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City of Toronto
Service Efficiency Study Program:
Cross-Divisional Study of Counter Services
Statement of Work for External Management Consultants
Roster Assignment #9144-11-7001-Cat2MC21-12

July 16, 2012

1. Background

- a) The City Manager has established a Roster for the provision of consulting services for a range of Assignments (REOI # 9144-11-7001).
- b) This Statement of Work (SOW) is provided in accordance with the requirements of the REOI, and the Assignment will be conducted within the terms and conditions stated in the REOI, especially Appendix B, and its Addenda. For purposes of clarity, some REOI terms and conditions may be repeated in this SOW.
- c) The City Manager wishes to engage an external Management Consultant to assist with the Cross-Divisional Service Efficiency Study of the City of Toronto's Counter Services.
- d) As set out in the City Manager's report to Council dated January 6, 2012 (refer to D. in Section 7) the City continues to face difficult decisions in 2012 and future years to meet its budget challenges. To support City Council's 2013 budget deliberations, the City Manager will undertake Service Efficiency Studies of several City divisions, agencies, and cross-cutting functions.
- e) Invited Consultants are required to submit a proposal and work plan tailored to the Service Efficiency Study or Studies as described in this SOW. The submission will include, at a minimum:
 - o Proposed work program with work plan and deliverables;
 - o Time schedule;
 - o Any other information required in response to this SOW; and
 - o Total costs/fees
- f) Proposals submitted by invited Consultants will be assessed in terms of completeness of the work program, understanding of the assignment, appropriateness of methodologies, appropriateness of the Consultant team, acceptable time frame and schedule for the work, and acceptable cost.

- g) An interview may be held at the sole discretion of the City to refine service scope, prioritize issues, or review the respective responsibilities between the City staff team and the Consultant and proposed team members.
- h) An agreed upon work plan including timelines and deliverables and cost/fees will be approved by the City prior to the commencement of the assignment, through a Letter of Agreement.

2. Project Purpose

The City has begun a program of Service Efficiency Studies. Several areas have been identified for review during 2012 including a cross-divisional review of the City's counter services. 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. To that end, the project review should consider a broad range of strategies and apply the most effective methodologies to achieve the stated purpose, for example:

- Business process and work methods streamlining;
- Organizational restructuring;
- Outsourcing;
- Automation;
- Shared services;
- Service innovation; and
- Service adjustments.

3. Services Required – Overall Role & Deliverables for External Consultant

a) Background Data & Information:

The 311 Toronto Division in consultation with the City Manager's Office will provide general background data and information, including:

- (i) Suggested areas of study focus to be reviewed and assessed by the Consultant (provided in Section 5, Study Focus);
- (ii) Information on services, service levels and standards, activities and types;
- (iii) Financial and budget data;
- (iv) Organization charts;
- (v) Workforce data including staffing information;
- (vi) Recent organizational and service reviews, policy directions, reports and Council decisions;
- (vii) Business process data; and
- (viii) All other available information related to particular services and activities.

b) Consultant Deliverables:

Working with City staff, the external Management Consultant's role and deliverables will include:

(i) *Confirm Focus Areas and Methodology*

Using the baseline information, initial focus areas suggested by the City and additional data, identify the areas of focus and the most appropriate methodologies with the greatest potential for cost savings and improved service delivery.

(ii) *Assess Service Efficiency*

Within the areas to be focussed on:

- Identify and assess the costs and cost drivers of current practice;
- Review and assess services, activities and methods;
- Compare against service providers in other jurisdictions using comparable and relevant best practices;
- Analyze and compare service benchmarks and measures; and
- Assess against other relevant information.

(iii) *Identify and Recommend Opportunities for Improved Efficiency and Cost Savings*

- Identify and recommend changes to work methods, processes, responsibilities, and other factors that will result in the most cost savings and the greatest improvement in service delivery;
- Identify opportunities for introducing more cost-effective and efficient program delivery applications that would result in the same benefits;
- Provide cost savings estimates and implementation details and steps that will address the changes you have identified and recommended;
- Provide advice and recommendations about which changes can be made quickly, e.g., savings in 2012, or 2013, and which will take longer to implement;
- Identify and provide advice on the costs required to make changes including any short term financial investments; and
- Provide advice about any risks and implications for service delivery, policy development, finances, cross divisional or enterprise wide human resource impacts, and other effects of alternatives and changes.

(iv) *Provide reports and documentation*

Provide documentation, reports and presentations for the City Manager as required for each of the deliverables and providing other advice as identified throughout the review process.

(v) *Work with divisional and/or agency staff as required.*

(vi) *Attend, support and provide documentation for status and/or planning meetings with the City Manager, the designated Project Manager, the City Steering Committee established for Service Review activities, and/or other officials as may be required.*

4. Project Reporting Process and Time Line

- a) The Service Efficiency Studies will be conducted on an accelerated timeline;
- b) The City wishes to engage the external Management Consultant by no later than early August, 2012, with completion of the final report by October 30, 2012, or earlier; and
- c) Wherever possible the results of the Service Efficiency Studies will be reported out through the City's 2013 or future years' Budget Process.

5. Service Efficiency Study – Customer Service Counters

5A. Overview of Customer Service at the Toronto Public Service

In 2010, the City's senior management approved "Toronto at Your Service", a formal Customer Service Strategy for the Toronto Public Service (Attachment C). With a vision to "Provide excellent customer service to meet customer expectations" and a mission to "Make observable and measurable improvements in customer service", the objective of the plan is to guide the efforts of City staff who are leading customer service in their respective divisions. The expectation is that by introducing a consistent approach to customer service improvements, customers will encounter improved customer service across the various service areas.

The plan advances a "customer-centred" approach to program and service delivery and promotes the design and delivery of services from the perspective of the customer irrespective of how the City organization is structured.

Following approval of the plan in late 2010, the City Manager provided a number of directives to City divisions as a first step towards improved customer service including for example, ensuring formal complaint mechanisms for all services, and posting customer service standards across City divisions.

Other significant customer service improvement initiatives in recent years have included implementation of 311 Toronto in 2009. With its 24/7 Contact Centre service, 311 Toronto transformed customer service by making it easier for customers to reach the information and service they need for many City services with a single three-digit telephone number and 311 City web site to place requests for City service. Since its launch, 311 has also added new features to further enhance customer service such as 311 self-serve online options to place service requests via a mobile application, fax and Twitter.

The City also has developed a formal E-Services Strategic Plan that lays out a plan for the City to transform how it delivers services, primarily through technology, to make it easier for customers. It provides a road-map to guide technology and other investments to support a customer-centric approach to service planning, delivery and improvements. Bundling services, simplifying transactions, and cross-divisional collaboration are examples of key components of the strategy (Attachment D).

The City has also recently introduced an ambitious plan to re-design the City of Toronto website to ensure information is always up-to-date, easy to find and relevant to users and that self-serve options for services and information are available online.

5B. Background to the Counter Services Review

Customer service improvements already implemented (311 Toronto) or underway (selected E-Services initiatives, website re-design) have resulted in much progress in creating a "virtual counter" for one-stop, easy to access customer service.

In addition to its "virtual (311) counter", the City continues to offer in-person counter service which is a well-used channel for service provision among City divisions. Accordingly, an assessment of the standards, performance, and services of in-person counters is required to identify customer service improvement, as well as efficiencies in the delivery of service.

The City provides many and varied services in hundreds of counter locations across the City. Counters vary significantly in terms of the number of services provided, the complexity of transactions, the length of time per transaction, average wait times for service, the level of specialization of staff providing the service, the volume of customers and more. For the most part, counters provide limited service or offer services provided by just one or two divisions (see Attachment E).

An initial inventory of all counters operated across the City organization was undertaken in 2011 which indicates a total of more than 400 counters, roughly classified as information and referral (~40), information and materials exchange (300+), limited purpose/single purpose (~50) and counters offering specialized services (~129).

While there has been some cross-corporate collaboration over the years, as well as improvements to increase accessibility, counter services have not experienced a service transformation like the multiple 311 Toronto channel (including phone, fax, and online) or other City online channels (such as E-Services and the Website Redesign).

5C. Core Service Review

In 2011, Toronto conducted a Core Service Review of all its services and agencies with assistance from the external firm, KPMG LLP. The Core Service Review examined services the City delivers and service levels.

Using a core service filter, the City's services were assessed along a core continuum and ranked by the following categories:

- Mandatory: required by legislation;
- Essential: critical to the operation of the City;
- Traditional: provided by virtually all large municipalities for many years; and
- Other/Discretionary: provided by the City to respond to community needs.

KPMG also put forward options and opportunities for the City's consideration to change services and service levels, provided preliminary information on the risks and implications of making these changes, potential time lines and a high level order of magnitude of potential savings for each opportunity.

Through the Core Service Review, the following opportunity related to the City's counters was identified:

Consider developing one-stop counter service for access to a wide range of municipal services.

5D. Study Focus

The City is interested in conducting a review of its in-person counter services with a view to more effectively aligning the extent and ease of access to services (delivered through in-person counters), with that of other channels in order to improve customer service and achieve service efficiencies. The City would like to move towards a corporate-wide approach to customer service delivery and consistent customer experience across all channels, including in-person counters.

The focus of this study is to deliver the Services required in this Statement of Work (in part 3(B) above). The following areas have been identified for detailed review and analysis:

- Review Other Jurisdictions and Leading Practices;
- Assess Current State of Service Delivery;
- Propose Future State Service Delivery Options; and
- Explore External Partnerships.

Part A – Review Other Jurisdictions and Leading Practices

The consultant will undertake a review of public-facing service delivery through multiple channels, including counters, in comparable jurisdictions and conduct a literature review to identify leading practices, industry benchmarks and emerging challenges, trends and opportunities.

The review will include but not be limited to:

- Identifying leading practices for integrating counters into a multi-channel service delivery model;
- Identifying and assessing methods for monitoring performance and standard performance measures for various channels, including counters;
- Identifying customer expectations for various channels; and
- Evaluating key drivers that lead customers to choose one channel over another.

The consultant will highlight leading practices and lessons learned; and review and report on outcomes and success factors related to effective multi-channel service delivery.

Part B – Assess Current State of Service Delivery

The consultant will document and assess the current state and cost-drivers of counter service delivery across City divisions, including:

- Services delivered and service levels;
- Customer wait times, access and convenience;
- Counter utilization rates in-person and by phone relative to other customer service channels;

- Customer service practices (e.g. insight to customer needs, divisional culture and expectations for in-person service delivery, ease of access to information, and timeliness and quality of service);
- Divisional incidence of performance standards, targets for customer service improvement, and whether these meet, exceed, or fall below industry best practices;
- Degree of consistency of service offerings and standards across counter locations;
- Customer satisfaction rates;
- Technology in use or planned that supports counter service delivery;
- Full costs of service delivery;
- Alignment of counter service delivery to other channels; and
- Opportunities to enhance the efficiency and effectiveness of service delivery through existing counters, alternative channels, co-location, outsourcing, or other initiatives and the associated cost savings if applicable.

Based on the findings above, the consultant will also be expected to review and validate the City's inventory of counter services.

Part C – Propose Future State Service Delivery Options

Based on the findings from Part A and B, the consultant will propose future state operating models for counter services which maximize operational, business process and transactional efficiencies, and also enhance service delivery coordination. The proposed outsourcing models or internal City re-configuration options recommended, should consider a multi-channel service delivery approach and opportunities to co-locate, cross-train, integrate and consolidate counter service provision across divisions where appropriate.

Service delivery model options must take into account requirements of the *Accessibility for Ontarians with Disabilities Act*, Customer Service Standards.

The consultant will define the key functional elements of the service delivery models, including but not limited to:

- Key model attributes, including organizational location and management structure;
- Services to be delivered including standard service mandates and levels by each counter type;
- Common types of City information – over and above any service provision specialization of a given counter service – that should be available at counters and other customer service channels across the City;

- Customer service and performance standards/targets;
- Opportunities to consolidate, bundle and align counters more effectively with other service delivery channels;
- Staff overhead, equipment and other resource requirements;
- Cost savings in 2013 and beyond; and
- Risks and limitations.

The consultant will develop an implementation plan for the preferred future state service delivery model. The implementation plan will be a roadmap of activities, time lines, decisions and resources necessary to move from the current state of service delivery to the preferred future state service delivery model.

The implementation plan will include as applicable:

- A work plan and timelines including immediate, short term and long term objectives and milestones;
- A service delivery transition plan;
- A technology plan;
- A workforce transition plan;
- A risk mitigation plan; and
- Projected operating and capital investment and transition costs.

Part D – Identification of Partnership/Outsourcing Opportunities

The consultant will assess the viability of the City partnering with other governments, not for profit organizations, and/or the private sector to deliver some or all customer service components, particularly those that are transactional in nature, with a view to streamlining services and improving customer access to critical services (for example, Canada Post partnering with Shoppers Drug Mart to include a post office in most of their retail stores).

The consultant will identify opportunities where the City may focus its partnership development for particular customer service offerings and specific channels in order to improve the effectiveness and efficiency of its multi-channel service delivery.

6. Project Management

The external Management Consultant will report to the City Manager through the Strategic and Corporate Policy Division. The City Manager's designates and key project contacts are:

Project Manager:

Patricia MacDonell
Manager, 311 Toronto
Metro Hall, 55 John Street, Room 307
Toronto, Ontario M5V 3C6
Phone: 416-392-8591
Fax: 416-397-9919
Email: pmacdne@toronto.ca

City Manager's Office Corporate Liaison:

Laurie McQueen
Strategic and Corporate Policy Division
City Manager's Office
10th Floor, East Tower, City Hall
100 Queen Street West
Toronto, Ontario M5H 2N2
Phone: 416-392-8895
E-mail: lmcqueen@toronto.ca

7. Attachments and Information:

Respondents are reminded to refer to the original REOI, Addenda and Appendix B, Terms and Conditions. Additional information to assist with Responses to this Statement of Work is:

- A. Report from the City Manager on the Update on the Core Service Review and Service Efficiency Studies (January 6, 2012) –
<http://www.toronto.ca/legdocs/mmis/2012/ex/bgrd/backgroundfile-44209.pdf>

Appendix A to Item BU21.1 - Status of Council Decision on the Core Service Review (January 6, 2012) –
<http://www.toronto.ca/legdocs/mmis/2012/ex/bgrd/backgroundfile-44210.pdf>

Appendix B to Item BU21.1 - Status of the Service Efficiency Study Program (January 6, 2012) –
<http://www.toronto.ca/legdocs/mmis/2012/ex/bgrd/backgroundfile-44211.pdf>
- B. Profiles of City Programs, Agencies and Corporations (as contained in Council Briefing Book, Volume 2) – Refer to [PDF document attached to the e-mail](#) inviting your firm to respond to this SOW.
- C. "Toronto at Your Service, Customer Service Strategy, 2010
- D. E-Services Strategy
- E. Overview of the City's Counters

SOW Appendix C – Toronto at Your Service: Customer Service Framework



311 Service Office

***Toronto at Your Service:* Customer Service Improvement Framework**

Prepared by: 311 Service Office
Printed on: 23 January 2013

FINAL DRAFT FOR APPROVAL

Contents

The City of Toronto's Customer Service Plan.....	3
Introduction	3
Background	3
Vision and Mission	4
Customer Service Strategies	4
A. Customer Insight	4
B. Culture of an Organization.....	6
C. Information & Access.....	7
D. Delivery of Service.....	7
E. Timeliness and Quality of Service	8
Summary	9
Contact	9
Reference Material	10
Trends and Issues.....	10
Five Drivers of Customer Service	12
Citizens Service Expectations.....	13
The Public Sector Service Value Chain	13

The City of Toronto's Customer Service Plan

Introduction

The City of Toronto is committed to providing citizens with services that are relevant, high-quality, well coordinated, easy to access and timely. This commitment is entrenched in the Toronto Public Service's mission to "serve a great city and its people." "**Toronto at Your Service**" is the City of Toronto's Customer Service Plan that was developed based on an extensive review of up-to-date customer service research and in support of the ICCS Citizen's First Guidelines.

Background

Like other major municipalities and government agencies, the City of Toronto wants to do a good job providing service to customers. In recent years, there have been a couple of indications that the City of Toronto needed to make some improvements. For one, research conducted by the Institute for Citizen-Centred Services (ICCS), a Canadian organization whose mission it is to promote high levels of citizen satisfaction with public-sector service delivery, the public's level of satisfaction with the City of Toronto's customer service has fallen considerably.¹ Secondly, the 2010 Annual Report released by the Office of the Ombudsman outlined a number of recommendations related to customer service at the City.²

The objective of the Customer Service Plan is to guide the efforts of staff at the City of Toronto who are leading customer service improvements in their respective Divisions. The expectation is that by introducing a consistent approach to customer service improvements, customers will encounter improved customer service across the various service areas.

The Plan advances a "customer-centred" approach to program and service delivery, rather than a strictly operational approach. In short, services are designed and delivered using the perspective of the customer. This concept of customer- or citizen-centred service has already been adopted at the federal and provincial levels of government with initiatives such as Service Canada and Service Ontario, and across the globe, in government organizations in the United Kingdom and Australia.

The City of Toronto will use this overarching Customer Service Plan to establish a consistent approach to improving customer service and to ensure that all the initiatives that are already underway work toward the same goals.

¹ For more information see *CitizensFirst 5, 2008* from the Institute for Citizen-Centred Service.

² Toronto Ombudsman. *Office of Last Resort: Annual Report 2010*. City of Toronto 2010.

Vision and Mission

The Vision and Mission of **Toronto at Your Service** are:

Vision: Provide excellent customer service to meet customer expectations
Mission: Make observable and measurable improvements in customer service.

Customer Service Strategies

The five key strategies that support the achievement of the City's Customer Service Improvement Plan are:

- A. Customer Insight**
- B. Culture of an Organization**
- C. Information and Access**
- D. Delivery of Service**
- E. Timeliness and Quality of Service**

These five strategies of "best in class" customer service approaches are the foundation for the City's Customer Service Plan, and will guide the efforts of divisions across the City of Toronto.

A. Customer Insight

Goal: *All City of Toronto Staff will understand service delivery from the perspective of their customers.*

Purpose: By understanding their customers, staff at the City of Toronto can help to improve the customer service experience. Customers should be consulted regularly regarding programs and services, and the feedback collected should be used to inform service/program design and delivery. A customer-centered approach will lead to increased customer satisfaction with services, which in turn, will lead to greater trust and confidence in the Toronto Public Service. Customer insight is strengthened by monitoring the outcomes of changes made based on measures of customer satisfaction.

1. Objective: **Identify customers, their attributes and their service needs.**

Key Actions for 2011- 2016

- Develop a profile of the Division's customers and their characteristics relevant to service provision
- Identify groups or individuals that have previously faced barriers to access and take steps to ensure services are fully accessible to the noted groups or individuals
- Develop a strategy for identifying and profiling customers
- Make improvements to services based on customer insight

Performance Measures

- A comprehensive profile of divisional customers
- A strategy for identifying customers
- Observable changes made to services based on customer insight

2. Objective: **Engage and consult customers.**

Key Actions for 2011- 2016

- Develop a strategy for engaging and consulting all divisional customers
- Provide details on the tools used for engaging and consulting customers (e.g. focus groups, one-to-one interviews, surveys, online forums, community meetings, etc.)

Performance Measures

- New policies and procedures for engaging and consulting customers
- A report detailing all divisional engagement and consultation activities and depicting how customers were engaged, the level of participation and how the feedback was utilized
- Measurable and observable improvements to services based on the feedback provided by customers

3. Objective: Determine the level of customer satisfaction with services.

Key Actions for 2011- 2016

- Identify the drivers of satisfaction for each customer-facing service through a customer satisfaction survey
- Develop a strategy for regularly measuring customer satisfaction with divisional services and set challenging targets for improvement
- Review all available customer complaints and feedback

Performance Measures

- A customer satisfaction survey containing questions on the five drivers of satisfaction³ for each customer-facing service
- Evidence of customers' service priorities, as determined through the results of the satisfaction survey, and/or other feedback mechanisms
- Observable customer improvements to services based on the feedback provided by customers

³ See page 12 for a list of the five drivers of satisfaction.

B. Culture of an Organization

Goal: *The City's commitment to customer service will be reflected in customer-centred service delivery and business practices.*

Purpose: Building a customer focused culture is about establishing the organization's commitment to customer-centred service delivery that demonstrates customer service excellence as job one.

- 1. Objective:** **Senior Management will champion the importance of customer service and lead customer service improvement efforts within each Division.**
-

Key Actions for 2011- 2016

- Senior Management will demonstrate its commitment to customer service improvement and lead all customer service improvement efforts
- Develop corporate and divisional policies and services that are customer-centred

Performance Measures

- Divisional vision and value statements espousing the importance of customer service
- Divisional policies and services that are customer-centred

- 2. Objective:** **City of Toronto staff will be engaged in the customer service improvement process.**
-

Key Actions for 2011- 2016

- Appoint a divisional Customer Service Lead to assist in the development and implementation of the Customer Service Improvement Plan
- Appoint staff to the divisional Customer Service Improvement Team (CSIT)
- Divisional staff to provide feedback on customer service in the organization
- Staff to receive customer service training
- Develop and implement an Employee Engagement Strategy
- Complete corporate customer service deliverables (i.e. Complaint Handling Guidelines and reporting, and development and publication of divisional service standards)
- Develop and implement a rewards and/or recognition program for excellence in customer service

Performance Measures

- Staff feedback is reflected in measurable and observable customer service improvements
- Divisional funding and resources that are dedicated to customer service training
- Customer feedback and testimony regarding the service experience
- Employee feedback on their involvement and level of empowerment
- Changes to staff policies and procedures allowing staff greater flexibility in addressing customer service issues
- New approaches to promote customer service in the Division led by staff
- Commitment to developing and delivering good customer service is reflected in the division's hiring processes and approaches to staff development

C. Information & Access

Goal: *Relevant, accurate and timely information will be made accessible to the public through various channels of access.*

Purpose: Access to information is a key driver of customer satisfaction. The information that is provided to customers should be both accurate and timely, and communicated in an open and transparent way. Communication with the customer should be ongoing in a manner that provides information but also listens to the customers' needs.

1. Objective: **Customers will have access to accurate and timely information relating to program and service delivery.**

Key Actions for 2011- 2016

- Establish processes to ensure that program areas are providing all relevant service information (i.e. contact information, hours of service, location, service charges, etc.) that is accurate and complete and that the information is accessible across all channels
- Develop and implement service standards for records-keeping
- Provide information to customers that is adequate and easy to understand

Performance Measures

- Published information about service contacts, hours of service, location, and service charges that is accurate
- Feedback from customers on the accessibility and accuracy of information
- Improved access to various channels
- A decrease in the level of general inquiries and in the level of complaints concerning the quality of information
- Improved quality of online, published and verbal communication with customers
- Service standards for records-keeping publicized on the City's external website

D. Delivery of Service

Goal: *The services delivered by the City of Toronto will be the services that are expected by customers. The City of Toronto will maintain service commitments and resolve any service problems effectively and efficiently.*

Purpose: Municipal service providers deliver the services that are expected and needed by citizens and should effectively and efficiently manage any problems that may arise in the delivery of those services. In a customer-centred organization, customer satisfaction should inform how services are delivered.

- 1. Objective:** Services will be delivered in a manner that is open, transparent, accessible, efficient and cost-effective.
-

Key Actions for 2011- 2016

- Develop and publish challenging delivery standards for all customer-facing services
- Take steps to ensure that customers are made aware of delivery standards at the initial point of contact
- Develop a strategy to regularly monitor and report performance on the established delivery standards
- Develop processes to inform customers of the Division's progress in achieving its delivery standards
- Develop a strategy for dealing effectively with service delivery problems that may arise
- Seek out opportunities for integrated service delivery
- Establish and implement complaint and feedback mechanisms for divisional services based on the *Complaint Handling Guidelines*

Performance Measures

- Delivery standards publicized on the City's external website
- Data on the Division's actual service performance measured against its delivery standards
- Comparative performance data on delivery standards obtained through benchmarking
- New opportunities created through integrated service provision
- Feedback from customers on performance against the delivery standards
- Improvements made to services based on customer complaints and feedback

E. Timeliness and Quality of Service

Goal: All Divisions in the City of Toronto will have customer service standards that are visible to customers and that are frequently monitored.

Purpose: Customer service standards should be separate from the organization's main business standards. Separating the two standards makes the requirements for setting and monitoring customer service standards more significant.

- 1. Objective:** All Divisions will have appropriate and measurable standards for timeliness and quality of customer service for all forms of customer contact (i.e. telephone calls, letters, electronic and face-to-face communications).
-

Key Actions for 2011- 2016

- Develop and publish standards for timeliness and quality of customer service, and involve key stakeholders and staff throughout the process
- Take steps to ensure that customers are made aware of standards for timeliness and quality of customer service at the initial point of contact
- Develop an effective monitoring system and incorporate it into the divisional performance management practices
- Monitor and report performance on the quality of customer service and timeliness
- Develop processes to inform customers of the Division's progress in achieving its standards for timeliness and quality
- Conduct regular reviews of the standards

Performance Measures

- Customer service standards and timeliness standards for all access channels publicized on the City's external website
- Data on the actual performance measured against the standards for quality of customer service and timeliness
- Comparative performance data on timeliness and quality of customer service obtained through benchmarking
- Feedback from customers on performance against the customer service standards
- Improvements made to services based on customer complaints and feedback

Summary

Engaged employees support the goals and mandate of the organization they work for. Employees are motivated through effective leadership and management, independence, supportive colleagues, opportunities for career progress and development, and reasonable workloads.

Engaged employees contribute to citizens' service satisfaction, which in turn results in public trust and confidence in government. Specifically, citizens who are confident in their government have greater satisfaction with the services they receive, and perceive strong public service leadership and management.

Contact

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Metro Hall, Room 307
311serviceoffice@toronto.ca
416.392.8591

Webbook: <http://webbook.toronto.ca/>

Join the 311 Service Office page for links, tools, and lots of other information!

Reference Material

Trends and Issues

In 1998, a group of federal, provincial/territorial, and municipal service providers came together in an effort to establish a citizen-centered approach to improving public services, which resulted in the 1998 Citizen's First (CF1) survey. The data from this pan-Canadian survey formed the baseline data against which progress has since been measured through four subsequent surveys. This research has become the body of knowledge used by all levels of government in Canada to understand service delivery.

The Citizens First surveys have tracked citizen satisfaction with 26 federal, provincial/territorial and municipal services over the past 10 years. The average score for these services has risen from 64 in 1998 to 72 in 2007.

According to the most recent Citizens First survey (Citizens First 5), Torontonians are less satisfied with the level of service that they are receiving from the City. In 2002, Toronto's service reputation score was comparable with other municipal governments and better than other levels of government. However, by 2007 Toronto's score had dramatically fallen 14 points, and was now 6 points below other levels of government (see table below).

Service reputation scores					
Government	Average score (0 - 100)				
	CF1 ⁽⁹⁸⁾	CF2 ⁽⁰⁰⁾	CF3 ⁽⁰²⁾	CF4 ⁽⁰⁵⁾	CF5 ⁽⁰⁷⁾
City of Toronto *	-	-	59	-	45
Other municipalities *	53	57	60	62	56
Provincial services *	47	50	51	51	51
Federal services *	47	51	56	59	51

Table 1- Citizens First 5- Service Reputation Scores

The Citizens First 5 survey results for the City of Toronto sample showed an upward trend in the public's perception of the quality of three Toronto municipal services from 2002 to 2008: drinking water (63 up to 82), recycling (70 up to 76), and sewage and wastewater treatment (63 up to 74) (see table below).

Service	Toronto scores (0 – 100)					Trend	Rest of Canada	Best in Class
	98	00	02	05	08			
Drinking water †	-	-	63	-	82	up	78	82
Garbage collection or disposal	-	-	70	-	73	–	79 *	81
Recycling †	-	-	70	-	76	up	73	84
Sewage and waste water treatment †	-	-	63	-	74	up	76	81
Municipal snow removal	-	-	-	-	60	–	59	66
Road maintenance by municipality	-	-	-	-	44	–	51 *	65
A building permit	-	-	54	-	-	–	60	60
Social Assistance, welfare	-	-	62	-	-	–	58	58

* Difference between 2008 score and Rest of Canada score is statistically significant

Best in Class number in italics: National average reported, as no jurisdiction has a sufficient number of respondents

† Difference between 2003 and 2008 is statistically significant

Table 2- Citizens First 5- Municipal Service Quality Scores

However, the results also showed a downward trend in the quality of one Toronto municipal service from 2002 to 2008: municipal public transit (62 down to 57) (see table below).

Based on the survey data, while overall service quality scores have improved for the City of Toronto, most municipal service quality scores fall below the national average and "Best in Class" scores for the same municipal services.

Service	Toronto scores (0 – 100)					Trend	Rest of Canada	Best in Class
	98	00	02	05	08			
Contacted the fire department for help	-	-	-	-	-	–	75	75
Contacted the municipal police force	-	-	-	-	51	–	60	69
Used a municipal recreation centre	-	-	-	-	68	–	72	79
Used municipal public transit †	-	-	62	-	57	down	62 *	67
Municipal museum/heritage site	-	-	-	-	73	–	77	77
Municipal park or campground	-	-	-	-	69	–	76 *	76
Visited a public library	-	-	77	-	75	–	81 *	79

* Difference between 2008 score and Rest of Canada score is statistically significant

Best in Class number in italics: National average reported, as no jurisdiction has a sufficient number of respondents

† Difference between 2005 and 2008 is statistically significant

Table 3- Citizens First 5- Municipal Service Quality Scores continued

Five Drivers of Customer Service

According to the Citizen's First survey research, satisfaction with government services can be explained through five main drivers that account for satisfaction across all government services. A driver is a feature of the service experience that shapes a customer's perception of that service. Drivers point to the service features that are most important to service users, and thus are the areas that should be focused on for effective improvements in customer service and for a successful customer service strategy.

The above mentioned five drivers of satisfaction include:

- **Timeliness** (the single most important driver across the full range of government services);
- **Staff** (knowledgeable staff that treat customers fairly and go the extra mile);
- **Ease of access** (facility in gaining or securing access to a service);
- **Positive outcome** (the customer getting what she or he needed);
- **Citizens' recent experiences with public services.**

Citizens Service Expectations

The Citizen's First surveys have asked Canadians what they consider to be timely service in government offices. The feedback was intended to assist service providers in developing service standards. According to the results, citizens' expectations have remained stable over the past 10 years.

The results indicate that:

- **5 to 9 minutes** is the maximum time that citizens will tolerate in any lineup at a government office.
- **2 people** are the maximum number of people citizens want to deal with in order to get service at a government office and/or on the telephone.
- **15 minutes** is considered a reasonable amount of time to spend travelling to a government office, one way.
- **30 seconds** is an acceptable amount of time to wait on hold on the phone before speaking with a representative.
- **Same day** is when citizens should receive a reply to a voice mail or email, if the voicemail or email is submitted at 10:00 a.m.
- **1 to 2 weeks** is the acceptable length of time to wait from the day a letter is sent until the day a reply is received by mail.

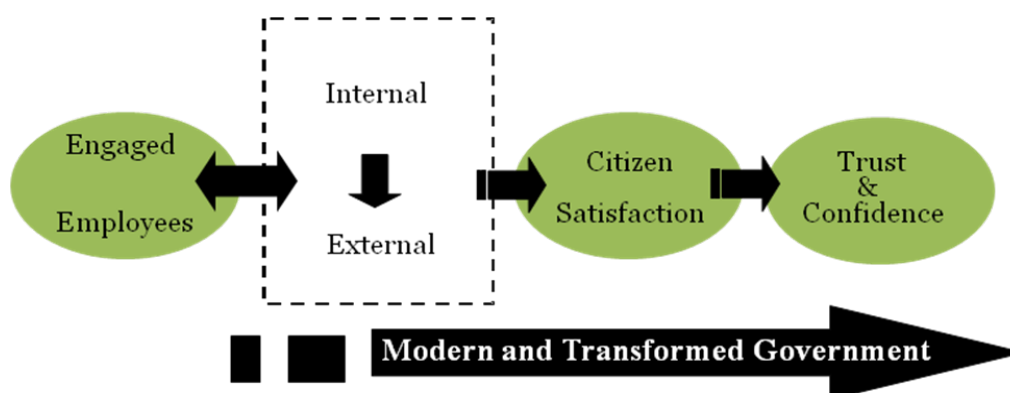
The Public Sector Service Value Chain

An effective customer service plan is important given that satisfaction with government services is critical to what citizens think about their governments, and contributes to the degree of confidence that citizen's place in their government institution.

This dynamic is expressed in the Public Sector Service Value Chain, developed by Ralph Heintzman and Brian Marson. The model highlights the two-way relationship that exists between employee engagement and customer satisfaction and the one-way relationship from customer satisfaction to confidence in government.

The two hypotheses of the Public Sector Service Value Chain are:

- 1) Improving employee engagement contributes to improved organizational performance & service delivery;
- 2) Better service performance can have a positive impact on citizens' trust and confidence in public institutions.



SOW Appendix D – City of Toronto E-Services Strategy



DRAFT

March 10, 2010

Final Report

City of Toronto Five Year eService Strategic Plan

ADVISORY SERVICES

Overview of eService Strategy and Implementation

"The person who has moved a mountain started by taking away the small stones."
Chinese Proverb

An eService Strategy for the City of Toronto

Trust and confidence in government is based to a large extent upon the experience of the public in accessing government services. The City has recognized this fact, and the critical importance of offering services that are relevant, high-quality, well-coordinated, easy-to-access and timely.

The City's residents, businesses and visitors expect their needs to be met through efficient, effective and personalized service. These stakeholders also expect services to be accessible when they need them, and through such channels as the internet/web, email, self-service kiosks, and mobile phone; methods that are now in common use. To meet these expectations, the City has developed a vision that lays out the components needed to enhance service delivery and people centricity, and the governance and organizational structures needed to support this vision. The eService Strategic Plan describes how to accomplish this vision.

The implementation of the eService Strategic Plan has the potential to greatly improve the people centricity of service delivery, reduce the duplication of effort, create synergies, and increase the trust and confidence in the City's leadership and administration. However, these benefits will only be achieved if there is a focused effort by City management to press forward in the months and years ahead with the eService strategies outlined in the Strategic Plan. There is no time for delay or distractions.

Yet there will be distractions. The City's fiscal situation will require increased attention from management due to the impact of the economic downturn in 2009. This has created very significant pressures (both capital and operating) heading into 2010. The coming years will see continuing pressures from the public for additional services to assist in adjusting to the short and long term impacts of the economic downturn. However, each of these distractions or pressures will lead to changes that can also provide the opportunity to accelerate aspects of the eService Strategic plan.

What follows is a brief summary of the main points in our eService Strategic Plan – City Initiatives to Date, A Made in Toronto Approach to eService, an Implementation Plan, and the Initial Stages of Implementation. Each of these points is expanded upon in the complete interim report developed in the first half of 2009 and in the subsequent documents developed in the latter half of 2009¹.

City Initiatives to Date

The City has begun making services and information available through multiple channels – over-the-counter, telephone and the internet to improve service delivery. The City's 311 service became operational in September 2009 and is having an immediate impact on improving accessibility to services and increasing effectiveness in responding to public inquiries. Building on this foundation, the public will be able to obtain information and access to services using their method of choice: over the

¹ A comprehensive Interim Report on the Five Year eService Strategic Plan was developed under Phase I and II of the eService Strategy project. Phase III of the project developed a number of foundational documents to accelerate the initial stages of implementation.

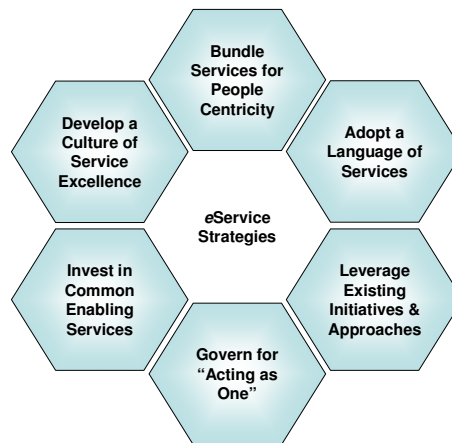
telephone, on the City's website, by email, mail, fax, over-the-counter and eventually at a self-serve kiosk. The 311 service thus provides a basis for eService development and allows the City to leverage the investments and transformation achieved from 311.

The vision statement for the eService Strategy is the 311 vision: *"Toronto at your Service"*. The following five bullets are the key elements supporting this vision:

- Accessible and responsive - Available when, where and how the people need the service
- Channel of choice - People can choose website, email, regular mail, telephone (line or cell), fax, self-serve kiosk, or over-the-counter channel for accessing services
- Acting as One – Services from multiple divisions use common enabling services such as payment and authentication, giving people a more consistent City-wide experience
- 4Es - The service will be Effective, Efficient, Essential and Economical
- People centric - The services and business processes will be designed and organized from the public's perspective.

A Made in Toronto Approach to eService

To achieve the vision of *"Toronto at your Service"*, six strategies that have been drawn from leading practices in the public and private sectors to deal with change management issues in large organizations. The report recommends that these strategies be adopted for implementing eService at the City.



Bundling Services for People Centricity – This strategy will help ensure that the public – residents, businesses and visitors – can relate to the services being offered. These could include business, resident and visitor needs, lifecycle stages, target groups and life events.

Adopting a Language of Services – This strategy is designed to ensure that the public understands the services from their perspective. Here, it will be important to adopt a standard service definition that will be clearly understood by the public. In addition, service standards need to be adopted so that the expected performance targets are known by the individuals using the service.

Investing in Common Enabling Services – This strategy is aimed at the development of common elements that can be shared across the City. It focuses on key services and the required infrastructure to integrate workflow and application systems supporting these services.

Developing a Culture of Service Excellence – This strategy addresses the importance of embedding the culture of service excellence in the City’s staff and management. The 311 initiative has demonstrated the importance of training staff in responding to the public’s information and service requests. City front-line staff and service managers who have direct dealings with the public, need to be trained to live, breathe and manage the concept of service excellence every day.

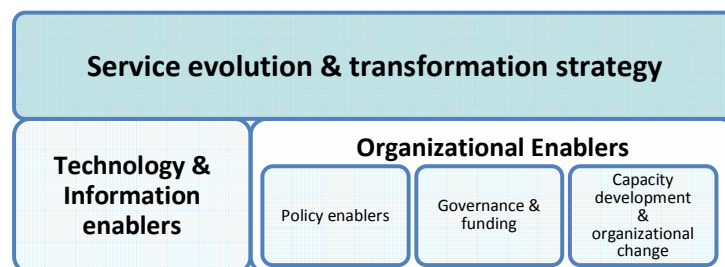
Governing for “Acting as One” – This strategy is designed to ensure there are operating practices and a governance mechanism in place to identify and enforce common standards across the various divisions, while allowing differences to exist when necessary or desirable.

Leverage Existing Initiatives and Approaches – This strategy builds upon the momentum already developed for the 311 service. The goal will be to identify three or four initiatives that can be modified to embrace one or more of the eService strategies and so provide a basis for developing momentum for embedding the eService strategies into the “Acting as One” governance framework.

Through the 311 initiative, the green shoots of positive change are already appearing – the breaking down of barriers across divisions, the grouping of routine and repeatable services that are focused on the people’s needs and that will be done well. The eService implementation strategy is about initiating quick and demonstrable improvements in a small number of areas while limiting the infusion of new resources. The emerging business model - the winning formula - aims to enhance the public’s trust and confidence by proactively identifying and delivering what the public needs, backed by quality service and a governance model that will reflect positively against the City’s brand.

The figure below shows the main components behind the development of this business model.

- **Service Evolution & Transformation Strategy** - Formulates the overall multi-channel enabled service delivery principles and identifies major opportunities, gaps, drivers and priorities in terms of populations, needs, services, service bundles and service benchmarks.
- **Technology and Information Enablers** - Identifies enabling technologies and information management, and assesses current City IT readiness, gaps and requirements.
- **Organizational Enablers** – Addresses such enablers as: Policy; Governance and Funding; Capacity Development and Organizational Change.



An Implementation Plan

The City has strong divisional identities and culture which must shift to a people centric focus if eService is to be a success. The City’s divisions will need to partner with each other to bundle together their services and to create and use common components and services. As a start, it will be important to focus on initiatives that will produce quick wins to gain support and also provide a foundation for more complex initiatives that will require a longer implementation period.

- **Leverage and Extend 311** - As indicated above, there is the need to focus the implementation process on the 311 service that was launched in the Fall of 2009. The 311 service provides a test bed for how multiple services can be accessed, using a single window contact and a limited number of channels of choice. This concept will be extended so that the majority of the City's services can be accessed in this manner.
- **Focus on Three Service Bundles** – Establish three primary Service Bundles to relate to the City's public from the Businesses', Residents' and Visitors' perspectives. Align services to each of these Service Bundles as listed below, adding new identified services as the bundles mature.
 - ✓ **Business Service Bundle (including Can Do and G2B):**
 - BizPaL 2009 Enhancements (short-term) and BizPaL 2 (medium- to long-term);
 - Online Business Registration (short-term);
 - Single Business Number (short- to medium-term);
 - Municipal Licensing & Standards eService Strategy (amended to align ML&S services to service bundling concept and to service standards); and
 - Toronto Building eService Strategy (amended to align Toronto Building services to service bundling concept and to service standards).
 - ✓ **Resident Service Bundle:**
 - Incorporate WAYS2 (short- to long-term);
 - Develop concept of "My Account" (short- to medium-term);
 - Align Divisional Project to "My Account" concept (short- to medium-term); and
 - Identify and fund new "My Account" projects (short- to medium-term).
 - ✓ **Visitor Service Bundle:**
 - Develop concept of "My Visit" (short -term); and
 - Align Divisional Projects to "My Visit" (medium-term).
- **Establish Key Common Enabling Services** – The most critical common enabling services are common portal service – a common presentation of services, all with the same look and feel; customer relationship management service – allowing business or individuals to maintain a picture of existing and past service interactions; common identity management service – allowing businesses and individuals to identify themselves once and then interact with other services from other divisions; and common payment service – allows divisions, when e-enabling their services for payment, to access a common service rather than having to build one on their own.
- **Focus on the Development of Service Standards** – It is particularly important to establish clear expectations of the level of service that businesses, residents and visitors can expect when they have contact with the City. A consistent approach to service standards can be established immediately based on leading practice research from the Canadian public sector then implemented over the coming 5 years.
- **Provide a Sustainable Program of Change** – Senior Management and the Service Office will champion change and provide full support for the initiatives. During the implementation phase, there is the need for clear communication of the eService goals and for a City-wide buy-in to minimize disconnects between different divisions and service areas.

These strategies will take the City from the division centric approach through to a stage of “Service Coordination” where multiple services spanning several divisions can be accessed with a single service request or need - the single window initiative. Note that the services identified in Figure 1 below are intended as illustrations rather than being a complete exhaustive list.

In addition to focusing on these important strategies, there will be the need to consider two other issues: technology and information enablers, and organizational enablers. The interim report provides recommended approaches to deal with these issues and achieve the goal of Service Coordination in five years.

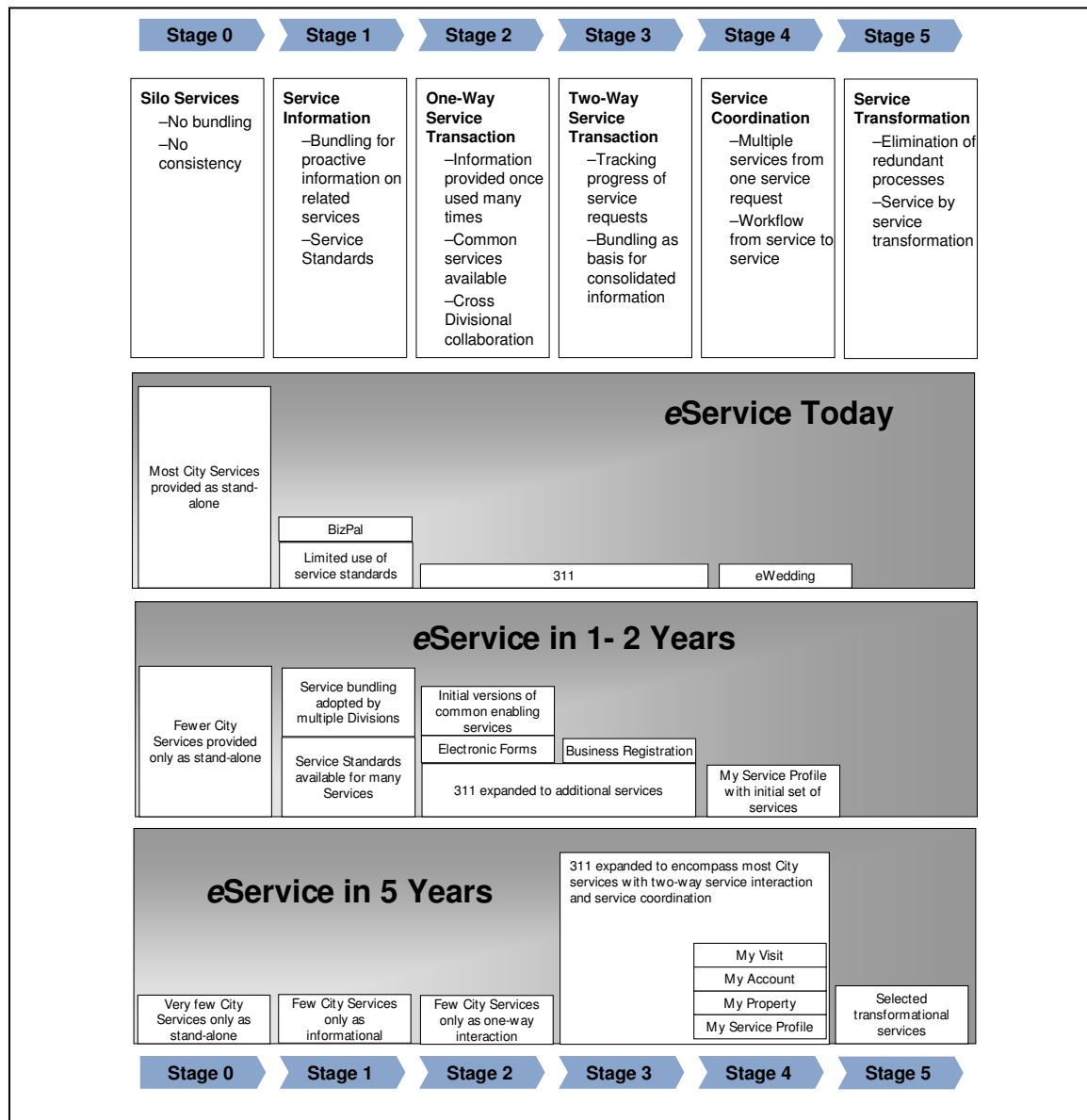


Figure 1 - eService Maturity Model

Initial Stages of Implementation

Following completion of the Interim Report (in June 2009), a number of key areas of focus were chosen and developed to jump-start the implementation and to begin to put into place the foundation necessary for sustained progress on achieving the eService Vision. Each of the documents outlines actions required in the next 1-2 years, with an outlook for years 3-5. The status and next steps in these key areas are outlined below.

Three draft documents are now available for discussion purposes and form the foundation for subsequent work led by the Service Office within the City. The initial versions in each of the areas of focus will need substantial shaping by City managers and staff over the coming months. This is a necessary part of the early stages of the implementation. The documents should be viewed as the drafts to stimulate discussion, and to be subsequently shaped through broader engagement. The consultation and development process in 2010 will be the opportunity for the further development of these documents, taking advantage of the broad involvement of City managers and staff through the various working groups and bilateral sessions led by the Service Office.

The Service Office Terms of Reference and Action Plan outlines the terms of reference, the roles and responsibilities, and an action plan for the Service Office. To achieve the overarching role of implementing the eService Strategic Plan, the Service Office has four roles:

1. Engaging and Informing;
2. Influencing and Encouraging;
3. Challenging and Supporting; and
4. Recommending and Directing.

Each of these roles builds on the preceding role based on the City's adoption of the eService maturity model (see Figure 1).

The Service Office priorities covering the first year of operation are:

- Build and develop the capacity of the Service Office;
- Develop policies to help support the eServices Strategic Plan;
- Ensure alignment of IT capital projects with eServices Strategic Plan;
- Foster collaborative relationships among and between Divisions;
- Promote the use of common components throughout the City;
- Promote City service delivery improvement training; and
- Foster service delivery with less staff involvement and more customer control of the service delivery experience.

Detailed estimates of level of effort have been developed for the coming fiscal year to guide the development of the actual work plan based on the priorities above. Initial drafts of performance indicators for the eService Strategy have been included in the terms of reference document as part of the Service Office responsibilities.

A Channel Strategy has been drafted building upon the experience of other Canadian and international jurisdictions over the past decade or more. The Channel Strategy is the model that guides the business decisions necessary for selecting the channels that should be used to deliver value (via services) to the public. It includes models that focus on how both current and future service delivery channels should be evaluated for implementation/use at the City based on customer needs and business objectives.

The Channel Strategy introduces four factors to be used in assessing which services and service processes should be available using the variety of possible channels. These factors are People Factors – Expectations and Preferences; Service Characteristics; Service Delivery Costs; and Organizational Factors. The four factors and the individual considerations for each factor form a complex set of considerations that service managers need to assess in determining the suitability of services and service processes for delivery using the variety of channels available. Assessing these considerations (i.e. the risks and benefits) is facilitated by the Service Channel Impact Assessment.

The broad approach for service channel choice can be summarized as follows:

- Provide information about services and service processes, including the channel availability using all channels in use by the City
- Examine channel strategy using service processes as the basic analytical unit
- Begin with a bias towards virtual interactions with automated agents, replacing or adding channels only as required. Use the Service Channel Impact Assessments to compare channel suitability for the service process in question
- Explicitly consider inclusiveness, ensuring that channel choice reflects requirements for all individuals and businesses that need to access the service process.

The Channel Strategy concludes with eight (8) recommendations that the City should pursue including the development of channel inventories, development of service channel plans, and the development of costing methodologies for service channel delivery costs.

The Service Policy is an initial draft of what could eventually become a City of Toronto Service Policy. It outlines the broad scope of what could be included in such a policy, and structures the various roles and responsibilities within the City. A policy of this scope, touching all Divisions and possibly extending to ABCs, will need broad consultation over the coming months. The document provided is the initial draft to begin this consultation.

The objectives of the Service Policy are:

- To establish a consistent approach to meeting the service delivery needs of citizens and businesses;
- To promote integrated service delivery to minimize the need for citizen and business interactions with multiple City programs and services; and
- To promote and support a culture of people-centred service delivery for City services.

The implementation approach for the Service Policy focuses in the first two years on the following areas and then recommends a subsequent review (in Years 3 or 4) of the policy and Implementation approach, based on the evaluation of its effectiveness. The focus in Years 1 and 2 is:

- Inventory current state of implementation and achievement of service standards including complaint/feedback mechanisms, and reporting functions. This should address the full scope of City services, including services from Divisions and Agencies, Board and Commissions;
- Establish Division Service Focal Points for each Division;
- Develop plans for implementation of the Service Policy on a Division by Division basis (Year 1); and
- Initiate implementation in Divisions as per plans developed in Year 1.

In addition to the quick wins and clear evidence of short term progress, there are several other initiatives that are important in accelerating the eService implementation. These include the following:

- Integration of the eService strategies with the annual planning process of the City. This will allow the divisional plans to be formulated from the perspective of eService alignment. An initial approach was trialed as part of the capital planning process in August 2009 and will allow a more comprehensive approach to be implemented for 2010.
- Assessing the impact and opportunities for integration of existing in-flight initiatives from the perspective of the eService Strategic Plan. This is included as one of the roles of the Service Office.
- Appointing Service Bundle champions for each of the Service Bundles with responsibility to prepare draft suggestions for the services to be included in their bundle, including assessment of in-flight initiatives relevant to their Service Bundle.
- Launching selected high priority Service Bundles to test out the processes and refine the approach. Unless the effort is well conceived, planned, tested and hard-wired into the City's business systems and processes, implementation bungee jumps will be inevitable: the more things change the more they will return to their original position.
- Developing a consistent and well-governed authoritative inventory of services spanning the interests of the Service Office, the Financial Planning Division and the Information & Technology Division and including full participation of all Divisions with public facing services.

Successful implementation of the eService Strategy will require sustained and visible support from the City's senior management with support from an increasingly influential Service Office, with a clear mandate and a detailed work plan. The ultimate success of the initiative will depend upon a "nuts and bolts" leadership style from both the senior leadership in the City and the Service Office; one that is stronger on deeds than words; one that blends a light touch with intensive communication; and one that challenges complacency with performance metrics. However, strategic rhetoric must not be considered as a substitute for tangible results; the implementation of an eService Strategic Plan will fail unless it has short term measurable or observable targets, accountabilities, reality checks and incentives.

ABCD

SOW ATTACHMENT E
Overview of the City's Counters

Given the size and scope of City of Toronto services and programs, the City of Toronto divisions operate a wide variety of counters in locations across the City.

In 2011, an informal questionnaire was submitted to all divisions in order to create an inventory of all counters and to capture the types of services and/or transactions offered at each counter.

The initial review of the inventory determined that there are approximately 400 counters across the City. While more than half of these counters (approximately 250) are operated by the Parks, Forestry and Recreation Division in its community centres and other facilities, the remainder are a diverse collection with a great range in terms of the volume of customers or clients served, the number of services provided, the types of transactions conducted, and the degree of specialization of staff working there.

In addition to the wide range of services provided at counters, the "look and feel" of City counters greatly varies from counter to counter or facility to facility.

Also, the inventory confirmed that the City's counters are divisionally-operated and, for the most part, division-specific in their service focus.

Using the inventory as a guide, the City's counters can be generally grouped as falling within the following four categories:

- (i) Information Exchange – *Counters that only provide responses to enquiries.*

For example, the front counter at the entrance to City Hall. This counter provides way-finding for the building and other information-only assistance.

- (ii) Information & Material – Exchange – *Counters that provide responses to enquiries and also engage in some type of material exchange (application, program registry, payment, sale, adjudication)*

For example, the Court Services Division has a counter in the York Civic Centre that accepts payments of fines, trial requests, applications, other POA Court applications/request for copies, transcript Orders and receives new charges.

- (iii) Limited Purpose – *Counters that provide pick-up and drop-off services and also respond to customer enquiries*

For example, the Technical Services Division has a counter in the Etobicoke Civic Centre, the purpose of which is to provide paper copies of archived engineering plans and profile drawings of City of Toronto infrastructure (including road, sewer, water mains, sewer drainage area plans and calculation sheets where available).

- (iv) Specialized Services – *Counters that employ staff with specialized technical or professional skills for the services they provide E.g. inspector*

For example, The Children's Services Division has a counter in Metro Hall that provides an eligibility assessment for child care fee subsidy and also provides consultation on child care and fee subsidy.

The following lists some City divisions having a significant counter service component to their delivery of services, along with a description of the services provided.

This list is not intended to be complete, rather, it is provided to illustrate the range of diverse counter services provided at the City of Toronto.

- (i) *Building Services Division counter services/functions:*

- Building Permit applications (forms, Residential Fast-track type, and Commercial Xpress type);
- Project Review programs;
- Property Information Requests;
- Permitted Use Letters; and
- Routine Disclosure Policy (building records).

- (ii) *City Clerk's Division, Elections & Registry counter services/functions:*

- Managing operations for elections;
- Maintaining the assessment roll of voters within Toronto;
- Issuing marriage licenses;
- Issuing licenses for charitable gaming;
- Issuing burial permits;
- Registering deaths; and
- With the Revenue Services Division, an SLA for documents intake and payment for certain Clerk's Registry services.

- (iii) *Courts Division, Provincial Offences counter services/functions:*
- Payment of provincial offence fines (except parking fines);
 - Conducting provincial offence trials;
 - Processing walk-in guilty pleas;
 - Maintaining files on POA matters including appeals, re-openings, and extension of time to pay fines; and
 - Responding to general inquiries about provincial offences.
- (iv) *Economic Development & Culture Division counter services:*
- Film Office; and
 - Enterprise Toronto/small business start-up.
- (v) *Employment & Social Services Division counter services:*
- Employment & financial assistance centres (approximately 15 locations) that provide confidential consultation to clients.
- (vi) *Facilities Management Division counter service/function:*
- Security Desks at City Hall and former Civic Centres.
- (vii) *Municipal Licensing & Standards Division counter services:*
- 3 District offices, 2 Toronto offices, a East York District satellite office for various business, trades and road allowance use licenses; and
 - District offices for Animal Services.
- (viii) *Parks, Forestry and Recreation Division counter services:*
- Payment collection for facility use and registration for recreation programs.
- (ix) *Planning Division counter services:*
- Development Applications; and
 - Land Registry Office.
- (x) *Revenue Services Division counter services/functions:*
- Property tax billings, payments, and collections;
 - Utility billing (water and sewage services and solid waste billings, payments and collections);
 - Parking ticket payment, collection and appeal; and
 - Municipal Land Transfer Tax payment.
- (xi) *Shelter, Support & Housing Administration Division counter service:*
- Help Centres (housing and employment).