

## Economic Development Committee

ED6.1	ACTION	Amended		Ward: All
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### Core Service Review

#### Committee Decision

The Economic Development Committee on July 19, 2011, recommended to the Executive Committee that:

1. The Executive Committee consider the opportunities contained in Appendix A, Part 2, of the KPMG Standing Committee Summary for the Economic Development Committee.
2. City Council request the City Manager to identify resource reductions that reflect the efficiencies being achieved by the Employment and Social Services Division and report on these reductions through the 2012 operating budget process.
3. City Council request the City Manager, and other appropriate City officials, to negotiate with the Ministry of Training College and Universities to change Employment Ontario eligibility criteria such that unemployed social assistance recipients can qualify for all Employment Ontario programs.

#### Decision Advice and Other Information

The Economic Development 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. Comments on the development of a future regional approach to Sector Development and Trade Development and any alternative ways, such as through Invest Toronto, to significantly reduce the City's expenditures in these areas.
  - b. The possibility of negotiating with the Ministry of Community and Social

Services to eliminate, simplify and streamline complex and prescriptive social assistance program rules.

- c. Discussions with the Province of Ontario to reduce duplication and identify efficiencies by rationalizing and streamlining employment services and employment centres across the city inclusive of new funding arrangements and report to City Council before adopting any change.
  - d. A summary of the current service standards and service levels for the 105 services examined.
  - e. The demand/need for the City services identified by KPMG for possible service changes.
  - f. A comparison and contrast of each of the opportunities presented in the KPMG Standing Committee Summary for Economic Development and Culture to the corresponding results of the Core Service Review public consultation.
  - g. The economic repercussions to Toronto as a result of the options presented by KPMG.
3. Forward his forthcoming report to be considered by the Executive Committee at its meeting on September 19, 2011, to clients and stakeholders affected by the recommendations arising from the Economic Development Core Review

The following gave presentations to the Economic Development Committee:

- City Manager
- Craig Fossay, Partner, Advisory Services, KPMG
- Glen Sloutsky, Senior Manager, Advisory Services, Performance & Technology Services, KPMG.

## **Origin**

(July 12, 2011) Report 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 12, 2011) Report from the City Manager on the Core Service Review

(<http://www.toronto.ca/legdocs/mmis/2011/ed/bgrd/backgroundfile-39519.pdf>)

(July 12, 2011) Appendix A, Part 1 - KPMG Final Report to the City Manager

(<http://www.toronto.ca/legdocs/mmis/2011/ed/bgrd/backgroundfile-39520.pdf>)

(July 12, 2011) Appendix A, Part 2 - KPMG Standing Committee Summary, Economic Development

(<http://www.toronto.ca/legdocs/mmis/2011/ed/bgrd/backgroundfile-39522.pdf>)

(July 12, 2011) Appendix B - Core Service Review, Public Consultation

(<http://www.toronto.ca/legdocs/mmis/2011/ed/bgrd/backgroundfile-39521.pdf>)

(July 19, 2011) Presentation from City Manager on the Service Review Program: Core Service Review

(<http://www.toronto.ca/legdocs/mmis/2011/ed/bgrd/backgroundfile-39616.pdf>)

(July 19, 2011) Presentation from KPMG on the City of Toronto Core Service Review Project

(<http://www.toronto.ca/legdocs/mmis/2011/ed/bgrd/backgroundfile-39617.pdf>)

## **Speakers**

Janice Etter

Julian Mulock, East Side Players

James L. Robinson, Executive Director, Downtown Yonge Business Improvement Area

Sarah Ker-Hornell, CEO and Executive Director, FilmOntario

Ron Haney, Directors Guild of Canada Ontario

D. Jim Mirkopoulos, CINESPACE Film Studios

John Weber, President, Take5 Productions

Tim Maguire, First VP, Cupe Local 79

Robert Sysak, Executive Director, West Queen West BIA

Doug Jure, Chair, Bloor-Yorkville BIA, and Vice Chair, Bloor Street BIA

Michael Costantino, York-Eglinton BIA

Keith Denning, Coordinator, Roscesvalles Village BIA

Alastair Woods, Vice President, Campaigns & Advocacy, York Federation of Students, Local 68, Canadian Federation of Students

Janice Solomon, Executive Director, Toronto Entertainment District BIA

Preethy Sivakumar, Organizer, Toronto and York Region Labour Council

Fiona Clarke

Miguel Avila, Latin American Tenant Association

Carolyn Young, Program Coordinator, Sustain Ontario, The Alliance for Healthy Food and Farming

Al Brezina, President, South Etobicoke Industrial Employers Association  
Emily Green

### Meeting Sessions

Session Date	Session Type	Start Time	End Time	Public or Closed Session
2011-07-19	Morning	9:35 AM	12:30 PM	Public
2011-07-19	Afternoon	1:30 PM	4:20 PM	Public

### Attendance

Members were present for some or all of the time period indicated.

Date and Time	Quorum	Members
2011-07-19 9:35 AM - 12:30 PM (Public Session)	Present	<i>Present:</i> Shelley Carroll, Josh Colle, Sarah Doucette, Paula Fletcher, Mary Fragedakis, Michael Thompson (Chair) <i>Also present (non-members):</i> Gary Crawford, Janet Davis, Mike Del Grande, Mary-Margaret McMahon, Kristyn Wong-Tam, Adam Vaughan
2011-07-19 1:30 PM - 4:20 PM (Public Session)	Present	<i>Present:</i> Shelley Carroll, Josh Colle, Sarah Doucette, Paula Fletcher, Mary Fragedakis, Michael Thompson (Chair) <i>Also present (non-members):</i> Adam Vaughan, Janet Davis
2011-07-19 1:30 PM - 4:20 PM (Public Session)	Present	<i>Present:</i> Shelley Carroll, Josh Colle, Sarah Doucette, Paula Fletcher, Mary Fragedakis, Michael Thompson (Chair) <i>Also present (non-members):</i> Adam Vaughan, Janet Davis, Kristyn Wong-Tam