

Comparison of cost saving strategies

	Examine scope of City services and sub-services	Find \$100M as committed in 2019-2022 Service Plans and Budgets	Immediate budget reductions
Timeline to realize cost savings	Long-term Thoughtful work is required to make an informed decision about discontinuing services. Even after a decision is made, getting out of the business of providing a service or sub-service (including sale or decommission of assets) can take years and would have associated exit costs.	Medium and long-term The “quick wins” in this category have mostly been taken already, which resulted in \$600M in savings, efficiencies and reductions in 2015-2018 and a right-sizing of the budget. Remaining opportunities (such as working across services to reduce duplication) require several months to several years for analysis, redesign and implementation.	Short-term Cost savings are realized immediately
Impact on service value	Depending on the outcome of this work, there could be decisions to stop providing a service or sub-service. However, doing so strategically would improve the overall value of the suite of City services provided to citizens.	True efficiencies reduce costs with no impact on service levels, improving the overall value of the service.	Without the time to identify innovative solutions for reducing costs, immediate cuts come at the expense of lower service levels that are typically less strategic, potentially lowering perceptions of service value.
Citizen input	Requires extensive public consultation and communication to understand what citizens value most.	Citizen perceptions provide the foundation for where efficiencies might be found. However, there is limited need for additional citizen input when the work is focused on streamlining internal operations.	The short-term nature of this approach limits the ability to engage citizens on where cuts will be made. It could also lead to lower citizen satisfaction due to associated cuts to service levels.
Employee morale and organizational culture	Potential harm to employee morale in the short term when comparing the relative value of different City services. However, with careful management, this work can energize the organization and stimulate a customer-focused mindset.	To do this well requires building a culture of collaboration and continuous improvement. It also requires training staff to become experts in business improvement. It has the potential to increase employee morale.	Immediate, across-the-board budget cuts reinforce competitive, siloed thinking and hurt employee morale and productivity. It impacts the ability to inspire staff to go “above and beyond” and practice continuous improvement.