

Customer Experience Division

History, Systems Integrations and the Future of Customer Service

Service Excellence Committee

September 12, 2025

311 Background



Pre-Launch

- ~**251** telephone lines for the public to call
- **2004 Council Mandate to establish 311** & consolidate telephone lines into one easily remembered phone number (311)

2009 Launch of 311

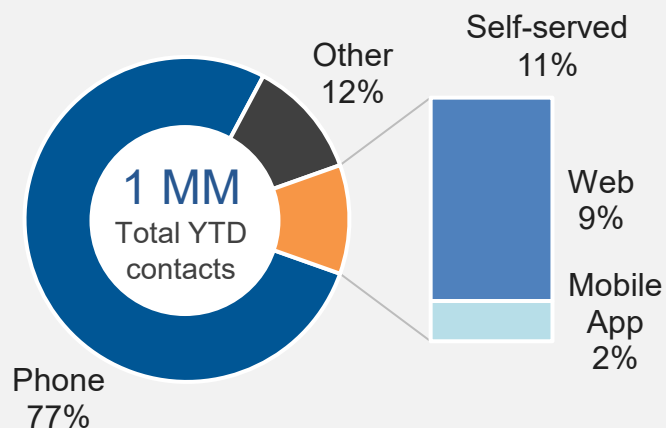
- **General inquiries** for all City services & programs
- **Service Requests (SR)** for Integrated Service Divisions (ISDs)
- **2009:**
 - Transportation Services
 - Toronto Water
 - Solid Waste Management Services
- **2010:**
 - Municipal Licensing & Standards
 - Urban Forestry
- **Systems:** 311 Customer Relationship Management (CRM) tool integrated with existing divisional Workorder Management Systems (WMS)

Post-Launch Enhancements

- **Nov 1, 2021:** New 311 CRM launched
 - Introduction of online self-serve channel
 - Status updates enabled
- **January 25, 2022:** 311 Mobile App
- **December 18, 2023:** Customer Satisfaction Surveys (intake & fulfillment) launched
- **February 24, 2024:** Complaints & Compliments launched
- **July 1, 2025:** Email channel for SR submission re-instated
- **September 22, 2025:** Upcoming Parks integration

CXD Data Shows

311 Contact by Channel*



Satisfaction with Intake of Requests by Channel



Phone calls
94% **89%**
2024 YTD*



Self-served
70% **72%**
2024 YTD

Satisfaction with Intake and Fulfilment of Service Requests



**311 Intake
Satisfaction**
82% **75%**
2024 YTD



**Divisions Fulfilment
Satisfaction**
70% **64%**
2024 YTD

***Self-served channels:** Mobile app, web site.
Other Channels: Counter, email and live chat.

*YTD Satisfaction Score was negatively impacted by severe weather conditions experienced during January and February.

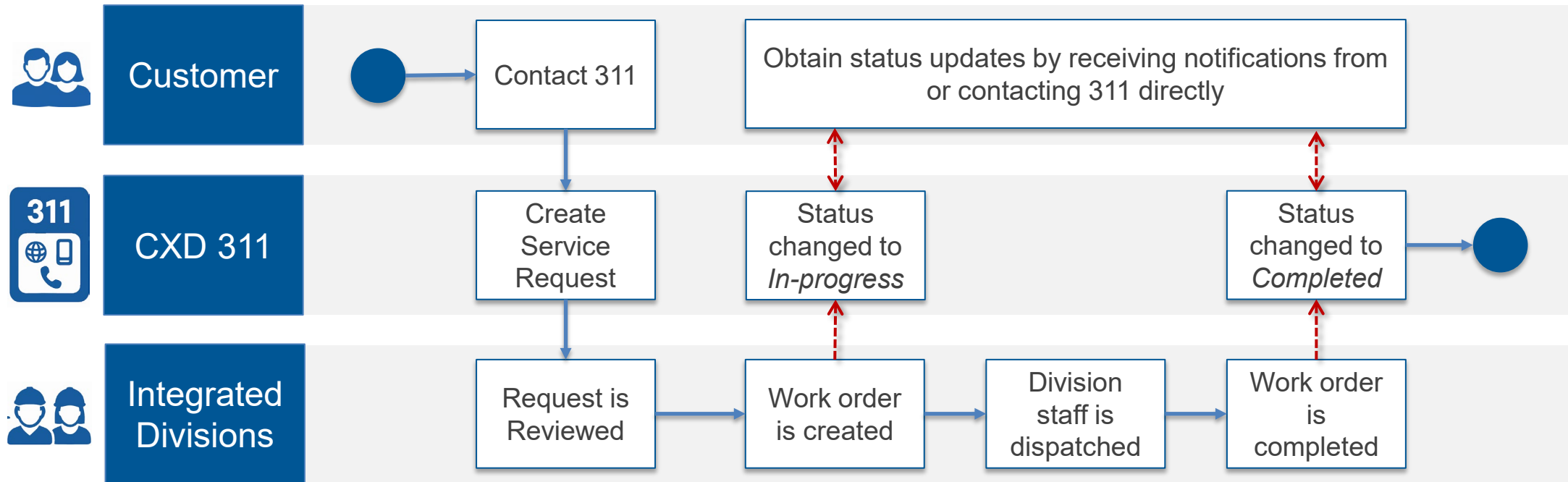
Current Systems

	311 System Customer Relationship Management (CRM)	Divisional System(s) Work Order Management System (WMS)
Owners	CXD (experience) & TSD (system)	Divisions (processes) & TSD (system)
Purpose	Intake of service requests with a customer-focused approach	To create and manage tasks that fulfill service requests, with a focus typically organized around assets
Last Implementation	November 2021	Currently in progress – Enterprise Workorder Management System

These two systems are meant to work together to ensure everyone is on the same page and customers receive timely and accurate updates on their requests.

The Integrated Service Process for SRs

System integration has automated information sharing between CXD, ISDs and customers. There is opportunity to provide ***more meaningful and accurate updates to customers*** when they receive a status update on their request.



Opportunity: mandatory drop-downs to ensure divisional notes are clear, accurate and informative

Addressing Challenges with Closing the Loop



Customer Centric

- Streamline process, intake questions and number of service codes for ease of submissions



Process Refinement & Consistency Across Divisions

- Clear rules around cancellations and reassignments



Improved Information Sharing between Divisions & CXD

- Mandatory status reason drop-downs
- Improved quality of updates back to customer



More Accurate & Timely Customer Communications

- Accurate and relevant status updates
- Photo sharing

Jurisdictional 311 Best Practices

1. **Self-Serve Channels:** Investment in self-serve channels, for example 311 App, 311 website, AI IVR.
2. **Design for the Customer:** Avoid exposing internal processes. Keep services simple and intuitive through reduction of SR codes, intake questions and process steps.
3. **Invest in Tightly Integrated Technology:** Build consistent and tightly integrated front and back-end systems for a seamless end-to-end customer experience. Leverage AI to support staff and improve service.
4. **Measure What Matters:** Focus on quality, not just speed. Use metrics to drive shared accountability across partners.
5. **Governance & Collaboration:** Strong governance structures and inter-divisional partnerships are critical for success in both technology and process improvements.
6. **Create Consistency:** Align standards, processes and systems across divisions to support sustainment and better customer outcomes.

Addressing Areas of Opportunity

Collaboration and shared accountability puts the customer first for a seamless City experience



Next for CXD/311

	Q3/Q4 2025	Q1 2026	Q2 2026
Governance & Accountability	Kick-off Closing the Loop SteerCo with Service Divisions Public Dashboards Launch (November) Performance Reporting to Divisions	Implementation Plan for Quality Assurance Metrics for CXD & Partner Divisions	
Closing the Loop	Initial notes Standards Developed & Socialized with Divisions Working sessions with Transportation to reduce SR Codes, intake questions, and improve closing the loop notes	SR Foundations standardized framework planning for all Divisions	Mandatory Status Reason Drop-Downs & Photo Sharing with Customers for Transportation Services, Urban Forestry & Parks
Enhancing Self-Serve	Budget Request to Modernize Front-end Experience; New 311 App		
Innovation AI Chatbot Pilot	Internal Pilot with 311 Clean 311 Knowledge Base	Evaluation (w potential expansion to customers)	
New 311 Service Offerings	Parks Launch	Community Recreation Discovery	

Technology Roadmap

System Capabilities:

(available to each division as they onboard)

Today

ISDs can receive and update SRs initiated through 311 including:

- Drop Down Menu for Cancelled SRs
- Photo Sharing to 311
- SR and WO log notes – optional
- Customer opt-in notifications of SR status changes

Q2 2026

These additional functions will be available:

- Templated Drop-Down Menus for all SRs
- Digital Photo Sharing to Customers
- SR and WO Log notes – mandatory
- Customer opt-in notifications of SR changes and other triggers

Divisional Rollout	Completed	Planned 2025-2026	Planned 2027
Solid Waste Management Services	Facilities & Equipment Maintenance		Collections & Bins
Transportation Services	Road Operations	Signs and Markings (2025) Traffic Operations (2025)	
Environment, Climate & Forestry	Forestry		
Parks & Recreation		Parks (2025) Community Recreation (2026)	
Toronto Water		Toronto Water (2026) ▪ Distribution and Collection ▪ Technology and Customer Experience ▪ Water Infrastructure Management ▪ Capital Planning & Implementation ▪ Wastewater Treatment ▪ Water Treatment and Water Supply ▪ Wastewater and Storm Water Pumping ▪ Divisional Operations Services	Toronto Water (2027+) ▪ Automated Meter Instrumentation
Municipal Licensing & Standards			▪ Core Functionality, Short Term Rental, Permits (2027) ▪ Inspections and Enforcement (IBMS) (2028)

Thank You