

CITY COUNCIL AGENDA



DATE May 25, 2011, 6:00 p.m. – 9:00 p.m.
Committee Meeting Room C

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

Disclosure of Pecuniary Interest

Strategic Plan Workshop #1 - Part 2: Service Review

1. Welcome – Brenda Boisvert
2. Opening Remarks – Mayor Farbridge
3. Confirmation of Draft Priority Goals – Chris Bart
4. Setting SMART Objectives – Chris Bart
5. Next Steps – Chris Bart / Brenda Boisvert
 - Clarification of SMART Objectives
 - Identification of Strategic Initiatives

ADJOURNMENT

Remote Exercise #2 results to be distributed Tuesday night.

Please note that additional reference material including copies of the Community Survey and Environmental Scan will be on hand to support the discussion.



May 24th, 2011

Analysis and Results of Remote Exercise #2: City Services Rankings

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Tab	Contents
Definitions and Explanations	This Tab provides useful information that makes understanding the contents of this workbook easy
Expanded E Score	This Tab displays each of the individual results for the Environment scores . It also produces the average value.
Expanded R Score	This Tab displays each of the individual results for the Resource scores . It also produces the average value.
Sorted By Total Score	The total score is the sum of the environment and resource scores. The services are ranked based on this score.
Sorted By Standard Deviation	This Tab presents the standard deviations inherent in the data, and sorts by this value.

E and R Scores

The E score (Environment Score) represents the perceived importance or attractiveness of a particular service
The R score (Resource Score) represents the perceived internal strength or capability in providing a particular service
The average E and R scores are the average of all of the respondents' scores for a particular service.

Standard Deviation

A standard deviation (SD) score measures the degree of variation in the responses.

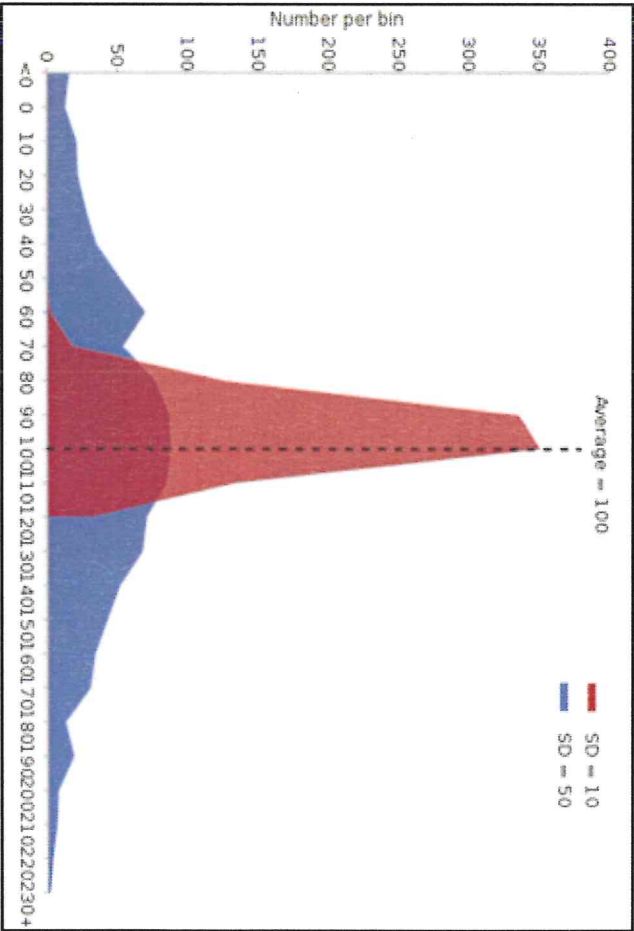
For our purposes, a high standard deviation means that there was a wide spread in the responses that were given; survey respondents gave widely different answers when assessing the services. In contrast, a low standard deviation means that most respondents gave similar answers.

Looking at the examples on the left in the table, we can see that two sets can have the same "average score", but very different standard deviations. In set 1, people generally agree on the score. While in set 2, there was no general consensus; there was a lot of uncertainty. This type of uncertainty needs to be resolved through additional investigation.

In the chart on the right, we can see two other data sets. They both have the same average, but the red set is clustered around this average, giving it a low standard deviation, while the blue set is widely dispersed, meaning it has a high standard deviation.

A high standard deviation means that the respondents held widely different views of the same service.

Examples		
Data Point	Set 1	Set 2
1	30	23
2	29	39
3	28	47
4	32	17
5	35	17
6	27	22
7	29	34
8	30	41
Average	30	30
Std. Dev.	2.51	11.70



Colour Gradients

The colour gradient is intended to **illustrate the relative ranking of the numerical scores**. Accordingly, the highest numerical value is represented by the darkest red/orange, the lowest value by bright yellow, and every value in between is a combination of the two colours.

The lower a numerical value is, the more yellow it is, while the higher the value, the more red/orange it is.

A green/yellow colour gradient is also used. It works in the same way

The colour gradient is used so that it EASY to tell the relative size of a value

Gradient Examples			
1	10	5	23
2	20	3	44
3	30	2	12
4	40	9	17
5	50	8	28
6	60	1	23
7	70	10	41
8	80	6	39
9	90	4	22
10	100	7	39

The colour gradient is intended to illustrate the relative ranking of the numerical scores. Accordingly, the highest numerical value is represented by the darkest red/orange, the lowest value by bright yellow, and every value in between is a combination of the two colours.

The lower a numerical value is, the more yellow it is, while the higher the value, the more red/orange it is.

This Chart displays each respondent's E Scores for all 75 services.

Office of the CAO														
		Environment Scores												
Service Group	Service #	1	2	3	4	5	6	7	8	9	10	11	12	13
Emergency Management – Emergency Planning	A1	44	41	27	40	39	41	40	40	44	46	50	36	Average
Guelph Fire Department – Fire Suppression	A2	49	50	32	40	27	24	24	29	47	38	40	32	36.00
Guelph-Wellington EMS – Land Ambulance Division (GW-EMS)	A3	46	35	27	35	30	33	28	33	39	31	50	26	34.42
Business Advocacy/ Investment Inquiries	A4	40	31	34	36	22	25	36	26	37	39	48	18	32.67
Program Facilitation	A5	38	23	34	31	25	26	30	30	38	29	20	23	28.92
Visitor Information Centre and Tourism Marketing	A6	33	22	31	28	30	28	30	28	35	27	35	25	29.33
Strategic Planning and Corporate Initiatives	A7	25	45	30	27	23	13	17	17	36	36	50	10	27.42
Downtown Renewal	A8	38	40	35	28	33	37	31	33	44	34	50	23	35.50
-Community Improvement Plan Implementation	A9	39	40	42	26	22	20	17	22	50	37	46	20	31.75
-Downtown Investment/Business retention and attraction	A10	38	45	34	40	22	24	23	22	39	29	40	22	31.50
Community Energy Initiatives	A11	27	27	34	26	19	20	30	22	32	28	32	19	26.33
Graphic Design	A12	22	23	32	11	30	31	33	29	45	29	45	29	29.92
Client Services (IT Help Desk)	A13	16	23	36	14	33	32	32	35	35	31	50	33	30.83
Business Systems Team	A14	16	23	36	14	33	32	32	35	35	31	50	33	30.83
Guelph.ca	A14	41	36	30	26	37	28	35	37	45	35	44	35	35.75
Legislated services	A15	37	50	42	43	41	39	43	41	38	37	50	39	41.67
Service Guelph	A16	41	50	38	45	37	36	44	37	46	45	50	38	42.25
Procurement Process development and implementation	A17	27	40	37	25	40	35	38	36	32	34	38	38	35.00
Tax policy, tax bills, tax adjustments	A18	37	50	29	35	38	35	40	38	37	41	50	33	38.58

Human Resources and Legal Services														
		Environment Scores												
Service Group	Service #	1	2	3	4	5	6	7	8	9	10	11	12	13
Legal Representation	B1	35	45	34	18	27	20	27	25	35	16	50	26	Average
Payroll Administration	B2	33	40	21	10	35	24	33	33	36	32	45	23	29.83
Attendance management	B3	21	50	21	13	38	18	36	37	39	27	40	30	30.42
Diversity	B4	20	35	31	14	22	18	19	20	31	23	45	13	30.83
Corporate Initiatives for Employee Engagement	B5	19	40	39	18	24	16	11	21	32	26	48	26	24.25

Community and Social Services														
		Environment Scores												
Service Group	Service #	1	2	3	4	5	6	7	8	9	10	11	12	13
Market Square Public Activities	C1	35	40	36	21	16	18	22	18		36	46	11	Average
Facilities Operation and Management - River Run Centre	C2	38	35	37	17	19	19	23	21		34	50	23	27.18
Facilities Operation and Management - Sleeman Centre	C3	37	35	30	17	23	20	21	24		18	50	20	28.73
Facilities Operation and Management - John McCrae House	C4	34	35	36	34	23	21	22	24		31	50	29	26.82
Neighbourhood Coalition Support & Neighbourhood Groups (12)	C5	39	50	37	41	28	28	30	30		34	44	20	30.82
Community Engagement Consultation, research and public policy	C6	38	45	38	34	11	18	6	15		34	50	10	34.64
Youth Development	C7	28	35	35	33	28	25	28	29		32	50	28	27.18
Inclusion and Volunteer Coordination	C8	38	50	36	35	37	26	23	34		37	50	29	31.91
ACC Committee and Accessibility	C9	38	50	33	32	36	31	28	34	26	34	50	24	35.91
Community/Recreation Centre Management and Operations	C10	41	35	36	29	32	30	31	30	47	37	50	36	34.67
Programming and educational activities	C11	40	35	34	35	34	27	28	30	39	29	50	29	36.17
City Building Maintenance	C12	39	50	41	24	23	23	22	23	36	24	40	20	34.17
Civic Precinct Management	C13	36	45	33	23	17	19	15	18	32	32	50	13	30.42

Planning & Building, Engineering and Environment Revised														
		Environment Scores												
Service Group	Service #	1	2	3	4	5	6	7	8	9	10	11	12	13
Residential Waste Collection	D1	43	27		20	30	23	20	26		30	48	20	Average
Bulky item collection and yard waste collection	D2	27	27	39	18	27	26	28	25	48	24	48	34	28.70
Material Recovery Facility	D3	43	27	41	20	26	26	22	27	38	40	50	26	30.92
Waste reduction program planning, development and implementation	D4	36	50	40	27	29	26	23	29	37	31	50	24	32.17
Public Drop-off Facility	D5	44	27	39	27	33	28	26	34	36	36	45	28	33.50
Maintenance	D6	20	36	33	20	26	25	25	26	27	35	50	27	33.58
Transfer Station	D7	41	27	41	25	31	30	28	32	40	27	35	30	29.17
Transportation Planning and Development Engineering -Engineering conditions; Consultant Approvals; Plan Review	D8	40	41	42	24	40	33	39	36	35	37	50	38	32.25
Corporate Property – Major Capital. Capital Facilities Construction; Contracting requirements; inspection.	D9	27	50	37	20	30	19	21	30	38	32	50	20	37.92
Property Standards By-law	D10	40	45	37	29	28	32	36	28	49	41	50	28	31.17
Termite Control Program	D11	43	27	38	21	33	26	27	26	38	24	50	30	36.92
Heritage Planning	D12	41	45	42	32	22	21	17	19	50	29	50	17	31.92
Environmental Planning	D13	42	50	36	33	33	27	27	32	46	28	50	29	32.08
Urban Design	D14	43	40	33	25	28	28	26	27	47	26	50	29	36.08
Water Supply and Distribution	D15	47	45	38	46	37	40	40	35	50	47	50	39	33.50
Use & Awareness	D16	41	35	40	42	21	16	1	15	46	34	50	8	42.83
Process control, compliance with MOE Certificate of Approval, operator certification and training	D17	27	45	38	46	37	35	34	35	42	46	50	33	29.08

Operations and Transit Services														
Service Group	Service #	Environment Scores												
		1	2	3	4	5	6	7	8	9	10	11	12	13
By-law Compliance	E1	43	45	41	27	30	32	30	32	47	44	50	31	Average
Security	E2	30	35	36	19	18	26	25	24	35	27	38	28	28.42
Road Maintenance	E3	46	45	33	27	37	35	37	33	50	39	50	37	39.08
Boulevard Maintenance	E4	42	40	33	28	31	29	23	28	43	30	46	28	33.42
Christmas tree collection	E5	25	25	28	19	16	9	3	21	37	22	40	10	21.25
Provision of winter control	E6	44	40	37	25	29	31	31	33	41	32	50	29	35.17
Bridge, headwall and retaining wall maintenance	E7	19	35	31	24	25	29	30	27	36	30	50	31	30.58
Traffic Flow Management	E8	46	45	34	29	38	35	38	36	41	39	50	27	38.17
Provision of Sanitary Sewer management	E9	40	50	31	31	30	30	35	30	40	39	50	33	36.58
Provision of storm water management	E10	40	35	34	40	32	30	26	32	36	34	50	37	35.50
Maintain and repair Corporate Fleet to MTO Standards	E11	21	40	31	12	26	32	22	30	36	27	33	34	28.67
24/7 community response	E12	40	45	37	26	33	33	33	33	44	38	50	32	37.00
Animal Control	E13	37	35	35	26	27	25	21	27	32	31	36	25	29.75
Farmers' Market	E14	42	23	40	37	32	24	19	28	46	25	39	25	31.67
Conventional Transit Services	E15	42	40	36	35	25	27	19	27	43	35	50	26	33.75
Mobility Transit Services	E16	39	35	38	12	19	26	14	21	42	31	48	22	28.92
Park Infrastructure Maintenance	E17	38	45	37	33	27	31	29	28	33	33	50	31	34.58
Provide Horticulture displays for community beautification	E18	32	25	31	25	22	23	17	25	39	24	50	22	27.92
Provide recreational avenues for the public	E19	39	25	34	25	31	28	24	28	35	33	50	30	31.83
Support Community Use of Parks	E20	37	50	28	30	33	28	32	30	37	35	50	36	35.50
Maintenance of Turf, Sports Fields and Trails	E21	41	35	35	35	35	30	35	31	39	39	50	24	35.75
Development and Maintenance of the Urban Forest	E22	43	30	38	35	28	25	23	27	47	38	50	26	34.17

Each service area has an independent colour gradient for ALL of the scores, and for the average. For example, Values in "Human Resources and Legal Services" will not effect the shading in "Office of the CAO".

This Chart displays each respondent's R Scores for all 75 services.

Office of the CAO															
		Resource Scores													
Service Group	Service #	1	2	3	4	5	6	7	8	9	10	11	12	13	Average
Emergency Management – Emergency Planning	A1	41	50	41	50	36	37	33	34	43	45	50	33		41.08
Guelph Fire Department – Fire Suppression	A2	49	50	39	40	30	29	30	31	47	43	50	27		38.75
Guelph-Wellington EMS – Land Ambulance Division (GW-EMS)	A3	47	35	38	31	34	31	30	34	44		50	32		36.91
Business Advocacy/ Investment Inquiries	A4	29	25	29	30	13	21	19	19	45	34	46	12		26.83
Program Facilitation	A5	20	5	22	29	23	23	28	25	39	36	28	23		25.08
Visitor Information Centre and Tourism Marketing	A6	25	13	21	24	28	28	28	27	39	27	30	20		25.83
Strategic Planning and Corporate Initiatives	A7	28	50	35	41	21	13	14	16	36	39	50	13		29.67
Downtown Renewal															
-Community Improvement Plan Implementation	A8	33	35	38	23	34	34	40	32	46	26	46	27		34.50
-Downtown Investment/Business retention and attraction															
Community Energy Initiatives	A9	39	45	44	30	20	19	18	21	50	41	48	16		32.58
Corporate publications	A10	36	50	35	36	25	26	28	22	41	38	25	21		31.92
Graphic Design	A11	20	45	35	26	22	34	35	25	39	34	44	21		31.67
Client Services (IT Help Desk)	A12	20	9	34	24	36	35	41	34	44	38	41	36		32.67
Business Systems Team	A13	16	9	42	23	38	37	41	36	41	32	36	35		32.17
Guelph.ca	A14	38	30	31	23	41	35	42	39	46	35	42	41		36.92
Legislated services	A15	35	41	43	42	43	36	42	41	41	42	50	31		40.58
Service Guelph	A16	36	45	35	36	41	39	42	40	47	43	50	30		40.33
Procurement Process development and implementation	A17	28	9	36	30	34	34	35	33	42	42	30	25		31.50
Tax policy, tax bills, tax adjustments	A18	30	30	40	32	42	38	44	41	41	43	46	42		39.08

Human Resources and Legal Services															
		Resource Scores													
Service Group	Service #	1	2	3	4	5	6	7	8	9	10	11	12	13	Average
Legal Representation	B1	36	35	37	21	29	17	28	27	35	28	46	29		30.67
Payroll Administration	B2	25	50	21	24	32	30	40	31	40	33	46	38		34.17
Attendance management	B3	21	50	27	24	36	15	40	35	36	38	50	36		34.00
Diversity	B4	24	50	37	23	29	19	17	21	36	34	46	10		28.83
Corporate Initiatives for Employee Engagement	B5	21	50	32	28	12	18	12	18	37	35	46	13		26.83

Community and Social Services															
		Resource Scores													
Service Group	Service #	1	2	3	4	5	6	7	8	9	10	11	12	13	Average
Market Square Public Activities	C1	37	50	37	24	14	16	30	18		37	10	8		25.55
Facilities Operation and Management - River Run Centre	C2	38	35	41	15	19	21	27	23		38	50	20		29.73
Facilities Operation and Management - Sleeman Centre	C3	36	25	20	18	16	21	17	17		14	46	11		21.91
Facilities Operation and Management - John McCrae House	C4	28	40	38	31	25	27	26	26		31	50	33		32.27
Neighbourhood Coalition Support & Neighbourhood Groups (12)	C5	38	50	37	28	35	33	34	35		36	34	37		36.09
Community Engagement Consultation, research and public policy	C6	35	50	39	29	5	13	3	11		31	48	11		25.00
Youth Development	C7	22	30	29	27	26	23	28	29		28	39	18		27.18
Inclusion and Volunteer Coordination	C8	38	50	29	29	35	32	33	35		39	50	34		36.73
ACC Committee and Accessibility	C9	34	50	32	34	34	34	38	33	34	38	50	30		36.75
Community/Recreation Centre Management and Operations	C10	38	30	35	18	37	33	37	36	41	35	50	36		35.50
Programming and educational activities	C11	37	30	35	21	35	33	37	32	39	32	50	35		34.67
City Building Maintenance	C12	36	22	32	26	24	25	25	24	32	35	48	23		29.33
Civic Precinct Management	C13	36	30	36	23	16	24	28	19	35	28	30	20		27.08

Planning & Building, Engineering and Environment Revised															
		Resource Scores													
Service Group	Service #	1	2	3	4	5	6	7	8	9	10	11	12	13	Average
Residential Waste Collection	D1	38	40		17	29	25	13	24		35	50	16		28.70
Bulky item collection and yard waste collection	D2	27	17	38	10	25	26	23	25	42	27	38	30		27.33
Material Recovery Facility	D3	37	40	41	17	29	26	29	31	40	39	50	31		34.17
Waste reduction program planning, development and implementation	D4	36	40	42	27	31	28	34	31	36	32	46	13		33.00
Public Drop-off Facility	D5	38	30	43	24	28	20	20	33	37	39	50	17		31.58
Maintenance	D6	30	30	35	24	26	25	16	28	32	35	35	21		28.08
Transfer Station	D7	36	40	38	26	32	30	28	31	32	32	50	32		33.92
Transportation Planning and Development Engineering -Engineering conditions; Consultant Approvals; Plan Review	D8	38	18	24	30	38	34	44	36	33	39	50	40		35.33
Corporate Property – Major Capital, Capital Facilities Construction; Contracting requirements; inspection.	D9	37	30	32	29	27	22	28	25	38	38	48	19		31.08
Property Standards By-law	D10	36	18	24	15	34	38	40	34	49	41	50	31		34.17
Termite Control Program	D11	40	45	45	23	34	36	36	26	33	41	50	44		37.75
Heritage Planning	D12	38	35	33	31	15	19	19	16	50	25	48	21		29.17
Environmental Planning	D13	39	40	25	36	37	34	35	34	41	31	35	35		35.17
Urban Design	D14	41	30	30	24	26	26	25	27	42	33	50	16		30.83
Water Supply and Distribution	D15	47	50	49	50	41	40	45	39	46	47	50	40		45.33
Use & Awareness	D16	41	50	47	39	31	19	12	22	42	41	50	17		34.25
Process control, compliance with MOE Certificate of Approval, operator certification and training	D17	35	50	49	48	39	37	41	34	42	49	50	35		42.42

Operations and Transit Services														
		Resource Scores												
Service Group	Service #	1	2	3	4	5	6	7	8	9	10	11	12	Average
By-law Compliance	E1	41	23	34	19	29	30	28	34	44	43	46	19	32.50
Security	E2	28	45	37	24	24	34	36	30	34	31	50	32	33.75
Road Maintenance	E3	40	25	27	21	31	30	40	29	50	37	38	25	32.75
Boulevard Maintenance	E4	41	28	24	22	31	30	31	32	42	34	44	32	32.58
Christmas tree collection	E5	33	40	28	22	13	15	16	20	38	32	33	20	25.83
Provision of winter control	E6	42	24	34	25	27	27	28	28	41	42	45	32	32.92
Bridge, headwall and retaining wall maintenance	E7	32	30	35	22	26	12	10	17	37	30	50	9	25.83
Traffic Flow Management	E8	40	14	19	20	37	38	43	33	36	39	50	28	33.08
Provision of Sanitary Sewer management	E9	41	50	38	33	27	29	41	28	34	45	50	30	37.17
Provision of storm water management	E10	38	30	42	41	30	31	38	33	42	40	50	44	38.25
Maintain and repair Corporate Fleet to MTO Standards	E11	36	32	43	16	26	32	32	27	37	38	48	35	33.50
24/7 community response	E12	41	50	43	33	28	35	42	36	41	38	50	35	39.33
Animal Control	E13	35	21	16	11	22	31	35	23	33	32	42	30	27.58
Farmers' Market	E14	23	13	43	26	27	16	12	25	40	29	31	22	25.58
Conventional Transit Services	E15	39	45	29	33	20	34	22	23	43	34	46	26	32.83
Mobility Transit Services	E16	41	40	26	26	21	20	12	23	36	36	34	22	28.08
Park Infrastructure Maintenance	E17	39	25	37	29	25	33	36	27	35	37	50	31	33.67
Provide Horticulture displays for community beautification	E18	30	35	47	23	18	17	19	23	39	32	50	19	29.33
Provide recreational avenues for the public	E19	37	25	39	20	26	27	37	28	36	31	50	33	32.42
Support Community Use of Parks	E20	35	50	37	20	32	27	34	33	39	37	50	36	35.83
Maintenance of Turf, Sports Fields and Trails	E21	36	25	37	23	33	27	27	30	39	40	50	26	32.75
Development and Maintenance of the Urban Forest	E22	39	25	24	26	23	25	23	26	35	37	44	30	29.75

Each service area has an independent colour gradient for ALL of the scores, and for the average. For example, Values in "Human Resources and Legal Services" will not effect the shading in "Office of the CAO".

NOTE:

This Chart sorts the 75 City Services according to their "Total Rank Scores" (i.e. E+R scores) - highest to

Total Score Rank	Service #	Service Area	Service Name	Average E Score	Average R Score	Total Score	Legislated (Y/N)	Full Service Cost Estimate
1	D15	PBEE	Water Supply and Distribution	42.83	45.33	88.17	Y	\$5M+
2	A16	CAO	Service Guelph	42.25	40.33	82.58	Y	\$250-500K
3	A15	CAO	Legislated services	41.67	40.58	82.25	Y	\$250-500K
4	A1	CAO	Emergency Management – Emergency Planning	40.67	41.08	81.75	Y	\$0-50K
5	D17	PBEE	Process control, compliance with MOE Certificate of Approval, operator certification and training	39.00	42.42	81.42	Y	\$3-5M+
6	A18	CAO	Tax policy, tax bills, tax adjustments	38.58	39.08	77.67	N	\$250-500K
7	E12	OTS	24/7 community response	37.00	39.33	76.33	N	\$250-500K
8	A2	CAO	Guelph Fire Department – Fire Suppression	36.00	38.75	74.75	N	\$18M+
9	E9	OTS	Provision of Sanitary Sewer management	36.58	37.17	73.75	Y	\$100-250K
10	E10	OTS	Provision of storm water management	35.50	38.25	73.75	Y	\$100-250K
11	D8	PBEE	Transportation Planning and Development Engineering -Engineering conditions; Consultant Approvals; Plan Review	37.92	35.33	73.25	Y	\$1-3M
12	A14	CAO	Guelph.ca	35.75	36.92	72.67	N	\$100-250K
13	C8	CSS	Inclusion and Volunteer Coordination	35.91	36.73	72.64	N	\$100-250K
14	E3	OTS	Road Maintenance	39.08	32.75	71.83	Y	\$1-3M
15	C10	CSS	Community/Recreation Centre Management and Operations	36.17	35.50	71.67	N	\$3M+
16	C9	CSS	ACC Committee and Accessibility	34.67	36.75	71.42	Y	\$100-250K
17	E20	OTS	Support Community Use of Parks	35.50	35.83	71.33	N	\$0-50K
18	A3	CAO	Guelph-Wellington EMS – Land Ambulance Division (GW-EMS)	34.42	36.91	71.33	Y	\$11M+
19	D13	PBEE	Environmental Planning	36.08	35.17	71.25	Y	\$100-250K
20	E8	OTS	Traffic Flow Management	38.17	33.08	71.25	Y	\$1-3M
21	D10	PBEE	Property Standards By-law	36.92	34.17	71.08	Y	\$250-500K
22	C5	CSS	Neighbourhood Coalition Support & Neighbourhood Groups (12)	34.64	36.09	70.73	N	\$250-500K
23	E1	OTS	By-law Compliance	37.67	32.50	70.17	N	\$1-3M
24	A8	CAO	Downtown Renewal -Community Improvement Plan Implementation -Downtown Investment/Business retention and attraction	35.50	34.50	70.00	N	\$100-250K
25	D11	PBEE	Termite Control Program	31.92	37.75	69.67	Y	\$100-250K
26	C11	CSS	Programming and educational activities	34.17	34.67	68.83	N	\$1-3M
27	E21	OTS	Maintenance of Turf, Sports Fields and Trails	35.75	32.75	68.50	N	\$1-3M
28	E17	OTS	Park Infrastructure Maintenance	34.58	33.67	68.25	Y	\$500K-1M
29	E6	OTS	Provision of winter control	35.17	32.92	68.08	Y	\$1-3M
30	E15	OTS	Conventional Transit Services	33.75	32.83	66.58	N	\$14M
31	A17	CAO	Procurement Process development and implementation	35.00	31.50	66.50	N	\$250-500K
32	D4	PBEE	Waste reduction program planning, development and implementation	33.50	33.00	66.50	Y	\$500K-1M
33	D3	PBEE	Material Recovery Facility	32.17	34.17	66.33	Y	\$1-3M
34	D7	PBEE	Transfer Station	32.25	33.92	66.17	Y	\$3M+
35	E4	OTS	Boulevard Maintenance	33.42	32.58	66.00	Y	\$500K-1M
36	D5	PBEE	Public Drop-off Facility	33.58	31.58	65.17	Y	\$500K-1M
37	B3	HR & LS	Attendance management	30.83	34.00	64.83	N	\$0-50K
38	B2	HR & LS	Payroll Administration	30.42	34.17	64.58	Y	\$250-500K
39	A9	CAO	Community Energy Initiatives	31.75	32.58	64.33	N	\$250-500K
40	D14	PBEE	Urban Design	33.50	30.83	64.33	Y	\$100-250K
41	E19	OTS	Provide recreational avenues for the public	31.83	32.42	64.25	N	\$100-250K
42	E22	OTS	Development and Maintenance of the Urban Forest	34.17	29.75	63.92	N	\$500K-1M
43	A10	CAO	Corporate publications	31.50	31.92	63.42	N	\$50-100K
44	D16	PBEE	Use & Awareness	29.08	34.25	63.33	Y	\$1-3M
45	C4	CSS	Facilities Operation and Management - John McCrae House	30.82	32.27	63.09	N	\$100-150K
46	A13	CAO	Business Systems Team	30.83	32.17	63.00	N	\$500K-1M
47	A12	CAO	Client Services (IT Help Desk)	29.92	32.67	62.58	N	\$1-3M
48	D9	PBEE	Corporate Property – Major Capital. Capital Facilities Construction; Contracting requirements; inspection.	31.17	31.08	62.25	Y	\$1-3M
49	E2	OTS	Security	28.42	33.75	62.17	N	\$0-50K
50	E11	OTS	Maintain and repair Corporate Fleet to MTO Standards	28.67	33.50	62.17	Y	\$10M+
51	D12	PBEE	Heritage Planning	32.08	29.17	61.25	Y	\$100-250K
52	B1	HR & LS	Legal Representation	29.83	30.67	60.50	N	\$250-500K
53	C12	CSS	City Building Maintenance	30.42	29.33	59.75	N	\$1-3M
54	A4	CAO	Business Advocacy/ Investment inquiries	32.67	26.83	59.50	N	\$250-500K
55	C7	CSS	Youth Development	31.91	27.18	59.09	N	\$0-50K
56	C2	CSS	Facilities Operation and Management - River Run Centre	28.73	29.73	58.45	N	\$1-3M
57	D2	PBEE	Bulky item collection and yard waste collection	30.92	27.33	58.25	N	\$0-100K
58	A11	CAO	Graphic Design	26.33	31.67	58.00	N	\$50-100K
59	D1	PBEE	Residential Waste Collection	28.70	28.70	57.40	Y	\$3M+
60	E13	OTS	Animal Control	29.75	27.58	57.33	Y	\$500K-1M
61	D6	PBEE	Maintenance	29.17	28.08	57.25	Y	\$1-3M
62	E14	OTS	Farmers' Market	31.67	25.58	57.25	N	\$100-250K
63	E18	OTS	Provide Horticulture displays for community beautification	27.92	29.33	57.25	N	\$500K-1M
64	A7	CAO	Strategic Planning and Corporate Initiatives	27.42	29.67	57.08	N	\$100-250K
65	E16	OTS	Mobility Transit Services	28.92	28.08	57.00	N	\$100-250K
66	E7	OTS	Bridge, headwall and retaining wall maintenance	30.58	25.83	56.42	Y	\$0-50K
67	A6	CAO	Visitor Information Centre and Tourism Marketing	29.33	25.83	55.17	N	\$100-250K
68	C13	CSS	Civic Precinct Management	27.75	27.08	54.83	N	\$1-3M
69	A5	CAO	Program Facilitation	28.92	25.08	54.00	N	\$100-250K
70	B5	HR & LS	Corporate Initiatives for Employee Engagement	26.67	26.83	53.50	N	\$250-500K
71	B4	HR & LS	Diversity	24.25	28.83	53.08	N	\$0-50K
72	C1	CSS	Market Square Public Activities	27.18	25.55	52.73	N	\$100-250K
73	C6	CSS	Community Engagement Consultation, research and public policy	27.18	25.00	52.18	N	\$100-250K
74	C3	CSS	Facilities Operation and Management - Sleeman Centre	26.82	21.91	48.73	N	\$1-3M
75	E5	OTS	Christmas tree collection	21.25	25.83	47.08	N	\$0-50K

This Chart sorts the 75 City Services according to their "Combined Standard Deviation Scores" - lowest to highest.

**Standard Deviation Rank	Total Score Rank	Service #	Service Area	Service Name	Resource S.D.	Resource S.D.	Combined Standard Deviation	Legislated (Y/N)	Full Service Cost Estimate
1	3	A15	CAO	Legislated services	4.42	4.78	4.63	Y	\$250-500K
2	1	D15	PBEE	Water Supply and Distribution	5.24	4.27	4.94	Y	\$5M+
3	2	A16	CAO	Service Guelph	5.08	5.60	5.43	Y	\$250-500K
4	67	A6	CAO	Visitor Information Centre and Tourism Marketing	3.87	6.28	5.50	N	\$100-250K
5	6	A18	CAO	Tax policy, tax bills, tax adjustments	6.20	5.47	5.85	N	\$250-500K
6	34	D7	PBEE	Transfer Station	5.71	6.42	6.13	Y	\$3M+
7	4	A1	CAO	Emergency Management – Emergency Planning	5.65	6.61	6.15	Y	\$0-50K
8	12	A14	CAO	Guelph.ca	5.83	6.44	6.17	N	\$100-250K
9	10	E10	OTS	Provision of storm water management	6.05	6.22	6.29	Y	\$100-250K
10	55	C7	CSS	Youth Development	6.82	5.34	6.57	N	\$0-50K
11	26	C11	CSS	Programming and educational activities	6.53	6.68	6.61	N	\$1-3M
12	7	E12	OTS	24/7 community response	6.76	6.56	6.76	N	\$250-500K
13	5	D17	PBEE	Process control, compliance with MOE Certificate of Approval, operator certification and training	6.78	6.44	6.83	Y	\$3-5M+
14	19	D13	PBEE	Environmental Planning	8.72	4.26	6.88	Y	\$100-250K
15	28	E17	OTS	Park Infrastructure Maintenance	6.93	7.06	7.01	Y	\$500K-1M
16	15	C10	CSS	Community/Recreation Centre Management and Operations	6.78	7.35	7.08	N	\$3M+
17	35	E4	OTS	Boulevard Maintenance	7.39	6.82	7.12	Y	\$500K-1M
18	22	C5	CSS	Neighbourhood Coalition Support & Neighbourhood Groups (12)	8.57	5.34	7.18	N	\$250-500K
19	24	A8	CAO	Downtown Renewal -Community Improvement Plan Implementation -Downtown Investment/Business retention and attraction	7.13	7.24	7.20	N	\$100-250K
20	31	A17	CAO	Procurement Process development and implementation	4.82	8.70	7.25	N	\$250-500K
21	61	D6	PBEE	Maintenance	8.32	5.98	7.26	Y	\$1-3M
22	18	A3	CAO	Guelph-Wellington EMS – Land Ambulance Division (GW-EMS)	7.39	6.98	7.29	Y	\$11M+
23	27	E21	OTS	Maintenance of Turf, Sports Fields and Trails	6.38	7.93	7.35	N	\$1-3M
24	60	E13	OTS	Animal Control	5.26	8.99	7.44	Y	\$500K-1M
25	16	C9	CSS	ACC Committee and Accessibility	8.21	6.57	7.50	Y	\$100-250K
26	69	A5	CAO	Program Facilitation	5.81	8.51	7.53	N	\$100-250K
27	11	D8	PBEE	Transportation Planning and Development Engineering -Engineering conditions; Consultant Approvals; Plan Review	6.13	8.55	7.55	Y	\$1-3M
28	29	E6	OTS	Provision of winter control	7.31	7.62	7.55	Y	\$1-3M
29	49	E2	OTS	Security	6.57	7.71	7.64	N	\$0-50K
30	41	E19	OTS	Provide recreational avenues for the public	7.30	8.03	7.68	N	\$100-250K
31	58	A11	CAO	Graphic Design	5.28	8.72	7.69	N	\$50-100K
32	9	E9	OTS	Provision of Sanitary Sewer management	7.37	8.28	7.84	Y	\$100-250K
33	13	C8	CSS	Inclusion and Volunteer Coordination	8.49	7.27	7.91	N	\$100-250K
34	17	E20	OTS	Support Community Use of Parks	7.49	8.36	7.94	N	\$0-50K
35	45	C4	CSS	Facilities Operation and Management - John McCrae House	8.47	7.67	8.11	N	\$100-150K
36	50	E11	OTS	Maintain and repair Corporate Fleet to MTO Standards	7.62	8.27	8.31	Y	\$10M+
37	14	E3	OTS	Road Maintenance	7.20	8.34	8.41	Y	\$1-3M
38	42	E22	OTS	Development and Maintenance of the Urban Forest	9.07	7.17	8.47	N	\$500K-1M
39	36	D5	PBEE	Public Drop-off Facility	6.65	10.23	8.69	Y	\$500K-1M
40	43	A10	CAO	Corporate publications	8.72	8.81	8.77	N	\$50-100K
41	25	D11	PBEE	Termite Control Program	8.68	8.02	8.85	Y	\$100-250K
42	32	D4	PBEE	Waste reduction program planning, development and implementation	9.30	8.46	8.89	Y	\$500K-1M
43	53	C12	CSS	City Building Maintenance	10.09	7.62	8.95	N	\$1-3M

44	30	E15	OTS	Conventional Transit Services	9.10	9.07	9.10	N	\$14M
45	52	B1	HR & LS	Legal Representation	10.40	7.71	9.17	N	\$250-500K
46	23	E1	OTS	By-law Compliance	8.05	9.51	9.18	N	\$1-3M
47	33	D3	PBEE	Material Recovery Facility	9.67	8.70	9.25	Y	\$1-3M
48	40	D14	PBEE	Urban Design	9.02	9.36	9.29	Y	\$100-250K
49	8	A2	CAO	Guelph Fire Department – Fire Suppression	9.40	9.01	9.31	N	\$18M+
50	20	E8	OTS	Traffic Flow Management	6.73	10.77	9.33	Y	\$1-3M
51	38	B2	HR & LS	Payroll Administration	9.44	8.88	9.36	Y	\$250-500K
52	57	D2	PBEE	Bulky item collection and yard waste collection	9.47	8.99	9.41	N	\$0-100K
53	48	D9	PBEE	Corporate Property – Major Capital. Capital Facilities Construction; Contracting requirements; inspection.	10.92	8.06	9.60	Y	\$1-3M
54	62	E14	OTS	Farmers' Market	8.85	9.58	9.71	N	\$100-250K
55	21	D10	PBEE	Property Standards By-law	8.17	10.92	9.74	Y	\$250-500K
56	47	A12	CAO	Client Services (IT Help Desk)	9.25	10.10	9.78	N	\$1-3M
57	68	C13	CSS	Civic Precinct Management	12.11	6.78	9.82	N	\$1-3M
58	46	A13	CAO	Business Systems Team	9.56	10.57	10.10	N	\$500K-1M
59	54	A4	CAO	Business Advocacy/ Investment inquiries	8.56	11.04	10.30	N	\$250-500K
60	63	E18	OTS	Provide Horticulture displays for community beautification	9.00	11.47	10.33	N	\$500K-1M
61	75	E5	OTS	Christmas tree collection	10.94	9.32	10.42	N	\$0-50K
62	65	E16	OTS	Mobility Transit Services	11.63	9.12	10.46	N	\$100-250K
63	74	C3	CSS	Facilities Operation and Management - Sleeman Centre	10.21	10.36	10.57	N	\$1-3M
64	66	E7	OTS	Bridge, headwall and retaining wall maintenance	7.69	12.37	10.57	Y	\$0-50K
65	59	D1	PBEE	Residential Waste Collection	9.72	11.96	10.90	Y	\$3M+
66	56	C2	CSS	Facilities Operation and Management - River Run Centre	10.61	11.22	10.93	N	\$1-3M
67	37	B3	HR & LS	Attendance management	10.98	10.69	10.95	N	\$0-50K
68	71	B4	HR & LS	Diversity	9.43	12.05	11.06	N	\$0-50K
69	70	B5	HR & LS	Corporate Initiatives for Employee Engagement	11.06	13.22	12.19	N	\$250-500K
70	39	A9	CAO	Community Energy Initiatives	11.70	13.17	12.47	N	\$250-500K
71	51	D12	PBEE	Heritage Planning	12.96	12.00	12.57	Y	\$100-250K
72	72	C1	CSS	Market Square Public Activities	11.64	13.58	12.68	N	\$100-250K
73	64	A7	CAO	Strategic Planning and Corporate Initiatives	12.53	14.07	13.37	N	\$100-250K
74	44	D16	PBEE	Use & Awareness	16.18	13.55	15.14	Y	\$1-3M
75	73	C6	CSS	Community Engagement Consultation, research and public policy	15.50	17.09	16.35	N	\$100-250K

NOTE: **Generally, the lower the standard deviation, the better, as there is more agreement by the respondents on the numerical value.