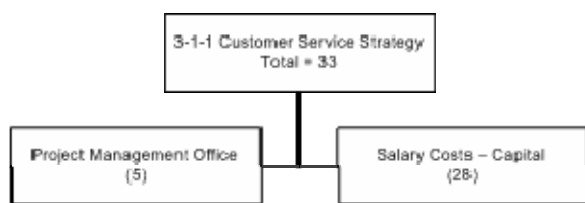


3-1-1 Customer Service Strategy

The City's "3-1-1" service strategy will ensure that all residents, businesses and visitors receive convenient, prompt and reliable access to accurate information and non-emergency City government services. The City's "3-1-1" service strategy will enable the Toronto Public Service to provide excellent service to the public 24/7, with respect to professionalism and integrity, making the best use of staff expertise, resources and technology.

Program Profile

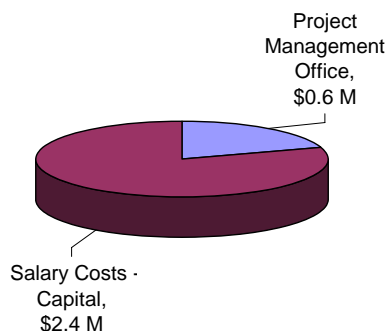


2007 Key Strategic Directions and Priorities

- Manage project plan, deliverables and schedule to implement the 3-1-1 project based on Council approved model
- Provides status reports, capital/operating budget and recommendations, budget variance reports, briefings and presentations on specialized project components, other change request briefings to support the oversight roles of the 3-1-1 Steering Committee and Council
- Co-ordinate, monitor and report on the progress of all 3-1-1 capital subprojects

2007 Recommended Operating Budget by Service

Total = \$3.0 M (Gross)



2006 Key Accomplishments

- Established formal project management model for nine sub-projects
- Launched on-line service page in June 2006
- Construction on facility began in September 2006
- Content development completed for 14 divisions
- Business process review completed for 2 divisions
- Technology RFP released and evaluated in 2006

2008 / 2009 Outlook

The 3-1-1 Project Management Office will continue to proceed towards a successful launch and an improved and integrated customer service strategy in 2008. There are no annualized impacts of new/enhanced services, revenue changes or service adjustments. There are no net operating impacts.

Once implemented, the project will result in the establishment of the 3-1-1 Division, which could have an incremental operating budget impact in 2008 (part year impact), 2009 and beyond. In order to assess potential incremental operating budget requirements, further information concerning the 3-1-1 technology infrastructure is required. Issues such as working hours, health and safety, ergonomics, job evaluation and labour relations will impact incremental operating costs which will not be known until later during the project implementation. The Deputy City Manager for Citizen Services "A" will report to Budget Committee on operating costs for the 3-1-1 Division prior to the 2008 Operating Budget process.

Background

Program Objectives

The 3-1-1 Customer Service Strategy introduces a new customer service delivery model, which will be implemented by the City of Toronto over a three year period. The 3-1-1 service delivery models are recognized as a municipal brand of service excellence throughout North America.

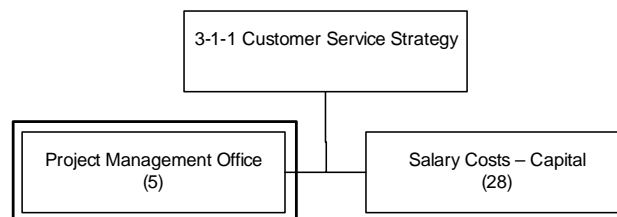
- **The project will streamline and improve public access to City services and provide consistent customer service delivery across all available channels (telephone, web, counter, e-mail).**
- **The continued construction of the 3-1-1 knowledgebase will enable 3-1-1 staff to answer 70% of the public's calls at the first point of contact.**
- **Electronic capacity to track service request forms from start to completion will be developed and the general public will eventually be able to track their own service requests on-line.**
- **The project is also expected to greatly enhance strategic deployment of internal resources due to the precision of tracking information; and to improve public perceptions of City Hall as efficient and effective.**

3-1-1 Customer Service Strategy

Program: 3-1-1 Customer Service Strategy

Service Area Description:

The 3-1-1 Project Management Office provides leadership, direction, guidance, advice and support for all 3-1-1 sub projects including project deliverables. The PMO also provides ongoing research, issue management, and regular project status / budget reports to the internal Steering Committee and Council.



Services provided

- Ensure project deliverables are in compliance with project management standards
- Liaise with each sub project and act as Divisional 3-1-1 liaison
- Provide recommendations, guidance, advice and support on the:
 - Organization of the project plan and work assignments
 - communication of protocols, standards and procedures
 - inclusion/exclusion of deliverables in managing the scope
 - assigned functional deliverables
 - facilitation of assigned teams
 - development, monitoring, financial accounting and reporting on 3-1-1 budget
 - staffing of PMO and sub project activities
 - Presentations to internal and external parties

Emerging Challenges and Opportunities:

- ***Transform City services from a City centric service delivery model to a Customer centric approach for service delivery***
- ***Complex technology integration of new and existing technologies to transform City services***
- ***Documentation and storage of City's knowledge assets in one data base to offer accurate, effective and efficient services***
- ***Champion culture change for divisions working in collaboration with 3-1-1 with the goal of service excellence and business transformation***