

# CITY COUNCIL AGENDA



**DATE** April 14, 2008 at 6:00 p.m.

Please turn off or place on non-audible all cell phones, PDAs, Blackberrys and pagers during the meeting.

## **Disclosure of Pecuniary Interest**

**6:00 p.m.**

### **Human Resources Strategy**

Human Resources Staff will lead discussion on this item.

**7:30 p.m.**

### **Service Review Priorities**

THAT a Service Review be initiated in 2008 to examine sidewalk snow clearing practices;

AND THAT staff be directed to report back to Council on the proposed parameters for undertaking this review.

## **ADJOURNMENT**

Hi everyone!

We are looking forward to getting your input on the City of Guelph Human Resources Strategy. Here are some thoughts to get you thinking about the session coming up. The focus group is going to ask you to think about the City of Guelph as a top employer under four headings:

- **A Well Workplace** – programs and an atmosphere that contribute to people choosing to work for and dedicating themselves to the City's success
- **Learning Organization** – investment in the ongoing skill and knowledge development of employees tied to the organization's goals
- **Leadership** – vision, motivation and action which empowers people to realize their potential and creates the organization's future
- **Business and Service Excellence** – providing best in class customer service using all our resources effectively

We want to hear what you think is currently being done well in these areas, what can be improved and any new ideas. Some points to consider include:

- What does a top employer mean to you?
- How can we achieve a "well workplace"? – insert any of the headings
- What does an ideal employer look like? What do we need to do to get there?
- What would you like the City of Guelph to be?
- How would you know that you were part of something truly special – a workplace that others want to join?
- What have you seen, heard done before in previous places of employment, your spouse or friends company?
- How can we attract people to work here and stay here?
- What can individual employees do to develop a culture that will be attractive to people?

Looking forward to seeing you,

Dave Bush, Dana Nixon, Joanne Oliver, Aidan Prince

TO **Guelph City Council**

SERVICE AREA Corporate Administration  
DATE April 14, 2008

**SUBJECT Service Review**  
REPORT NUMBER

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## **RECOMMENDATION**

That a Service Review be initiated in 2008 to examine sidewalk snow clearing practices; and

That staff be directed to report back to Council on the proposed parameters for undertaking this review.

## **BACKGROUND**

In the fall of 2007, members of Council adopted a list of priority projects and initiatives in support of the Strategic Plan that included Corporate Service Review. To begin to address this item, Council members were informally polled to generate a list of potential review work for further discussion. The Senior Management Team received the suggestions and discussed the required next steps. A collaborative meeting with the Council and Senior Management Team has been scheduled for April 14<sup>th</sup> to:

1. further discuss Council's review ideas;
2. explore Service Review versus operational review projects;
3. confirm a priority area for a Service Review in 2008 and project expectations.

A community survey planned for the second quarter (Q2) of this year will support the agreed upon area for review. Targeted survey questions will be developed to identify future Service Review opportunities for the consideration of Council. Questions will also be utilized from the Common Measurement Tool (CMT) designed by the Institute for Citizen Centred Service. Utilizing this tool will allow for valuable comparison to other municipalities as well as the measurement of progress towards defined goals and objectives.

## **REPORT**

In June 2007 Council adopted a Service Review Cycle and Framework to guide review efforts and fulfill, in part, its responsibilities for enhanced accountability as described in Section 224 of the Municipal Act. In the June report, Service Review is defined as an evaluation process in which a specific municipal program or service is systematically reviewed to determine the most appropriate way to provide the

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service. A service delivery review is defined as an operational process improvement project that can be conducted for both front-line services to clients and internal support services. (Further definition is provided in Appendix A as well as information on proposed areas for review projects for further discussion at the scheduled April 14<sup>th</sup> meeting).

To pilot the review framework, a staff evaluation of By-law enforcement services was undertaken and additional work to broaden the scope of the work is expected in the near future. For the next Service Review project identified, Council direction on the purpose, scope, expected outcomes and deliverables, level of resident involvement and expected timeframe for completion will assist staff with confirming the project scope and parameters.

In addition to the By-law Enforcement Service Review project, staff continue to work on operational reviews including for example, land ambulance, building inspection and practices, and garbage collection routing and scheduling. An assessment of the current protocol for operational review work will also be undertaken to determine how internal reviews are identified, prioritized and reported going forward.

### **CORPORATE STRATEGIC PLAN**

Strategic Plan objective 5.1 – The highest municipal customer satisfaction rating of any comparable sized municipality.

### **FINANCIAL IMPLICATIONS**

Resource implications and allocations related to any future Service Review work identified and prioritized are to be determined.

### **DEPARTMENTAL CONSULTATION**

All departments through the Senior Management Team.

### **COMMUNICATIONS**

Corporate Service Review is an approved Council priority that has been communicated to both staff and the public.

### **ATTACHMENTS**

Appendix A – Proposed Review Projects and Comments for Discussion



**Prepared By:**  
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Manager, Strategic Planning  
and Corporate Initiatives



**Recommended By:**  
Lois Payne

Director, Corporate  
Services and Assistant  
CAO

## Appendix A – Proposed Review Projects and Comments for Discussion

### 1. Service Reviews

Review activity can range from the broader, more complex and directional reviews to the more focused operational reviews that look for ways of making established processes that already have set goals more efficient.



#### Program and Core Service Reviews/Master Plans

- What should we do? What is our mandate?

Service reviews answer strategic level questions related to a specific service such as:

- How well is the service performing? How much does it cost to provide the service?
- Does the service need to be improved?
- Should the service continue to be provided?

#### Service Reviews

- How does a particular service operate? What should the expected outcomes be?

#### Service Delivery/Operational Reviews

- How can we improve it according to established goals and targets?

### 2. Proposed Review Projects

Potential areas for review work suggested by Council members include those listed below in Table 1. Initial comments from the Senior Management Team (SMT) are also included for further discussion with Council.

To assist Council members with identifying possible program or service review projects, the following criteria (unweighted) from the July 2007 approved Service Review Framework Report was suggested:

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|---|--|
| <ul style="list-style-type: none"> <li>I. Financial significance</li> <li>II. Changes to programs, operations and/or systems</li> <li>III. Experience/perceptions of management and staff</li> <li>IV. Complexity of operations</li> <li>V. Political exposure/adverse publicity</li> <li>VI. Potential for liability, penalties and litigation</li> <li>VII. Issues that address Council priorities</li> <li>VIII. Opportunities for significant impact</li> </ul> | <ul style="list-style-type: none"> <li>IX. Significant changes in the external environment (e.g. demographic shifts, social change, technology change, legislation)</li> <li>X. Need to address issues already identified by media, public, special interest groups</li> <li>XI. Significant growth/expansion in service scope</li> <li>XII. Recent staff and/or operational changes</li> <li>XIII. Absence of a recent review</li> <li>XIV. Emergence of unintended consequences of service delivery</li> </ul> |
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The level of significance associated with each possible project is ranked A, B or C according to the number of times it was cited as possible review work by Councillors. Projects ranked 'A level' were selected by 4 or more individuals. The type of review project, match to suggested criteria and link to Strategic Plan goals are simply proposed and subject to further exploration and discussion.

**Table 1**

Council Suggested Review Project		Lead Dept	Sign.	Review Type	Criteria Match	Link to SP Goal(s)	SMT Comments
<p><b>1. Winter Control</b></p> <p>a) review sidewalk snow clearance practices – are they meeting expectations?</p> <p>b) determine the responsibility of residents regarding snow clearance and evaluate how this is being established and communicated.</p>		OPS	A	a) Service review	VI,VII,I X,XIII, XIV	2.6, 5.1, 5.6	-a) Sidewalk snow clearance could be considered as a priority review to begin in 2008. -b) Presently there is no requirement to shovel or remove ice from sidewalks.
<p><b>2. Parks Maintenance</b></p> <p>a) identify the perceived/real issues in the coordination and delivery of parks maintenance (Are we meeting the needs of residents? Are we cutting too much or not enough? Have pesticides been eliminated?)</p> <p>b) assess levels of satisfaction with the quality of sports fields and parks (Is maintenance being coordinated with use? Are there a sufficient number of safe play structures? If it's a passive park, are we maintaining the proper areas and naturalizing the right amount? Are we creating enough of a riparian zone for the river? Should neighbours take more of an active role in park stewardship? How can we increase resident ownership? Can communications on parks be improved? If the City chooses to prune trees in a park, should they inform residents and how?)</p> <p>c) evaluate operational changes in the operations department including forestry (are we maintaining the existing tree inventory? Are we planting enough new trees?)</p>		OPS	A	a) Service review b) Service review c) Operational	VII,VIII, X, XII, XIII	2.3, 5.6, 6.1	-a) and b) Additional resources funded by Council for 2008 will result in enhanced levels of service. Review work could therefore be considered in 2009. -c) This will be addressed through the strategic urban forest management plan.

**Council Suggested Review Project**

Council Suggested Review Project	Lead Dept	Sign.	Review Type	Criteria Match	Link to SP Goal(s)	SMT Comments
<p><b>3. Leaf and yard waste collection schedule</b>— a) assessing the levels of satisfaction with frequency of pick up and related regulations (e.g. sweeping to curb as opposed to brown bags at the curb)</p>	ENS/ OPS	A	a) Operational - may result from in review work based on community survey results	VIII, X, XIII	5.1, 5.6	-a) A partial review could be planned for 2008 to consider frequency of collection and potential synergies between leaf collection and yard waste collection.
<p><b>4. Transit</b> a) reviewing and updating the service delivery model – i.e. routes and headways with a view to improving service efficiency. This was done last in 2003 and was performed by an outside consultant. b) review mobility transit to ensure the highest levels of accessibility/ rider satisfaction</p>	CMS	A	a) Program review/ Master Plan b) Service review	II,IV,VI, VII, VIII, X, XIII	1.4, 2.6, 5.1, 5.6	-a) and b) A comprehensive, integrated Transit Master Plan (e.g. Vision 2018) should be developed via a phased approach beginning later in 2009-2009. A service review can be a component of this plan.
<p><b>5. Building inspection</b> a) review current levels of efficiency and consistency in building inspection practices and procedures.</p>	CDDS	B	a) Operational Review	IV, VI	5.1, 3.2	-a) Building services is currently evaluating and reviewing this area. Improvements to processes and procedures in the downtown area have been implemented.
<p><b>6. Downtown</b> a) review current maintenance practices (cleaning of sidewalks, pick-up of litter, sidewalk washing) and levels of satisfaction with cleanliness</p>	OPS	C	a) Service Review	V, VII, VIII	3.6, 5.6	-a) This could be considered as a future review project and could be referred to the downtown coordinating committee. As an operational review, service standards could

