

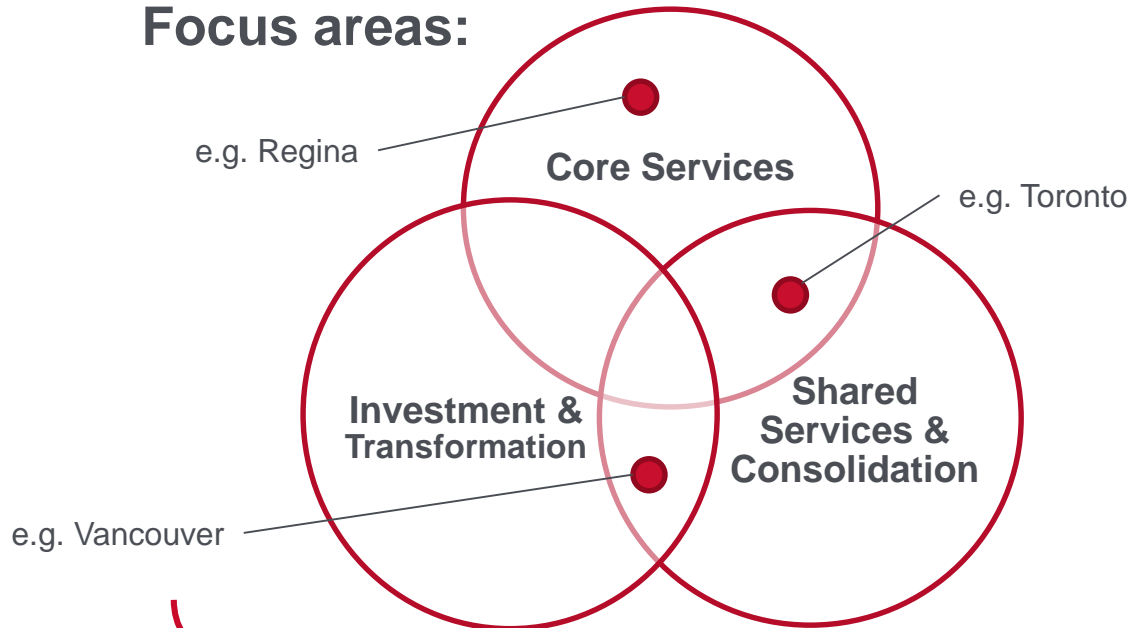


Experience of Other Municipalities

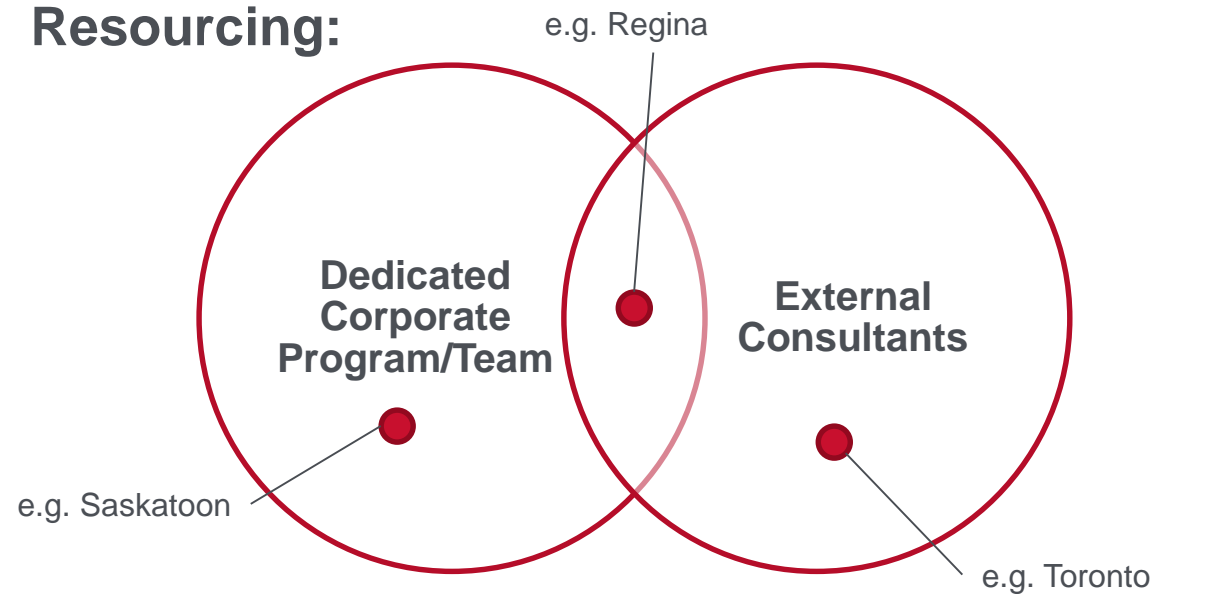
Scan of Service Review Programs across a Selection of Canadian Municipalities*

Other Canadian municipalities have conducted service reviews with similar objectives of lowering costs and finding efficiencies. The approaches used have varied in terms of focus and resourcing.

Focus areas:



Resourcing:



All have adopted ongoing continuous improvement strategies on a go-forward basis.

* Notes: Information based on web-based research of publicly-available information. There is diversity in the approach, length of time, depth and extent of reviews across municipalities. There are also differences in the definitions of savings and efficiencies.



Results from Other Municipalities

Year of start of review and estimated savings* in years reported



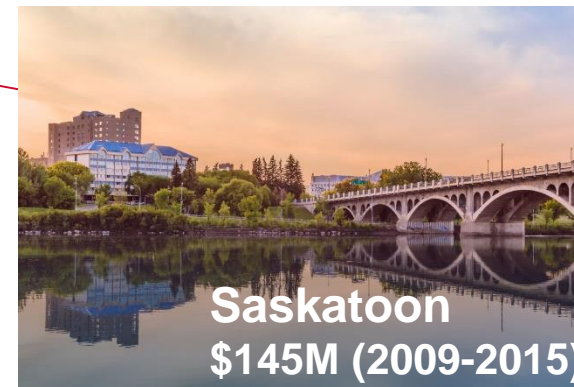
Source: Toronto.ca: 9503-2014 Service Review Update, 2014, Page 1.

Year of start of reviews



Shared Services & Consolidation (2010-2013) - \$60M
+ Investment & transformation (2014-2015) - \$3M

Source: Vancouver: Vancouver Services Review (VSR) Update, March 2016, Page 17.



Source: Saskatoon: "A culture of continuous improvement", 2017, Page 3.



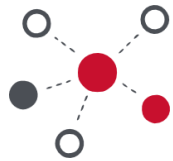
Strategies for Achieving Identified Savings (Examples)



Business process re-engineering



Outsourcing options for some services



Shared service models, including cross-corporate functions



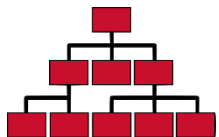
Service reductions



Technology and automation



Increased leverage on partnerships



Revised organizational structure for some services



Lessons Learned from Other Municipalities

✓ Ample time for thorough service review process
• (e.g. 1 – 2 years would have been useful).

✓ Reviews should be focused and prioritized in scope.

✓ Phase process in manageable segments.

✓ Service reviews to be integrated into plans and budgets, with specific targets.

✓ Dedicated resources for managing service reviews beneficial.

✓ Better engagement and approach with business units.

✓ Improve engagement with unions.

✓ Have strong sustainment plans in place.