

# COMMITTEE AGENDA



**Consolidated As Of September 4, 2015**

TO **Corporate Services Committee**

DATE Wednesday September 9, 2015

LOCATION Council Chambers, Guelph City Hall, 1 Carden Street

TIME 1:00 p.m.

## DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF

**CONFIRMATION OF MINUTES** – June 29 and July 6, 2015 open meeting minutes

**PRESENTATIONS** (Items with no accompanying report)

## CONSENT AGENDA

*The following resolutions have been prepared to facilitate the Committee's consideration of the various matters and are suggested for consideration. If the Committee wishes to address a specific report in isolation of the Consent Agenda, please identify the item. The item will be extracted and dealt with separately. The balance of the Corporate Services Committee Consent Agenda will be approved in one resolution.*

ITEM	CITY PRESENTATION	DELEGATIONS	TO BE EXTRACTED
CS-2015.31 Outstanding Motions of the Corporate Administration, Finance & Enterprise and Corporate Services Committee			
CS-2015.32 2015 Interim Investment Performance Report			
CS-2015.33 Q2 2015 Operating Variance Report			
CS-2015.34 2015 Q2 Capital Variance Report			

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CS-2015.35 Financial Review of the Urbacon Capital Project			
CS-2015.36 Service Rationalization Options (attachment)			

Resolution to adopt the balance of the Corporate Services Committee Consent Agenda.

**ITEMS EXTRACTED FROM CONSENT AGENDA**

Once extracted items are identified, they will be dealt with in the following order:

- 1) delegations (may include presentations)
- 2) staff presentations only
- 3) all others.

**STAFF UPDATES AND ANNOUNCEMENTS**

**ADJOURN**

**NEXT MEETING:** October 5, 2015

### "Service Reviews" - Municipal Jurisdictional Scan

Question	London	Oshawa	Kitchener	Waterloo	Toronto
<p><b>What was the scope of the review?</b></p>	<ul style="list-style-type: none"> <li>• Service Reviews have been proposed and are a component of the strategic plan.</li> <li>• A few years ago, London had a Council-created Service Review Committee with a mandate to find efficiencies in service delivery. Each of the nearly 100 services presented business plans to the Committee, and there was a significant time investment in looking at ways to improve services.</li> </ul>	<ul style="list-style-type: none"> <li>• A core service review was requested by Council a couple years ago as part of the development of the Financial Strategy.</li> <li>• A staff report was prepared presenting various options for completing a core service review by staff with/without external consultant assistance.</li> </ul>	<ul style="list-style-type: none"> <li>• Kitchener has been completing service reviews for 11+ years.</li> </ul>	<ul style="list-style-type: none"> <li>• To determine whether the Region is providing the best value to the community, or how the Region could provide even better value. Specific project objectives included:               <ul style="list-style-type: none"> <li>○ understanding whether the Region is providing the desired level of service as efficiently and effectively as possible, and identifying ways to enhance the efficiency and effectiveness of the Region's services;</li> <li>○ identifying whether there are any changes to the levels of service the Region should consider, to better respond to changing community circumstances;</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• In 2011, the City of Toronto launched a Service Review Program.</li> <li>• In consultation with the public, the program reviewed all of the City's services.               <ul style="list-style-type: none"> <li>○ The Service Review Program included a Core Service Review that examined which services the City should deliver;</li> <li>○ Service Efficiency Studies examined service levels and how to ensure the most efficient and cost effective delivery of City services;</li> <li>○ User Fee Reviews examined all current user fees to determine the extent to which they are fair and cover the full cost of providing the service.</li> </ul> </li> </ul>

Question	London	Oshawa	Kitchener	Waterloo	Toronto
				and, <ul style="list-style-type: none"> <li>○ recommending mechanisms of continuous improvement that can improve the efficiency and effectiveness of Regional service delivery on an ongoing basis.</li> </ul>	
<b>What was the cost?</b>	<ul style="list-style-type: none"> <li>• Not available.</li> </ul>	<ul style="list-style-type: none"> <li>• Council referred the core service review to the Auditor General with no additional resources/funding (no progress was made as Auditor General then left the City).</li> </ul>	The average cost for external consultant led "specific" reviews is \$100K.	Approximately \$280K.	Not identified, however media quotes the cost as up to \$3m.
<b>Was it done by an external party or internal staff?</b>	<ul style="list-style-type: none"> <li>• An internal and external process (led by expert consultants) looked for inefficiencies. This has resulted in more tangible savings but is specific to a process or service.</li> </ul>	<ul style="list-style-type: none"> <li>• All services were recently reviewed by Department staff with the goal of identifying additional efficiencies or what services could be stopped or delivered differently. Only a couple of minor services were identified as possible to discontinue. Beyond what was identified it is up to Council to provide</li> </ul>	<ul style="list-style-type: none"> <li>• 99% of the reviews are completed by internal staff.</li> <li>• Approximately 3 out of 11 years of reviews were outsourced due to the requirement of specialized knowledge of the topic / industry being reviewed.</li> </ul>	<ul style="list-style-type: none"> <li>• Region conducted on RFP search and hired KPMG to perform the necessary services, in conjunction with Regional Council and Senior Management.</li> </ul>	<ul style="list-style-type: none"> <li>• KPMG did the Core Service Review; various consultants were hired for the individual Service Efficiency Studies.</li> </ul>

Question	London	Oshawa	Kitchener	Waterloo	Toronto
		<p>direction on service levels, uploading of services or other alternative service delivery options, many of which have been presented to Council.</p>			
<p><b>What were their findings and if there were savings.</b></p>	<ul style="list-style-type: none"> <li>Specific savings are unknown, as the results seemed to be more about modest improvements in service delivery and in some cases increased investment.</li> </ul>	<ul style="list-style-type: none"> <li>Significant cost avoidance and efficiencies have been achieved to date through continuous improvement and lean processes and were presented to Council in a presentation. It is questionable if there are any more "rabbits in the hat".</li> <li>Staff has been asked to report back on a core service review following the hiring of a new City Manager.</li> </ul>	<p>Typically the reviews are looking to improve something (e.g. efficiency, effectiveness, culture, process, customer satisfaction, risk), as opposed to defining/translating into quantifiable savings.</p>	<p>It is anticipated that the consulting firm will summarize all of the work completed during the previous phases and develop recommendations and a final report. The report will include practical, achievable and realistic recommendations regarding ways for the Region to improve its efficiency, effectiveness and service delivery.</p>	<p>The overall cost savings is the subject of a staff report to Council this fall; it cannot be shared at this time.</p>

Note that Hamilton, Mississauga and Windsor were contacted for information and did not respond.