

Toronto At Your Service - Service Request Expansion and Contact Centre Consolidation

Date: July 5, 2024

To: Service Excellence Committee

From: Executive Director, Customer Experience

Wards: All

SUMMARY

311 Toronto (Toronto at Your Service) provides residents, businesses, and visitors with easy access to non-emergency City services, programs, and information in more than 180 languages over the phone and 132 languages via the 311 Toronto online portal.

Toronto at Your Service handles Tier 1 requests, which includes general information requests about City programs or general service requests (e.g., reporting an issue, requesting maintenance, etc.) on behalf of its five Integrated Service Divisions (ISDs) - Solid Waste Management Services, Transportation Services, Toronto Water, Municipal Licensing & Standards (including Toronto Animal Services) and Parks, Forestry and Recreation - Urban Forestry.

As directed by the Executive Committee on April 9, 2024, the purpose of this report is to provide an update to the Service Excellence Committee on an approach to:

1. Centralize and consolidate routine Tier 1 services and contact centres across additional City Divisions into 311 Toronto, beyond the current ISDs.
2. Integrate Tier 1 services of Parks, Forestry and Recreation (PFR) as a first step towards centralization and consolidation.

RECOMMENDATIONS

The Executive Director, Customer Experience, recommends that:

1. The Service Excellence Committee receive this report for information.

FINANCIAL IMPACT

There is no financial impact from the adoption of the recommendations in this report. The Chief Financial Officer and Treasurer has reviewed this report and agrees with the financial impact statement.

DECISION HISTORY

At its meeting on April 9, 2024, the Executive Committee requested the City Manager, in consultation with the Executive Director, Customer Experience (311), to report back to the Service Excellence Committee by July 19, 2024, with:

- An approach for centralizing and consolidating all routine Tier 1 services and contact centres across City Divisions into 311 Toronto (Toronto at Your Service)
- A plan for service integration between Parks, Forestry and Recreation (PFR) with 311 Toronto

The Executive Committee also requested that the Executive Director, Customer Experience (311) provide next steps on the roadmap and the implementation plan by the first quarter of 2025.

<https://secure.toronto.ca/council/agenda-item.do?item=2024.EX13.12>

At its meeting June 14, 2023, City Council requested the Executive Director, Customer Experience Division (CXD), in collaboration with the General Manager, Parks, Forestry and Recreation (PFR), to expand the 311 service request intake scope to include park operations and maintenance, and to report back on progress and financial implications.

<https://secure.toronto.ca/council/agenda-item.do?item=2023.MM7.10>

COMMENTS

Toronto At Your Service Model

Toronto at Your Service (TAYS) is the City's customer service transformation initiative and service model which will provide an easier, seamless, and consistent "One Toronto" experience for the public when accessing routine City services. The TAYS model provides a framework for integrated customer service delivery across the City. The key principles of the TAYS model, include:

- (a) Providing a standardized and consistent experience for routine and transactional services; and,
- (b) Providing the public with the option to connect with services using their preferred channel ('No Wrong Door' service delivery approach)- consolidating Tier 1 routine services at multiple channels through 311.

This model will be implemented to centralize all routine Tier 1 contact centres across City Divisions into 311 Toronto (Toronto at Your Service) and facilitate the intake for routine Tier 0 and Tier 1 requests and inquiries from the public using the device, channel, and language of their choice using the following framework.

Tier 2 and 3 services require further Divisional expertise, and for this reason, 311 Toronto will direct these types of calls or requests to the appropriate Division. As an example, while someone may reach out to 311 seeking information for Shelter Services (Tier 1), the Client specific intake to a Shelter and the ensuing social Case Management (such as a Case Worker assigned to support the person seeking Shelter Services) would be considered Tier 2 and/or 3.

Tier	Description	Channel	Service Type Examples
Tier 0 (online self-service access)	- Tier 0 is a digital channel. The resources and tools offered at Tier 0 are accessed through online channels such as the City website, the 311 Toronto mobile app, or the online knowledge base portal, allowing the public to self-serve. - This focus on online self-service helps deflect basic inquiries to digital self service channels and allow Tier 1 representatives to focus on more complex issues or inquiries from the public.	Digital Channel (311 Portal, Online Knowledge base, Mobile App)	* Self service * General Information * Service Request Intake * Status Inquiry * Complaint intake * Schedule Appointments
Tier 1 (311 staff-supported access)	- Tier 1 representatives at 311 Toronto provide staff-assisted support to the public for inquiries about City programs or intake of service requests. - Tier 1 inquiries are routine and transactional in nature, and do not require any specialized training or service area expertise. - The following inquiries will not be handled at Tier 1 and will require referral to Divisional staff specialists: (1) the inquiry is of a medical/counselling nature; (2) specific technical expertise	Phone, Email Live chat support, X (formerly twitter)	* Staff assisted service * General Enquiry * Service Request Intake * Status Inquiry * Complaint intake * Schedule Appointments

	and/or knowledge is required; and (3) there are information privacy/legislative restrictions.		
Tier 2 & 3 (Divisional provided services)	• Tier 2 and 3 services require further Divisional expertise, and are typically handled by Divisional staff. • These services may require consultation with a customer or may be constrained by legislation or are tied to a physical location, e.g., approval of a building plan.	Phone, email with direct Divisional contact	* Detailed Transactions * Complex Payments * Complex Applications * Escalations * Consultation * Counselling * Case Management

Benefits of Consolidation and Integration

The Customer Experience Division (CXD), in collaboration with other service Divisions and Technology Services Division (TSD), will complete an assessment of service integration opportunities for expansion of the 311 Toronto experience to services beyond those of the ISDs. This work aligns with the City's Corporate Strategic Plan, specifically supporting key corporate priorities related to improving services to cultivate a well-run city and advance financial sustainability. Modernization and consolidation of tier 1 services will also deliver several key benefits as defined below.

Benefits for the Public

This TAYS model will provide the following benefits for the public:

Supporting accessibility and equitable access to City services: To support multiple diverse communities in accessing Tier 1 services, the public will be able to use their preferred channel (e.g., phone, email, online, mobile app, live chat) to access services offered in over 180 languages by phone and 132 languages online.

Centralization: The public will be able to connect with the City 24 hours a day, 7 days a week using a single point of contact (311 Toronto At Your Service) for all Tier 1 inquiries. This will result in a streamlined intake experience, reducing referrals to other teams, and focusing Divisional staff on addressing inquiries/requests, rather than intake.

Providing ongoing updates: The public will be provided with information to support follow up, including a tracking number and proactive notifications on progress, including any outcomes. The public will also be encouraged to provide feedback via post contact survey options to support City staff in improving customer service.

Benefits for City Divisions

Additionally, the TAYS model will provide the following benefits for the City:

Data, reporting & analytics: Divisional access to enhanced analytics available from the Customer Relationship Management system (CRM) to support service planning, monitoring, data driven decision making, and continuous improvement in end-to-end service experience. Ward level reports and dashboards will provide insights on issues and requests being reported by the public across the City.

Customer history: Divisional access to service history, notes, and information on a customer's previous interactions using TAYS to support personalizing any future customer interaction based on contact/interaction history.

Channel optimization: Increasing efficiencies by centralizing intake efforts and increasing self-service options, resulting in more Divisional capacity for service delivery and fulfilment.

The Framework for Expansion

To successfully expand services across the organization, CXD will work with other Divisions who provide public facing services to develop a comprehensive understanding of the City's current service landscape, develop a future state, and deliver a business roadmap and plan for expansion. The framework for developing the business roadmap and co-developing the implementation plans with TSD, including high-level timelines, will be brought forward to Service Excellence Committee in Q1 2025.

Stage	Description	Activities
Stage 1: Assess the Current State	An evaluation of the current state of public facing tier 1 services offered by the City will be conducted to understand: - List of Divisions to be contacted for consideration - Which Divisions have contact centres (or call centre) - Which Divisions offer tier 1 services - The volume of those services	For each of the Divisions selected, the following activities and stages would need to be completed: - Assessment of the current contact centre operations, where one exists - Identify current channel(s) of service such as email, online, phone, social - Document current process or operational practices for delivering those services - Identify current tools or technology used for delivering those services - Document current reporting needs, metrics, and key performance indicators (KPIs), and service levels - Identify current pain points, gaps, or limitations, as well as current strengths (what's working well)

Stage	Description	Activities
		List of legislative or mandated requirements (such as privacy, policy, inter-governmental)
Stage 2: Develop the future state vision	Collaborate with Divisional partners to define the future state.	The future state will be developed in collaboration with partner Divisions to define: - Non-integrated service candidates for transition to 311 Toronto tier 1 intake - Operating model impacts to accommodate the transition - Future state process transformation to accommodate the transition - Future reporting needs, metrics and KPIs to track service delivery performance - Defining the customer journey
Stage 3: Develop the roadmap and plan	Based on results of current state assessment and future state vision, develop a roadmap for consolidation.	The combination of the current state assessment and the future state vision serve as input to developing the organizational roadmap and plan for consolidating contact centres and tier 1 services with 311 Toronto. This stage of the framework would provide guidance and direction on identification of the following: - Divisional readiness criteria for consolidation - Any risks, challenges, or dependencies on completing a successful transition - Any technology and development considerations - Resourcing and change management impacts - High-level requirements for the design and build activities - The final roadmap which will outline the Divisional order of consolidation - The timing and execution plan Budgetary impacts will be submitted through the annual budget process on a Divisional basis.

Stage	Description	Activities
Stage 4: Executing on the Plan	Implement the consolidation plan and onboard contact centres and Tier 1 services to 311 Toronto.	Onboarding new service areas into 311 Toronto based on priorities defined in the roadmap. Key activities of the onboarding process include: • Solution and service experience design • Solution and experience build, development (may include technical system integration with existing Divisional work management systems with 311 CRM) • Change management and training (includes internal communication plans, 311 staff and Divisional staff training and support to ensure smooth transition) • Communication and public engagement • Rollout and monitoring.

Parks, Forestry and Recreation – The first step towards expansion and Tier 1 consolidation

Toronto's parks, recreation facilities and natural spaces are places where Torontonians come together to build community, play, celebrate, and explore. Parks, Forestry & Recreation's (PFR) role as stewards of these spaces, is to contribute to the City's social and environmental resilience by ensuring that our parks, sports fields, recreation centres, ice rinks and pools are beautiful, safe, and accessible, and meet the needs of a growing city, and are filled with vibrant, active, and engaged communities.

Currently, reporting park issues in the City is a fragmented process. Residents with maintenance concerns for park facilities, features, or City run community centres call 311, however, 311 staff do not directly intake these requests. Instead, 311 staff either refer residents to parks@toronto.ca or directly to a park or facilities management supervisor for the specific location.

CXD and PFR are collaborating to streamline and improve the process for reporting park issues through 311. This service integration will make it easy for the public to report concerns 24/7 through their preferred language and channel (phone, online, or mobile app). This resident-centric approach will provide a consistent experience, improve first call resolution, accessibility, communication, and overall service experience for reporting park-related issues to the City.

In Q1 2024, CXD and PFR initiated an assessment of the feasibility of service integration between 311 and PFR and worked collaboratively with partners, including TSD, to develop a detailed implementation plan to consolidate PFR services with 311 Toronto, using the above framework.

Stage one of the framework, which is to assess the current state, concluded in early July 2024 and provided CXD with the following information:

- Current services provided by PFR
- The channels of intake that are offered (in-person, phone and email)
- Existing PFR Client Services Call Centre data:
 - Hours of operations
 - Number of services requests taken
 - The process flow related to the intake
- Existing teams within PFR that are involved in service intake and fulfilment
- Existing tools/processes/technology used

CXD, PFR and TSD teams are actively collaborating on the future state vision for PFR. This work will include the following outputs:

- Identification of services requests will be transitioned to 311 Toronto
- Definition of future-state processes to manage those service requests
- Change management planning to support 311 and PFR staff in adapting to the revised workflow and processes
- The definition of the customer and staff journey and experience.

CXD and PFR staff anticipate completing the future state vision for 311 and PFR service integration by end of Q3 2024. Following this, staff will begin design of the future to be solution and process, with implementation targeted for Q1 2025.

Additional Planned Service Integrations & Expansion

In addition to PFR, two additional Divisional partners for Tier 1 service expansion have been identified: Toronto Water and Toronto Shelter & Support Services. The stage 1 analysis for 311 Toronto integration for these Divisions will also provide valuable insights to inform the development of the broader plan.

The full scope of services to be included under this planned new service integration and expansion will be determined following a comprehensive current state assessment and discovery process as defined in the framework for expansion.

Staff will identify and report the financial impacts associated with the implementation of service integration and consolidation initiatives on a Divisional basis. This information will be presented to Council for consideration through the annual budget process.

Next Steps

CXD will complete discovery activities for service consolidation of existing contact centres and routine tier 1 services across the City over the next several months. Target is to complete this initial assessment by the end of Q4 2024. This will inform the framework for the development of a business roadmap and high-level implementation plans, in consultation with TSD and Divisional partners, that staff will bring forward in Q1 2025.

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SIGNATURE

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