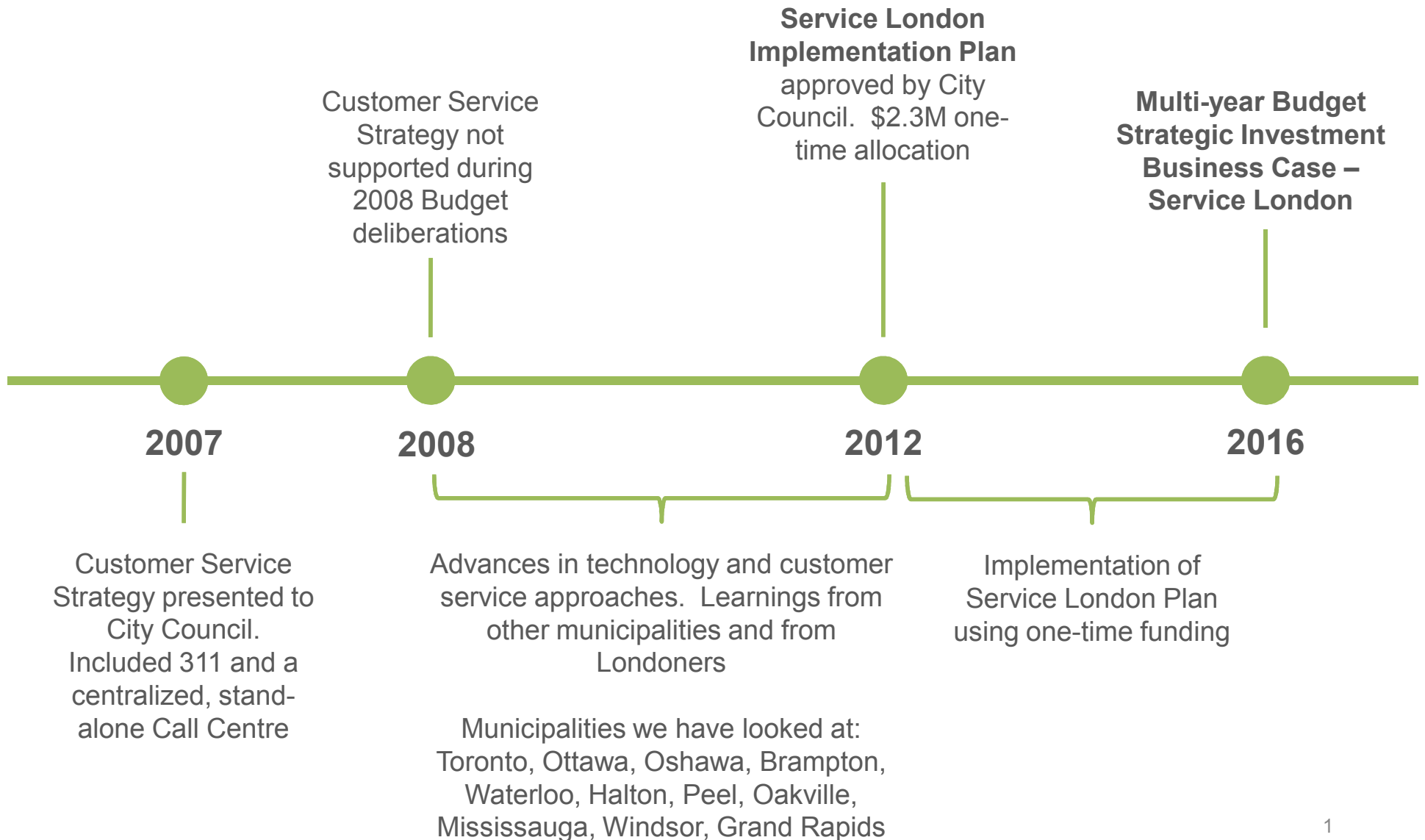


Our Journey

How we got here



Service London

Our Goal

Deliver great customer experiences to all customers (residents, businesses and visitors) **and across all channels** (online, telephone, in person)

When we started - 2012

- 200+ phone numbers
- Minimal services online
- Antiquated and difficult to navigate website
- 25+ counters, largely delivering one service
- No corporate customer service standards
- Business complaints about lack of navigational support and red tape
- Difficult to find 'the right person'

Today - 2016

- Foundation for single number to be in place by end of 2016 (661-CITY to replace 661-4500)
- Modernized website with significantly improved navigation
- Full-service Service London counter at City Hall
- Created Service London Business Connector, serving 1,100+ clients annually; improved navigational support and tools for businesses
- CRM implemented in 7 areas by June 2016 (Roads, Solid Waste, Construction Administration, Parks, Sewer, Stormwater, Wastewater & Drainage)
- Implemented corporate customer service standards (phone, voicemail, email)

Investment – 2016-2019

Operating: \$3.1M (2.5 + 0.6) **Capital:** \$2.7M

- Single number access to non-emergency City services (661-CITY)
- Service London online portal
- Full 'Business Hub' (2017)
- Expanded full-service counters (2018)
- CRM implementation complete (2019)
 - All customer-facing services
 - 200+ staff users
- Complete ability to virtually mobilize a customer service team to respond to storms and other extreme events
- Corporate-wide standards with clear service delivery targets and performance measures

CRM

What is CRM?

- CRM = Customer Relationship Management system
- Our technology backbone to manage, track and report on service requests
- Widely used by municipalities and organizations

What does it do for us?

- All customer service reps have the same information
- Ability to track service requests, completion rates, avoid duplication and close the loop
- Single, valid, accurate source of customer data for every Service Area
- Ability to virtually scale up a team to manage customer interactions during major events and scale back down to normal operations afterwards (no additional staff or centralized call centre)

Benefits for Londoners

- ✓ Single number access to non-emergency City services (661-CITY)
- ✓ Access many City services anytime, anyplace via online service portal
- ✓ Ability to complete most common City services from a single location
- ✓ Track your service request and receive follow up
- ✓ 'One-stop shop' Business Hub to support small business
- ✓ Same great experience each and every time

Benefits for Councillors

- ✓ Streamlined channels and services to better support Londoners
- ✓ Improved communication with constituents
- ✓ Increased ability to track service requests, work completion, and customer information
- ✓ Corporate-wide tracking of service delivery targets and performance levels
- ✓ Ward specific data about service delivery (type of service request, status, resolution)
- ✓ More efficient, effective and accountable government

Another Approach – Slower Pace, Full Implementation by 2023

2016-2019 Deliverables

- Single number access (661-CITY)
- Service London online portal
- Business Connector
- One-stop shop Business Hub
- Expanded full-service counters (2 more)
- All resident-facing services on CRM by 2019
- Ability to virtually mobilize customer service team to respond to storms and other significant events
- Corporate-wide standards with clear service delivery targets and performance measures

Benefits

- Simple, clear, easy access to service for Londoners
- Consistent service experience
- Navigation and service support for business
- Improved communication with constituents
- Improved ability to track service requests, work completion, and customer information
 - Ward-specific
 - Corporate-wide
- Improved service delivery

2020-2023 Deliverables

- All business-facing services on CRM by 2023

| (\$000's) | 2016 | 2017 | 2018 | 2019 |
|------------------|--------------|--------------|------------|------------|
| Operating | 567* | 573 | 582 | 589 |
| Capital | 570 | 506 | 285 | 275 |
| Total | 1,137 | 1,079 | 867 | 864 |

*600K from original 3E Service London allocation to offset operating costs

Total 2016-2019 Investment: \$3.94M (\$2.3M Operating; \$1.64M Capital)

What is Different

- Reduced one position
- Removed counters (physical build and 2 Customer Service Representatives) – will be pursued through Assessment Growth in appropriate year
- Slowed pace of CRM implementation
- Spread some costs between years versus all in a single year