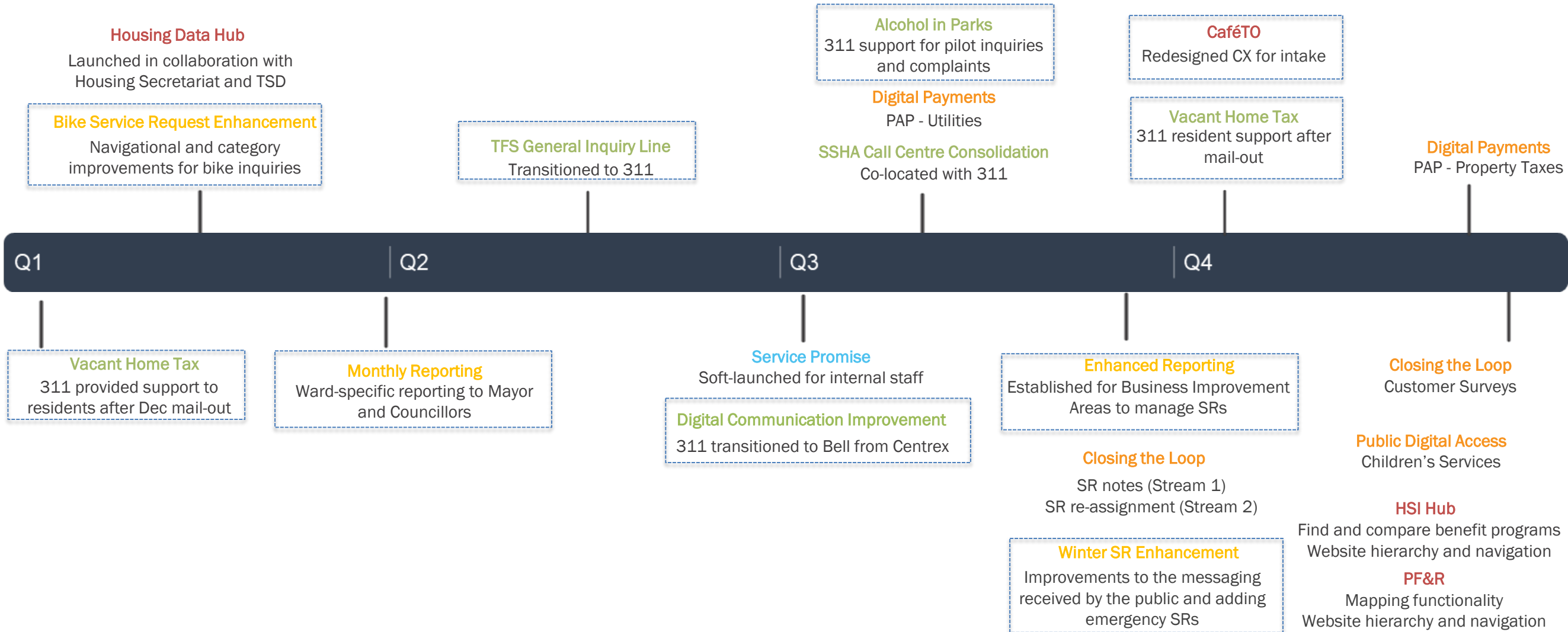
CXD-311 Average Speed of Answer

00:00:39

Seconds

Note: Approximately 4M knowledge base / self-serve interactions in 2023

2023 Key Accomplishments



Note: All boxed items are new initiatives completed above original roadmap

2024 Focus Areas



Closing the loop

Continue focus on customer service, satisfaction and trust including improving handling of inter-divisional service request transfers, improved status updates and enabling customer satisfaction surveys for benchmarking and feedback



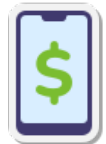
Complaints & Compliments

Centralize the intake of Complaints and Compliments through 311 with a more intuitive navigation and improved escalation processes



Counter/In-Person Service

Establish service standards and a customer experience framework for various counters around the City offering a familiar process regardless of location - for example paying a parking fine or taxes in person at any Civic Centre



Digital Payments

Establish a Digital Payment capability with the aim of simplifying payments, enhancing e-billing, and refining the enforcement process around payments, while providing customers with a convenient and modern experience



Centralized Login

Establish standards and a framework for a central login capability, enabling a simplified and consistent login experience across all City services



**Toronto
At Your
Service**

