



Government Management Committee

GM6.1	ACTION	Amended		Ward:All
-------	--------	---------	--	----------

Core Service Review

Committee Decision

The Government Management Committee on July 26, 2011, recommended that the Executive Committee consider the opportunities contained in Appendix A, Part 2, of the KPMG Standing Committee Summary for the Government Management Committee.

Decision Advice and Other Information

The Government Management Committee requested the City Manager to:

1. Review the List of Opportunities to ensure service efficiencies are maximized to meet the 2012 budget targets and multi-year service and financial planning objectives and report to the Executive Committee for its September 19, 2011 meeting.
2. Include in his report to the Executive Committee on September 19, 2011:
 - a. Identification of which components of 311 could be outsourced - from the Call Centre to the technology - and the potential savings and timelines of outsourcing of the 311 Call Centre.
 - b. How continuing to incorporate call centre industry best practices to ensure consistent operations and customer accessibility will be achieved.
 - c. What opportunities exist by using the Province of Ontario Information Technology (IT) model, given that there have been significant reforms of the IT function at the province from outsourcing to procurement review.
 - d. Potential savings and timelines of outsourcing of the City's Consolidated Data Centre project, and as part of this review, identify:
 - i. whether other large public sector organizations outsource their datacentre;
 - ii. best practices in public sector outsourcing; and
 - iii. whether private sector best practices involve outsourcing data centre.
 - e. Total IT Capital and Operating Budgets for the City and its agencies broken out by specific Division and Agency, and how this compares with large urban cities

such as Montreal, Ottawa, Vancouver, Chicago, and the Ontario Government.

- f. Identification of what the Province of Ontario has done and where there is an opportunity for the City to save monies in the IT Division across all Agencies, Boards, Commissions, and Divisions.
- g. The total IT headcount for the City and its agencies broken out by specific Division and Agency and why some Divisions have their own IT Staff, and how this compares to Montreal, Ottawa, Vancouver, Chicago and the Ontario Government.
- h. Potential cost savings and timelines if the City and its agencies implemented a contracted electronic payroll and paystub program.
- i. Potential cost savings and timelines if the City and its agencies outsourced all IT functions.
- j. The financial impact (including reductions to staffing costs) and operating benefits of utilizing cloud-based or other virtual-like productivity and e-mail applications and of replacing the City's current server, data storage and back-up capacity with cloud-based services or other virtual-like systems.
- k. The feasibility and financial impact of replacing City Personal Computers within client alternatives more suited to cloud-based computing or other virtual-like systems.
- l. Security and data protection issues related to cloud-based computing or other virtual-like systems.

Origin

(July 19, 2011) Report from from the City Manager

Summary

The purpose of this report is to transmit the Core Service Review Summary and Service Profiles prepared by KPMG LLP and the results of the public consultation, for consideration by Standing Committees at special meetings scheduled between July 18, 2011 and July 28, 2011. Service Profiles of the City's governance functions and the City's agencies will be considered by Executive Committee on July 28, 2011. The City Manager will report further on the Core Service Review to the Executive Committee at its September 19, 2011 meeting, including providing comments on recommendations coming forward from the Special Standing Committee meetings.

The Service Review Program includes: a Core Service Review that examines which services the City should be delivering, Service Efficiency Studies that examine service levels and how specific City services are delivered to ensure the most efficient and cost-effective service delivery, and a User Fee Review that examines all user fees currently in place to determine the extent to which they are fair and collect the full cost of providing the service.

The Service Review Program is being undertaken in 2011 in preparation for the 2012 Budget Process. In 2011, the City will set the foundation for its services and service levels to establish the basis for multi-year planning and service delivery to meet its budgetary objectives in 2012 and beyond.

Background Information

(July 19, 2011) Staff Report - Core Service Review

(<http://www.toronto.ca/legdocs/mmis/2011/gm/bgrd/backgroundfile-39593.pdf>)

(July 7, 2011) Appendix A, Part 1 - KPMG Final Report to the City Manager

(<http://www.toronto.ca/legdocs/mmis/2011/gm/bgrd/backgroundfile-39595.pdf>)

(July 19, 2011) Appendix A, Part 2 - KPMG Standing Committee Summary, Government Management Committee

(<http://www.toronto.ca/legdocs/mmis/2011/gm/bgrd/backgroundfile-39596.pdf>)

(July 19, 2011) Appendix B - Core Service Review, Public Consultation

(<http://www.toronto.ca/legdocs/mmis/2011/gm/bgrd/backgroundfile-39597.pdf>)

(July 26, 2011) Presentation from the City Manager on the Service Review Program: Core Service Review

(<http://www.toronto.ca/legdocs/mmis/2011/gm/bgrd/backgroundfile-39666.pdf>)

(July 26, 2011) Presentation from KPMG on City Toronto Core Service Project

(<http://www.toronto.ca/legdocs/mmis/2011/gm/bgrd/backgroundfile-39667.pdf>)

Communications

(June 30, 2011) E-mail from Steven Wood, Executive Committee, People Plan Toronto (PPT) (GM.Main.GM6.1.1)

(<http://www.toronto.ca/legdocs/mmis/2011/gm/comm/communicationfile-23135.pdf>)

(July 18, 2011) E-mail from Rick Jamieson (GM.New.GM6.1.2)

(July 22, 2011) E-mail from Amy Cameron (GM.New.GM6.1.3)

(July 26, 2011) Letter from Ann Dembinski, President, Canadian Union of Public Employees, Local 79, re 311 (GM.New.GM6.1.4)

(<http://www.toronto.ca/legdocs/mmis/2011/gm/comm/communicationfile-23471.pdf>)

(July 26, 2011) Letter from Ann Dembinski, President, Canadian Union of Public Employees, Local 79, re Facilities and Real Estate, Facilities Management - Custodial Care, Finance and Administration and 311 (GM.New.GM6.1.5)

(<http://www.toronto.ca/legdocs/mmis/2011/gm/comm/communicationfile-23472.pdf>)

(July 26, 2011) Letter from Ann Dembinski, President, Canadian Union of Public Employees, Local 79, re Facilities and Real Estate - Custodial Care (GM.New.GM6.1.6)

(<http://www.toronto.ca/legdocs/mmis/2011/gm/comm/communicationfile-23473.pdf>)

(July 26, 2011) Submission from Andy Manahan, Residential and Civil Construction Alliance of Ontario (RCCAO) (GM.New.GM6.1.7)

(<http://www.toronto.ca/legdocs/mmis/2011/gm/comm/communicationfile-23474.pdf>)

(July 26, 2011) Submission from Trish O'Brien and Chris Idrovo, CUPE Local 79 (GM.New.GM6.1.8)

Speakers

Michael Rosenberg

Andy Manahan, Residential and Civil Construction Alliance of Ontario (RCCAO)

Miroslav Glavic

Tim Maguire, First Vice-President, Canadian Union of Public Employees, Local 79 (Submission Filed)

David Kidd, Toronto & York Region Labour Council
Trish O'Brien, Cupe Local 79 (Submission Filed)
Chris Idrovo, CUPE Local 79 (Submission Filed)