

# 2023 Program Summary

## 311 Toronto

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### Description

We provide the City of Toronto a one-window brand and customer service system that supports residents, businesses and visitors. 311 Toronto provides access to non-emergency City services, programs and information 24 hours a day, seven days a week. Information inquiries or requests are received via multiple channels such as phone, online, email, mobile phone applications and Twitter. Front Line Service Delivery is supported by Project Management office.

### Why We Do It

Toronto residents, businesses and visitors have **a single point of access to real time, accurate and reliable information on City services anytime and anywhere.**

*The City of Toronto aims to deliver these outcomes equitably, efficiently and with excellent customer service to help improve the lives of Torontonians and work to earn their trust and confidence.*

## What Service We Provide

### **311 Toronto Service Delivery**

**Who We Serve:**

Toronto residents, businesses and visitors

**What We Deliver:**

Information provision and service request creation regarding City services through various channels

**How Much Resources (gross 2023 operating budget): \$20.0 Million**

## Budget at a Glance

### 2023 OPERATING BUDGET

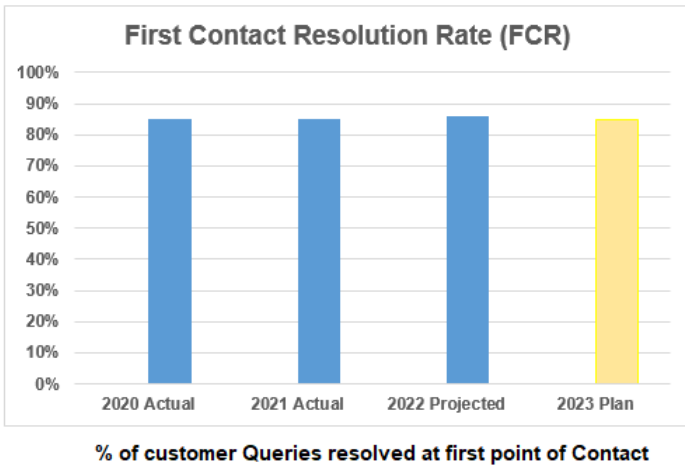
<u>\$Million</u>	<u>2023</u>	<u>2024</u>	<u>2025</u>
Revenues	\$8.9	\$8.6	\$8.6
Gross Expenditures	\$20.0	\$20.1	\$20.1
Net Expenditures	\$11.1	\$11.5	\$11.5
Approved Positions	178.0	178.0	178.0

### 2023 - 2032 10-YEAR CAPITAL PLAN

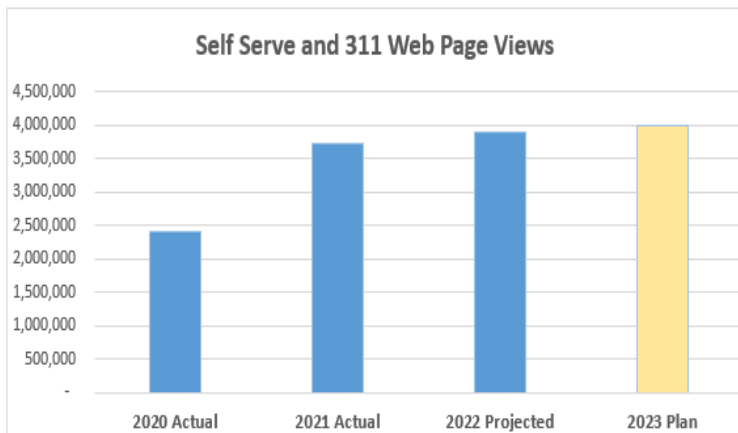
<u>\$Million</u>	<u>2023</u>	<u>2024-2032</u>	<u>Total</u>
Gross Expenditures	\$0.5	\$0.8	\$1.3
Debt	\$0.5	\$0.8	\$1.3

Note: Includes 2022 carry forward funding

## How Well We Are Doing – Behind the Numbers



- First Contact Resolution Rate indicates 311 Toronto's ability to resolve a customer issue the first time they call 311. The purpose of this measure is to ensure that our customers do not have to call multiple times in order to resolve an issue.



- This measure shows 311 Toronto's ability to push customer transactions toward self-serve solutions with a focus on deflection to lower cost channels.

## How Well We Are Doing

Service	Measure	2020 Actual	2021 Actual	2022 Target	2022 Projection	Status	2023 Target	2024 Target
<b>Outcome Measures</b>								
<b>311 Service Delivery</b>	ASA - Average Speed of Answer (in second)	39	41	120	59	●	120	120
	Self Serve and 311 Knowledge Base Views (in million)	2.40	3.71	3.84	3.90	●	3.98	4.06
	% of customer contacts resolved at first point of contact	85%	85%	75%	86%	●	85%	85%
	Number of Calls Handled (in million)	1.25	1.18	1.30	1.14	●	1.14	1.15
<b>Service Level Measures</b>								
<b>311 Service Delivery</b>	% of calls that have been answered within approved service standards	82%	80%	80%	77%	●	80%	80%
	AHT - Average Handle Time (in second)	322	312	270	318	●	270	270

**2022 Projection to 2022 Target Comparison**  
 ● 80% - 100%      ● 64 - 79%      ● 63% and Under

## EXPERIENCES, CHALLENGES AND PRIORITIES

### Our Experience and Success

- 311 Toronto launched the new mobile app on January 25, 2022.
  - ✓ The App makes it easier and more convenient for residents, businesses and visitors to connect with 311 Toronto – anywhere, anytime on any smart device.
  - ✓ Over 16,000 downloads so far.
  - ✓ Self-serve increased by 54% since 2021.
  - ✓ 5% increase in Self-serve Knowledge Base queries.
  - ✓ 2% increase in First Call Resolution.
- The average speed of answering a call for 2022 is 59 seconds.
- Setup the 311 Toronto Information Counter at City Hall including overseeing the Greeter function at the various Civic Centres during the onset of Return to Office.

### Key Challenges and Risks

- Leverage of full capabilities of the upgraded Enterprise Wide Customer Relationship Module (eCRM) Salesforce platform as it relates to digital options.
- Anticipated redirection of non-emergency calls to 311 Toronto following Auditor General's Toronto Police Service audit of 9-1-1 Public Safety Answering Point Operations for improved information management and outcomes (AU13.5)
- Maintenance of service levels as City growth, call volumes and complexities increase.
- Availability of relevant data for closing the loop for service requests.
- Modernize and transform key partners and divisional stakeholders' customer service processes to integrate into an automatic 311 Toronto Service request reporting process.

### Priority Actions

- Continue the evolution of 311 Toronto by creating a new model that will drive the end-to-end customer experience, with an enhanced focus on omni channel capability while including a customer centric approach to all customer service functions being performed in the City.
- Empower staff – ensure that staff have the tools and training to provide exceptional service:
  - ✓ Improved access to better content and better communication leads to improved customer satisfaction.
  - ✓ Improved CSR experience leads to better retention and higher job satisfaction.
  - ✓ Better integration leads to the ability for greater automation, increasing responsiveness while reducing costs.
- Greater emphasis and ability from the City to focus on the "Closing the Loop" which ensures improved focus on customer service, satisfaction and trust:
  - ✓ Eliminate the need for citizens to follow-up by delivering responsive and proactive communication.
  - ✓ Provide confidence in communication and city responsiveness via milestone updates on all 550 service request types.
  - ✓ Enable more pro-active service notification and action, delighting customers.
  - ✓ Create a richer data environment for better decision making.
  - ✓ Improve the brand equity of 311 Toronto and the City of Toronto overall.
  - ✓ Continue working with divisions to get greater clarity of closing loop for the service requests.
- Optimize the eCRM Salesforce platform by ensuring the City maximizes full solution capability, continuously improves the agent experience, workflows, staff productivity and enhances the customer experience.
- Establish Roadmap for eCRM Salesforce platform to gain further efficiencies and Return on Investment.
- Survey the end user after each call transaction.

## RECOMMENDATIONS

City Council adopted the following recommendations:

1. The 2023 Operating Budget for 311 Toronto of \$19.971 million gross, \$8.878 million revenue and \$11.092 million net for the following services:

**Service:**

	<b>Gross Expenditures (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Net Expenditures (\$000s)</b>
311 Development	2,218.6	1,745.9	472.7
311 Service Delivery	17,751.9	7,132.5	10,619.4
<b>Total Program Budget</b>	<b>19,970.5</b>	<b>8,878.4</b>	<b>11,092.1</b>

- The above includes a 2023 budgeted staff complement for 311 Toronto of 178.0 positions comprised of 13.0 capital positions and 165.0 operating positions.
2. The 2023 Capital Budget for 311 Toronto with cash flows and future year commitments totaling \$0.545 million as detailed by project in [Appendix 6a](#).
  3. The 2024-2032 Capital Plan for 311 Toronto totalling \$0.775 million in project estimates as detailed by project in [Appendix 6b](#).

# **2023 OPERATING BUDGET**

## 2023 OPERATING BUDGET OVERVIEW

Table 1: 2023 Operating Budget by Service

(In \$000s)	2021 Actual	2022 Budget	2022 Projection	2023 Base Budget	2023 New / Enhanced	2023 Budget	Change v. 2022 Projection	
By Service	\$	\$	\$	\$	\$	\$	\$	%
<b>Revenues</b>								
311 Development	1,967.2	1,736.0	1,736.0	1,745.9		1,745.9	9.9	0.6%
311 Service Delivery	6,574.0	6,882.5	6,574.0	7,132.5		7,132.5	558.5	8.5%
<b>Total Revenues</b>	<b>8,541.2</b>	<b>8,618.5</b>	<b>8,310.0</b>	<b>8,878.4</b>		<b>8,878.4</b>	<b>568.4</b>	<b>6.8%</b>
<b>Expenditures</b>								
311 Development	2,296.3	2,214.5	2,213.5	2,218.6		2,218.6	5.1	0.2%
311 Service Delivery	16,145.2	17,065.5	16,945.5	17,751.9		17,751.9	806.4	4.8%
COVID-19 Virus	148.2							N/A
COVID Reopening Costs	281.2							N/A
<b>Total Gross Expenditures</b>	<b>18,870.9</b>	<b>19,280.0</b>	<b>19,159.0</b>	<b>19,970.5</b>		<b>19,970.5</b>	<b>811.5</b>	<b>4.2%</b>
<b>Net Expenditures (including COVID-19)</b>	<b>10,329.7</b>	<b>10,661.5</b>	<b>10,849.0</b>	<b>11,092.1</b>		<b>11,092.1</b>	<b>243.1</b>	<b>2.2%</b>
<b>Required COVID-19 Support</b>								<b>N/A</b>
<b>Net Budget (excluding COVID-19 supports)</b>	<b>10,329.7</b>	<b>10,661.5</b>	<b>10,849.0</b>	<b>11,092.1</b>		<b>11,092.1</b>	<b>243.1</b>	<b>2.2%</b>
<b>Approved Positions**</b>	<b>182.0</b>	<b>178.0</b>	<b>N/A</b>	<b>178.0</b>		<b>178.0</b>	<b>N/A</b>	<b>N/A</b>

\* 2022 Projection based on 9 Month Variance

## KEY COST DRIVERS – FUNDING PRIORITIES

**Total 2023 Budget** expenditures of \$19.970 million gross reflecting an increase of \$0.811 million in spending above 2022 projected year-end actuals, predominantly arising from:

- Salaries and Benefit adjustments of \$0.600 million.
- Additional eCRM Salesforce licenses in the amount of \$0.211 million.

## EQUITY IMPACTS OF BUDGET CHANGES

**No significant equity impacts:** The changes in 311 Toronto's 2023 Operating Budget do not have any significant equity impacts.



**2023 OPERATING BUDGET KEY DRIVERS**

The 2023 Operating Budget for 311 Toronto of \$19.971 million in gross expenditures is \$0.812 million or 4.2% higher than the 2022 Projected Actuals, with a net budget increase of 2.2% over 2022 Projected Actuals. Table 2 below summarizes the key cost drivers for the 2023 Budget.

**Table 2: 2023 Operating Budget by Revenue / Expenditure Category**

Category (In \$000s)	2020	2021	2022	2022	2023	2023 Change from	
	Actual	Actual	Budget	Projection*	Budget	2022 Projection	
	\$	\$	\$	\$	\$	\$	%
Provincial Subsidies							
Transfers From Capital	1,056.7	1,967.2	1,736.0	1,736.0	1,745.9	9.9	0.6%
Contribution From Reserves/Reserve Funds			290.5		290.5	290.5	
Sundry and Other Revenues			18.0		18.0	18.0	
Inter-Divisional Recoveries	6,574.0	6,574.0	6,574.0	6,574.0	6,824.0	250.0	3.8%
<b>Total Revenues</b>	<b>7,630.7</b>	<b>8,541.2</b>	<b>8,618.5</b>	<b>8,310.0</b>	<b>8,878.4</b>	<b>568.4</b>	<b>6.8%</b>
Salaries and Benefits	16,946.3	18,345.0	17,952.4	17,832.4	18,431.9	599.5	3.4%
Materials & Supplies	10.4	10.0	12.4	11.4	12.4	1.0	8.8%
Equipment	26.8	19.9	55.8	55.8	55.8	(0.0)	(0.0%)
Service and Rent	811.4	496.0	1,259.4	1,259.4	1,470.4	211.0	16.8%
Contribution To Reserves/Reserve Funds	28.7						
<b>Total Gross Expenditures</b>	<b>17,823.7</b>	<b>18,870.9</b>	<b>19,280.0</b>	<b>19,159.0</b>	<b>19,970.5</b>	<b>811.5</b>	<b>4.2%</b>
<b>Net Expenditures</b>	<b>10,193.0</b>	<b>10,329.7</b>	<b>10,661.5</b>	<b>10,849.0</b>	<b>11,092.1</b>	<b>243.1</b>	<b>2.2%</b>

\*Projection based on 9 Month Variance

**Key Base Drivers:****Revenue**

- **Draw from Reserve:** 311 Toronto will be providing training to all front line staff in 2023 on Tax & Utilities line allowing greater scheduling efficiencies. Due to the COVID 19 pandemic, the T&U line was temporarily closed for the first half of 2022 resulting in delay to staff training and offsetting draw from reserve.
- **Inter-Divisional Recoveries:** Increased full costing recoveries from Toronto Water.

**Expenses**

- **Salaries & Benefits:** Standard Salaries and Benefit adjustments.
- **Services and Rents:** Cost of additional eCRM Salesforce licenses.

**2024 & 2025 OUTLOOKS****Table 3: 2024 and 2025 Outlooks**

(\$000s)	2023 Budget	2024 Incremental Outlook	2025 Incremental Outlook
<b>Revenues</b>			
Discontinuation of recovery from Reserve		(290.5)	
PMO capital recovery adjustments		16.8	5.6
<b>Total Revenues</b>	<b>8,878.4</b>	<b>(273.7)</b>	<b>5.6</b>
<b>Gross Expenditures</b>			
Salaries and Benefits		399.9	32.8
Discontinuation of Training Budget		(290.5)	
<b>Total Gross Expenditures</b>	<b>19,970.5</b>	<b>109.4</b>	<b>32.8</b>
<b>Net Expenditures</b>	<b>11,092.1</b>	<b>383.1</b>	<b>27.2</b>
<b>Approved Positions</b>	<b>178.0</b>	<b>0.0</b>	<b>0.0</b>

**Key drivers**

The 2024 Outlook with total gross expenditures of \$20.080 million reflects an anticipated \$0.109 million or 0.5% increase in gross expenditures above the 2023 Operating Budget; The 2025 Outlook reflects a further increase of \$0.033 million or 0.2% above 2024 gross expenditures.

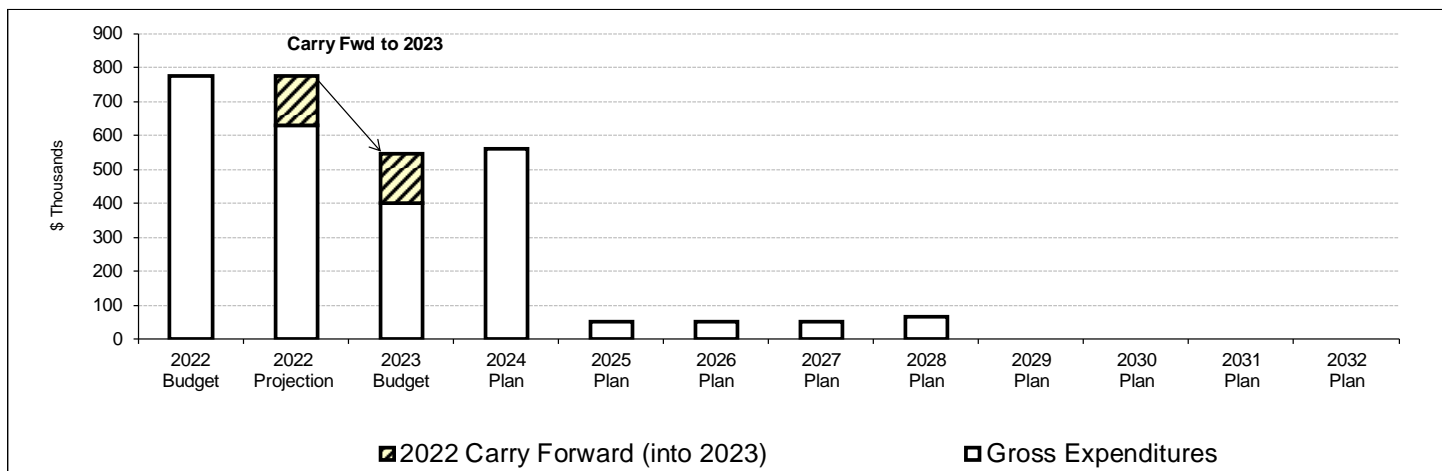
These changes arise from the following:

- The net budget changes in 2024 and 2025 outlook relate to Salaries and Benefits pressures.
- 311 Toronto is aiming to complete the training on Tax & Utilities line in 2023. The training budget along with recovery from Reserve will no longer be required in 2024 and 2025.

# **2023 – 2032 CAPITAL BUDGET AND PLAN**

**2023 – 2032 CAPITAL BUDGET & PLAN OVERVIEW**

**Chart 1: 10-Year Capital Plan Overview**



In \$000's	2023 Capital Budget and 2024 - 2032 Capital Plan												Total 10 Year Plan
	2022		2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	
	Budget	Projected Actual											
<b>Gross Expenditures by Project Category:</b>													
Health & Safety & Legislated													
SOGR													
	776	630	545	560	50	50	50	65					1,320
Service Improvement & Growth													
<b>Total by Project Category</b>	<b>776</b>	<b>630</b>	<b>545</b>	<b>560</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>65</b>					<b>1,320</b>
<b>Financing:</b>													
<b>Debt</b>													
Reserves/Reserve Funds													
Development Charges													
Provincial													
Federal													
Debt Recoverable													
Other Revenue													
<b>Total Financing</b>			<b>545</b>	<b>560</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>65</b>					<b>1,320</b>

**Changes to Existing Projects**  
(Reductions of \$0.453 million)

The 2023-2032 Capital Budget and Plan reflects the following changes to existing projects over the nine common years (2023-2031):

- **Artificial Intelligence (AI)** - The AI Pilot project is being held pending completion of research in partnership with Technology Services.

**New Projects**  
(\$0.420 million)

The 2023-2032 Capital Budget and Plan includes new projects. Key projects are as follows:


- **Salesforce Optimization** - To optimize the eCRM solution's full capability, continuously improve the agent experience, workflows, staff productivity and enhance customer experience Optimization.
- Additional SOGR upgrades.

**Note:**

For additional information, please refer to [Appendix 6](#) for a more detailed listing of the 2023 and 2024-2032 Capital Budget & Plan by project.

**2023 – 2032 CAPITAL BUDGET AND PLAN**

**\$1.320 Million 10-Year Gross Capital Program**


<b>Aging Infrastructure/ SOGR</b>
<b>\$1.320 M 100%</b>
Technology Maintenance and Upgrade

**How the Capital Program is Funded**

<b>City of Toronto</b>	
<b>\$1.320 M 100%</b>	
Debt	\$1.320 M

# APPENDICES

## **Appendix 1**

### **COVID-19 Impact and Recovery**

N/A

## **Appendix 2**

### **2023 Affordability Measures**

N/A

## **Appendix 3**

### **Summary of 2023 Service Changes**

N/A

## **Appendix 4**

### **Summary of 2023 New / Enhanced Service Priorities Included in Budget**

N/A

## **Appendix 5**

### **Summary of 2023 New / Enhanced Service Priorities Not Included in Budget**

N/A

### Appendix 6

#### 2023 Capital Budget; 2024 - 2032 Capital Plan Including Carry Forward Funding

Project Code	Projects (In \$000s)	2023 Budget	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2023 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
TO001	Salesforce Optimization	382										382		382	
TO002	SOGR - various	163	560	50	50	50	65					938		938	
	<b>Total Expenditures (including carry forward from 2022)</b>	<b>545</b>	<b>560</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>65</b>					<b>1,320</b>		<b>1,320</b>	

### Appendix 6a

#### 2023 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	Projects (In \$000s)	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total 2023 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
TO001	Salesforce Optimization	382										382			382
TO002	SOGR - various	163										163			163
	<b>Total Expenditures (including carry forward from 2022)</b>	<b>545</b>										<b>545</b>			<b>545</b>

### Appendix 6b

#### 2024 - 2032 Capital Plan

Project Code	Projects (In \$000s)	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2031 Plan	2032 Plan	2024 - 2032 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
TO002	SOGR - various	560	50	50	50	65					775		775	
	<b>Total Expenditures</b>	<b>560</b>	<b>50</b>	<b>50</b>	<b>50</b>	<b>65</b>					<b>775</b>		<b>775</b>	



## Appendix 7

### Reporting on Major Capital Projects: Status Update

N/A

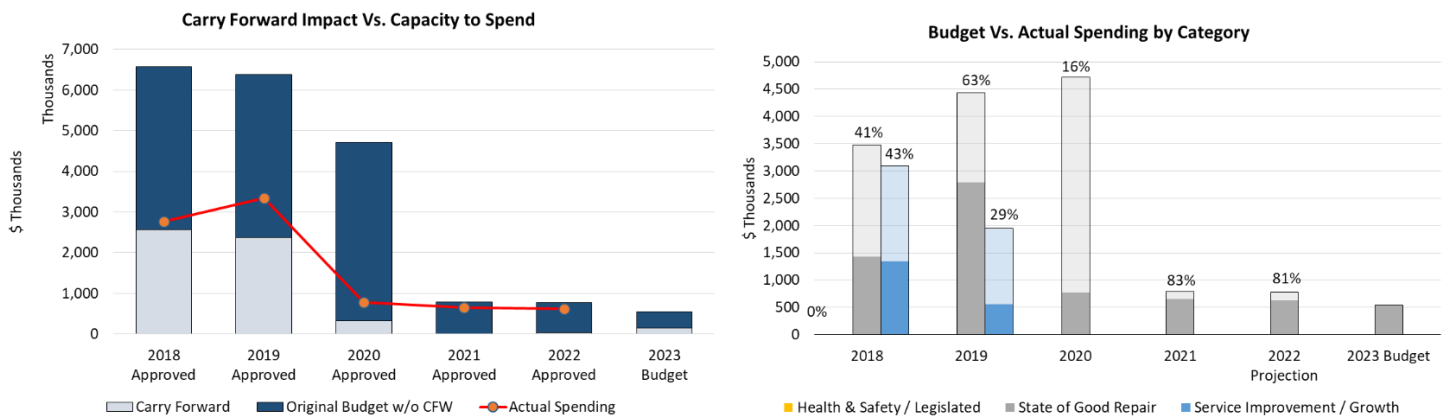
## Appendix 8

### Capacity to Spend Review

The 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten year capital plan. A review was undertaken to ensure budgets align with 311 Toronto's ability to spend and the markets capacity to deliver.

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 3 below).

Chart 3 – Capacity to Spend



### Capacity to Spend Review Impact on the 10-Year Plan

The 2023 Capital Budget includes carry forward funding of \$0.145 million.

## Appendix 9

### Summary of Capital Needs Constraints

N/A

## Appendix 10

### Inflows and Outflows to/from Reserves and Reserve Funds

#### 2023 Operating Budget

#### Program Specific Reserve / Reserve Funds

N/A

#### Corporate Reserve / Reserve Funds

The 2023 Operating Budget includes a one-time draw of \$0.290 million for one-time costs, from funds available and set aside in the Tax Stabilization Reserve for this purpose.

## Appendix 11

### Glossary

**Approved Position:** Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

**Actuals:** An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

**Capacity to Spend:** Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

**Capital Budget:** A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

**Capital Needs Constraints:** The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

**Complement:** Positions that support the delivery of City services and service levels as approved by Council.

**Efficiencies:** Reductions in the cost of delivering a service without a reduction in service level.

**New / Enhanced Service Priorities:** New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

**Operating Budget:** An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

**Operating Impact of Completed Capital Projects:** The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

**Rate Supported Budget:** Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority

**State of Good Repair (SOGR):** The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

**Tax Supported Budget:** Budget funded by property taxes.

**User Fees:** Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).