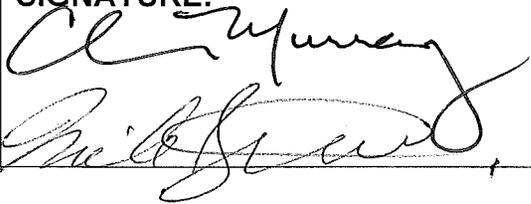
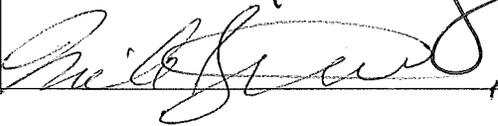




Hamilton

<b>CITY OF HAMILTON</b>
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**CITY MANAGER'S OFFICE  
and  
CORPORATE SERVICES DEPARTMENT  
Financial Planning and Policy Division**

<b>TO:</b> Mayor and Members General Issues Committee	<b>WARD(S) AFFECTED:</b> CITY WIDE
<b>COMMITTEE DATE:</b> April 17, 2013	
<b>SUBJECT/REPORT NO:</b> Corporate Service Delivery Review – Selection of Opportunities for Service Improvement (CM11009c/FCS11056c) - (City Wide)	
<b>SUBMITTED BY:</b> Chris Murray City Manager and Mike Zegarac, Acting General Manager, Finance and Corporate Services	<b>PREPARED BY:</b> Service Delivery Strategy Team  Beth Goodger, Chair (905) 546-2424 Ext. 5639  Jennifer DiDomenico, Project Manager (905) 546-2424 Ext. 5596
<b>SIGNATURE:</b>  	

<b>RECOMMENDATION</b>
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- (a) That additional work on the following Opportunities, based on the list of Opportunities presented in Appendix "A" to Report CM11009c/FCS11056c, be reviewed for service improvement:
- (i) Fleet Management related opportunities be reviewed for potential savings or efficiencies and implementation requirements.

- (ii) Information Services (IS) Governance be reviewed to assist the Service Delivery Strategy Team with the completion of an inventory and development of governance options.
- (b) That staff be directed to report back to the General Issues Committee with the findings and recommendations for next steps.

## **EXECUTIVE SUMMARY**

The Service Delivery Review that was completed in 2012 resulted in a list of opportunities that could be further explored to reduce costs and/or improve services. Council approved a two-stage evaluation process, which resulted in 34 opportunities moving through the full process. Up to 10 opportunities from this list were to be selected for further examination through the development of Executive Business Cases to assess the feasibility for implementation. To guide Council in its discussions a suggested list was provided to General Issues Committee in Information Report CM11009b/FCS11056b at its October 29, 2012 meeting. Committee received the report and requested that staff meet with Councillors to answer questions about the information provided. The report, which included all of the opportunities, is attached as Appendix A to Report CM11009c/FCS11056c.

The meetings with Councillors have been completed and staff are now seeking direction on which opportunities will proceed to the next step in the Service Delivery Review process. Given the number of service improvement initiatives already underway, staff are recommending that the remaining work with the project consultant be focused in more detail on two internal facing services rather than the 10 executive business cases originally envisioned as part of the Project. These areas are:

- Information Services (IS) Governance
- Fleet Related Opportunities

The Service Delivery Strategy Team (SDST) has determined that development of an executive business case will not be sufficient for the Information Services (IS) Governance Project. Additional assistance is required to move forward on this project and KPMG has the expertise to assist the SDST with completion of an inventory of IS resources and identification of governance options.

The review of the Fleet related opportunities was discussed as part of the 2013 budget process and as with the previous project, there would be benefit to going into more detail with the review.

**SUBJECT: Corporate Service Delivery Review – Selection of Opportunities for Service Improvement (CM11009c/FCS11056c) (City Wide) - Page 3 of 7**

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Approximately three months will be required to complete the proposed work, resulting in a report back to GIC in late summer (August or September). Implementation timeframes will be addressed in the final report.

The opportunities identified as part of the Service Delivery review will serve as an ongoing resource for continuous improvement for the City. Although two opportunities are being recommended to complete the work assignment with the consultant, Council can at any time refer to the list of opportunities and provide direction to staff. Staff will also be reviewing information from the profiles and opportunities to address areas of improvement that can be done in-year or scheduled as part of 2014 business plans. Basic information from the Service Profiles will be updated for use in the 2014 business plans and budget process.

The Service Delivery Review Strategy team will be reviewing options for a full update of the service profiles in 2014. Work on refining and developing benchmarking and measurement tools will also continue, including a process to develop service level agreements for internal services.

***Alternatives for Consideration – See Page 6***

**FINANCIAL / STAFFING / LEGAL IMPLICATIONS (for Recommendation(s) only)**

**Financial:** There are no financial implications. The work can be completed within the budget of Capital Project #2051252503.

**Staffing:** N/A

**Legal:** N/A

**HISTORICAL BACKGROUND (Chronology of events)**

Council approved the Service Delivery Review Plan in June 2011 (Report CM11009/FCS11056), which initiated the process to:

- Develop service profiles for all City services
- Review opportunities for service improvements and cost savings
- Advance three internal service efficiency initiatives: call handling consolidation based on a review completed in 2010; redevelopment of the City's website; and a strategy to address information services (IS) functions and governance.

Resources were assigned to the project, including a staff team of directors, referred to as the Service Delivery Strategy Team (SDST); a dedicated Project Manager; and, a

**SUBJECT: Corporate Service Delivery Review – Selection of Opportunities for Service Improvement (CM11009c/FCS11056c) (City Wide) - Page 4 of 7**

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consultant (KPMG) obtained through a Request for Proposals process to undertake the service profile and opportunities work.

An update on the evaluation process to be used was provided to General Issues Committee on June 28, 2012. Council subsequently approved Information Report 'Corporate Service Delivery Review - Opportunity Filter and Profile Template' (Report CM11009a/FCS11056a) at its July meeting. GIC also received Report CM12008/FCS12055 on the 'Redevelopment of the City of Hamilton's Website' at the June 28, 2012 meeting. This report approved in principle the outcomes and strategies for the redevelopment, authorized staff to begin work on the project and approved \$575,000 (of the \$2.455 million requested funding), for the initial work.

The Service Profiles were completed in 2012 and presented to GIC on October 18, 2012. Opportunities to reduce costs and/or improve services were presented to GIC on October 29, 2012. Ten opportunities were to be selected for the development of Executive Business Cases to determine the feasibility of implementation. Committee requested staff arrange meetings with members of Council to provide additional information.

### **Other Projects**

A Council Sub-Committee was formed to provide oversight to the Web Redevelopment Project and the Sub-committee began meeting in November 2012. The Terms of Reference and name of the Sub-Committee was recently amended to include the call handling review because of the overlap in the two projects. The Sub-committee is now called the Web Redevelopment and Service Channel Sub-Committee.

Work on these other two projects was continued in parallel to the completion of the service profiles and opportunities evaluation as time permitted. The primary focus of the SDST was the web redevelopment project. Scoping of the call handling review project was completed in December 2012 and brought forward to Senior Management Team in January 2013. Work is now underway with the detailed design and development of an implementation plan which will be brought forward for approval by GIC in early Q4 of 2013. Review of requirements for the IS governance project has determined that additional external resources are required to assist the SDST, as outlined in this report.

The service profiles and opportunities provide an excellent resource to staff to continue to make improvements to City Services. Staff will be reviewing the information resulting from the service delivery review process identifying next steps for 2013 and 2014.

**POLICY IMPLICATIONS/LEGISLATED REQUIREMENTS**

None

**RELEVANT CONSULTATION**

All members of Council were invited to meet with staff to discuss any questions about the Service Delivery Profiles and Opportunities.

**ANALYSIS / RATIONALE FOR RECOMMENDATION**

(include Performance Measurement/Benchmarking Data, if applicable)

**Opportunities**

As part of the Service Delivery Review Project, a two stage process to review and identify opportunities that could be further explored to reduce costs and/or improve services was completed. Of the list of 34 opportunities, some are underway, while others require additional work to determine the feasibility of implementing them. An Information Update was provided to Council earlier this month on the list of opportunities underway. The scope of work being completed for the City by KPMG includes selection of up to 10 opportunities for the development of executive business cases, which will be used to provide Committee and Council with additional information that can be used to determine where future implementation efforts should be focused.

Council direction is being sought as to which opportunities should be selected for further consideration in the Project. Up to ten (10) can be selected for further review, based on the scope of work with the project consultant, KPMG.

**Other Projects**

The Service Delivery Review work is being undertaken by the SDST, a cross-departmental group of directors reporting to Senior Management Team. Since the presentation of the service profiles and opportunities to General Issues Committee in October 2012, the Team has continued to work on the other three projects that fall under its scope as well as reviewing potential next steps. The three projects which were previously selected for “deep dives” are: Redevelopment of the City’s Website; Call Handling Review; and IS Governance.

The IS Governance Project will include an assessment of the City’s current IT governance processes, identification of options and development of an action plan, in order to improve the effectiveness of the City’s IT governance. The Project has been

initiated by the SDST and it has been determined that external expertise is required to assist the team in advancing this project. Completion of an executive business case will not be sufficient to determine next steps and as a result, it is being recommended that KPMG be requested to undertake an evaluation of current IS resources and work with the SDST to develop potential governance options. This will result in better information to determine next steps for IS Governance for the City.

The opportunity for service improvements in Fleet will include consideration for moving to a model of purchasing vehicles on credit and charging user departments the cost of the debt payments, and using lifecycle costing analysis to determine when vehicles should be retired; as well as making fleet a competitive service provider (where users can buy service from fleet or elsewhere). In order to carry out this work, the consultant will examine the fleet replacement reserve, fleet size, composition and age, and identify financing options for the implementation plan.

The information resulting from the service profiles and opportunities will be reviewed by departments to guide ongoing improvements to service delivery. The information has been valuable in providing knowledge on City services from the perspective of services that residents receive, rather than based on a traditional departmental focus. The information will be used to inform future budget and business plan processes.

#### **ALTERNATIVES FOR CONSIDERATION**

(include Financial, Staffing, Legal and Policy Implications and pros and cons for each alternative)

Council may choose not to select any opportunities for the development of executive business cases. Further work would not be undertaken at this time. This approach is not recommended as continued efforts in optimizing City services are required to manage and offset continued increases in service delivery costs. Some initiatives will require a longer period to implement them and ongoing efforts to explore opportunities are required.

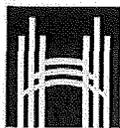
Council may choose to select other opportunities or additional opportunities in addition to Fleet and IS Governance and instead move forward with executive business cases. Sufficient budget remains to complete the option recommended or continue with executive business cases of up to 10 opportunities, should Council select them. Moving to a culture of continuous improvement will enable ongoing review of opportunities and the Service Delivery Review work will serve as a resource.

**ALIGNMENT TO THE 2012 – 2015 STRATEGIC PLAN:**

Identification of opportunities for service improvements aligns with all three of the Strategic Priorities and most particularly, Strategic Objective 2.1 “Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation.” The completion of the Service Delivery Review, Website redevelopment, call handling review and IS governance projects are Strategic Actions 2.1 (i), (ii), (iii) and (iv) respectively.

**APPENDICES / SCHEDULES**

Appendix “A” to Report CM11009c/FCS11056c



Hamilton

# INFORMATION REPORT

<b>TO:</b> Mayor and Members General Issues Committee	<b>WARD(S) AFFECTED:</b> CITY WIDE
<b>COMMITTEE DATE:</b> October 29, 2012	
<b>SUBJECT/REPORT NO:</b> Corporate Service Delivery Review – Opportunities for Service Improvement (CM11009b/FCS110569b) - (City Wide)	
<b>SUBMITTED BY:</b> Chris Murray City Manager  and Roberto Rossini General Manager, Finance & Corporate Services Department	<b>PREPARED BY:</b> Service Delivery Strategy Team (Mike Zegarac, Chair) (905) 546-2424, extension 2739
<b>SIGNATURE:</b>      	

**Council Direction:**

On July 12, 2012 Council approved a process for the identification of opportunities for further review in an effort to improve the value of our services to our citizens. This process included a series of criteria to be used for evaluation purposes.

It is the objective of this Information Report and accompanying presentation to share the Opportunities which resulted by following that evaluation process.

**Information:**

Report CM11009a/FCS11056a Service Delivery Review – Opportunity Filter and Profile Template presented to General Issues Committee (GIC) on June 28, 2012 advised that the City would be completing the Service Profiles and would conduct a two-stage evaluation process as approved by Council at that time. The profiles and filter would

facilitate completion of the first two components of the approved SDR process methodology, namely:

1. Profile all City Facing and Internal Services
2. Rank and Prioritize Service Delivery Opportunities for Improvement/Reduction or Elimination

The Service Profiles were produced and presented to General Issues Committee earlier this month at its meeting of October 18<sup>th</sup> along with an overview of the lessons learned from the development of the profiles.

### Background on the Process

Following Council's endorsement of the two stage opportunity filter process at the June 28<sup>th</sup> GIC, KPMG reviewed the Service Profiles using the Service Assessment Filter (attached as 'Appendix A' to report CM11009b/FCS11056b) and developed a list of opportunities. The following evaluation criteria were used to determine the Top 30 opportunities with the greatest potential for further review:

1. How the service contributes to achieving the Program's mandate or strategic goals and/or objectives.
2. The cost of delivering the service.
3. How this cost compares to other municipalities.
4. The relative impact on residents if the opportunity was implemented.

The criteria of cost of the service (2.) and client impact (4.) were weighted slightly higher than the other two. The maximum score achievable at this first step was a five (5).

As a result of this filter process, 34 opportunities moved on to the next stage of the evaluation process since several of the opportunities achieved the same score. The following criteria were used to further assess these opportunities in the second stage:

1. Continued analysis on how the service aligns with the Program's strategic objectives, the cost to deliver the service, comparison to other municipalities and how many residents would be impacted by any changes in the service.
2. Recent reports or studies that considered this opportunity and any decisions that resulted from it.
3. What are the potential savings?
4. Are there any barriers to implementation (legal, political environment, labour and contractual obligations, capital costs)?

Each of these criteria carried equal weights on the scale, and the maximum achievable score was twenty (20).

The resulting total score (out of a possible twenty-five (25)) from the application of stage 1 and 2 filters were determined for all of the 34 opportunities.

As was previously committed to Council, the list of opportunities would be brought forward in the Fall for validation of those service areas that should be the subject of a deep dive and development of a high-level business case for change.

### The Results

Starting with the 34 ranked opportunities, KPMG worked with the Service Delivery Review Strategy Team and the Senior Management Team to determine recommended Top 10 service areas with the greatest potential for further review and service improvement that are being presented to the GIC today. In reviewing the list, it became evident that the Top 30 could be grouped into the following categories for ease of communication:

#### **Top 34 Opportunities**

- A** = Top 10: This group represents where we should focus our efforts to investigate the most appropriate service level and method of delivery for residents by working with KPMG to develop a high-level business case for further review. (10 opportunities)
- B** = This group includes the initiatives that are already underway. (10 opportunities)
- C** = This group includes initiatives that the City should consider pursuing. (10 opportunities)
- D** = These initiatives have already received a decision during the current term of Council. (4 opportunities)

The complete listing of the Top 34 Opportunities, including filter scores from each stage and other details is presented in Appendix 'B' to Report CM11009b/FCS11056b.

SMT are recommending a list of the Top 10 Opportunities for GIC's consideration today. The Top 10 (category 'A') which were filtered from within the Top 34 are depicted in the Table below:

**SUBJECT: Service Delivery Review – Opportunities for Service Improvement (City Wide)**  
**Page 4 of 7**

Opportunity Number	Opportunity Description	Total Score	Comments
<b>Top 10 Recommended Opportunities (A)</b>			
1	Central Fleet - move to a model of purchasing vehicles on credit and charging user departments the cost of the debt payments, using lifecycle costing analysis to determine when vehicles should be retired.	21.7	The use of a credit model for fleet purchases improves the transparency of fleet purchases since fleet costs are fully represented in the operational budget; allows purchase of vehicles when appropriate from life-cycle costing analysis; Balance in fleet reserve can be applied against the City's debt position.
2	Transfer the business of food preparation/delivery at the City's arenas, recreation facilities, golf courses to the private sector and/or community and recreation user groups.	19.2	Food preparation is a service that can be assumed by community user groups or the private sector and reduce the City's operational costs.
3	Undertake a Master Fire Plan with a view to optimizing the use of existing resources and explore opportunities to achieve cost effectiveness and efficiencies, through cost avoidance. Considered an industry best practice, the Master Fire Planning process will draw a correlation between the City Of Hamilton's risk profile and the resources required to support the fire protection and public safety needs of the community. EMS needs, in terms of station locations and coordinated response should be considered.	19	Fire services is a significant cost to the City. It appears that there has not been a full review of the Fire Service since amalgamation. There is an opportunity to address many of the legacy inefficiencies carried over from amalgamation. Savings will largely be avoidance of future increases - but some reductions may be possible.
4	Increase parking rates at existing off-street paid lots, on-street at meters and for monthly permits.	18.2	Parking is an important source of non taxation revenue for municipalities. The opportunities represented by parking should be maximized to reduce the tax burden on property owners.
5	Make Fleet a competitive service provider (users can buy services from Fleet or elsewhere).	17.9	Allowing departments to use Fleet Services or other suppliers would make customer service and better customer value imperatives for Fleet.
6	Increase fees for City operated recreation programs and recreation facility rentals considering: - cost of operations and facility maintenance, - availability of private alternatives (avoiding unfair competition), - the target client group, - the fees charged by other municipalities. As part of the program, expand subsidy programs to ensure affordability is maintained.	17.5	Hamilton has made a significant investment in public recreation facilities and programs. There is an opportunity for the City to determine what is the appropriate R/C ratio for recreation and adjust fees accordingly. Maintaining access to programs for low income residents is a priority.
7	Examine P3 (Public/Private Partnership) Operations and/or lease of private facilities to replace/supplement municipal capacity for recreation facilities.	17.2	P3 development offers the potential to minimize capital and operating costs in development or renovation/upgrade of municipal recreation facilities.
8	Improve sustainability by reducing and limiting costs of voluntary sewer programs by: - Reducing the cost of the Protective Plumbing Program (\$1.7M in 2011), considering lower maximum grants, shared costing, and annual maximums - Establishing a maximum annual contribution to the Sewer Lateral Management Program of \$500,000 (\$3.4M in 2011) and - Limiting the flooding related compassionate grants to circumstances where City facilities created the flood, and for repeated events, protective plumbing was installed (from \$80K to \$730K per year).	17.2	Hamilton offers voluntary sewer programs to its citizens that are generous in their support in comparison to peer municipalities. There is an opportunity to review the terms and conditions of the sewer programs to ensure they are effectively applied, or eliminate them entirely.
9	To develop a Strategic Workforce Plan for the next 3-5 years that readies the City of Hamilton workforce to be flexible and responsive to the changing needs of the community, changing business strategy requirements and the fiscal realities of municipal government.	16.9	Staffing costs are the largest expenditure of the City. How staff are managed can either amplify or mitigate the City's labour costs. Improved flexibility can achieve cost savings without layoffs or outsourcing.
10	Review IT governance and strategy, focusing on: - establishing a corporate GIS system (outsourcing options) - centralizing more IT systems such as client data banks - consolidating records management - centralizing IT resources now in departments.	16.7	It appears that the City's IT strategy is disparate and resources are in various departments. Centralizing resources and addressing highest corporate priorities would improve effectiveness.

**SUBJECT: Service Delivery Review – Opportunities for Service Improvement (City Wide)** **Page 5 of 7**

As indicated, a number of the Top 34 items relate to initiatives that are currently underway. These opportunities were grouped into category 'B' as can be seen in this summary Table below:

Opportunity Number	Opportunity Description	Total Score	Comments
<b>Opportunities Underway (B)</b>			
11	Increase use of bus priority measures (dedicated lanes and signals) to improve the efficiency/effectiveness of public transit.	19.4	Transit Priority lane pilot initiated under development as a Metrolinx Quick-Wins funded initiative. A staff report to Council for consideration is planned in Q4/12.
12	Decrease employee absenteeism.	18.9	An Attendance Improvement Initiative is underway as described in the Management Action Plan reported to AF&A on June 11 (HUR12008). Goal is to achieve a minimum of 10% reduction in average sick days per employee by end of 2014, an average of one day per employee.
13	Consolidate corporate call handling.	17.7	Consolidation of corporate call handling is an opportunity to improve customer service and achieve efficiencies. With partial implementation, there has been approximately \$281k in savings realized to date.
14	In light of all day kindergarten in schools, develop a strategy for evolution of child care in Hamilton (as system operator) and at Red Hill Family Centre (as facility operator) to maximize return for funds spent.	17	The early years learning environment is undergoing widespread change as a result of the Province's policy shift. There is an opportunity for the City to review its early years/daycare services to ensure that they are still relevant and efficient in the new system.
15	Transit - focus on peak hours and days. Reduce evening and weekend service. Use a usage/cost recovery ratio to evaluate routes, route sections and time of day.	16.6	A comprehensive full system Operational Review was completed in 2010. During 2012 budget deliberations, staff listed curtailment of low performing routes as a budget mitigation option. No direction arose from Council discussion.
16	Implement the results of the review of major recreation and community facilities to determine if the current number is warranted or can be reduced, and if the configuration of facilities can be changed as lifecycle investments are required in order to reduce operating costs (e.g. consolidating). Review would encompass: - arenas - indoor pools - outdoor pools - community halls and recreation centres.	16.2	Should be considered in concert with item 7, with any new or replacement facilities considered as P3 approaches, for consolidation to improve efficiency.
17	Hospital emergency room - find resolution to delayed hand-off of EMS patients.	16.2	A continuing problem for EMS. Recently got two off-load nurses. Next steps to be defined.
18	Change procurement processes to emphasize value for dollar and good client service and appropriate levels of risk.	16	An external review of the procurement process was conducted by NIGP. As of December 2011, 27 of the 58 recommendations had been addressed.
19	Long Term Care Homes - Manage the Case Mix Index to maximize revenues.	15.5	The Case Mix Index is a key performance indicator and influences funding of Long Term Care homes. Continued attention to recording activities maximizes revenues.
20	Transit - Establish a target revenue: cost (R/C) ratio and increase transit fares and adjust services (see Item 15) as required to achieve it.	15.4	A comprehensive full system Operational Review was completed in 2010. The establishment of a target R/C ratio by Council would give clear direction to Staff on implementing the operational review.

There were an additional 14 opportunities that make up the Top 30. Ten of these opportunities the City could consider pursuing at some future date (category 'C'), and the summary of these items are represented in the Table below:

**SUBJECT: Service Delivery Review – Opportunities for Service Improvement (City Wide)** **Page 6 of 7**

Opportunity Number	Opportunity Description	Total Score	Comments
<i>Opportunities to Consider Pursuing (C)</i>			
21	Social Supports: One stop intake of clients for Ontario Works / housing / child care / recreation / transit subsidy / water-wastewater subsidy.	16.9	This approach can improve customer service, and ensure clients are aware of the full range of services available. There is an opportunity for the City to work with the Province to implement a one stop intake for social services and improve the service level while reducing the cost to the City.
22	Close the aviary - Gage Park Master Plan calls for a \$2M upgrade to the Aviary.	16.7	The construction of a new aviary is a significant capital expenditure (\$2M) for a non essential service. Gage Park Master Plan was approved in 2010 (PW10033), with staff to report back with a detailed cost analysis prior to implementation.
23	Examine impacts of development on ongoing municipal costs - storm water ponds, gateway features, landscaping, types of trees, illumination, winter control - change subdivision plans to minimize - or recover costs.	16.6	Approval of subdivisions with non-standard features can lead to costs following the assumption of the subdivision even if the capital cost is funded by the developer. There is an opportunity for the City to limit the features it will accept.
24	Explore opportunities for the City to become the delivery agent for Ambulance Dispatch and consolidate dispatch operations for all emergency services.	16.5	Niagara Region recently assumed ownership of ambulance dispatch; Ottawa has done it for some years. There is an opportunity for the City to explore the consolidation of all emergency services' dispatch into one central operation.
25	Improve corporate management of assets by: - consolidating management of all corporate real estate assets - consolidating asset management functions corporately.	16.5	The City manages/owns a large portfolio of real property and facilities. Leading practice suggests that a business unit devoted to corporate asset management improves minimizes cost of real estate and ensures resources go to highest priorities. This initiative is now underway through the departmental reorganization in Oct. 2012.
26	Examine cost-effectiveness of public health clinics - opportunities to consolidate clinics, delivery in other ways.	16.2	Some health units use multiple purpose clinics and/or make greater use of private practice doctors and dentists to minimize costs and expand client service options. Consolidation - underway Consider if number of clinics is appropriate.
27	Expand outsourcing of design and construction supervision.	16.2	Currently outsourcing is project specific and utilizes a Roster system for consultant selection.
28	Consolidate provision of maintenance for central fleet, fire, ambulance and transit non revenue vehicles. Consider discussion with police for inclusion.	15.7	Fleet maintenance is scattered across the organization. It appears that there are operational/facility issues that remain from amalgamation.
29	Pursue legislative changes to permit the establishment of a user room tax to fund visitor attractions.	15.2	Would serve as key funding source for destination marketing. No authority for compulsory tax.
30	Redesign the budget process with a view to establishing a multi-year, service-based operating budget, minimizing the length of the annual budget cycle.	15.2	Long term operating budgets promotes longer term thinking, reduces annual budget process demands, service based budgets provides a real understanding of the cost of services provided.

Of the remainder of the Top 34, there are four items that Council has already decided on (category 'D') and therefore would not be pursued at this time. These are shown on the following Table:

Opportunity Number	Opportunity Description	Total Score	Comments
<i>Opportunities that Council has already Decided (D)</i>			
31	Transfer one Long Term Care home to non-profit operation with resident/family involvement in governance.	15.6	Non-profit operation can lower costs over time, while providing opportunities for family involvement in governance.
32	Golf Courses -Sell one of the Chedoke courses for development purposes.	15.4	Municipal golf courses are a discretionary service, and compete with private courses with lower labour costs and generally similar or higher rates. Update the Business Plan for the course that takes the capital requirements into consideration.
33	Solid Waste Collection - Reduce to bi-weekly.	13.96	The new Waste collection system model was approved through General Issues Committee Report 12-005 in February 2012.
34	Expand contracting of garbage collection and bulk waste collection.	11.6	The new Waste collection system model was approved through General Issues Committee Report 12-005 in February 2012.

### Next Steps

Through the scheduled SDR opportunities workshops, Council will be asked to endorse 10 Opportunities for KPMG to undertake development of Executive Business Cases.

The business cases and a Roadmap for Implementation will accompany the Final Report when it is completed in the first quarter of 2013. This body of work will fulfil the third component of the SDR process methodology, that is,

#### 3. "Deep Dive" Service Delivery Reviews

The fourth and final component – Implementation of "Deep Dive" Reviews – will be presented to Council for consideration and further direction.

### **List of Appendices**

- Appendix 'A'      Service Assessment Filter
- Appendix 'B'      List of Top 34 Opportunities
- Appendix 'C'      List of Opportunities beyond the Top 34



Opportunity Number	Opportunity Description					Phase One Opportunity Assessment Filter							Phase Two Opportunity Assessment Filter							Comments	Grouping
	Opportunity Description	Opportunity Category	Department	Service	Sub-Service	Trigger	Strategic Alignment	Client Impact	Materiality	Comparator Analysis	Total	Gross Budget	Potential Annual Revenue/Savings	Potential One-time Cost/Savings	Recent Reviews	Barriers	Total Score	Timing	Prioritization		
<b>Top 10 Recommended Opportunities (A)</b>																					
1	Central Fleet - move to a model of purchasing vehicles on credit and charging user departments the cost of the debt payments, using lifecycle costing analysis to determine which vehicles should be rented.	Operational Efficiency	Public Works	Fleet Management	Fleet Planning and Materials Management	Fleet Reserve is 43% underfunded	4	4	3	5	3.7	\$5.3M (feet contribution + maintenance)	4	5	4	5	21.7	Short Term	Top 10	The use of a credit model for fleet purchases improves the transparency of fleet purchases since fleet costs are fully represented in the operational budget, allows purchase of vehicles when appropriate from lifecycle costing analysis. Balance in fleet reserve can be applied against the City's debt position.	A
2	Transfer the business of food preparation/delivery at the City's arenas, recreation facilities, golf courses to the private sector and/or community and recreation user groups.	Alternate Service Delivery Opportunities	Community Services	Food Preparation & Delivery	All but vending	Food Services operates at a loss and is supported by the tax levy \$417K	4	4	2	4	3.2	\$1.0M	5	3	4	4	19.2	Short Term	Top 10	Food preparation is a service that can be assumed by community user groups of the private sector and reduce the City's operational costs.	A
3	Undertake a Master Fire Plan with a view to optimizing the use of existing resources and explore opportunities to achieve cost effectiveness and efficiency, through cost avoidance. Considered an industry best practice, the Master Fire Planning process will draw a correlation between the City of Hamilton's risk profile and the resources required to support the fire protection and public safety needs of the community. EMS needs, in terms of station locations and coordinated response should be considered.	Operational Efficiency	City Manager's Office	Fire Services	-	FIR returns indicate that Hamilton spends more per household (\$150) than most peer municipalities.	4	3	5	4	4	\$77M	5	1	4	5	19	Mid Term	Top 10	Fire services is a significant cost to the City. It appears that we have not been a full review of the Fire Service since amalgamation. There is an opportunity to address many of the legacy inefficiencies carried over from amalgamation. Savings will largely be avoidance of future increases, but some reductions may be possible.	A
4	Increase parking rates at existing off-street parking lots, on-street meters and for nearby permits.	User Fee Review Opportunity	Planning & Economic Development	Parking Operations	-	The revenue-to-cost ratio for Hamilton's parking services is 149%, the 4th lowest among 10 CMAs comparator cities.	4	3	3	4	3.2	\$7.4M	5	2	4	4	18.2	Short Term	Top 10	Parking is an important source of non taxation revenue for municipalities. The opportunities represented by parking should be maximized to reduce the tax burden on property owners.	A
5	Make Fleet a competitive service provider (users can buy services from Fleet or elsewhere).	Alternate Service Delivery Opportunities	Public Works	Fleet Management	All	Hamilton has the highest fleet rate (\$85.50) and the second highest.	4	4	4	3	3.8	\$4.3M plus	4	2	4	4	17.9	Short Term	Top 10	Allowing departments to use Fleet Services or other suppliers would make customer service and better customer value alternatives for Fleet.	A
6	Increase fees for City operated recreation programs and recreation facility rentals considering: - cost of operations and facility maintenance, availability of private alternatives (avoiding unfair competition) - the target client group - the fees charged by other municipalities As part of the program, expand subsidy programs to ensure affordability is maintained.	User Fee Review Opportunity	Community Services	Recreational Facility Booking and Access	All	FIR returns indicate that Hamilton's user fees recover far lower percent of costs than other municipalities.	4	2.5	4	5	3.5	\$16.9M	5	2	4	3	17.5	Mid Term	Top 10	Hamilton has made a significant investment in public recreation facilities and programs. There is an opportunity for the City to determine what the appropriate R/C ratio for recreation and adjust fees accordingly. Maintaining access to programs for low income residents is a priority.	A
7	Examine P3 (Public/Private Partnership) Operations and/or lease of private facilities to replace/expand municipal capacity for recreation facilities.	Alternate Service Delivery Opportunities	Community Services	Recreation Asset Management	All	Leading Practices	4	3	3	4	3.2	\$5.2M	4	4	4	2	17.2	Long Term	Top 10	P3 development offers the potential to minimize capital and operating costs in development or renovation/upgrade of municipal recreation facilities.	A
8	Improve sustainability by reducing and timing costs of voluntary sewer programs by: - Reducing the cost of the Protective Plumbing Program (\$1.7M in 2011), considering lower maximum grants, shortening and annual maximums - Establishing a maximum annual contribution to the Sewer Lateral Management Program of \$500,000 (\$3.4M in 2011) and - Limiting the funding related to compassionate yards to circumstances where City facilities maintain the flood, and for repeated events, protective plumbing was installed (from \$20K to \$700K per year)	Service Level Opportunities	Public Works	Storm Water and Wastewater Management	-	Hamilton's cost per litre of pipe is significantly higher than peer municipalities in part to discretionary payments.	3.5	2.5	3.5	4.5	3.2	\$5.6M	5	2	4	3	17.2	Short Term	Top 10	Hamilton offers voluntary sewer programs to its citizens that are generous in their support in comparison to peer municipalities. There is an opportunity to review the terms and conditions of the sewer programs to ensure they are effectively applied, or eliminate them entirely.	A
9	To develop a Strategic Workforce Plan for the next 3-5 years that reads the City of Hamilton workforce to be flexible and responsive to the changing needs of the community, changing business strategy requirements and the fiscal realities of municipal government.	Operational Efficiency	City Manager's Office	Human Resources	Employee and Labour Relations	Leading Practice	4	3	5	3	3.9	\$52.5M	5	2	5	1	16.9	Mid Term	Underway	Staffing costs are the largest expenditure of the City. How staff are managed can either amplify or mitigate the City's labour costs. Improved flexibility can achieve cost savings without layoffs or outsourcing.	A
10	Review IT governance and strategy, focusing on: - establishing a corporate GIS system (outsourcing option) - centralizing more IT systems such as client data bars - centralizing records management - centralizing IT resources now in departments	Service Level Opportunities	Corporate Services	Information Technology	-	Leading Practice	5	3	4	4	3.7	\$7M plus	4	1	5	3	16.7	Short Term	Underway	It appears that the City's IT strategy is disparate and resources are in various departments. Centralizing resources and addressing highest corporate priorities would improve effectiveness.	A
<b>End Top 10 Recommended Opportunities (A)</b>																					

Opportunity Number	Opportunity Description					Phase One Opportunity Assessment Filter						Phase Two Opportunity Assessment Filter						Comments	Grouping		
	Opportunity Description	Opportunity Category	Department	Service	Sub-Service	Trigger	Strategic Alignment	Client Impact	Maturity	Comparator Analysis	Total	Gross Budget	Potential Annual Revenue/ Savings	Potential One-time Cost/ Savings	Recent Reviews	Barriers	Total Score			Timing	Prioritization
<b>Opportunities Underway (B)</b>																					
11	Increase use of bus priority measures (dedicated lanes and signals) to improve the efficiency/effectiveness of public transit	Operational Efficiency	Public Works	Public Transportation	Conventional Public Transit	Leading practice in transit operations	4	4	5	4	44	\$75M	4	2	5	4	19.4	Mid Term	Underway	Transit Priority lanes pilot installed under development as a Metrolinx QURA Wines Funds Initiative. A staff report to Council for consideration is planned in Q4/12.	B
12	Decrease employee absenteeism	Operational Efficiency	City Manager's Office	Human Resources	Health, Safety & Wellness	Leading practice as well as recent report to Council on the Absence Management Program	4	3	5	3	39	\$60M	5	2	6	3	19.9	Short Term	Underway	A Performance Improvement Initiative is underway as described in the Management Action Plan reported to CRA on June 11 (MHR/2009). Goal is to achieve a minimum of 10% reduction in average sick days per employee by end of 2014, an average of one day per employee.	B
13	Consolidate corporate call handling	Shared Services Opportunity	Corporate Services	Citizen and Customer Service	516-CITY and 516-HAMMILTON	Leading practice	4	4	3	5	37	\$3.6M plus	4	2	5	3	17.7	Mid Term	Underway	Consolidation of corporate call handling is an opportunity to improve customer service and achieve efficiencies. With partial implementation, there has been approximately 150% in savings not yet to date.	B
14	In light of all day kindergarten in schools, develop a strategy for provision of child care in Hamilton (as system operator) and at Red Hill Family Centre (as facility operator) to maximize return for funds spent.	Asset Management Opportunity	Community Services	Child Care Management	Planning and Development	The correlation of % of subsidized spaces compared to % of children from low income families is lowest among peer municipalities and Hamilton has lower fee subsidy per subsidized childcare space (OUSA 2010)	3	4	4	5	4	\$42.1M	4	2	4	3	17	Mid Term	Underway	The early years learning environment is undergoing widespread change as a result of the Province's policy shift. There is an opportunity for the City to review its early years childcare services to ensure that they are still relevant and efficient in the new system.	B
15	Transit - focus on peak hours and days. Reduce evening and weekend service. Use a usage-based recovery ratio to evaluate routes, route sections and time of day.	Operational Efficiency	Public Works	Public Transportation	Conventional Public Transit	Leading Practice to increase ridership, reduce subsidy.	4	2	5	4	36	\$95.9M	5	3	1	4	16.6	Mid Term	Underway	A comprehensive full system Operational Review was completed in 2010. During 2012 budget deliberations, staff listed curbside and low performing routes as a budget mitigation option. No direction arose from Council discussion.	B
16	Implement the results of the review of major recreation and community facilities to determine if a current number is warranted or can be reduced, and if the configuration of facilities can be changed as physical investments are required in order to reduce operating costs (e.g. consolidating). Review would encompass indoor pools - outdoor pools - outdoor people - community halls and recreation centres.	Operational Efficiency	Community Services	Recreational Facility Booking & Access	-	FIR returns for 2011 show that Hamilton has a comparable level of indoor recreation facilities and a higher rate of outdoor facilities than its peers, but the lowest rate of participation.	4	2	4	4	32	\$5.2M	5	1	5	2	16.2	Long Term	Underway	Should be considered in concert with Item 7, with any new or replacement facilities considered as P3 approaches, for consideration to improve efficiency.	B
17	Hospital emergency room - find resolution to delayed hand-off of EMS patients	Operational Efficiency	City Manager's Office	Emergency Medical Services	Inter-Facility Medical Transport	Hospital turnaround in excess of 30 minutes is above average compared to other jurisdictions (45-30) OUSA 2010 data	4	3	3	4	32	\$14.4M	4	2	5	2	16.2	Mid Term	Underway	A continuing problem for EMS. Recently got two off-road nurses. Next steps to be defined.	B
18	Change procurement processes to emphasize value for dollar and good client service and appropriate levels of risk.	Operational Efficiency	Corporate Services	Financial Management	Procurement	Cost per contract is \$4752	5	3	5	3	4	TED - very large	3	2	4	3	18	Short Term	Underway	An internal review of the procurement process was conducted by ICGP. As of December 2011, 27 of the 28 recommendations had been addressed.	B
19	Long Term Care Homes - Manage the Case Mix Index to maximize revenues	Operational Efficiency	Community Services	Long Term Care	-	OUSA data indicates costs are rising quickly, and exceed provincial funding levels.	4	3	4	3	35	\$16.3M	4	2	3	3	15.6	Short Term	Underway	The Case Mix Index is a key performance indicator and influences funding of Long Term Care Homes. Continued attention to recording activities maximizes revenues.	B
20	Transit - Establish a target revenue-cost (R/C) ratio and increase fares/fees and adjust services (see Item 10) as required to achieve it.	User Fee Review Opportunity	Public Works	Public Transportation	Conventional Public Transit	Revenue-Cost ratio has been declining	2	2	5	4	34	\$75M	5	2	2	2	15.4	Short Term	Underway	A comprehensive full system Operational Review was completed in 2010. The establishment of a target R/C ratio by Council would give clear direction to Staff on implementing the operational review.	B
<b>End of Opportunities Underway (B)</b>																					

Opportunity Number	Opportunity Description					Phase One Opportunity Assessment Filter					Phase Two Opportunity Assessment Filter					Comments	Grouping				
	Opportunity Description	Opportunity Category	Department	Service	Sub-Service	Trigger	Strategic Alignment	Client Impact	Maturity	Comparator Analysis	Total	Gross Budget	Potential Annual Revenue/ Savings	Potential One-Time Cost/ Savings	Recent Reviews			Barriers	Total Score	Timing	Prioritization
<b>Opportunities to Consider Pursuing (C)</b>																					
21	Social Supports - One stop intake of clients for Ontario Works / housing / child care / home care / transit subsidy / waste/water/water industry.	Shared Services Opportunity	Community Services	Financial Assistance Case Management	-	Leading practice	4	6	3	3	3.9	Estimate	4	2	4	3	16.9	Mid Term	Consider Pursuing	This approach can improve customer service, and ensure clients are aware of the full range of services available. There is an opportunity for the City to work with the Province to implement a one stop intake for social services and improve the service level while reducing the cost to the City.	C
22	Close the aviary - Gage Park Master Plan calls for a \$2M upgrade to the Aviary	Alternate Service Delivery Opportunities	Public Works	Horticultural Programs	Aviary	Discretionary service with significant projected capital costs	5	3	2.5	5	3.2	\$2M capital liability	2.5	3	4	4	16.7	Short Term	Consider Pursuing	The construction of a new aviary is a significant capital expenditure (\$2M) for a non-essential service. Gage Park Master Plan was approved in 2010 (PH11003) with call to report back with a detailed cost analysis prior to implementation.	C
23	Examine impacts of development on ongoing municipal costs - storm water ponds, gateway features, landscaping, types of trees, illumination, wheel control - change subdivision plans to minimize - or recover costs.	User Fee Review Opportunity	Planning & Economic Development	Development Approvals	Development Review	Leading Practice in development approvals	4	3	4	4	3.6	estimate	4	2	4	3	16.6	Short Term	Consider Pursuing	Approval of subdivisions with non-standard features can lead to costs following the assumption of the subdivision even if the capital cost is funded by the developer. There is an opportunity for the City to limit the features it will accept.	C
24	Explore opportunities for the City to become the delivery agent for Ambulance Dispatch and consolidate dispatch operations for all emergency services.	Alternate Service Delivery Opportunities	City Manager's Office	Emergency Medical Services	Emergency Medical (Communications)	Leading practice to consolidate emergency responses	4	3	4	3	3.5	\$200	5	2	4	2	16.5	Long Term	Consider Pursuing	Niagara Region recently assumed ownership of ambulance dispatch, Ottawa has done it for some years. There is an opportunity for the City to explore the consolidation of all emergency services' dispatch into one central operation.	C
25	Improve corporate management of assets by consolidating management of all corporate real estate assets re-organizing asset management functions corporately.	Operational Efficiency	Community Services, Public Works, Planning and Economic Development	-	-	Leading practice	6	3.5	3	4	3.5	\$1M plus assets	3	2	3	5	16.5	Mid Term	Consider Pursuing	The City manages over a large portfolio of real property and facilities. Leading practice suggests that a business unit devoted to corporate asset management improves minimizes cost of real estate and ensures resources go to highest priority. This initiative is now underway through the departmental reorganization in Oct. 2012.	C
26	Examine cost-effectiveness of public health clinics - opportunities to consolidate clinics, delivery in other ways.	Operational Efficiency	Public Health Services	All	All	Not operating cost per capita is significantly higher for Hamilton (\$10.16) compared to London (\$16.73) and Halton (\$16.30)	4	3	3	4	3.2	15.7M	4	2	4	3	16.2	Mid Term	Consider Pursuing	Some health units use multiple purpose clinics and/or make greater use of private practice doctors and dentists to minimize costs and expand client service options. Consideration - number of clinics is appropriate.	C
27	Expand outsourcing of design and construction supervision	Alternate Service Delivery Opportunities	Public Works	Engineering Services	Design Services / Construction Services	Leading Practice	4	4	2	4	3.2		3	2	4	4	16.2	Mid Term	Consider Pursuing	Currently outsourcing is project specific and utilizes a Roster system for consultant selection.	C
28	Consolidate provision of maintenance for aerial lift, fire, ambulance and transit non revenue vehicles. Consider discussion with police for inclusion.	Shared Services Opportunity	Public Works	Fleet Management	All	Scattered fleet maintenance services	4	3	4	5	3.7	\$4.3M plus	4	2	4	2	15.7	Mid Term	Consider Pursuing	Fleet maintenance is scattered across the organization. It appears that there are operational/city issues that remain from amalgamation.	C
29	Pursue legislative changes to permit the establishment of a user tax/fee to fund visitor attractions	User Fee Review Opportunity	Planning & Economic Development	Tourism Development	Visitor Attraction	Greater Toronto Area (GTA) Niagara Falls, Ottawa, Suds, the Maria, Kingston, Keno, Hamilton, Et. Cambridge, Burlington. Streets charge three percent	4	3	3	4	3.2	\$0.4K	5	2	4	1	15.2	Mid Term	Consider Pursuing	Would serve as a key funding source for destination marketing. No authority for compulsory tax.	C
30	Redesign the budget process with a view to establishing a multi-year, service-based operating budget, minimizing the length of the annual budget cycle.	Operational Efficiency	Corporate Services	Financial Management	Financial Planning and Control	Leading Practice	4	4	2	4	3.2	-	2	2	4	4	15.2	Mid Term	Consider Pursuing	Long term operating budgets promotes longer term thinking, reduces annual budget process demands, service based budget provides a real understanding of the cost of services provided.	C
<b>End of Opportunities to Consider Pursuing (C)</b>																					

Opportunity Number	Opportunity Description				Phase One Opportunity Assessment Filter							Phase Two Opportunity Assessment Filter							Comments	Grouping	
	Opportunity Description	Opportunity Category	Department	Service	Sub-Service	Trigger	Strategic Alignment	Client Impact	Materiality	Comparator Analysis	Total	Gross Budget	Potential Annual Revenue/ Savings	Potential One-time Cost/ Expend	Recent Reviews	Barriers	Total Score	Timing			Prioritization
<b>Opportunities that Council has already Decided (D)</b>																					
31	Transfer one Long Term Care home to non-profit operation with resident/family involvement in governance.	Alternate Service Delivery Opportunities	Community Services	Long Term Care/Long Term Care Accommodation		Legislated service to get its own and operate 11 Long Term Care Homes - Hamilton has two facilities.	4	3	4	4	36	\$15.3M	5	2	3	2	156	Mid Term	Decided	Non-profit operation can lower costs over time, while providing opportunities for family involvement in governance.	D
32	Golf Courses - Sell one of the Cheate courses for development purposes.	Alternate Service Delivery Opportunities	Community Services	Recreational Facility Booking and Access	Golf Courses	Discretionary Service in a competitive marketplace	3	3	4	3	34	\$3.1M gross (net 3) plus capital value	3	6	2	2	154	Mid Term	Decided	Municipal golf courses are a discretionary service, and compete with private courses with lower labor costs and generally similar or higher rates. Update the Business Plan for the course that takes the capital requirements into consideration.	D
33	Solid Waste Collection - Reduce to biweekly.	Operational Efficiency	Public Works	Solid Waste Management	Garbage & Organic Waste Collection	Leading practice	34	38	4	5	3.59	\$15.6M	5	3	1	1	13.55	Long Term	Decided	The new Waste collection system model was approved through General Issues Committee Report 12-005 in February 2012.	D
34	Expand contracting of garbage collection and bulk waste collection.	Alternate Service Delivery Opportunities	Public Works	Solid Waste Management	Garbage & Organic Waste Collection / Bulk Waste Collection Services	Hamilton spent twice the average per tonne to collect residential waste - OWIS 2010 - and costs are rising	4	3	4	4	36	\$16.6M	2	4	1	1	116	Long Term	Decided	The new Waste collection system model was approved through General Issues Committee Report 12-005 in February 2012.	D
<b>End Opportunities that Council has already Decided (D)</b>																					
<b>End of Top 30 Opportunities</b>																					

Opportunity Number	Opportunity Description				Phase One Opportunity Assessment Filter						Phase Two Opportunity Assessment Filter									
	Opportunity Description	Opportunity Category	Department	Service	Sub-Service	Strategic Alignment	Client Impact	Materiality	Comparator Analysis	Total	Gross Budget	Potential Annual Revenue/Savings	Potential One-time Costs/Savings	Recent Reviews	Barriers	Total Score	Timing	Priority	Comments	Grouping
<b>Opportunities that did NOT screen into second stage of the evaluation process</b>																				
35	Evaluate the effectiveness and cost efficiency of housing options other than social housing such as rent supplements for low income households	Service Level Opportunities	Community Services	Housing Supports	Rent Supplement / Housing Allowance Programs	4	3	3	3	3.1	-	-	-	-	-	-	-	-	-	n/a
36	Investigate opportunities to reduce residential fire injuries down to comparable municipalities - look at Ottawa/ Toronto	Service Level Opportunities	City Manager's Office	Fire Services	N/A	4	3	3	3	3.1	-	-	-	-	-	-	-	-	-	n/a
37	Increase parking fines and other penalties for by-law infractions with a view to recovering costs and improving compliance	User Fee Review Opportunity	Planning and Economic Development	By-Law Enforcement	By-Law Enforcement	4	3	3	3	3.1	-	-	-	-	-	-	-	-	-	n/a
39	Greater efficiency/effectiveness in by-law enforcement	Operational Efficiency	Planning and Economic Development	By-Law Enforcement	N/A	4	3	3	3	3.1	-	-	-	-	-	-	-	-	-	n/a
39	Fleet Services - Review range of services provided house and those out-sourced	Alternate Service Delivery Opportunities	Public Works	Fleet Management	AI	4	3	3	3	3.1	-	-	-	-	-	-	-	-	-	n/a
40	Emergency Medical Response Times quicker than target - Reduce number of ambulances/ambulance crews	Operational Efficiency	City Manager's Office	Emergency Medical Service	Emergency Medical & Communications	3	2	4	4	3.1	-	-	-	-	-	-	-	-	-	n/a
41	Award responsibility of capital and operating activities of the two city golf courses to another organization using a competitive process	Alternate Service Delivery Opportunities	Community Services	Recreational Facility Booking and Access	Golf Courses	3	3	3	4	3.1	-	-	-	-	-	-	-	-	-	n/a
42	Develop automated tools, application screeners, electronic performance management system	Operational Efficiency	City Manager's Office	Human Resources	Organizational Effectiveness	3	4	2	4	3.1	-	-	-	-	-	-	-	-	-	n/a
43	Develop improved tools for capital budgeting and managing/monitoring capital project implementation	Operational Efficiency	Corporate Services	Financial Management	Financial Planning and Control	4	4	2	3	3.1	-	-	-	-	-	-	-	-	-	n/a
44	Establish common database for people and people related assets (employees) - tie HR to locations, tools, skills, training, etc. - now PeopleSoft but not all modules	Operational Efficiency	Corporate Services	Financial Management	PeopleSoft Application Support	4	4	2	3	3.1	-	-	-	-	-	-	-	-	-	n/a
45	Review opportunities to reduce equipment costs for solid waste by working two shifts	Operational Efficiency	Public Works	Solid Waste Management	Garbage & Organic Waste Collection	4	3	3	2	3	-	-	-	-	-	-	-	-	-	n/a
46	Evaluate effectiveness of programs and service delivery options for Case Management and/or Employment Centres and/or Training and Skills Development and/or Job Development. Consider impact of caseload ratios	Operational Efficiency	Community Services	Employment Services	AI	3	4	2	3	3	-	-	-	-	-	-	-	-	-	n/a
47	Consolidate Divisional Support services for Fire and EMS into a single Departmental Support Service to gain efficiencies of scale	Shared Services Opportunity	City Manager's Office	EMS and Fire Divisional Support Services	AI	3	3	3	3	3	-	-	-	-	-	-	-	-	-	n/a
48	Increase building permit and inspection fees including Building Services Customer Service function, to recover all costs including allocated overhead and support costs from other departments	User Fee Review Opportunity	Planning and Economic Development	Building Permits and Building Inspections	AI	4	2.5	3	4	3	-	-	-	-	-	-	-	-	-	n/a
49	Outsource Parts Management for vehicle and equipment service and maintenance	Alternate Service Delivery Opportunities	Public Works	Fleet Management	Vehicle & Equipment Service and Maintenance	5	3	2	5	3	-	-	-	-	-	-	-	-	-	n/a
50	Reduce or eliminate discretionary benefits to reflect new provincial funding cap	Operational Efficiency	Community Services	Special Support	Discretionary Health and Non-Health Related Benefits	4.1	2	3	5	2.91	-	-	-	-	-	-	-	-	-	n/a
51	Optimize leased and owned facilities utilization (related to Opportunity to improve the corporate management of assets) (link to Real Estate)	Shared Services Opportunity	Public Works	Facilities Management	Facility Planning & Customer Service	2	3	3	3	2.9	-	-	-	-	-	-	-	-	-	n/a
52	Outsource Off-street Parking Operations	Alternate Service Delivery Opportunities	Planning and Economic Development	Parking Operations	Off-Street	4	3	2	5	2.9	-	-	-	-	-	-	-	-	-	n/a
53	Consolidate communications (or some sub-set) delivered by multiple business units across organization	Shared Services Opportunity	City Manager's Office	Strategic Communications	AI	4	4	1	5	2.9	-	-	-	-	-	-	-	-	-	n/a

**DOES NOT APPLY TO OPPORTUNITIES BEYOND TAB 30**

Opportunity Number	Opportunity Description				Phase One Opportunity Assessment Filter					Phase Two Opportunity Assessment Filter										
	Opportunity Description	Opportunity Category	Department	Service	Sub-Service	Strategic Alignment	Client Impact	Materiality	Comparator Analysis	Total	Gross Budget	Potential Annual Revenue/Earnings	Potential One-time Cost/Savings	Recent Reviews	Barriers	Total Score	Timing	Priority	Comments	Grouping
<b>Opportunities that did NOT screen into second stage of the evaluation process</b>																				
54	Look at outsourcing animal control	Alternate Service Delivery Opportunities	Planning and Economic Development	Animal Services	NA	5	3	2	4	2.9	-	-	-	-	-	-	-	-	-	n/a
55	Review the use of City Fleet vehicles to ensure they respond to valid business case (usage rates, etc.)	Operational Efficiency	Public Works	Fleet Management	Fleet Planning and Materials Management	4	3	2	4	2.8	-	-	-	-	-	-	-	-	-	n/a
56	Service capacity increase for Legal Services, considering a mix of in-house resources and funding for outside counsel	Alternate Service Delivery Opportunities	City Manager's Office	Legal	All	4	3	2	4	2.8	-	-	-	-	-	-	-	-	-	n/a
57	Explore on-street pay and display and/or pay-by-cell and/or prepaid in-car meters	Alternate Service Delivery Opportunities	Planning and Economic Development	Parking Operations	On-Street	4	3	2	4	2.8	-	-	-	-	-	-	-	-	-	n/a
58	Reduce number of school crossing guards in light of school closings - traffic controls, ensure all meet warrants	Operational Efficiency	Planning and Economic Development	School Crossing Guards	NA	4	3	2	4	2.8	-	-	-	-	-	-	-	-	-	n/a
59	Conduct Public Works facilities rationalization review (related to Opportunity to improve corporate management of assets)	Shared Services Opportunity	Public Works	Facilities Management	Facility Planning & Customer Service	4	3	2	4	2.8	-	-	-	-	-	-	-	-	-	n/a
60	Consolidate Evaluations/ Operations Improvement/Value for Money Reviews - with focus on operations improvement	Shared Services Opportunity	City Manager's Office	Internal Audit	Value for Money Auditing	5	4	1	3	2.8	-	-	-	-	-	-	-	-	-	n/a
61	Develop web enabled information and service packages for new parents to reduce need for calls	Operational Efficiency	Public Health Services	Family Health	Child Health	4	4	1	4	2.8	-	-	-	-	-	-	-	-	-	n/a
62	Change fee structure and rates at golf courses to achieve long term sustainability including recovery of capital (including clubhouse renewal, irrigation, greens, etc.)	User Fee Review Opportunity	Community Services	Recreational Facility Booking and Access	Golf Courses	3	2	3	4	2.7	-	-	-	-	-	-	-	-	-	n/a
63	Re-engineer the service levels at Long-Term Care homes to operate within provincially provided funds	Alternate Service Delivery Opportunities	Community Services	Long-Term Care/Long-Term Care Accommodation		3	2	3	4	2.7	-	-	-	-	-	-	-	-	-	n/a
64	Review programs to reduce operating hours to match program demand/utilization (Impacts 81)	Operational Efficiency	Community Services	Recreational Facility Booking and Access		2	2	3	6	2.7	-	-	-	-	-	-	-	-	-	n/a
65	Develop program to provide Ontario Works (OW) recipients life skills and perhaps modest income as part of OW supplementary activity	Service Level Opportunities	Community Services	Mandatory Health Related Benefits		4	4	1	3	2.7	-	-	-	-	-	-	-	-	-	n/a
66	Develop corporate leadership pathway, and employee recognition program	Service Level Opportunities	City Manager's Office	Human Resources	Operational Effectiveness	3	4	1	4	2.7	-	-	-	-	-	-	-	-	-	n/a
67	Look to PED fees generally - including Development Approvals - to recover all costs including allocated overhead and support costs from other departments	User Fee Review Opportunity	Planning and Economic Development	All	All	4	2	3	3	2.7	-	-	-	-	-	-	-	-	-	n/a
68	Procure dental services from private dentists and close dental clinic	Alternate Service Delivery Opportunities	Public Health Services	Chronic Disease and Injury Prevention	Adult Dental Treatment	4	3	2	3	2.7	-	-	-	-	-	-	-	-	-	n/a
69	Work to improve vaccination rates	Service Level Opportunities	Public Health Services	Infectious Diseases	Vaccine Preventable Diseases	3	4	1	4	2.7	-	-	-	-	-	-	-	-	-	n/a
70	Outsource street sweeping	Alternate Service Delivery Opportunities	Public Works	Roadway Access	Right of Way Infrastructure Maintenance	3	2	3	4	2.7	-	-	-	-	-	-	-	-	-	n/a
71	Snow Removal Service Level - reduce to target level	Service Level Opportunities	Public Works	Roadway Access	Right of Way Infrastructure Maintenance	4	1	4	3	2.7	-	-	-	-	-	-	-	-	-	n/a
72	Look at OMBI cultural operating costs to determine why so high	Operational Efficiency	Planning and Economic Development	Cultural Development	All	3	3	2	3	2.6	-	-	-	-	-	-	-	-	-	n/a
73	Consolidate Sector Development with Provincial Agency - Redundant Service currently provided by Province	Alternate Service Delivery Opportunities	Planning and Economic Development	Tourism Development	Sector Development	3	3	2	3	2.6	-	-	-	-	-	-	-	-	-	n/a
74	Reduce dental screening in schools to standard levels	Service Level Opportunities	Public Health Services	Family Health	Child Health	3	3	2	3	2.6	-	-	-	-	-	-	-	-	-	n/a

**DOES NOT APPLY TO OPPORTUNITIES BEYOND TOP 30**

Opportunity Number	Opportunity Description				Phase One Opportunity Assessment Filter						Phase Two Opportunity Assessment Filter									
	Opportunity Description	Opportunity Category	Department	Service	Sub-Service	Strategic Alignment	Client Impact	Materiality	Comparator Analysis	Total	Gross Budget	Potential Annual Revenue/Savings	Potential One-time Cost/Savings	Recent Reviews	Barriers	Total Score	Timing	Priority	Comments	Grouping
<b>Opportunities that did NOT screen into second stage of the evaluation process</b>																				
75	Reduce number of Client Service Centres	Service Level Opportunities	Corporate Services	Client and Customer Service	Counter Service	4	2	2	5	2.5	-	-	-	-	-	-	-	-	-	n/a
76	Ensure consistent recovery of cost for legal services provided for boards and agencies	User Fee Review Opportunity	City Manager's Office	Legal	All	5	3	1	4	2.5	-	-	-	-	-	-	-	-	-	n/a
77	Cleanliness Services - Charge B/As for services beyond the standard service levels	User Fee Review Opportunity	Public Works	Solid Waste Management	Cleanliness Services	5	2	2	4	2.5	-	-	-	-	-	-	-	-	-	n/a
78	Close beach at Bayfront Park that is rarely open due to poor water quality	Operational Efficiency	Public Works	Parks & Open Space Access	Natural Open Space	6	3	1	3	2.4	-	-	-	-	-	-	-	-	-	n/a
79	Develop coordinated (corporate) approach to purchase of management and other common training elements	Shared Services Opportunity	City Manager's Office	Human Resources	Organizational Effectiveness	4	3	1	4	2.4	-	-	-	-	-	-	-	-	-	n/a
80	Outsource on-street operations, and/or reduce the parking enforcement resources	Alternate Service Delivery Opportunities	Planning and Economic Development	Parking Operations	On-Street	4	2	2	4	2.4	-	-	-	-	-	-	-	-	-	n/a
81	Look to reduce business licensing costs - more like other municipalities	Operational Efficiency	Planning and Economic Development	Business Licensing	All	4	3	1	4	2.4	-	-	-	-	-	-	-	-	-	n/a
82	Take credit cards at City Hall/off-street lots	Operational Efficiency	Planning and Economic Development	Parking Operations	Off-Street	4	3	1	4	2.4	-	-	-	-	-	-	-	-	-	n/a
83	Animal Licensing campaign - Opportunity for increased revenue	User Fee Review Opportunity	Planning and Economic Development	Animal Services	N/A	4	3	1	4	2.4	-	-	-	-	-	-	-	-	-	n/a
84	Evaluate staffing for Child and Adolescent counselling services to reflect current needs and hours of direct services provided	Operational Efficiency	Public Health Services	Family Health	Child and Adolescent Services	4	3	1	4	2.4	-	-	-	-	-	-	-	-	-	n/a
85	Residential Care Facility inspections - optimize/rationalize process among various agencies	Shared Services Opportunity	Public Health Services	Environmental Health	Residential Care Facility Inspection	4	3	1	4	2.4	-	-	-	-	-	-	-	-	-	n/a
86	Outsource tree planting	Alternate Service Delivery Opportunities	Public Works	Forestry	Tree Planting	4	3	1	4	2.4	-	-	-	-	-	-	-	-	-	n/a
87	Self Contract operation of marina	Alternate Service Delivery Opportunities	Public Works	Parks & Open Space Access	Parks Maintenance	4	3	1	4	2.4	-	-	-	-	-	-	-	-	-	n/a
88	Transfer sports field maintenance to user groups or increase cost recovery	Alternate Service Delivery Opportunities	Public Works	Parks & Open Space Access	Parks Maintenance	4	2	2	4	2.4	-	-	-	-	-	-	-	-	-	n/a
89	Examine value in consolidating stormwater pond management with stormwater collection	Operational Efficiency	Public Works	Storm Water Management	Infrastructure Maintenance	4	3	1	4	2.4	-	-	-	-	-	-	-	-	-	n/a
90	Increase cemetery fees, optimize services to recover costs	User Fee Review Opportunity	Public Works	Cemeteries	Active	4	2	2	4	2.4	-	-	-	-	-	-	-	-	-	n/a
91	Investigate feasibility of transferring Red Hill Family Centre operations to another organization to be determined by a competitive process	Alternate Service Delivery Opportunities	Community Services	Red Hill Family Centre	N/A	4	3	1	3.5	2.55	-	-	-	-	-	-	-	-	-	n/a
92	Develop community operating agencies for some museums	Alternate Service Delivery Opportunities	Planning and Economic Development	Museums and Heritage Presentation	N/A	3	3	1	4	2.3	-	-	-	-	-	-	-	-	-	n/a
93	549 CITY - Outsource the operation of the cat centre	Shared Services Opportunity	Corporate Services	Citizen and Customer Service	549-CITY and Info@hamilton.ca	4	2	2	3	2.3	-	-	-	-	-	-	-	-	-	n/a
94	Consider staff assessment of POA appeals - with fees/revenue, reduce needs for court hearings	User Fee Review Opportunity	Corporate Services	Provincial Offences Administration	N/A	4	3	1	3	2.3	-	-	-	-	-	-	-	-	-	n/a
95	Food Safety Courses - Can be supplied by non-government provider or operated on break-even basis	Alternate Service Delivery Opportunities	Public Health Services	Environmental Health	Food Safety	4	3	1	3	2.3	-	-	-	-	-	-	-	-	-	n/a
96	Reduce optional services to clients not means tested	Service Level Opportunities	Public Health Services	Chronic Disease and Injury Prevention	Adult Dental Treatment	4	2	2	3	2.3	-	-	-	-	-	-	-	-	-	n/a
97	Consolidate public health tier 2 cat centres	Shared Services Opportunity	Public Health Services	All	All	4	3	1	3	2.3	-	-	-	-	-	-	-	-	-	n/a

**DOES NOT APPLY TO OPPORTUNITIES BEYOND TOP 30**

Opportunity Number	Opportunity Description				Phase One Opportunity Assessment Filter					Phase Two Opportunity Assessment Filter										
	Opportunity Description	Opportunity Category	Department	Service	Sub-Service	Strategic Alignment	Client Impact	Materiality	Comparative Analysis	Total	Gross Budget	Potential Annual Revenue/Savings	Potential One-Time Cost/Savings	Recent Revenue	Starts	Total Score	Timing	Priority	Comments	Grouping
<b>Opportunities that did NOT screen into second stage of the evaluation process</b>																				
98	Public Health has its own emergency measures unit that can be consolidated with Fire Services	Shared Services Opportunity	Public Health Services	Emergency Preparedness	N/A	4	3	1	3	2.3	-	-	-	-	-	-	-	-	-	n/a
99	Outsource Driver Training	Alternate Service Delivery Opportunities	Public Works	Fleet Management	Regulatory Compliance & Driver Training	4	3	1	3	2.3	-	-	-	-	-	-	-	-	-	n/a
100	Reduce horticulture costs by increasing use of perennials	Service Level Opportunities	Public Works	Beautification	Horticultural Programs	4	3	1	3	2.3	-	-	-	-	-	-	-	-	-	n/a
101	Bulk Waste Collection - Charge fee for collection equivalent to cost	User Fee Review Opportunity	Public Works	Solid Waste Management	Bulk Waste Collection Services	4	3	1	3	2.3	-	-	-	-	-	-	-	-	-	n/a
102	Reduce 107 heritage facilities in city portfolio based on evaluation of value, city uses, alternative uses	Operational Efficiency	Planning and Economic Development	Heritage Asset Management	Heritage Facility and Asset Maintenance	3	2	2	3	2.2	-	-	-	-	-	-	-	-	-	n/a
103	Limit baby screening/ home visits to at-risk populations	Service Level Opportunities	Public Health Services	Family Health	Child Health	2	2	2	4	2.2	-	-	-	-	-	-	-	-	-	n/a
104	Increase Fees for Film Shows - Opportunity for increased revenue to achieve full cost recovery	User Fee Review Opportunity	Planning and Economic Development	Tourism Development	Film	2	3	1	3	2.1	-	-	-	-	-	-	-	-	-	n/a
105	Reduce use of finance resources for admin services	Operational Efficiency	All Departmental Support Services	Finance and Administration		4	2.5	1	3	2.1	-	-	-	-	-	-	-	-	-	n/a
106	Reduce costs of operating Museums by limiting open hours - perhaps relating between facilities	Operational Efficiency	Planning and Economic Development	Museums and Heritage Preservation	Museums	4	2	1	4	2	-	-	-	-	-	-	-	-	-	n/a
107	Remove Remote Office Services	Service Level Opportunities	Planning and Economic Development	Building Services/ Customer Service	Remote Office Services	4	2	1	3	1.9	-	-	-	-	-	-	-	-	-	n/a
108	Examine grant programs in Urban Renewal - e.g facade - to determine value of return	Operational Efficiency	Planning and Economic Development	Urban Renewal	N/A	4	2	1	3	1.9	-	-	-	-	-	-	-	-	-	n/a
109	Increase fees for mobile business licenses to achieve full cost recovery	User Fee Review Opportunity	Planning and Economic Development	Business Licensing	Mobile	4	2	1	3	1.9	-	-	-	-	-	-	-	-	-	n/a
110	Eliminate tick report response	Service Level Opportunities	Public Health Services	Infectious Diseases	Vector Borne Disease Prevention & Control	4	2	1	3	1.9	-	-	-	-	-	-	-	-	-	n/a
111	Community Service grants are an optional service - could be reduced or eliminated	Service Level Opportunities	Community Services	Community Grants	N/A	3.6	2	1	3	1.66	-	-	-	-	-	-	-	-	-	n/a
112	Review to confirm value for money (VfM) of Urban Renewal	Service Level Opportunities	Planning and Economic Development	Urban Renewal	N/A	4	2	1	2	1.8	-	-	-	-	-	-	-	-	-	n/a
113	Beautification - Convert Spring Tide and Mum Show to self-supporting or third party operations. Investigate sponsorship opportunities	Alternate Service Delivery Opportunities	Public Works	Beautification	Horticultural Programs	3	2	1	3	1.8	-	-	-	-	-	-	-	-	-	n/a
114	Adjust fees as required to ensure Adult Day Program is cost recovery	User Fee Review Opportunity	Community Services	Community-Based Care	Adult Day Program	4	1	1	4	1.6	-	-	-	-	-	-	-	-	-	n/a
115	Reduce West Nile Virus program, based on current needs	Service Level Opportunities	Public Health Services	Infectious Diseases	Vector Borne Disease Prevention & Control	3	2	1	1	1.6	-	-	-	-	-	-	-	-	-	n/a
<b>End of Opportunities that did NOT screen into second stage of the evaluation process</b>																				

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