# Core Service Review Project

## Terms of Reference

In May of 2011, the City engaged KPMG LLP (KPMG) to conduct the Core Service Review.  As per the City's Statement of Work, the purpose and intent of the review is as follows:

- The project purpose is to review and analyze all City of Toronto services, activities and service levels provided by divisions and agencies and to apply a core service filter to assist Council's decision-making. The filter identifies services that are not core, or that are provided at higher than standard service levels.

## In Scope

- Review and analysis the City's approximately 105 services.
- Review and analysis of approximately 50 services provided by the City's agencies, boards, and commissions.
- Research and analysis of several comparable municipalities and jurisdictions.

## Out of Scope

- Detailed analysis of services to identify efficiency and effectiveness opportunities (these will be delivered through a separate Efficiency Review process).
- Detailed articulation of cost savings potential to be achieved through service changes.
- Management decisions on what actions to pursue with respect to City services.

# Roles and Responsibilities

Projects of this nature require a very clear governance structure, unambiguous roles and responsibilities, and well-defined accountabilities. The following table outlines the roles of the City and KPMG:

| Roles and Responsibilities | |
| --- | --- |
| **City of Toronto** | **KPMG** |
| • Provide an inventory of all services, service standards and service levels<br><br>• Provide, validate, and ensure accuracy of all financial and budget data and all other available information related to particular services and activities<br><br>• Provide relevant service-related policy directions, reports, and Council decisions<br><br>• Provide any input gathered through the public engagement process (if available in time)<br><br>• Review and validate factual information of service assessment<br><br>• Present results of this report at Council's Standing Committees<br><br>• Council to decide on changes to services provided | • Conduct an assessment of all in-scope services provided by the City and its agencies, boards, and commissions<br><br>• Conduct a jurisdictional review of comparable municipalities/jurisdictions<br><br>• Apply a core service filter to determine the degree to which services are core and whether service levels are above standard<br><br>• Identify options and opportunities to change services and service levels<br><br>• Support the City at Council Committee presentations<br><br>• Provide guidance, advice, and support to the City, as required |

# Project Approach

To meet the objectives of this review, KPMG conducted an assessment of services delivered and service levels, and identified options and opportunities the City could potentially undertake to make changes to its suite of services. The approach is described below and on the following pages.

## Service and Service Level Assessment

- Assessment involved evaluation of each service through a core ranking filter on a mandatory/discretionary continuum

- KPMG also compared current service levels against established service standards set by legislation, council, management, funding sources or industry best practices

- KPMG used four sources of input to perform the assessment (also detailed on the next two pages):

    1. Program maps and type profiles provided by the City. These were developed by the City as a result of its service mapping and cost allocation initiative, and included financial data submitted by programs and divisions

    2. Jurisdictional review of comparative cities and governmental bodies. These included municipal, regional, and provincial governments either of similar size and profile, or of similar approach to delivering specific services

    3. Input and validation from City of Toronto senior management. Numerous interviews and workshops were held with City representatives to gather and subsequently review and validate service assessment information

    4. KMPG experience, including global KPMG Specialist Panel. KPMG involved its own senior employees in other countries with specialized expertise related to a particular domain (e.g., law enforcement, transportation, etc.) to identify global trends and leading practices to inform analysis of services

## Jurisdictional Review

Jurisdictional review included an analysis of OMBI data for Ontario cities and research of jurisdictions, which are comparable to Toronto, were generally established and built out in the same timeframe, and with similar urban characteristics. Provincial and federal jurisdictions were reviewed for information primarily related to governance and administration of large public sector organizations. Note that all cities do not necessarily provide a good comparison for all services (e.g., snow and ice control). List of jurisdictions was validated with City management. Some additional jurisdictional information was provided by the City.

### Cities

- Chicago, USA
- Philadelphia, USA
- Boston, USA
- Montreal, Canada
- Barcelona, Spain
- Melbourne, Australia

### Governments

- Government of Canada
- Government of Ontario
- Government of Alberta
- Government of Saskatchewan

## Options and Opportunity Identification

- Options and Opportunities were identified based on the service and service level assessment

- Services that were ranked closer to the "discretionary" side of the core/discretionary continuum were considered for opportunities for scaling down, divestiture, or elimination

- Services that appeared to have elevated service levels were considered for opportunities for service level reductions, alternate service delivery, or reengineering

- Other opportunities were also presented on the basis of jurisdictional review, City management input, and KPMG experience

- Risks and implications of each option were identified and validated with City Management

- While KPMG was not explicitly contracted to quantify the potential savings of each opportunity, a high-level classification of savings potential was nevertheless performed

- Potential timelines for implementation (when first financial impacts would begin to materialize), as well as barriers for implementation (conveying ease or difficulty in pursuing the option) were also identified

# Project Approach (continued)

## Options and Opportunities – Intended Use

- Options and opportunities presented in this report should not be construed as recommendations; they are included solely for informed decision making by the CMO.  Options are identified as things the City could consider doing, rather than advice to proceed.

- Presented options are suggested for consideration if the primary objective is cost savings.  Some may have negative effects on the City, its residents and communities, and these have been identified to the extent possible.  KPMG has made no effort to evaluate whether the negative impacts outweigh the savings possible.

- Options and opportunities have been classified into several categories: potential savings, risks, timing, and barriers to implementation.  These categories closely align with decision criteria, which have been used extensively by other public sector organizations to prioritize opportunities for change.  The classification was done by KPMG to assist the Committee with prioritization and decision making, and should not be construed as detailed analysis of options.

- Potential Savings – this is a categorization of cost savings that relates to a specific service, activity, or type.  These related services and activities have been included in the summary table only to demonstrate relationship of options to services.  The committee is not advised to calculate potential savings by multiplying savings categories and service/activity budgets.

## Methods and Tools

Core Service Reviews typically involve an assessment of a suite of services to understand to what degree they are core. Some organizations define this categorization as a simple binary choice – "core" vs. "non-core". Others adopt a more descriptive approach of classifying services as "mandatory", "critical", "discretionary" (or other relevant terms pertinent to their industry, scope, and scale). KPMG experience suggests that a "core continuum" is a more useful assessment method, yielding better results and more informative products.

KPMG, with validation by the City, has developed a customized continuum for assessing core versus discretionary services. Along the continuum, there are four descriptive categories, which, when applied to a service formed the "Core Ranking" for that service. Services that were deemed to be classified between these four categorizations were given a fractional ranking (e.g., 3.5).

## Service Assessment Methodology

The "core continuum" was defined with the following categories:

- Mandatory(1): mandated or required by legislation from the federal or provincial government

- Essential (2): critical to the operation of the City. Without the service, the City would stop functioning

- Traditional (3): municipal service, provided by virtually all large municipalities for many years

- Other (4): service provided by the City to respond to particular community needs, based on a positive business case, or other specialized purposes

## Service Level Assessment Methodology

In order to assess service level performance, we used the following scale to compare the current service levels of City of Toronto activities with service level standards:

- Below Standard (B)

- At Standard (S), with S- and S+ indicating somewhat below or above standard

- Above Standard (A)

Service level "At Standard" is:

- Consistent with the level required by legislation, or where there is no legislation…

- Consistent with industry standards and practices, and where they are not clear…

- Consistent with business case analysis justification, and where that is not clear…

- Consistent with service levels in other municipalities, and where that is not clear…

- Consistent with reasonable expectations

# Children's Services

## Standing Committee

Community Development and Recreation

## Cluster

Cluster A

## Program

Children's Services

## Service Type

External Service Delivery

## Service Budget ($m)

| Gross | $293.3 |
|---|---|
| Net | $51.6 |

## Rationale for Core and Service Level Assessment

All upper tier and amalgamated municipalities in Ontario are required by Provincial legislation to act as a service system manager for children's services. All large Ontario municipalities provide subsidized child care due to Ontario provincial subsidies offered.

Municipal operation of child care is not a traditional municipal service in many other jurisdictions and the municipal centres operate at higher cost and service levels than others.

The Province cost-shares 22,000 subsidized paces , Provincial funding for an additional 2,000 spaces has ended and the City now funds 100% of these spaces .

## Jurisdictional Examples

- All major Ontario cities provide subsidized child care services due to the 80% provincial subsidy.

- Proportional to other Ontario municipalities, the number of subsidized spaces in Toronto is close to the median, and the cost per normalized child care space is the 2nd highest.

- Within Toronto, the cost for various types of spaces varies widely depending upon what type of agency operates the centre, as illustrated by the table below:

| Average Daily Fees ($) | | | | |
|---|---|---|---|---|
| Auspice | Infant | Toddler | Pre School | School Age |
| Commercial | 67.02 | 52.87 | 43.00 | 37.46 |
| NonProfit | 66.52 | 55.75 | 42.77 | 26.08 |
| City | 89.00 | 79.00 | 64.00 | 40.00 |
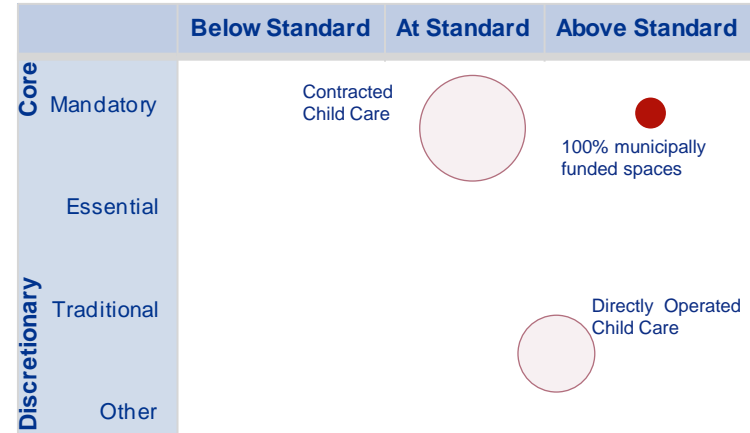


Note: (*) indicates that the core ranking for the activity is "1-mandatory", however a portion of the activity is ranked "4-Other". This is illustrated by two bubbles.

## Key Opportunities

- The subsidies for 2,000 spaces that no longer receive provincial support could be reduced or eliminated. Phasing out may be necessary to manage the impact on families.

- The child care centres operated directly by the City could be converted to non-profit or private operation to reduce costs. Care would be needed to ensure the needs of special needs children are met, and to ensure active spaces remain properly distributed.

- The system will also require adjustments as full day kindergarten is implemented, and these changes can be designed with the above changes in mind.

| Activities | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Activity Name** | **Gross Cost ($m)** | **Net ($m)** | **% Net** | **Core Ranking** | **Service Level** | **Source of Standard** | **City Role** | **Notes** |
| Directly Operated Child Care | 76.14 | 15.98 | 21% | 3.5 | S+ | C/F/L | SM/D | • Higher service level relates to higher costs/staffing levels compared to contracted services.<br>• 12% of clients have special needs |
| Contracted Child Care | 217.15 | 35.64 | 16% | 1 | S | C/F/L | SM | • As Service Manager, City has commitment to provide child care subsidies.<br>• These spaces are provided by contracting with non-profit and commercial child care centres. |
| 100% Municipally Funded spaces | Included above | Included above | Included above | 1 | A | C/F | SM | • There are 2000 spaces the City continues to fund although the Province no longer contributes its 80% subsidy. This exceeds the standard. |

| | Options, Opportunities, Risks and Implications | | Potential Savings * | Timeframe ** | Barriers |
|---|---|---|---|---|---|
| **Type** | **Options and Opportunities** | **Risks and Implications** | | | |
| SSR | Consider making changes to program structure consistent with the full-day kindergarten initiative | The provincial initiative to implement full day kindergarten will significantly shift need, demand and the cost structure of subsidized child care over the next few years. The city program and community programs will require restructuring to respond effectively. The impacts are not all known at this stage and may still be subject to influence if the City has a clear strategy it would like to achieve. | Low (up to 5%) | 2012-4 | Medium |
| SSR | Consider reducing the maximum subsidized per diem rates the City will support to levels near the average rates of non-profit providers. | This approach would reduce costs, but would leave parents the opportunity to use higher cost centres if they believed there was extra value. If the maximum is set too low, it could discourage centres from accepting subsidized children, or harm program quality. | Low (up to 5%) | 2013 | Medium |
| NCSR | Consider transferring the city-operated child care centers to community or private operators | City operated centres are considerably more expensive . Workers and parents may object to transferring operation of city centers, however the cost of spaces, both for subsidy and to fee paying parents should decline over time. It would also be possible to close the centres where no group wishes to assume operation. That would achieve savings more quickly, but be more disruptive to parents and require finding alternative spaces for the children involved. | Medium (up to 20%) | 2014 | High |
| SLR | Consider reducing the number of subsidized child care spaces over time to eliminate 100% municipally funded spaces | Reducing the number of subsidized child care spaces will make work and/or school less accessible to some parents, and may increase Ontario Works and Employment and Social Services case loads (and costs). There is already a waiting list of 19,000, equal to 70% of subsidized spaces. With 60% of low income children in the GTA living in Toronto, there is ample need/demand for subsidized child care. Achieving provincial support for the spaces would eliminate the value in this option. It will take some time to achieve by attrition but would not seem reasonable identify families currently with subsidy and eliminate their subsidy immediately. | Medium (up to 20%) | 2013 | High |

\* Potential Savings are relative to the size of the corresponding program/service/activity the option/opportunity relates to, and may include increased revenues to produce lower tax requirements. Savings will accrue to utility rates rather than taxes where noted.
\*\* Timeframe refers to first year in which savings could be realized. Full savings may take longer.

# Child Care Service System Management

## Standing Committee
Community Development and Recreation

## Cluster
Cluster A

## Program
Children's Services

## Service Type
External Service Delivery

## Service Budget ($m)
| Gross | $94.6 |
|-------|-------|
| Net | $22.7 |

## Rationale for Core and Service Level Assessment

The City is the System Manager appointed by the province to manage the provision of a subsidized child care system, thus the key roles are a mandatory activity.

Toronto provides funding beyond provincial standards in the form of wage subsidies, support to the Family Resource Center, and for special needs.

The Support Services also includes inspections to provide a quality assurance function for child care centres which is not a required function (the province does licence all child care centres).



| | | Below Standard | At Standard | Above Standard |
|---|---|---|---|---|
| **Core** | Mandatory | Special Needs Resourcing / Subsidy Eligibility Assessment / Child Care Planning and Development | | Child Care Funding & Subsidies |
| | Essential | | | Support Services |
| **Discretionary** | Traditional | | | |
| | Other | | | |

## Jurisdictional Examples

Ontario is relatively unique in having this function performed at the municipal level, although Chicago appears to have a similar function.

Some other large Ontario municipalities have also provided support beyond the level of provincial subsidy in various circumstances.
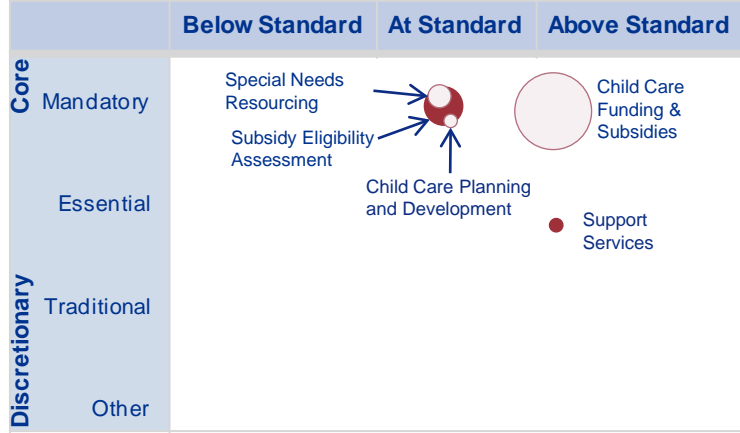
## Key Opportunities

- The quality assessments of subsidized child care spaces could be eliminated, leaving the provincial licencing system to regulate program quality.

- Some or all of the "Child Care Funding and Subsidies" costs could be eliminated. The largest part of this is wage subsidies tied to pay equity determinations. If may take some time and a clear strategy to eliminate this obligation.

# Emergency Medical Services

# Emergency Medical Services

## Standing Committee

Community Development and Recreation

## Cluster

Cluster A

## Program

Emergency Medical Services

## Service Type

External Service Delivery

## Program Budget ($m)

| | |
|---|---|
| Gross | $171.2 |
| Net | $66.2 |

## Rationale for Core and Service Level Assessment

Pre-Hospital Emergency Care and Patient Transport have standards in legislation, thus, are mandatory services.

Community Medicine services are not required by legislation and are driven by City plans, and council mandate – as such, this is a discretionary service.



| | Below Standard | At Standard | Above Standard |
|---|---|---|---|
| **Core** Mandatory | Pre-Hospital Emergency Care | Inter-Facility Patient Transport / EMS System Access & Preliminary Care | |
| Essential | | | |
| **Discretionary** Traditional | | | |
| Other | | | Community Medicine |

## Jurisdictional Examples

OMBI data indicates Toronto has a relatively low number of ambulances, but the cost per hour for ambulance services is highest in the province. With a slightly higher than average number of calls, the ambulances were busiest in the province at 50% of the time, compared to median 33.2%, resulting in lower than average cost per patient transfer. Response times are above target but better than average in the province.

The requirements for patient transports are growing rapidly and ambulances are still losing a lot of time at hospitals.

OMBI reports that in some municipalities, 3rd party providers have assumed non-emergency inter-facility patient transfers.
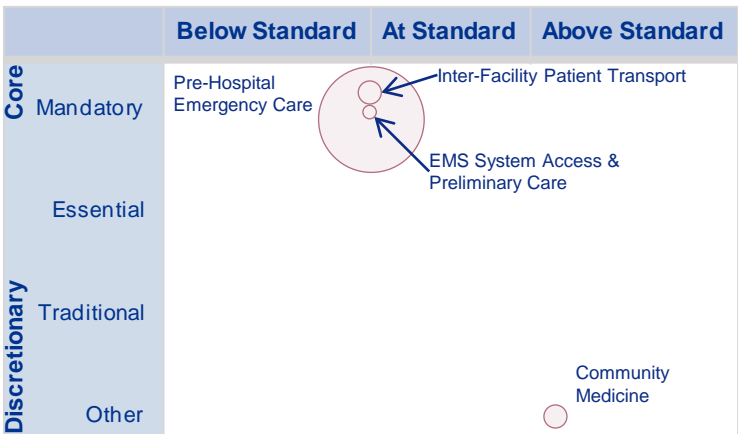
## Key Opportunities

- Finding better ways to allocate emergency resources to changing needs is the key challenge. Putting the EMS and Fire resources under common leadership would be a first step to creating the climate where this could occur.

- Outsourcing some patient transfers may also reduce costs, allowing more focus on emergency response, but will take time to achieve.

# Fire Services

# Fire Services
## Fire Safety Education

### Standing Committee

Community Development and Recreation

### Cluster

Cluster B

### Program

Fire Services

### Service Type

External Service Delivery

### Service Budget ($m)

| | |
|---|---|
| Gross | $2.9 |
| Net | $2.8 |

### Rationale for Core and Service Level Assessment

Public Fire Safety Education is a legislated requirement of the Ontario Fire Protection and Prevention Act Part 2.2.(1). Municipalities that have formed a Fire Department under the FPPA shall have staff to deliver the service to the public.

| | | Below Standard | At Standard | Above Standard |
|---|---|---|---|---|
| **Core** | Mandatory | ● Public Fire Safety Education | | |
| | Essential | | | |
| **Discretionary** | Traditional | | | |
| | Other | | | |

### Jurisdictional Examples

All cities carry out this activity.

### Key Opportunities

- No opportunities were identified.

# Fire Prevention, Inspection, & Enforcement

## Standing Committee

Community Development and Recreation

## Cluster

Cluster B

## Program

Fire Services

## Service Type

External Service Delivery

## Service Budget ($m)

| | |
|---|---|
| Gross | $13.1 |
| Net | $12.6 |

## Rationale for Core and Service Level Assessment

Review of building site plans from a fire safety perspective is mandatory.

Fire Code Enforcement is a mandatory service required by the Fire Marshal of Ontario that has proven to be a useful way to minimize the number and severity of incidents.

|  | Below Standard | At Standard | Above Standard |
|---|---|---|---|
| **Core** Mandatory | Fire Code Enforcement ● | ● Site Plan and Building Plan Review | |
| Essential | | | |
| **Discretionary** Traditional | | | |
| Other | | | |

## Jurisdictional Examples

Toronto Fire Services has 109 FTEs dedicated to Fire Code Enforcement. Enforcement is carried out with a risk based inspection program.

Fire Underwriter's Survey suggests that a ratio of Fire Inspection staff should be 1 to 15,000 population. Reaching this ratio would require an increase to 173 FTE's.

All cities conduct fire code enforcement.

## Key Opportunities

• No opportunities were identified

# Fire Services
## Fire Rescue & Emergency Response

### Standing Committee
Community Development and Recreation

### Cluster
Cluster B

### Program
Fire Services

### Service Type
External Service Delivery

### Budget ($m)

| | |
|---|---|
| Gross | $355.3 |
| Net | $340.9 |

### Rationale for Core and Service Level Assessment

Fire Rescue and Emergency Response is a mandatory municipal service (covered by Fire Prevention and Protection Act  Part II Section 5 1997).

The 90th percentile response travel time is 24% longer than the Council approved target, although better than many other municipalities.

| | | Below Standard | At Standard | Above Standard |
|---|---|---|---|---|
| **Core** | Mandatory | | ● Fire Rescue & Emergency Response | |
| | Essential | | | |
| **Discretionary** | Traditional | | | |
| | Other | | | |

### Jurisdictional Examples

OMBI report indicates that :
- The number of fire incidents in the City of Toronto is declining, but the number of medical calls is increasing
- Toronto has fewer vehicles deployed per capita than other cities in Ontario, but the cost per vehicle is higher
- Toronto responds to more medical calls than other fire departments in the province
- 90th percentile response times for Toronto are slightly lower than the median.

All cities provide fire suppression services.

### Key Opportunities

- Finding better ways to allocate emergency resources to changing needs is the key challenge.  Putting the EMS and Fire resources under common leadership would be a first step to creating the climate where this could occur.

# Long-Term Care Homes & Services

# Long-Term Care Homes

## Standing Committee

Community Development and Recreation

## Cluster

Cluster A

## Program

Long-Term Care Homes & Services

## Service Type

External Service Delivery

## Service Budget ($m)

| | |
|---|---|
| Gross | $212.8 |
| Net | $45.5 |

## Rationale for Core and Service Level Assessment

Municipality must provide this service, but is only required to provide one long-term care home
City provides 10 long-term care homes, with an average per diem cost above the funding level set by the province. For-profit LTC homes, which meet similar needs, operate at or below the provincial funding level, which is adjusted to reflect differences in need levels served.

The services provided are above the minimum legislated levels in terms of higher staffing levels (residents satisfaction levels are very high) and more service provided than required (ten homes rather than one).

## Jurisdictional Examples

OMBI indicates many other large Ontario municipalities provide more long-term care beds than are required by legislation. The City operates 16.9% of all the long-term care beds in Toronto, which is close to the median for cities in Ontario, but higher than most of the larger cities.

Toronto per diem costs have been rising but are still about the median for municipal operations, which tend to be higher because of higher wage rates, higher staffing levels, and higher corporate overhead allocations.

Chicago and Melbourne provide this service at the City level; Boston Philadelphia and Barcelona provide this service through a City ABC; Montreal does not offer the service

|  | Below Standard | At Standard | Above Standard |
|---|---|---|---|
| **Core** — Mandatory | | | Resident Care - Short Stay / Behavioral Support Care / Convalescent Care / Resident Care - Long Stay |
| Essential | | | |
| **Discretionary** — Traditional | | | |
| Other | | | |

## Key Opportunities

- Main opportunities in this service could be found in transferring of most municipal operated LTC homes to operation by non-profit community organizations or selling them to the private sector. This may yield significant savings, however, some barriers to implementation will likely arise, and the savings would not begin to accrue until 3-5 years into the future.

- Process reengineering initiatives at LTC homes (Lean, Six Sigma, etc.) could generate savings, but the effort requires an upfront investment.

| Standing Committee |
| --- |
| Community Development and Recreation |

| Cluster |
| --- |
| Cluster A |

| Program |
| --- |
| Long-Term Care Homes & Services |

| Service Type |
| --- |
| External Service Delivery |

| Service Budget ($m) | |
| --- | --- |
| Gross | $11.45 |
| Net | $0.91 |

### Rationale for Core and Service Level Assessment

Services are not required by legislation but many other municipalities in Ontario provide at least some of these services.

Service level is consistent with funding provided by the province.

| | Below Standard | At Standard | Above Standard |
| --- | --- | --- | --- |
| **Core** Mandatory | | | |
| Essential | | | |
| **Discretionary** Traditional | | | Adult Day Program ○ |
| | | Supportive Housing Services ○ ○ | Homemakers and Nursing Services |
| Other | | | |

### Jurisdictional Examples

Montreal, Chicago and Melbourne provide this service at the City level. Boston, Philadelphia and Barcelona provide this service through a City ABC.

### Key Opportunities

• Program termination could generate savings, but with an corresponding loss of related revenues.

# Parks, Forestry and Recreation

* Services under this program report to multiple standing committees, only services pertaining to Community Development and Recreation Standing Committee are included here

# Parks, Forestry and Recreation
## Community Recreation

### Standing Committee

Community Development and Recreation

### Cluster

Cluster A

### Program

Parks, Forestry and Recreation

### Service Type

External Service Delivery

### Service Budget ($m)

| | |
|---|---|
| Gross | $200.8 |
| Net | $131.5 |

### Rationale for Core and Service Level Assessment

All municipalities are involved in recreation services, although the approach may vary. Not all municipalities pay particular attention community capacity building in communities with particular needs.

| | Below Standard | At Standard | Above Standard |
|---|---|---|---|
| **Core** Mandatory | | Recreational & Facilities Ops, Maint. & Support | |
| Essential | | | |
| **Discretionary** Traditional | Permitted Parks & Rec Activities / Registered Rec Programs | Recreational Facilities Planning & Development / Drop-in & Leisure Rec Programs | |
| Other | | Community Capacity Building | |

### Jurisdictional Examples

OMBI data indicates that:

- Toronto has slightly more pools per capita than other Ontario cities, but less than half as many indoor ice pads and fewer community centres, particularly fewer small community centres. Toronto's facilities also tend to be older than average.
- Toronto has an average rate of registration in city operated sport and recreation programs, but with a smaller percentage of the population participating (but doing so more often)

Some innovative approaches include:
- Cambridge provides facilities but all programs are operated by community groups
- Ottawa buys ice time and indoor playing field time through P3 arrangements

### Key Opportunities

- There are opportunities to change the role of the City in the provision of recreation services, focusing on ensuring people have access to recreation programs and facilities, with less focus on delivering the programs directly, except as a last resort.

- Part of this process would be exploring innovative ways to have more city recreation facilities run by community or commercial groups.

- To the extent the City continues providing programs, it could establish clear rules to guide selecting the programs to operate.

# Shelter, Support & Housing Administration

* Services under this program report to multiple standing committees, only services pertaining to Community Development and Recreation Standing Committee are included here

# Social Housing System Management

## Standing Committee

Community Development and Recreation

## Cluster

Cluster A

## Program

Shelter, Support & Housing Administration

## Service Type

External Service Delivery

## Service Budget ($m)

| Gross | $744.7 |
|-------|--------|
| Net | $224.2 |

## Rationale for Core and Service Level Assessment

The City is required to manage social housing in accordance with legislation.

Service levels meet standards set by legislation.

Although Toronto has the highest number of social housing units relative to other Ontario municipalities, the demand is still far greater than the supply. As such, it is possible that the service standard is low and the City may be expected to do more in order to meet the needs of the City.



| | Below Standard | At Standard | Above Standard |
|---|---|---|---|
| **Core** — Mandatory | Manage Social Housing Provider Subsidies / Manage Centralized Social Housing Waiting List | | Manage Rent Supplements and Housing Allowances |
| Essential | | | |
| **Discretionary** — Traditional | | Manage New Affordable Housing & Other Non Subsidized Programs | |
| Other | | | |

## Jurisdictional Examples

OMBI indicates that relative to other muncipalities in Ontario
- Toronto has the highest number of social housing units [83.9 units per 1000 households, vs. median 43.8, next is Hamilton with 69.3]
- The demand for units far exceeds supply in Toronto, as such waiting list is long [7.9% placed annually vs. median of 18%]
- The annual administration cost of social housing is low in Toronto [$122 per unit vs. median 205$]
- Toronto has a high subsidy cost per unit [$6,431 per unit vs. median of $5,011].

Other jurisdictions
- Chicago provides this service at the City level.
- In Boston, Philadelphia, Barcelona, and Melbourne, this service is provided by a City ABC
- In Montreal, this service is provided at the Provincial Level.

## Key Opportunities

- It will be important to develop effective strategies to manage social housing with expiring mortgages and subsidy agreements.

# Shelter, Support & Housing Administration
## Homeless & Housing First Solutions

### Standing Committee

Community Development and Recreation

### Cluster

Cluster A

### Program

Shelter, Support & Housing Administration

### Service Type

External Service Delivery

### Service Budget ($m)

| | |
|---|---|
| Gross | $171.3 |
| Net | $67.3 |

### Rationale for Core and Service Level Assessment

The provision of emergency shelter is an essential city service that the City has provided to vulnerable households for more than 50 years.

Provision of housing support services to people who are homeless and those at risk of homelessness is becoming an accepted municipal service.

|  | Below Standard | At Standard | Above Standard |
|---|---|---|---|
| **Core** Mandatory | | | |
| Essential | Provide Emergency Shelter & Related Support | | |
| **Discretionary** Traditional | | Homeless & Housing Support in the Community | |
| Other | | | |

### Jurisdictional Examples

- Montreal and Chicago provide this service at the City level. In all of the remaining jurisdictions, this services is provided by a City ABC
- The OMBI report indicates that Toronto ranks first of 12 in Ontario with the greatest number of shelter beds. Among the same municipalities, Toronto ranks second in terms of having the longest length of stay in shelters. Toronto also ranks 4th out of 11 municipalities in terms of having the highest occupancy rate of emergency shelter beds. Toronto ranks 9th of 12 municipalities in terms of the cost per bed.
- The OMBI report also indicates that Toronto is one of 4 municipalities that directly operate some of their own shelters while in the other municipalities the beds are contracted or purchased from other service providers.

### Key Opportunities

- The best opportunities are to divert homeless individuals into alternative programs, social housing, Streets to Homes or other supportive housing alternatives.

# Social Development, Finance and Administration

\* Services under this program report to multiple standing committees, only services pertaining to Community Development and Recreation Standing Committee are mentioned here

## Standing Committee

Community Development and Recreation

## Cluster

Cluster A

## Program

Social Development, Finance and Administration

## Service Type

External Service Delivery

## Service Budget ($m)

| | |
|---|---|
| Gross | $5.3 |
| Net | $2.6 |

## Rationale for Core and Service Level Assessment

Community & Neighborhood Development administers funding for a variety of discretionary community based initiatives, some of which are fairly traditional municipal services.

|  | Below Standard | At Standard | Above Standard |
|---|---|---|---|
| **Core** Mandatory | | | |
| Essential | | | |
| **Discretionary** Traditional | Community Funding — Community Engagement | | |
| | Community Safety | | |
| Other | Youth Development — Neighborhood Revitalization | | |

## Jurisdictional Examples

Toronto has a value of $17.17 worth of grants per capita. This is lower than Calgary, with the highest grants per capita at $66.72; Ottawa has a value of $40.73 worth of grants per capita.

The City of Melbourne allocated $4.2 million in grants to community agencies in 2010. Community development is provided directly by the City through the Community Development Division, a section of the Planning and Community Development Division.

In Edmonton, this service is provided by the Neighborhood and Community Development Branch.

## Key Opportunities

- Given the discretionary nature of activities carried out through this service, there exists high potential for phasing them out. Community needs and implications of service eliminations need to be considered

## Standing Committee

Community Development and Recreation

## Cluster

Cluster A

## Program

Social Development, Finance and Administration

## Service Type

External Service Delivery

## Service Budget ($m)

| Gross | $5.6 |
|-------|------|
| Net   | $1.3 |

## Rationale for Core and Service Level Assessment

These services support and direct the delivery of Cluster A services.

| | | Below Standard | At Standard | Above Standard |
|---|---|---|---|---|
| **Core** | Mandatory | | | |
| | Essential | | Social Policy & Analysis / Human Services System Planning | |
| **Discretionary** | Traditional | Social Research and Evaluation | | |
| | Other | | | |

## Jurisdictional Examples

## Key Opportunities

- No opportunities were identified