For help accessing information in this document, please contact 311.

NOTE REGARDING NEXT STEPS AND IMPLEMENTATION

This Service Efficiency Study provides advice and recommendations to the City Manager. The Study identifies actions and directions that could result in more efficient and effective service delivery, organizational and operational arrangements and associated savings.

The City Manager will work closely with senior management to determine which of the actions are feasible and can be implemented, implementation methods and timeframe and estimated savings. In some cases, further study may be required; in other cases the actions may not be deemed feasible. Implementation will be conducted using various methods and may be reported through annual operating budget processes or in a report to Council or an applicable Board, where specific authorities are necessary. In all cases, implementation will comply with collective agreements, human resource policies and legal obligations.

This study involves multiple City divisions. Preliminary estimated savings have been identified in the study by year where possible. The opportunities identified for estimated potential savings are highly dependent on the viability of these actions as determined by senior management, timeframes, and other implementation considerations such as sequenced action steps and phasing over several years.

Deloitte.

City of Toronto
Counter services efficiency study

Final Report, April 2013

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Executive summary

Key conclusions

Based on the assessment of existing counter service delivery within the City of Toronto, we conclude the following with respect to the current state and future state recommendations:

Current State

- The City's counter service delivery model with over 400 locations is broad, complex, and un-integrated
- The City operates in a demanding environment where Citizens' expectations for service are rising while municipal budgets are shrinking
- Current strengths of the counter service model include the number of services available to Citizens and the high-level of interaction from staff
- Current weaknesses include variability, duplication, and unpredictability of service delivery, siloed divisions, lack of service integration, and lack of overarching technology to support the service delivery

Recommendations

- The City should adopt a hybrid service delivery model where Tier 1 and Tier 2 services are consolidated under a single service delivery organization and brand (e.g., "Toronto at your service") – A hybrid model achieves the best balance between customer intimacy and operational efficiency
- Up to 10 Civic Centres and satellite offices would offer a "Toronto at your service" counter and specific divisional services (Tier 3) – Divisions would continue to offer specialized tier 3 services (by appointment)
- In addition to a new service delivery model, there are a number of initiatives (i.e. rationalization of counters and services, channel shifting, partnerships) that could lead to tangible savings
- The implementation of a new service delivery model and adoption of recommended opportunities could lead to benefits in the range of $10 million to over $100 million over 5 years depending on the degree of channel shifting and level of service efficiency achieved
- The implementation of a new service delivery model can be completed in less than 4 years, based on a number of assumptions and the ability to appropriately mitigate risks

Project background, objectives & approach

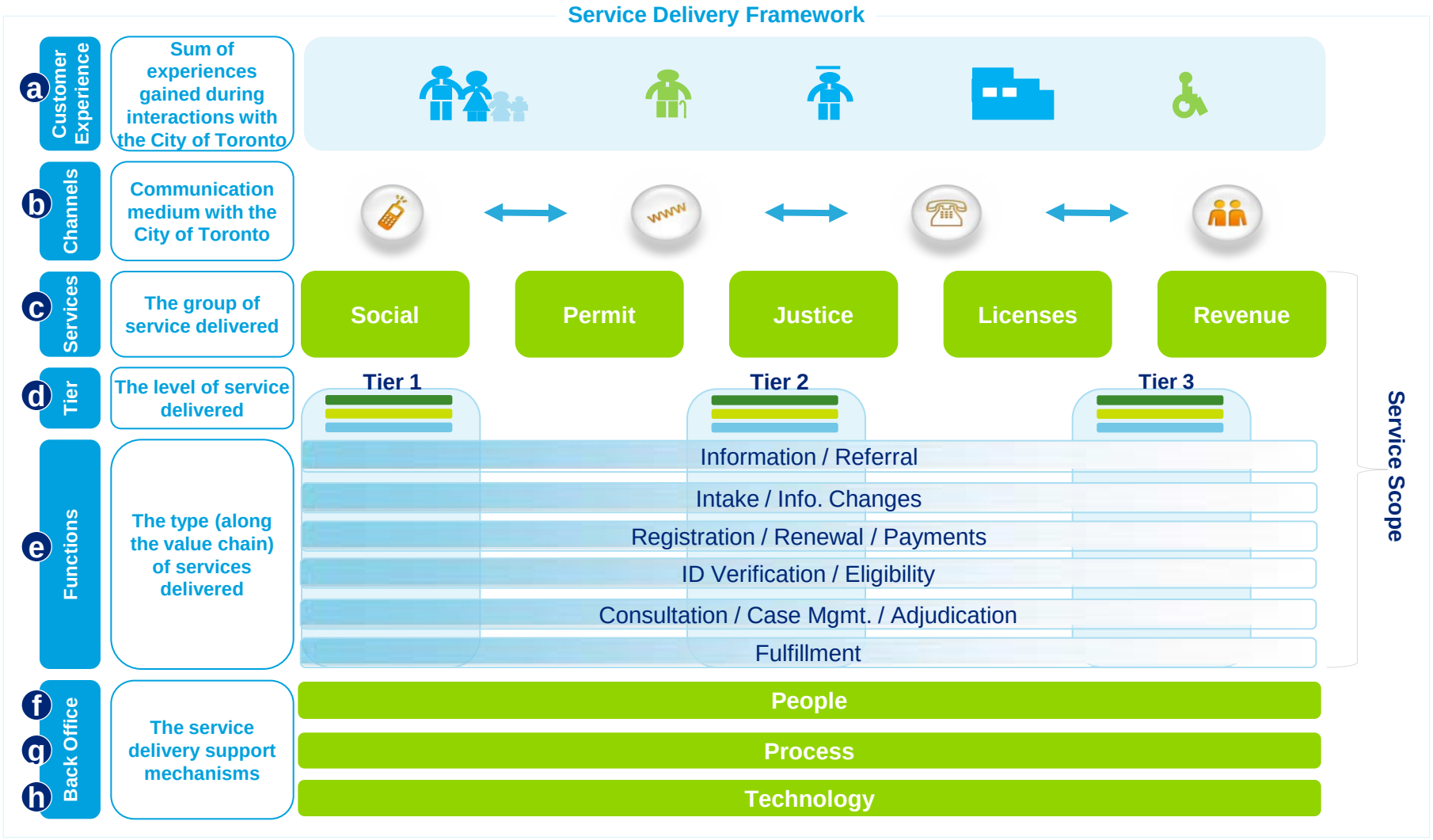
Background	• Faced with fiscal pressures, the City of Toronto is assessing many services with a view to improving efficiency • Counter Services have been identified as the focus for one of the key Service Efficiency Studies • The City has widely dispersed and fragmented network of over 400 counters with different customer experience, hours, services and processes • **There is an opportunity to improve customer experience and identify savings through a more integrated approach to counter service delivery**
Project Objectives / Key Questions	• Identify actionable recommendations that will provide maximized service efficiency savings in the shortest period of time. Address key questions, such as – What are the cost-drivers of counter service delivery across City divisions? – What are leading practices in government service delivery? – What opportunities exist to enhance the efficiency and effectiveness of service delivery? – What is the optimal future state operating model for counter services? – What are the key risks and implementation timeline / considerations? – What are the partnership opportunities (public-private or public-public)

Project Approach (13 weeks)

Important notice:

During the course of the engagement, Deloitte relied on various sources of information provided by the City of Toronto. There was a serious limitation in the availability of counter specific data such as volumes and costs. Based on the limited availability of data, we made assumptions regarding data and inferred values based on projections. A rigorous business case is required to validate findings prior to implementation

A common framework for citizen/business service delivery was used to assess counter services across eight areas in scope



Public and private sector best practices* informed the current state assessment

Customer Service	1 Citizens increasingly expect their governments to serve them like retailers do. Leading providers have responded by offering **multiple services in a single location**, improving both customer experience and efficiency of administration (e.g., Kent Gateways)
	2 Eliminating multiple points of contact for citizens and creating a **single-account system** makes government, programs, and important information more accessible, reducing barriers to service. Single account systems enable personalized one-stop shopping and generate administrative efficiencies (e.g., Australia)
Service Efficiencies	3 **Enabling citizens to participate in service delivery**, and eliminate redundant or unnecessary regulatory aspects of government can speed service delivery, reduce costs for government, and increase customer satisfaction. (e.g., Phoenix)
	4 **Public-private-partnerships (P3)** in conjunction with **self-funded business models** are an increasingly popular way for cash-strapped governments to deliver services without using tax revenues (e.g., Texas)
Channel Migration	5 There is a move towards offering **tiered service delivery.** All interactions are directed towards a **common access point** where interactions are **triaged** by knowledgeable agents; Simple, repeatable informational type transactions are answered by the agent and more complex requiring in-depth knowledge are forwarded to SMEs (e.g. ServiceBC)
	6 There is a clear **trend towards online e-portals and online self-service**, with leading service providers charging more for in-person service to drive consumers online (e.g., Singapore)

*Additional best practices and industry opportunities can be found in the Jurisdictional Scan section and in Appendix B

The assessment identified both strengths and challenges in the City's current counter service approach

Domain	Strengths	Challenges

Customer Experience	• Multiple locations to serve clients all over the city
	  • ~29,000 licenses approved
	  • ~340,000 registrations completed
	  • ~208,000 payments processed
	  • ~1 million miscellaneous transactions completed
	• A City website and centralized contact centre (311) delivers integrated information for the City
		• ~150 individual services that are often replicated across desks and divisions
		• No "live chat" support enabled to help customers online
		• Wait times at counters – average of 5 – 20 minutes
		• Variable hours of service
		• Inconsistent use of customer satisfaction surveys

Service Channels	• The city has numerous convenient in-person locations • 311 and toronto.ca are well organized and have additional channels for delivering services	• Variability, duplication, and lack of integration of channels • High cost to deliver counter services (i.e. labour cost)
Citizen Services	• Offers a breadth of services that meet citizen needs with varying levels of efficiency and customer satisfaction	• Services siloed across divisions – limited service integration across divisions • Lack of scheduling, organization, automation, and standardization of processes
Back Office (i.e. people, process, and technology)	• Developing a number of initiatives focused on efficiencies (e.g. My Toronto", partnership between Children's Services and Employment and Social Services, Municipal Licensing & Standards efficiency study, Revenue Services ticket service and New cashier system, Toronto Building E-portal)	• 800 FTEs across multiple divisions using fragmented processes • Lack of overarching technology to support the service delivery • Cost is significant: ~$83.5 M annually

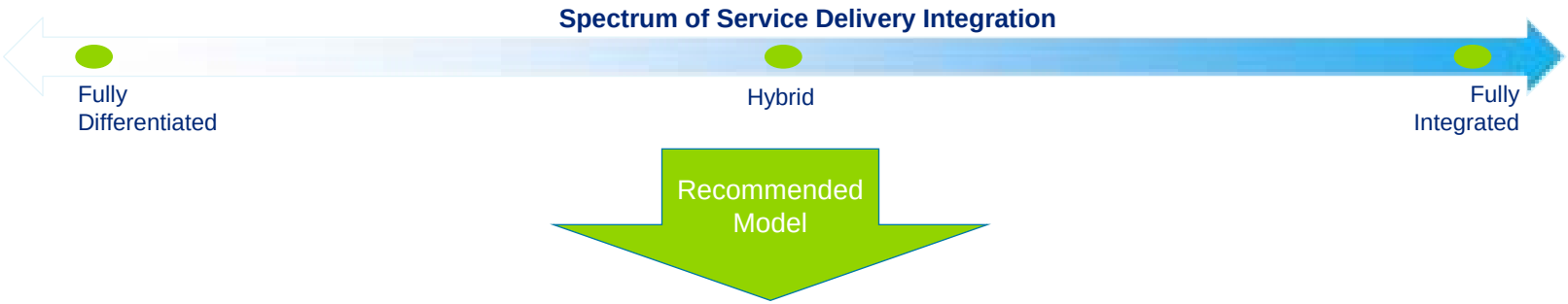
Five types of opportunities can be pursued to address current counter service issues and move towards best practices

	Opportunity	Recommendation	Potential Efficiencies
1	**Consolidate counters / locations**	• **Concentrate full-service Tier 1 and Tier 2 service delivery within ~ 10 counters** at Civic Centres, with additional satellite counters located strategically based on a detailed geospatial, demographic and demand analysis	• Save money, increase efficiency and improve client service
2	**Rationalize services**	• Model and analyze demand patterns for selected services, as well as related factors such as target customers, demographics and location analysis • Eliminate counter-based delivery of services that can just as easily and efficiently be accessed through other channels and which are not meant to serve vulnerable populations (~150+ services)	• Resources are available to be reallocated to more in-demand services as under-used services or services that can be effectively delivered through other channels or providers are reduced
3	**Improve efficiency of existing services**	• Bundle like services together based on an analysis of usage patterns and affinity to achieve leading to best in class service delivery of $12-$25 per transaction • Use a single counter, multiple services queuing approach • Map staff competencies and allocate resources to counters based on capabilities in order to optimize resource use	• Enable better coordination and integration of services across divisions through synergies of people, processes, and technology • Customer satisfaction is improved as a result of accelerated service delivery
4	**Shift interactions / transactions to lower cost channels**	• Increase the availability of self-serve channels • Develop technology and other Infrastructure to support shift to lower cost channels (~ target of 30% online transactions) • Provide enterprise-level funding for development of self-service and electronic channels in particular	• Cost savings and increase in customer satisfaction as a result of greater use of lower cost and more accessible channels
5	**Pursue public-public and public-private partnerships**	• Integrate or transfer service delivery • Outsource selected services or channels to a third party vendor / partner	• Reduction in responsibilities as services are provided by a 3rd party

Note: Please see additional details in “Improvement opportunities” section

The adoption of a new service delivery model will lay the foundation for longer-term transformation

Further integration across services and channels is necessary in order to improve service efficiency and customer experience, however, there are a range of available options representing different degrees of integration



Divisional Model

Divisional-based model where each division delivers its **own specific services** through its **own specific channels** and is supported by its **own specific back office**

Current approach

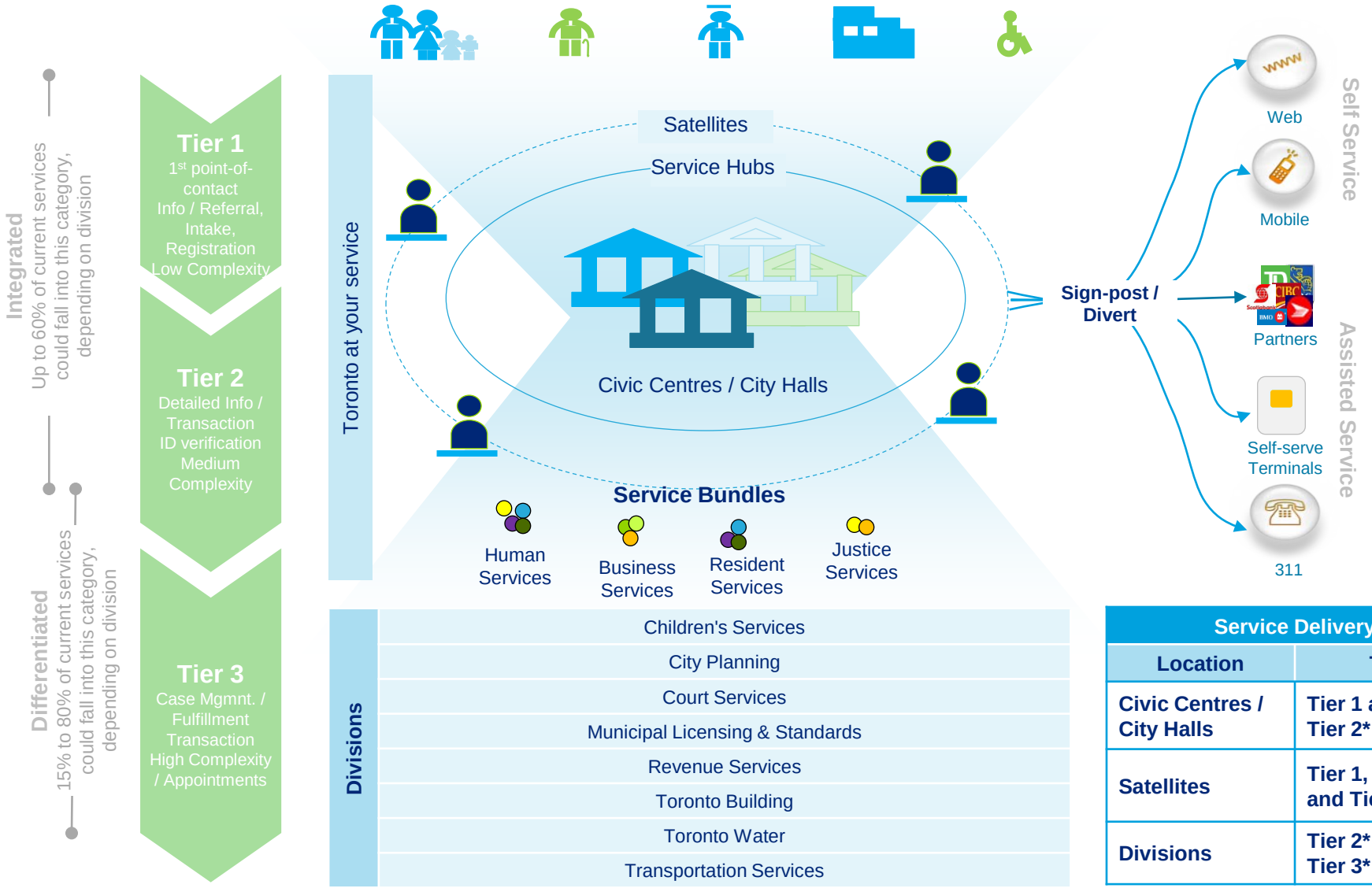
Hybrid Model

The hybrid model **shares attributes** of both the division-based and enterprise-based models. **General services** are delivered by an **enterprise offering** (with dedicated channels and back office) while **specialized services** are **delivered by divisions** (with dedicated channels and back office).

Enterprise Model

Enterprise-based model that **delivers all services** through **integrated channels** and that is supported by a **communal back office**

The recommended model is built around civic centre hubs and designed to divert in-person traffic to lower-cost channels



Service Delivery	
Location	**Tier**
Civic Centres / City Halls	**Tier 1 and Tier 2***
Satellites	**Tier 1, Tier 2*, and Tier 3***
Divisions	**Tier 2* and Tier 3***

**by appointment*

The hybrid model offers a number of tangible advantages that can be fully realized only if performance metrics are incorporated/monitored

Domain	Advantages	Metrics
Customer Experience	• Customer experience is consistent across channels, processes, and agents since service is provided through a common brand "Toronto at your service“ • Wait time and process time are improved through common counter and scheduling model	• Customer satisfaction scores are implemented and tracked • Information and services are available 24 / 7 • Customers wait a max of 5 to 9 minutes to be served, deal with a max of 2 people in order to get service, are on hold for no more than 30 seconds before speaking to an agent, and/or click 1 time to receive support • Travel time to a government office is less than 15 minutes • City is able to collect meaningful data on users
Channels	• Single-point of access via multiple channels • Integration across most channels (no wrong doors) – Client can start/stop/continue an interaction using any channel • Channels are optimized, citizens are directed to the most efficient medium – full-service channels are reserved for the neediest citizens	• Customer experience is consistent across channels • Adoption rate for low-cost channels (e.g. online, IVR, self-serve) grows • Transactions are completed using multiple channels
Services	• Services delivery is integrated / coordinated within most functions – reducing variability and duplication (i.e. majority of Tier 1 and Tier 2 services are integrated across function (e.g. payments) and divisions) • Related services are bundled to provide convenience and create operational synergies – transactions are better coordinated	• Service delivery is consistent across the enterprise • All Tier 1 and Tier 2 services are delivered through an easy to navigate “one stop” • Routine services are standardized while specialized channels are reserved for more complex services • A higher volume of transactions are processed
Back Office (i.e. people, process, & technology)	• Downtime is reduced and capacity management is improved • Cost to deliver service is reduced as a result of optimization and synergies	• Agent utilization improves • Agents can access information in all divisions using one terminal • User information is available across divisions – personal preferences are remembered and proactively used to meet needs

Service bundling and clustering enable the proposed model and are the source of many of its benefits

Potential Service Bundles*

Service Function	Level & Delivery	Potential Member Divisions
Information / Referral Service	T1,2 "Toronto at your service"	• Bylaw / License inquiries • Information / Inquiries • Requests • Permit viewing
Intake, information changes, and searches	T1,2 "Toronto at your service"	• Application intake and issuance of licenses / certificate • Requests
Identify verification / eligibility	T1,2 "Toronto at your service"	• Identification for payments, applications, permits, transcripts, support, subsidies, licenses, and/or certificates
Registrations & Renewals, Payments	T1,2 "Toronto at your service"	• Payments, fees • Orders • Court request • Animal related registration services • Registration
Consultation / Case Management / Adjudication	T1,2 "Toronto at your service"	• Summons, enforcement/offense notices • Noise logs • Witness statements
	T3 Division	• First appearance, screening • Inspections • Consultations, reviews • Social assistance, assessment, placement, and/or support
Fulfillment (dispensing, etc.)	T1,2 "Toronto at your service"	• Permit issuance and pick up
	T3 Division	• Animal related fulfillment services • Dispensing/issuance (e.g. calendars, maps, cheques, drug cards, PINs, licenses/permits) • Training, support • Payments

Potential Divisional Clusters

Cluster	Potential Member Divisions
Social Services	• Children's Services • Employment and Social Services • Public Health • Shelter, Support and Housing Administration • Toronto Emergency Medical Services
Permits & Licenses	• City Clerk's • City Planning • Economic Development & Culture • Municipal Licensing & Standards • Revenue Services • Toronto Building • Toronto Water • Transportation Services
Justice Services	• Court Services • Legal Services
Public Works	• Solid Waste
Rec. Services	• Parks, Forestry & Rec
Internal	• Facilities • Fleet Services • Information & Technology • Policy, Planning, Finance & Administration • Purchasing & Materials Management • Technical Services

*Additional information in Appendix A

Under the new model, consolidated Tier 1 and Tier 2 counters can be located in key locations around the city

Potential "Toronto at your service" locations:

1. Toronto City Hall
2. East York Civic Centre
3. Etobicoke Civic Centre
4. Metro Hall
5. North York Civic Centre
6. Scarborough Civic Centre
7. York Civic Centre
8. 3 additional Satellite Counters

Note: The 3 additional satellite counter locations were selected to be in proximity to high density areas – these locations have not been validated for their suitability to house a "Toronto at your service counter"

Source: http://batchgeo.com/

Three options could be considered for implementing the new model

	Options		
	1. Focus on consolidation to realize efficiency	**2. Focus on channel shifting (from counters to online)**	**3. Focus on both consolidation and channel shifting**
Description	• Focus on delivering best in class cost per transaction (i.e. from $30.32 to $15 to $12.00 in 5 years) • Rationalize counters/services down to 10 primary locations (hubs and satellites) • Little or no focus on migrating transactions to online channel	• Focus on aggressively migrating transactions online (i.e. from 2% to 25% to 30% online in 5 years) • Cost per transaction is kept at status quo (i.e. $30.32 per transaction)	• Comprehensive strategy that focuses on both consolidation and channel shifting, incorporating options 1 and 2
Pros	• No wrong door service delivery is optimized for counters, with a handful of integrated one-stop shops that offer majority of services	• Convenient online access: Citizens are able to access a large number of services online, with 24x7 convenience and supported by features such as live chat and online payments / fulfillment	• Service delivery is optimized – proven to be effective in other jurisdictions • Citizens are able to access a large number of services online and have access to integrated in-person service delivery as well
Cons	• Political sensitivity from closing a number of existing counters from the current base of more than 400 • Online channel remains underdeveloped and underused • In-person remains the primary service channel	• Requires a substantial investment in online infrastructure to support the projected growth • Larger operating costs and smaller benefit than other options • In-person delivery remains fragmented, confusing and inconvenient– lots of “wrong doors”	• Requires a substantial investment to do both • Implies significant change
5 Year Net Benefits ($000’s)	$81 to $99 M * *due to lack of available data, figures are rough estimates for consideration only.	$29 to $34 M * *due to lack of available data, figures are rough estimates for consideration only.	$97 to $114 M * *due to lack of available data, figures are rough estimates for consideration only.

Note: Outsourcing has not been included as an option because there was insufficient information to model this alternative and determine benefits

The initial implementation could be completed in 2 years by building on the infrastructure created for 311 Toronto

A two-year implementation plan is proposed based on the assumption that activities can be accelerated by leveraging the technology, processes, and knowledge gained through the implementation of 311 Toronto.

The plan comprises the following elements:

- **Preparation –** for the set-up of an integrated service delivery model
- **Service delivery transition** – integration of the services, set-up a new brand and implement new counters
- **Technology** – implementation of the technology to enable the new model
- **Workforce transition** – transfer of people from individual divisions to a centralized organization

	Objectives and Milestones	Yr. 1				Yr. 2				Yr. 3				**Yr. 4**
		4 mo.	4 mo.	4 mo.	4 mo.	4 mo.	4 mo.	4 mo.	4 mo.	4 mo.	4 mo.	4 mo.	4 mo.	4 mo.
A	**Preparation**													
B	**Transition**													
C	**Technology implementation**													
D	**Workforce transition**													
E	**Post-transition**													

Note: Please see detailed implementation plan in “Service Improvement Implementation Plan” section

A number of risks and related considerations will need to be factored in to support the implementation

Domain	Risks / Considerations
Customer experience	• Customer experience (e.g., wait time, process time) must be maintained or enhanced • Any alternative proposed cannot negatively affect the public's view of the City of Toronto
Channels	• There are a number of independent channels that need to be aligned in a seamless manner • Not all customers have access to all channels – traditional channels (counters) must remain in some form
Services	• There is an understanding among citizens that the City should offer certain types of services, the scope of services delivered cannot change drastically • Quality of services need to be maintained or improved
People	• Service delivery is successful because of the knowledge and capability of existing staff • There is a limit on the number of resources allocated to new initiatives • There may be a risk of losing talent as a result of new initiatives • Mapping staff competencies and re-allocating resources may be challenging as a result of a number of considerations (e.g. job descriptions, unions, rate of pay)
Process	• Degree of process integration vs. differentiation may vary depending on service
Technology	• There is a wide range of legacy technology platforms across the enterprise – a new model may require multiple systems • Existing technology infrastructure may constraint some solutions • Security and privacy issues of integrating customer information need to be addressed
Cost	• Fiscal constraints may limit degree of implementation but may be offset by potential savings

Recommended next steps

As the City moves towards implementing the future service delivery model and adopting efficiency / cost savings opportunities, there are a number of immediate next steps that have been identified (in chronological order) below:

1. Develop a counter service strategy
2. Confirm detailed requirements of future service delivery model and efficiency opportunities
3. Validate business case given the selected future service delivery model and efficiency opportunities (e.g., investment requirements, net savings estimates)
4. Establish Program Management Office, form project teams, and define project plans
5. Determine sequencing of implementation
6. Define and develop benefits tracking mechanism

Project overview, approach, & summary

Project background & objectives

Background	• The City is under unprecedented fiscal pressures, which triggered a Core Services review in 2011 • The review identified some initial opportunities for improvement, which are being investigated through more focused “Service Efficiency Studies” • Counter Services have been identified as the focus for one of the key Service Efficiency Studies • The City has widely dispersed and fragmented network of over 400 counters with different customer experience, hours, services and processes • There is an opportunity to improve customer experience and identify savings through a more integrated approach to counter service delivery
Project objectives	• Identify actionable recommendations that will provide maximized service efficiency savings in the shortest period of time • Improve efficiency, which is driven by cost savings • Improve effectiveness, which is driven by the improved citizen and business service experience

Project approach

- Review existing capability and services provided at the in person counters across the city, including customer experience, operational efficiency, etc.
- Research global leading best practices from both the public and private sectors
- Define and evaluate future state options for service delivery model
- Identify and recommend opportunities for service improvement and cost savings
- Conduct high-level financial analysis including projected benefits, operating costs, and capital investments
- Develop high-level implementation plan

The project's objectives can be encapsulated within a few key management questions

The purpose of the Service Efficiency Studies is to identify and supply actionable recommendations that will provide the maximum of service efficiency savings in the shortest period of time. There are a number of key management questions that needed to answered, including:

- **Current state:** What are the cost-drivers of counter service delivery across City divisions?
- **Leading practices:** What are leading practices in government service delivery?
- **Opportunities:** What opportunities exist to enhance the efficiency and effectiveness of service delivery?
- **Business model:** What is the optimal future state operating model for counter services to maximize operational, business process and transactional efficiencies, and integrated service delivery?
- **Implementation:** What is the implementation timeline and elements that need to be considered for any future state operating model?
- **Risks:** What risks exist in implementing a future state operating model and how can they be mitigated?
- **Partnerships / outsourcing:** Are there any partnership and/or outsourcing opportunities, with other governments, not-for-profit organizations, and/or the private sector, that could deliver some or all customer service components?

The key management questions can be addressed by focusing on five types of efficiency opportunities

Consolidation	**Consolidate full-service Tier 1 and Tier 2 service** delivery counters in no more than **10 locations across the city** including Civic Centres and satellite counters to improve the client experience through one-stop-shopping
Optimization	**Improve the efficiency of existing services** by adopting practices such as clustering (i.e. cluster the **24 city divisions into 6 clusters** with “like” services), queuing (multi-service), and reallocating resources base on competencies – leading to best in class service delivery of $12-$25 per transaction
Rationalization	Reduce **the 400+ city counters** and **eliminate / consolidate** at least 5% of **the 150+ services** that are duplicative, obsolete, or better delivered through other channels
Migration	Shift up to **30% of counter interactions/transactions** (over the next 5 years) **to lower cost channels** including online, phone, and self-service terminals to reduce the cost of service delivery and improve accessibility and convenience for citizens
Partnership	**Integrate / transfer service delivery** or **outsource** selected services/channels **to third party vendors / partners** such as ServiceOntario, Canada Post, or Canadian Banks to capitalize on synergies, improve convenience and reduce costs

Key conclusions

Based on the assessment of existing counter service delivery within the City of Toronto, we conclude the following with respect to the current state and future state recommendations:

Current State

- The City's counter service delivery is broad, complex, and un-integrated
- The City operates in an environment where Citizens' expectations for service is rising even as municipal budgets are shrinking
- Current strengths includes the number of services available to Citizens and the high-level of interaction
- Current weaknesses include variability, duplication, and unpredictability of service delivery, siloed divisions, lack of service integration, and lack of overarching technology to support the service delivery

Recommendations

- The City should adopt a hybrid service delivery model where Tier 1 and Tier 2 services are consolidated under a single service delivery organization and brand (e.g., "Toronto at your service") – A hybrid model achieves the best balance between customer intimacy and operational efficiency
- Up to 10 Civic Centres and satellite offices would offer a "Toronto at your service" counter and specific divisional services (Tier 3) – Divisions would continue to offer specialized tier 3 services (by appointment)
- In addition to a new service delivery model, there are a number of initiatives (i.e. rationalization of counters and services, channel shifting, partnerships) that could lead to tangible savings
- The implementation of a new service delivery model and adoption of recommended opportunities could lead to benefits in the range of $10 million to over $100 million over 5 years depending on the degree of channel shifting and level of service efficiency achieved
- The implementation of a new service delivery model can be completed in less than 4 years, based on a number of assumptions and the ability to appropriately mitigate risks

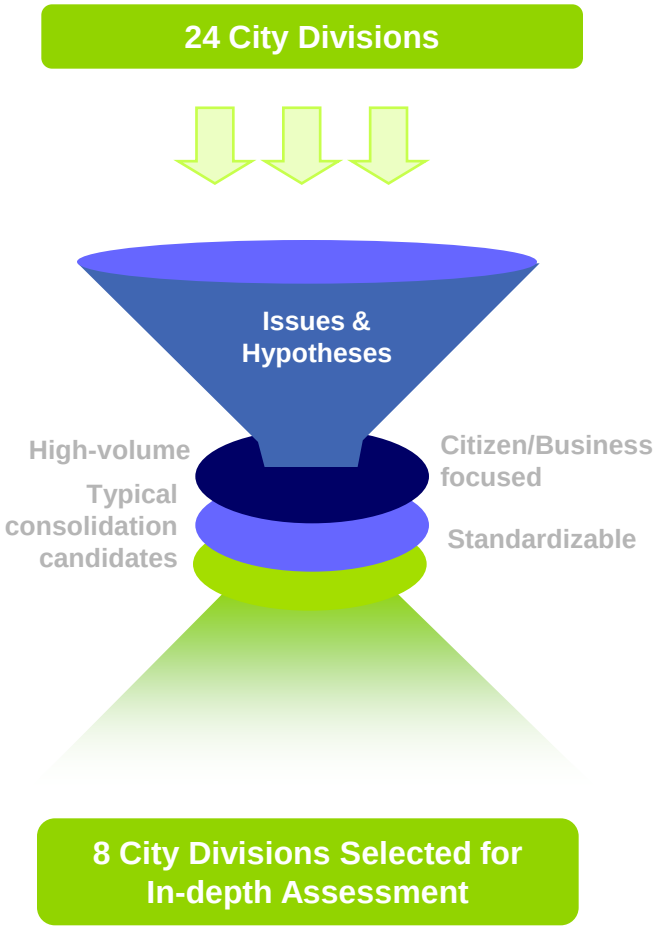
Current state assessment

Counter services today are diverse and complex – the city currently offers hundreds of services, from 24 divisions, at ~400 in-person counters

Physical space	• All 24 divisions* offer in person counters • ~400 counters in total
FTEs	• ~800 FTEs
Costs	• ~$83.5 M (estimated)
Activity Level	• ~29,000 licenses approved • ~340,000 registrations completed • ~1,600 applications received • ~208,000 payments processed • ~1 million miscellaneous transactions completed
Service Profile	• ~150 individual services that are often replicated across desks and divisions • All non-counter traffic is managed through Toronto.ca and 311 – no “one stop shop” available for all City of Toronto services • A centralized contact centre (311) delivers integrated information for the City • No “live chat” support enabled to help customers online • Wait times – average of 5 – 20 minutes • Variable hours of service • Inconsistent use of customer satisfaction surveys

*Refer to Appendix A for the list of 24 City of Toronto divisions with counters
Source: Grouped Counter Inventory.xls and Deloitte Analysis

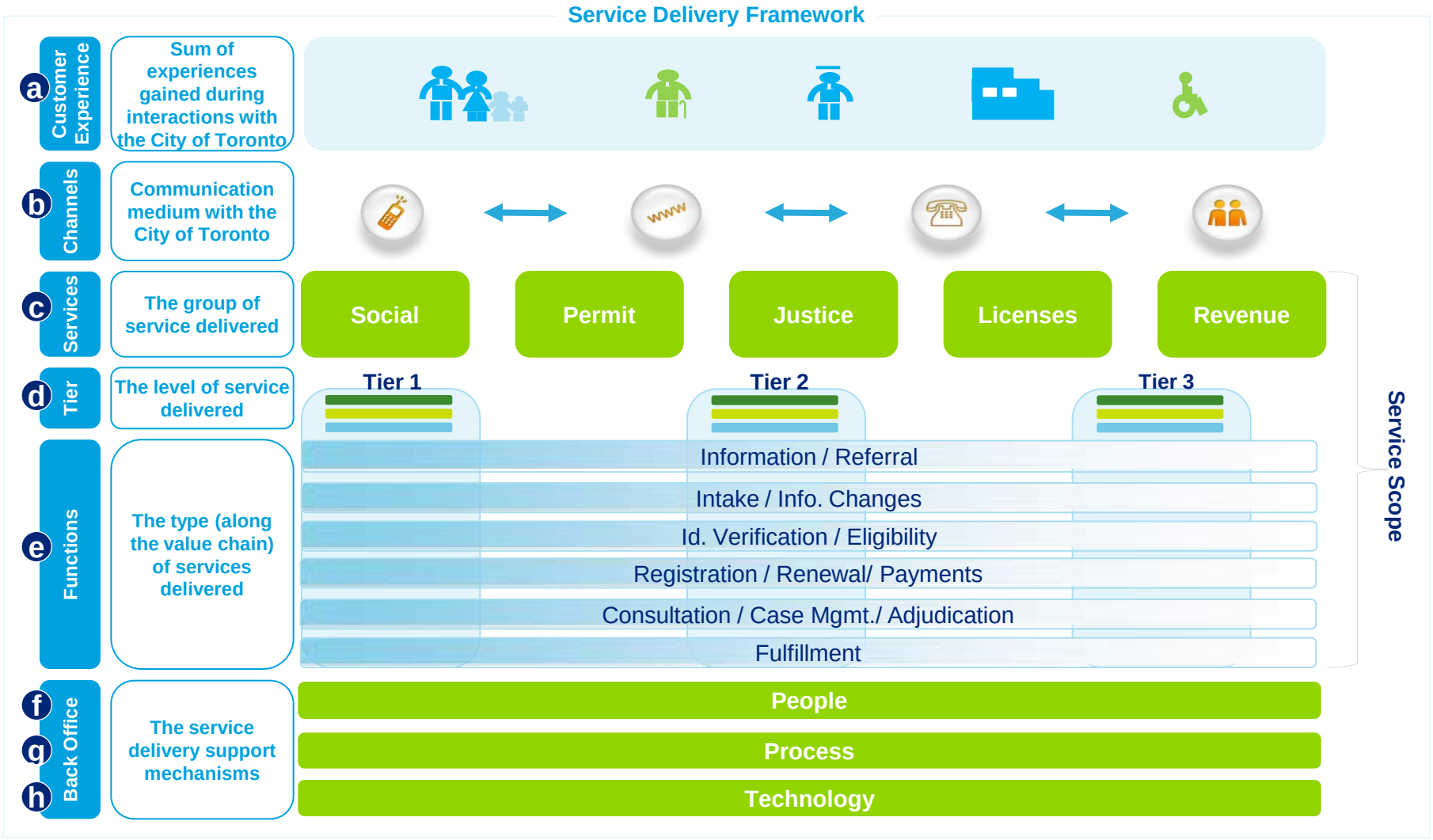
Out of the 24 divisions, 8 were selected for a deeper assessment based on key filters



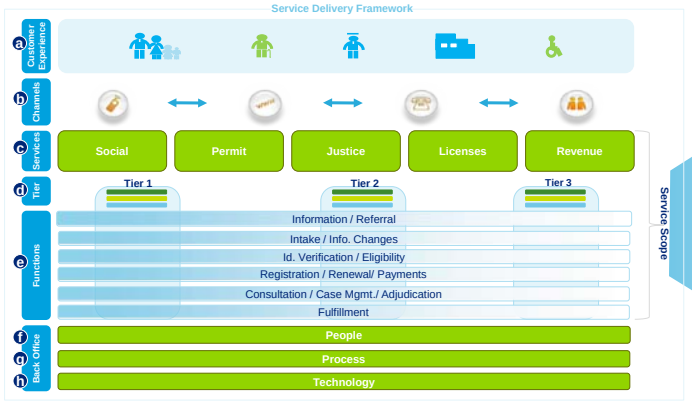
Divisions selected for deeper review
1. Children's Services
2. City Planning
3. Court Services
4. Municipal Licensing & Standards
5. Revenue Services
6. Toronto Building
7. Toronto Water
8. Transportation Services

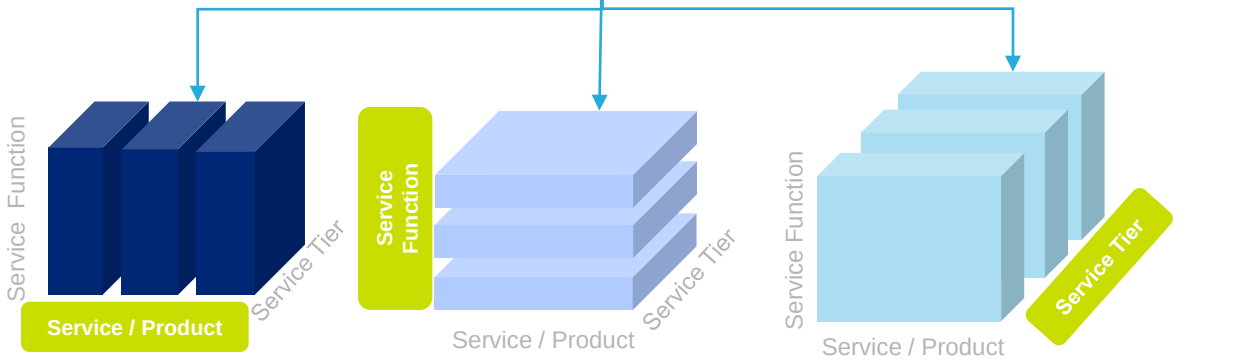
*Refer to Appendix A for details of the division selection analysis

Counter services within the 8 divisions were assessed using a common framework for citizen/business service delivery



The service scope part of the framework comprises services, functions, and tiers





Services

1. Social
2. Permit
3. Justice
4. Licenses
5. Revenue

Service Function

1. Information / Referral Service
2. Intake (applications) , information changes, and searches
3. Identify verification / eligibility
4. Registrations & Renewals
5. Consultation / Case Management / Adjudication
6. Fulfillment (dispensing, etc.)

Service Tiers

Tier 1: Basic information / transaction
Tier 2: Detailed information / transaction
Tier 3: Consultation

A number of questions – corresponding to each element of the service delivery framework – were used to guide the assessment

	Domain	Questions
a	**Customer Experience**	• What are typical wait times? • What are typical processing times? • What are typical hours of operation? • How convenient is the counter service? • What branding exists across the various counters/divisions? • What are the customer segments?
b	**Channels**	• What channels are available and used across the different counters/divisions? • What are the requirements (e.g., physical space) of in-person counters?
c	**Services**	• What volume of requests, applications, and transactions are completed at each counter? • What is the average cost per transaction to deliver services? • What elements are required to administer the service
d	**Service Tiers**	• What are the different levels of service that exist within counters? • What is the average service time within each Tier?
e	**Service Function**	• What types of services are available?
f	**People**	• What are the labour requirements for counter service? • What is the labour cost associated with operating a counter? • What is the utilization rate of counter employees?
g	**Process**	• How are interactions / consultations scheduled? • What processes are used to deliver services at a counter?
h	**Technology**	• What IT platform is required to support the service delivery? • What IT improvements are currently being implemented?

Customer experience is highly variable across City counters and there is no common brand to make services easy to find

Metric	Definition	Range	Details
Wait Times	Wait times for counter service	0 minutes – over 2 hours	• Wait time can be unpredictable at many counters and varies by counter, time of day, season, etc. • Most counters have a "first come first served" model and no appointments are taken • Current wait times are significantly longer than common expectations that citizens have for government services (i.e., 5 to 9 minutes wait in any lineup at a government office, Citizens First*)
Process Time	Time required to process a request	Varies greatly by counter and by service	• Some reasons for increased processing time include: – Data may be physically housed at another location (i.e., counter/division) – Extensive paperwork requirements – Identification, verification, insurance, and criminal record checks require original documents – Agents completing multiple transactions for clients
Hours of operation	Time that the counter is open for regular service	8:30 – 4:30 (M-F)	• Hours can be inconvenient for anyone who works a typical "9 to 5" day
Convenience	Accessibility and convenience	Typically counters are easily accessible	• Some transactions may require visits to multiple counters • Difficult to know in advance what services are offered at each counter
Branding	Look-and-feel	Not standardized	• Generic and variable level of branding • Limited association to division or to the City
Customer Segments	Types of users	All Citizens, Social Assistance Recipients, Unemployed, Businesses	• Most counters serve specific segments • Services are not organized by segment or bundled accordingly

*Source: Institute for Citizen-Centered Service, Citizen-Centered Service: Canada's Journey of Public Sector Transformation, Presentation to Innovation Value Institute Summer Summit (2010)

Some channels are better developed than others, however integrated service delivery remains a largely unrealized goal

City of Toronto*
Observations
• Multiple channels, mostly un-integrated channels (i.e., mail, fax, phone , e-mail, IVR, contact centre, online, 311)– services usually cannot be started, stopped, or continued across different channels • Channel capabilities and presences vary by division (e.g., service requests available via 311 or web but most permits and licenses are only available in person) • Online uptake has been successful for specific services: – Parks, Forestry & Recreation: 64% of registration completed online – Transportation: 95% of temporary on street parking permits, 59% of residential on street parking permits, and 25% of off street parking permits are completed online – Revenue Services: 34% of parking tickets paid online • Some duplicate channels deliver similar services (e.g., Revenue Services contact centre and 311 contact centre) • In-person locations tend to have a broad range in terms of footprint (i.e., 80 SQ. FT – 1,000 SQ. FT) • In-person locations receive a significant number of requests that could be services through 311 or Toronto.ca

Citizen Preferences**	
Channel	**%**
Office or service counter	35
Telephone	21
Website	33
Email	5
Regular mail	3
Fax	-
Kiosk	3
Visit from government employee	<1
Text message (SMS)	<1

Source: *Deloitte research, **Citizens First 6, City of Toronto Results, The Strategic Counsel, 2012

Service volumes vary across divisions, however the average cost per transaction is higher than leading practice

Metric	Definition	Range	Observations
Annual Volume	The number of requests, applications, and transactions completed at a counter	5,000 – 630,000	• Large volume of manual requests, applications, and transactions • One transaction may require multiple interactions
Cost per Transaction	Cost to administer the service in-person (total cost / annual volume)	$15 to $96 per transaction* $30.32 weighted average cost per transaction	• Significantly higher than average public sector (i.e., $12 – $25 per transaction) and private sector ($3 – $6 per transaction) costs
Service Delivery	Elements required to administer the service	Varies by counter	• Services are managed separately by each division, regardless of Tier – there is some interdependence of services (e.g., in some cases a building permit is required to obtain a water permit) • Knowledge levels varies by service / counter / division – Some services require general knowledge (e.g., transactions, inquiries, registration) – Some services require technical / specialized knowledge (e.g., property standards, district operations)

*Outliers have been removed (i.e. the highest and lowest cost per transaction have not been included)

Many transactions appear to be low- to medium-complexity and therefore candidates for consolidation

Metric	Definition	Range*	Weighted Average**	Observations
Tier 1	Low Complexity / Routine Services	2% -35%	8%	• Tier 1 services are simple and do not required in-depth knowledge of a subject– good candidates for consolidation • 7 of the 8 divisions spend at least 10% of their time delivering Tier 1 services
Tier 2	Medium Complexity Services	3% – 60%	36%	• Tier 2 services are of medium complexity and may require some level of focused knowledge – some of these services could be candidates for consolidation • 5 of the 8 divisions spend at least 50% of their time delivering Tier 2 services
Tier 3	High Complexity / Specialized Services	15% – 80%	56%	• Tier 3 services are typically complex or specialized and require in-person consultation, are constrained by legislation, or are tied to a physical location – these services may be best provided within a division • 2 of the 8 divisions spend more than 50% of their time delivering Tier 3 services

Note:
*Low and high range of service level distribution within the eight deeper review divisions
** Weighted average calculated using the number of transactions

Functionally, most services do not appear to require extensive in-person consultation beyond routine identity verification and intake

Service Function	# of Services	% of Services
Information / Referral Service	7	7%
Intake (applications) , information changes, and searches	20	22%
Identify verification / eligibility	11	12%
Registrations & Renewals, Payments	30	33%
Consultation / Case Management / Adjudication	17	19%
Fulfillment (dispensing, etc.)	4	4%

~74%

Source: Grouped Counter Inventory.xls

The greatest opportunities for efficiencies are within tier 1 and tier 2 services and the first four service functions

Divisions	CDS	CP	CS	MLS		RS	TB	TW	TRE	
Services / Products	Social	Permit	Justice	Licenses	Justice	Revenue	Permit	Permit	Bylaw	Permit
Information / Referral Service	T1	T1		T1	T1		T1,2	T1,2	T1,2	
Intake (applications) , information changes, and searches			T1,2	T1,2	T1,2		T1,2	T1,2		T1,2
Identify verification / eligibility	T1	T1	T1	T1	T1	T1	T1	T1		T1
Registrations & Renewals, Payments		T2	T1	T1,2	T1,2	T1,2	T1	T1		T1
Consultation / Case Management / Adjudication	T3	T3	T3	T3	T1,2	T3	T3	T3		T3
Fulfillment (dispensing, etc.)					T3		T1			

Service Functions

Opportunity for efficiencies

LEGEND
Children's Services (CDS)
City Planning (CP)
Court Services (CS)
Municipal Licensing & Standards (MLS)
Revenue Services (RS)
Toronto Building (TB)
Toronto Water (TW)
Transportation Services – EYD (TRE)

T1 = Tier 1– Low Complexity / Routine
T2 = Tier 2 – Medium Complexity
T3 = Tier 3 – High Complexity / Specialized

The current service delivery model is sub-optimal, with varying levels of utilization per division

Metric	Definition	Range	Observations
FTEs per division	Number of resources required per division	2 – 73	• The number of FTEs per division depends on the number of counters in a given location, the demand for services, and the complexity of services
Counter staff utilization	An indication of how busy counter staff is within a division	60% – 100%	• Most counters reportedly operate at 100% utilization though there is not enough data to validate this, especially across operating hours and seasons • Many counters have the ability to move staff to the counter on an as-needed basis
FTEs / Counter	An indication of the number of FTEs required at each counter to deliver the services efficiently	2 – 12	• Variability driven by service volumes, which are inconsistent across divisions

Note: The table above highlights information that was collected from the eight focus divisions. Values are based on self assessments completed by the eight focus divisions.

The current service delivery model involves many unique processes with limited standardization or ability to scale

Metric	Definition	Range	Observations
Scheduling	How interactions / consultations are organized	Not used	• Lack of scheduling capabilities • Most services, even consultative ones, are not managed through appointments, with the exception of case worker meetings for social / human services
Queuing	Queuing approaches to optimize traffic flow	N/A	• Current approach is fragmented with most counters offering a single service and one queue for each counter • Pilot for multi service counter to support employment and children's services
Service Delivery	How the service is delivered	Variable	• A wide range of processes and levels of automation • No coordination or bundling of services to increase customer convenience or optimize process efficiency

Individual divisions have sponsored a number of IT initiatives, but no enterprise funding or effort to move majority of services online

Metric	Definition	Range	Observations
Platforms	The IT platform used to support the service delivery	Varies	• Current landscape is fragmented– multiple systems, platforms, maturity levels, etc. • An enterprise business and technical architecture has been defined but not fully implemented
Initiatives	IT improvement projects	A number of isolated projects	• E-Services work such as “My Toronto” common account / framework, Common Scheduler, Payment Authentication, E-Management strategy • Partnership between Children’s Services and Employment and Social Services to improve front-office client experience with plans to also consolidate the back-end • Municipal Licensing & Standards efficiency study to expand front-end service delivery • Revenue Services ticket service – log all interactions with customers (in-person and contact centre) • Revenue Services New cashier system – changing technology (i.e., barcode scanning capability) • Toronto Building E-portal – developing an e-portal to manage all transactions for the division • Web site revitalization

Overall, the current state assessment identified both strengths and challenges

Domain	Strengths	Challenges
Customer Experience	• Has a large geographic coverage and distribution of counter services across Toronto	• Customer service is unpredictability – wait and process times can vary greatly • Inconvenience of some counter services (e.g. needing to go in person, multiple visits required, lack of clarity regarding services)
Channels	• Has numerous convenient in-person locations • 311 and toronto.ca are well organized and have additional channels for delivering services	• Variability, duplication, and lack of integration of channels • High cost to deliver counter services (i.e. labour cost)
Services	• Offers a breadth of services that meet citizen needs with varying levels of efficiency and customer satisfaction	• Services siloed across divisions – limited service integration across divisions • Lack of scheduling, organization, automation, and standardization of processes • Certain services are mandated or legislated (e.g. Court Services provincially legislated to schedule court appearances) • Certain services require review / approval by a specific division (e.g. Toronto Building – building permit) • Certain services are tied to a specific facility or complement a specific product (e.g. swimming lessons and swimming pools)
Back Office (i.e. people, process, and technology)	• Developing a number of initiatives focused on efficiencies (e.g. My Toronto", partnership between Children's Services and Employment and Social Services, Municipal Licensing & Standards efficiency study, Revenue Services ticket service and New cashier system, Toronto Building E-portal)	• Lack of overarching technology to support the service delivery

Jurisdictional scan

Based on a review of counter services in both the public and private sectors, a number of best practices were identified*

Customer Service	1. Citizens increasingly expect their governments to serve them like retailers do. Leading providers have responded by offering **multiple services in a single location**, improving both customer experience and efficiency of administration (e.g., Kent Gateways)
	2. Eliminating multiple points of contact for citizens and creating a **single-account system** makes government, programs, and important information more accessible, reducing barriers to service. Single account systems enable personalized one-stop shopping and generate administrative efficiencies (e.g., Australia)
Service Efficiencies	3. **Enabling citizens to participate in service delivery**, and eliminate redundant or unnecessary regulatory aspects of government can speed service delivery, reduce costs for government, and increase customer satisfaction. (e.g., Phoenix)
	4. **Public-private-partnerships (P3)** in conjunction with **self-funded business models** are an increasingly popular way for cash strapped governments to deliver services without using tax revenues (e.g., Texas)
Channel Migration	5. There is a move towards offering **tiered service delivery.** All interactions are directed towards a **common access point** where interactions are **triaged** by knowledgeable agents; Simple, repeatable informational type transactions are answered by the agent and more complex requiring in-depth knowledge are forwarded to SMEs (e.g. ServiceBC)
	6. There is a clear **trend towards online e-portals and online self-service**, with leading service providers charging more for in-person service to drive consumers online (e.g., Singapore)

**Refer to Appendix B for details of Jurisdictional Research*

Customer service practices are increasingly focused on anticipation, personalization, and convenience

	Best Practices	Opportunities for City of Toronto	Examples
Customer Service	• "You may also be interested in…" personalized service recommendations based on usage profile • 'One-stop-shop' for a wide variety of programs through a single counter, phone number or online portal • Seamless, integrated service delivery, across channels and levels of government (birth and social insurance registration; starting a transaction in one channel and completing it in another one) • A knowledgeable gatekeeper to direct customers when they enter a store/office • Co-location of multiple related services within a single location • Bundling services around life or business events	Bundle like services based on life or business events;	• *Arkansas* • *Texas* • *Barcelona*
		Deploy a single knowledgebase across all channels – in-person, mobile, online, and telephone to provide standardized and consistent information	• *Kent* • *Apple* • *Jyske Bank*
		Track enrollment in city programs and inform citizens when they are eligible and could benefit from joining a program	• *Massachusetts* • *Pennsylvania*
		Offer multiple services at a single location, allowing citizens to access many services in a single trip	• *Kent* • *Apple* • *Queensland*
		Tailor services for area and demographics, including operating hours, service mix, bundles, etc.	• *Australia* • *Kent*
		Develop unique IDs for city residents, allowing them to track their interactions with the city through an online portal	• *Massachusetts* • *Australia* • *Singapore*

Global best practices regarding service efficiencies were identified and could be adopted by the City of Toronto

	Best Practices	Opportunities[1] for City of Toronto	Examples
Service Efficiencies	• Offer municipal, provincial, and federal services under one roof • Leverage private partners for comparative advantage and expertise in online service delivery • Use public-private partnerships to deliver eGovernment services	Partner with federal and provincial governments to develop one-stop-shops and share service delivery costs	• *Australia* • *Kent* • *Singapore*
		Build relationships with private partners to reduce or eliminate the direct costs of eGovernment	• *Arizona* • *Arkansas* • *Texas* • *NIC*
		Eliminate paper enrollment in programs and move to a unified online system, reducing cost and human error	• *Niagara* • *Massachusetts* • *Pennsylvania* • *Australia*
		Provide a back end portal allowing City staff to collaborate across divisions and with contractors	• *Brampton*

[1] "Opportunities" are potential areas for improvement. A final distilled list of "recommendations" is not within the scope of this document

New channel adoption best practices from other jurisdictions also present potential opportunities for the City of Toronto

	Best Practices	Opportunities for City of Toronto	Examples
Channel Migration	• Promotion of self service and assisted self-service as preferred channels with in-person being reserved for the neediest citizens • Fees for in-person service to drive users online – Charge more for in person transactions than for online ones • Provide in-person help centres , in partnership with community organizations, to make the transition to eGovernment seamless	Service delivery is tiered by level of service – all interactions are directed towards a common access point where interactions are triaged by knowledgeable agents	• *ServiceBC* • *Kent Gateways*
		Make permits and licenses purchased online less expensive to move citizens to the lower cost channel	• *Arkansas* • *Texas* • *Singapore*
		Provide information online promptly, reducing citizen need to call help lines or make trips to physical offices	• *Brampton* • *Arkansas* • *Texas* • *Singapore* • *Queensland*
		Demonstrate commitment to online service delivery by providing the necessary training and tools to make citizens e-literate	• *Australia* • *Singapore*

Future state service delivery model

Options and recommendation

At a high-level, three distinct service delivery models can be deployed to address current state issues

Further integration across services and channels is necessary in order to improve service efficiency and customer experience, however, there are a range of available options representing different degrees of integration

Divisional Model

Divisional-based model where each division delivers its **own specific services** through its **own specific channels** and is supported by its **own specific back office**

Current approach

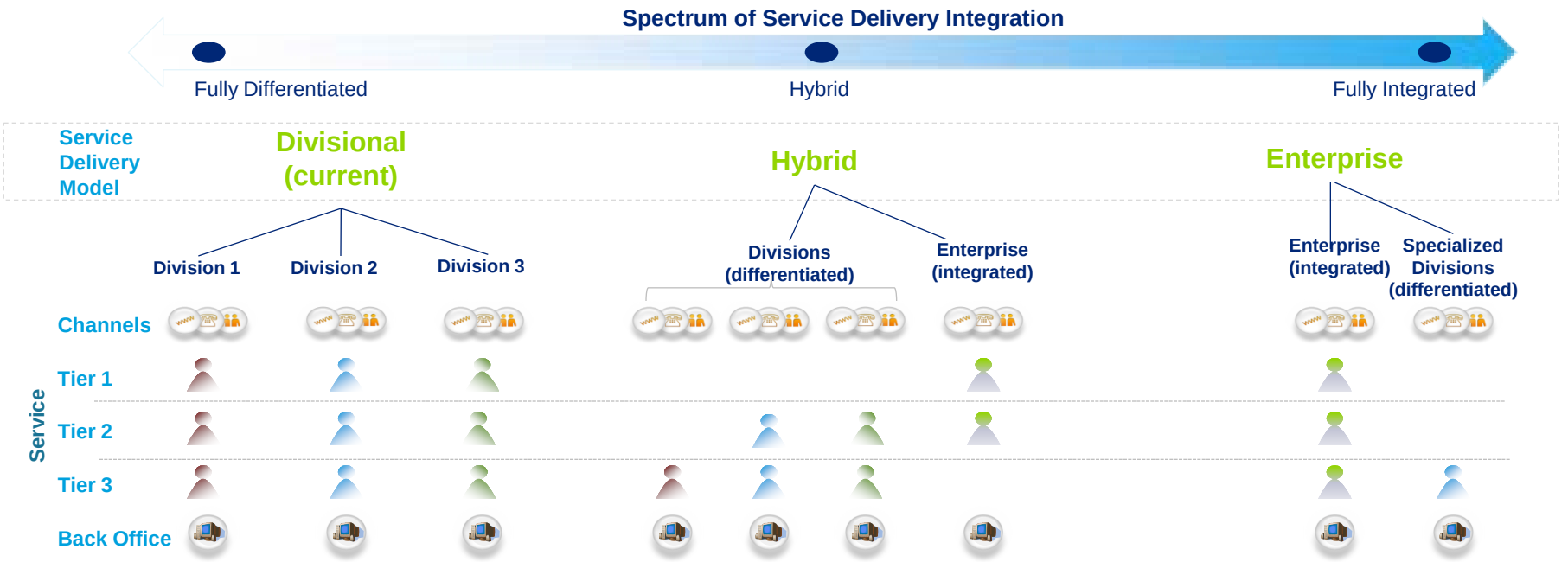
Hybrid Model

The hybrid model **shares attributes** of both the division-based and enterprise-based models. **General services** are delivered by an **enterprise offering** (with dedicated channels and back office) while **specialized services** are **delivered by divisions** (with dedicated channels and back office).

Enterprise Model

Enterprise-based model that **delivers all services** through **integrated channels** and that is supported by a **communal back office**

Each option offers different degrees of efficiency and customer service



- Most divisions operate independently and channels, services, and back office functions are duplicated
- Staff organized by divisions and focus only on services specific to the division
- Each service function (e.g., informational, intake, identity, etc.) is duplicated within the various divisions
- Customers interact with each division separately; little service delivery integration with other services

- Services organized by service level. Tier 1 and most Tier 2 services are delivered in an integrated fashion; majority of Tier 3 services are delivered directly by divisions
- Tier 1 and Tier 2 staff are generalists within an integrated organization – “Toronto at your service” similar to 311; Tier 3 staff are specialists within divisions
- Consultation/Case Management/Adjudication functions duplicated within each division
- Customers interact with generalists first and are then referred to Tier 3 divisional staff– mostly through an appointment model

- All services and tiers of service are delivered in an integrated fashion by employees working within a single organization – e.g., “Toronto at your service”
- Staff organized to support different Tiers of service (service levels)
- Staff members, especially front-line ones, are generalists able to administer multiple types of request; Tier 3 staff are more specialized

A core set of guiding principles help to evaluate the three options and should be adopted by any future service delivery model

Guiding Principles	Description
Convenient access to information	• 24 / 7 online access to information and services • Personal preferences are remembered and proactively used to meet needs • Only need to sign in once online in order to access user's information • Access to a comprehensive catalogue of services – seamless across channels
Minimal wait / travel times	• 5 to 9 minutes: The maximum time to wait in any lineup at a government office • 30 seconds: An acceptable amount of time to wait on hold on the phone before you speak to a person • 2 people: The maximum number of people you should have to deal with in order to get service at a government office or on the telephone • 1 click: Online, users can receive support with one click • 15 minutes: A reasonable amount of time to spend travelling to a government office, one way
Protection of personal data	• Ongoing security and privacy of personal information is trustworthy • The government is accountable and transparent, and shares its data • Real time information, advice, and proactive status updates
Balance of operational efficiency and customer intimacy	• Standardize routine services while reserving specialized channels for more complex services
Efficient allocation of resources	• Reserve specialized skillsets for more complex interactions • Use lower cost, less skilled staff for high volume services

Source: Deloitte research and Institute for Citizen-Centered Service, Citizen-Centered Service: Canada's Journey of Public Sector Transformation, Presentation to Innovation Value Institute Summer Summit (2010)

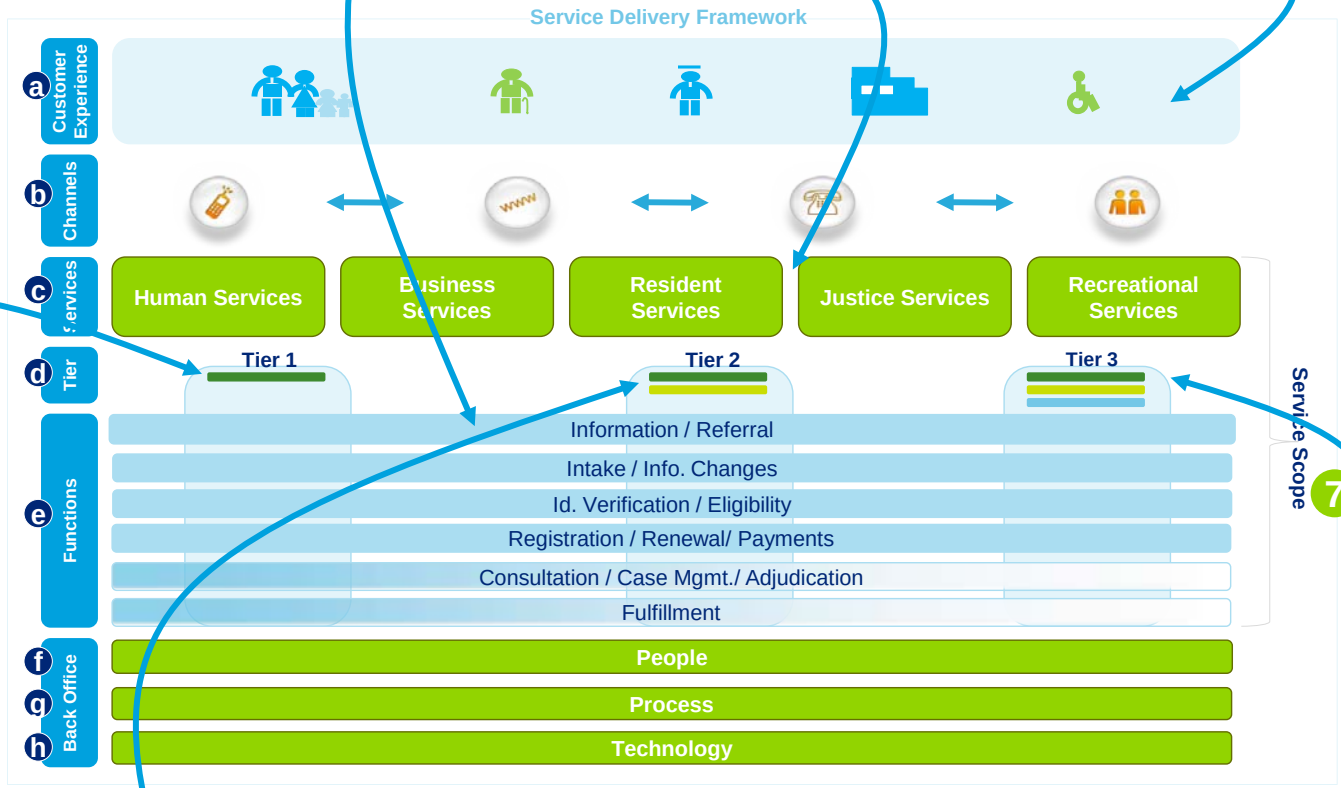
The hybrid option best aligns with the core principles, achieving the best balance between customer intimacy and operational efficiency

1. Integration across most channels; client can start/stop/continue an interaction using any channel

2. Services delivery is integrated / coordinated within most functions

3. Related services are bundled to provide convenience and create operational synergies

4. Customer experience is consistent across channels, branded "Toronto at your service" counters at civic centres; terminals for self/assisted self-service at most other locations



5. Majority of Tier 1 Services (i.e. low complexity / routine) are integrated across function and divisions

6. Most Tier 2 Services (i.e. medium complexity) are integrated across function and divisions; some (more complex ones) are managed within divisions

7. For the most part, only Tier 3 Services (i.e. high complexity / specialized) are managed separately by each Division

Legend

Integrated Svc. Delivery

Differentiated Svc. Delivery

Division-specific Mgmt.

Customer experience can be improved significantly through better integration and coordination

- **No wrong door:** Citizens can get information or service from any location or channel under a common brand – “Toronto at your service”
- **Single-point of access:** Single-point of access via multiple channels regardless of location or user (staff or citizen). "Toronto at your service" is usually the gatekeeper and gateway for divisional services
- **Channel optimization:** Reserve full-service channel for the neediest citizens; promote self-service for everyone else
- **Service bundling:** Transactions are better coordinated; less “running around.” Services are bundled based on life or business events

The hybrid model can effectively integrated channels, with a focus on standardization, simplification, and automation

Channel	Theme	Details	Metrics
Cross-channel	• Enterprise delivery • Consistency	• Common branding (e.g., “Toronto at your service”) across all channels • Majority of Tier 1 services consolidated under one organization • Tier 2 and Tier 3 services mostly by appointments scheduled either online or at a Toronto at your service counter • Offer incentive (i.e., discount) for transactions conducted online or disincentives (i.e., fee) for transactions conducted at counters	• Consistent service across the enterprise
In-person counters 	• Full / Self- and assisted self-service • Channel-shifting • Standardization • Efficiency	• Centered on city and metro halls and civic centres in former cities (Scarborough, North York, etc.) • Counter staff use same knowledgebase / platforms as other channels • Branded self-service terminals at all counters and other public sites such as community centres / non-staffed counters • Partnerships with non-profits and community organizations to expand assisted self-service • Clustering like services within each tier (e.g., human services, business services, resident services, etc)	• Easy to navigate “one stop” • Maximum of 5 to 9 minutes wait to be served • Maximum of 2 people to deal with in order to get service • Less than 15 minutes travel time to a government office (i.e., one way)
On-line 	• Simplicity • Efficiency • Complementarity	• Existing 311 knowledgebase becomes the foundation for online information search • Unified branding for all other online City Services (“Toronto at your service”) • Personalized services through customer account / authentication service • Web /live chat capability supported by 311	• 24 / 7 access to information and services • Personal preferences are remembered • Only need to sign in once • Only require 1 click for support
Phone 	• Complementary • Channel-shifting	• Built on 311 service with expanded knowledgebase and integration across divisional platforms • Staff cross-trained for "Toronto at your service" counters	• Maximum of 30 seconds on hold before speaking to an agent • Maximum of 2 people to deal with in order to get service
Other Channels (e.g., mail, fax)	• Channel-shifting	• On-line channel shifting encouraged	• Voice mail or email response should be the same day • Letters should be responded to within 1-2 weeks:

Service tiers and functions should be consolidated where feasible, without significantly impacting service delivery

Delivered By	Tier	Description	Potential Functions
"Toronto at your service"	**Tier 1 and Tier 2*** (by appointment)	Low complexity transactions; information and referrals 44% (weighted average) of services delivered within the 8 focus divisions are Tier 1 and Tier 2 (the percentage value varies by division)	1. Information / Referral Service 2. Intake (applications) , information changes, and searches 3. Identify verification / eligibility 4. Registrations & Renewals 6. Fulfillment (dispensing, etc.)
Divisions	**Tier 3** (by appointment)	Consultation / case management 56% (weighted average) of services delivered within the 8 focus divisions are Tier 3 (the percentage value varies by division)	5. Consultation / Case Management / Adjudication

Tiers

T1 = Tier 1– Low Complexity / Routine
T2 = Tier 2 – Medium Complexity
T3 = Tier 3 – High Complexity / Specialized

**Note: Individual Tier 2 services may be better served within divisions (i.e., depending on the level of complexity)*

Clustering or bundling of divisions with similar services could create economies of scale and enhance customer experience

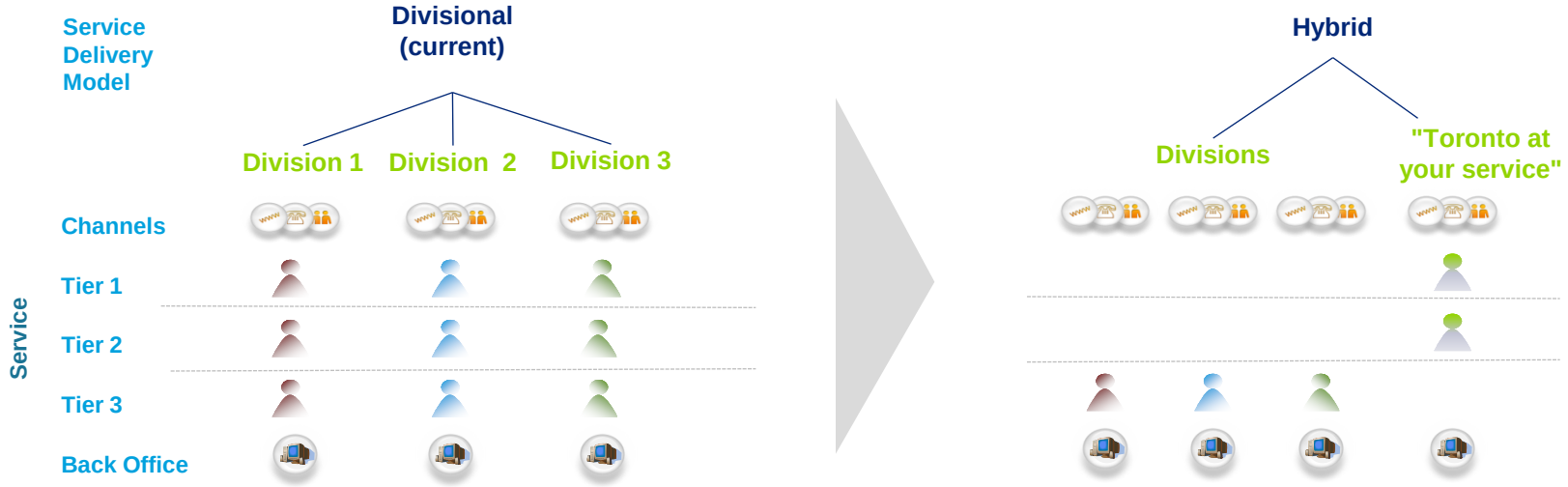
Cluster Type	Potential Divisions
Human Services	**1. Children's Services** **6. Employment and Social Services** 13. Public Health 17. Shelter, Support and Housing Administration 21. Toronto Emergency Medical Services
Business & Resident Services	2. City Clerk's **3. City Planning** 5. Economic Development & Culture **11. Municipal Licensing & Standards** **16. Revenue Services** **20. Toronto Building** **22. Toronto Water** 23. Transportation Services
Justice Services	**4. Court Services** 10. Legal Services
Public Works	18. Solid Waste
Recreational Services	12. Parks, Forestry & Rec
Internal Services	7. Facilities 8. Fleet Services 9. Information & Technology 14. Policy, Planning, Finance & Administration 15. Purchasing & Materials Management 19. Technical Services

Note: **Bolded** text indicates deep dive divisions

Within the back office, processes and technology may remain fragmented in the short-term, but people can be consolidated

Back Office	"Toronto at your service"	Divisions
People	• One organization (composed of generalists) delivers Tier 1 and Tier 2 services • Staff will need to be reorganized and re-trained (i.e., based on knowledge, locations, need) in order to support the "Toronto at your service" concept	• Individual divisions (i.e., specialists) deliver Tier 3 services • Staff will need to be trained in the new service delivery model
Process	• New processes will need to be designed and implemented for the new service delivery model • Hand-offs and interactions between "Toronto at your service" and divisions will need to be mapped / defined	• Existing processes should be re-evaluated for potential efficiencies
Technology	• One or more technology platforms will need to be selected / integrated to support the new service delivery model	• Legacy technology platform to remain – at a minimum this technology will need to communicate with "Toronto at your service" technology platform

Overall, the proposed hybrid model would address many current state challenges



Domain	Current Model	Future Model
Customer experience	• Unpredictability (i.e., wait and process times) and inconvenience of some counter services	• Scheduled appointments for Tier 2 and Tier 3 services improve wait and process times • Civic centres, city halls, and satellite counters are focal points for in-person service, with community centres and other sites as secondary centres focused on self- and assisted self-service
Channels	• Variability, duplication, and lack of integration of channels	• Integrated channels at the enterprise level – a level of variability, duplication, and lack of integration of channels at a division level will still exist
Services	• Services siloed across divisions – limited service integration across divisions	• Tier 1 and Tier 2 services integrated across divisions – Tier 3 services siloed across divisions
Back office	• Lack of scheduling, organization, automation, and standardization of processes • Lack of overarching technology to support the service delivery	• Implement scheduling for Tier 2 and Tier 3 services
Cost	• High cost to deliver counter services (i.e., labour cost)	• Reduced cost to deliver services tied to a reduction of staff

The hybrid model is customer-focused and optimizes service delivery through tiering and segmentation

- Customers' first "in-person" point of contact is "Toronto at your service"

  a) "Toronto at your service" counters are located in Civic Centres/City Halls (i.e. service hubs) and satellite offices across the city and are staffed by agents who are knowledgeable of all divisional Tier 1 and Tier 2 services

- "Toronto at your service" agents will respond to requests by either:

  a) Providing Tier 1 and/or Tier 2 service

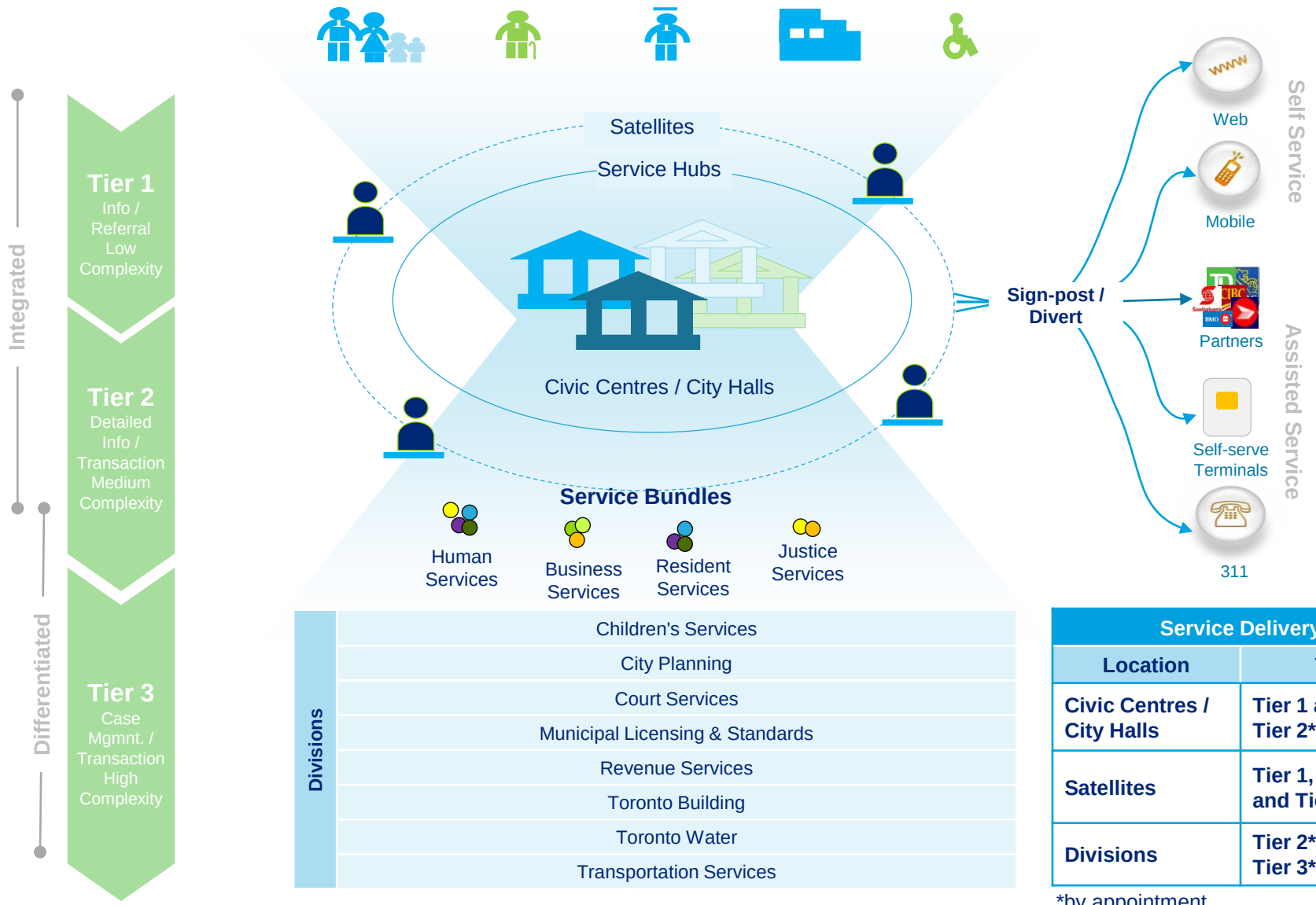
  b) Direct customers to self service or assisted service channels

  c) Schedule an appointment for more complex division-specific Tier 2 or Tier 3 services

  d) Providing wayfinding services at facilities

- Division-specific counters offer specialized/complex Tier 2 and Tier 3 services – divisions that offer "like" services are bundled

The proposed model is built around civic centre hubs and will divert in-person traffic to lower-cost channels



Service Delivery	
Location	**Tier**
Civic Centres / City Halls	**Tier 1 and Tier 2***
Satellites	**Tier 1, Tier 2*, and Tier 3***
Divisions	**Tier 2* and Tier 3***

*by appointment

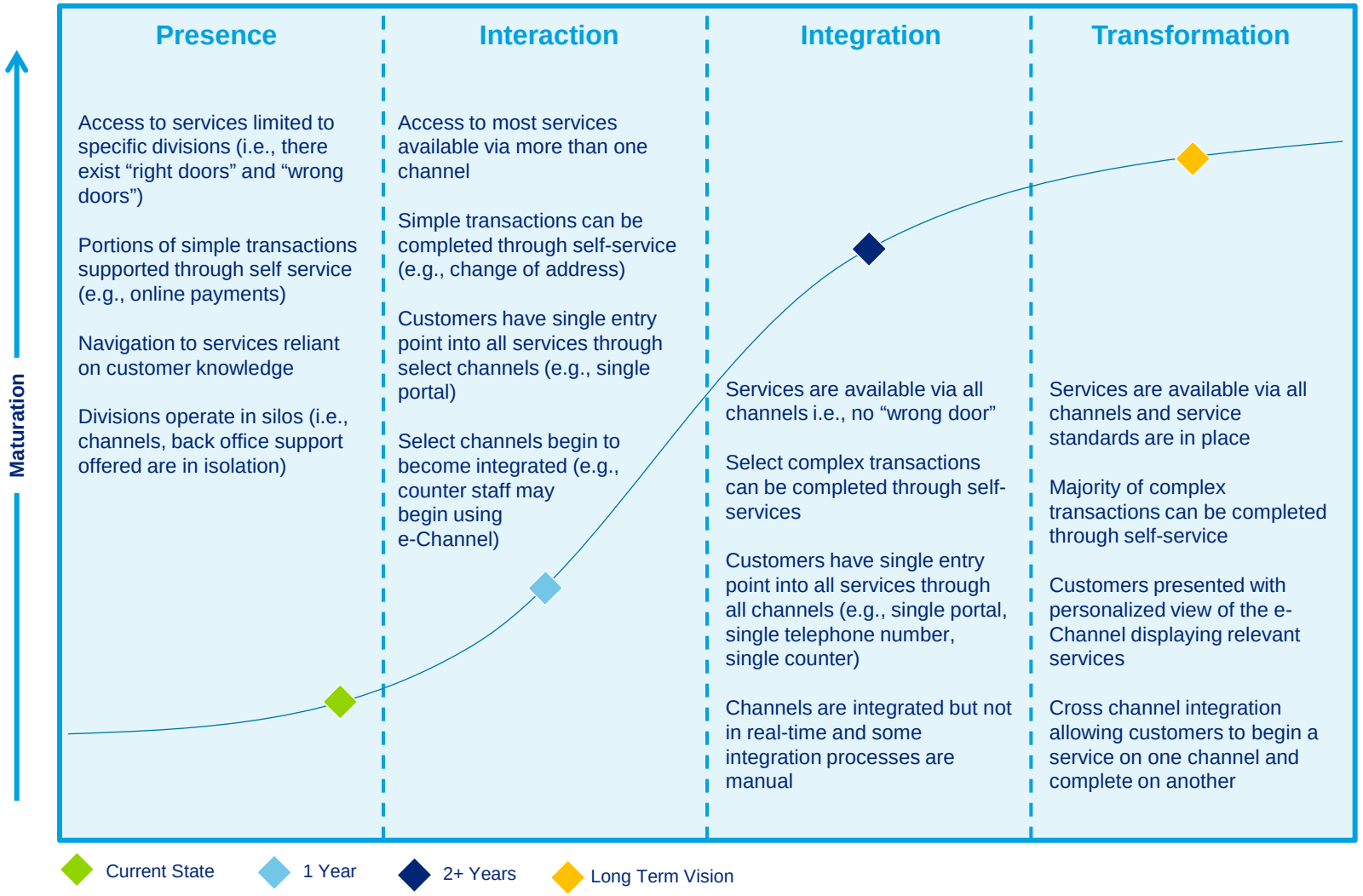
Consolidated Tier 1 and Tier 2 “Toronto at your service” counters are located in Civic Centres/City Halls and satellite counters across the city

Potential “Toronto at your service” locations:

1. Toronto City Hall
2. East York Civic Centre
3. Etobicoke Civic Centre
4. Metro Hall
5. North York Civic Centre
6. Scarborough Civic Centre
7. York Civic Centre
8. 3 additional Satellite Counters

Source: http://batchgeo.com/

The hybrid model will help the City advance on the service improvement scale towards its future state operating model



Despite the advantages of the proposed model, there are a number of risks and considerations that must be addressed

Domain	Risks	Considerations
Customer experience	• Customer satisfaction • Reputational	• Customer experience (e.g., wait time, process time) must be maintained or enhanced • Any alternative proposed cannot negatively affect the public's view of the City of Toronto
Channels	• Integration • Accessibility	• There are a number of independent channels that need to be aligned in a seamless manner • Not all customers have access to all channels – traditional channels (counters) must remain in some form
Services	• Scope • Quality	• There is an understanding among citizens that the City should offer certain types of services, the scope of services delivered cannot change drastically • Quality of services need to be maintained or improved
People	• Knowledge • Talent	• Service delivery is successful because of the knowledge and capability of existing staff • There is a limit on the number of resources allocated to new initiatives • There may be a risk of losing talent as a result of new initiatives • Mapping staff competencies and re-allocating resources may be challenging as a result of a number of considerations (e.g. job descriptions, unions, rate of pay)
Process	• Complexity, integration	• Degree of process integration vs. differentiation may vary depending on service
Technology	• Implementation • Infrastructure • Privacy / Security	• There is a wide range of legacy technology platforms across the enterprise – a new model may require multiple systems • Existing technology infrastructure may constraint some solutions • Security and privacy issues of integrating customer information need to be addressed
Cost	• Financial	• Fiscal constraints may limit degree of implementation but may be offset by potential savings

Improvement opportunities

Regardless of the service delivery model selected, 5-types of efficiency and cost savings opportunities have been identified

	Opportunity	Recommendation	Potential Efficiencies
1	**Rationalize counters / locations**	• Concentrate full-service Tier 1 and Tier 2 service delivery counters at Civic Centres, with additional satellite counters located strategically based on a detailed geospatial, demographic and demand analysis	• Save money, increase efficiency and improve client service
2	**Rationalize services**	• Model and analyze demand patterns for selected services, as well as related factors such as target customers, demographics and location analysis • Eliminate counters-based delivery of services that can just as easily and efficiently be accessed through other channels and which are not meant to serve vulnerable populations	• Resources are available to be reallocated to more in-demand services as under-used services or services that can be effectively delivered through other channels or providers are reduced
3	**Improve efficiency of existing services**	• Bundle like services together based on an analysis of usage patterns and affinity • Use a single counter, multiple services queuing approach • Map staff competencies and allocate resources to counters based on capabilities in order to optimize resource use	• Enable better coordination and integration of services across divisions through synergies of people, processes, and technology • Customer satisfaction is improved as a result of accelerated service delivery
4	**Shift interactions / transactions to lower cost channels**	• Increase the availability of self-serve channels • Develop Technology and other Infrastructure to support shift to lower cost channels • Provide enterprise-level funding for development of self-service and electronic channels in particular	• Cost savings and increase in customer satisfaction as a result of greater use of lower cost and more accessible channels
5	**Pursue public-public and public-private partnerships**	• Integrate or transfer service delivery • Outsource selected services or channels to a third party vendor / partner	• Reduction in responsibilities as services are provided by a 3rd party

1 Rationalize counters/ locations

Rationalization has the potential to reduce costs and improve service delivery

Opportunity

Save money, increase efficiency and improve client service by consolidating and rationalizing Tier 1 and Tier 2 counters throughout the city

Examples

- Certain divisions have already started to rationalize their counters (e.g., City Planning – closed a counter in 2011)
- On average, counters cost over $400,000 per year to operate – by reducing the number of counters within a division, the City of Toronto can reduce its operating cost

Implications

- Counters are located where people need them and offer comprehensive access to city services, rather than division-specific services
- Civic centres and city halls have historical/political significance, have large footprints, and are strategically (from a geographic perspective) located across the city, making them natural hubs for integrated service delivery
- Better staff utilization and improved customer experience
- Lower cost to operate counters based on decreased need for human, financial, technology and physical resources

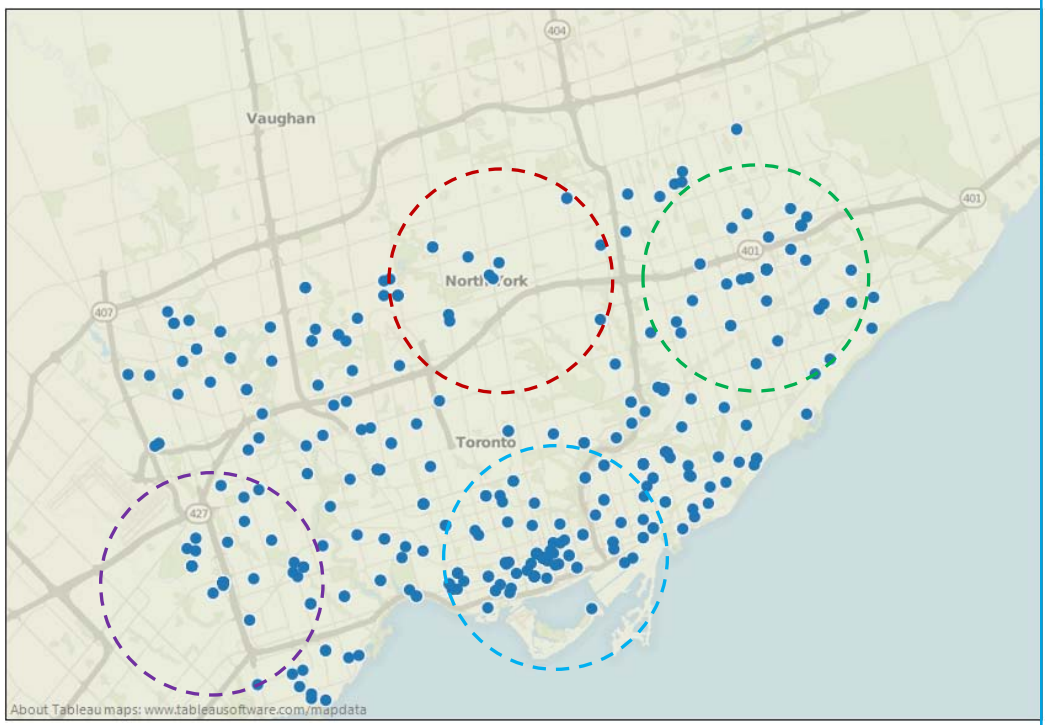
Source: Deloitte research and proprietary data

Many existing counters are very close together but do not offer integrated access to services

- There are 67 city counters within 5 kilometers of the following central locations*, excluding parks and recreation and fleet services counters:
  1. Toronto City Hall
  2. Etobicoke Civic Centre
  3. North York Civic Centre
  4. Scarborough Civic Centre

- There may be an opportunity to consolidate city counters based on consideration of:
  - Long term leases and termination cost
  - Employee transit time and distance (i.e. less than 15 minutes of transit)
  - Socio-demographics and crime
  - Employee utilization (FTEs) analysis
  - Customer demand, wait-time and traffic flow analysis

Visualizing All Locations



Refer to Appendix C for details of Counter Location Analysis

Focusing tier 1 and 2 services in a handful of locations can yield significant benefits for the city and citizens

Recommendations

- Concentrate full-service Tier 1 and Tier 2 service delivery counters at Civic Centres and city halls , with additional satellite counters located strategically based on a detailed geospatial, demographic, and demand analysis

Risks

- Rationalization leads to higher than anticipated costs for severance, consolidation and staff training / re-deployment / mapping
- New counters are not as efficient as expected and additional investment is required to address issues
- Labour disruption leads to service impacts and decreased customer service
- Political upheaval caused by citizen complaints about closures leads to reopening of some closed counters

**All risks highlighted above are also key considerations*

2 Rationalize services

Reducing in-person services would allow more resources to be allocated to services that are in greater demand

Opportunity

Reduce under-used services or services that can be effectively delivered through other channels or providers

Examples

- 311 Toronto has demonstrated the feasibility of handling service requests through the phone
- Canada Revenue Agency does not offer a counter channel
- Some bank and credit card services are only available online or over the phone
- In 2012, the Canadian visa office in Seattle stopped offering in-person immigration services; applications for all business lines can now only be made via mail.

Implications

- Some services will no longer be available in-person while other services will no longer be available directly from the city (e.g., selected animal services, etc.)
- Relationships will need to be developed with public, non-profit, and private sector partners to offer services that are no longer delivered directly by the city
- Investment will be required to expand other channels that will be the primary point of service for those services (e.g., enhanced 311, mobile, or web capabilities)
- Resources are available to be reallocated to more in-demand services
- The rationale for eliminating services will need to be communicated effectively, as well as information about alternatives
- Service delivery demand modeling should be completed by channel in order to identify candidate services
- Alternative channel supports (e.g., libraries, kiosks, and complimentary phones) should be considered as a service support mechanisms

Source: http://www.cra-arc.gc.ca/payments/, Government of Canada website: Visas and Immigration (2012), Singapore eGov iGov2010 > Mobile Government Website (2012) ICCS Case Study – Service Ontario (no date).

A significant number of services are of low complexity and do not need to be delivered in person

- The majority (~76%) of services are low/medium complexity and do not require specialized knowledge or skillsets– these services account for more than 40% of transactions
- There may be an opportunity to rationalize some of these services by eliminating the in-person channel (e.g., bike maps dispensing, transcript orders) or transferring (e.g., spay/neuter services, vehicle inspections) the delivery responsibility

Divisions	8 Divisions of Focus		
	Tier 1	Tier 2	Tier 3
Service function (i.e., Information / Referral Service, Intake, Identify verification / eligibility, Registrations & Renewals, Payments, Consultation / Case, Management / Adjudication Fulfillment)	76%		24%
Transaction Volume	8%	36%	56%

Candidates for service rationalization (i.e., eliminate channel or transfer delivery responsibility)

Services should be reduced or transferred without significantly impacting vulnerable populations

Recommendations

- Model and analyze demand patterns for selected services, as well as related factors such as target customers, demographics and location analysis
- Eliminate counter-based delivery of services that can just as easily and efficiently be accessed through other channels and which are not meant to serve vulnerable populations.

Risks

- Some low demand services are essential for specific communities which are no longer able to access them
- Overall reduction in accessibility leads to citizen complaints and political upheaval

**All risks highlighted above are also key considerations*

3 Improve efficiency of existing services

Addressing the current service fragmentation and lack of integration offers opportunities to streamline processes

Opportunity

- Streamline and improve efficiency of existing services; enable better coordination and integration of services across divisions

Examples

- A number of jurisdictions (e.g., ServiceOntario, Kent Gateways, Arizona) have successfully streamlined service delivery and recued in-person costs to less than $25 per transaction. Private sector cost are even lower ($3 to $6 per transaction)

Implications

- Savings are made through synergies (i.e., reduction in people, processes, and technology)
- Costs will fall as there is a more streamlined approach to communication of customer requirements and fewer employees are needed to staff disparate division counters
- Customer satisfaction is improved by reducing travel time increasing the availability of services
- Utilization of service delivery employees (front-line staff) will rise as service delivery across divisions is streamlined and integrated
- Customer use of counters may increase in the short-term as service levels improve and access becomes easier, but also should decrease in the long-term as other channels are encouraged
- Identification of the divisions that offer “like” services and an understanding of the service bundles that should be delivered by clusters
- Supporting infrastructure and technology will need to be well integrated, allow access to the information required to deliver cross-divisional services by employees, and include appropriate role-based access privacy / security rules, where appropriate
- Scheduling capabilities will be required to move to an appointment model for selected services

The absence of an integrated approach to service delivery and the resulting fragmentation are the cause of many inefficiencies

- Although they are presently fragmented, services offered by the 24 Divisions can be grouped into a few clusters of "like" services
- Citizens sometimes have to visit multiple counters in multiple locations in order to complete related transactions (e.g., a Building Permit must be obtained from Toronto Building in order to process a New Services permit from Toronto Water)
- City of Toronto (CoT) currently has an average cost per transaction of $30.32 . Best in class for public and private sector show that in-person service can be delivered at between $3 and $25 per transaction
- There is an opportunity to reduce the cost per transaction, partly through efficiency improvements enabled by service bundling and similar strategies

Cluster	Potential Member Divisions
Social Services	• Children's Services • Employment and Social Services • Public Health • Shelter, Support and Housing Administration • Toronto Emergency Medical Services
Permits & Licenses	• City Clerk's • City Planning • Economic Development & Culture • Municipal Licensing & Standards • Revenue Services • Toronto Building • Toronto Water • Transportation Services
Justice Services	• Court Services • Legal Services
Public Works	• Solid Waste
Rec. Services	• Parks, Forestry & Rec
Internal	• Facilities • Fleet Services • Information & Technology • Policy, Planning, Finance & Administration • Purchasing & Materials Management • Technical Services

Sector	In-person Cost per transaction		
	Low	High	Average
Public	$12	$25	$18.50
Private	$3	$6	$4.50
City of Toronto	$15	$96	$30.32*
Potential Savings	$12 – $9	$71 – $90	$11.82 – $25.82

Source: Deloitte proprietary data

*Outliers are not included in the calculation (i.e. the highest and lowest cost per transaction have not been included)

Existing services are streamlined, resources are better utilized, and divisions coordinate to deliver a better product to the customer

Recommendations

- Bundle like services together based on an analysis of usage patterns and affinity
- Use a single counter, multiple services queuing approach to decrease wait times
- Implement an appointment model and associated scheduling capabilities
- Map staff competencies and allocate resources to counters based on capabilities in order to optimize resource use
- Reengineer business processes to minimize handoffs and align services around life and business events
- Implement straight through processing, that is, enable customers to apply for a service in one contact, rather than submitting an application which then waits for somebody to process it
- Define a governance model for coordinating with divisions across service tiers

Risks

- Resistance to changing existing processes – customer/staff apprehension– leads to persistent inefficiencies
- Not all staff have the capabilities to work within the new model, which leads to retention issues and loss of productivity and customer service
- Technology issues prevent process integration and realization of anticipated benefits

4 Shift interactions/ transactions to lower cost channels

There is a significant opportunity to migrate users to lower cost channels, which aligns to both citizen preferences and global trends

Opportunity

- Encourage greater use of lower cost channels, including 311, web, mobile and in-person self-service

Examples

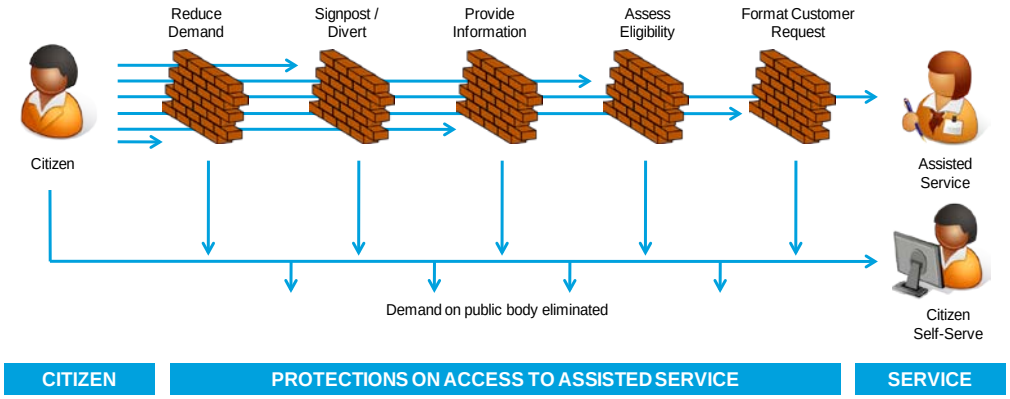
- Other jurisdictions (e.g., Australia's Centrelink) have successfully adopted the use of self-serve kiosks / terminals
- Texas, Indiana, Florida, and other US states have had significant success migrating users to online channels by building e-government portals
- Kent Gateways has partnered with public and private sector retail locations to offer integrated public services rather than building specialized counters

Implications

- As customers increasingly transact online they will become more likely to go online for other services
- Customer satisfaction rises due to easy and instant service access (e.g., 24*7 access, reduced waiting and processing times, multilingual service)
- Potential to repurpose existing counters and optimize city's use of real estate
- Decrease in transaction issues caused by human error
- Need to fully integrate all channels such that customers can start, stop, or continue a transaction using any channel
- Adoption of assisted self-service concept, especially for kiosks or terminals in non-"Toronto at your service" locations or locations without dedicated counter staff
- Employees and partners will need to be trained to offer services through lower cost-channels such as web chat, libraries and self-service kiosks / terminals
- Development of relationships with community organizations and private sector partners and agreements and processes to place, monitor and maintain kiosks / terminals in such locations
- Upgrades to technology infrastructure and contact centre staffing / environment to support an increase in volume

There is strong demand for the online channel but adoption of available services has been slow and there is an opportunity to change this

- The 8 divisions analyzed process over 1.7 million in-person transactions/year annually and over 40% of these transactions are of low to medium complexity (i.e., ideal for online delivery).
- Canada has the most engaged online audience, ranking highest among the top markets in average hours and visits per user; Citizens First 6 (i.e. City of Toronto Results) survey results suggest that 33% prefer online channels
- Strategic but aggressive diversion of citizens to self-serve channels protects resources for those who need it the most
- The cost of self-service channels are significantly lower (>95%) than full-service ones



Channel	Cost per transaction	
	Low	High
Phone (live)	$1.50	$10
Phone (Interactive Voice Response – IVR)	$0.20	$0.25
Self-serve kiosks	$0.40	$0.60
Online service delivery	$0.05	$1.00
Online self-search and FAQs		Less than $0.10

Source: Deloitte proprietary data

Making greater use of self-service terminals, adopting an enterprise self-service strategy and promoting alternatives will create the desired changes

Recommendations

Self-service channels

- Install smart self-service terminals / kiosks at some or all counter locations.
- Increase use of libraries and community centres as an assisted self-service channel with consistent signage and branding, including phones and kiosks / terminals
- Enable payments for most services at bank branches

Technology and other Infrastructure

- Implement enterprise infrastructure to support increased self-service, including a “My Account,” common authentication mechanism (for e.g., through credit bureaus, etc.)
  - “My Account” should include ability to maintain transaction history, profiles, etc.
- Develop and implement a mobile strategy to provider even greater convenience and access
- Provide online customers with “live chat” feature (supported by 311 staff)
- Promote the use of 311 as an alternative to in-person counters

Funding

- Provide enterprise-level funding for development of self-service and electronic channels in particular
- Consider transaction fees as a disincentive to use counters and also as a source of funding for development of electronic channels

Risks

- Complexity of service delivery may rise in the short-term as new systems are developed and online e-service applications are created, leading to customer complaints and reduction in service levels
- Required technical capabilities may not be available internally and may require additional funding to acquire from external sources
- Requirements are not appropriately collected or needs understood before e-enablement, resulting in inefficiencies and customer dissatisfaction
- Kiosk / terminal technologies quickly become out of date with a corresponding decline in use
- Library and community centre staff may not have the training to support users as necessary

5 Pursue public-public and public-private partnerships

Citizen expectations for seamless service integration have not been met and could be facilitated by public-public and public-private partnerships

Opportunity

Integrate services with other government entities (e.g., Service Ontario) or outsource/partner with a third party vendor*

Examples

- A number of jurisdictions (e.g., Utah, Texas, Arkansas) have successfully Integrated with government entities (e.g., DMV) or outsourced/partnered with private sector (e.g., NIC, IBM)
- Others such as the County of Kent (UK) have established both public-public and public-private partnerships for in-person service delivery

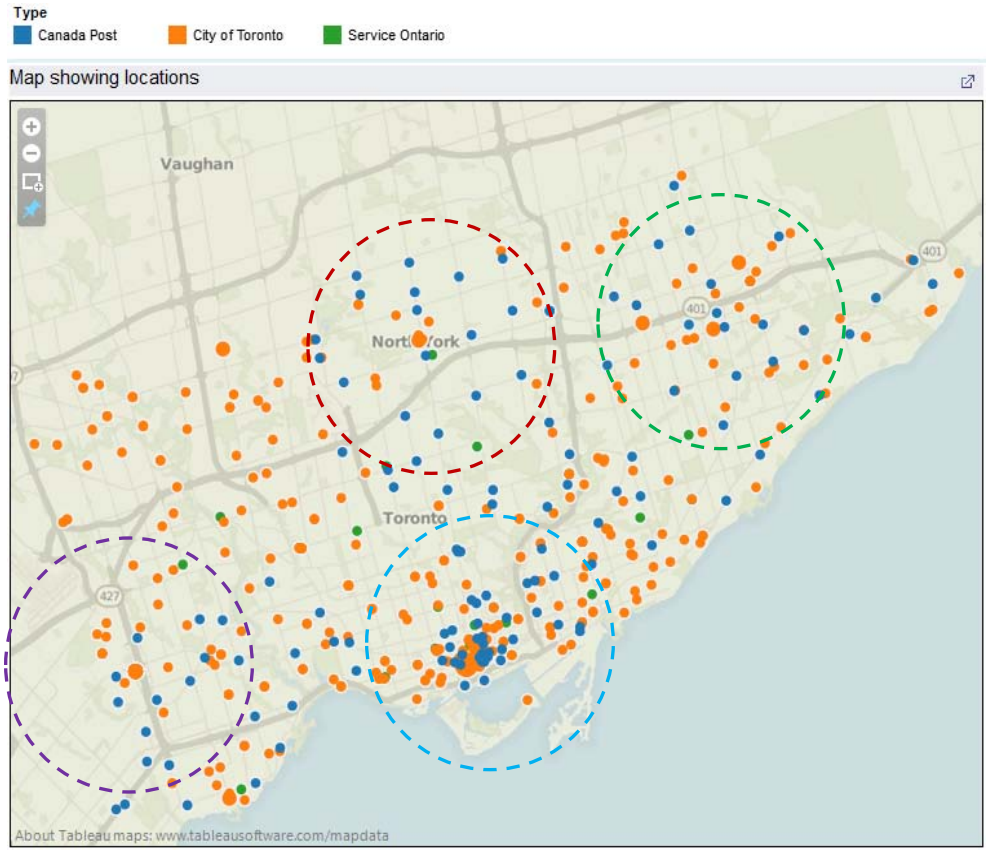
Implications

- Ability to charge fees within either the online or counter channel in order to provide a revenue stream for the private sector partner's capital and operating budget, especially under a self-funded model
- Need to develop vendor / partner management capabilities in order to oversee and grow effective relationships
- Effective communications to describe benefits to public

**Refer to Appendix D for Profiles of Potential Partners*

Several public and private organizations are already delivering services together with or on behalf of government agencies

- Canada Post and Service Ontario both have established retail locations within the City that can be leveraged to deliver selected services
- Banks are another potential partner, especially for payment and identity verification
- Companies like NIC in the US provide eGovernment solutions to multiple governments (i.e., Municipal and State) to quickly deploy online applications without upfront investment by the City
- Candidate services / functions for alternative delivery can be selected by considering the following criteria:
  - **Strategic importance**
    - How important is this function to give competitive advantage to the business?
  - **Scalability**
    - How much elasticity in demand is required?
  - **Operational control**
    - How much control over day-to-day operations is required to manage quality and direction of services?
  - **Skill availability**
    - The more skills that are available the easier to outsource
  - **Maturity**
    - How much work will be required before considering outsourcing?



Pursuing more than one, and more than one type of partnership based on the type of service can help to optimize overall service delivery

Recommendations

- Integrate or transfer service delivery
  - Social services, permits/ licenses can be issued in collaboration with an existing government service provider (e.g., “Service Ontario”)
  - Dog licenses can be issued in partnership with veterinary offices; parking permits through convenience stores.

- Outsource selected services or channels to a third party vendor / partner
  - In particular, outsourcing of e-service capabilities may yield benefits without upfront investments
  - Services may be delivered through a structure of partner-managed counters, thereby outsourcing the service channel to those with a lower cost model

Risks

- Transaction and monitoring costs are higher than savings, making the business case unrealizable
- Inability to maintain appropriate oversight and privacy / security controls which leads to a loss of public confidence
- Backlash from customers / citizens opposed to “privatization” or outsourcing leads to lack of interest from partners and inability to implement this model
- Integration / transition issues lead to falling service levels and more costs / inefficiency
- Inability of partners to make the services financially sustainable

Summary of efficiency recommendations

	Opportunity	Recommendations
1	**Rationalize counters / locations**	• Concentrate full-service Tier 1 and Tier 2 service delivery counters at Civic Centres and city hall , with additional satellite counters located strategically based on a detailed geospatial, demographic, and demand analysis
2	**Rationalize services**	• Model and analyze demand patterns for selected services, as well as related factors such as target customers, demographics and location analysis • Eliminate counters-based delivery of services that can just as easily and efficiently be accessed through other channels and which are not meant to serve vulnerable populations
3	**Improve efficiency of existing services**	• Bundle like services together based on an analysis of usage patterns and affinity • Use a single counter, multiple services queuing approach to decrease wait times • Implement an appointment model and associated scheduling capabilities • Map staff competencies and allocate resources to counters based on capabilities in order to optimize resource use • Reengineer business processes to minimize handoffs and align services around life and business events • Implement straight through processing (i.e. enable customers to apply for a service in one contact) • Define a governance model for coordinating with divisions across service tiers
4	**Shift interactions / transactions to lower cost channels**	• Install smart self-service terminals / kiosks at some or all counter locations. • Increase use libraries and community centres as an assisted self-service channel with consistent signage and branding • Enable payments for most services at bank branches • Implement enterprise infrastructure to support increased self-service, including a “My Account,” common authentication mechanism • Develop and implement a mobile strategy to provide even greater convenience and access • Provide online customers with “live chat” feature (supported by 311 staff) • Promote the use of 311 as an alternative to in-person counters • Provide enterprise-level funding for development of self-service and electronic channels in particular • Consider transaction fees as a disincentive to use counters and also as a source of funding for development of electronic channels
5	**Pursue public-public and public-private partnerships**	• Integrate or transfer service delivery (e.g. social services, permits/ licenses can be issued in collaboration with an existing government service provider (e.g., “Service Ontario”); Dog licenses can be issued in partnership with veterinary offices; parking permits through convenience stores) • Outsource selected services or channels to a third party vendor / partner (e.g. e-service capabilities may yield benefits without upfront investments; Services may be delivered through a structure of partner-managed counters, thereby outsourcing the service channel to those with a lower cost model)

Service improvement business case

Business case – introduction

This section presents a high-level analysis of the financial implications of improving counter service delivery. It is based on available data and is based on a number of key assumptions related to the nature and extent of improvements that can be achieved.

The following items have been included in the analysis:

- Benefits (cost savings) in 2013 and beyond
- Projected operating costs
- Projected capital investments (including transition costs)

Overall, three options could be considered for implementing the new model

1. Focus only on consolidation of counters
2. Focus only on channel shifting (to online)
3. Focus on both consolidation and channel shifting.

Important notice:

During the course of the engagement, Deloitte relied on various sources of information provided by the City of Toronto. There was a serious limitation in the availability of counter specific data such as volumes and costs. Based on the limited availability of data, we made assumptions regarding data and inferred values based on projections. A rigorous business case is required to validate findings prior to implementation

Business case – Three options for implementing the new model

	Options		
	1. Focus on consolidation to realize efficiency	**2. Focus on channel shifting (from counters to online)**	**3. Focus on both consolidation and channel shifting**
Description	• Focus on delivering best in class cost per transaction (i.e. from $30.32 to $15 to $12.00 in 5 years) • Rationalize counters/services down to 10 primary locations (hubs and satellites) • Little or no focus on migrating transactions to online channel	• Focus on aggressively migrating transactions online (i.e. from current 2% to projected 25% to 30% online in 5 years) • Cost per transaction is kept at status quo (i.e. $30.32 per transaction)	• Comprehensive strategy that focuses on both consolidation and channel shifting, incorporating options 1 and 2
Pros	• No wrong door service delivery is optimized for counters, with a handful of integrated one-stop shops that offer majority of services	• Convenient online access: Citizens are able to access a large number of services online, with 24x7 convenience and supported by features such as live chat and online payments / fulfillment	• Service delivery is optimized – proven to be effective in other jurisdictions • Citizens are able to access a large number of services online and have access to integrated in-person service delivery as well
Cons	• Political sensitivity from closing a number of existing counters from the current base of more than 400 • Online channel remains underdeveloped and underused • In-person remains the primary service channel	• Requires a substantial investment in online infrastructure to support the projected growth • Larger operating costs and smaller benefit than other options • In-person delivery remains fragmented, confusing and inconvenient– lots of “wrong doors”	• Requires a substantial investment to do both • Implies significant change
5 Year Net Benefits ($000’s)	$81 to $99 M * * due to a lack of available data, figures are rough estimates for consideration only	$29 to $34 M * *due to a lack of available data, figures are rough estimates for consideration only	$97 to $114 M * *due to a lack of available data, figures are rough estimates for consideration only

Note: Outsourcing has not been included as an option because there was insufficient information to model this alternative and determine benefits

Business case – sensitivity analysis

- The total realizable benefits over 5 years will vary depending on two key variables:
  - The extent to which per transaction costs in the counter channel can be reduced through efficiency improvements (e.g. knowledge base, technology, utilization)
  - The degree of channel migration – from counters / in-person to online

The table below models the impact of changing these two variables on the overall savings*, the current cost of counter transactions is $30.32 and the 5-year projected channel shift is 10% (benefits will be realized even if status quo is maintained)

	5 Yr. Benefits	Cost of Counter Transactions				
		$12	**$15**	**$20**	**$25**	**$30**
Channel Shifting (% transactions online)	0%	$ 99,316	$ 81,046	$52,900	$26,739	$ 1,985
	5%	$103,843	$ 86,278	$59,233	$34,110	$ 10,349
	10%	$106,319	$ 89,246	$62,990	$38,627	$ 15,605
	15%	$108,513	$ 91,895	$66,371	$42,718	$ 20,388
	20%	$110,559	$ 94,376	$69,553	$46,581	$ 24,916
	25%	$112,509	$ 96,747	$72,605	$50,294	$ 29,278
	30%	$114,390	$ 99,039	$75,563	$53,900	$ 33,519

*The table outlines the impact (i.e. sensitivity analysis) on the 5 year benefits of varying the cost of counter transactions (i.e. $12/transaction is best in class) and the projected percentage of transactions shifted from in person to online in 5 years (i.e. 10% is status quo)

Business case – Background data and detailed explanation of business case

The following slides explain, in detail, the quantitative and qualitative analysis that were undertaken to develop the business case. As part of the quantitative analysis, a detailed financial model that was built to support the business case (the financial model was developed using information from the 8 focus divisions; values for the entire organization were estimated by multiplying the values from the 8 focus divisions by a factor of 2.5).

- **Slide 89**: a detailed view of the financial model (i.e. variables, calculated values)
- **Slide 90**: qualitative analysis – the pros and cons of the future state delivery model
- **Slides 91-93**: explanation of the assumptions, variables, and sources that were used in the financial model calculations

Business case – details (option 1 – Focus on consolidation)

	Variable*	Digits	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5
Base Operating Costs								
Counter operating cost (i.e., labour, rent, equipment)	2.50	*000's*	$(45,807)	$(46,613)	$(47,406)	$(48,212)	$(49,031)	$(49,865)
Incremental Operating Costs								
Software license (Lagan Virtual Office)		*000's*	$ (79)	$ (65)	$ (54)	$ (45)	$ (37)	$ (30)
Management Overhead		*000's*						
Marketing & Promotion	1%	*000's*	$ (458)	$ (466)	$ (474)	$ (482)	$ (490)	$ (499)
Technology Support								
Total Operating Expenses			**$(46,343)**	**$(47,144)**	**$(47,934)**	**$(48,739)**	**$(49,559)**	**$(50,394)**
Investments								
People / Workforce Transition								
PMO	10%	*000's*	$ 50	$ 50				
Business Process & Tech. Implem'n		*000's*	$ 500	$ 500				
Training	221	*000's*	$ 586	$ 586				
Facilities								
New counter set-up	10		$ 285	$ 285				
Technology								
Hardware		*000's*	$ 100					
Software		*000's*						
Total Capital Expenses		*000's*	**$ (1,521)**	**$ (1,421)**	**$-**	**$-**	**$-**	**$-**
Total Costs			$(47,864)	$(48,565)	$(47,934)	$(48,739)	$(49,559)	$(50,394)
Benefits								
Efficiency Improvements; Channel Shifting	2.50	*000's*	$ -	$ 8,941	$ 15,898	$ 21,960	$ 27,274	$ 31,966
Total Benefits			$ -	$ 8,941	$ 15,898	$ 21,960	$ 27,274	$ 31,966
Net Cash Flow		*000's*	**$(47,864)**	**$(39,624)**	**$(32,036)**	**$(26,779)**	**$(22,284)**	**$(18,428)**

**Refer to Assumptions p.91-93 for additional details*

Business case – qualitative analysis

Domain	Pros	Cons
Customer experience	• Faster access to services and shorter processing time	• New service delivery model may create short-term customer confusion/resistance • Lower customer service levels during transition period
Channels	• An integrated experience (i.e., no wrong door, single-point of access) across multiple channels – consistency of service • Focus on Citizens' preferred channel delivery (i.e., in-person, telephone, online)	• Investments will be required to enhance web, mobile and 311 channels
Services	• Service levels will improve and become standardized as agents become experts, processes are automated, and information from multiple divisions is centrally accessible	• A period of service delivery confusion may exist as services are transitioned from divisions to the enterprise and knowledge/technology is built up
People	• FTEs required and utilization rates will become more predictable as the future service delivery model is implemented and each interaction is logged	• FTE reductions will be necessary as counters become more integrated and efficient and as the number of locations is reduced
Process	• Significant time/cost savings will be realized as processes are streamlined (i.e., standardized, automated), appointments are scheduled, and queuing is improved	• A transition period may exist as processes are standardized, automated , and shifted to an integrated model
Technology	• Technology integration will speed access to information across multiple divisions as well making it easier to perform analytics / develop a single view of the citizen	• Integrating technology to support service delivery will require investment and collaboration among divisions

Assumptions

Category	Assumptions
Overall	
Overall	• 2013 is the base year • The data has been compiled for the 8 divisions of focus; in order to project to the entire organization (i.e., minus internal divisions), a factor of 2.5 has been used (excluding internal divisions, there are 17 total divisions, 2.5 was used to account for additional services within the extra divisions) • All calculations have been completed on a nominal basis • The analysis has been completed for a 5-year horizon • 90 FTEs to be incorporated in the enterprise delivery (i.e., delivering Tier 1 and Tier 2 (75%) services) • 7 Civic Centres to have a enterprise delivery presence
Benefits	
Benefits	• The analysis has been completed for all Tier 1 and 75% of Tier 2 services (50% of these services will enter the system in 2013 and the remainder will enter the system in 2015) • The total operating cost (i.e., labour, rent, equipment) per division is the base labour cost (without benefits) * 2
Rationalization	• The future state is expected to have a total of 10 integrated service counters; staff are assumed to be re-deployed rather than terminated
Efficiencies	• CoT can achieve the same in-person cost per transaction as the best in class public sector provider over a 5 period (i.e., $12 for in-person transactions and $0.91 for online transactions)
Channel Shifting	• The on-line cost per transaction for the best in class public sector provider can be achieved by CoT • The on-line cost per transaction remains constant (i.e., growth and technology savings balance out)
Expenses	
Operating Expenses	• The total operating cost (i.e., labour, rent, equipment) per division is the base labour cost (without benefits) * 2
Investments	• Capital expenses include transition costs • PMO and design team to oversee and build all aspect of the future delivery model (e.g., branding, channels, processes, services, etc.) • PMO and design team will be required for 2 years. In year three only half the team is required • Facility costs include design and construction • Communication/marketing plan is 1% of operating expenses • Communication/marketing plan is ongoing • Technology software has already been designed for 311 -- no cost • Technology hardware cost to be spread over 3 years • Technology team to oversee the implementation of the support for the future delivery model • Technology team will be required for 2 years. In year three and onward only half an FTE is required • Training is conducted in phases • All staff are trained

Assumptions (cont'd)

Variable Categories	Variables	Value	Notes
Enterprise	Factor to convert from 8 focus divisions to entire enterprise	2.50	Deloitte analysis based on CoT values
Cost per transaction	Average in-person cost per transaction CoT (2012)	$ 30.32	Deloitte analysis based on CoT values
	Average in-person cost per transaction public sector (2012)	$ 12.00	Deloitte analysis
	Average on-line cost per transaction public sector (2012)	$ 0.91	Deloitte analysis
	Compound Annual Reduction Rate (CARR) Period (years)	5.00	
	CARR	-17%	
Volume of transactions	Number of Tier 1 in-person transactions (2012)	136,879	Deloitte analysis based on CoT values
	Number of Tier 2 in-person transactions (2012)	623,158	Deloitte analysis based on CoT values
	Number of Tier 3 in-person transactions (2012)	975,349	Deloitte analysis based on CoT values
	Number of transactions in enterprise model (2012)	604,248	Deloitte analysis based on CoT values
Rationalization	Number of in-person counters in 2012	46	Deloitte analysis based on CoT values
	Percentage of in-person counters to be rationalized per year	0	Deloitte analysis
	Average cost to operate an in-person counter	$461,180	Deloitte analysis based on CoT values
	Current transactions online	2%	
Future	**Channel shifting driven by new service delivery model**		
Channel Shifting	Online transactions target in 5 years	30%	
Channel Shift period (yrs)	Time period over which target is achieved	5	
Channel Shifting CAGR	Annual growth rate to reach target over 5 yrs.	72%	
Status Quo	**Channel shifting based only on demographics**		
Channel Shifting	Online transactions target in 5 years	10%	
Channel Shift period (yrs.)	Time period over which target is achieved	5	
Channel Shifting CAGR	Annual growth rate to reach target over 5 yrs.	38%	
Growth	Transaction growth per year	2%	Based on GTA 2006-2011 growth rate

Assumptions (cont'd)

Variables	Value	Notes
Investments		
Hours per year	1,740	
Internal FTE Rate/Hr.	$ 125	
External FTE Rate/Hr.	$ 200	
Internal annual FTE rate	$217,500	
External annual FTE rate	$348,000	
Internal FTEs required for PMO and design team	5	
External FTEs required for PMO and design team	5	
Facility cost per counter	$ 57,000	City
Wave 1 – locations	3	
Wave 2 – locations	4	
Communication/marketing plan: % of operating budget	1%	
Software license cost (Lagan Virtual Office) per operator	$ 300	311 Toronto
Hardware cost	$500,000	311 Toronto
Internal FTEs required for technology team	6	
Internal FTEs required to manage HR	2	311 Toronto
Total FTEs required for service delivery	90	
Service delivery FTEs trained for Wave 1	39	
Service delivery FTEs trained for Wave 2	51	
Cost to train one FTE	$ 5,300	311 Toronto
Business Process & Technology Implementation	$ 1,000,000	
Training Cost / FTE	$ 5,300	
Technology – Hardware	100,000	

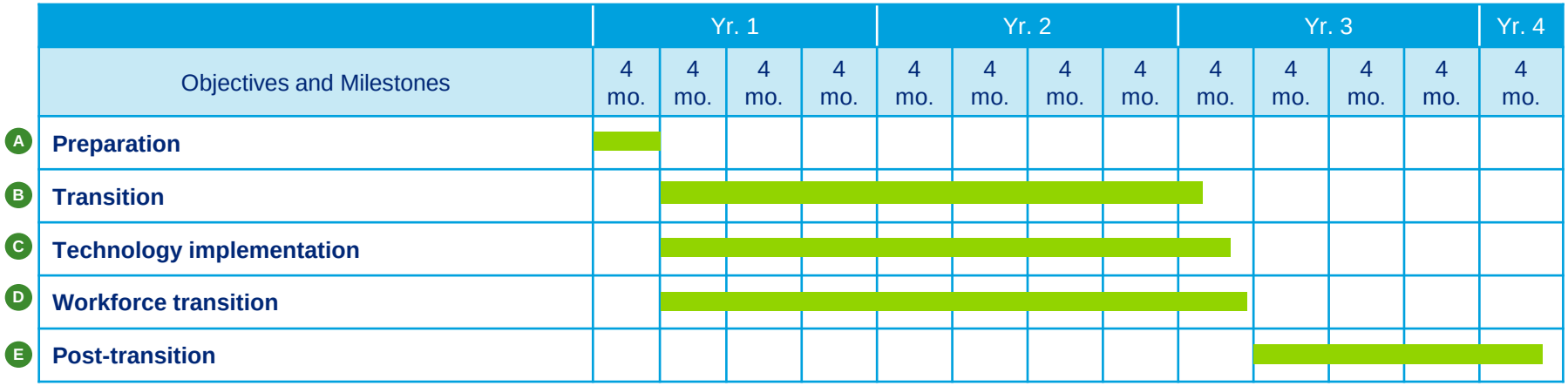
Service improvement implementation plan

Implementation plan – introduction

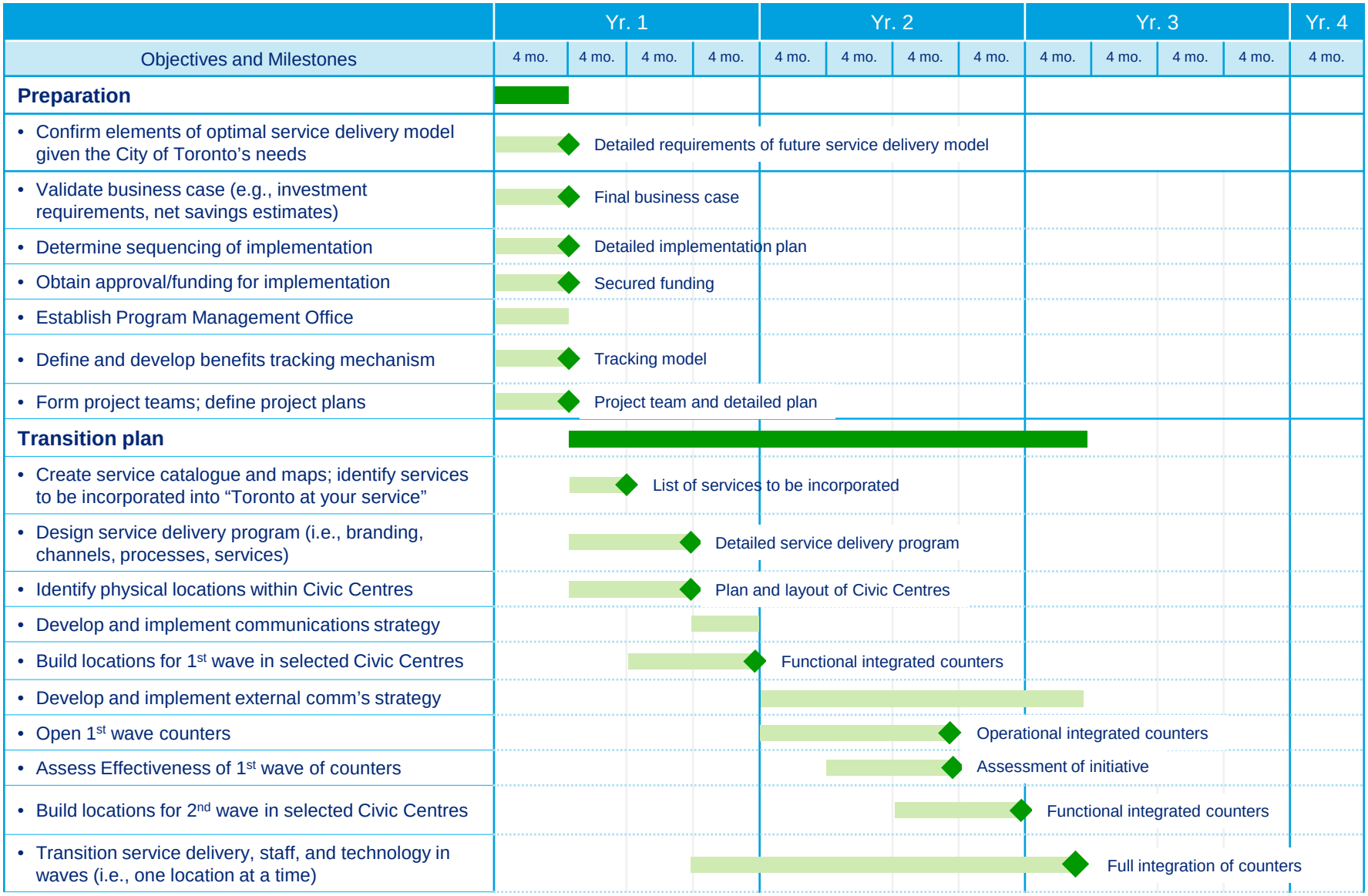
The implementation plan is based on the assumption that implementing the future state delivery model will be accelerated by leveraging the technology, processes, and knowledge gained through the implementation of 311 Toronto.

The plan comprises the following elements:

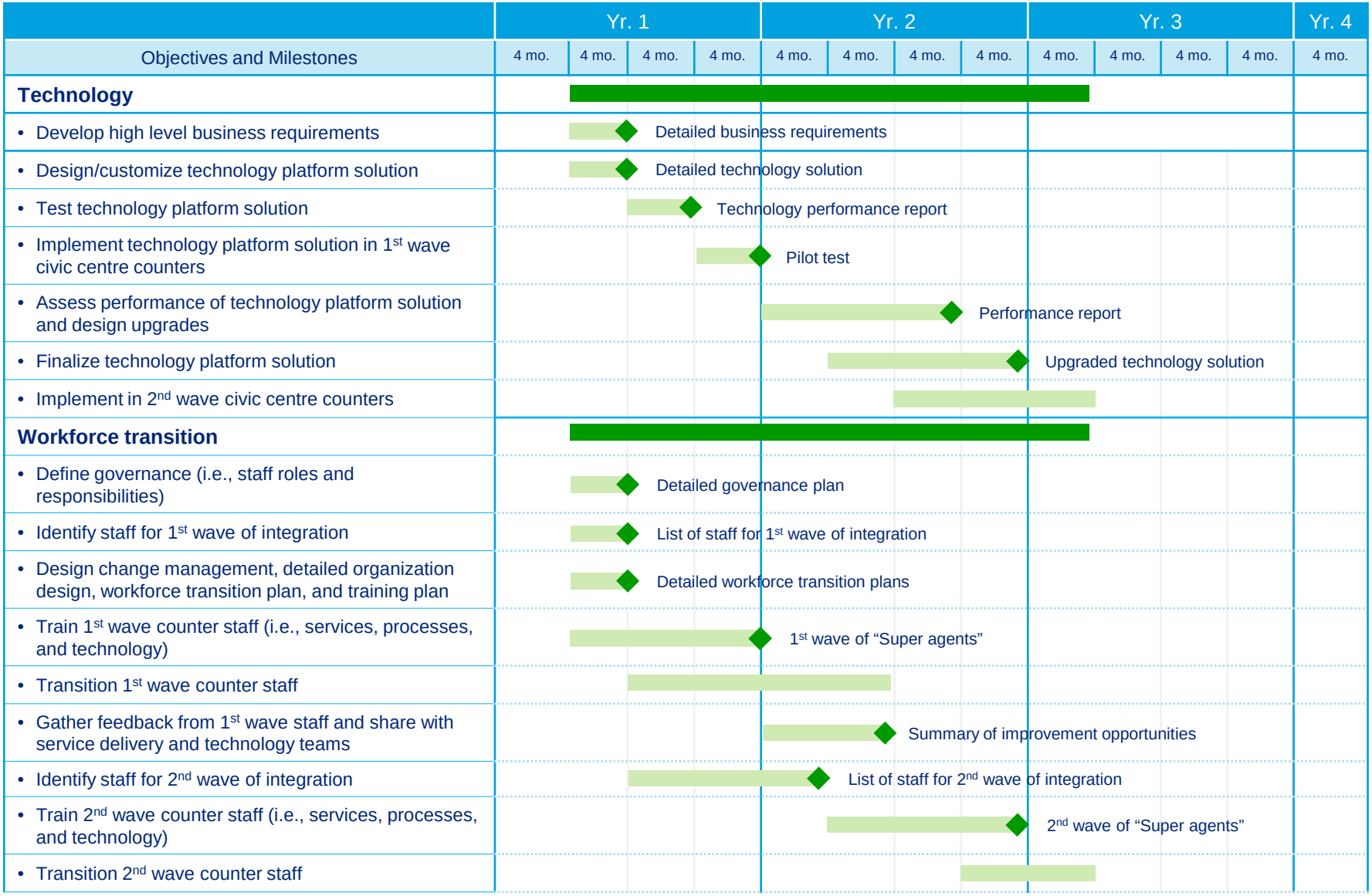
- **Preparation** for the set-up of an integrated service delivery model
- **Service delivery transition** – integration of the services, set-up a new brand and implement new counters
- **Technology** – implementation of the technology to enable the new model
- **Workforce transition** – transfer of people from individual divisions to a centralized organization



Future service delivery model workplan (1 of 3)



Future service delivery model workplan (2 of 3)



Future service delivery model workplan (3 of 3)

	Yr. 1				Yr. 2				Yr. 3				Yr. 4
Objectives and Milestones	4 mo.	4 mo.	4 mo.	4 mo.	4 mo.	4 mo.	4 mo.	4 mo.	4 mo.	4 mo.	4 mo.	4 mo.	4 mo.
E **Follow up**													
• Conduct post-mortem analysis; compile lessons learned												Summary of lessons learned	
• Implement mechanisms to sustain continual improvement / develop cont,. Improvement culture													

Potential risks and associated mitigation strategies

Issue/Risk	Description	Mitigation	Key Area of Focus	Impacted Group
Intra-division Communications	With the integration of people , processes, and technology from across the City of Toronto it may result in decreased communication within divisions as divisions become isolated specialists.	• Leadership alignment • Change network • Communication • Governance	• Providing new organization with tools and methods of communication to ensue continued Intra-division Communications post-go-live	• All divisions • “Toronto at your service” • Executive Leadership
Lack of clarity among staff	The future state delivery model requires a buy-in from staff since they are at the frontline of the new model. If staff are not clear on the new delivery model then service delivery to customers will be affected.	• Training • Communications • Organizational readiness • Employee engagement in process design and system testing	• Work with “Toronto at your service” to ensure they have the knowledge and skills to provide service in the future service delivery model • Help facilitate information sharing across generations • Ensure cross-training of employees	• Staff • All divisions • “Toronto at your service” • Executive Leadership
Duplication of work & inconsistent processes and policies	Current state of processes and technology results in duplication of work across divisions and an inability to offer integrated service delivery or generate a consolidate view of customer interactions	• Training • Communications • Organizational readiness • Employee engagement in process design and system testing	• Standardization of processes and policies as much as possible	• All divisions • “Toronto at your service” • Executive Leadership
Confusion among customers	Customers do not have prior knowledge of the future service delivery model and may be confused as a result of changes to locations and services.	• Communications • New system walkthroughs	• Focus on how system can benefit customers • System Walkthroughs	• Customers • Executive Leadership
Strategic vs. operational roles	No clear separation between operational and strategic roles	• Communications • Organizational alignment	• Provide clarity in roles and responsibilities • Role based Training for all employees moving to the new organization	• All divisions • Executive Leadership

Appendices

Appendix A

Divisions and Services

Selecting city divisions for in-depth assessment

	City of Toronto Departments with Counters	Evaluation Criteria			Total
		Variety of Service (i.e. critical mass, multi services)	Opportunity for Efficiency (e.g. scale efficiencies, consolidation, bundling, partnership)	Citizen Focused	
1	**Children's Services**	**2**	**2**	**3**	**7**
2	City Clerk's	1	1	3	5
3	**City Planning**	**2**	**3**	**2**	**8**
4	**Court Services**	**3**	**3**	**3**	**9**
5	Economic Development & Culture	2	1	3	6
6	**Employment and Social Services**	**3**	**2**	**3**	**8**
7	Facilities	1	1	1	3
8	Fleet Services	1	1	2	4
9	Information & Technology	1	1	1	3
10	Legal Services	1	1	2	4
11	**Municipal Licensing & Standards**	**3**	**3**	**3**	**9**
12	Parks, Forestry & Rec	2	1	3	6
13	Public Health	2	1	2	5
14	Policy, Planning, Finance & Administration	2	1	2	5
15	Purchasing & Materials Management	1	1	1	3
16	**Revenue Services**	**2**	**3**	**2**	**7**
17	Shelter, Support and Housing Administration	2	1	3	6
18	Solid Waste	1	2	2	5
19	Technical Services	1	2	1	4
20	**Toronto Building**	**3**	**3**	**3**	**9**
21	Toronto Emergency Medical Services	1	1	1	3
22	**Toronto Water**	**2**	**2**	**3**	**7**
23	Transportation Services	2	2	2	6
24	**Transportation Services - EYD**	**3**	**2**	**2**	**7**

LEGEND
1 = low alignment
2 = medium alignment
3 = high alignment

List of 24 city of Toronto divisions with counters

24 City of Toronto Divisions with Counters
1. Children's Services (CS)
2. City Clerk’s (CC)
3. City Planning (CP)
4. Court Services (CS)
5. Economic Development & Culture (EDC)
6. Employment and Social Services (ESS)
7. Facilities (F)
8. Fleet Services (FS)
9. Information & Technology (IT)
10. Legal Services (LS)
11. Municipal Licensing & Standards (MLS)
12. Parks, Forestry & Recreation (PFR)
13. Public Health (PH)
14. Policy, Planning, Finance & Administration (PPF)
15. Purchasing & Materials Management (PMM)
16. Revenue Services (RS)
17. Shelter, Support and Housing Administration (SSH)
18. Solid Waste (SW)
19. Technical Services (TS)
20. Toronto Building (TB)
21. Toronto Emergency Medical Services (TEM)
22. Toronto Water (TW)
23. Transportation Services (TRS)
24. Transportation Services – EYD (TRE)

Service function summary

Service Function	Information / Referral Service	Intake (applications) , information changes, and searches	Identify verification / eligibility	Registrations & Renewals, Payments	Consultation / Case Management / Adjudication		Fulfillment (dispensing, etc.)	
Tier	**T1,2**	**T1,2**	**T1,2**	**T1,2**	**T1,2**	**T3**	**T1**	**T3**
Service	• Bylaw / License inquiries • Information (e.g., subsidies, water) • Zoning • Inquiries (Water, facility booking, marriage, death, licenses, permits) • Requests (volunteer duty) • Permit viewing	• Encroachment applications • Rooming House Application • Fence exemption requests • Sign applications • Building and planning application intake • Routine Disclosure requests • Sewer and water applications Temporary Street Occupation • POA Court applications • Trial Requests • Receiving new charges • Creation of Pitbull files • Application and Issuance of business/mobile licenses, marriage license, death certificate • Sign Variance application	• Identification for payment • Identification for permit • Identification for transcript • Identification for emergency shelter and related supports • Identification for application for Family PIN • Identification for sewer and water applications for new building • Identification for employment subsidies • Identification for license or certificate	• Payments: fines, Utility and Tax bills, renewals, parking tickets, Third Party Sign Tax, parking permit, bylaw exemption requests, sign retrieval, program fees, permit • Transcript Orders • Witness fees • POA Court request for copies • Feral Cat Registration • License sales – animal • Registering of vehicles • Sale of Metropasses to City employees • Permits: Driveway Paving, Commercial Boulevard Parking, Boulevard marketing, vending, scaffolding, curb cut, utility cut • Development review • Excess load • Animal: adoption, microchip order	• Summons • Service of enforcement notices • Offense notices • Noise logs • Witness statements	• First Appearance • Screening • Receipt of bite investigation information • Vehicle inspections • Permit review • Social assistance or support • Emergency Shelters across the City • Water consultation • Subsidy Eligibility Assessment & Placement	• Permit issuance and pick up	• Spay/Neuter Services • Surrenders – animal • Stray intake – animal • Solid Waste Calendars • Bike Maps • Benefit cheques • Employment Training Referrals • Drug Cards • Housing Shelter / Support • Emergency Shelters across the City • Issuance of Family PIN • Permits • Court Payments • Licenses / permits
Legend: T1 = Tier 1– Low Complexity / Routine, T2 = Tier 2 – Medium Complexity, T3 = Tier 3 – High Complexity / Specialized								

Current state: existing initiatives and partnerships

	Divisions							
Metrics	**Children's Services.**	**City Planning**	**Court Services**	**Municipal Licensing**	**Revenue Services**	**Toronto Building**	**Toronto Water**	**Transportation**
Initiative and Partnership	Developing a partnership with Employment and Social Services at two locations • Seamless service • Registration / basic enquiries • Common counter and triage process • Goal is to improve customer service while reduce visits • Challenge: data validation / verification			In the process of developing a service efficiency study at the 850 Coxwell location • Expand counter service to other locations / divisions • Can the backend support additional transactions	Ticket service initiative: • Log all interactions with customers (in-person and contact centre)	E-portal: developing an e-portal to manage all transactions for the division Partnerships: • City planning – applications • MLS – business / liquor licenses • Forestry – submission requirements • Finance – fee collection • Parks, Forestry, and recreation – submissions • Right of Way Management – road damage deposit • Public health – environmental impact study		

A number of collaborations that include service integration exist across the city – these initiatives lead to efficiency savings

City of Toronto counter study: calculations

	Focus Divisions (8)[1]								Total	Weighted Average	City of Toronto[3]
	Children's Services	City Planning	Court Services	Municipal Licensing & Standards	Revenue Services	Toronto Building	Toronto Water	Transportation Services - EYD			
Total Cost[2]	$876,084	$2,728,000	$7,722,432	$2,184,000	$6,037,570	$11,140,000	$236,220	$2,484,000	$33,408,307		$83,520,767
FTE	8	22	56.5	21	42.5	72	8.7	27	257.7		
% of T1 Services	20%	17%	2%	21%	6%	21%	20%	26%		8%	
% of T2 Services	0%	53%	0%	33%	53%	59%	80%	64%		36%	
% of T3 Services	80%	30%	98%	45%	41%	19%	0%	10%		56%	
Total number of in-person transactions	31,000	17,420	506,258	121,000	902,885	116,000	4,850	33,564	1,732,977		
Cost per transaction	$28.26	$156.60[4]	$15.25	$18.05	$6.69[4]	$96.03	$48.71	$74.01		$30.32	

Assumptions:

1. Calculations are based on values provided by individual division leads, if values were not available then Deloitte estimated the value
2. Total cost (i.e. labour, benefits, rental, utilities, equipment, etc.) = Labour cost * 2
3. A factor of 2.5 was applied to the focus division results to project results for the entire organization
4. The highest and lowest cost per transaction values were removed from the weighted average cost calculation

Appendix B

Jurisdictional Research

A list of geographically diverse jurisdictions with different strategies was selected to examine global best practices

Jurisdictions	Location			Strategy				
	Canada	US	Overseas	Service Consolidation & Integration	Tiered Services & Bundling	Channel Shifting	Leveraging Partnerships	Citizen / Business Accounts
British Columbia (Service BC)	●			●	●			
Brampton (Service Platform)	●					●	●	
Niagara (eHealth Systems)	●						●	●
Arizona (AZ.gov)		●				●	●	
Arkansas (Arkansas.gov)		●		●		●	●	
Massachusetts (Virtual Gateway)		●		●				●
Pennsylvania (COMPASS)		●		●				
Texas (Texas.gov)		●		●			●	
Australia Centrelink			●			●		
Barcelona (eGovernment)			●	●				
Kent (Gateways)			●		●		●	
Queensland (Smart Service)			●	●	●			
Singapore (MyeCitizen)			●	●		●		

Each of them is utilizing both traditional and non-traditional channels to meet citizen demand

Jurisdictions	Traditional Channels			Non-Traditional Channels								
	Face to face	Mail	contact centre	Web Portal	Live Chat	Blog	E-mail	SMS	Apps	IVR	Social Media	Kiosks
British Columbia (Service BC)	●	●		●			●			●		
Brampton (Service Platform)		●		●			●			●	●	
Niagara (eHealth Systems)	●											
Arizona (AZ.gov)				●	●							
Arkansas (Arkansas.gov)				●	●					●		
Massachusetts (Virtual Gateway)			●	●			●					
Pennsylvania (COMPASS)			●	●			●					
Texas (Texas.gov)			●	●	●		●		●		●	
Australia (Centrelink)	●		●	●	●	●	●					●
Barcelona (eGovernment)			●	●	●		●	●	●			
Kent (Gateways)	●											
Queensland (Smart Service)	●			●	●			●		●		●
Singapore (MyeCitizen)	●		●	●			●	●				

Innovative private sector counter services

Company	Background	Innovation	Outcomes
Apple Inc.	• Apple operates 357 retail stores where consumers can purchase Apple products, get their products repaired, or receive training for their Apple product • Workshops, one on one training, and repairs take place at the Genius Bar, Apple's version of a help centre	• To manage the large inflow of visitors to the Genius Bars, Apple designed an online reservation system that has users describe their problem • The reservation system is linked to Apple's e-commerce website, and requires only a phone number and email to register	• The reservation system is utilized by approximately 50 thousand customers a day worldwide and over 18 million people a year • Customers can book up to five days in advance and can receive service in any country Apple has a store
NIC Inc.	• NIC is a technology services provider that has built and managed eGovernment solutions since 1992 • NIC specializes in helping governments achieve cost savings and create greater operational efficiencies	• NIC offers transaction-based self-funding in which no upfront capital or monthly payments are provided to NIC • NIC instead takes a fee based on certain transactions the portal performs; if the portal is not utilized, there is no cost to government	• NIC currently operates portals in 23 states for over 3,000 federal, state, and local government agencies • NIC portals are used by 97 million people in the United States and processed $12.1 billion in secure payments in 2010
Jyske Bank A/S	• Jyske Bank is Denmark's second largest independent bank • In 1998 Jyske Bank abandoned the bank counter setup in favour of an open environment that fostered casual conversation • Branches are designed to look and feel like retail stores to put customers at ease	• In 2006, Jyske Bank placed physical manifestations of their products on shelves and to allow customers to pick up, compare, and ask for advice on products • The products can be scanned at the 'TryBar' in the centre of the room, where further details and short videos come up on screens	• In the aftermath of the 2006 'Jyske Difference' shift, the bank increased its net inflow of new customers by nearly 70%

British Columbia: Service BC

http://www.servicebc.gov.bc.ca//

Canada

ServiceBC

Service BC is a one stop shop that acts as the first point of contact for citizens seeking services, and works to ease access to government services.

Service Delivery

	Details	Opportunities
Profiles	• Service BC is the face of the Government of British Columbia's public oriented services. It acts as the first point of contact for those seeking information about government or programs, and can direct citizens to the appropriate ministry for proper service. • Citizens can connect with Service BC through a wide variety of channels, including online, over the phone, via email, and at 60 locations throughout the province.	• Service BC consistently receives high customer service ratings – currently 97%. • Service BC Centres perform services for almost 2 million citizens across the province on an annual basis, while more than 8 million transactions are processed online. Just under 1 million callers turn to Service BC's toll free number to access services. • Service BC provides more than 700 services to citizens on behalf of provincial ministries, agencies, Crown Corporations, other levels of government and private sector organizations. • Citizens can access information, complete transactions, and receive assistance from Service BC staff with forms, permits, licenses, and registrations.
Strategy	• **Tiered Services and Bundling:** The Service BC contact centre acts as the first point of contact for citizens looking for information. It works to resolve low level questions and requests, and directs the customer to the appropriate ministry if necessary. • **Leveraging Partnerships:** Ministries are not obligated to use Service BC to deliver their services, however Service BC has been able to bring a wide variety of services together, acting as a one stop shop for citizens.	
Channels	• Face to Face • Online • Phone • E-mail	

City of Brampton: Citizen Service Platform

www.brampton.ca

Canada

The City of Brampton has developed a public facing and back-end portal to increase productivity, save money, and deliver services in a more convenient manner for citizens.

Service Delivery

	Details	Opportunities
Profiles	• The city of Brampton developed a Citizen Service Platform (CSP) utilizing Microsoft Sharepoint. The platform was designed to be the first point of contact through which citizens would interact with the city. • Brampton wanted to improve citizen interaction with the city, reduce costs, and streamline the process through which citizens accessed services.	• Citizen uptake of the CSP has been quick; within 8 weeks of launch 20% of tickets were being paid online. • Over 70% of Parks and Recreation registration is now done online, and more than 50% of parking permits are registered online. • The city has developed forms for the public to contact the appropriate city department for service that are submitted electronically and immediately. For example, when a customer submits a form inquiring about a lost wallet on the transit system the platform will send an immediate alert to the Transit Customer service group to follow up on the request. • The back end portal has promoted collaboration across the city structure, and includes file sharing, document management, e-forms, workflow and approvals. This solution resulted in a staff productivity gain of at least five percent into day-to-day processes. This amounts to 30 minutes per day of staff time, which equates to a saving of more than $3 million a year.
Strategy	• **Channel Shifting:** By providing citizens the web platform and developing a backend system to help city staff, Brampton eased citizen interaction with the city, and to gave city staff the tools to do their jobs more efficiently. • **Channel Shifting**: Brampton baked useful applications into their website to help drive traffic and keep citizens engaged, including social media, Workopolis recruitment, Bing maps for Brampton, Google Street View, and Rogers Local Broadcast for Brampton news. • **Leveraging Partnerships**: The back end of the platform is designed to foster collaboration and process automation. For example, one initiative enables Public Works staff who maintain information about potholes to upload geographical points into the portal from their desk instead filing a request to have the IT department update the map.	
Channels	• Online web portal • 311 • Mail • Email • Social media	

Niagara Region: Electronic Clinic Systems

www.niagarahealth.on.ca/

Canada

Niagara region has achieved considerable cost savings and has improve the speed and quality of health care service through unique citizen accounts.

Service Delivery

	Details	Opportunities
Profiles	• Niagara developed a software application that could support clinic operations, drive client throughput, and manage patient records in all community-based influenza immunization clinics. • The application automates client immunization records at point of care, streamlines client throughput within a clinic, and provides a central repository for analysis and reporting capabilities.	• Niagara Region saves $100 thousand a year by using the software rather than the traditional paper based system. • $3.5 million was saved province-wide by the 29 health units that switched to the Niagara software. • The faster processing time allowed Niagara to close 10 clinics, moving from 34 fully staffed clinics to 24. • The clinic management software allows for better inventory control and real time information and analysis of data. • Returning clients can be processed even more quickly, their information can be pulled from the system from the previous year. • In health authorities using paper-based models, nurses see a client every 6 minutes; Niagara's system allows nurses to see clients every 3.5 minutes, reducing the wait time for patients.
Strategy	• **Citizen / Business Accounts**: By utilizing software to track and manage patient flow, Niagara is able to deploy fewer resources in periods of high demand, allowing the health authority to achieve greater efficiencies with fewer people. • **Citizen / Business Accounts:** Leveraging existing information in the system by scanning drivers licenses, the authority cuts down on the amount of manual data entry, reducing work and decreasing the chance for error.	
Channels	• Face to face	

Arizona.gov

www.az.gov

United States

The State of Arizona has moved many of their counter services online, and has used third party vendors to build and operate their online counters.

Service Delivery

	Details	Opportunities
Profiles	• The state of Arizona e-Government program was built and is operated by a private sector partner with oversight from the Government Information Technology Agency (GITA) of the State of Arizona. Government agencies pay the private sector partner to develop eGovernment applications for them.	• The portal offers a variety of services, including: professional licensing; corporation filings and searches; court record filings and searches; license plate/vehicle tag renewals; eProcurement; hunting and fishing licenses; parking ticket payments; tax filings; trucking/commercial vehicle permits; uniform commercial code filings/searches; vehicle title and lien searches; utility payment and driving record monitoring • 75 Agencies, boards, and commissions within the state use at least one of the services offered by the portal.
Strategy	• **Leveraging Partnerships**: IBM was hired to develop the portal and mitigated upfront costs by providing and supporting portal infrastructure and application development resources. In exchange, IBM accepted transaction fees for “e-government” services provided through the portal. • **Channel Shifting**: The State of Arizona has moved many of its services online to lower costs and offer better service; the State now allows for payment of taxes, renewal of professional licenses, issuance of death certificates and more through the online portal.	
Channels	• Web portal • Live chat	

State of Massachusetts: Virtual Gateway

www.mass.gov/vg

United States

Massachusetts offers a single gateway for health and human services, offering many services at a single location and reducing the points of contact for service.

Service Delivery

	Details	Opportunities
Profiles	• The Massachusetts Virtual Gateway is designed to serve as a single, online, access point for a wide variety of health and human service programs. • Leveraging concepts from the Commonwealth of Pennsylvania Access to Social Services (COMPASS) system, Massachusetts implemented Virtual Gateway.	• By 2008, the portal helped citizens claim more than $1 billion in benefits, taking strain off front line staff and making it easier for citizens to receive government assistance. • The Virtual Gateway offers access to 26 services and includes a Change Form, allowing individuals and families to update their information online, saving time when receiving services and taking strain off of other resources. • The Virtual Gateway has been successfully transferred and implemented in New York's Nassau County as the PAATHS systems, in Indiana as the QualCheck system, and in New Hampshire as the EASY system.
Strategy	• **Service Consolidation and Integration**: The Virtual Gateway is a 'one stop shop' for health and human services, and includes a disability assessment, a self-screener, a catalog of services, an application inbox, a resource locator, and an account profile known as My Account Page (MAP). – **Citizen / Business Accounts**: A keynote feature of the Virtual Gateway is the 'Common Intake' function that allows individuals to apply to up to 13 different programs using single form, ranging from MassHealth to childcare.	
Channels	• Call centre • Online web portal • Email	

State of Pennsylvania: COMPASS

www.compass.state.pa.us/

United States

The COMPASS system allows citizens in Pennsylvania to apply for government programs online, anytime, and from any computer. The initiative is cross divisional, and offers services from different departments within the state government.

Service Delivery

	Details	Opportunities
Profiles	• Using internet portal technology, Pennsylvania developed the COMPASS system, allowing citizens to find and apply for programs online. • COMPASS is designed to ease access to government programs, and be a user-friendly, secure, and confidential alternative to the existing in-person, application processes for social services.	• COMPASS has increased convenience for end users, with 72% of portal users accessing the system from their own computers at home, and 41% of all online users submitting applications during non-business hours – 5pm-8am or on weekends. • COMPASS increases awareness of government services, eliminates problems arising from transportation and hours of operation, and helps citizens avoid stigmas surrounding visits to the welfare office. • The system is scalable and replicable, with West Virginia and Florida developing and implementing their own version of the system . – West Virginia's system is called inROADS, Information Network for Resident Online Access and Delivery of Services (wvinroads.org) and was built and operation in just six months. – Florida's ACCESS system has reduced the operating cost for the Department of Children and Families by $100 million.
Strategy	• **Service Consolidation & Integration**: COMPASS is available in both English and Spanish, and involves numerous departments within the state government, giving citizens to access healthcare, cash assistance, and food stamps a single location. – The portal recommends programs for which users are eligible, yet not be enrolled in or aware of, aiding citizens. – Once information is entered into the system, COMPASS automatically transfers that information into relevant forms, eliminating redundant data entry and allowing for universal profile updates.	
Channels	• Call centre • Online web portal • Email	

Phoenix: Self Certified Building Permits

http://phoenix.gov/

United States

City of Phoenix

Phoenix city council has implemented a measure that allows city-certified architects and engineers to self-approve building plans and get a building permit issued in 24 hours

Service Delivery

	Details	Opportunities
Profiles	• Faced with a backlog of building permits to process, Phoenix city council introduced a measure that allows for permit fast-tracking in certain conditions. • Architects and engineers that pass a city approved certification process can get their plans peer-certified and can get a permit issued in 1-5 business days.	• For major projects, regular plan review could previously take several reviews and up to 6 months for correction cycles, with self-certification, permits are issued in 1 day. • Since the launch in August 2012, 154 professionals have become certified and 195 self-certified projects have broke ground. • Feedback to the city of Phoenix from developers and builders has been very positive. • The program is still growing, and has the potential to eventually replace the over 28,000 permits issued through the regular plan review system.
Strategy	• **Outsourcing:** Architects and engineers who complete a city training program and who will be subject to random audits will be allowed to self certify plans for a variety of residential and commercial construction projects (exceptions include high-rises, steep slope development and hazardous land uses) and be able to walk out with a permit, on the same visit. More than 100 professionals have completed the necessary training. • **Leveraging Partnerships:** Private contractors will be allowed to conduct inspections for non-life-safety items, such as landscaping and the green building code, and city certified engineers can be used to peer review projects to meet city standards. • The program includes most buildings over 25,000 square feet; inventory, salvage, landscape and parking lot plans by landscape architects; and grading and drainage and parking lot plans by civil engineers.	
Channels	Face to Face	

Texas.gov

www.texas.gov

United States

texas.gov
Take it online, Texas.

Texas.gov is the State of Texas' online services portal that is run by a private partner, and offers a wide variety of licensing and permitting services through the portal.

Service Delivery

	Details	Opportunities
Profiles	• Texas.gov is the eGovernment web portal for the State of Texas, and the primary platform for Texas web-based services. Texas has leveraged private sector partnerships The portal was built in 2000 by BearingPoint and is currently maintained by NIC Inc.	• Texas.gov offers more than 1000 online services for citizens, businesses, professional organizations, and state funded organizations. • Texas.gov has 1.5 million transactions per month, and over 160 million transactions have been carried out since FY01. • Texas.gov has collected over $22 billion in tax revenue as of the end of FY11. • The portal has generated additional revenue for the state – more than $108 million in new revenue has contributed to Texas' General Revenue Fund. • The portal offers partners a secure, accessible, and cost-efficient place to conduct eGovernment business, and provides technology management, application development, payment processing, marketing, and customer service in one place.
Strategy	• **Leveraging Partnerships**: Transaction fees and absorption of upfront development costs means there is no cost for the state of Texas or partner organizations to use with Texas.gov. • **Leveraging Partnerships**: Texas has implemented a portal called 'Texas SmartBuy' that offers an online purchasing platform for state agencies; over 1,000 vendors participate in Texas SmartBuy. • **Service Consolidation & Integration**: Texas has moved tax payments, licensing, birth certificates, drilling permits, and more online, making it easier for Texans to access government services.	
Channels	• Web portal • Live chat • 2-1-1 Texas • Social media • iOS App • Mobile site • Email	

Commonwealth of Australia: Centrelink

www.humanservices.gov.au/

Australia

centrelink

Australia's Centrelink utilizes a single sign on for citizens, allowing them to track a history of their claims. Centrelink provides a wide variety of services to citizens, consolidating multiple resources into a single location.

Service Delivery

	Details
Profiles	• Established in 1997 to help meet rising citizen expectations for service, Centrelink an online 'one-stop shop' for social services. • The Centrelink umbrella includes over 140 different products and services provided by 25 government agencies and 10 policy departments. • Centrelink dispenses approximately $63 billion in social security payments annually on behalf of the Government of Australia. • 6.5 million citizens use Centrelink.
Strategy	• **Channel Shifting**: Centrelink has gradually moved services online, enabling citizens to create accounts, and bundling services around "life events" in order to tailor a range of government programs to meet citizen needs. • Service centers, call centers, and other mediums continue to exist for those who cannot access or are not web literate. • Services are tailored to be accessible to all – including providing service in multiple languages for those whose first language is not English.
Channels	• Face to face – Customer Service Centres • Call centre • Online web portal • Live chats • Blog • Email

Opportunities

- Centrelink and the broader Government of Australia has had notable success with its online approach, with roughly 30% of the population receiving benefits through Centrelink.
- There have already been a number of significant improvements in service delivery, including the following:
  - Live chat, email notification, blog and podcast
  - An Electronic Verification of Rent service was implemented to reduce the number of in-person rent reviews and allow citizens to update their accommodation information online. This resulted in the number of monthly rent reviews falling from 50,000 to 20,000 in 2010-11;
  - Customized forms were created for select programs, which reduces the need to re-enter information by auto-populating fields
  - A fax-to-email gateway was developed to automatically route citizen forms received by fax to their account; and
  - A history of forms the citizen has submitted is maintained for review at any time by either the citizen or a case worker.
- This program has yielded significant savings—in 2010-2011 alone the net benefit was reported to be $147.6 million (AUSD) or ~0.2% of annual cash payments.

Ajuntament de Barcelona: eGovernment

www.bcn.cat/

Spain

Through a combination of mediums, Barcelona offers citizens up to date information on city events, transportation issues, and questions citizens may have about city services.

Service Delivery

	Details	Opportunities
Profiles	• Barcelona, a leader in eGovernment, has built a web portal (BCN) that provides access to general information on their home page and links to a network of roughly 150 websites from different municipal government departments on different topics. • Placing a focus on information and communications technology, Barcelona has developed their portal to work in conjunction with SMS notifications, and mobile and computer apps.	• The Barcelona city government has increased transparency and communication with citizens, increasing the accountability of government services and the frequency by which citizens use them. • The Barcelona website has been adapted to operate on mobile phones and uses geo-location to place the city's services relative to user's location on the street allowing for easy access and increased citizen convenience. • Barcelona has one of the world's largest public Wi-Fi network, covering much of the city through 428 unique access points.
Strategy	• **Service Consolidation & Integration**: Barcelona City government has centered their e-government platform around three key objectives: improving service to citizens, developing a participatory strategy for the city, and improving the city's internal management. • **Service Consolidation & Integration**: BCN on the mobile is a portal that can be browsed from mobile phones and provides information about events and shows being held in the city, a complete directory of the city's amenities, including restaurants, libraries, civic centres, and more. • **Service Consolidation & Integration**: BCN also offers maps and plans of the city, as well as a feature that plans routes and how to get there by means of public transportation.	
Channels	• Online web portal • SMS • Applications • Email • Virtual Assistant • Call-me-back telephone support for questions submitted	

Kent County Council: Gateways

www.kent.gov.uk/

England

Kent Gateways has consolidated a variety of services from different levels of governments and partners into a single location. The location acts as a one stop shop for citizen needs, utilizing existing infrastructure, and reducing costs to deliver service.

Service Delivery

	Details	Opportunities
Profiles	• Gateway is a joint initiative between Kent County Council and the 12 district councils across Kent. The Gateways are one stop shops with multiple government agencies and charities are consolidated into single service location. • The Gateways offer citizens a wide range of government and partner services, with each gateway customized to meet community needs. The guiding principle is that what customers want, and where, should directly shape the services they receive locally. • There are currently 9 operational gateways, 2 gateways slated to open in 2013, and 2 mobile gateways.	• Co-location with multiple services means that customers need to make only one visit to one location and need to provide their personal information only once. • Common location and integration enables customers to access other related services or benefits of which they were unaware. • Customer convenience has greatly improved with town centre locations and retail hours, including Saturdays and late nights. • Increased traffic for agencies participating in the Gateway project – 35% more than in their non-town centre locations. • Existing assets are being used where possible (e.g., locating Gateways alongside libraries). As a result, libraries have seen an increase in membership, some up to 84%. • There is the potential for Kent to charge larger public sector or commercial partners for the space and involvement in the Gateway program. • As the Gateway program expands, it has the potential to develop into a technology-enabled network that can consolidate information across multiple channels for the benefit of the end user.
Strategy	• **Tiered Services & Bundling**: Skilled receptionists with broad but basic knowledge are able to quickly address many queries and are able to direct customers with more complex issues to relevant experts. – They also suggest additional co-located services (e.g., a customer seeking information on unemployment benefits might also be referred to the housing benefits office). – **Leveraging Partnerships**: Gateways host multiple government agencies at different levels aiding in the delivery of tiered services.	
Channels	• Face to face – ‘one stop shop’ • Online portal and SMS in long term plans	

Smart Service Queensland

https://www.smartservice.qld.gov.au/AQ

Australia

smartservice

Smart Service Queensland is the public facing aspect of the Government of Queensland. Using a variety of channels, it provides citizens with information and delivers services on behalf of agencies and ministries.

Service Delivery

	Details	Opportunities
Profiles	• Smart Service Queensland (SSQ) is the government of Queensland's public facing service delivery model. The organization acts as a one stop shop for citizens, running a wide variety of services for a number of government ministries, agencies, and organizations. • SSQ operates on a fee for service structure, with agencies and ministries paying SSQ a fee to deliver their service.	
Strategy	• **Tiered Services and Bundling:** Smart Services Queensland is the front door of the Queensland government. The three channels it offers, online, by phone, and in person allow citizens to receive services and find information at their convenience. If the level of service you require cannot be given, SSQ employees can refer citizens to the right place to receive service. • **Service Consolidation and Integration:** SSQ offers over 160 services, acting as a one stop shop of many citizen needs. This reduces the number of provides citizens need to visit to get service, and reduces the cost of providing service for agencies and ministries.	• SSQ offers more than 160 different services that are accessible for Queenslanders through 78 face to face offices, 700 call centre service providers, and online mediums including email and web. • As the face of Queensland's government, it SSC has become where Queenslanders turn to for information and service when they need it most: – In natural disasters SSQ handles information distribution, collects relief donations, and provided information to over 7 million callers and website visitors over 14 days.
Channels	• Face to Face • Online portal • SMS • Telephone (IVR)	

Republic of Singapore: SingPass/MyeCitizen

www.singpass.gov.sg/

Singapore

Singapore has made a strong push to move citizens to the MyeCitizen online services portal, charging more for in-person service, and offering in person service to migrate citizens online service.

Service Delivery

	Details	Opportunities
Profiles	• The MyeCitizen portal was launched by the Singapore government in 2002. It combined the expertise and resources of both public and private sectors by engaging an information technology and communications engineering services provider to manage the site. • MyeCitizen can be used to access and book a variety of government services as well as set up reminders sent via SMS and email to pay taxes or attend government appointments.	• SingPass, the government's electronic ID for citizens, allows users to create an account with a single password to access and transact on over 260 services from more than 58 Singapore Government agencies. • There are over 2.7 million registered users with SingPass. • Singapore has already migrated over 97% of feasible e-services to MyeCitizen including: booking online appointments with a doctor, ordering drugs from a pharmacy and perusing an online catalogue of available social services.[1] • Popular services include renewing subscriptions through SMS and email alerts for road tax renewal, passport renewal, and overdue library books. • Singapore has implemented higher fees for in-person service, reflecting both the higher cost of that channel and driving citizens to the MyeCitizen portal.
Strategy	• **Service Consolidation & Integration**: Offering online access to multiple programs, e-government services, a directory listing of ministries and departments which offer social service programs, Singapore has drawn citizens online and reduced the number of points of contact citizens must go through for services. • **Channel Shifting:** To encourage migration to MyeCitizen, the Singaporean government created a multifaceted migration and support network, including CitizenConnect centres (located throughout the city-state) where staff are available to provide hands-on help.[2]	
Channels	• Face to face • Online web portal • Email • SMS	

Apple – Retail Store Experience/Genius Bar

www.apple.ca

United States	Apple has created a reservation and booking system that allows customers to booking appointments for training and service online, managing the flow of customers into the store. The system handles approximately 18 million reservations a year.

		Details
Service Delivery	**Profiles**	• Apple, the world's largest technology company by market capitalization, operates 357 multifaceted retail stores where consumers can purchase Apple products, get their products repaired, and partake in one on one training and free workshops(5). Apple retail stores are enormously successful; the average store has sales of $5,000 per square foot, 6 to 10 times the sales of other successful retailers, and has roughly 18,000 visitors a week. • The 'heart and soul' of Apple's retail stores are 'Genius Bars', Apple's version of help centres, where customers can take their Apple products to receive training or assistance. The Genius Bars as staffed by Geniuses, Apple employees who go through extensive offsite training and have a deep knowledge of either the OSX, or iOS line of products (2). The Genius Bars are utilized by approximately 50,000 people a day worldwide, totaling over 18,000,000 people a year (4).
	Capabilities	• Apple uses the combination of a triage system and online reservations to deal with the constant flow of customers to the retail stores and Genius Bars. • When customers arrive at the store, staff are to engage them within two minutes following the APPLE approach: – **A**pproach customers with a personalized welcome – those with reservations for the Genius Bar are directed to check-in – **P**robe to understand the problem – e.g., do they need assistance purchasing a product – **P**resent a solution – e.g., direct them to a product specialist – **L**isten for further issues – **E**nd with an invitation to return • Online reservations through the Apple website are used to manage the flow of customers using the Genius Bar, with users first selecting their province, followed by their store of choice, their product, and the issue, in the process sorting themselves. Customers can book up to five days in advance, with a limited number of 20 minute spots each day. A small number of spots are held for walk-ins, and if a customer skips their appointment, additional walk-ins may be accommodated.
	Opportunities for the City of Toronto	• Apple's best practices in customer relations and in managing customer demands present opportunities for growth. • Online reservations systems have the potential to alleviate wait times for City services, while ensuring the citizens are going to the right location to get help with the right issues. • Having a single, knowledgeable point of contact for citizens when they enter a city office to direct them to the correct counter or location can reduce stress and ensure that both City resources and citizen time are used efficiently.

Jyske Bank

www.jyskebank.com

United States

Jyske Bank's 'Jyske Difference' program abandons the traditional counter model in favour of a retail style environment where customers are the priority, and bank locations resemble coffee shops and libraries.

Service Delivery

	Details
Profiles	• In 1998 Jyske Bank abandoned the traditional bank counter setup, in favour of an open environment where customers and banking agents meet at a round table to discuss business. Jyske Bank is Denmark's second largest bank, and has designed its branches to feel like retail stores and libraries to make customers feel at ease. • 117 branches and 3 division centres have been redesigned to reflect the Jyske 'Difference' approach to interior design, advisory, and customer service. • Since the introduction of "Jyske Differences 2nd Generation" in the autumn of 2006, the Bank's branch network has seen a net inflow of customers in excess of 15,000.
Capabilities	• Building on their reputation as a customer first organization, Jyske Bank launched a Danish TV station on the Internet in October 2008, and an English version of the station in 2009. The station deals with pressing financial issues, covers the latest financial news, and offers insight into the markets, unfiltered, and free of charge. • In 2011, the bank released a mobile application, en.jyskebank.tv, that allowed access to the bank's TV station on mobile phones. • Jyske Bank has also built physical manifestations of their products, that are placed on shelves, and allow customers to pick up, compare, and ask for advice on the different packages. • The products can be scanned at the 'TryBar' in the centre of the room, where further details come up on screens.
Opportunities for the City of Toronto	• Jyske's innovation in the customer space is not a one size fits all solution, but represents a service provider listening to the desires of its customers. Jyske recognized that for customers to trust the bank, and in turn have effective communication between bank staff and customers, the environment had to be one in which customers felt they could relax. • By changing the public facing aspect of their service delivery, Jyske was able to meet customer needs while retaining their existing back end operations.

NIC Inc. – the people behind eGovernment

www.egov.com

United States

NIC partners with government to provide state of the art e-service portals, helping governments move a wide variety of information and services online.

		Details
Service Delivery	**Profile**	• NIC is a technology services provider that builds and manages eGovernment solutions that help governments achieve cost savings and create greater operational efficiencies. • NIC developed the first self-funded eGovernment solution for Kansas in 1992 and currently portals and government services in 23 states, for over 3,000 federal, state, and local government agencies. NIC services are used by 97 million people in the United States. • Portals built by NIC processed millions of transactions and $12.1 billion in secure payments in 2010.
	Capabilities	• NIC has a variety of solutions that can be integrated into the portals they build, including licensing for drivers, parking, and professionals, as well as channel expansion, payment solutions, marketing services, and security. They offer more than 300 eGovernment solutions for clients, including Web 2.0 services. • NIC offers two funding models, transaction-based self-funding and fixed fees. In transaction-based self-funding governments do not need to provide upfront capital or monthly payments, NIC instead takes a fee based on each transaction the portal performs. In the fixed fee model, governments provide an upfront payment to build the portal and then pay monthly fees to NIC to operate and maintain the portal.
	Opportunities for City of Toronto	• NIC offers the City of Toronto the potential to develop new, state of the art, Web 2.0 enabled eGovernment infrastructure encompassing city wide services with no upfront or monthly costs through the transaction based self-funding model. This is a solution that removes strain on the City's Information & Technology Division, has the potential for long term cost savings, and is in line with the City's current goal to improve value for taxpayers. • The City can also generate revenues by offering access and delivery of commercially valuable government information to business and NGOs for a fee, a service that many NIC clients have used.

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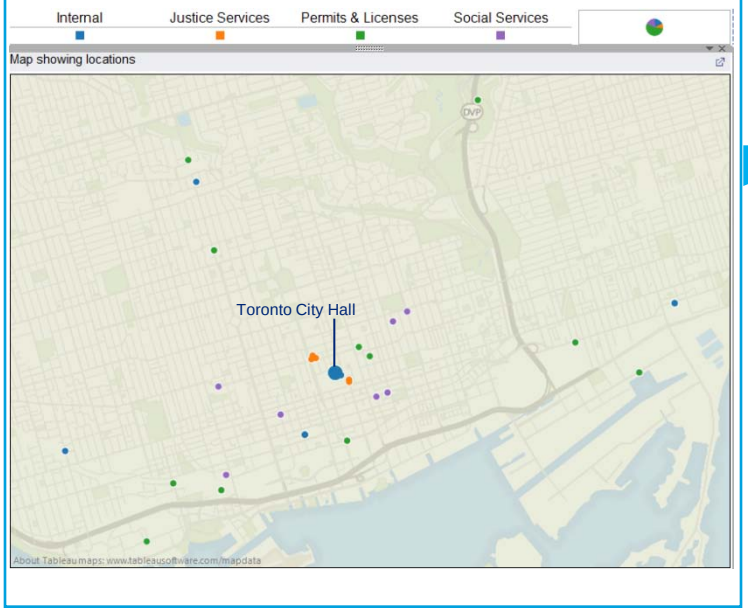
Appendix C

Counter Location Analysis

Toronto City Hall

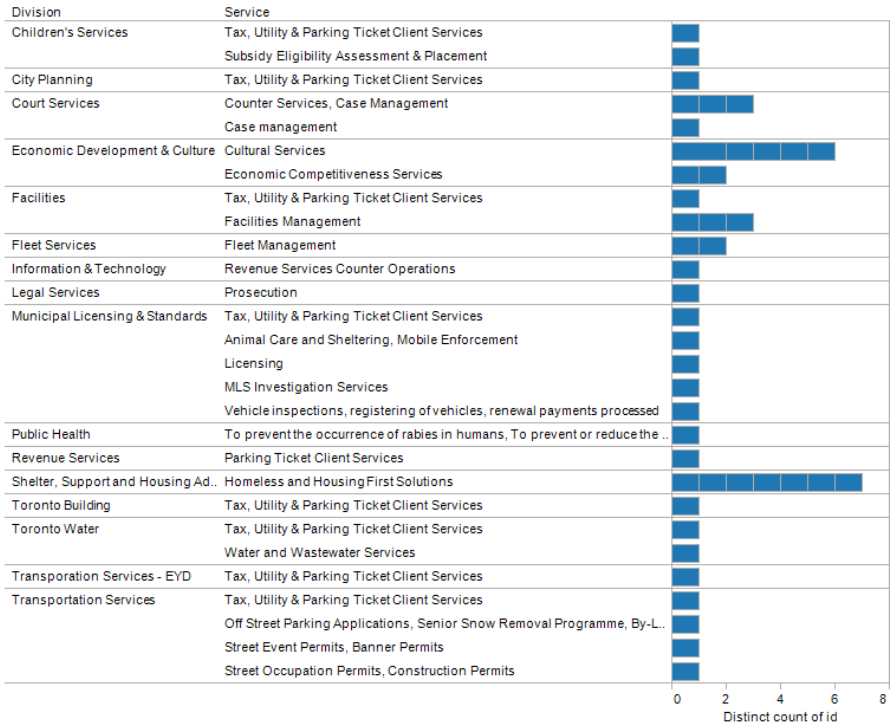
- There are 45 locations across 16 Divisions within 5 Kilometers of Toronto City Hall
- Excludes Parks & Recreation and Solid Waste locations

Locations Within 5KM of Toronto City Hall



Note: Does not including 'Parks, Forestry & Recreation', 'Solid Waste', or 'Technical Services'

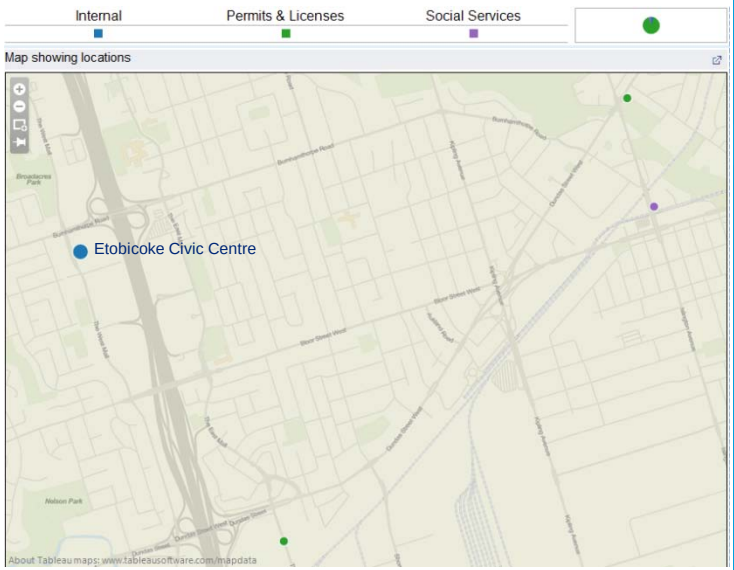
Composition of Locations Not Including Toronto City Hall



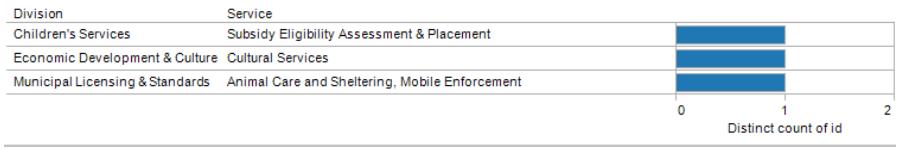
Etobicoke Civic Centre

- There are 3 locations across 3 Divisions within 5 Kilometers of Etobicoke Civic Centre
- Excludes Parks & Recreation and Solid Waste locations

Locations Within 5KM of Etobicoke Civic Centre



Composition of Locations Not Including Etobicoke Civic Centre

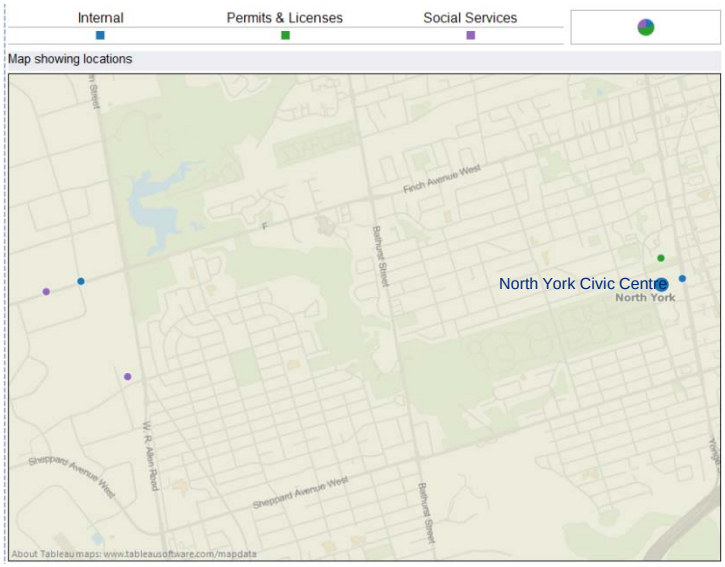


Note: Does not including 'Parks, Forestry & Recreation', 'Solid Waste', or 'Technical Services'

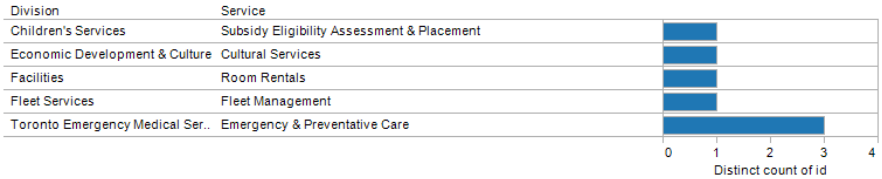
North York Civic Centre

- There are 7 locations across 5 Divisions within 5 Kilometers of North York Civic Centre
- Excludes Parks & Recreation and Solid Waste locations

Locations Within 5KM of North York Civic Centre



Composition of Locations Not Including North York Civic Centre

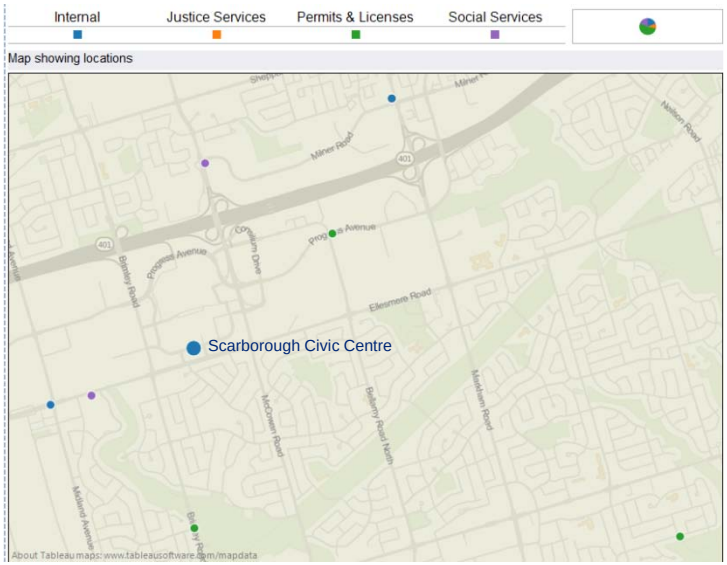


Note: Does not including 'Parks, Forestry & Recreation', 'Solid Waste', or 'Technical Services'

Scarborough Civic Centre

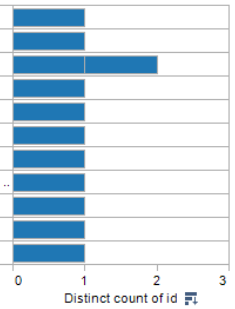
- There are 12 locations across 11 Divisions within 5 Kilometers of Scarborough Civic Centre
- Excludes Parks & Recreation and Solid Waste locations

Locations Within 5KM of Scarborough Civic Centre



Composition of Locations Not Including Scarborough Civic Centre

Division	Service
Children's Services	Subsidy Eligibility Assessment & Placement
Court Services	Counter Services, Case Management
Economic Development & Culture	Cultural Services
Facilities	Facilities Management
Fleet Services	Fleet Management
Legal Services	Prosecution
Municipal Licensing & Standards	Animal Care and Sheltering, Mobile Enforcement, Surgical Care
Public Health	To prevent the occurrence of rabies in humans, To prevent or reduce the ..
Revenue Services	Parking Ticket Client Services
Shelter, Support and Housing Ad..	Homeless and Housing First Solutions
Toronto Emergency Medical Ser..	Emergency & Preventative Care -Council Mandated - ..



Note: Does not including 'Parks, Forestry & Recreation', 'Solid Waste', or 'Technical Services'

Appendix D

Profiles of Potential Partners

Potential Partners

Partner	Value
ServiceOntario	• ServiceOntario has an established network across Ontario that offers citizen services • The City has signed a number of agreements with ServiceOntario, including a Memorandum of Understanding in February 2012 and a Letter of Intent in April 2012. Under the terms of the LOI, the partners agreed to explore a number of business improvement opportunities, including bi-lateral identity management and authentication solutions, a common online presence for businesses and individuals, and a virtual contact centre with service standards. This relationship can be further leveraged.
Service Canada People serving people	• Service Canada has an established network across Ontario that offers citizen services • CoT could leverage Service Canada and pursue co-location or outsourcing opportunities
CANADA POST / POSTES CANADA	• Canada Post has a large geographic coverage and offers a wide array of services through its independent network of agents • The City has a working partnership with Canada Post. As part of the joint ePost program, interested citizens can receive electronic notifications for utility bills. They have the option to pay for these bills on-line. Citizens can enroll in the ePost service through the City's website for no additional charge. CoT could further leverage this partnership and utilize Canada Post's authentication / identification capabilities.
NIC the people behind eGovernment 1992 20 YEARS 2012	• NIC provides eGovernment solution to multiple governments (i.e., Municipal and State) throughout the US. The City could explore this opportunity and outsource service delivery.
BMO, Scotiabank, TD, RBC, CIBC	• Canadian banks have a large geographic coverage and offer services that are complimentary to the COT (i.e., can pay tax bill at any Canadian Bank) • Canadian banks could be further leveraged to collect all forms of CoT payments.

Potential partners by channel and function

Service Function	Channel: In-person	Channel: Phone	Channel: On-line
Information / Referral Service	ServiceOntario	ServiceOntario	NIC the people behind eGovernment 20 YEARS; ServiceOntario
Intake (applications), information changes, and searches	ServiceOntario	ServiceOntario	NIC the people behind eGovernment 20 YEARS; ServiceOntario
Identify verification / eligibility	Canada Post / Postes Canada; ServiceOntario	ServiceOntario	NIC the people behind eGovernment 20 YEARS; ServiceOntario
Registrations & Renewals, Payments	BMO; Scotiabank; TD; RBC; CIBC; ServiceOntario	ServiceOntario	NIC the people behind eGovernment 20 YEARS; ServiceOntario
Consultation / Case Management / Adjudication	ServiceOntario		
Fulfillment (dispensing, etc.)	ServiceOntario		

Potential Partners

Potential Partner	Benefits	Implications
ServiceOntario	• Established network – looking to expand service delivery • Would be most beneficial to online service delivery but in-person counters could also be leveraged	• City of Toronto would lose direct control of some of the services it provides • Undergoing its own transformation and considering privatization, which creates uncertainty for partners
Service Canada People serving people	• Established network	• Service Canada may be too far removed from Municipal service delivery and may not have interest in partnering with the City • Undergoing transformation and may not be ready to offer value to partners
CANADA POST / POSTES CANADA	• Established network with broad geographic coverage • Already provides authentication / identification services for City	• Reputational risk (i.e., inconsistency of service, lack of branding) associated with offering CoT services through Canada Post's independent network of agents
NIC the people behind eGovernment 20 YEARS	• Has an established record of delivering eGovernment services at different levels of government across the US • No capital cost for City – NIC collects payment through service fees	• No experience working with Canadian organizations • Would need to locate all data in Canada
BMO, Scotiabank, TD, RBC, CIBC	• Established network • Has payment collection capabilities	• Further integration or additional partnering may have a cost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