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**Councillor A. A. Heaps**

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April 21, 2008

To: Chair and Members  
Executive Committee

Re: Creation of Consulting Functions within City Divisions

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## **RATIONALE**

Presently, the City of Toronto receives visitors from around the world to view and learn from our best practices in a number of City divisions. For example, we have delegations from India to see our Solid Waste Management systems, representatives from the United Arab Emirates to view our activities in accessibility and disability issues, and visitors from various jurisdictions to potentially learn from our 311 model.

The City of Toronto invests millions in personnel and resources to establish world leading practices in many of our City divisions, yet we have never officially consulted to a foreign government utilizing our proven expertise and results. This has resulted in potentially lost revenue using either current staff or even retired staff with their proven knowledge.

This proposal calls for the creation of a consulting group and an aggressive marketing initiative through our Economic Development Division, whereby the City of Toronto can develop new revenue streams, forge stronger ties, and ultimately lever our role as a true leader on the world stage in the creation of best practices.

The creation of these consulting branches is predicated on their success as net revenue producing programs with these revenues flowing back into further investment in City initiatives.

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**RECOMMENDATIONS**

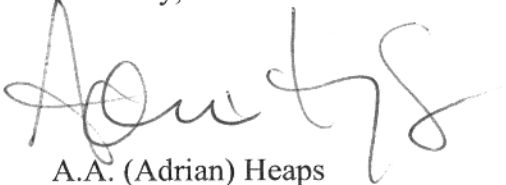
1. The City Manager be requested to report back on the creation of a pilot project to establish a consulting function for specific City divisions, and that each division be requested to submit a plan to externally market specified goods and services to prospective customers in global markets.

2. The report shall include in their respective plans, the cost, including dedicated staff, projected revenue possibilities and target markets for the marketing of their products and services. The divisions shall include:

- 311 Information
- Solid Waste
- Toronto Water

Thank you for your consideration of this matter.

Sincerely,



A.A. (Adrian) Heaps  
City of Toronto Councillor  
Scarborough Southwest, Ward 35