



eService Delivery at the City of Toronto

Presentation to Economic Development Committee

March 31, 2011





Introduction

Purpose of Presentation:

 Overview of City's strategy for improving customer service to businesses through electronic service delivery

Outline:

- 1. eCity Strategic Framework
- 2. eService Initiatives Underway/completed
- 3. Toronto Business Portal
- 4. Toronto Employment & Labour Market Information Portal
- 5. Social Media Case Study







eCity Strategic Framework

Dave Wallace, Chief Information Officer





Customer Trends

- The way customers access their governments is changing:
 - 62% used more than one channel to address their needs
 - 56% used the Internet during their most "recent experience"
 - Internet use is almost on par with visits to offices and telephone use
 - But the telephone is still the most common channel
- Three revolutions:
 - Technology revolution
 - Demographic revolution
 - Social revolution







Customer Expectations

- Good government includes relevant, accessible services
- Governments should embrace "people-centric" approaches to service delivery
- Customers should be able to access services through the channel of their choice
- Funding challenges means leveraging and planning will be essential in maximizing existing resources







eCity Visionary Goals

Your local government anytime, anywhere

Personalized and Easy Access Provide simple and easy access to services and information that meet People's needs

Open and Accessible Participation

 Establish the City of Toronto as an accountable and transparent government committed to openness and access to government

Reliable and Efficient Operational Excellence

 Use shared services and technology to strengthen customer service, operational and workforce excellence



eCity Strategy



- People-Centric
- People-Driven
- Customer Service Attitude

▲ eGovernment **▲** eManagement **▲** eFoundation

- Civic Participation
- Information Management

- **Business Processes**
- **Business Solutions**
- Technology Infrastructure
- Policies and Standards





eService Principles







"Toronto at Your Service"

Vision:

Provide excellent customer service to meet customer expectations.

Mission:

Make observable and measurable improvements in customer service





Accomplishments to Date

✓ Customer Service Policies

- Complaint Management
- Customer Service Improvement
- Training
- Engagement Strategy

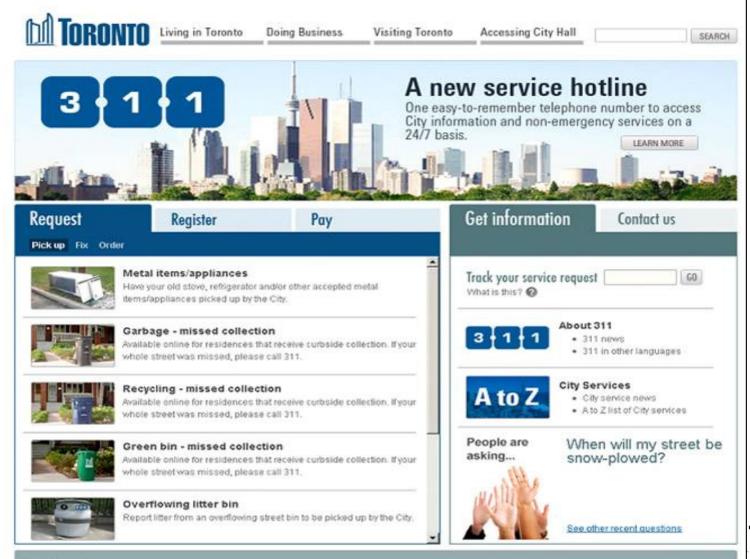
✓ Service Delivery Strategy

- 311 Contact Centre
- Customer Service Improvement Teams
- Channel Assessment Tool
- "MyToronto" Portal
- Counter Strategy





311 Contact Centre





Recent eService Enhancements to Toronto Businesses

- √ BizPal Portal
- √ 311 Service Requests
- ✓ On-line Film Permit Applications
- ✓ On-line Building Permit Applications
- ✓ On-line Business License Renewals
- ✓ License Look-up (<u>www.toronto.ca/licencestatus</u>)
- ✓ License Services On-line Payments
- ✓ Toronto Employment Portal





BizPal: Online Business Permits and Licences



IIII IUKUNIU	HO	OME CONTACT US HOW D	00 1? SEARCH:	60		
VING IN TORONTO	DOING BUSINESS	VISITING TORONTO	ACCESSING CITY HALL	<u> </u>		
SOURCES FOR	Business permits and licences					
Business permits and licences Find permits and Icences you need	☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐	PaL king together for bu	siness	Every effort is made to ensure the accuracy of the content; it remains the business person's responsibility to obtain all required permits and licences.		
<u>ind specific</u> ermits and	ONLINE BUSINESS PERMITS AND LICENCES - WELCOME					
icences nvest in Toronto Enterprise Foronto Contact us Office of the Lobbyist Registrar	Welcome to the Online Business Permits and Licences Service. This service is the result of strong collaboration between the government of Canada and participating provincial/territorial, regional, and municipal governments, including the City of Toronto. This service asks you to answer a short series of questions about the nature and scope of your current or proposed business. Based on your answers, you will be provided with a customized list of potential permits and licences that you may require to operate your business. Please note that all of the information that you provide is done so anonymously, and that you may save, print or e-mail your results for future reference. Every effort is made to provide you with correct and complete information regarding permits and licences; however, making sure that all required permits and licences are obtained remains the responsibility of the business person. If you notice any omissions or errors in the information provided on BizPaL, please contact us.					
			ck to get started 9	ə		
			Contact us 9			



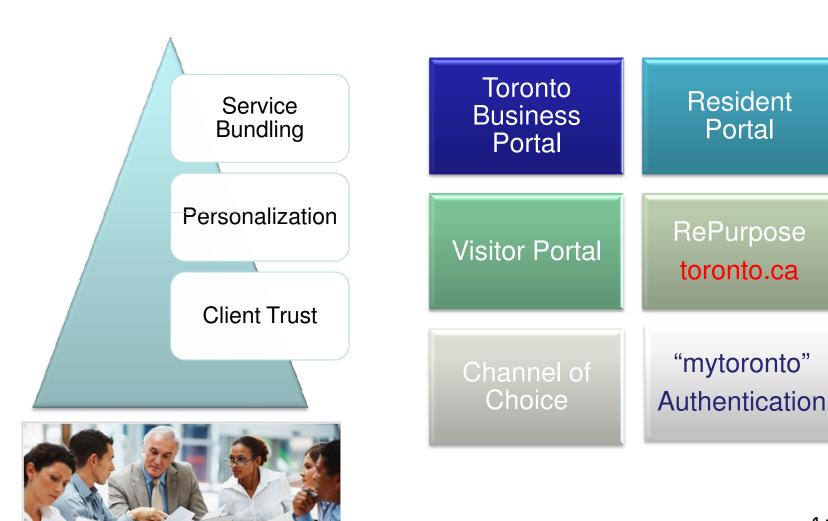


Current eService Initiatives





Toronto ESD Program (Electronic Service Delivery)









On-line Business Renewals

Jim Hart, Executive Director,

Municipal Licensing and Standards

TORONTO



Business Renewal Enhancements

On-line Business Licensing					
Metrics	2010	2011			
No. of Business Licenses Renewals	20,024	8,400			
On-line Business License Renewals*	2,928	1,614			
% of On-line Renewals*	13%	19%			
Wait Time (%)	39.1% (20 min or less)	47.5% (20 min or less)			
Licenses Issued % (20 bus. days or less)	52.79%	59.75%			

^{*}On-line license renewals commenced in June 2010. 2010 figures represent 6 months; 2011 figures are as of February 2011.

Remote Computing

- Average completion times improved by 24%.
- Initial response times improved by 37%.







Toronto Business Portal Project

Jim Hart, Executive Director,

Licensing and Standards



Vision – Toronto Business Portal

- Reduce burden for Business Clients when dealing with government;
- Automate government services online;
- Streamline internal processes
- Provide a central one-window online portal for access to information and web-enabled government services;
- Adopt the Single Business Number identifier to allow for government-to-government transactions;





How Toronto Business Portal will Address Business Challenges

Business Challenge	How Toronto Business Portal Delivers	Feature
"Don't make me enter my basic business information more than once" "Don't make me print out forms, fill them in, and mail them"	Eliminates need to re-enter the same info across many forms. Eliminates the need to print and mail in forms.	Online Forms Creation and Submission
"Don't make me search through multiple government websites to pull together everything I need for my business" "Don't make me provide information about my business over and over again to find what I need"	Custom searches based on the information about the business that gets them just what they need for their specific circumstance. Enables users to create a profile that can be stored and re-used for multiple searches – rather than being entered each time.	Customized Consolidated Search Across Multiple Program Areas
"I am having trouble keeping track of all my accounts with the government" "I can't remember all of my government numbers"	P rovides a single secure consolidated view of a businesses government accounts/relationships.	A Secure Consolidated Account View
"I am having trouble keeping track of when I have to renew things, pay things or even what the status of the last thing I sent in is"	Provides businesses a way to track the progress of their interactions with government from one place. Provides service alerts, reminders and links to transactional services.	Status Tracking and Alerts





Toronto Business Portal Business Driven – Technology Enabled

For Business

- Enhance customer service
- One-window access to government services and information
- Lower entry cost of doing business in Toronto
- "Services-My-Way"

For Public

- Effective use of tax \$\$\$
- Meets expectations
- Builds confidence and trust
- Accountability

Government Web-Enabled Services

For Government

- Promotes leadership and innovation
- Cross-Collaboration
- Adaptive
- Increased efficiency and compliance

For the Economy

- Jobs creation
- Leverage all levels of government
- Reduce duplication of effort
- Remove barriers and attract investment





Other Governments Respond to Business Needs



NYC Business Express

NYC Business Solutions

▶ Internal Revenue Service

▶ US Small Business

> Start a Business Using NYC Business Express

Description Consumer Affairs License Requirements

NYC Property Information

Property records and tax forms
 Commercial Building Information

▶ Pay Taxes







Toronto Employment and Labour Market Information Portal

-Joe Manion, Director, Employment and Social Services





Background

In 2008, TESS received seed funding from the Province to create a one-stop Labour Market Information portal

The business goal was to integrate labour market planning information for job and career seekers, employers and those involved in workforce development at the local level.

TESS developed the portal in partnership with Economic Development & Culture (EDC), City Planning (CP), and Social Development Finance and Administration (SDF&A).

The new portal, the Toronto Employment & Labour Market Information (TELMI), was launched in late Sept. 2010 (it resides in the "Living in Toronto" section of the City's website)





The TELMI Website

Web Traffic

Weblink hits: 218,106

Number of Visits to the web portal: 26,431

International visits since Jan. 1, 2011: 4148

Most popular viewed pages:

- Career & Job Seekers
- Job Boards
- Job Fairs & Career Events







Building An Employment Gateway

Next phase of TELMI – Piloting an Employment Gateway that provides an interactive online presence in Toronto's downtown east community to engage job seekers, employers and showcase city employment services.

Features:

- 1) **Virtual hub** highlights local employment initiatives, employment supports and training programs.
- 2) **Interactive site** allows employers to post jobs and job seekers to apply for jobs online with access to recruitment services.
- 3) One-stop training & job fair calendar integrates event information from multiple sources.





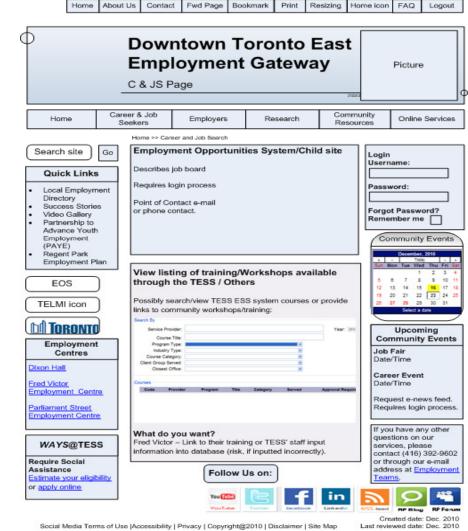
Employment Gateway cont...

4) Employment Blog

- promotes community engagement by sharing labour market information news & trends and best practices.

5) Social Media Profiles

- uses current social media applications as an effective way of reaching out to more employers, job seekers, & community members.





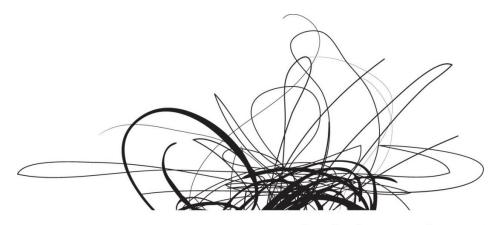




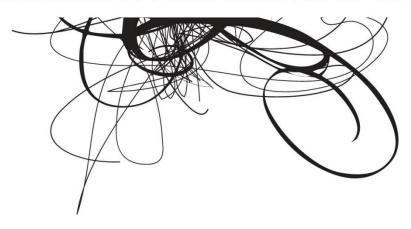
Social Media Case Study

- Marilyn Nickel, Manager EDC Event Marketing



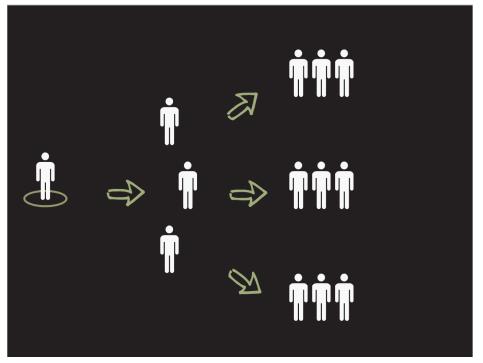


scotiabank nuit blanche toronto

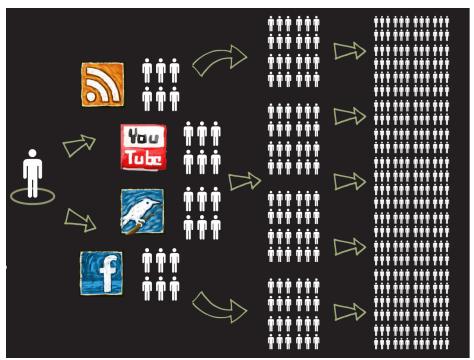


How we leveraged social media to engage and activate a population

Before Social Media



After Social Media



 96% of the world's population under 30 have joined a social network

- Fastest growing segment on Facebook is 55-65 year-old females
- 2.5 million people in the GTA under the age of 30 are members of a social media site (Twitter, MySpace, Facebook etc)

Worldwide Facebook Users: 500,000,000+

- Over 700 billion minutes spent per month

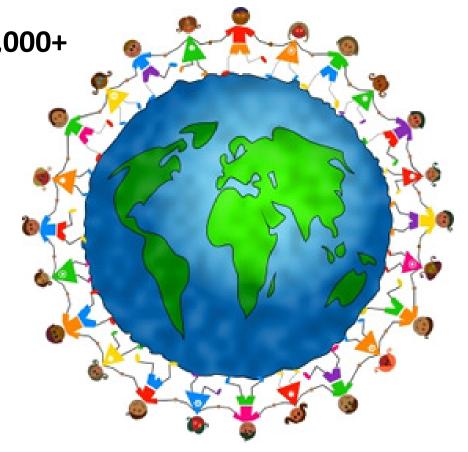
Worldwide Twitter Users: 156,000,000+

- 5.4 Billion+ updates per month
- 300,000 new users every day

Canadian Activity

70% of Canadians use social media47% of Canadians use Twitter

Last year, Toronto had more than **500,000** Facebook users, while New York had 200,000 and London had 360,000



Traditional marketing channels



Postering



Collateral



Transit Ads



Print advertising

Our challenge:

- Build on existing traditional marketing campaigns to reach new audiences
- Use new tools to:
 - Provide deeper context
 - Encourage engagement
 - Build goodwill among key publics
 - Interact in real time
 - Provide a platform for feedback & response









The new reality

Facebook pages • Engagement ads • Google search ads • Youtube videos • Flickr pools • Online forums • Engagement strategies • Facebook events • Call for photos • Nuit Narrators • Share Your Night • Mobile access • Interactive maps • iphone/BB/Android Apps • Twitter



What did we achieve?

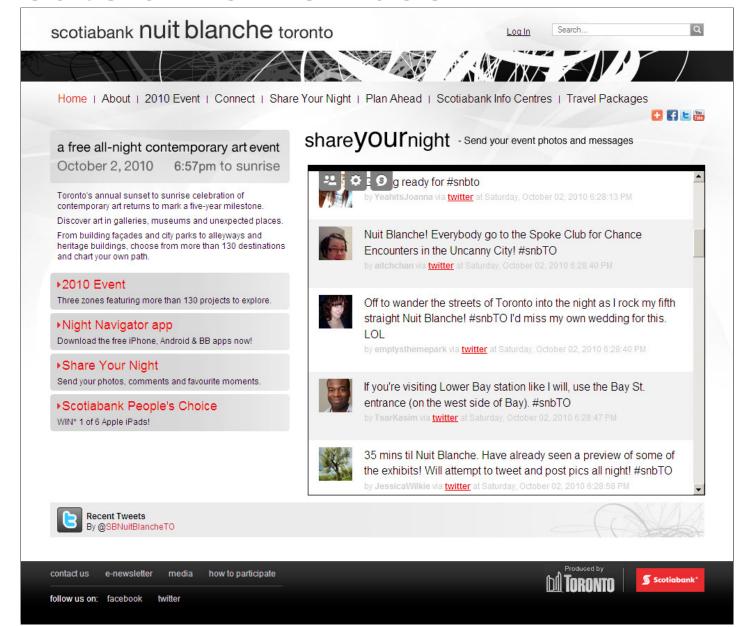
- Unique visitors to website on event weekend: 213,198
 = 44% increase over 2009
- Facebook was the #1 referral site to our home page
- 550 online mentions 80% increase over 2009
- Increased Twitter followers by 185%
- Increased impressions on Twitter by 1,100%
- Increased Facebook fans by 65%
 - highest number of any event in Canada
 - nearly 57,000 visits to our Facebook page in September

How did we do it?

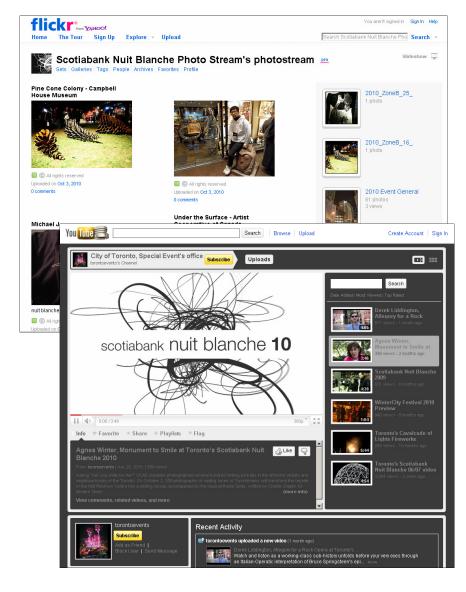
- 7 key strategies building on traditional campaign tools and resources to:
 - 1. Maintain an existing home base
 - 2. Create support channels
 - 3. Leverage new tools and tactics
 - 4. Provide relevant information & context
 - 5. Engage online
 - 6. Engage in real life
 - 7. Measure successes



1. Create a Home Base



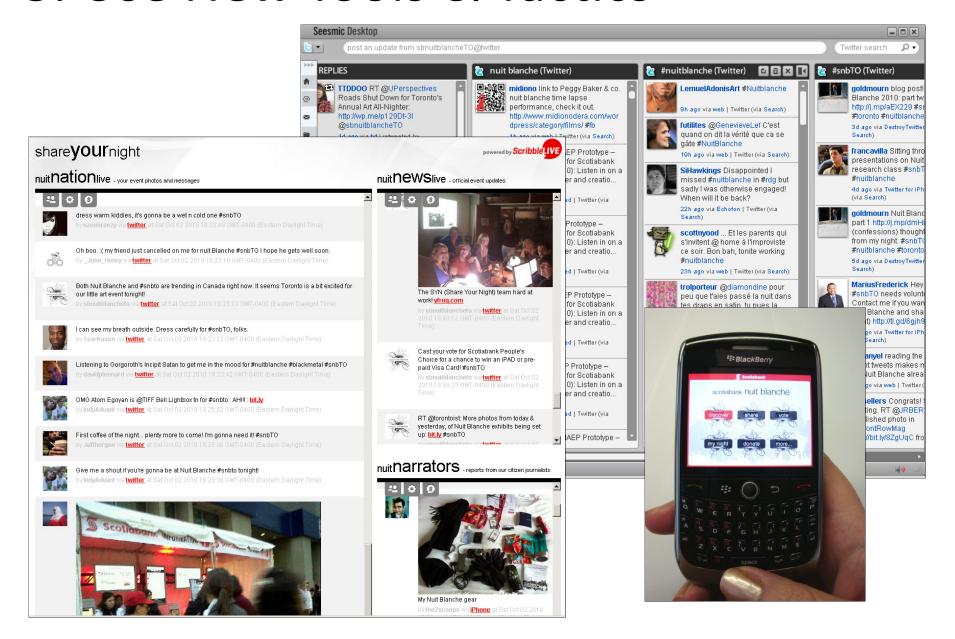
2. Create Channels







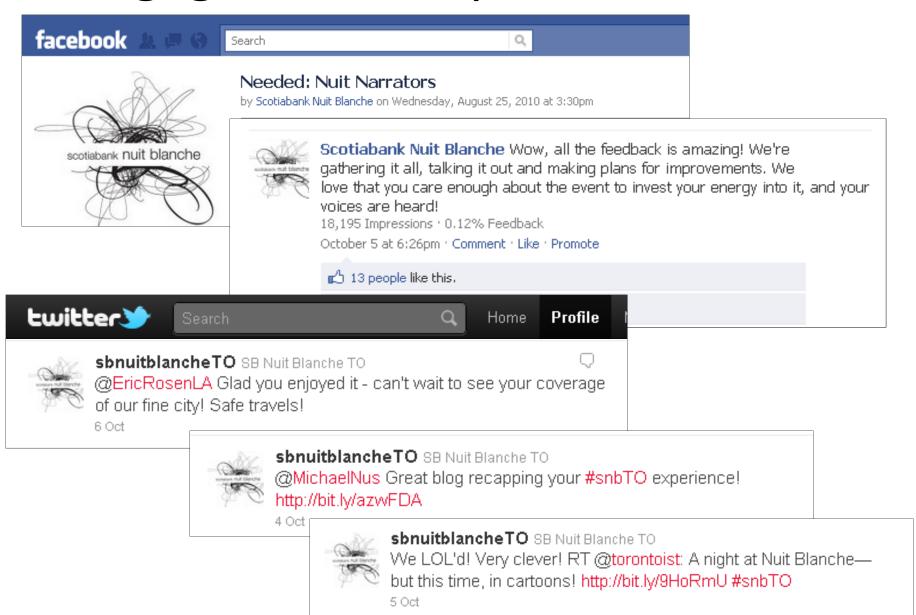
3. Use New Tools & Tactics



4. Provide Relevant Information



5. Engage with the public



6. Engage IRL





ARE YOUR NIGH

h the real-time interaction on these as the night unfolds veet using #snbTO ext keyword nult + your message to



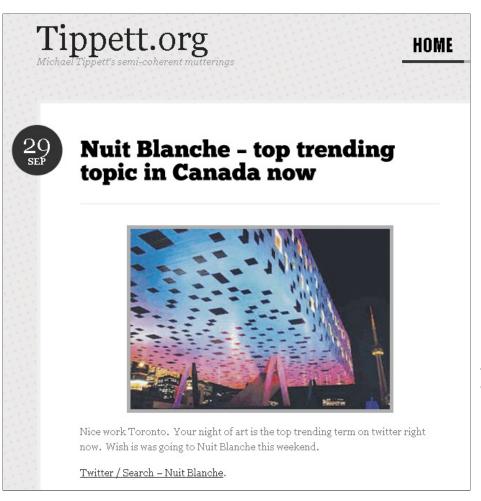
AT HOME: scotiabanknuitblanche.c

UPLOAD: your photos at the stations

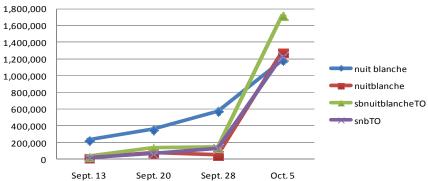
inside this tent.



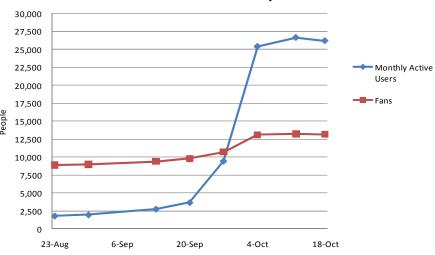
7. Measure Successes



Twitter Hashtag Impressions



Facebook Activity

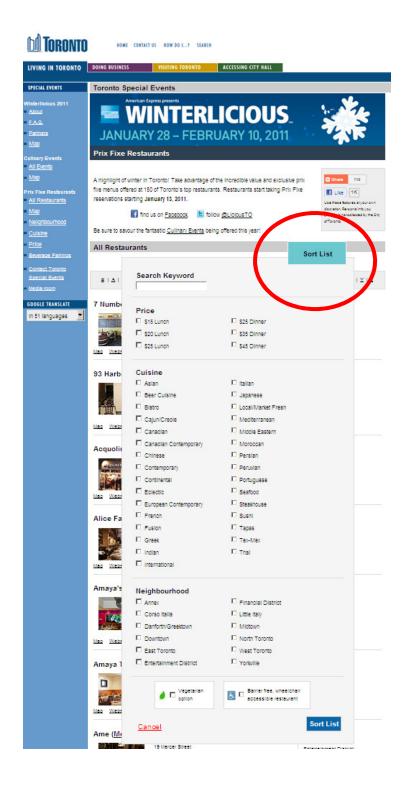


Summerlicious & Winterlicious

6 key "firsts" on toronto.ca:

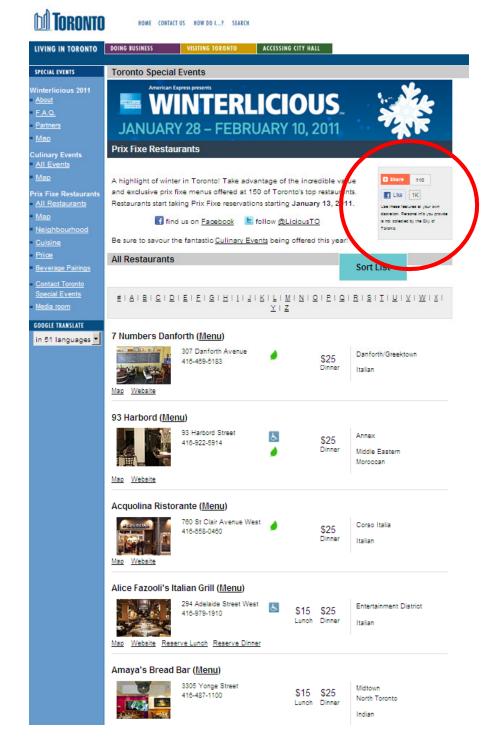
- **1. Sort Tool** sort restaurants by key word, price, neighbourhood and type of cuisine to create a personalized list
- **2. AddThis social media widget** added for quick sharing (a first for toronto.ca)
- **3. Facebook 'Like' button** added to every page (a first for toronto.ca)
- 4. Integration of Twitter and Facebook Feeds
- **5. New Interactive Map** using the City of Toronto's beta iMapIt 2 interactive environment
- **6. The first mobile optimized web pages offered on toronto.ca** (for current BlackBerry, iPhone and Android models)

Winterlicious sorting and sharing



Winterlicious

sorting and sharing



Winterlicious

Facebook & Twitter feeds



Winterlicious

interactive map



Licious Campaign Results

Events home page traffic during campaigns...

Summerlicious: 3.6 million Page Views Winterlicious: 2.7 million Page Views

Summerlicious home page ranked #2 as most visited pages on toronto.ca during our campaign. Only the main toronto.ca home page ranked higher. Winterlicious home page ranked #3.

Winner of the Toronto's Got IT Diamond Award of Excellence

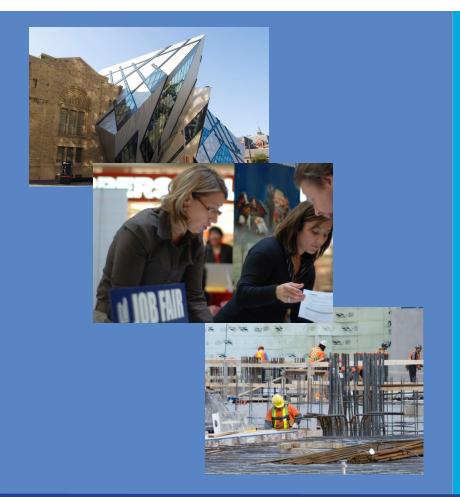
"Everything you need to see is on the website, from menus, to types of cuisine, to wheelchair accessibility. This website can also be accessed on the go from your Android or iPhone...."

-Lifestyle Magazine

"The City of Toronto actually hosts a pretty cool and extensive

site that allows you to choose an establishment by restaurant name, neighbourhood, cuisine and price."

-CultureGET





Thank You

Any Questions?

M Toronto