

Staff Report

Report To: City Council

Report From: Michelle Palmer, Senior Manager of Strategic Initiatives and Operational Effectiveness

Meeting Date: May 30, 2022

Report Code: CM-22-006

Subject: Service Review 2022 – May Update

Recommendations:

THAT in consideration of Staff Report CM-22-006 respecting Service Review 2022 – May Update, City Council receives the report for information purposes.

Highlights:

- A key Council priority is to support the City's vision and strategic priorities while ensuring a high-performance organization that delivers good value for money to our citizens
- Provincial governments have placed heightened pressure on all municipalities across the country to deliver quality services within a constrained fiscal context triggered by reducing provincial transfers and a limited capacity for residents to afford tax increases
- Municipal services are evolving, and there is growing pressure for service flexibility or alternative services delivery
- Citizens' and businesses' service level expectations must be consistent with available revenue sources.

Previous Report/Authority:

[CM-22-005 Service Review 2022 – April Update](#)

[CM-22-002 Service Review 2022 – Project Launch](#)

Strategic Plan Alignment:

[Strategic Plan](#) Priority: Service Excellence - KR3 - Optimize organizational structure

Background:

As outlined in the previous reports to Council, the service review will be completed in a phased approach with the presentation of the recommendations to Council in late Fall 2022.

Completed phases:

Phase 1 – Project Initiation and Planning

Phase 2 – Profiling the City's citizen-facing Services and Internal Services

Current phase:

Phase 3 – Information Collection and Benchmarking

Next phases:

Phase 4 – Analysis and Recommendations

Phase 5 – Report Preparation and Presentation

This report represents the monthly update providing a status on the project deliverables and timeline.

Analysis:

Phase 2 - Profiling the City's citizen-facing Services and Internal Services has been completed on time. The project is currently in Phase 3 - Information Collection and Benchmarking with the following activities being accomplished as planned:

- Completed final Classification System for Services and Programs
- Completed final Measurement and measurement of Service Value and Program Benefits
- Completed final Inventory of Programs and Services
- Completed Diversity, Equity and Inclusion assessment on service inventories and classifications
- Service Profiles –drafts in progress

The work planned for the next period includes:

- Complete and validate final Service Profiles
- Finalize and schedule the stakeholder engagement and interviews
- Conduct interviews with Council and launch survey for frontline staff
- Commence benchmark comparators research, Key Performance Indicators, and service delivery/levels research

Interviews with individual Councillors are being planned for the first week of June.

Financial Implications:

The approved 2022 budget for this project is \$100,000 and is fully funded by the Provincial Modernization Grant.

Communication Strategy:

This report has been posted to the City's website with the agenda in advance of the council meeting.

Consultation:

MNP LLP and the City's project team were consulted in developing this report.

Attachments:

None

Recommended by:

Michelle Palmer, Sr Mgr, Strategic Initiatives and Operational Effectiveness

Submission approved by:

Tim Simmonds, City Manager

For more information on this report, please contact Michelle Palmer, Senior Manager, Strategic Initiatives and Operational Effectiveness, at mpalmer@owensound.ca or 519-376-4440 ext. 1246.