Deputy City Manager and Chief Financial Officer's Overview Service Level Review

September 9, 2013

Background and Review Process

- In July 2013, Council approved a process for the review of divisional service levels and activities for City Programs at the appropriate Standing Committee.

- The following recommendation was adopted as part of the Revised Budget Process for 2014, item (EX33.29):

  2. City Council approve the review of divisional service levels and activities for City Programs at appropriate Standing Committees in September 2013, and:

     a. the review of divisional service levels and activities along with any Standing Committee recommendations be <u>referred to the 2014 Budget process for consideration and to staff to guide staff during the 2014 administrative budget review process.</u>

- Through the referral of any recommendations to the 2014 Budget process, Standing Committees will guide staff during the administrative budget review process on service priorities in advance of Council's consideration of the 2014 Budget;

- The process will also ensure upfront public consultation to guide priority setting in advance of the budget launch in November of 2013.

TORONTO

2014 & 2015 Budget Outlook

2014 and 2015 Outlook	2014	2015
Compensation & Benefits	106	107
Non-labour Inflationary Impact	78	71
Total Inflationary Pressure	**183**	**178**
Reversal of One-Time Expenditures	9	1
Depletion of Reserves	47	1
CFC (Capital From Current)	22	24
Debt Charges	53	29
Capital and Corporate Financing	75	53
Tax Deficiencies / Write-offs	10	10
Other Expenditures	66	82
Total Expenditure Pressures	**389**	**326**
Revenue Change:		
Municipal Land Transfer Tax (MLTT)	(15)	(15)
TTC Ridership Growth	(19)	(15)
TTC Fare Increase (10 Cents)	(35)	(35)
Uploading of Service Costs	(25)	(25)
Other Revenue Changes (incl. Interest/Investment, Dividend & User Fees)	(10)	(12)
Total Revenue Change	**(104)**	**(102)**
Pressure after Revenue Changes:	**284**	**224**
Property Tax Rate Increase	(48)	(49)
- (2% Residential/0.67% Non-Residential)		
Assessment Growth	(30)	(30)
Original Estimated Efficiency Target	**206**	**144**

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Revised 2014 & 2015 Budget Outlook

Revised 2014 and 2015 Outlook	2014	2015
Changes as of June 25th		
Depletion of Reserves (Contribution from Bank Tower Settlement Report)	(17)	0
Provincial Funding Reductions for Public Housing	43	43
Tax Deficiencies / Write-offs	(10)	(10)
Efficiency Target - 2% Residential Property Tax Increase	**222**	**178**
Impacts of Reduced Property Tax Rate Increase		
0.25% reduction to the Property Tax Rate Increase		
- (1.75% Residential/0.58% Non-Residential)	6	6
Efficiency Target - 1.75% Residential Property Tax Increase	**228**	**183**

- Revised 2014 outlook represents opening spending pressure estimated from $222M to 228M, subject to the Property Tax Rate Increase.

- Significant changes over original estimate result from following:

  - $42.5M revenue reduction based on Provincial funding cut for Public Housing (Pooling Compensation Grant) of $149.3 million phased over 3 years; and

  - $6M revenue reduction based on 0.25% reduction to the residential property tax increase.

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2014 Budget Challenges

- Additional financial pressures and challenges for 2014 Budget include:

  - $32M in reduced revenues from Municipal Land Transfer Tax, based on a proposed 10% reduction;

  - $18M in reduced revenues based on anticipated 2014 TTC fare increase of 5 cents (as opposed to 10 cents);

  - Financial commitments resulting from Council approved priorities such as increased funding for Arts/Culture, Pan-Am Games and EMS requirements.

- The City's also facing additional Capital Budget pressures for:

  - Preferred E.A. option for the F.G. Gardiner Expressway;

  - Reducing SOGR backlog within the Parks, Forestry and Recreation Capital Program and Housing; and

  - TTC's Capital fleet, facility and system requirements arising from increased ridership growth.
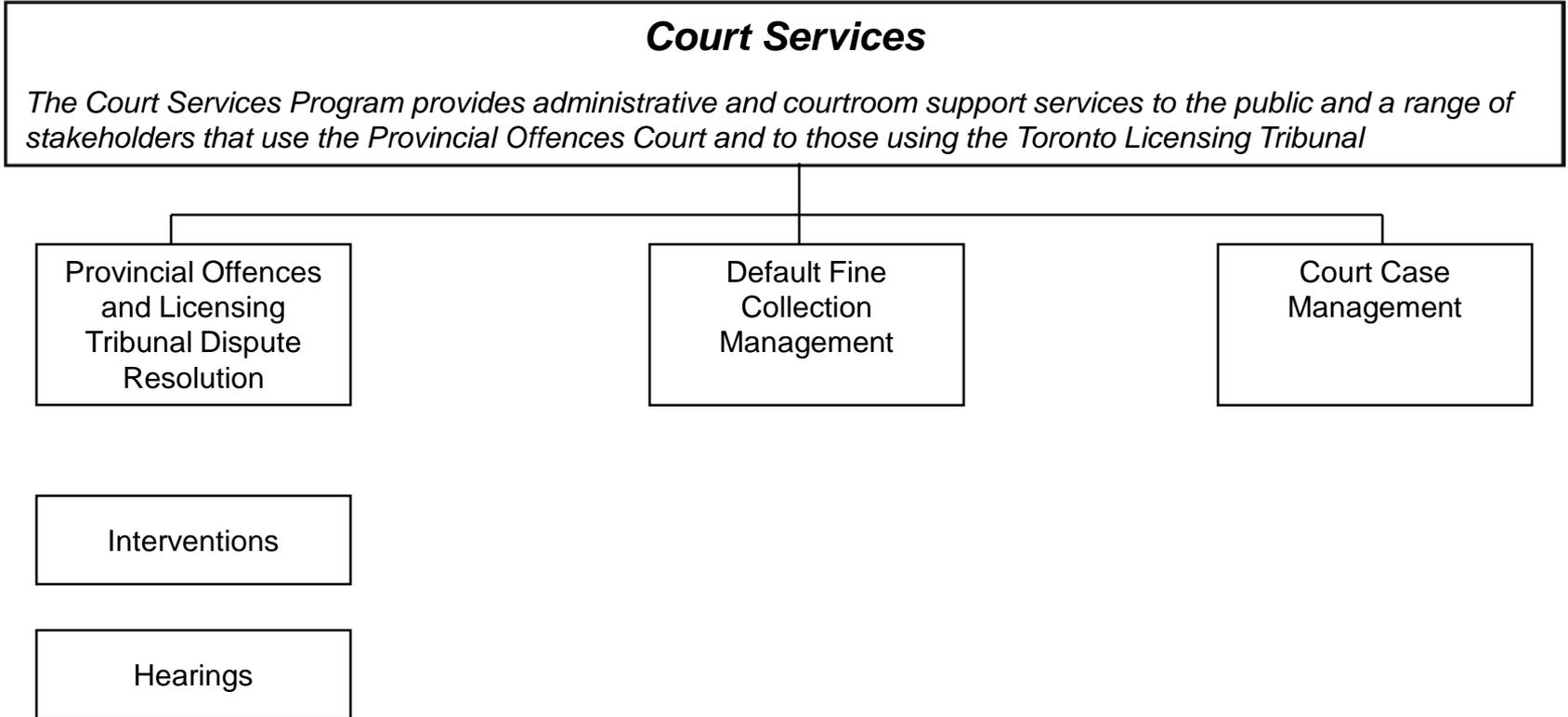
TORONTO

Court Services
Service Level Review

Agenda

Service Level Review – Court Services

1. Program Map

2. Program Overview

3. Service Review Highlights – Key Service Levels

TORONTO

Program Map

Court Services

The Court Services Program provides administrative and courtroom support services to the public and a range of stakeholders that use the Provincial Offences Court and to those using the Toronto Licensing Tribunal

Provincial Offences and Licensing Tribunal Dispute Resolution	Default Fine Collection Management	Court Case Management

Interventions

Hearings

TORONTO

Program Overview

Program delivery of Court services was transferred to municipalities by the Province in 2002.

The Division also provides administrative support services to the Toronto Licensing Tribunal.

➢ 2013 approved budget $55.130 million gross and ($13.783 million) net revenues
➢ Program's total staff complement is 284 permanent positions
➢ Court services are provided at 1530 Markham Road, 2700 Eglinton Avenue West (York Civic Centre), Old City Hall and at Dundas/University Avenue
➢ There are 30 trial courtrooms and hearings held in 10 intake courtrooms
➢ Process approximately 700,000 charges filed (*majority are highway traffic and other tickets issued by Toronto Police*) including scheduling over 500,000 trials and other hearings
➢ Support Toronto Licensing Tribunal, resulting in over 200 hearing applications filed each year
➢ On a monthly basis, serve approximately 73,000 individuals at public counters and in trial courts and respond to over 12,500 phone calls and 1,400 email enquiries.
➢ Co-ordinate over 30,000 language interpreter requests to provide translation to persons requiring service

TORONTO

Provincial Offences Dispute Resolution

Key Service Levels:

Activity/Type	Service Levels			
	2011	2012	2013	2014 Proposed
Hearing held	100% of scheduled hearings are held	100% of scheduled hearings are held	100% of scheduled hearings are held	100% of scheduled hearings are held
Preparation of Transcripts for court of appeal	Prepared within 90 days of transcript request received	Prepared within 90 days of transcript request received	Prepared within 90 days of transcript request received	Prepared within 90 days of transcript request received

Provincial Offences Dispute Resolution

Issues, Challenges and Opportunities

- The cost for the assignment of police officers to attend court has increased. Without the attendance of the officer as witness at trial, the prosecution cannot proceed and a conviction is unlikely.

- Effectiveness of the use of certified statements in reducing officer witness costs depends on external factors including Provincial support and decisions made by judicial officers.

- Court Services Service Efficiency Study recommendation to incorporate audio and video conference technology into meetings with prosecutors and in courtrooms to allow interpreters to provide remote interpretation services is being reviewed. If feasible, this will be implemented in 2014.

Default Fine Collection Management

Key Service Levels:

Activity/Type	Service Levels			
	2011	2012	2013	2014 Proposed
Default fine account holders contacted	60% of account holders contacted within 30 days of accounts going into default	65% of account holders contacted within 30 days of accounts going into default	70% of account holders contacted within 30 days of accounts going into default	70% of account holders contacted within 30 days of accounts going into default
Default Fines collected	36% of default accounts collected within one year of default	37% of default accounts collected within one year of default	37% of default accounts collected within one year of default	38% of default accounts collected within one year of default
Disputed defaulted fines Investigated	100% are investigated and resolved	100% are investigated and resolved	100% are investigated and resolved	100% are investigated and resolved

Default Fine Collection Management

Issues, Challenges and Opportunities

- Toronto is participating in a joint municipal pilot project to allow unpaid *Provincial Offences Act* fines to be added to the tax roll for collection and to collect such amounts on behalf of the municipalities participating in the pilot project on a reciprocal basis.

- Defaulted fines with a monthly growth of approximately $2.0 million is a challenge. City continues to encourage the Province to introduce new collection sanctions to improve compliance with court ordered fine payments.

Court Case Management

Key Service Levels:

Activity/Type	Service Levels			
	2011	2012	2013	2014 Proposed
Receive incoming Provincial Offences non parking charges	Receive incoming charges within 7 days	Receive incoming charges within 7 days	Receive incoming charges within 7 days	Receive incoming charges within 7 days
Receive incoming Provincial Offences parking charges	Receive incoming charges within 60-75 days	Receive incoming charges within 60-75 days	Receive incoming charges within 60-75 days	Receive incoming charges within 60-75 days
Hearing scheduled	12 months from time trial request received	12 months from time trial request received	11 months from time trial request received	10 months from time trial request received
Processing Payments	24 hours of receipt	24 hours of receipt	24 hours of receipt	24 hours of receipt

Court Case Management

Issues, Challenges and Opportunities

- A declining trend in the volume of provincial offences charges filed by enforcement agencies has been experienced in the past 18 months. Decisions on enforcement activity across the Province rest with enforcement agencies and are not within the mandate of divisions delivering court services.

- Legislation introduced by Province in the spring of 2013 (now at 2nd reading) has the potential to reduce non-payment of fines across Ontario by introducing additional restrictions relating to the issuance or renewal of vehicle license plates. Proposed changes, once implemented, have the potential to increase compliance with court orders requiring payment of fines.

- Electronically produced tickets issued from Police vehicles and also electronically transmitted to Court will result in reduced expenditures: data entry; ticket books; clerical activity.

Conclusion

Court Services revenues are, and will always, be volatile in nature, prone to swings in enforcement activity, court decisions and prosecutorial discretion.

The Division will, in 2014, maintain current service levels and continue to enhance service delivery through greater use of technology where possible.

Fine enforcement is limited to what is permitted under Provincial legislation. City staff will continue to monitor new legislation and identify opportunities where changes can improve results- working with the Province to implement an expanded range of collection sanctions that result in higher compliance with court orders to pay fines.
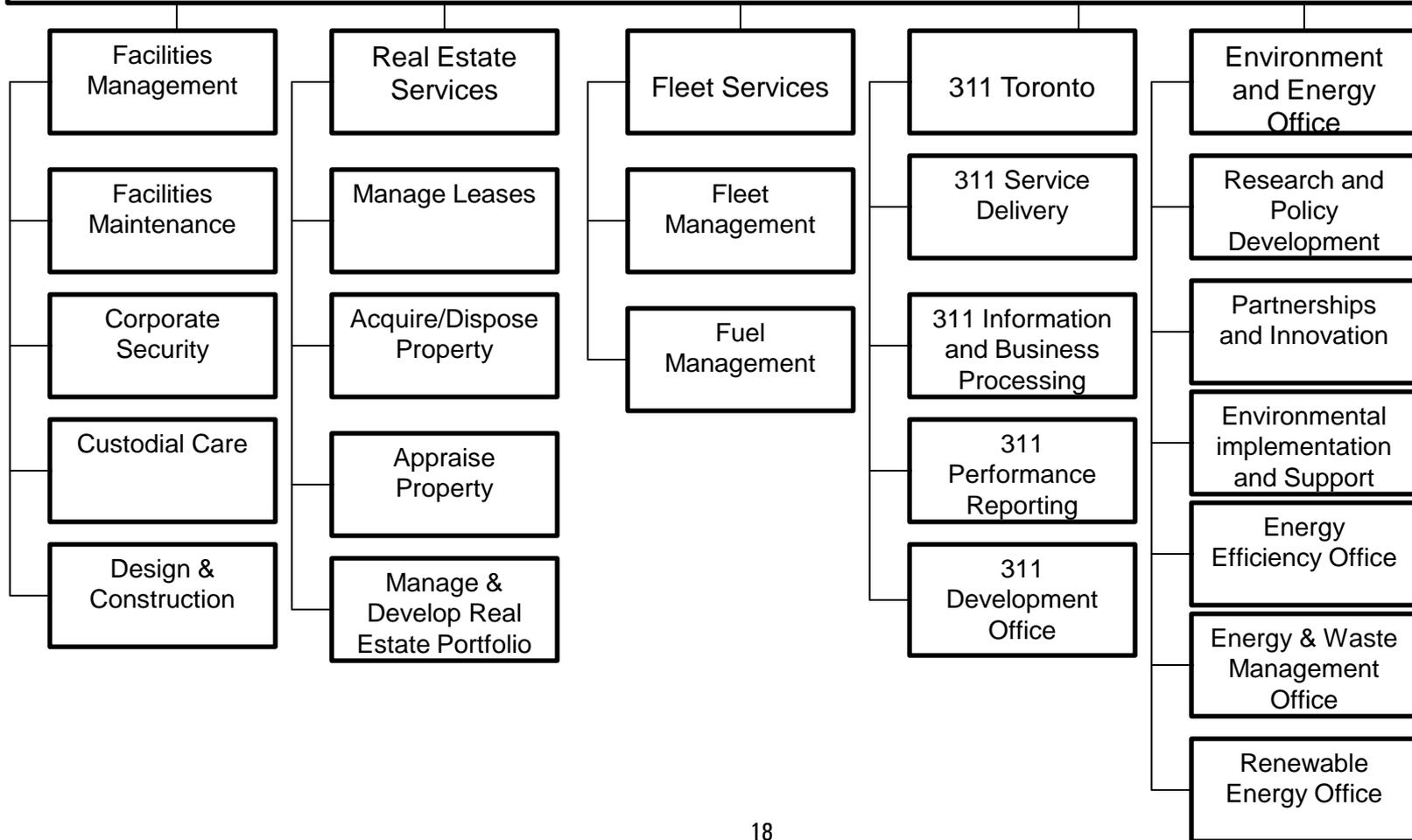
CHIEF CORPORATE OFFICE ORGANIZATION
Service Level Review

September 9, 2013

Program Map

Chief Corporate Officer Organization

We work across the City with our clients and stakeholders to deliver an effective customer experience by managing assets and offering services that fully utilize the City's property assets, fleet, energy supply and environmental programs, and contact centre resources in an innovative and fiscally sustainable manner.

Facilities Management	Real Estate Services	Fleet Services	311 Toronto	Environment and Energy Office
Facilities Maintenance	Manage Leases	Fleet Management	311 Service Delivery	Research and Policy Development
Corporate Security	Acquire/Dispose Property	Fuel Management	311 Information and Business Processing	Partnerships and Innovation
Custodial Care	Appraise Property		311 Performance Reporting	Environmental implementation and Support
Design & Construction	Manage & Develop Real Estate Portfolio		311 Development Office	Energy Efficiency Office
				Energy & Waste Management Office
				Renewable Energy Office

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TORONTO

FACILITIES MANAGEMENT & REAL ESTATE
Service Level Review

September 9, 2013

Agenda

1. Program Overview

2. Service Review
- ✓ Facilities Management
- ✓ Real Estate Services

3. Priority Actions

4. Issues, Challenges & Potential Solutions

Service Level Review – Facilities Mgmt & Real Estate

TORONTO

Program Map

Facilities Management & Real Estate Services

Facilities Management

- Facilities Maintenance
- Corporate Security
- Custodial Care
- Design & Construction

Real Estate Services

- Manage Leases
- Acquire/Dispose Property
- Appraise Property
- Manage & Develop Real Estate Portfolio

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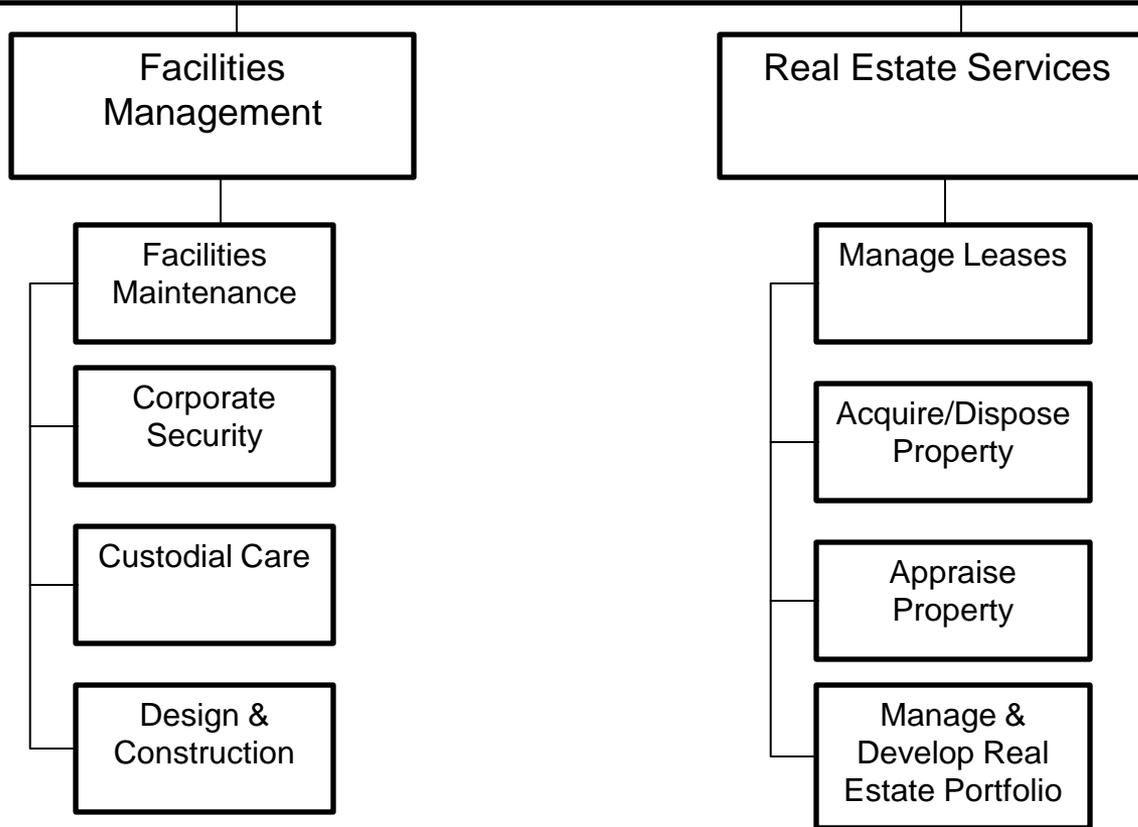
Program Overview

Organizational Mission:

To work collaboratively and responsively with our clients to advance the city-wide priorities by protecting and maximizing the City's property assets, energy supply, and environment in an innovative and fiscally sustainable manner.

✓ 2013 Approved Operating Budget of $142.2M in gross expenditures and $101.3M of revenues, $40.9 net with 787.9 approved positions, delivered through 2 Divisions including:

Facilities Management:

- Maintain City facilities in a clean, safe and accessible manner
- Monitor and promote the use of standard facilities protocols under the Facilities Maintenance Standards within City programs.
- Develop and implement Council priority capital projects including: Union Station Revitalization, the Revitalization of Nathan Phillips Square and the Redevelopment of St Lawrence Market North.
- Manage City facilities equivalent to over 9.6 million square feet or 277 buildings
- Provide a safe and secure environment for 1,345 facilities
- Coordinate 5,400 special events open to the public annually
- Complete an average of 36,790 building maintenance work orders annually
- Conducts building condition assessments on 20% of the Building stock and manage 300 capital projects annually

Program Overview

Real Estate Services:

- Ensure the City's property portfolio is optimal and meets program requirements
- Completes an average of 444 property appraisals annually
- Manage over 1,000 leases in the portfolio, with over $48M in lease revenue annually
- Reviews property tax assessments for 5,600+ City-owned properties

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Staffing Complement

	Facilities Management	Real Estate Services	Total
2013 Approved Operating FTE	628.9	81.0	709.9
2013 Approved Capital FTE	78.0	0	78.0
Total	706.9	81.0	787.9

Facilities Management

Key Service Levels:

Activity	Service Levels			
	2011 Results	**2012 Results**	**2013 Projection**	**2014 Proposed**
Facilities Maintenance (buildings under FM)	9.9 M sq ft 287 buildings	9.7M sq ft 278 buildings	9.6M sq ft 277 buildings	9.6M sq ft 277 buildings
Building heating, ventilation, cooling, and lighting inquiries (respond within 3 days)	100% compliance	100% compliance	100% compliance	100% compliance
Security & Safety incidents (year over year % change) 9007 incidents in 2010	2% increase	1% increase	10% increase	2% increase
Custodial Cleaning daily routines in public areas (buildings under FM)	95% compliance with cleaning standard	95% compliance with cleaning standard	95% compliance with cleaning standard	95% compliance with cleaning standard

FM demonstrates a high degree of program compliance to service standards.

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Real Estate Services

Key Service Levels:

Activity	Service Level			
	2011	**2012**	**2013 Projection**	**2014 Proposed**
<5% of Lease Revenue In Arrears	6.7%	6.9%	6.5%	5%
95% of Properties Sold at or above Appraised Value	103%	99%	97%	95%
Premiums Paid on Expropriations is <25% of Market Value	---	---	25%	25%
95% Appraisal Assignments are Completed within Six Weeks	80%	80%	95%	95%

Real Estate Services is projected to meet or exceed the key service metrics

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Real Estate Services

Key Service Activities:

Activity	2011 Results	2012 Results	2013 Projection	2014 Proposed
Lease Management	1089 Leases $73m Rent Roll	1129 Leases $78m Rent Roll	1135 Leases $78m Rent Roll*	1135 Leases $78m Rent Roll*
Real Estate Disposals	36 Sales $21m Sales	38 Sales $19m Sales	35 Sales* $18m Sales*	35 Sales* $18m Sales*
Real Estate Acquisitions*	90 Transactions $24m Acquisition Costs	71 Transactions $20m Acquisition Costs	70 Transactions* $20m Acquisition Costs*	70 Transactions* $20m Acquisition Costs*
Real Estate Appraisals	429 Appraisals $52m s.42 Payments	451 Appraisals $90m s.42 Payments	452 Appraisals $60m s.42 Payments*	452 Appraisals $60m s.42 Payments*
Build Toronto	7 Transfer Agreements $20m Dividends	11 Transfer Agreements $10m Dividends	11 Transfer Agreements* TBD*	10 Transfer Agreements TBD*

From 2009 to 2012 the annual average property tax savings /revenue was $2.9m.

From 2011-2013, Real Estate Services processed an average of approximatly $200m in real estate activity for the City annually.

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Priority Actions

- Work with City Divisions in implementing the reset of Facilities Management project.

- Develop and implement a Project Management practice which focuses on maximizing asset value.

- Maximize lease revenues, reduce cost of leasing from 3rd party landlords, and continue to optimize the building and land portfolio through Build Toronto, land sales and program accommodation reviews.

- Engage the organization in initiatives that focus on customer service excellence and developing performance measures and service standards.

- Develop and implement a talent development plan which meets current and future organization needs

- Integrated asset management solutions focused
    - customer; core business processes
    - mobile solutions
    - building maintenance functionality
    - building matrix inventory

- Develop a 10-year Design and Construction Accessibility Plan to comply with the Accessibility for Ontarians with Disabilities Act (AODA)

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Issues & Challenges

- Aging Facility Infrastructure - 20% of City owned buildings are over 50 years old highlighting the need for a streamlined and standard process for building condition assessments and determining SOGR backlog

- Revitalization of major public space while facilities remain active and open to the public, including:
  ➢Union Station
  ➢Nathan Phillips Square
  ➢Old City Hall
  ➢St. Lawrence Market North

- Grow and enhance the Real Estate portfolio relationship with Build Toronto and ABCD's, acting on opportunities in a timely manner while adhering to City policies and procedures

- Attract and retain skilled staff

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Potential Solutions

- Complete a portfolio review of facilities, as well as updating facilities inventory management tools to help identify needs

- Standardize the approach and methodology of completing BCAs and implement project management practice with flexibility to support small and large projects

- Conduct ongoing stakeholder engagement to identify and address issues that could impact progress on capital projects and improved oversight and reporting

- Leverage and explore work order initiatives in Cluster A and B as an alternative to SAP

- Develop guidelines and policies specifically related to the transfer of properties to Build Toronto that are adopted corporately

- Acquire improved information from ABCD's on existing space usage, occupancy data and future accommodation requirements for lands and buildings

TORONTO

FLEET SERVICES
Service Level Review

September 9, 2013

Agenda

1. Program Overview

2. Service Review
   - ✓ Fleet Management
   - ✓ Fuel Management

3. Priority Actions

4. Issues, Challenges & Potential Solutions

Program Map

Fleet Services

To provide responsive and efficient fleet management services to City Programs and Agencies that maximizes safety and environmental sustainability and minimizes lifecycle costs.

- Fleet Management
  - Acquisition (Vehicles & Equipment)
  - Maintenance
  - Disposal
  - Vehicle Safety

- Fuel Management
  - Acquisition (Fuel)
  - Distribution

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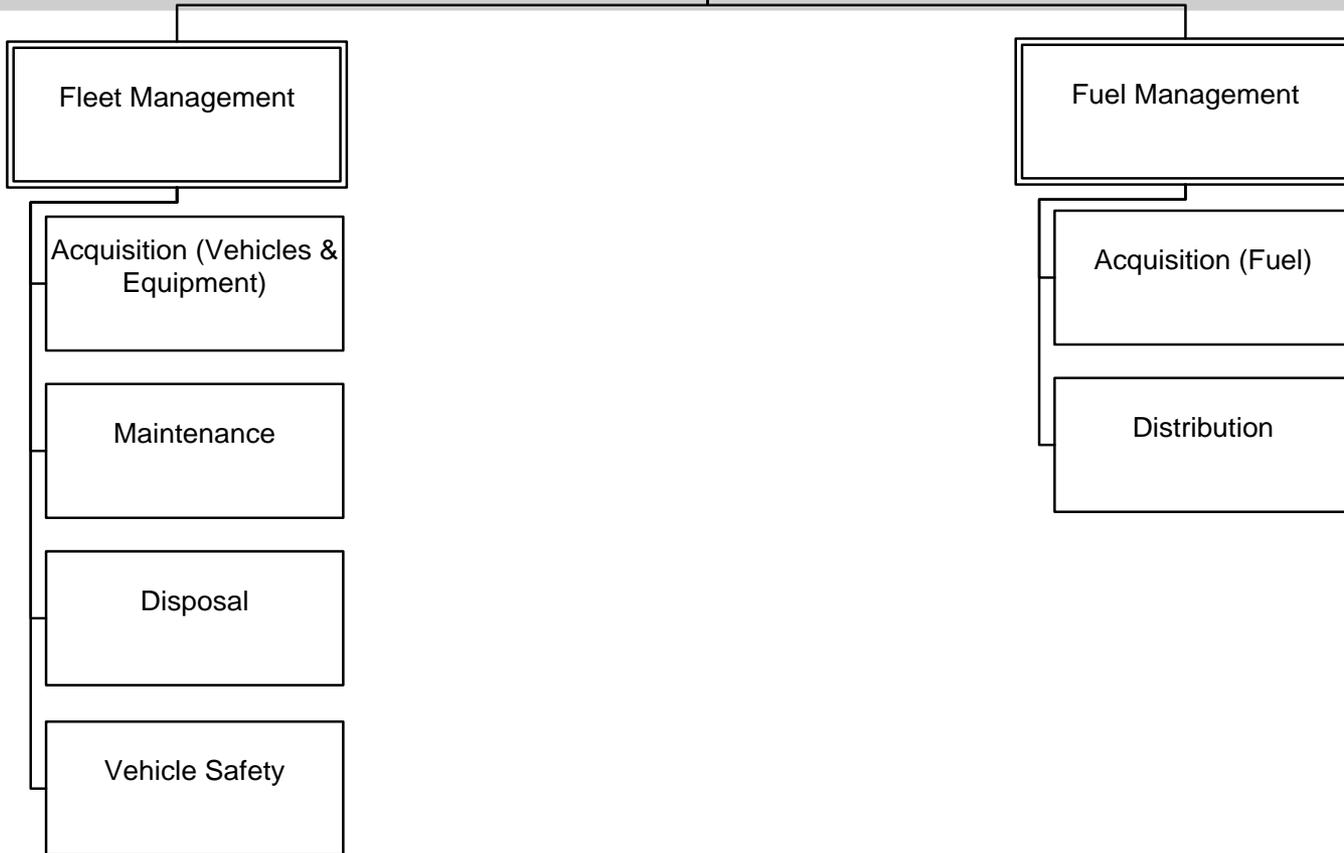
Program Overview

- 2013 Operating Budget of ~ $47M (net $0) - 174 approved positions.

- 2013 Capital Budget is $58.5M

- Fleet Services operates on a net zero budget, by recovering its costs from Divisions that use its services.

- Manage approximately 5,000 vehicles and pieces of equipment.
    - 2,000 - Light-duty vehicles
    - 350 - Medium-duty vehicles
    - 730 - Heavy-duty vehicles
    - 1,900 - Pieces of off-road equipment

- Manage and oversee 46 City-owned fuel sites.

- Train, test and monitor over 10,000 vehicle and equipment operators.

- Manage approximately 225 short term rental vehicles to provide coverage during peak periods.

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Fleet Management

Key Service Levels:

Service Levels				
Activity	**2011**	**2012**	**2013**	**2014 Proposed**
Fleet Acquisition Light Duty Vehicles (Average operating age)	5.1 years	5.4 years	4.9 years	5 years
Fleet Disposal Light Duty Vehicles (Average disposal age)	9.5 years	9.9 years	10 years	9 years
Fleet Maintenance Mix	59% scheduled 41% unscheduled	54% scheduled/ 46% unscheduled	58% scheduled/ 42% unscheduled	60% scheduled/ 40% unscheduled
Vehicle & Driver Safety	74% pass rate	85% pass rate	84% pass rate	85%

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Fuel Management

Key Service Levels:

Service Levels				
Activity	**2011**	**2012**	**2013**	**2014 Proposed**
Fuel Acquisition (Gasoline)	6.7% below market price	5.5% below market price	6.0% below market price	7.0% below market price
Fuel Acquisition (Diesel)	8.9% below market price	7.1% below market price	6.0% below market price	7.0% below market price
Fuel Distribution (Gasoline)	3.6 million litres dispensed/yr	3.1 million litres dispensed/yr	4.6 million litres dispensed/yr	4.6 million litres dispensed/yr
Fuel Distribution (Diesel)	10.4 million litres dispensed/yr	10.1 million litres dispensed/yr	8.6 million litres dispensed/yr	8.7 million litres dispensed/yr

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2011 Service Request Rate

Median 72.2%

% of Unscheduled Maintenance (*Source, OMBI*)

	Tor	Lond	Ott	Bar	Harn	Wat	Halt	Winn	York	Wind
Ratio (%) of Reactive to Preventative Maintenance	40.5%	41.1%	48.6%	63.5%	67.5%	76.9%	78.6%	80.9%	88.3%	88.6%

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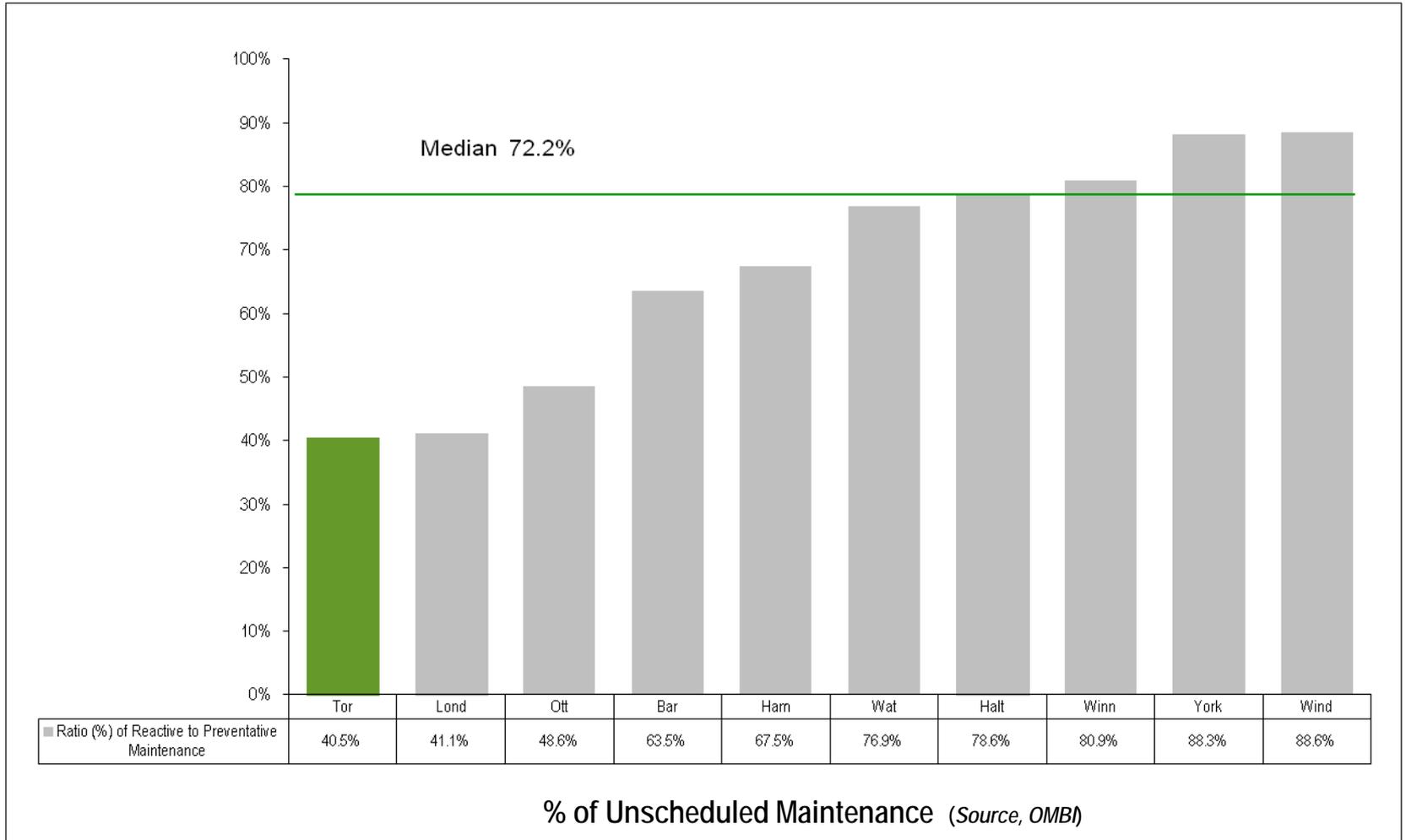
2011 Average Kilometres Travelled (Light Duty)

Median 14,026 kms

Chart showing Average Km. per year – Light Duty by city:
- Barrie
- Toronto
- Windsor
- London
- Waterloo
- Halton
- Thunder bay
- Winnipeg
- Hamilton
- York
- Ottawa
- Muskoka

Y-axis: 5,000.00 / 10,000.00 / 15,000.00 / 20,000.00 / 25,000.00

Average Km. per year – Light Duty

Service Level Review – Fleet Services
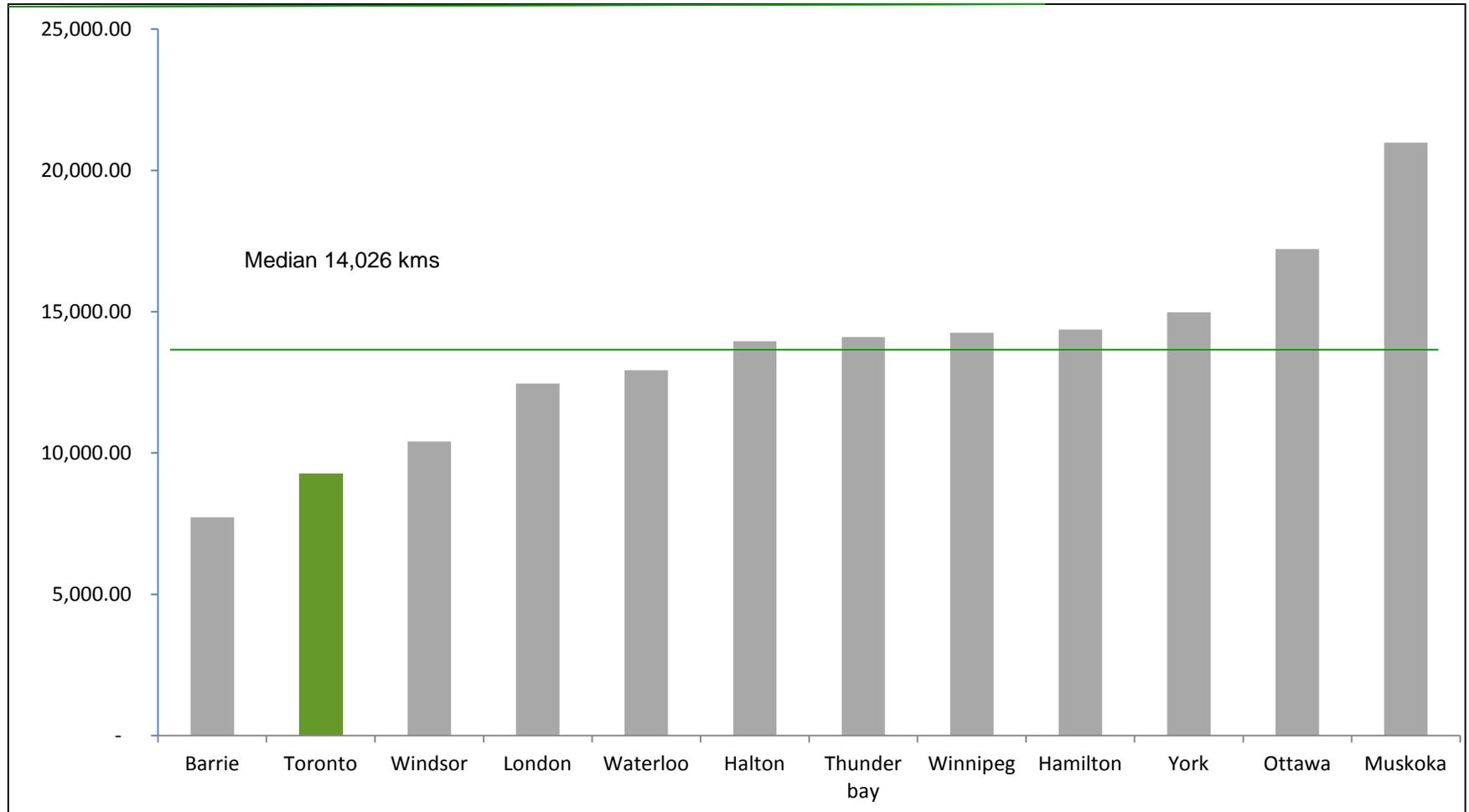
Priority Actions

- Review the current fuel program in conjunction with fleet and user requirements to ensure an effective fuel supply and fuel management strategy is in place.

- Review fleet operations and maintenance processes to ensure that operations are effective and that adequate controls are in place.

- Review and understand vehicle utilization in effort to manage fleet usage and size.

- Develop the City's 2014-2017 Green Fleet Plan to provide leadership in the advancement of environmental impact reductions.

- Work with the EFMCC (Police, Fire, EMS, TTC and Fleet) to ensure continued collaboration while developing a common set of fleet standards and measures.

- Analyze fleet safety and the City's CVOR rating.

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Issues & Challenges

- Fuel supply and fuel management programs require revision to ensure effectiveness and the assurance of appropriate controls.

- Accurate meter readings are required for effective fleet management but capturing accurate readings has proved to be problematic.

- Fleet operations and maintenance processes need further analysis. Contracted services require management and control as well. Review is required to ensure effective controls are in place.

- Some Divisions have not been committing sufficient capital reserve contributions for vehicle replacements. This results in replacement/sustainability concerns and increased maintenance costs.

- Assessing vehicle utilization requires a better understanding of clients needs, combined with alternatives to effect improvements.

- The Fleet's safety rating (CVOR) has been declining and requires increased analysis and corrective action.

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Potential Solutions

- Conduct an external review of fleet operations, maintenance processes and contracted services, to ensure that operations are effective, properly structured and that appropriate controls exist.

- Revise the fuel site upgrade program and combine fuel site upgrades with the development of an integrated solution that provides real time fuel reporting and asset meter readings.

- Work closely with Client Divisions to ensure that the vehicles they have on hand are the right vehicles and that they are required and fully utilized.

- Work with Divisions in 2014 to identify Capital reserve shortfalls and develop long term solutions to address areas of deficiency.

- Improve the City's commercial vehicle safety rating by introducing new measures to identify and address specific problem areas and drivers.

TORONTO

311 TORONTO
Service Level Review

September 9, 2013

Agenda

1. Program Overview

2. Service Review
   - ✓ 311 Development Project
   - ✓ 311 Service Delivery
   - ✓ 311 Information & Business Processing
   - ✓ 311 Performance Reporting

3. Priority Actions

4. Issues, Challenges & Potential Solutions

Program Map

311 Toronto

To ensure a single point of access to non-emergency City of Toronto Programs and service inquires for all residents, businesses and visitors, in order to provide convenient, prompt, accurate and reliable City government information and requests for service to the public, while making the best use of staff expertise, resources and technology.

- 311 Service Delivery
- 311 Information & Business Processing
  - 311 Information/Content Management
  - 311 Business Processing
- 311 Performance Reporting
- 311 Development Office
  - 311 PMO
  - 311 Service Office

Program Overview

- 311 Toronto provides 24/7 non-emergency municipal information and services using a customer-focused "end-to-end" integrated service delivery model in over 180 languages.

- 2013 Approved Operating Gross Budget of $18.9 M; $10.4 M net
- 182 approved positions (154 FTE in operating; 28 FTE in capital)

Channels Served by 311 Toronto

Email   Phone   Self-service   Twitter   Fax   Mobile

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311 Service Delivery

Key Service Levels:

Activity	Service Levels						
	2011 Target	2011 Actual	2012 Target	2012 Actual	2013 Target	Projected 2013	2014 Proposed
Volume of general enquires	630,000	795,429	770,000	899,477	847,000	944,451	991,673
Volume of Service Requests	270,000	290,036	330,000	319,447	363,000	382,875	440,306
Total Volume	**900,000**	**1,085,465**	**1,100,000**	**1,218,924**	**1,210,000**	**1,327,326**	**1,431,980**
% of calls answered within 75 seconds	80%	63%	80%	81%	80%	80%	80%
Average Talk Time (seconds)	220	228	220	211	220	232	240

Overall satisfaction with the City of Toronto 311 service is very high, with nine out of ten callers (90%) being satisfied with the service – most of whom (75%) are 'very' satisfied (IPSOS Reid study December 2012)

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311 Service Delivery

2012 General Enquires (Volume of 899,477)

- Public Health 4.3%
- Revenue Services 4.0%
- City Clerk's Office 2.3%
- Other City of Toronto Divisions 15.8%
- Other (i.e. Not-for-Profit, Private) 4.3%
- Toronto Building 6.3%
- Parks, Forestry & Recreation 11.7%
- City Agencies, Boards, Commissions and Corporations 7.0%
- Municipal Licensing & Standards 11.0%
- Transportation Services 7.8%
- Solid Waste Management 8.1%
- Other Levels of Government 9.1%
- Toronto Water 8.4%

Source: 311 Toronto Knowledge Base

311 continually expands it's knowledge base to ensure accurate and reliable information for the diverse general enquiries received about City Services

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311 Service Delivery

2012 Service Requests by Division
(Volume of 319,477)

- Transportation 19%
- Toronto Water 13%
- ML&S - District Enforcement 8%
- ML&S - Toronto Animal Services 6%
- Urban Forestry 3%
- 311 3%
- Solid Waste 48%
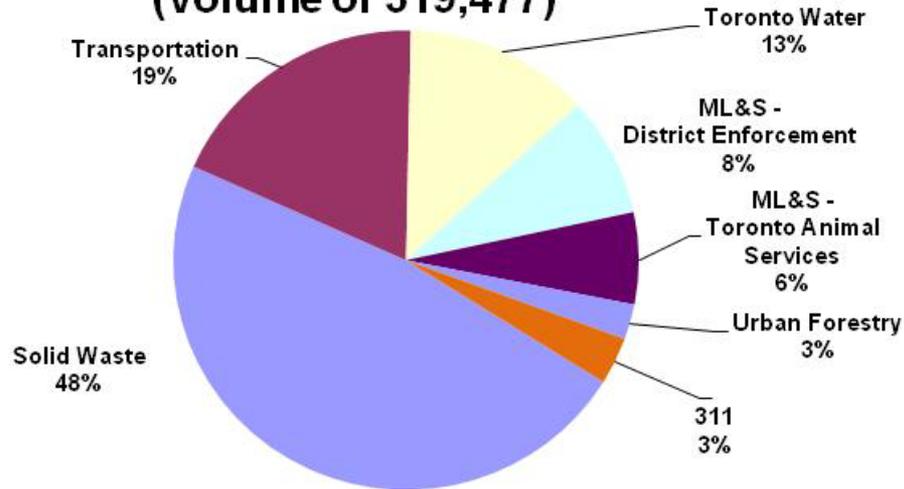
2012 Service Requests Received by Channel

- Email 5%
- On Line 6%
- OpenAPI 0.16%
- Phone Calls 89%
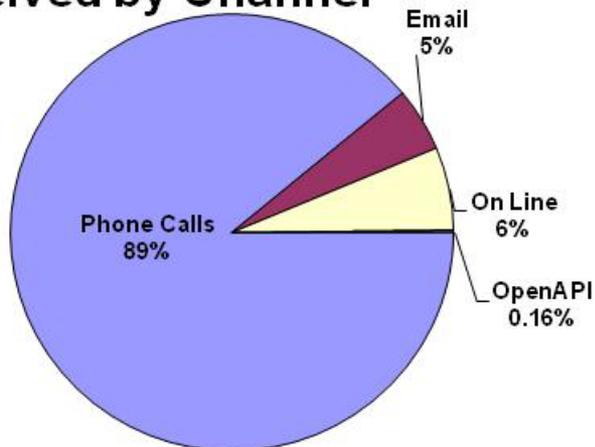
Opportunity to move customers to less costly channels continues.

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311 Information & Business Processing

Activity	Service Levels						
	2011 Target	2011 Actual	2012 Target	2012 Actual	2013 Target	Projected 2013	2014 Proposed
# of new service division integrations with 311	0	1	2	3	1	4	1
# of new service requests types	0	17	40	47	5	23	TBD
% of knowledge base content reviewed annually	100%	100%	100%	100%	100%	100%	100%

311 continues to work with it's Integrated Services Divisions to enhance or create new service requests that provide more efficient end to end customer service interactions.

311 currently can generate over 500 service request types for various divisions in the City

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311 Performance Reporting

Key Service Levels:

Activity	Service Levels						
	2011 Target	2011 Actual	2012 Target	2012 Actual	2013 Target	Projected 2013	2014 Proposed
# of end users trained in new internal Business Intelligence environment	N/A	N/A	25	123	25	25	25
# of end users supported	N/A	N/A	250	283	250	146	250
# Visits to 311 External Self Service Portal	N/A	513,249	550,000	647,949	660,000	805,872	1,007,340
Contact Centre Performance	Reporting portal up and running 100% of the time	Reporting portal up and running 100% of the time	Reporting portal up and running 100% of the time	Reporting portal up and running 100% of the time	Reporting portal up and running 100% of the time	Reporting portal up and running 100% of the time	Reporting portal up and running 100% of the time

Despite extensive training at the end of 2012 for the new Business Intelligence portal for Councillors and staff, the system is underutilized and will require additional opportunities and education to increase end users.

311 Performance Reporting - WFM

QUE	SVC Level 1/2 HR%	SVC Level 1/2 TDY%	LCW	CALLS OFFRD TDY	CALLS ANSRD TDY
2	85.6	79.3	0:9.0	2386	1308

CSR	LOGON	ONCALL	READY	NTRDY	ADHERENCE 1/2 HR	ADHERENCE TDY
	63	36	0	25	85.6	65.0

CURRENT CSR ACTIVITIES

Legend:
- Busy Other (After Call Wrap Up)
- Not Ready (After Call Wrap Up)
- Not Ready (Break)
- Not Ready (Correspondence)
- Not Ready (Facilities Booking)
- Not Ready (Personal)
- Not Ready (Special Assignment)
- Not Ready (Technical Assistance)
- On Phone

Gauges:
- SL 65 — Service Level
- ASA 79 — Average Speed of Answer
- AR 0 — Abandonment rate
- AHT 86 — Avg Handle Time
- LCW 9 — Longest Call Waiting
- DA 65 — Day's ADHERENCE

Clicking the Pie will open detail information about CSRs activities

Clicking the CSR will open detail information about her/his activities

Current Day - Who's in   Data collected on : Wed Sep 4 2013 | 10:53:31 EDT

Priority Actions

- Continue to develop strategies to address 311 Toronto's staff availability for unpredictable call volume and peak demand events

- With new services integrated and increase in call volumes, 311 continues to move users to online services and find other efficiencies.

- 311's focus is to maintain service levels with no additional Customer Service Representatives budgeted.

TORONTO

Issues & Challenges

➢ City Council approved the elimination of further 311 development initiatives beginning in 2013 (meeting of September 26 and 27, 2011)

➢ Existing technology and data are not yet being fully leveraged

➢ Continue to reduce absenteeism

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Potential Solutions

- Articulating a clear multi-channel customer service vision

- Clients are being moved to more efficient channels using online, instant messaging and mobile apps

- Collaboration of funding for future integrations to provide residents with better customer service

- Ongoing improvement to the 311 service model should lead to; better service cost efficiency, improved data based decision making, and capacity to meet contact centre demands across an expanded set of City services

- Continued incentive and corrective based initiatives to reduce absenteeism

- 311's participation in counters review

TORONTO

INFORMATION & TECHNOLOGY

Service Level Review

September 9, 2013

Agenda

1. Program Map & Overview

2. Service Review
   - ✓ Business I&T Solutions
   - ✓ Computer and Communications Technology Infrastructure
   - ✓ Enterprise IT Planning & Client Services

3. Priority Actions

4. Issues, Challenges & Potential Solutions

eCity – Our Strategic Model

Public

Council

Divisions

City Programs & Services
Business Needs and Drivers

eCity
Your local government anytime, anywhere

eCity Strategic Goals

| Improve access to government services | Improve decision-making support | Improve workforce capabilities | Improve business processes |

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Program Map

Information & Technology

To drive innovative Information Technology solutions that enhance the delivery of City Services

Business I&T Solutions
- Solutions Implementation
- Solutions Sustainment
- IT Common Components
- Data Management

Computer and Communications Technology Infrastructure
- Network & Telecommunications
- Computing Infrastructure

Enterprise IT Planning & Client Services
- Enterprise Planning & Architecture
- Client Support, Advice & Consultation
- IT Project Management

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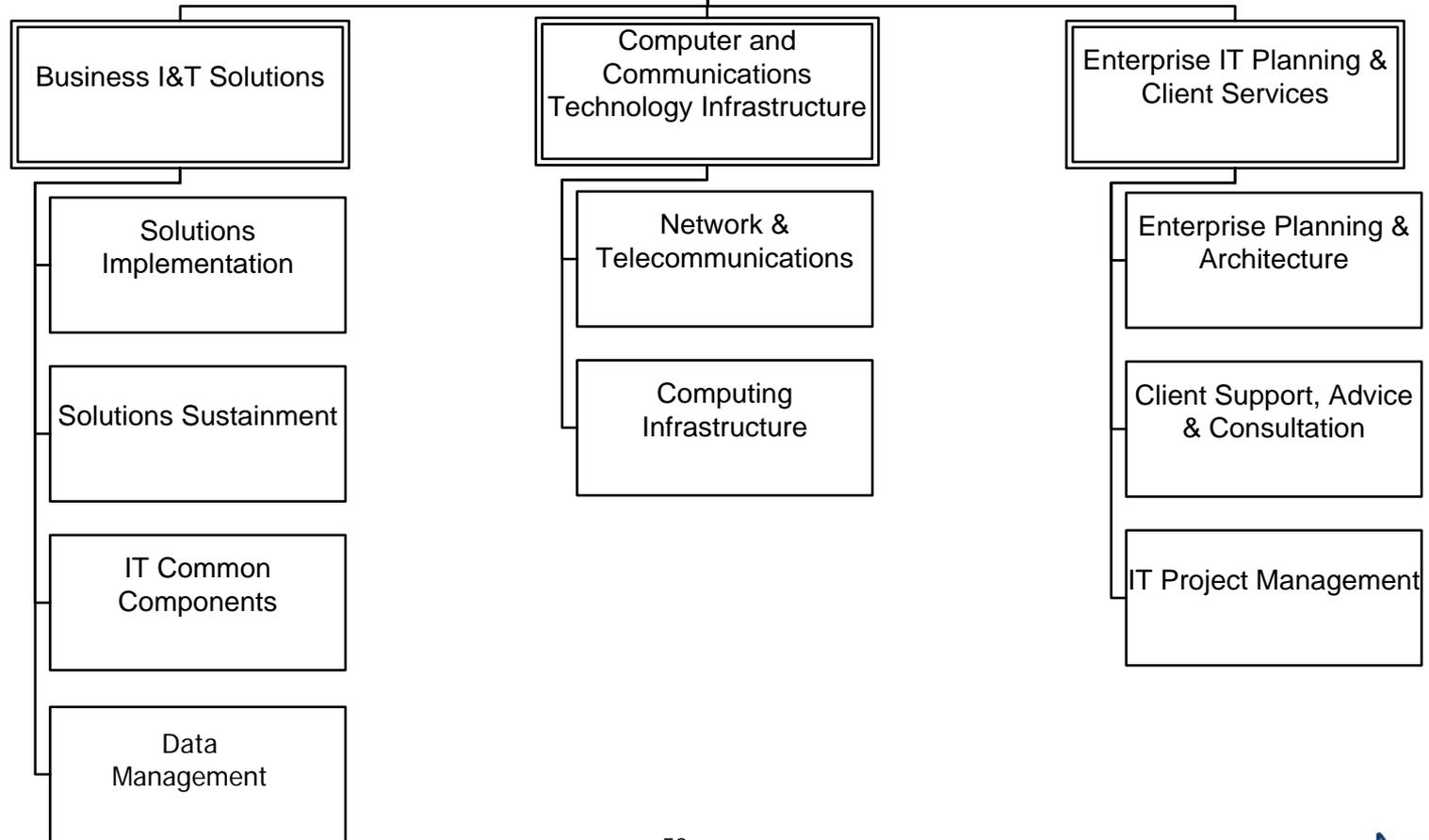
Program Overview

- 2013 Approved Operating Budget: $106.8M (gross), $67.8M (net)

- 2013 Approved Capital Budget of $68.6M

- 748 approved positions (586 operating, 162 capital)

- Deliver enterprise and business solution application development, maintenance and support to key City Programs and Services

> 700 business solutions/applications

City website 41,000 pages, 2 million views weekly

> 100 IT projects in partnership with divisions

> 2500 employees trained

City of Toronto ranked one of top three cities in the world with respect to municipal government websites
Rutgers-Newark/Kent State Global E-Governance Survey
January 2013

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Program Overview

- Maintain State of Good Repair for Information Technology (IT) Infrastructure
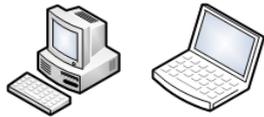
20,000 desktops & notebook computers

23,000 phones

> 11,000 wireless devices

23,000 users, >120,000 service desk calls per yr

> 650 City facilities networked

3 data centres
>1,200 servers
7x24x365

Lead enterprise Information Technology strategy and investment planning, project delivery and implementation in partnership with City Divisions.

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Business I&T Solutions

Key Service Levels:

Activity		Service Levels			
		2011	**2012**	**2013 (Projected)**	**2014 Proposed**
Business Solution Implementation	Target	As per City IT Governance and project approval			
	Actual				
Business Solution Sustainment	Target	Availability of Business Applications 99.98%	Availability of Business Applications 99.99%		Availability of Business Applications 99.99%
	Actual	N/A			
IT Common Components	Target	Availability of Business Applications 99.98%			
	Actual	N/A			
Data Management	Target	Availability of Business Applications 99.98%			
	Actual	N/A			

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Computer and Communications Technology Infrastructure

Service Level Review – Information & Technology

Key Service Levels:

		Service Levels			
Activity		**2011**	**2012**	**2013 (Projected)**	**2014 Proposed**
Network and Telecommunications Infrastructure — Email	Target	24x7x365 with 98% up time			
	Actual	24x7x365 with 99.98% up time	24x7x365 with 99.99% up time	24x7x365 with 99.99% up time	
Telephone	Target	24x7x365 with 99.5% up time 8:30am-4:30pm			
	Actual	24x7x365 with 100% up time 8:30am-4:30pm	24x7x365 with 99.99% up time 8:30am-4:30pm	24x7x365 with 99.99% up time 8:30am-4:30pm	
Computing Infrastructure — Server Hardware	Target	24x7x365 with 99% up time			
	Actual	N/A		24x7x365 with 99% up time	
Data Storage	Target	24x7x365 with 99% up time			
	Actual				

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Enterprise IT Planning & Client Services

Key Service Levels:

Activity		Service Levels			
		2011	2012	2013 (Projected)	2014 Proposed
Service Desk (Client Support, Advice & Consultation)	Target	94% of calls answered in 60 seconds	92% of calls answered in 60 seconds	92% of calls answered in 60 seconds	91% of calls answered in 60 seconds
	Actual	94% of calls answered in 60 seconds	93% of calls answered in 60 seconds	92% of calls answered within 60 seconds	
Enterprise IT Planning		As per business need, project priority and project charter			
IT Project Management					

Service Level Review – Information & Technology

TORONTO

Performance Measures Actuals/Targets

Description	Key Performance Indicators	Actuals		Targets	
		2011	**2012**	**2013**	**2014**
IT Customer Satisfaction	Client satisfaction with the overall services of the I&T division	84%	N/A	85%	86%
	Client satisfaction with the Enterprise IT Planning & Client Services	79%	N/A	80%	82%
Technology Infrastructure Availability	Maintain 95% of computing assets in compliance with IT Asset Lifecycle Plan	94.60%	95%	95%	95%
Service Desk Performance	Number of calls and emails offered to the I&T Service Desk	103,795	117,921	127,090	130,008
Municipal Web Site Traffic	Number of Visits to Municipal Web Site per Capita	22.31	24.69	24.70	25.00
Project Portfolio Management	No of IT Capital Projects Completed	N/A	14	21	TBD
Comparison of Websites Visited Among Municipalities	Number of Visits to Municipal Web Site per Capita (2011)*	**Ottawa**	**London**	**Sudbury**	**Toronto**	**Calgary**

		Ottawa	**London**	**Sudbury**	**Toronto**	**Calgary**
		50.6	34.1	30.5	22.0	16.7
		Barrie	**T-Bay**	**Windsor**	**Hamilton**	
		15.7	13.1	9.6	7.6	

* OMBI – Ontario Municipal Benchmarking Initiative

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Priority Actions

- 2014 Election
- Web Revitalization
- Open Data/Government
- Citizen & Staff Self Service
- IT Portfolio Delivery

Customer Service Excellence

…An integrated service delivery supply chain

Fiscal Management

…Intelligent investments

- IT Governance
- Shared Services Planning
- Vendor Management

Operational Excellence

…Focused, disciplined execution

Talent Management

…People, passion and teamwork

- Enterprise Productivity
- Email Platform Migration
- IT Infrastructure State of Good Repair
- Business Continuity

- Skills & Leadership Development
- eLearning
- Team Collaboration

TORONTO

Issues & Challenges

- Increasing business demand for service efficiencies and public expectation for online services impacting infrastructure capacity and sustainment

    - Large number of City business transformational projects (39) require significant resources from business and I&T

    - Large number of competing complex IT projects require better program and project management capacity

    - Portfolio delivery constrained by complex production environment and window for deployment

- Challenges in recruiting, developing talent and skills, and managing change to meet new demands and new technologies

- Creating an agile and responsive technology environment that drives customer service excellence

Potential Solutions

- Partnerships: Build and leverage partnership opportunities with the City's divisions, ABCs and vendors, to drive customer service excellence

- Strategic Governance: Ensure effective IT investment priority setting through IT governance with clear alignment to key City business strategies and priorities

- Capacity: Continue implementing resource planning for IT projects for business and I&T

- Project/Program Management: Enhance IT program and project management maturity across the City to support effective project delivery and success

- Process and Performance Improvements: Focus on key opportunities to streamline, integrate and deliver value for IT clients

- Talent Management: Attract and develop a motivated and engaged high performance team

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Appendix - Performance Measures

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I&T Customer Satisfaction

	2010	2011	2012	2013 Target	2014 Target	2015 Target	2016 Target
■1. Client satisfaction with overall services of I&T Division	83%	84%		85%	86%	87%	89%
■2. Client satisfaction with the Enterprise IT Planning & Client Services		79%		80%	82%	84%	86%
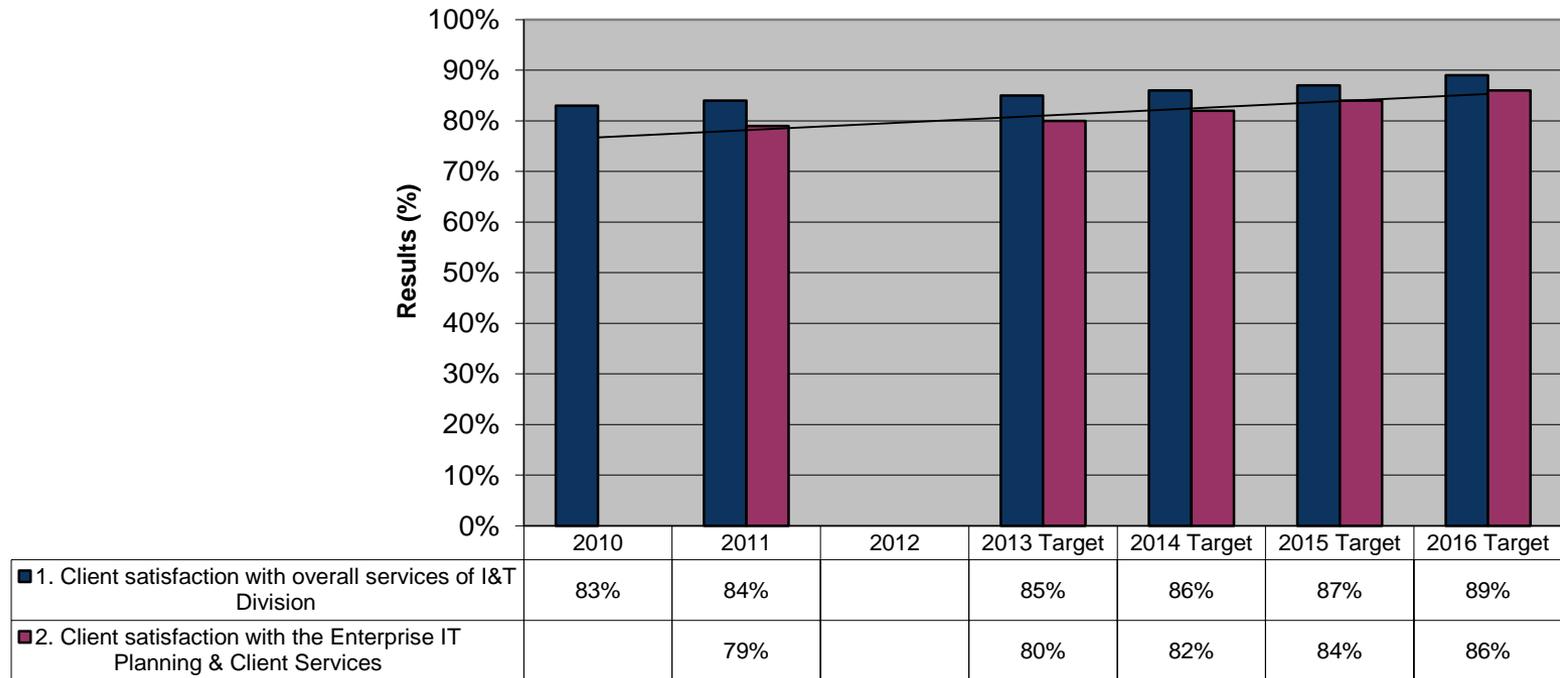
Explanation of the Performance Measurement Trend:

Overall client satisfaction with I&T services is tracked and monitored on an annual basis to identify opportunities for improvement in effectiveness and efficiency. The trend reveals a continuous increase in customer satisfaction of IT services among divisions with the expectation of higher client satisfaction levelling off to industry best-of-class benchmarks. Note: A Client Service survey was not conducted in 2012 due to revisions in the I&T Performance Measurement Framework

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IT Infrastructure Performance

IT Infrastructure Availability
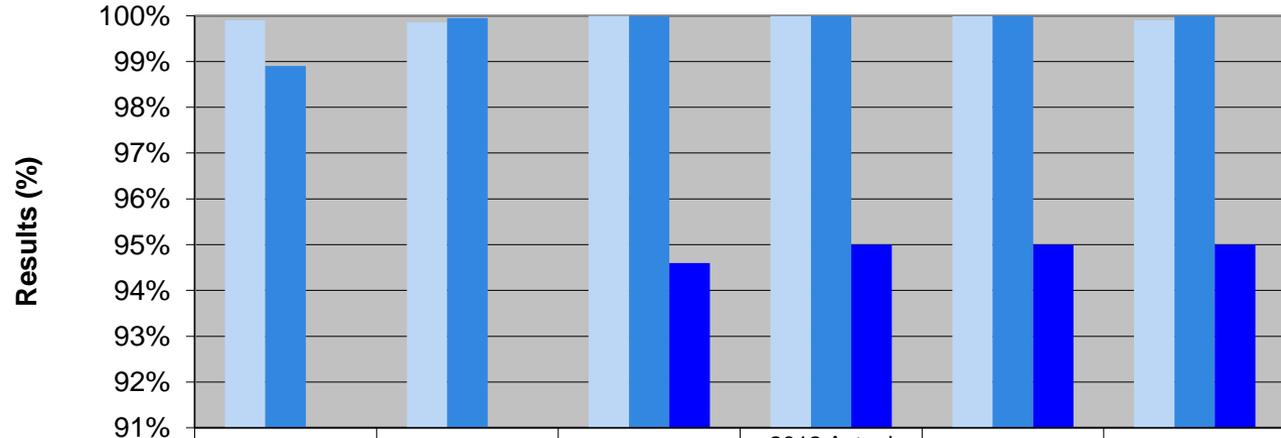
	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Target	2014 Target
1. Availability of enterprise network and telecommunication infrastructure	99.90%	99.85%	100.00%	99.99%	99.99%	99.90%
2. Availability of SAP, GroupWise and City Internet Applications	98.90%	99.95%	99.98%	99.99%	99.99%	99.99%
3. Maintain 95% of computing assets in compliance with IT Asset Lifecycle Plan			94.60%	95.00%	95.00%	95.00%

Y-axis: Results (%)

Explanation of the Performance Measurement Trend:

IT Infrastructure provides high levels of availability for users of network, telecommunication, SAP, email and City Internet applications. I&T will continue to maintain high levels of availability for IT infrastructure availability at a minimum of 98.00% or better.

TORONTO

% of Calls Answered in 60 Sec – Service Desk

	2008	2009	2010	2011	2012	2013 Proj	2014 Proj	2015 Proj	2016 Proj
% of Calls Answered in 60 seconds	82%	90%	96%	94%	93%	92%	91%	90%	90%
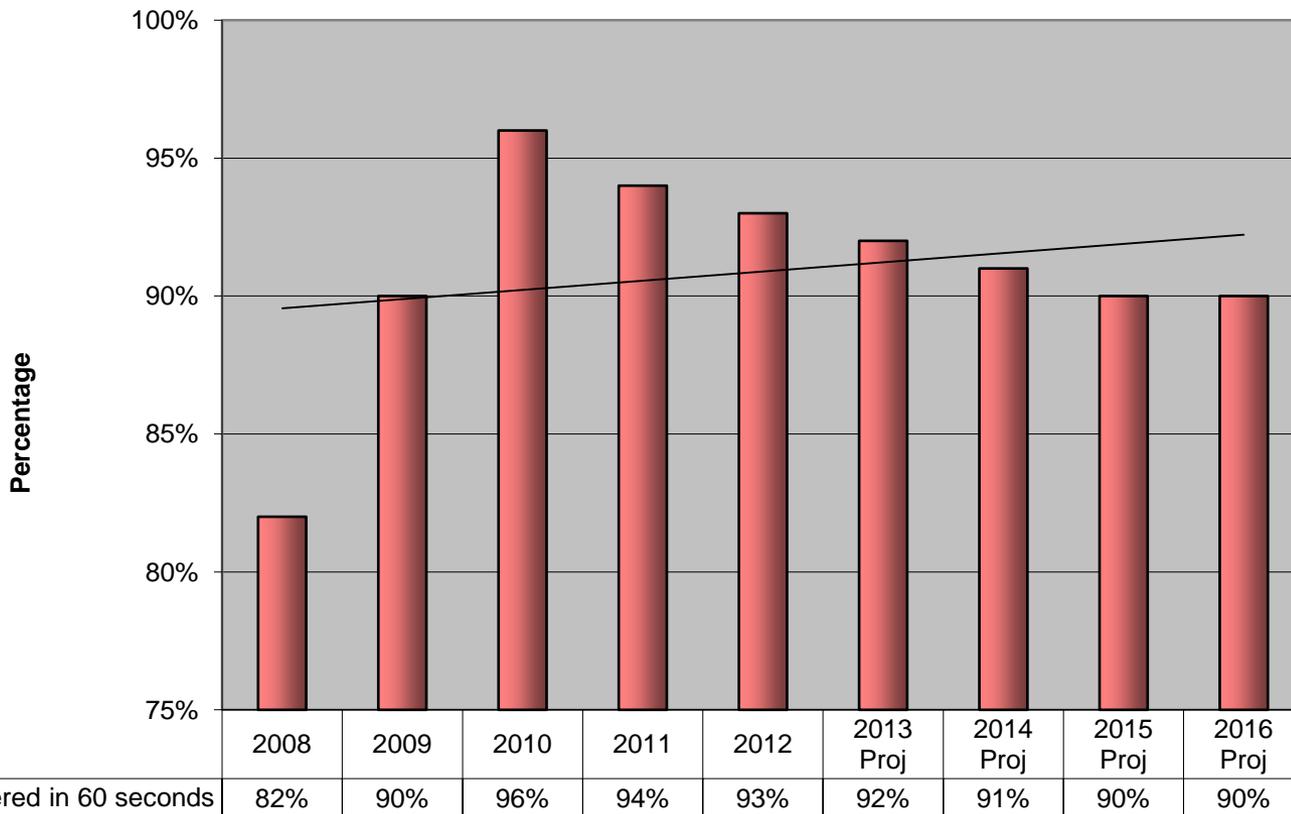
Explanation of Performance Measurement Trend:
Even though a significant increase in call volume is projected, the % of Calls Answered in 60 seconds by the Service Desk is forecasted to remain constant, around the 90% range, as a result of the implementation of new technology and the Service Desk staff complement remaining the same. The % of Call Answered in 60 seconds by the Service Desk depends on the agent's availability.

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Visits to the City's Municipal Web Site per Capita

	2007	2008	2009	2010	2011	2012	2013 Proj	2014 Proj	2015 Proj	2016 Proj
■ Number of Visits to Municipal Web Site per Capita	23.55	24.33	18.87	15.48	22.13	24.69	24.70	25.00	25.00	25.00
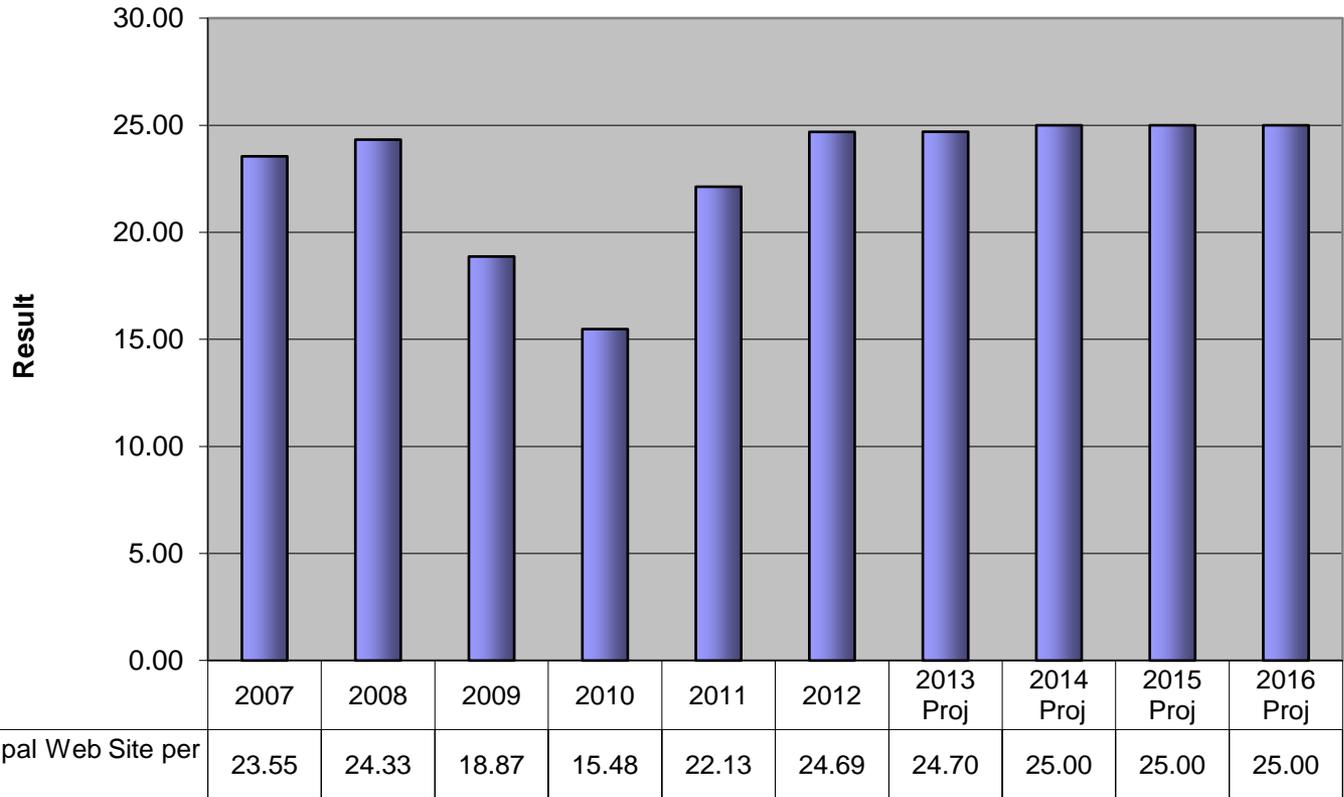
Explanation of Performance Measurement Trend:

The number of visits to the City's Municipal Website per Capita has varied significantly from 2007 to Present. In 2009 the measure decreased due to data containing static web pages only. A significant increase In 2011 was attributed to the City's ability to capture online applications and dynamic web pages in the overall visits to the Municipal Web Site. The trend of Visits to the City's Municipal Web Site per Capita is forecasted to increase as the City provides more online services to the public.

Website Visit Comparison among Municipalities

2011*

Result ($)

Median 16.7

	Ott	Lond	Sud	Tor	Calg	Bar	T-Bay	Wind	Ham
■ Website Visits /Capita	50.6	34.1	30.5	22.0	16.7	15.7	13.1	9.6	7.6
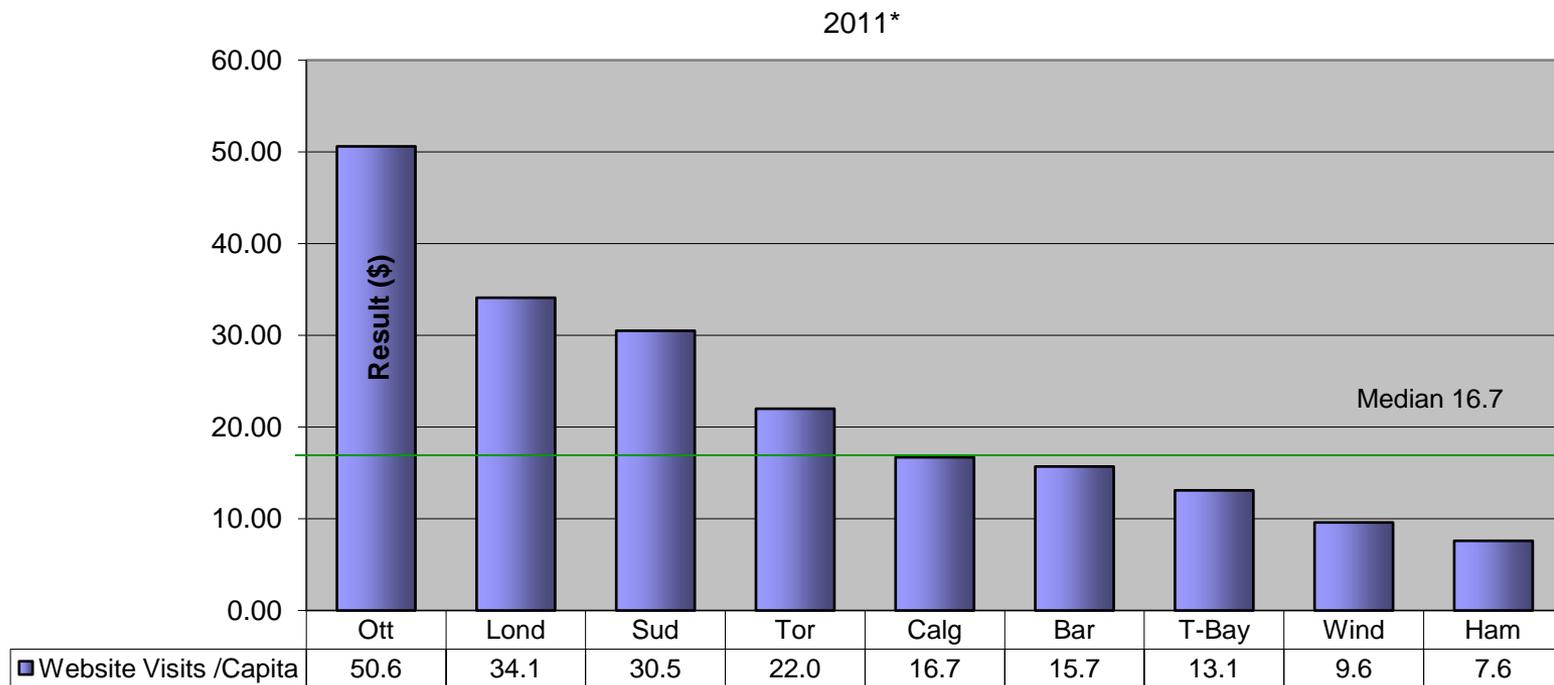
* OMBI – Ontario Municipal Benchmarking Initiative

Explanation of Performance Measurement Trend:
One method to assess the effectiveness of providing Communication services is to examine how
frequently the City's municipal website is visited compared to other municipalities. Only single tier municipalities
are included in this comparison due to the different (fewer) services provided by regional governments that would
impact comparability. Toronto ranks fourth of nine single tier municipalities (second quartile) in terms of the
highest number of website visits.

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Calls and Emails to the Service Desk

 # Calls and Emails offered to the I&T Service Desk
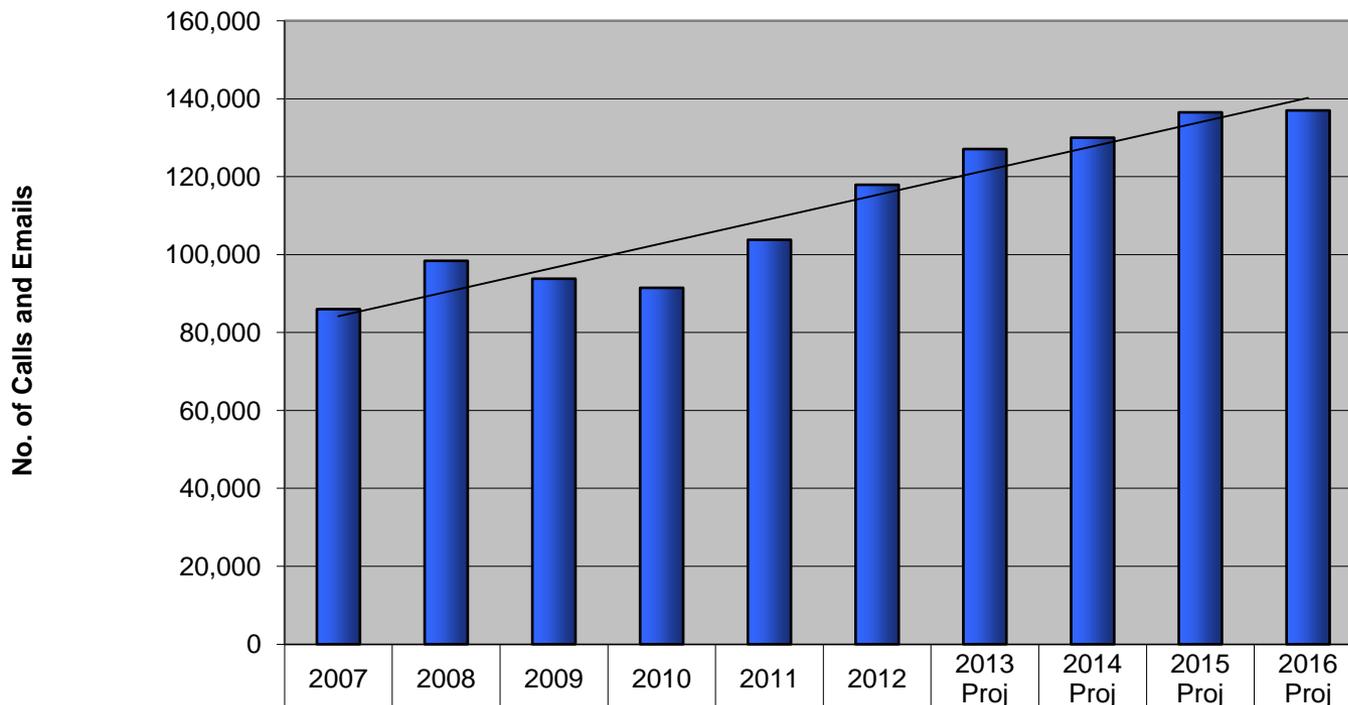
	2007	2008	2009	2010	2011	2012	2013 Proj	2014 Proj	2015 Proj	2016 Proj
■# Calls and emails offered to the I&T Service Desk	86,000	98,402	93,808	91,474	103,795	117,921	127,090	130,008	136,508	137,000

Explanation of Performance Measurement Trend:

As new Telecom technology support and new divisional support is implemented, then the number of Calls and Emails to the Service Desk is expected to steadily increase over the upcoming years.
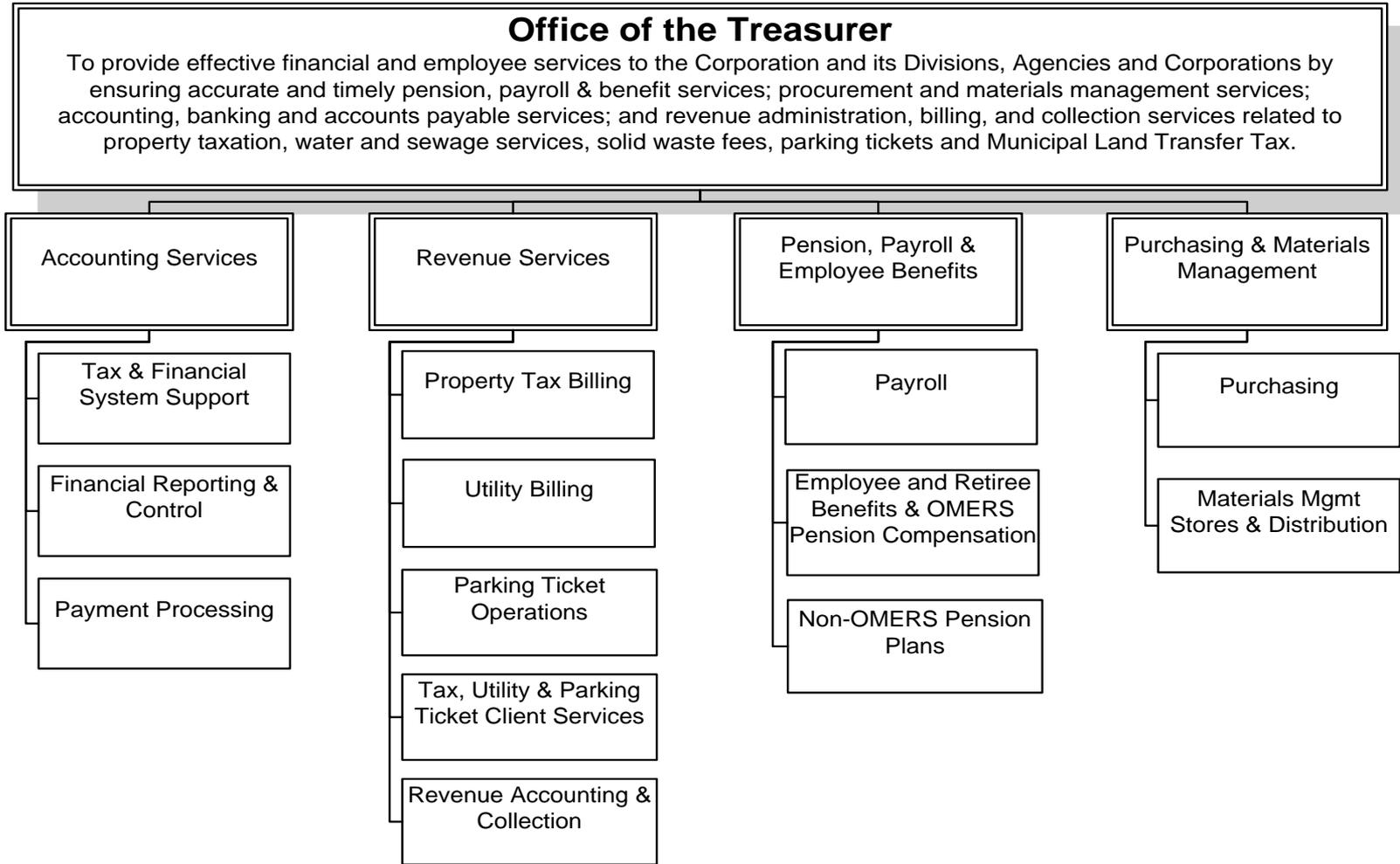
OFFICE OF THE TREASURER
Service Level Review

September 9, 2013

Agenda

1. Program Map & Overview

2. Service Review
   - ✓ Accounting Services
   - ✓ Revenue Services
   - ✓ Pension, Payroll & Employee Benefits
   - ✓ Purchasing & Materials Management

3. Priority Actions

4. Issues, Challenges & Potential Solutions

Service Level Review – Office of the Treasurer

Program Map

Office of the Treasurer

To provide effective financial and employee services to the Corporation and its Divisions, Agencies and Corporations by ensuring accurate and timely pension, payroll & benefit services; procurement and materials management services; accounting, banking and accounts payable services; and revenue administration, billing, and collection services related to property taxation, water and sewage services, solid waste fees, parking tickets and Municipal Land Transfer Tax.

Accounting Services
- Tax & Financial System Support
- Financial Reporting & Control
- Payment Processing

Revenue Services
- Property Tax Billing
- Utility Billing
- Parking Ticket Operations
- Tax, Utility & Parking Ticket Client Services
- Revenue Accounting & Collection

Pension, Payroll & Employee Benefits
- Payroll
- Employee and Retiree Benefits & OMERS Pension Compensation
- Non-OMERS Pension Plans

Purchasing & Materials Management
- Purchasing
- Materials Mgmt Stores & Distribution

TORONTO

Program Overview

- 2013 Approved Operating Budget of $73.6M gross and $29.8M net
  - 743 positions (700 Operating; 43 Capital)

- Process over 500,000 invoices annually, paying out in excess of $10 billion per year to vendors, governments & agencies

- Administer over 786,000 property tax accounts, processing 1.5 million tax bills annually, with revenues of $5.7 billion (City & Education)

- Process 2.8 million parking tickets with revenues of $80 million

- Administer 490,000 utility accounts, processing 1.5 million utility bills with revenues of $870 million

- Administer 50,000 MLTT transactions ($345M in revenue for 2012)

- Process 770,000 pay cheques and 103,000 pension cheques

TORONTO

Program Overview

- Manage a $200 million employee benefits plan

- Administer 5 Pre-OMERS Pension Plans with assets of approximately $1.6 billion

- Procure on average $1.5 billion of goods and services per year

- Process approximately 1,800 purchase orders/blanket contracts annually

- Manage corporate warehouse inventory flow valued at $6.6 million

- Process 69,000 issues of corporate warehouse goods from City stores

- Manage Influenza Pandemic stockpile valued at $7.5 million

TORONTO

Key Service Levels

TORONTO

Accounting Services

Key Service Levels:

Activity	Service Levels			
	2011	**2012**	**2013**	**2014 Proposed**
Journal Entries: Target	**100%** Processed within 2 business days			
Actual	**99%**	**99%**	**98%** (Projected)	
Accounts Payable: Target & Actual	**90%** of invoices paid within 60 days			
Accounts Receivable: Target & Actual	**70%** collected within 60 days			
Pcards	Issued within 10 days of request			
Annual Consolidated Financial Statement Preparation	Completed prior to June 30th			
Annual Provincial Financial Information Return (FIR)	Completed by August 31st			
HST Remittance	File by mid-month			

TORONTO

Pension, Payroll & Employee Benefits

Key Service Levels:

Activity	Service Levels			
	2011	**2012**	**2013**	**2014 Proposed**
Employee Benefits & OMERS Pension Administration	Maintain benefits & pension plans at **100%** accuracy for approx.33,000 full time employees & retirees	Maintain benefits & pension plans at **100%** accuracy for approx.33,000 full time employees & retirees	Maintain benefits & pension plans at **100%** accuracy for approx.35,000 full time employees & retirees	Maintain benefits & pension plans at **100%** accuracy for approx.35,000 full time employees & retirees
Employee Benefits & OMERS Pension Mgmt Reporting	Provide obligatory payments & reporting to 3rd party providers at **100%** accuracy within required deadlines			
Payroll Administration	Payroll Statements / Cheques available to employees on scheduled pay dates **100%** of the time			
Payroll Management Reporting	Reports posted within **2 days** of pay date			
Non-OMERS Pension Administration	Pension Statements / Cheques available to pensioners on scheduled pay dates **100%** of the time			
Non-OMERS Pension Reporting	Legislative reporting requirements filed on time **100%** of the time			

TORONTO

Purchasing & Materials Management

Key Service Levels:

Activity		Service Levels			
		2011	**2012**	**2013**	**2014 Proposed**
Materials Mgmt. & Stores Distribution:	Target	Materials Delivered within **5 days 100%** of the time	Materials Delivered within **7 days 100%** of the time	Materials Delivered within **7 days 100%** of the time	Materials delivered within **5 days 100%** of the time
	Actual	**89.3%**	**88.5%**	**90%** (Projected)	
Materials Mgmt. & Stores Distribution:	Target	Inventory turnover at rate of **5.7 times / year**	Inventory turnover at rate of **5.0 times/ year**	Inventory turnover at rate of **5.0 times /year**	Inventory turnover at rate of **4.5 times/ year**
	Actual	**5.9**	**5.8**	**4.0** (Projected)	
Call Documents:	Target	**100%** Issued within 5 days of receipt of final approval from Client Division			
	Actual	**81%**	**82%**	**92%** (Projected)	

TORONTO

Revenue Services

Key Service Levels:

Activity		Service Levels			
		2011	2012	2013	2014 Proposed
Parking Ticket Processing:	Target	**99.5%** processed within legislated timeframe			
	Actual	**99.74%**	**99.85%**	**99.89%** (Projected)	
Residential Assessment Appeals:	Target	**100%** processed within 30 days following receipt of Assessment Review Board (ARB) Decision			
	Actual	**99.0%**	**99.0%**	**99.5%** (Projected)	
Rev. Accounting & Collection:	Target	**90%** of cheques processed within 3 days			
	Actual	**93.6%**	**91.5%**	**93.8%** (Projected)	
Call Centre:	Target	Average wait time of less than **10 minutes**			
	Actual	n/a	**11.4 minutes**	**10.8 minu**tes (Projected)	
Parking Ticket Counters:	Target	Average wait time of less than **15 minutes**			Average wait time of less than **10 minutes**
	Actual	**5.6 minutes**	**5.6 minutes**	**7.0 minutes**	

TORONTO

Performance Metrics

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Early Payment Discounts Earned as % of Discounts Available

	2011 Actual	2012 Actual	2013 Proj. Actual	2014 Target	2015 Target	2016 Target
▣ Early payment discounts earned as a % of discounts available	82%	80%	82%	85%	90%	90%
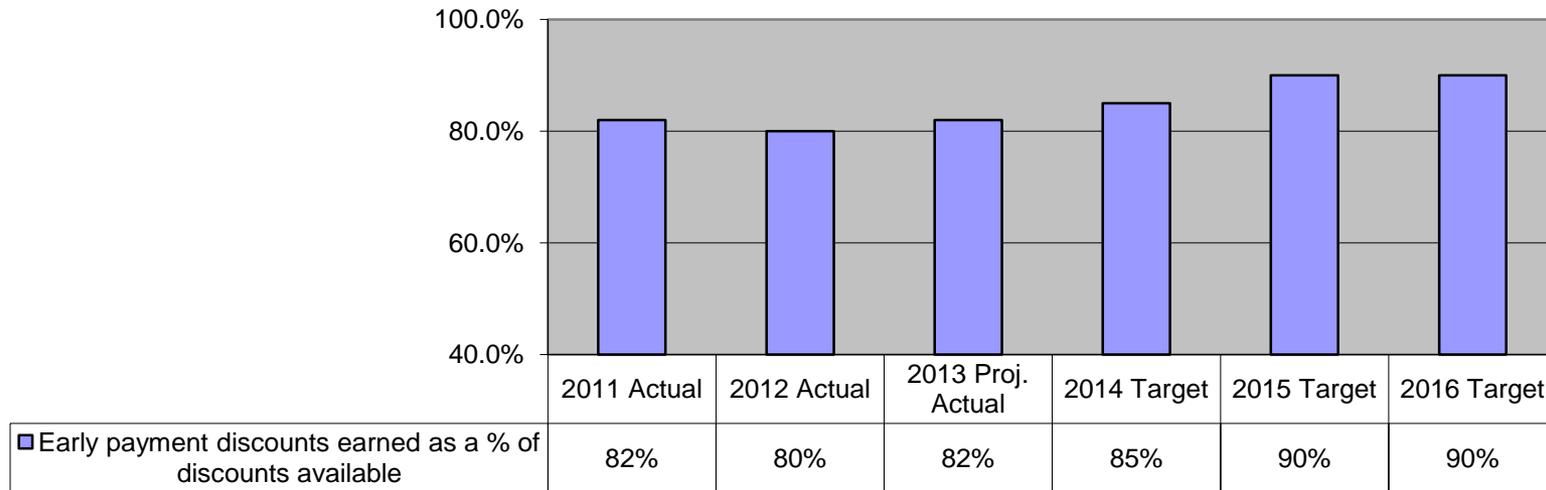
Explanation of Performance Measurement Trend:
Earned discounts plateaued in 2012 and 2013 while Divisions were focussing on changing their processes. These will increase in 2014 and the future as all Divisions are on the 3 Way Match process effective July 1, 2013.
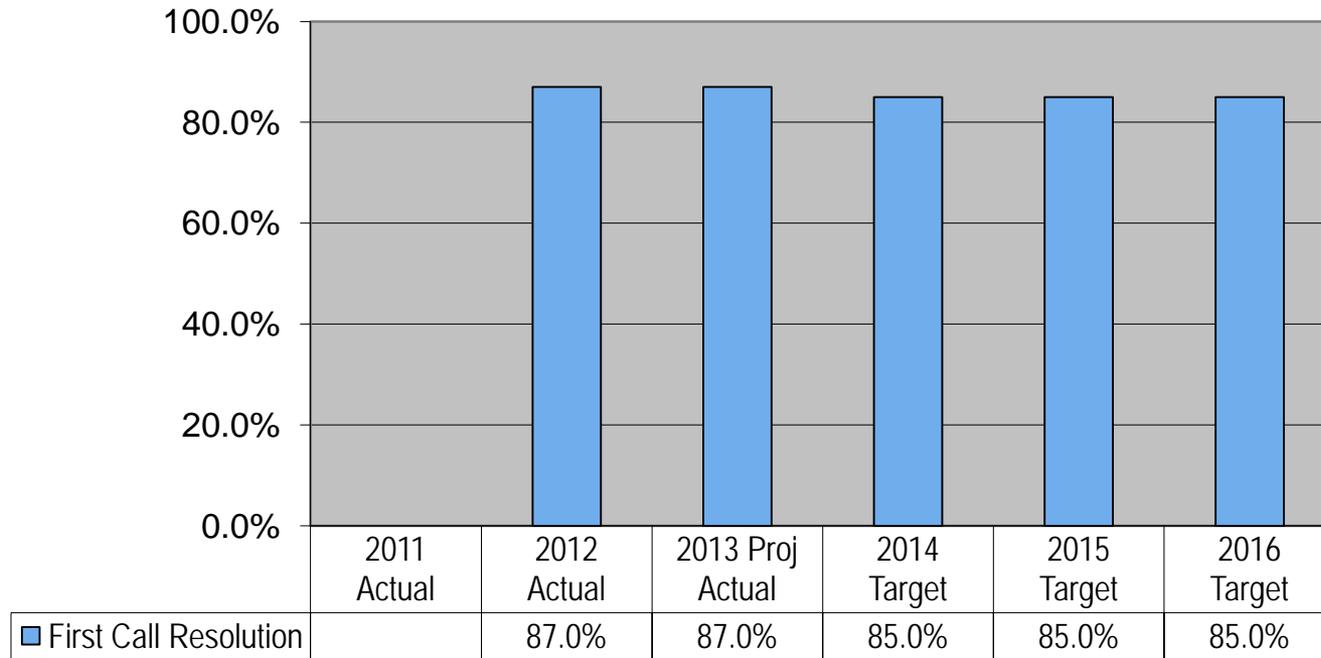
TORONTO

Average Number of Bids Received per Call

	2011 Actual	2012 Actual	2013 Proj. Actual	2014 Target	2015 Target	2016 Target
■ Average number of bids received per bid call	4.27	4.20	5	5	5	5
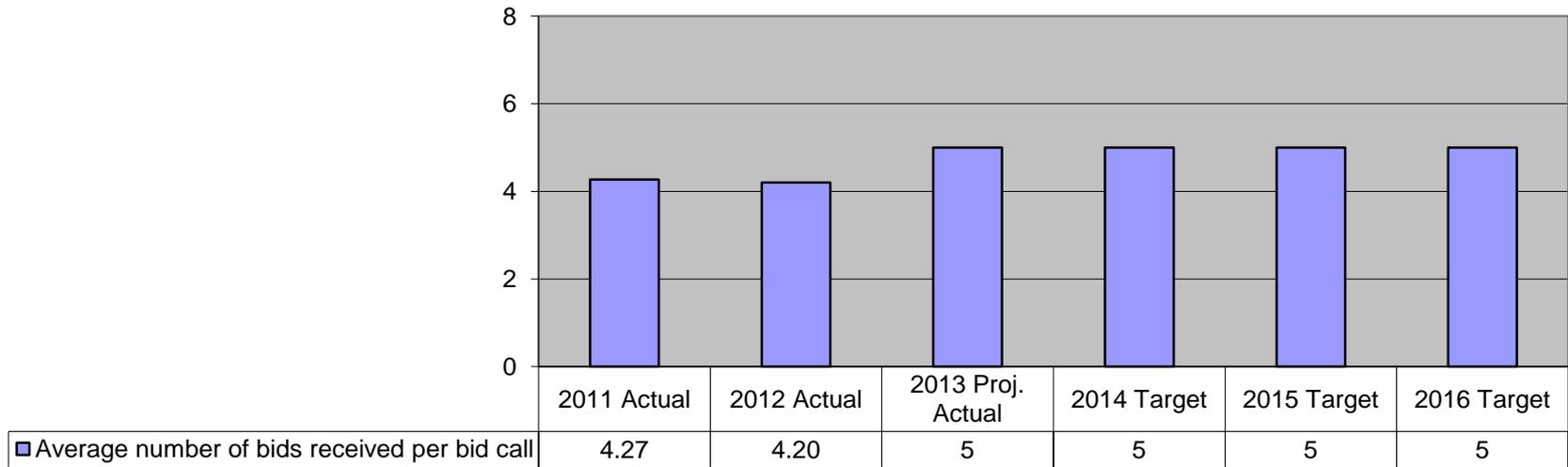
Explanation of Performance Measurement Trend:

PMMD has set a target of receiving an average of 5 responses per call. In 2012, PMMD received 4.20 responses per call. The number of bids received per call is expected to increase by the end of 2013 as PMMD continues to conduct outreach with vendors and through the promotion of city calls on the City's website and Online Call Document System. It is anticipated that the number of bids received per call will stay consistent with ongoing outreach activities in 2013 and going forward.
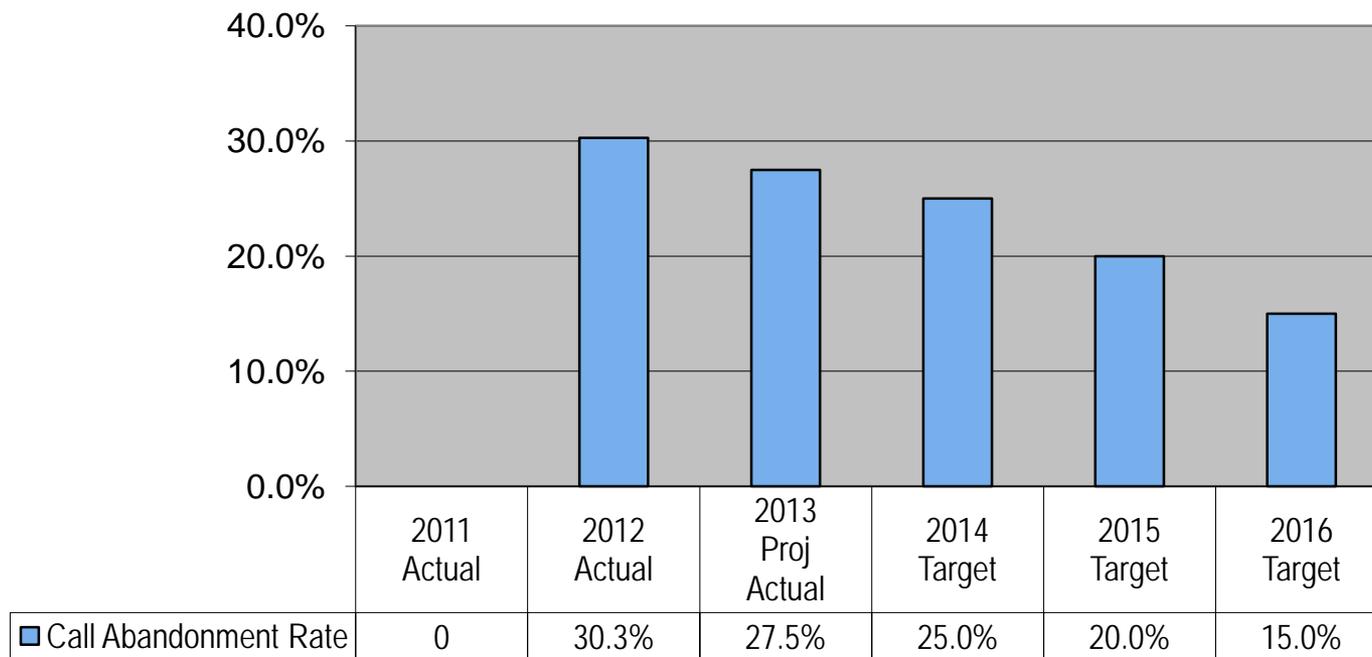
Revenue Services Call Centre – 1st Call Resolution

	2011 Actual	2012 Actual	2013 Proj Actual	2014 Target	2015 Target	2016 Target
First Call Resolution		87.0%	87.0%	85.0%	85.0%	85.0%

Explanation of Performance Measurement Trend:

First Call Resolution refers to the percentage of incoming calls to the Call Centre that are resolved in the initial call, rather than being transferred to another Division for follow-up action or a returned call (includes both property tax and utility-related calls). With the introduction of customer service enhancements in 2012, including expanded staff training, development of standard scripts, and improved internal processes to resolve both simple and complex calls, a target first call resolution rate of 85% is projected for 2014-2016. In keeping with best practices, staff efforts will be redirected toward call handling and decreasing the abandonment rate which has a greater impact on overall customer satisfaction.
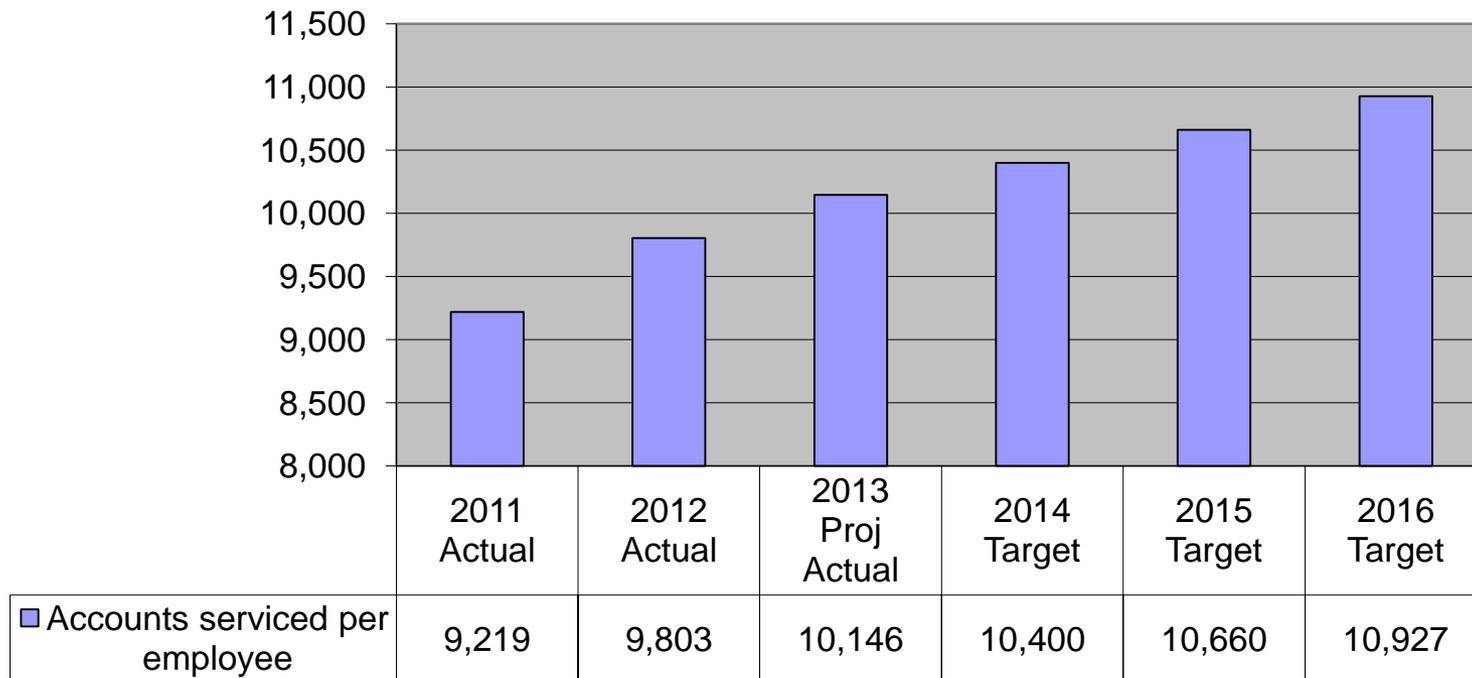
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Revenue Services Call Centre–Call Abandonment Rate

Call Abandonment Rate	2011 Actual	2012 Actual	2013 Proj Actual	2014 Target	2015 Target	2016 Target
	0	30.3%	27.5%	25.0%	20.0%	15.0%

Explanation of Performance Measurement Trend:

Call abandonment rate identifies the number of callers in queue that hang up before being connected to Call Centre personnel (includes calls abandoned before welcome message is played and after). Abandonment rates usually positively correlate to the length of time on hold. An improving trend over 2013-2016 reflects increases in the number of Call Centre personnel (7 new part-time staff added in 2013), and the introduction of new self-serve functionality in 2013, including the option to leave a message and receive a call back, and automated voice-response options (planned for 2014).

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Property Tax Accounts Serviced Per Employee

	2011 Actual	2012 Actual	2013 Proj Actual	2014 Target	2015 Target	2016 Target
■ Accounts serviced per employee	9,219	9,803	10,146	10,400	10,660	10,927

Explanation of Performance Measurement Trend:

Number of Property Tax Accounts serviced per employee increased in 2012 due to operational efficiencies (4 FTE's supporting tax account maintenance deleted with no reduction in service levels). The number of tax accounts grew from 751,000 in 2012 to 786,00 in 2013. It is anticipated that in 2013-2016 the number of tax accounts will increase by approximately 2.5% per year as new properties are added to the tax rolls, and will be serviced and maintained within existing resources and staffing levels as a result of operational efficiencies. This will produce an increasing number of accounts that are serviced per employee per year.

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Council Directions: Programs & Services

- Evaluate Potential Merger of City's 5 Pre-OMERS Pension Plans with OMERS

- Develop a Social Procurement Policy (by end of 2015)

- Develop a Multi-Year Shared Services Implementation Plan:
  - Procurement of common goods & services, including strategic sourcing
  - Payroll & benefits administration

- Review Parking Protocols/Process: Courier/Delivery vehicles

- Implement a Fixed Fine System for Parking Tickets

- Review Utility Bill format & content

- Evaluate Benefits of Billing Utility Fees jointly with Hydro

- Review Non-Union benefits plan

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Priority Actions for 2014 - 2016

- **Update Systems & Technology Platforms** including:
  - Upgrade SAP financial system to support service-based budgeting (2014)
  - Expand Employee Self Service & introduce Management Self Service functionality (by 2015)
  - Upgrade Payroll system to current SAP standard (by 2015)
  - Implement Time, Attendance & Scheduling system for City & its agencies (by 2016)
  - Expand the use of e-procurement technologies to further automate the City's procurement processes & web-services for vendors (2014 to 2016)
  - Upgrade or replace property tax & utility systems to facilitate web-based services for residents/businesses, & further automate & modernize billing & collection processes (by 2016)

- **Implement changes arising from Pension, Payroll & Employee Benefit Program Review (by 2016)**

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Priority Actions for 2014 - 2016

- Pending regulatory changes from the province, assess the potential merger of the City's five pre-OMERS pension plans with OMERS

- Work with City Manager's Office on development of a multi-year Shared Service implementation plan for:
  - Procurement of common goods & services, including strategic sourcing
  - Payroll and benefits administration

- Within the Social Procurement Framework adopted by City Council, pilot & evaluate various social procurement concepts and report back on a recommended Social Procurement Policy (by 2015)

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Priority Actions for 2014 - 2016

- Continue to work with City Divisions to rationalize City stores and expand the use of direct delivery model

- Continue to implement Customer Service Enhancement Strategies within Revenue Services to achieve customer service targets for call centre and counter interactions

- Continue Accounts Payable Transformation project, automating Purchase to Pay processes

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Issues & Challenges

- Technology Improvements
  - Upgrading & modernizing older systems
  - Enabling customer self-service functionality
  - Automation of end-to-end business processes

- Attraction & Retention of Skilled Staff

- Customer Feedback & Outreach (including outreach to vendor community)

- Capacity to take on additional projects & expand services to agencies

- Enhance oversight of benefit plan usage

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Potential Solutions

Information Technology:
o Continue to invest in new IT technologies & City systems to enhance customer service levels & improve efficiency of operations

Program Reviews:
o Continue to review end-to-end business processes to identify & implement customer service improvements & operational efficiencies

Human Resources:
o Continue Co-op Student Placement & Internship Programs
o Continue to identify opportunities to develop & cross-train staff
o Re-invest efficiencies to priority areas

Corporate Customer Service Improvement Framework & Teams
o Customer Service Standards have been established
o Customer Engagement Tools/Methods (under development)
o Customer Satisfaction Measurement Tools (under development)

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