

## City-wide Service Promise Refresh Implementation

**Date:** June 9, 2025

**To:** Service Excellence Committee

**From:** Executive Director, Customer Experience

**Wards:** All

### SUMMARY

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This report responds to a request from Executive Committee to report back to the Service Excellence Committee on the Service Promise Refresh implementation progress.

The Service Promise Refresh Initiative is part of the City of Toronto's journey towards greater service excellence. It renewed the City's guidelines for professional and consistent service in daily interactions with customers, Members of Council, and other City staff and partners. The Service Promise Refresh was initiated to enhance consistency across Divisions, continue a respectful workplace culture and provide the public with a greater understanding of what they can expect in their daily interactions with the City.

The refreshed Service Promise has been implemented across the City. In December 2024, the City published the refreshed [Service Promise and Standards](#) publicly on the City of Toronto website and updates have also been made to [Divisional Customer Service Standards](#), where appropriate, to ensure alignment with the refreshed Service Promise across the organization. The refreshed Service Promise was developed in consultation with representatives from 40 City Divisions.

Divisional management are responsible for ensuring ongoing staff compliance with the Service Promise. Examples of Divisional-led implementation include requests to update email signatures, Division Heads sharing corporate messaging with staff, and setting autoreplies for Divisional inboxes to provide confidence to the public on when they can expect a response, in a timeframe that meets the Service Standards outlined in the Service Promise. Periodic reminders about obligations to implement the Service Promise will continue to be shared via corporate communications with staff, and with people managers, who are responsible for monitoring the performance of their direct reports to ensure compliance with the Service Promise.

### RECOMMENDATIONS

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The Executive Director, Customer Experience recommends that:

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

## **FINANCIAL IMPACT**

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There are no financial implications arising from this report.

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the financial impact statement.

## **DECISION HISTORY**

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At its meeting on June 18, 2024, Executive Committee requested the Executive Director, Customer Experience, to report back to the Service Excellence Committee in the second quarter of 2025 on Service Promise Refresh implementation progress, compliance rate and internal or external feedback.

<https://secure.toronto.ca/council/agenda-item.do?item=2024.EX15.11>

At its meeting on March 19, 2024, the Service Excellence Committee requested the City Manager, in consultation with the Executive Director, Customer Experience (311), to report back to the Service Excellence Committee by May 31, 2024 with an update on the development of the City's Service Promise, and outlining the specific principles being considered for interactions across all service channels, including staff-to-public interactions and staff-to-staff interactions.

<https://secure.toronto.ca/council/agenda-item.do?item=2024.SE2.1>

## **COMMENTS**

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### **Background**

The Service Promise Refresh Initiative is part of the City of Toronto's journey towards service excellence. It renewed the City's guidelines for professional and consistent service in daily interactions, guiding City of Toronto staff on how to interact with customers, Members of Council, and other City staff and partners. It is meant to enhance consistency across Divisions, encourage a respectful workplace culture and provide greater public understanding of what to expect in their daily interactions with the City.

In October 2023, City staff formed the City-wide Service Promise Refresh Network (SPRN) with representatives from 40 divisions to develop and gather feedback on the Service Promise. The SPRN representatives were also responsible for communicating any changes to the Service Promise within their Divisions. In Q2 2024, the refreshed

Service Promise was presented at the Service Excellence Committee and Executive Committee.

## **Implementation Status: Complete**

The implementation of the refreshed Service Promise was completed in December 2024. The Customer Experience Division maintained the SPRN, a cross-divisional committee made up of staff from across the organization, throughout implementation to support City staff in applying the Service Promise in their service areas and to support necessary Divisional and corporate updates. Implementation consisted of:

### 1. Internal Staff Awareness and Division-led Implementation:

- The refreshed Service Promise was shared widely amongst staff through the SPRN, who were responsible for communicating the Service Promise to their Divisions. The Service Promise was also shared to all staff through The City's Week Ahead Communication and through the City's internal staff website.
- The Service Promise was shared with the City's senior leadership teams to reinforce Divisional implementation, as Divisions are responsible for ensuring ongoing compliance. Examples of Divisional-led implementation include Leadership pushes to update email signatures, Division Heads sharing corporate messaging with staff, and setting autoreplies for divisional inboxes to meet the Service Standards outlined in the Service Promise.

### 2. Councillor Awareness:

- The refreshed Service Promise was shared with Members of Council in the summer of 2024 through a memorandum.

### 3. Publishing Publicly:

- In December 2024, the City published the [Service Promise and Standards](#) on the City of Toronto website for the public. It is accompanied by a link to the existing [Service User Code of Conduct](#), which outlines how City staff are protected when a customer behaves in an unacceptable way. The website also includes links for customers to access information about complaints, comments or compliments related to their service experience.
- Updates have also been made to [Divisional Customer Service Standards](#), where appropriate, to ensure alignment with the refreshed Service Promise across the organization. Where there may be exemptions to the standards listed on the webpage, for example, expected response times for program applications, these are noted on divisional webpages.

## **Accountability & Ongoing Compliance**

All City staff must review the refreshed Service Promise and Standards to ensure they are delivering exceptional, equitable and accessible service, in compliance with City-wide standards. Periodic reminders about obligations to the Service Promise will continue to be sent to all staff through the City's Week Ahead Communications to ensure staff are aware of this responsibility.

Divisional Leadership are responsible for building awareness of the Service Promise within their service area. People managers are responsible for monitoring the performance of their staff and intervening, as needed, to ensure their direct reports are in compliance with the Service Promise and Standards. Periodic reminders about obligations to the Service Promise will continue to be sent to all people leaders through the City's Communications for Managers to ensure they understand this responsibility and continue to monitor adherence.

## **CONTACT**

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## **SIGNATURE**

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