



City of Toronto

Digitization of Need-Tested Programs – Final
Report – October 2021



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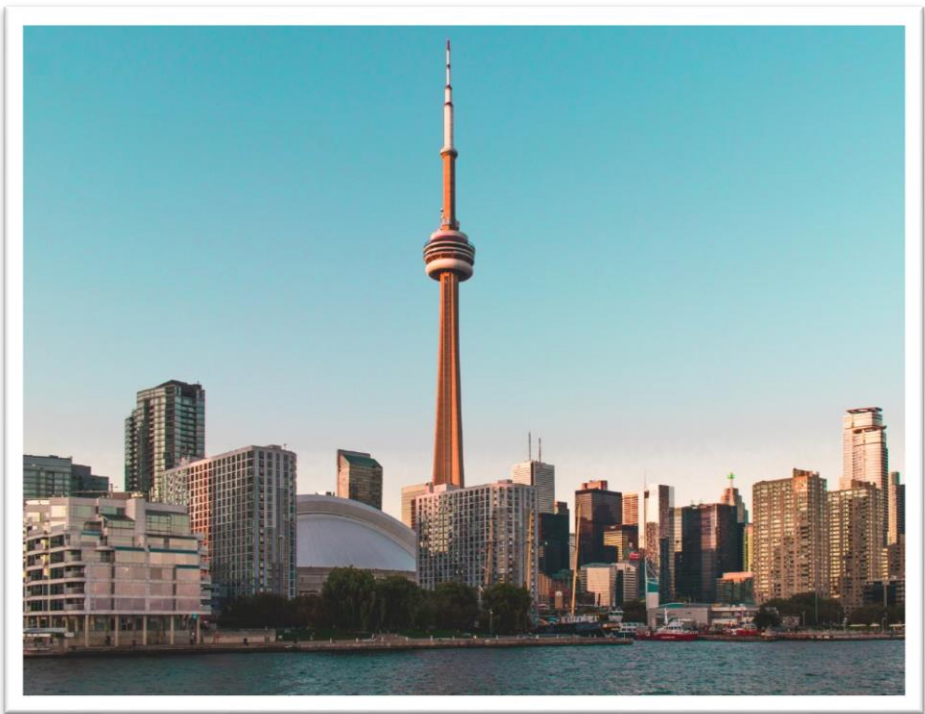
The observations relating to all matters that EY provided to The City were designed to assist The City in reaching its own conclusions and do not constitute EY's concurrence with or support of Client's accounting or reporting or any other matters.

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Context

Demands on the City's needs tested social programs, and those that it administers on behalf of other orders of government are increasing, and are doing so in many cases due to factors beyond the City's control. These social programs, a combination of large provincially legislated programs (Ontario Works, Child Care Fee Subsidy, Rent-Geared-to-Income) and City-driven, require applicants to meet a mix of financial and non-financial eligibility criteria to access them. Population growth, in-migration of vulnerable people, increases in socio-economic inequality, and limitations in the use of revenue generating tools are all expected to put pressure on the sustainability of the City's social services framework. These demands can be characterized in the following ways:



The City reported a population of 2.99 million in 2020 and is at the heart of the fastest growing region in the Province. The City's population is expected to increase by 32.3% to over 3.95 million in 2046.



Toronto is uniquely positioned; in size, complexity, and responsibility it is similar to a mid-size Province yet lacks the commensurate revenue instruments so must manage fiscal pressures through productivity gains and reinvestment



The City attracts in-migration of people with vulnerabilities seeking support both from other parts of the region or country as well influxes of refugees and migrants resulting in outsized demand



Unexpected economic or environmental shocks tend to result in additional pressures on the City's social services infrastructure – often through a combination of increasingly complex and sensitive cases

Modernizing, optimizing and digitizing the administration and operations of needs tested programs are the levers the City can use to mitigate these pressures. Not only are these the City's key tools in addressing fiscal and programmatic challenges, they are also a means to being a more responsive partner and service provider to vulnerable populations while enhancing the infrastructure necessary to target future interventions more effectively. The City cannot do this alone, as productivity enhancements associated with the largest programs – Ontario Works (OW), Child Care Fee Subsidy (CCFS) and Rent-Geared-to-Income (RGI) – require the province to actively enable the City's modernization efforts.

Human Services Integration Modernization Opportunities

This report is a logical follow-on to an opportunity prioritized from the 2019 Value Based Outcomes Review (VBOR) and can serve as a call to action to move the Human Services Integration (HSI) agenda forward

The City has made progress on the HSI agenda over the past several years, including:



Growing the mandate of the Applicant Support Centre (ASC)



Introducing new technology platforms

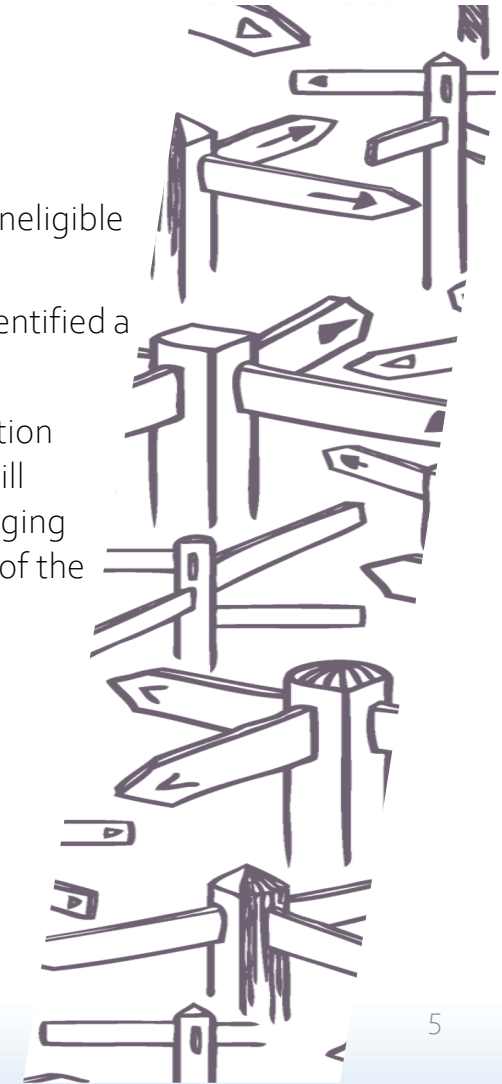


Launching an innovative and progressive pilot program with the Canada Revenue Agency (CRA) to reduce the risk of ineligible recipients receiving supports

While these actions have meaningfully advanced the maturity of the City's needs tested program administration, this report has identified a further collection of opportunities for the City to continue making progress on this file.

Some of these opportunities are within the City's control to implement and advance. Others will require cooperation and collaboration with the City's partners at the Federal and Provincial level. In fact, maximizing the benefits of the recommendations in this report will require a continued commitment from the City's partners in other orders of government, particularly the province, to actively engaging and co-designing solutions with the City. The province is in the process of enabling its human services integration vision, and many of the recommendations in this report appear to align strongly with that vision.

There is an explicit opportunity to move forward, to continue the HSI transformation together, modernizing the administration of needs tested programs and enabling reinvestment for the City in its role as service system manager. It should be noted that many public statements from the province itself embrace the notion of human service integration and reform, and so the findings of this report are hoped to align well with provincial interests. Most importantly, operating in partnership together will maximize the benefits for the vulnerable population served by these programs.



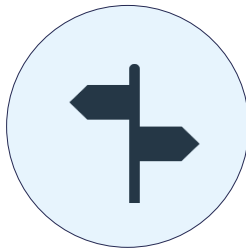
Objectives: Enhance Fiscal and Service Sustainability

The review of the City's needs tested programs resulted in a total of eight (8) overarching recommendations for areas of potential improvement. The recommendations were informed by a number of factors, not least of all the need to enhance fiscal and service sustainability through the following priorities:



Improve applicant experiences

Improve applicant/recipient experience as a more supportive partner to those in vulnerable conditions



Enhance decision-making

Raise the quality of information available in order to **make better allocative decisions** for individuals and populations



Optimize resource allocations

Target scarce resources **more effectively** to provide better interventions relative to **priority, vulnerability and need**



Reduce operational and financial risk

Reduce risk to the City by increasing the use of automated validations and **strengthening partnerships** with other orders of government



Enable reinvestment through productivity enhancements

Identify productivity enhancements to **reduce administrative costs** and **enable re-investment and sustainable service delivery**

Advancing these fiscal and service priorities is key to the City's ability to manage the growing demand for services, and the increasing complexity of the population served. The recommendations in this report represent a potential path forward for the City on these priorities.

Project Scope & Methodology

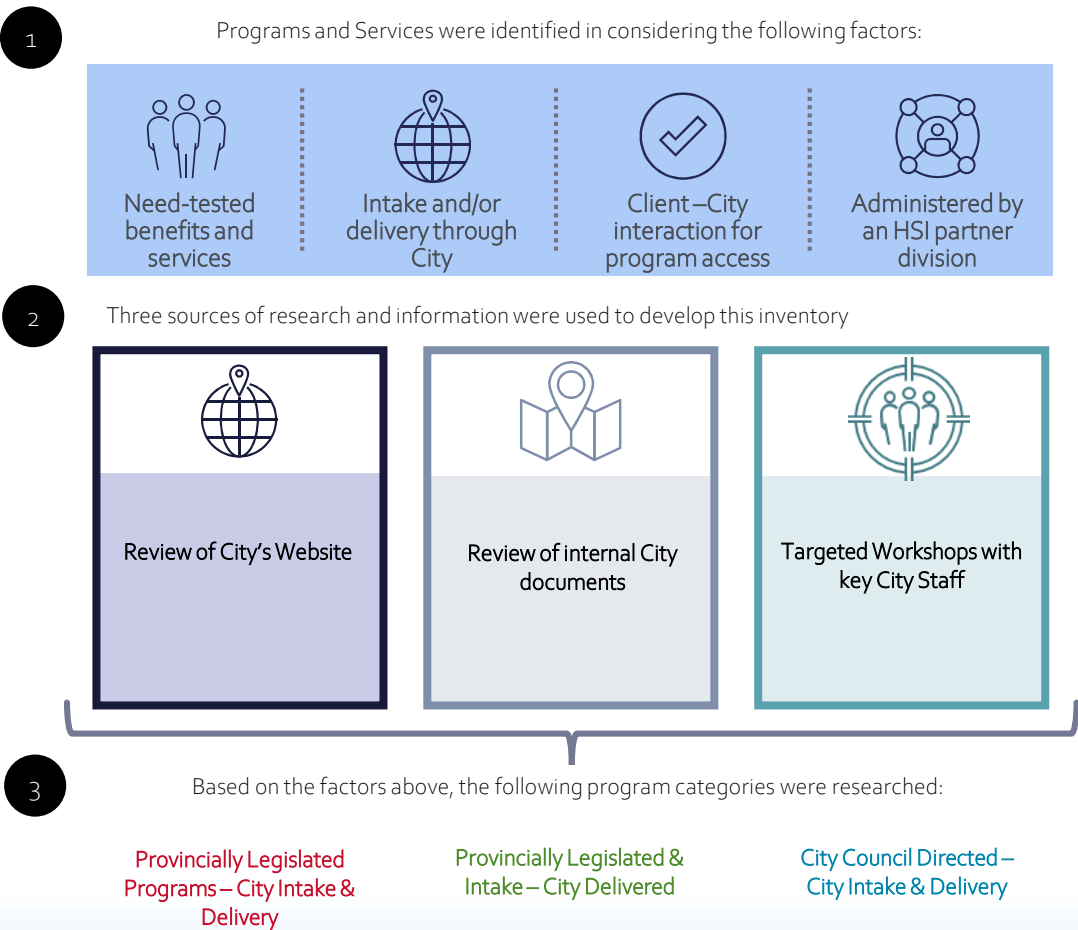
Below is an overview of the approach to conduct the review of the City’s needs tested programs. The major focus of the review was to identify the process, capability and technology gaps associated with the City’s current approach to intake and assessment. Where applicable, the City’s Technology Services Division will determine an appropriate technology solution to resolve those gaps.

Context & Background

The City wants to establish a single digital experience for residents applying to need tested programs, and to enable it through a singular, simplified access point to improve resident experiences and reduce administrative barriers.

- The City is also undertaking a number of modernization efforts such as its ongoing Customer Experience Transformation initiative, as well as other internal enterprise-wide initiatives.
- To support these efforts, EY developed a robust service inventory, current state assessment, examination and re-engineering of existing intake and need testing business processes, future state roadmap, and associated benefits case.

Research Scope & Process



Outputs

Phase I: Program and service inventory

Create a consolidated inventory of the City’s needs tested programs

Phase II: Current state assessment

Document the current state, including processes by in scope program and identify pain points, challenges, and opportunities to modernize programs.

Phase III: Future state development

Prepare a set of recommendations for the City’s consideration to modernize the needs tested program experience, leveraging a combination of digital modernizations (customer facing and internal), process improvements, and organization changes.

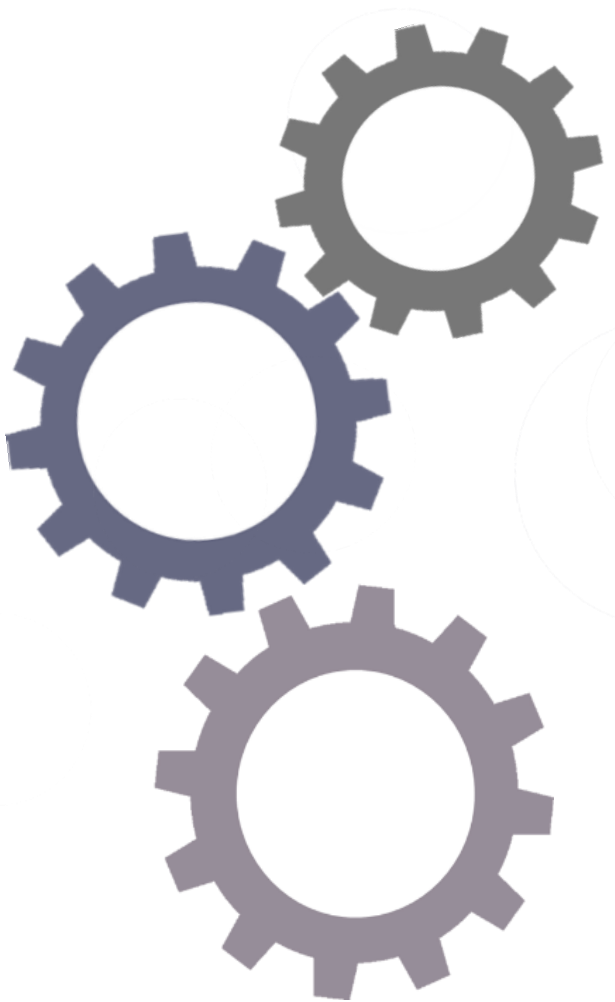
Phase IV: Business case development

Quantify, wherever possible, the potential reinvestment associated with the opportunities and prepare associated business cases and roadmaps for the City’s consideration.

Key Findings and Recommendations

Key Findings

This report contains a number of recommendations designed to optimize the processes and enablers the City uses to manage intake and assessment of its portfolio of needs tested programs.



THE RECOMMENDATIONS, AS AN INTEGRATED PACKAGE, OFFER A BASIS UPON WHICH THE CITY COULD DELIVER SERVICE AND PRODUCTIVITY ENHANCEMENTS

1. The recommendations are anticipated to deliver **meaningful productivity enhancements**, providing the City with **re-investment opportunities** to **manage increasing service demands** and **meet service level expectations**
 - i. Acting on these opportunities is the lever the City can pull to manage service pressures including increasing demand for HSI programs, and increasing complexity and intensity of client need outpacing resources to deliver against them

2. More than just enabling the City to control service pressures, these recommendations are intended to actively **improve the applicant experience**, enhancing the ability of HSI clients to **access services digitally** and through **self-service channels** while still providing the ability to **access City staff for support** as needed

3. The recommendations also support the City's need to **manage risk associated with needs tested financial supports**, with recommendations targeted at **verifying eligibility through more automated means** to help ensure that **scarce resources** are allocated **efficiently**

4. Different programs reviewed are likely to go through this **journey at different points** based on their **relative maturity**, **current individual roadmaps**, and **shifts in authority and accountability** at the provincial level. While all programs can benefit to some degree from these recommendations, for some it may be an integrated journey while for others they may be included but not fully integrated as their circumstances change.

5. Lastly, a number of the recommendations in the report require action from other orders of government; these are **opportunities to lay the foundation for continued engagement with the City's funding partners** to ensure **service delivery models** are sustainable in the **future** and represent the **best possible experience** for applicants and recipients

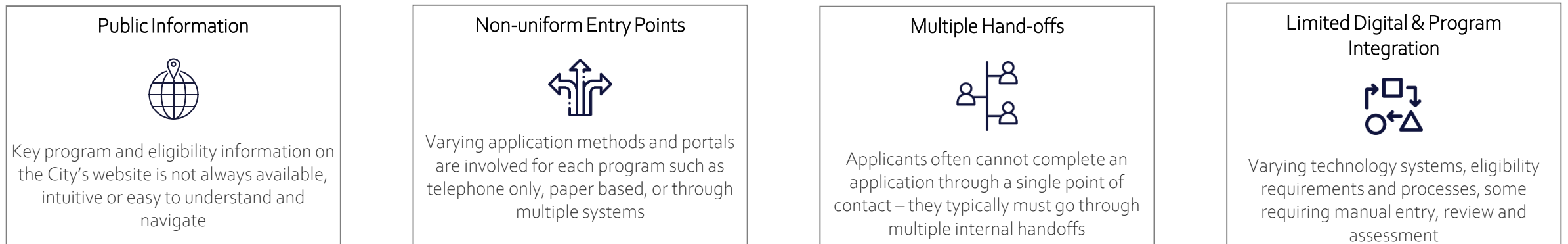
Current State: Common Intake & Assessment Pain Points

ENTERPRISE CHALLENGES TO COMMON INTAKE



IMPLICATIONS

COMMON PAIN POINTS ACROSS PROGRAMS



Current State: Non-uniform Entry Points

The core needs tested programs operated by the HSI partner divisions have differences in the channels that are available to applicants. These differences create a network of intake channels and entry points which introduce additional process complexity and associated effort for staff to manage, maintain and operate.

			Programs								
			Rent-Geared-to-Income	Child Care Fee Subsidy	Ontario Works	*Ontario Works sub-programs	Emergency Assistance	Hardship Fund	Emergency Energy Fund	Fair Pass Transit Discount	Welcome Policy
		No.	5	4	3	2	3	1	2	3	3
Application Channel	Online	7				***					
	ASC – Telephone	8						****			***
	Mail or Fax	2									
	In-Person	6									
	Assigned Caseworker	4*									
	**Housing Help Centres	2									

Process & Technology Capability Gaps – Summary

Throughout the review of the application journeys of the nine key needs tested program, six (6) primary enterprise technology gaps were identified that are impeding the efficiency of the applicant and the employee experience.

Integrated Applicant Self-Serve Portal

Applicants are able to complete all of the steps related to application through a single portal. This includes self-testing for eligibility, submitting an application, checking the status of their application, scheduling appointments, and other transactional interactions.

Automated Document Recognition

City employees spend a significant amount of their time reviewing applications and validating that data an applicant has submitted matches what is in their documents. Adopting an automated document recognition capability would pave the way for improving the efficiency of (and ultimately eliminating the need for) this effort so that caseworkers could focus more meaningful interactions with applicants.

Duplicate Management

Significant effort by City caseworkers is currently spent checking for duplicates – this includes both duplicate records in the CRM, and duplicate applications submitted through online channels. Adopting a duplicate management system would help eliminate work that technology can do better so that caseworkers could focus on high-value client-facing work.

Eligibility Rules Engine

In order for the City to simplify its disparate network of eligibility systems, it would be advantageous to adopt a single eligibility rules engine. This engine should be accessible by systems across the application lifecycle, with existing systems leveraging these rules.

Business Process Automation (BPA)

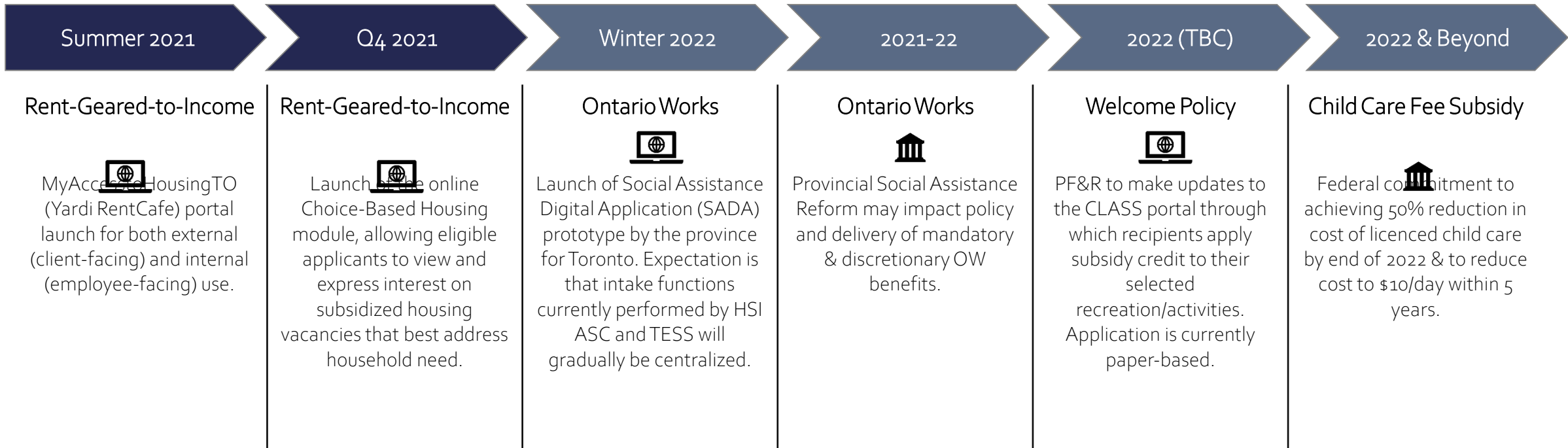
Multiple City processes rely on manual effort by employees to perform tasks that could be automated. This includes things such as: managing program waitlists, sending email notifications about application status, automating Notice of Assessment (NOA) validation, processing appeals, and others. Leveraging BPA can further redirect caseworker time towards what is most important.

Enterprise Integration

Many of the City's manual processes exist due to a lack of integration between various systems that are owned by the City or by external groups (e.g. province). Increasing integrations between technology systems should help to eliminate the need for manual intervention by supporting straight-through-processing and validations in the applicant experience.

Human Services Modernization Road Map

The City of Toronto is currently undergoing a number of modernization efforts to address existing gaps in technology. In addition, there are a number of policy and technology modernization efforts that are taking place by the province that will impact the service delivery landscape at the City.



Legend


Technology


Policy or process

Impact to current state considered

Province/City continue to finalize

Enterprise Recommendations Summary - Tactical

The following recommendations are improvements within the City’s mandate which, if implemented successfully, would allow the City to improve the applicant experience, and drive productivity enhancements.



Improve Publicly Available Information

Invest in updating the website to make the language more resident-friendly, and create a service navigation tool for residents to use through the website.

City Benefits

1. Reduced program complexity for faster assessment and increased cross-training of caseworkers
2. Streamlined internal documentation

Resident Benefits

1. Improved applicant understanding



Harmonize Eligibility Criteria – Phase 1

Harmonize financial eligibility criteria for programs owned by the City (programs not subject or provincial legislation, e.g. OW, CCFS, RGI), and use non-financial information to create differentiation across programs where necessary.

City Benefits

1. Reduced program complexity allows for faster and increased cross-training of caseworkers
2. Streamlined internal documentation

Resident Benefits

1. Improved applicant understanding



Process Automation & Simplification

Reduce unnecessary handoffs, automate information validations and compliance checks, digitize paper forms, provide self-serve digital options, and automate notifications.

City Benefits

1. Reduces caseworker capacity constraints
2. Reduced process complexity

Resident Benefits

1. Improved applicant experience and increased line of sight/sense of control



Anonymous Eligibility Self-Testing Pre-Application

Introduce tool(s) that applicants can use to anonymously test their eligibility for all of the needs tested programs, with data that can be carried forward to the application process.

City Benefits

1. Improved productivity by reducing ineligible applications prior to submission

Resident Benefits

1. Improved applicant experience by reducing the need to manually self-assess prior to application

Enterprise Recommendations Summary - Strategic

The following recommendations are longer-term strategic initiatives, many of which require provincial collaboration, and which likely need to follow a phased approach to realize productivity enhancements incrementally, while establishing a foundation for future improvements.



Harmonize Eligibility Criteria – Phase 2

Engage with the province on **harmonizing eligibility criteria** for provincially owned programs to reduce administrative barriers and make eligibility easier to understand. Differentiate using **non-financial** information as necessary.

City Benefits

1. Reduced program complexity allows for faster and increased cross-training of caseworkers
2. Streamlined internal documentation

Resident Benefits

1. Improved applicant understanding



Integrated Master Applicant Record

Create a **single user profile for each applicant** that is used across programs, **share applicant information across all programs**, give City employees access to a **common tool to view applicant information**, and **standardize field names** across forms.

City Benefits

1. Productivity gains and cost avoidance as caseworkers only need to enter/verify applicant's information once (master profile)

Resident Benefits

1. Improved recipient-centric service provision



Leverage Data More Effectively

Invest in data and analytics to **develop enterprise KPIs** which can be used to measure administrative effort as well as program and recipient outcomes. **Reimagine the role of data at the City** to design new use cases that drive better outcomes.

City Benefits

1. Enable continuous improvement
2. Better understanding of where to direct or target new interventions
3. More nuanced, targeted program enhancements and modifications

Resident Benefits:

1. Enhance service alignment to resident needs



Applicant Experience Tiers

Develop a **self-serve single integrated digital experience (Lo)** for digitally-savvy applicants. Enable **application requests to be processed end-to-end through a tiered ASC (L1 & L1+)** so that program areas (L2) can **focus on delivery and continuous improvement**.

City Benefits

1. Increased caseworker capacity

Resident Benefits

1. Improved applicant experience and consistency



Engage the CRA for AIV Enhancements

Engage the CRA to **modernize the technology that supports AIV**. Modernization should enable **new capabilities** that could **improve the applicant experience**, **improve data security**, **reduce application fraud**, and **save costs**.

City Benefits

1. Increased speed & accuracy of income eligibility testing and compliance verification
2. Increased capacity across the City
3. Reduce risk for the City
4. Paves the way for future modernization initiatives

Resident Benefits:

1. Improved applicant experience



External Dependency

1. Improve Publicly Available Information

ISSUE	RECOMMENDATION	BENEFITS
 Key program information on the City's website is not always available, intuitive or easy to understand and navigate.	1. Simplify the information on the City's website so that it is written in plain language 2. Create a program and service navigator; and 3. Use visuals to make information more digestible	 1. Improved applicant understanding 2. Reduction in applicant informational inquiries 3. Better use of existing resources (website)

PRIORITY OPPORTUNITIES

					
Reduce dense text & use visuals	Use plain and clear language	Use consistent & intuitive program names	Group (sub) programs more intuitively	Make programs easier to find & navigate	Consistent level of key information
☐ All programs	☐ All programs	☐ Child Care Fee Subsidy ☐ Welcome Policy ☐ Hardship Fund ☐ Ontario Works Sub-Programs ☐ Rent-Geared-to-Income	☐ Hardship Fund ☐ Ontario Works ☐ Fair Pass	☐ Fair Pass Transit Discount ☐ Emergency Assistance ☐ Emergency Energy Fund ☐ Hardship Fund ☐ Ontario Works Sub-programs	☐ Hardship Fund ☐ Emergency Assistance ☐ Emergency Energy Fund

2. Harmonize Eligibility Criteria – Phase 1 & 2

ISSUE	RECOMMENDATION	BENEFITS
 Eligibility criteria are complex and vary by program, particularly income thresholds which appear to target the same population	Harmonize financial eligibility criteria using industry-accepted statistical methods (e.g. LICO) where possible, and use non-financial information to create differentiation across programs where necessary. Phase 1 starts with City-owned programs; Phase 2 requires collaboration with the Province, as authority rests with them to make eligibility criteria changes.	 1. Improved applicant understanding 2. Reduced program complexity allows for faster and increased cross-training of caseworkers 3. Streamlined internal documentation

PRIORITY OPPORTUNITIES

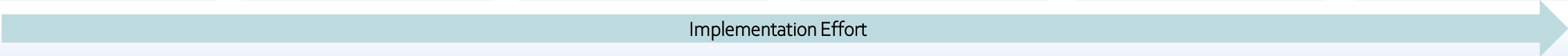
 Phase 1: City Owned Programs	 Unique Circumstance	 Targeted Supplemental Reporting	 Phase 2: Provincially Owned Programs
Align to a single income and asset threshold measure (e.g. LICO or LIM (Low Income Measures) + an agreed upon threshold) unless there is a specific reason to use an alternative ☐ Emergency Assistance ☐ Welcome Policy ☐ Emergency Energy Fund ☐ Hardship Fund ☐ Fair Pass Transit Discount	Variations in eligibility criteria should be intentionally used to target specific populations but should use consistent definitions and categorizations (e.g., basic household unit or cost of living) ☐ Phase 1: City Owned Programs ☐ Phase 2: Provincially Owned Programs	Intentionally analyse and tailor application data requirements to allow City to gather informed insights regarding trends in recipient needs and program effectiveness ☐ Phase 1: City Owned Programs ☐ Phase 2: Provincially Owned Programs	Where authority rests with the province, the City should continue working to collaborate to identify opportunities to simplify and align eligibility criteria to better fit applicant needs/cost of living ☐ Child Care Fee Subsidy ☐ Ontario Works ☐ Rent-Geared-to-Income

3. Process Automation & Simplification

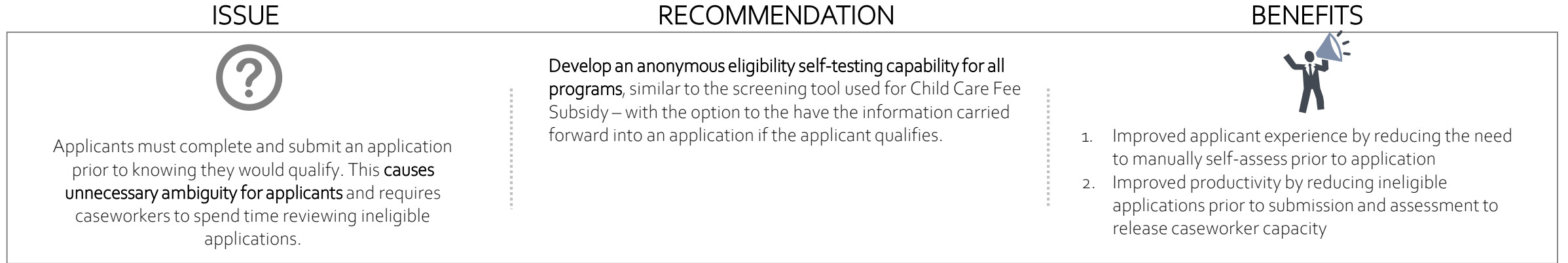
ISSUE	RECOMMENDATION	BENEFITS
 Intake and assessment processes involve manual and time-intensive steps and hand-offs which create additional process complexity and administrative burden	1. Automate information validations, compliance checks and application notifications; 2. Provide digital self-serve options to enable applicant self-service; and 3. Reduce hand-offs for program eligibility determinations.	 1. Improved applicant experience and increased line of sight/sense of control 2. Reduces caseworker capacity constraints 3. Reduced process complexity

PRIORITY OPPORTUNITIES

Increase Validation	Automate Notifications	Consent Management	User friendly online application	Integrate Systems	Digital Self-Serve
Build in validation rules into forms and processes e.g., applicants must submit all documents and information to be able to schedule appointments with caseworkers	Create automated notifications to applicants regarding eligibility/assessment outcome through the email channel	Automated consent collection from applicants e.g., for EEF through a digital channel or for Welcome Policy from OW recipients	To eliminate the need for telephone validation of information provided	Integrate systems to eliminate the need for caseworkers using multiple systems	Provide online self-serve options for all programs for digitally-savvy applicants to view their application status, make update and schedule appointments



4. Anonymous Eligibility Self-Testing



PRIORITY OPPORTUNITIES

PHASE 1: DEVELOP

Develop a more optimized version of the City's Service and Benefit Finder Tool, similar to CCFS calculator, which allows applicants to enter non-identifiable information (e.g., income, household size, non-income need factors) in order to determine which programs they qualify for.

PHASE 2: OPTIMIZE

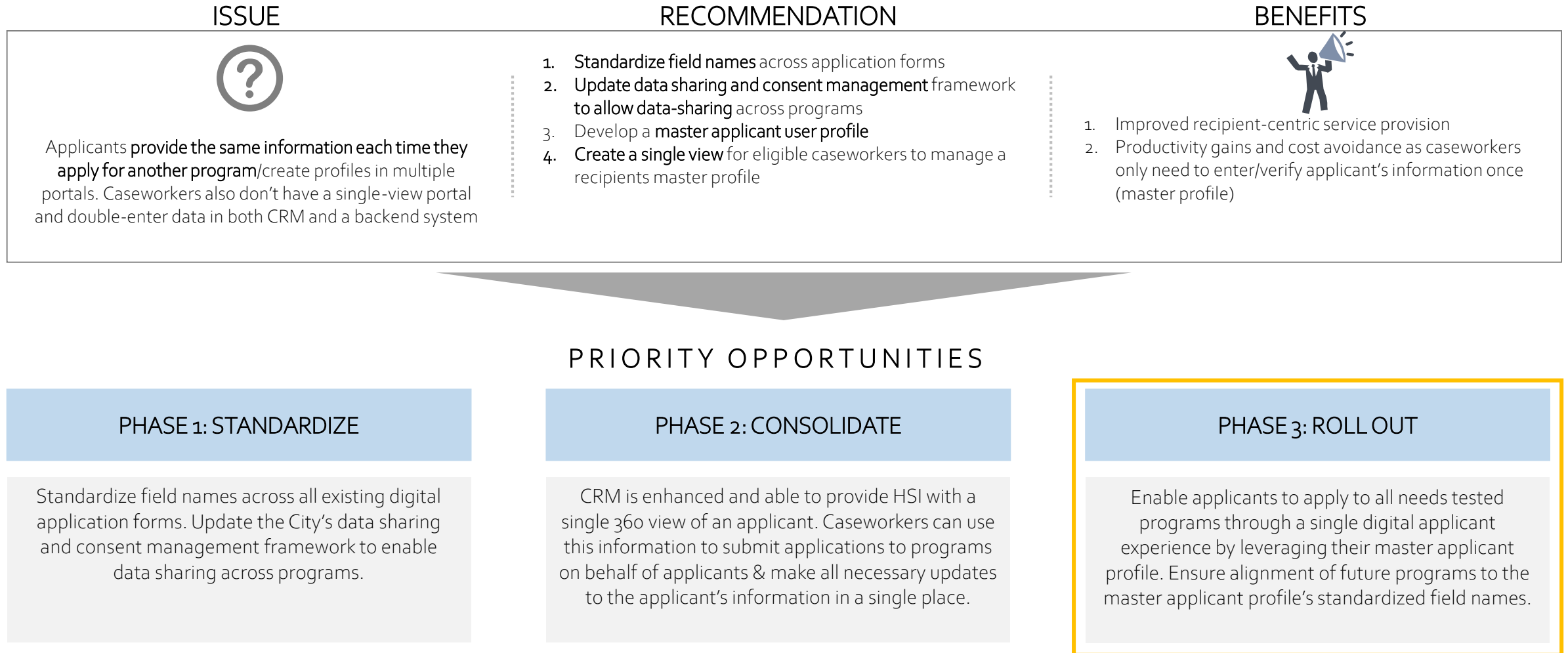
Allow applicants to carry anonymous information submitted forward into an application – i.e., "click to use this information to apply" or generate time-limited "ticket-numbers" which applicants can use to apply through any channel.

FUTURE STATE

Integrate with AIV for true self-serve whereby digitally-savvy applicants can sign-up, qualify and receive supports without the need to contact the City or wait for eligibility determination in non-complex cases

Note – this is future based and requires the previous two phases to have been implemented, as well recommendation #8 (AIV Enhancements) & #2 (Harmonize eligibility criteria)

5. Integrated Master Applicant Record



6. Leveraging Data More Effectively

ISSUE	RECOMMENDATION	BENEFITS
 Data and performance metrics are captured in siloes/at the program level with limited ability to view outcomes for recipients as a whole	Define KPIs to measure program and enterprise effectiveness and establish a cadence for regularly reviewing KPIs and incorporating into decision-making/actioning. Identify and deploy other use cases to develop more advanced and detailed analytical insights. Engage other levels of government (e.g. Federal, Provincial) to better explain the effectiveness of programs being delivered by the City	 1. Enable continuous improvement 2. Better understanding of where to direct or target new interventions and their impact 3. Ability to target program enhancements and modifications in a more nuanced way 4. Improved policy planning

PRIORITY OPPORTUNITIES

KPI Buckets

ADMINISTRATIVE EFFORT	RECIPIENT OUTCOMES	PROGRAM & POLICY OUTCOMES
• Degree to which the City is improving application processing times • Relative cost to process applications • Employee experience of those responsible for administering needs tested programs	• Degree that current programs are addressing the needs of recipients • Number of recipients that are renewed on programs or that return to programs at a later date • Underlying determinants resulting in recipients initial and continued need for social assistance/City Programs	• Degree that the City is reducing reliance on life stabilization programs by improving their socio-economic situation • New areas that the City sees growing demand for life stabilization programs • Alignment between programs/services and the City's priorities

7. Applicant Experience Tiers

ISSUE	RECOMMENDATION	BENEFITS
 Applicant experience is a fragmented journey with multiple hand-offs between channels. While the ASC is intended to be a central point of contact there are limitations as well as program level differences in the available supports.	Self-Serve Digital Channel (Lo): Self-serve for digitally-savvy applicants (transactional interactions) ASC (L1): Applicants who do not have access to, or are uncomfortable using, digital channels and/or have more complex requests Program Area (L2): For applicants requiring specialized program-level information/advice or assistance with complex or unique cases	 - Improved applicant experience and consistency - Increased caseworker capacity

PRIORITY OPPORTUNITIES

PHASE 1: ENABLE

Develop initial set of enabler tools that could form a single digital experience in the future such as improved program information & anonymous eligibility self-testing. Address barriers to improving the experience at the ASC such as simplifying eligibility criteria, and business process automation.

PHASE 2: ENHANCE

ASC is evolved into a tiered service centre where inquiries start at the lowest tier and are progressed up to the highest level tier. ASC is empowered to make eligibility decisions on all programs. Program areas are focused on delivery and continuous improvement.

PHASE 3: OPTIMIZE

Connect the enabler tools in a self-serve single integrated digital experience. Applicants can complete the end-to-end applicant process through the online channel or by calling a tiered ASC based on their individual need and circumstances.

Applicant Experience Tiers



CET SCOPE

Lo Self-Serve



Applicants should have access to a digital channel that allows those who are comfortable with technology to submit applications and review their profiles at their discretion, without engaging City resources.



Program Window
Shopping Catalogue



Anonymous eligibility
testing



Creating/updating a master
user profile



Application
submission



View of application(s)
status

ASC EXPERIENCE TIERS

L1 Applicant Support Centre/HSI



A phone channel must be available to applicants who do not have access to, or are uncomfortable using, digital channels, as well as to handle more complex interactions between applicants and the city.



Provision of programmatic
information



Assist applicants with using the
digital channel or complete on their behalf

L1+ Applicant Support Centre/HSI



Experienced ASC Caseworkers are able to provide advanced applicant support including eligibility assessment and determination as well as provision of wraparound service



Application Submission & Eligibility
(on behalf of applicants)



Providing applicants with information on other
programs they qualify for

L2 Program Areas



Program areas (or program-specific resources) should serve as an avenue for specialized program-level information and advice or assistance with the details of a program level area.



Handling exceptional cases that
cannot be done through Lo-L1



Giving applicants advice about
the program

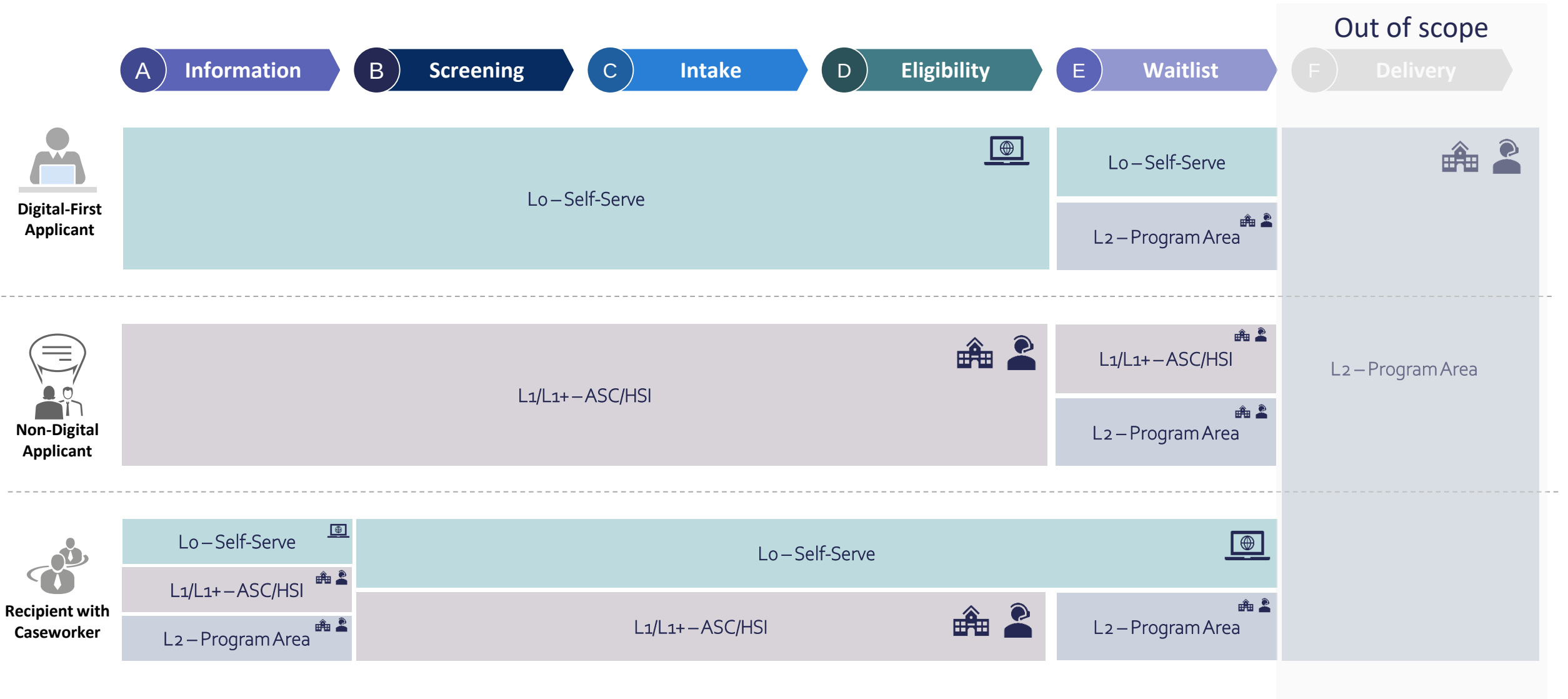


Administering & delivering the
program



Evolving the end-to-end program to best
meet the needs of applicants

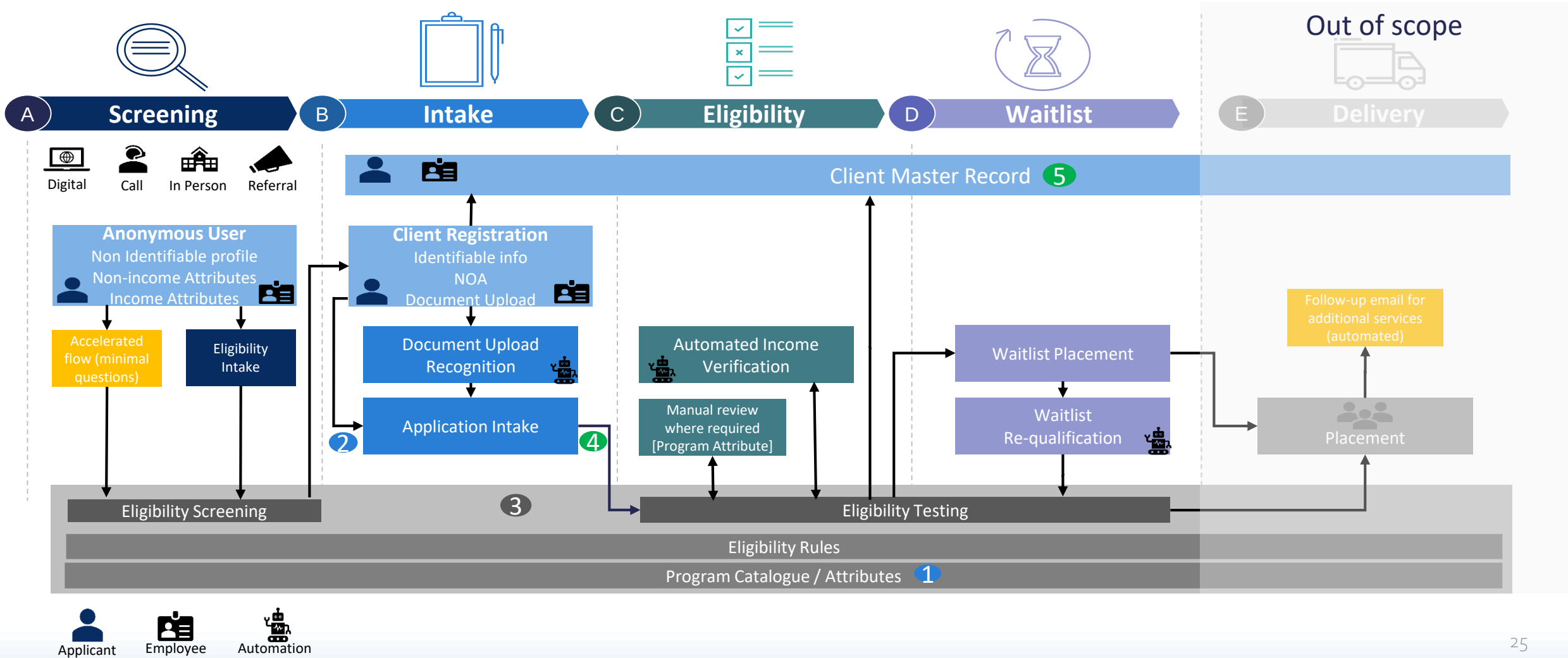
Future State Intake Experience



Rows with multiple channels are meant to indicate that there are multiple channels available to applicants, rather than a requirement that applicants engage multiple channels.

Future State Intake Process

The below diagram summarizes, at a high level, the multi-stage, program-agnostic future state intake processes for the City’s needs tested programs, leveraging the series of organizational, process and digital modernizations outlined previously in this report.



8. Engage with the CRA on AIV Enhancements

ISSUE	RECOMMENDATION	BENEFITS
 The City is currently conducting an Automated Income Verification (AIV) pilot. The CRA's systems do not allow for real-time testing, with results returned hours later. The City has compensated with complex business rules in the forms to provide eligibility notice in real time	Engage with the CRA to: 1. Expand AIV usage to other programs at the City; 2. Discuss how CRA could meaningfully enhance the City's programs; 3. Identify CRA-owned data the City could use to validate applicant information and reduce the need to upload forms/documents for verification	 1. Increased speed & accuracy of income eligibility testing and compliance verification 2. Increased capacity across the City 3. Reduce risk for the City 4. Paves the way for future modernization initiatives 5. Reduced application fraud

PRIORITY OPPORTUNITIES

PHASE 1: ASSESS PILOT

Identify the outcomes and lessons learned from the initial pilot of AIV. Use this opportunity to identify challenges with the current infrastructure. Expand the existing implementation of AIV to more programs that would benefit from the elimination of manual NOA reviews.

PHASE 2: ENGAGE CRA

Work with other public sector partners to identify administrative cost savings. Demonstrate the benefits of transferring the current PII data risk that the City has to the CRA – that are already handling this data risk as the stewards of the data. Identify opportunities to change business processes based on future AIV capabilities.

DESIRED OUTCOME: PARTNER & IMPLEMENT

Partner with the CRA to implement the future state version of AIV across all programs at the City. Re-assess opportunities for process optimization based on the future implementation of AIV. Identify future opportunities for consideration both at the CRA and at the City.

Context for Productivity Estimates

While this report has identified eight (8) recommendations to improve the productivity, effectiveness, and experience of intake and assessment for needs tested programs, only six (6) have the data necessary to quantify them.

While each recommendation is different, and targets different steps in the intake and assessment process for the needs tested programs in scope, productivity estimates generally have the following characteristics:

1. Ranges of time per interaction were estimated and validated with the City's resources
2. Interactions are characterized as information seeking, application and eligibility determination, and account servicing / updating
3. Interactions were identified by channel and on a per-program basis wherever possible based on the City's data
4. Improvements were estimated on a per interaction basis and were either estimated to improve the speed with which an interaction could take place (through simplification, automation, integration, eliminating handoffs, etc.) or eliminating an interaction all together (through improved information, eliminating redundant submissions, etc.)
5. These improvements were then quantified on a cost savings per interaction basis and scaled to reflect the volume of interactions in the City's data

Benefits Case – Quantifiable Benefits

Benefits have been quantified over a multi-year period, with a combination of direct productivity and effort avoidance which can be re-invested in managing service pressures, including anticipated demand growth

The opportunities below have been quantified using the following key considerations:

1. Productivity improvements ramp up over a three (3) year window, with 20% of benefits being realized in the first (1) year post-implementation, 60% more in year two (2), and the final 20% in year three (3)
2. Productivities are one time savings
3. Effort avoidance represents the subsequent benefit of productivity improvements which have been realized (ie. once an improvement has been realized, in subsequent years that effort is avoided); effort avoidance is calculated on a multi-year period
4. All totals are calculated over a five (5) year period and benefits are calculated as of full implementation of each recommendation
5. Productivities are calculated on a per-interaction basis; if volumes change materially from calculated volumes, productivities will change accordingly
6. A full set of assumptions and inputs can be found in the full report
7. Productivity gains associated with OW, CCFS and RGI have been calculated at 50% of potential to incorporate the impact of provincial cost sharing formulae

Recommendation	Productivity Gains	Effort Avoidance	Multi-year Total
1. Improve publicly available information	\$ 44K – \$ 91K	\$ 132K – \$ 272K	\$ 176K – \$ 363K
2. Harmonize Eligibility Criteria (Phase 1 & 2)	\$ 23K – \$ 43K	\$ 67K – \$ 130K	\$ 90K – \$ 173K
3. Process Automation & Simplification	\$ 141K – \$ 371K	\$ 423K – \$ 1.11M	\$ 564K – \$ 1.48M
4. Anonymous Eligibility Self-Testing Pre-Application	\$ 14K – \$ 29K	\$ 43K – \$ 88K	\$ 57K – \$ 117K
5. Integrated Master Applicant Record	\$ 30K – \$ 160K	\$ 89K – \$ 481K	\$ 119K – \$ 641K
7. Applicant Experience Tiers	\$ 90K – \$ 299K	\$ 270K – \$ 898K	\$ 360K – \$ 1.20M
Totals	\$ 342K – \$ 993K	\$ 1.02M – \$ 2.98M	\$ 1.37M – \$ 3.97M

Note: Totals may not sum due to rounding

Benefits Case – Quantifiable Benefits (Time)

Benefits have been quantified over a multi-year period, with a combination of direct productivity and effort avoidance which can be re-invested in managing service pressures, including anticipated demand growth

The opportunities below have been quantified using the following key considerations:

1. Productivity improvements ramp up over a three (3) year window, with 20% of benefits being realized in the first (1) year post-implementation, 60% more in year two (2), and the final 20% in year three (3)
2. Productivities are one time savings
3. Effort avoidance represents the subsequent benefit of productivity improvements which have been realized (ie. once an improvement has been realized, in subsequent years that effort is avoided); effort avoidance is calculated on a multi-year period
4. All totals are calculated over a five (5) year period and benefits are calculated as of full implementation of each recommendation
5. Productivities are calculated on a per-interaction basis; if volumes change materially from calculated volumes, productivities will change accordingly
6. A full set of assumptions and inputs can be found in Section 5: Benefits Case & Assumptions
7. Productivity gains associated with OW, CCFS and RGI have been calculated at 50% of potential to incorporate the impact of provincial cost sharing formulae

Recommendation	Productivity Gains	Effort Avoidance	Multi-year Total
1. Improve publicly available information	1,070 – 1,605 Hours	3,210 – 4,815 Hours	4,280 – 6,420 Hours
2. Harmonize Eligibility Criteria (Phase 1 & 2)	548 – 767 Hours	1,642 – 2,230 Hours	2,190 – 3,066 Hours
3. Process Automation & Simplification	3,438 – 6,574 Hours	10,314 – 19,722 Hours	13,753 – 26,295 Hours
4. Anonymous Eligibility Self-Testing Pre-Application	348 – 522 Hours	1,403 – 1,565 Hours	1,391 – 2,086 Hours
5. Integrated Master Applicant Record	719 – 2,840 Hours	2,157 – 8,519 Hours	2,876 – 11,360 Hours
7. Applicant Experience Tiers	2,190 – 5,305 Hours	6,569 – 15,913 Hours	8,758 – 21,218 Hours
Totals	8,313 – 17,613 Hours	25,295 – 52,764 Hours	33,608 – 70,377 Hours

Note: Totals may not sum due to rounding

Benefits Case – Non-quantified Recommendations

The below recommendations are likely to have quantifiable impacts, either through the use of enhanced data and analytics to improve administrative processes and targeted interventions, or through introducing fundamentally different automation opportunities through new CRA tools. These are also fundamental enablers to the previously quantified recommendations.



Manage Data More Effectively

Qualitative Benefits

- City develops a better understanding of the target population and current recipient population of each program
- Enables the City to create sub-programs based on demographic information
- Improve the quality of service planning
- Make better investment decisions



Engage the CRA for AIV Enhancements*

Qualitative Benefits

- Data risk associated with storing sensitive documents is transferred back to the CRA
- Reduced administrative effort to process applications through real-time validation
- Improved applicant experience
- Reduced application risk due to the elimination of declaration-based applications and introduction of additional income and applicant verification activities

**Note: Benefits have not been quantified as the productivity gains are entirely dependent on what capabilities the CRA chooses to enable (if any)*

Implementation Considerations

Implementing the recommendations contained in this report requires further assessment by City stakeholders to better understand the costs and effort across technology modernization and policy harmonization/modernization.

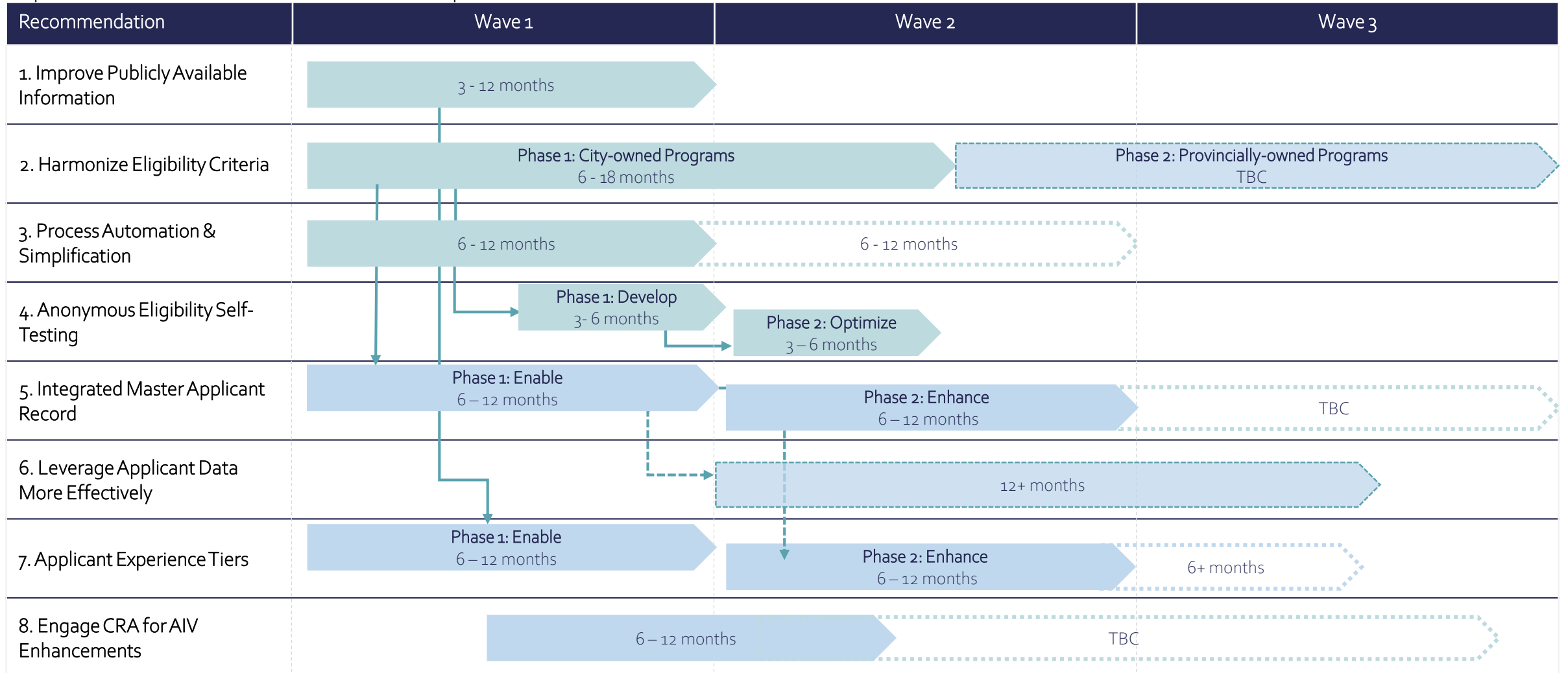
- The City may shift timing of any given recommendation, or program-specific component of a recommendation, based on a combination of prioritizing other elements of its broader modernization agenda and the availability of appropriate resources
- Technology related improvements will require a combination of staff time & technology investments where new tools/technologies need to be procured
- Recommendations with provincial & federal dependencies can take significant time to advance as they are at the discretion of the province or the federal governments; the City can only advocate for these improvements to happen at pace but not direct them
- Integrations with provincially and federally-mandated technology platforms are likely to require consent from a data sharing perspective
- Adopting new technologies at the City may require up-skilling the City's existing staff to be able to implement, maintain, and continue to evolve the tool over the long term
- No specific technologies have been identified in this report to enable the recommendations, as the City's Technology Services Division is best positioned to determine what existing or net-new technologies are most appropriate in any given circumstance

Implementation Sequencing & Estimated Roadmap

Tactical Initiative

Strategic Initiative

If appropriately prioritized, governed and resourced, the recommendations should be achievable within the stated implementation time frames and sequence

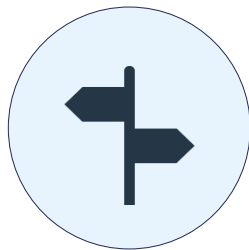


Report Summary

The recommendations previously described, if implemented, are likely to enable a combination of quantitative and qualitative benefits. The quantitative benefits, primarily in the form of productivities and effort avoidance, represent a substantive opportunity to reinvest in the City's needs tested services administration and to enable a more sustainable administrative structure to manage anticipated demand growth and service level commitments. Qualitatively, both applicants and City staff should experience measurable enhancements, providing an experience that provides applicants with increased autonomy while managing and mitigating the City's operational and fiscal risk. These outcomes are very much aligned with the City's priorities.



Improve applicant experiences



Enhance decision-making



Optimize resource allocations



Reduce operational and financial risk



Enable reinvestment through productivity enhancements

Advancing this portfolio of work, internally for those recommendations which are within the City's control and in partnership with other orders of government for those which are not, is the next step in continuing the City's Human Services Integration journey.

Appendices

Appendix I: Data and Productivity Estimates Assumptions

Information around the assumptions made as part of our analysis regarding productivities, effort avoidance, and data validation

Core assumptions:

- Operational data provided by the respective divisional teams has been used to calculate productivities including effort avoidance
- Calculations for productivity gains, and effort avoidance analysis have been performed using input assumptions and data provided by the City of Toronto's project team
- Inputs to the analysis are the sole responsibility of the management team and were reviewed with the City of Toronto's project team to validate all assumptions
- The analysis herein is in summary form. Selecting portions of this analysis without considering all of the factors and analyses considered, may create a misleading view of the output and results
- Calculations have been based on specific assumptions noted in the Assumptions section to the detailed report. Not every potential influence or factor has been considered including but not limited to negotiated changes with contractors and unions, inflation, the impact of overhead costs, and other similar environmental factors
- In all cases, the confidence interval associated with current state data allocations, improvement opportunities, and associated financial implications is +/- 25%
- Productivity gains associated with OW, CCFS and RGI have been calculated at 50% of potential to incorporate the impact of provincial cost sharing formulae



Additional assumptions were taken into consideration when conducting this analysis and creating these recommendations

Appendix II: Acronym Glossary

The following is a glossary of the acronyms used throughout this document:

ASC: Applicant Support Centre	L1: Level 1
AIV: Automated Income Verification	L1+: Level 1+
CRA: Canada Revenue Agency	L2: Level 2
CRM: Customer Relationship Management	LICO: Low Income Cut-offs
GTA: Greater Toronto Area	LIM: Low Income Measure
HSI: Human Services Integration	NOA: Notice of Assessment
KPIs: Key Performance Indicators	PII: Personal Identifiable Information
Lo: Level 0	VBOR: Value Based Outcomes Review

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