



Hamilton

# INFORMATION REPORT

**CITY WIDE  
IMPLICATIONS**

<b>To:</b>	Corporate Administration Committee  Outstanding Business Item No. __ and Issue:		
<b>From:</b>	Glen Peace City Manager	<b>Telephone:</b> <b>Facsimile:</b> <b>E-mail:</b>	(905) 540-5420 (905) 540-5141 gpeace@hamilton.ca
<b>Date:</b>	August 15, 2006		
<b>Re:</b>	<b>City of Hamilton Service Inventory (City Wide) (CM06014)</b>		

### **Council Direction:**

City Council, at its meeting held on Wednesday, December 14, 2005, approved the following motion:

That the City Manager be directed to prepare a report respecting the required staffing and cost implications to conduct a Service Inventory Review for the City of Hamilton.

### **Executive Summary:**

The City of Hamilton agrees with the principle that the public should expect service delivery improvements, efficiencies and innovation. However, the challenge facing the City is how to best achieve continuous improvement in a Corporation that is currently operating with significantly reduced internal capacity. The City Manager is prepared to undertake a two-pronged approach:

- *Phase I – Service Inventory*
- *Phase II – Service Review Program (SRP).*

The overall approach has been designed to provide Council with an information tool to support an aggressive Services Review Program (SRP) that will help identify areas where the City may need to review how it is delivering a service and where service improvements or innovations could be achieved.

Currently, there is no clear definition of commonly used terms such as “program” or “service” nor is there a comprehensive list of the services the City provides, either internally or to the public. As a result, decisions as to what the City’s priorities are become very difficult and the focus tends to be on organizational units such as departments and

divisions, without the information that would be required to determine if there are efficiencies that could be obtained across organizational units that deliver like services.

This report outlines the necessity to catalogue all City services (*Phase I*); and briefly discusses a multi-year Services Review Program (*Phase II*) that will help ensure an ongoing program with strong emphasis on efficient and effective service delivery. This is in keeping with Council's Goal "A City that Spends Wisely and Invests Strategically".

### **Information:**

#### Why do a Service Inventory?

1. To ensure clear thinking about:
  - what we do, e.g. Are we doing the right things? Are the things we do aligned and connected to the City's Mission, Vision, Values, etc.
  - why we are doing it, e.g. Are we doing things right?
2. To ensure a common language to describe what we do to communicate consistently:
  - within the City organization
  - with Council
  - with the public
  - with stakeholders (Province, etc.)
  - with benchmarking initiatives (OMBI, HRBN, etc.)
3. To enable informed decision making are we:
  - doing the right things or should we change/stop what we are doing, e.g. through operational reviews, service level evaluations?
  - doing things rights or should we change how we are doing them, e.g. program reviews, alternative service delivery models?
  - getting value or our money; could we get the same value for less dollars; what is the City getting for the money?
  - ensuring the appropriate allocation of scarce resources to services
  - organized in the most effective way to deliver service, e.g. are there duplications of services? Are there similar services that could be grouped together or that could share resources?

#### Methodology:

There would be two phases to this project:

*Phase I*, will involve the creation of a Service Inventory for the Corporation. This is the first step to help identify what we do and how we do it. This needs to be completed before determining which services to review.

An established approach to developing *Phase II - Services Review Program (SRP)*, would contribute to an efficient program by allowing for a more specialized examination of services that have been identified as priority areas by Council vs. complaint driven or reviews undertaken on an ad-hoc basis. The second phase will see the development of a multi-year Service Review Program in order to provide Council and Staff with a systematic approach to conducting reviews.

### **Phase I: Service Inventory**

The City of Hamilton currently provides a multitude of services, however there is no comprehensive list or a common understanding of the services provided. A Service Inventory would act as the “starting point” in creating an information tool for Council, Senior Management and the Public.

#### **Goal:**

To provide Council, Staff and the Public with complete, accurate, and non-biased information necessary to make choices about the services the City Of Hamilton currently provides for the residents.

#### **Scope:**

Include all services within the control of the City Of Hamilton, with the exception of Police, Library and HECFI.

#### **Objectives:**

- To provide a comprehensive and detailed listing of all services provided by the City of Hamilton.
- To provide Council, Staff and the Public with a complete understanding of the multitude and diverse services provided by the City of Hamilton.
- To provide an information tool to help Council prioritize which services require further review in order to achieve efficiencies or cost savings.
- To provide sufficient information for Council when making decisions about the allocation of public funds.
- To provide an impact analysis with respect to the following criteria: legislative requirements, service to residents, Vision 20/20 strategic directions, management issues and competitive advantage.
- To review each program and service area consistently and objectively.

#### **Resources:**

**Staffing:** A cross-departmental implementation team, with the City Manager’s Office taking the lead, would provide the “internal knowledge” required to help develop the ground rules, principles and processes in order to obtain the best possible information in preparation for Phase II. Additional staffing would be required within each Department to carry-out the plan.

**Financial:** Staff envision a plan for both Staff and the Public whereby costs would not exceed \$20,000. This would include the development of necessary tools, the printing of documents, advertising for and hosting of Public Meetings (if required).

Legal: There are no legal implications.

Timing:

It is anticipated that *Phase I* would be completed by September 2007. A complete list of services would be presented to the Council shortly thereafter, in preparation for the 2008 budget cycle. In order to meet the deadline, the Project would be designated as a Corporate priority, allowing Staff the necessary time to fully participate in order to obtain the best results possible.

The Service Inventory would be updated annually.

**Phase II: Services Review Program (SRP)**

An established Services Review Program (SRP) will provide a systematic approach to how the City determines which services require further examination. One main element in the development of the Services Review Program (SRP) will be the development of an overall strategy on how the reviews will be conducted. It is recommended that the Implementation Team established in Phase I will continue to support Phase II.


The Services Review Program (SRP) is a fundamental part of Senior Management's commitment to manage its resources in an efficient and effective manner and to continuously seek improvement. Long-term efficiencies will be recognized by examining one or more aspects of a service such as the level of several components, the service delivery mechanism, and internal business practices and how these contribute to the City's objectives. In addition, the proposed approach allows services to be examined across departmental boundaries to achieve efficiencies at the corporate, rather than simply at the departmental, level.

**A comprehensive plan will be presented to Council outlining the design and implementation of *Phase II*, following the completion of *Phase I*.**

**RELEVANT CONSULTATION:**

Internal: This initiative has been discussed with members of the Efficiency and Effectiveness Strategy Team (EEST), and the Corporate Management Team.

External: Further discussion has occurred with Staff from the Region of Niagara, and the City of Ottawa, as well as members from OMBI (Ontario Municipal Benchmarking Initiative).



Glen Peace  
City Manager