

Updating Administrative Authorities to Support Digital Public Engagement and 311 Service Delivery

Date: July 7, 2026

To: General Government Committee

From: Chief Communications Officer, Communications Division; Executive Director, Customer Experience Division

Wards: All

SUMMARY

In recent years, the City of Toronto has made steady progress in improving the design and delivery of its services, including steps to implement more effective methods to engage residents and collect their feedback.

To advance these efforts, this report seeks updated authorities to administer two programs that support the public's interactions with the City.

- The Digital Public Engagement Program, led by the City's Chief Communications Officer, modernizes how the City of Toronto conducts digital public engagement, consultation, community relationships, and a range of communications activities.
- The Modernized 311 Program, led by the Executive Director of the Customer Experience Division, facilitates access to City services and information through new 311 initiatives, such as Closing the Loop and the 311 Frontend Redesign.

The Digital Public Engagement Program and the Modernized 311 Program are connected components of the City's continuum of customer-focused service delivery and engagement. Together, these Programs support the City's approach to managing a large spectrum of public interactions, from accessing services through 311 to participating in engagement and consultation activities. This report seeks to clarify governance and re-align the administrative oversight of these programs respectively under the purview of each the Chief Communications Officer and the Executive Director, Customer Experience Division.

Formalizing these Programs under the appropriate administrative authorities is the next step in strengthening a coordinated, enterprise-wide approach to public interaction. The Programs will provide a City-wide approach that will be structured as follows:

1. **Digital Public Engagement** – Enabling public engagement through email, social media and digital platforms to align to public expectations around engagement and consultation with the City.

2. **The Modernized 311 Program** – Implementing research-based solutions to connect customers to more divisions and services through a modernized, unified entrance for customers and improved customer communication through the 311 Frontend Redesign, Closing the Loop, and related initiatives.

RECOMMENDATIONS

The Chief Communications Officer and the Executive Director, Customer Experience Division recommend that:

1. City Council authorize the Chief Communications Officer, or their delegate, to implement and administer the Digital Public Engagement Program in accordance with Attachment 1 attached to this report (July 7, 2026), called “Digital Public Engagement Program.”

2. City Council authorize the Executive Director, Customer Experience Division, or their delegate, to implement ongoing enhancements to the City’s 311 service as described in Attachment 2 attached to this report (July 7, 2026), called “Modernized 311 Program.”

FINANCIAL IMPACT

There are no incremental financial impacts arising from the recommendations in this report. The activities described, including ongoing digital public engagement initiatives, 311 activities, customer research programs, and service improvement efforts, will be undertaken within existing approved budgets. Any future program expansions or initiatives requiring additional funding will be the subject of separate reports and budget requests for Council consideration.

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the information as presented in the Financial Impact Section.

EQUITY IMPACT

The City of Toronto recognizes the importance of providing equitable access to City services for all communities. The Communications Division and the Customer Experience Division each ensure that feedback from vulnerable populations and equity-deserving communities informs City-wide standards and enhancements to public-facing programs. The Digital Public Engagement Program expands the City’s ability to engage equity deserving groups and make public engagements more accessible.

DECISION HISTORY

At its meeting on June 24 and 25, 2026, City Council adopted the item “EX32.1 - Simplifying the 311 Intake Experience,” which provided updates on efforts to improve the 311 customer experience, including initiatives like Closing the Loop and the 311 Frontend Redesign.

<https://secure.toronto.ca/council/agenda-item.do?item=2026.EX32.1>

At its meeting on April 22 and 23, 2026, City Council adopted the item “‘Have Your Say’ Amplified: Enhancing Public Consultations and Surveys” which directed the Chief Communications Officer to provide centralized oversight of all City of Toronto public consultations and surveys through an enterprise-wide approach to coordinating information about the City’s public engagement activities.

<https://secure.toronto.ca/council/agenda-item.do?item=2026.MM40.13>

At its meeting on September 29, 2025, Executive Committee adopted the item “EX26.1 – 2025 Listening to Toronto Survey,” which demonstrated a strong public expectation for digital-first communication and engagement.

<https://secure.toronto.ca/council/agenda-item.do?item=2025.EX26.1>

COMMENTS

A modern city government requires coordinated approaches that enable members of the public to easily interact with the City. The Digital Public Engagement Program (Attachment 1) and the Modernized 311 Program (Attachment 2) represent two core components of how the public interacts with the City, from accessing services to participating in engagement and consultation activities. Together, these Programs support a more consistent, accessible and responsive experience for residents of Toronto.

The Digital Public Engagement Program standardizes and strengthens how the City delivers digital public engagement and related communications. It will facilitate resident participation through digital channels, including registration, communications, surveys, user testing and engagement tools.

The Modernized 311 Program uses innovative approaches to simplify customers’ access to City services and information through the 311 channels. It builds on recent progress in modernizing front-facing services and supports continued improvements aligned with customer expectations for service delivery, including Closing the Loop and the 311 Frontend Redesign.

This report outlines the governance of these two programs and seeks updated authorities to administer them, supporting a more coordinated, City-wide approach to managing interactions with the public.

The Digital Public Engagement Program

Digital public engagement has become an essential component of how governments communicate with and involve residents in decision-making. Residents increasingly expect timely, accessible, and user-friendly opportunities to receive information,

provide feedback, and participate in consultations and initiatives through commonly used digital channels.

Within the City of Toronto, digital engagement is an important public engagement method employed across multiple divisions using a range of tools and approaches. While the existing decentralized model provides flexibility and responsiveness, there is an opportunity to build on best practices, expand digital capabilities and increase consistency across the City. A more coordinated, enterprise-wide approach is required to improve effectiveness, efficiency, accountability and user experience. The adoption of 2026.MM40.13 was an important step, making the use of the Have Your Say Toronto platform, the City's new centralized platform for all public engagement activities, mandatory. The Digital Public Engagement Program would allow the activation of more features on Have Your Say and other engagement tools, including registration and notification systems for upcoming public engagement and consultation activities.

Findings from the 2025 Listening to Toronto Survey reinforce this direction. When asked to select up to three preferred methods for the City to contact them, 44 per cent of respondents selected email, followed by mail (37 per cent), social media (34 per cent) and the City's website (34 per cent). These results demonstrate a strong expectation for digital-first communication and engagement, while underscoring the need to maintain select non-digital channels to support accessibility and broad public reach.

The Digital Public Engagement Program establishes a centralized corporate framework to plan, govern, and support digital public engagement across the City to coordinate the effective use of City-operated digital platforms and communications channels.

Led by the Chief Communications Officer, the Program will apply to all City divisions undertaking digital engagement and engagement-related communications. The Program will facilitate resident participation through digital channels, including registration, communications, surveys, user testing and engagement tools, and will support the collection, use and management of public feedback and user-generated content to inform City policies, programs and services.

The Digital Public Engagement Program will leverage existing cross-divisional initiatives, networks and expertise to support an integrated, enterprise-wide approach to digital engagement.

The anticipated outcomes of the Program are:

- Increased participation and accessibility through user-friendly digital engagement opportunities;
- Consistent, high-quality and coordinated engagement practices across City divisions;
- Improved transparency and communication with residents;
- More effective collection, use and management of public feedback and user-generated content;
- Greater efficiency and reduced duplication; and

- More informed, evidence-based decision-making supported by structured and comparable engagement data

These outcomes are supported by a defined set of program objectives and implementation approaches, as outlined in Attachment 1.

The Modernized 311 Program

311 is a City service that provides Toronto's residents, businesses, and visitors with a central gateway to submit requests and general inquiries related to services and programs offered by City divisions. The Modernized 311 Program aims to improve the 311 service using modern solutions aligned with public expectations and informed by research and performance data. The Program is administered by the Executive Director, Customer Experience Division (CXD), and structured to support the continued evolution of the 311 service, as summarized below and outlined in Attachment 2.

Improving access through expanded 311 service integration: CXD is modernizing how the public interacts with 311 by expanding service channels and enhancing the end-to-end experience of accessing City services. This includes introducing digital tools such as chatbots, streamlining the online request process through 311 Frontend Redesign, and improving how customers track requests through the Closing the Loop program, with features such as photo sharing, service milestone tracking, and enhanced email and SMS updates.

These improvements increase access and transparency, while aligning City services with the modern, digital experiences customers expect. The Executive Director, CXD, will continue to implement new customer service programs and processes as part of the Modernized 311 Program.

Leveraging performance data, customer research and engagement to inform better City services: The City relies on service and performance data to assess how effectively services are delivered and whether they are meeting established targets. This is increasingly complemented by customer research and engagement, which provide insight into how customers experience City services. CXD gathers customer feedback during and after 311 service interactions, to understand how customers are experiencing 311-related services and to identify opportunities for improvement. CXD also embeds customer feedback and engagement opportunities into the design and delivery of services provided by 311, including the introduction of new services to 311, as well as any changes or enhancements to current services.

Together, these data sources create a more complete understanding of service performance, helping to identify opportunities for improvement, inform decision-making, and guide how services are designed, delivered, and continuously enhanced. In March 2026, CXD launched interactive public and Councillor-facing dashboards to strengthen transparency and provided greater insight into service performance. Initially focused on 311 data, the City plans to expand these dashboards through the Toronto Data Platform to provide broader, integrated insights that support transparency, informed decision-making and continuous service improvement.

The Executive Director, CXD, will continue to implement new customer research and engagement programs, public reporting tools, and seek customer feedback for service improvements and other program changes and enhancements as part of the Modernized 311 Program.

Conclusion

Formalizing City programs that support public interactions is an important step in strengthening how the City manages public interactions across service delivery and engagement. Together, the Digital Public Engagement Program and the Modernized 311 Program will enhance customer experience and establish corporate standards to guide how the public interacts with the City. Insights from these programs will inform service delivery strategies and processes and enable timely, research-based approaches to meet the needs and expectations of Toronto's residents, businesses and visitors. The Programs will also strengthen accountability and alignment across divisions and support consistent, coordinated service delivery and public engagement.

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ATTACHMENTS

Attachment 1: Digital Public Engagement Program

Attachment 2: Modernized 311 Program

Attachment 1 – Digital Public Engagement Program

The Digital Public Engagement Program will establish a consistent, accessible and accountable approach to digital public engagement across the City. The Program will strengthen governance, oversight and compliance; support participation through City-operated digital channels; and improve the collection and use of public feedback, user-generated content and engagement insights to inform planning and decision-making.

The Centralized Corporate Framework

The Digital Public Engagement Program establishes a centralized corporate framework that defines how digital public engagement activities are planned, governed, delivered and evaluated across the City. The Chief Communications Officer will be responsible for establishing policies and procedures necessary to implement and maintain the Digital Public Engagement Program.

The framework will be established and updated as needed by the Chief Communications Officer.

The framework includes:

- Corporate policies, standards and guidelines governing digital public engagement
- Approved tools, platforms and communication channels for conducting engagement activities
- Defined processes for planning, review, delivery and evaluation of engagement initiatives
- Requirements related to privacy, consent, accessibility and information management and collection.
- Roles and accountabilities for oversight, delivery and coordination across the organization
- Any other requirements or guidance established by the Chief Communications Officer

Under this model, digital public engagement remains a shared responsibility across the organization, with centralized oversight, training and coordination provided by the Communications Division.

Application of the Program

The program applies to all City divisions undertaking digital public engagement activities, including activities related to public consultation, feedback collection, digital communications, including through email and other methods, and engagement through City-operated digital platforms. As part of this Program, the Communications Division (and other City Divisions in accordance with the framework to be established under the Program) will collect necessary personal information.

In-scope activities remain the responsibility of individual divisions and do not transfer to the Communications Division. Divisions must conduct these activities in accordance with the corporate framework established by the Chief Communications Officer.

Depending on the nature, scale or risk of the activity, additional requirements may apply. These requirements will be established by the Chief Communications Officer in consultation with the City Clerks Office, Legal Services, and applicable divisions.

Additional requirements may include:

- Consultation with or advisory support from the Communications Division
- Coordination with the Communications Division for cross-divisional or corporate initiatives
- Review or approval requirements for specific tools, platforms or high-impact activities, which must comply with existing privacy, information collection and records retention processes and any other applicable standards that have been established.

In-scope Public Engagement Functions

The Digital Public Engagement Program establishes the corporate framework governing the following digital public engagement functions across the City:

Public Surveys and Feedback

- Digital surveys and questionnaires
- Collection and use of resident feedback, perspectives, stories and experiences
- Interactive feedback tools, idea platforms and online discussion forums
- User testing and usability research (e.g., moderated and unmoderated testing, task-based evaluations, accessibility testing) to assess and improve web and digital experiences
- Collection of personal information, such as names, email addresses, and optional collection of socio-demographic information

Public Consultations and Engagement

- Digital consultations delivered through City and third-party platforms
- Virtual town halls, webinars and online public meetings
- Participatory planning and digital co-design, including interactive mapping and engagement tools
- Hybrid engagement models with both in-person and digital participation components
- Online registration for participation and notification systems, including the Have Your Say platform (2026.MM40.13), including;
- the collection of personal information such as name, email address
- the collection of socio-demographic information for the purposes of assessing equity impacts and informing service planning, delivery and policy development

Digital Communications

- E-newsletter communications
- Digital notifications, project updates and engagement-related communications through City-managed channels, as defined or determined by the CCO
- Collection of information required to facilitate these Digital Communications.

Social Media Engagement

- Public engagement through comments, polls, surveys and interactive features

- Collection, management and use of information, including personal information (“PI”), as defined, which may include information such as participants’ submissions, stories and experiences on social media platforms (“User-Generated Content” or “UGC”)
- Use of UGC in the support of Public Surveys and Feedback; Public Consultations and Engagement; Digital Communications; and Social Media Engagement Initiatives
- Collection of PI/UGC shall be limited to such information as required to facilitate specific Social Media Engagement initiatives as specifically determined prior to collection in accordance with the corporate framework established by the Chief Communications Officer
- All UGC collected shall be collected, and maintained, for the specific purpose of public record of all social media activities involving the collection of PI/UGC

Activities that are not intended as public engagement such as service requests, complaints processes, regulatory applications or statutory notices are not within scope of this program.

Role of the Communications Division

The Chief Communications Officer will provide corporate leadership, oversight and administration of the Digital Public Engagement Program. The program establishes a governance model in which the Communications Division sets corporate standards, provides oversight and enables delivery.

The Chief Communications Officer’s authority will include:

- Establishing and maintaining corporate policies, standards and guidelines for digital public engagement
- Providing and managing a list of approved digital tools, platforms and communication and engagement channels
- Facilitating and supporting resident participation through coordinated digital engagement approaches
- Overseeing the collection, use and management of public feedback and user-generated content and personal information, ensuring appropriate privacy, consent and accountability safeguards
- Integrating user testing and usability research practices to evaluate and enhance the effectiveness, accessibility and user experience of digital engagement tools and platforms
- Ensuring compliance with legislative, privacy and accessibility requirements, in consultation with Legal Services, the City Clerk’s Office and Corporate Information Management Services
- Providing strategic advice, coordination and support to City divisions
- Monitoring performance and promoting continuous improvement and best practices

The Communications Division will continue to manage City of Toronto social media channels.

Role of the City Divisions

City divisions remain responsible for planning, delivering and reporting on digital public engagement activities related to their programs, services and initiatives.

In undertaking these activities, Division Heads are responsible for ensuring digital public engagement activities comply with applicable corporate policies, standards, processes and legislative requirements, including requirements related to the collection and use of personal information unless authorized or established by this Digital Engagement Program. Division heads must also use approved tools, platforms and communication channels and consult and coordinate with the Communications Division, as required under the Program.

Divisions retain accountability for the content, subject matter and outcomes of their engagement activities. Under the Digital Public Engagement Program, the Chief Communications Officer and Division Heads, in accordance with the framework to be established under the Program are authorized to implement public engagement tools described in this Attachment, and to collect personal information including through of surveys, the Have Your Say platform and digital notifications, to receive public feedback on programs or City policies, to improve services or engagement tools, or for other purposes connected with the Digital Public Engagement Program as described in this Attachment.

Information Management, Privacy Governance, and Relationship to Other Corporate Authorities

The City Clerk's Office maintains established information management, privacy and due diligence practices to support compliance with the Municipal Freedom of Information and Protection of Privacy Act. Under the proposed program, engagement initiatives will be reviewed through a coordinated approach and will continue to undergo appropriate legal and privacy review to ensure compliance with applicable legislation, policies and corporate standards.

The Communications division will create a public record listing any public social media posts that are shared – including a link to the original post and the date shared.

Relationship to Other Corporate Authorities

This program does not alter or limit the authority of the City Clerk with respect to records management, information governance or compliance with the Municipal Freedom of Information and Protection of Privacy Act.

All digital public engagement activities undertaken under this program will continue to be subject to applicable legislative, privacy and information management requirements, and will be undertaken in consultation with the City Clerk's Office, Legal Services and Corporate Information Management Services, as required.

Attachment 2 – Modernized 311 Program

311's mission is to efficiently and effectively coordinate the provision of City services to Toronto's residents, businesses and visitors. The Modernized 311 Program enables enhancements to the City's 311 service. Led by the Executive Director, Customer Experience Division (CXD), the Modernized 311 Program operationalizes, modernizes and continuously improves the 311 service by implementing research-based solutions grounded in customer experience to improve end-to-end service delivery, and by supporting improvements to the City's service delivery through CXD's consultancy with City divisions and initiatives.

The City's 311 Service

311 is the City's primary gateway to non-emergency City services and general information and is overseen by the Executive Director, Customer Experience Division. 311 provides 24/7 frontline access to the City through multiple channels, including phone, online via Toronto.ca, 311 mobile application, 311 email, social media platforms, and 311 service counters.

311 serves as a single entrance for customers to access information on all City divisions, services, and programs. Every interaction with customers is captured in a centralized system, enabling consistent data collection across the City. CXD leverages this data to identify service performance trends, inform program and service improvement, and support evidence-based decision-making City-wide.

Through 311, customers can submit a service request, complaint or escalation regarding a City service, and 311 sends it to the corresponding City division(s) integrated with the 311 service. The Integrated Service Divisions (ISDs) are Municipal Licensing & Standards, Toronto Water, Solid Waste Management Services, Transportation Services, Parks & Recreation, and Urban Forestry. The assigned ISD then responds to the request, communicates updates to the customer and closes it when the request has been fulfilled. Customers can monitor the status of their request through the 311 contact centre or website, or by opting in to receiving automatic notifications.

311's Tier 1 service describes the simple, routine, transactional customer service requests that can be supported by a 311 generalist. 311's Tier 2 service relates to complex, specialized service requests requiring specific knowledge and/or software or platforms provided by a subject matter expert, often from a City division associated with the service.

The 311 service provides Tier 1 support to customers on tax, utility, and Vacant Home Tax services on behalf of Revenue Services Division (RSD), including general inquiries, account information, and service navigation through the 311 service. 311 supports customers in completing online forms and enrolling in RSD programs, updating customer information, processing requests (e.g. tax receipts), and confirming RSD account details such as balances, status, and enrollment. 311 escalates complex issues and requests through ticket creation to RSD for Tier 2 support.

For service requests outside the scope of 311 integrated services, 311 connects customers with the appropriate City division or City staff. 311 triages customers by phone or email to the City's Central Intake line for emergency shelter support, Toronto Community Crisis Service, Court Services, the City Clerk's Office, and Technology Services Division, and provides after-hours call centre support to Toronto Public Health. The status of customer requests to non-integrated City divisions is not monitored through the 311 service.

It is expected that as City services expand and customer needs evolve, more divisional services and programs will be centralized through and integrated with 311. The Executive Director, CXD, will continue to implement new or enhanced customer service programs and processes as part of the Modernized 311 Program, which may include enhancements to the public complaints processes, and other program areas where direct public input is required including the collection of customer information as required to support the Modernized 311 Program.

Data and Research-based Solutions to Modernize 311 and Divisional Service Delivery

CXD leverages service and performance data, including data collected through the 311 request intake service, to assess how effectively City services are delivered through 311 and whether they are meeting established service level targets. CXD routinely monitors service performance data to update ISDs about their service delivery through 311, identify opportunities for service improvement, and inform enhancements to the 311 service.

CXD also routinely collects customer feedback on the end-to-end 311 experience, including the customer's experience of service request fulfillment. Through its data, research, and engagement program, CXD identifies opportunities to improve service delivery and expand the scope of service offerings. CXD's data and research-driven approach focuses on:

- Improving customer access to 311 channels,
- Enhancing service request and inquiry processes, and
- Strengthening communication between customers, 311, and City divisions.

To advance research-based improvements to 311, CXD uses a variety of customer research methods and customer information to identify gaps and service performance trends in the customer journey related to the 311 service, including, but not limited to:

- Online and in-person surveys following customer interactions with 311 and periodically during 311 survey campaign periods;
- Qualitative customer interviews and focus groups;
- Usability tests of the 311 service;
- Customer co-design workshops; and
- Live website testing of the online 311 platform.

Findings from CXD's customer research inform improvements to the overall end-to-end 311 service delivery, including the design and delivery of new 311 services. CXD

provides aggregate service performance trends and customer research findings to divisional partners and ISDs to optimize service interactions with customers for City services and divisions and to support improvements to their service delivery. The Executive Director, CXD, will continue to: implement new customer research and engagement programs, public reporting tools, and seek customer feedback for service improvements and other program changes and enhancements as part of the Modernized 311 Program. In order to implement these changes and the Modernized 311 Program, CXD will collect needed customer information as required to support the Modernized 311 Program.

Research-based Consultancy with Divisions

CXD is occasionally partners with City divisions to conduct customer research using methods described above. The purpose of these projects and initiatives includes enhancements to divisional service delivery, implementing new divisional services and programs, and provision of new digital solutions to benefit customers' interactions with the City, such as the City's central login platform and the Artificial Intelligence chatbot. Under these consultancy arrangements, CXD engages the public on behalf of the consultee division or City initiative to conduct customer research and uses these insights for the purpose of designing service improvements within a City division.

Enhancements to the 311 Service

The Modernized 311 Program advances enhancements to all public-facing and backend processes that impact all aspects of the customer experience related to the 311 service. CXD uses customer research methods described above to implement all enhancements, and CXD partners with City divisions to ensure enhancements to 311 and divisional service delivery are grounded in CXD's customer-focussed approach to service delivery.

The scope of the Program's enhancements includes:

- *Closing the Loop*: Establishes cross-divisional standards for customer communications on 311 service requests, enabling more transparent, consistent, and accessible updates across all 311 channels. Customers can receive updates through their preferred communication method, including email, SMS, calling 311, or via the online 311 Status Lookup Tool. Enhancements under this initiative include detailed status information (e.g. staff notes and status explanations), divisional staff photos to confirm service completion, milestone tracking, and enabling the customer to follow duplicate or reassigned requests. Together, these improvements give customers greater visibility into their requests and allow them to track progress more effectively throughout the service lifecycle.
- *Artificial Intelligence (AI) Chatbot*: Introduces a public-facing AI chatbot on Toronto.ca, with the ability to expand to additional channels (e.g. the 311 mobile app). The AI Chatbot enables a new self-serve option for customers to find information about City services and programs and make general inquiries about the city. Development of the AI Chatbot capability will eventually expand to support customers' submissions of 311 service requests.

- *311 Frontend Redesign*: Transforms the 311 online self-serve experience by redesigning the 311 website and 311 mobile application interface and navigation to enable intuitive service request and complaint flows between the customer and the City.
- *311 Account and Login*: Enables customers to add a 311 account to the 311 service that will eventually form part of a City-wide account-based platform that will simplify customers' ability to centralize and monitor their 311 requests and divisional program enrollments.
- *Tier 1 Support for the City of Toronto Single Sign-On Program*: Provides first-level 311 support to customers experiencing issues with City accounts, including troubleshooting common access and login challenges. When this program launches, the 311 service will escalate the more complex customer issues coordinate with the appropriate divisions to ensure timely resolution.
- *Service Standard & Performance Dashboards*: Provides customers with a dynamic, interactive data platform to increase transparency in service delivery performance against standards for ISD-related requests submitted through 311. CXD's launch of its interactive public and Councillor 311 performance dashboards is part of the larger effort underway to enhance the data available in these dashboards to provide customers with an expanded City-wide context and greater insight into the City's service performance. CXD's work towards a City-wide dashboard is developed in partnership with the Toronto Data Platform, led by Technology Services Division.
- *311 Knowledge Base Improvements*: Improves the searchability and readability of 311 Knowledge Base Articles to provide clear, concise and accurate information to customers about City services and programs.
- *Municipal Elections Support through 311*: Provides Tier 1 and Tier 2 support in partnership with the City Clerk's Office for the 311 call centre to respond to customers' municipal elections-related inquiries. This includes providing customers with general information on polling stations and locations; key dates; eligibility criteria to vote and run as a candidate; names of mayoral, councillor and school trustee candidates; and names of registered third-party advertisers. To carry out customer requests for 311 voter registration support, 311 contact centre staff use the City Clerk's online platform to add, verify and/or revise customers' information in the City Clerk's Voters' List on behalf of the City Clerk's Office and as directed by customers. Customer issues and inquiries requiring additional support are referred by 311 to the City Clerk's Office.
- *Continued Expansion of Tier 1 Integrations into 311*: CXD continues to expand 311 integration with City divisions to improve customer access to services through all 311 channels. This includes integration with the Parks Branch (September 2025) and Recreation Facilities within Parks and Recreation (June 2026). As additional divisions are integrated into the 311 service, their services will be accessible across all 311 channels and will enable customers' use of all 311 features and ongoing 311 enhancements.

The above-noted enhancements to the 311 service require customer research to design, test, implement and sustain the solutions CXD develops to improve the end-to-end customer journey of the 311 service, and to enable new service integrations into 311.

The provision of City services through the Modernized 311 Program is one of the many ways customers will continue to have access to City services and be supported by City divisions. Additional improvements and initiatives to further CXD's mission may be developed as the Program evolves, and CXD will continuously endeavour to improve customers' end-to-end use and experience of the 311 service to meet customers' and Council's expectations of a modern and responsive City service.