

Deliverables for Council – November 2019

Every sub-service review will:

(1) Compile key foundational information about the sub-service:

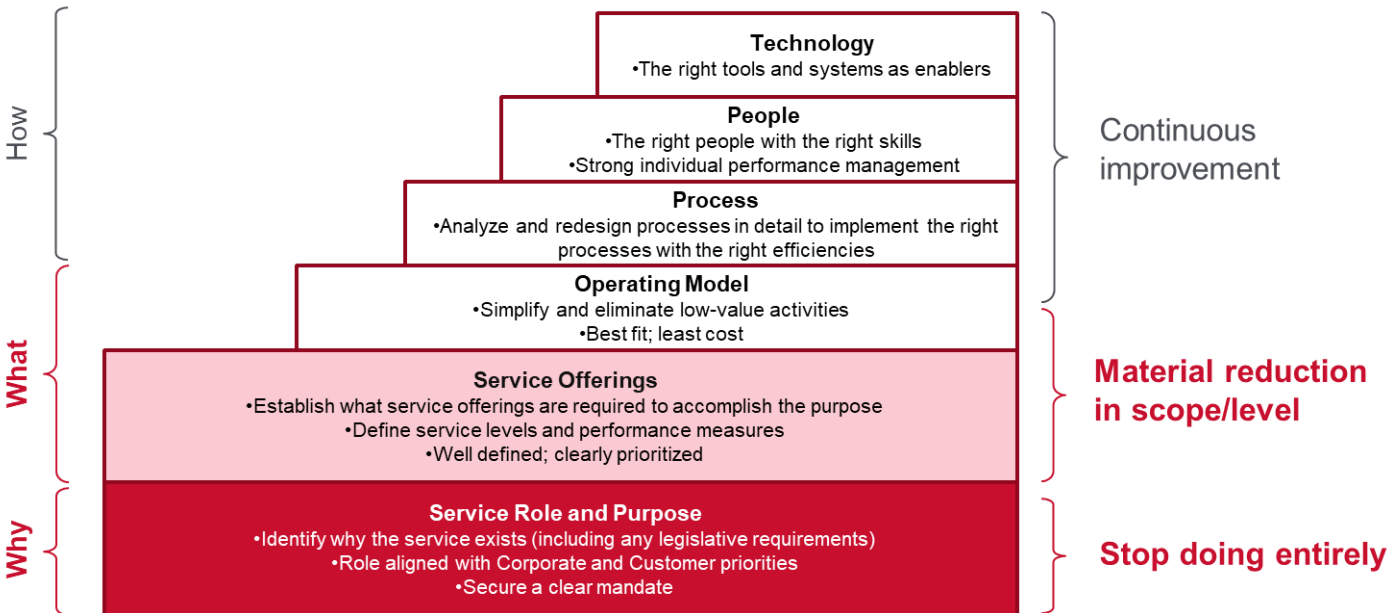
- Why the service exists, including any legislative requirements
- Number of customers that use the service
- Alignment with Citizen Priorities and Council Directives (as modified through any recent Council motions)
- Description of planned and current level of service
- Performance measures (how much, how well, and is anyone better off)
- Benchmarking with public and private sector (if available)
- Estimated budget, expenditures and revenues (if any)
- Impacts on assumed risk for The City and citizens/customers
- Availability of alternatives

(2) Develop options and recommendations consistent with the type of review undertaken:

- **Why** is the service offered, and could The City stop? **OR**
- **What** part of the service offering should The City reduce/change to attain significant savings?

Steps to Increasing Service Value

Review Types



The first step in improving service value is defining what that value is. This flows from clarity of purpose and mandate, or “Why the service exists”. From this foundation of understanding, an effective and efficient service can be designed. Each step is a prerequisite for the next. In other words, clarity about purpose and leads to an informed choice of service offerings and service levels that align with customer, community and corporate requirements. Design of a well-aligned operating model is needed before investing resources into optimizing delivery, through process, people and technology improvements.

Aligning operations to purpose, and focusing resources on the most effective service offerings, delivers significant increases in service value to customers and tax payers. By increasing the activities are most important and should be continue, while getting out of what should be reduced or stopped, this approach maximizes value by not just reducing cost but simultaneously increasing benefit.