Our Journey
How we got here

Service London Implementation Plan approved by City Council. $2.3M one-time allocation

Customer Service Strategy not supported during 2008 Budget deliberations

Multi-year Budget Strategic Investment Business Case – Service London

2007

2008

2012

2016

Customer Service Strategy presented to City Council. Included 311 and a centralized, stand-alone Call Centre

Advances in technology and customer service approaches. Learnings from other municipalities and from Londoners

Municipalities we have looked at: Toronto, Ottawa, Oshawa, Brampton, Waterloo, Halton, Peel, Oakville, Mississauga, Windsor, Grand Rapids
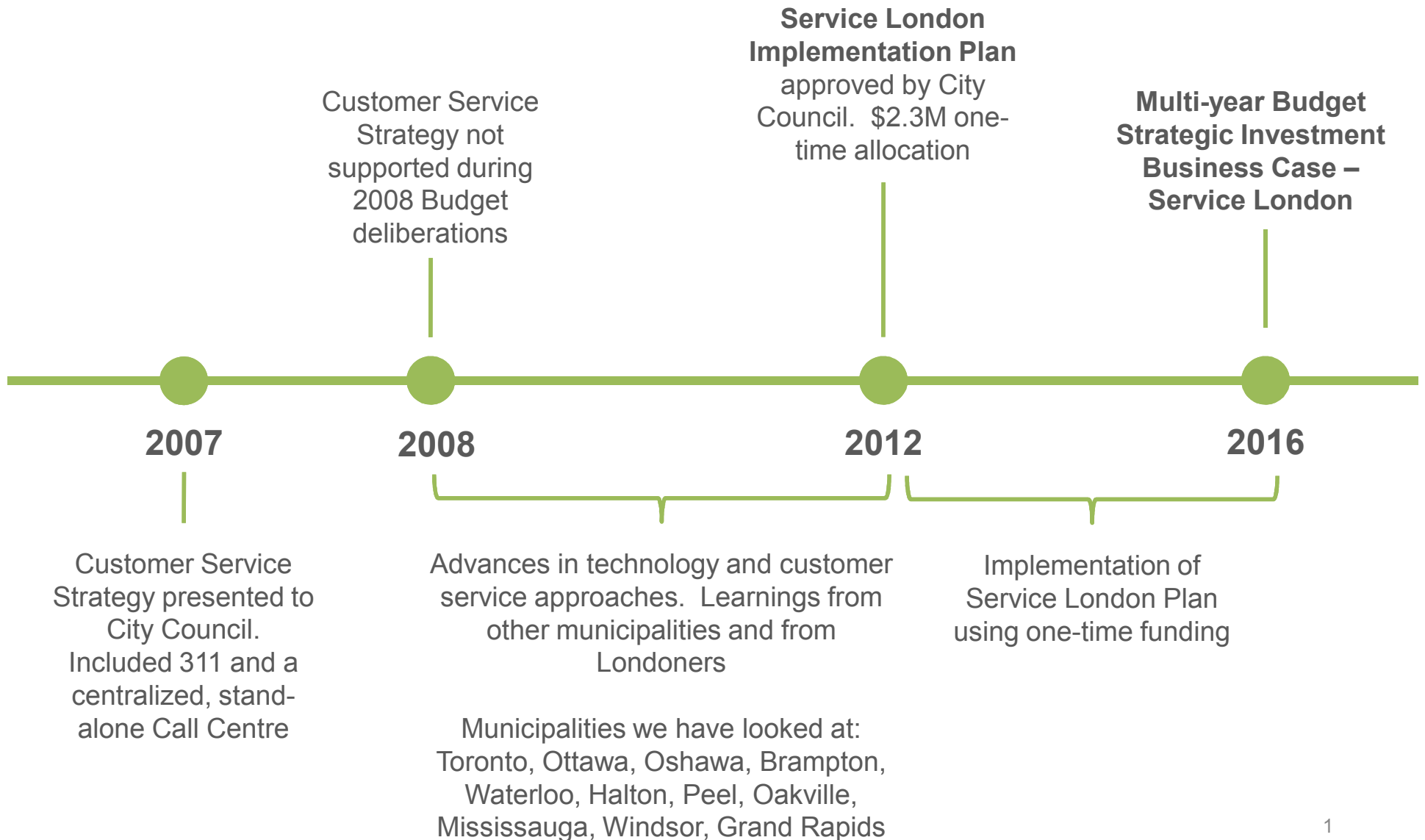
Implementation of Service London Plan using one-time funding

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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