

Joseph P. Pennachetti  
City Manager

City Hall  
100 Queen Street West  
East Tower, 11<sup>th</sup> Floor  
Toronto, Ontario M5H 2N2

Tel: 416-392-3551  
Fax: 416-392-1827  
jpennac@toronto.ca  
www.toronto.ca

---

## 2013 BUDGET BRIEFING NOTE

# Scope, Objectives and Timelines of the Service Efficiency Study of Toronto Emergency Medical Services and Toronto Fire Services

---

### Purpose:

At its December 4, 2012 meeting, Budget Committee requested the City Manager to prepare a Briefing Note on the scope, objectives and timelines of the Service Efficiency Study on Emergency Medical Services and Fire Services. This note responds to that request.

### Issue/Background:

A Service Review Program was approved by Council in April 2011, in preparation for the 2012 Budget Process and Multi-Year Financial and Service Planning Budgeting Process. The purpose of the Service Review Program is to help address the City's serious financial challenges, set the foundation for services and service levels, and establish the basis for multi-year planning and service delivery to meet the City's objectives in 2012 and beyond.

The Service Review Program includes three key components:

- A Core Service Review that examined what services the City delivers and at what level;
- Service Efficiency Studies that examine how the City delivers its services; and
- A User Fee Review that examined the City's fees to determine the extent to which they are fair, and collect the full service cost.

The Core Service Review identified opportunities related to Toronto Emergency Medical Services (TEMS) and Toronto Fire Service (TFS) including:

- Consider outsourcing some or all of non-emergency inter-facility patient transfers;
- Consider eliminating Community Medicine activities;
- Consider integrating EMS and Fire organizationally and developing new models to shift more resources to EMS response and less to fire services over time;
- Consider reducing the range of medical calls to which the fire department responds; and
- Consider the opportunities to improve fire response times and decrease equipment requirements through dynamic staging.

At its meeting on September 19, 2011 when considering the report, *Core Service Review: Final Report to Executive Committee*, Executive Committee referred the KPMG identified opportunities related to TEMS and TFS to the City Manager for inclusion in a service and organizational study. Through an open and competitive procurement process, the City Manager retained third-party expertise from POMAX Public Safety Inc., in partnership with Berkshire Advisors, MGT of America and Stantec Consulting Inc., to undertake the review of TEMS and TFS.

The objectives of the Service and Organizational Study for TEMS and TFS include:

- An assessment of the current operations of TEMS and TFS including: an analysis of service demand and required resource levels and a literature review that identifies industry best practices, emerging challenges and risks;
- An evaluation and analysis of comparable Canadian, American, and international jurisdictions to identify a full range of service delivery model options; and
- Service delivery and organizational model options that optimize efficiencies while ensuring service effectiveness.

It is anticipated that the City Manager will report out the study findings to Standing Committee and City Council in March 2013.

---

**Prepared by:** Lydia Fitchko, Director, Social Policy Analysis and Research Unit, Social Development Finance and Administration Division, 416-392-8614, lfitco@toronto.ca

**Further information:** John Livey, Deputy City Manager, 416-338-7200, jlivey@toronto.ca.

Brenda Patterson, Deputy City Manager, 416-338-7205, bpatter2@toronto.ca.

**Date:** December 11, 2012