



Hamilton

**Service Delivery Review –
Service Profile Summary**

October 18, 2012

General Issues Committee

Outline for the morning

- Introduction and Background (Chris Murray)
- Lessons Learned (SMT)
- SDR Content (Rob Rossini)
- Next Steps (Chris Murray)



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Background

- Initiated process in 2011
- Service Delivery Review (SDR) reports to GIC in June 2011 and 2012
- Specific Corporate Strategic Plan activity
- Learning from the experiences of others



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Acknowledgements

- Profiles developed with involvement from management across the organization
- Significant amount of work over a relatively short period of time
- Challenged us to think differently



GIC Objectives

- Dates that we will be discussing Service Delivery Review (SDR) and what to expect:
 - October 18
 - Summary of the Profiles
 - No decisions
 - October 23
 - Top 30 Opportunities
 - Top 10 Opportunities for consideration
 - October 29
 - Council direction on the Top 10
- Next Steps
 - Will be discussed at end of presentation



Case for Change

External Challenges

Federal, Provincial

The local situation

Aging population and infrastructure, high poverty, provincial downloading, inflationary costs

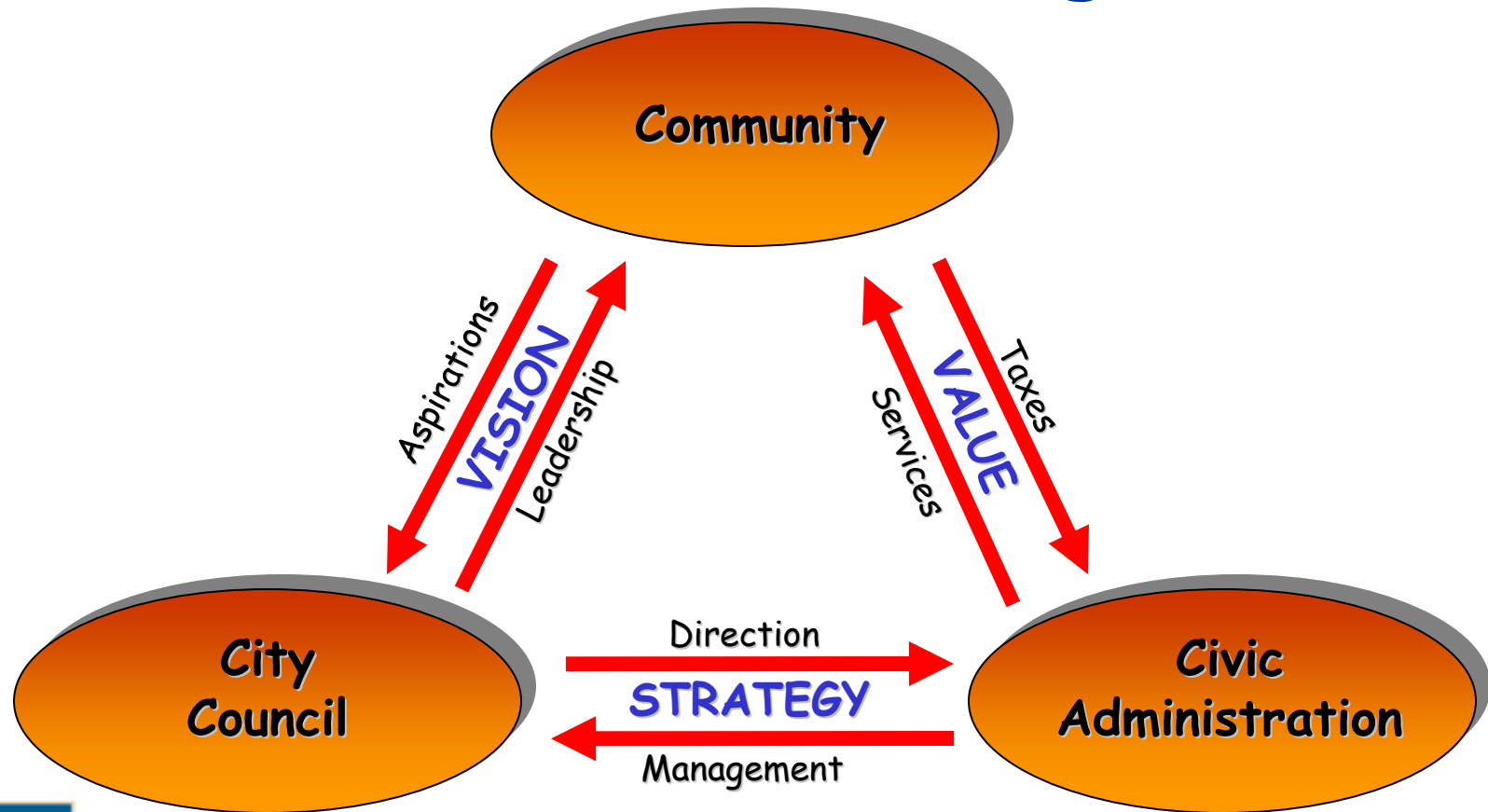
Why do this now?

Citizen and government expectations



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Case for Change



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Objectives of this process

- Build trust and confidence in government
- Focus on services and outcomes
- Clear accountability (performance management)
- Resource for informed decision making and management tool
- Common benchmarking and continuous improvement



What have we learned?



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SMT insights

- What have we learned from this?



Service Profile Binder

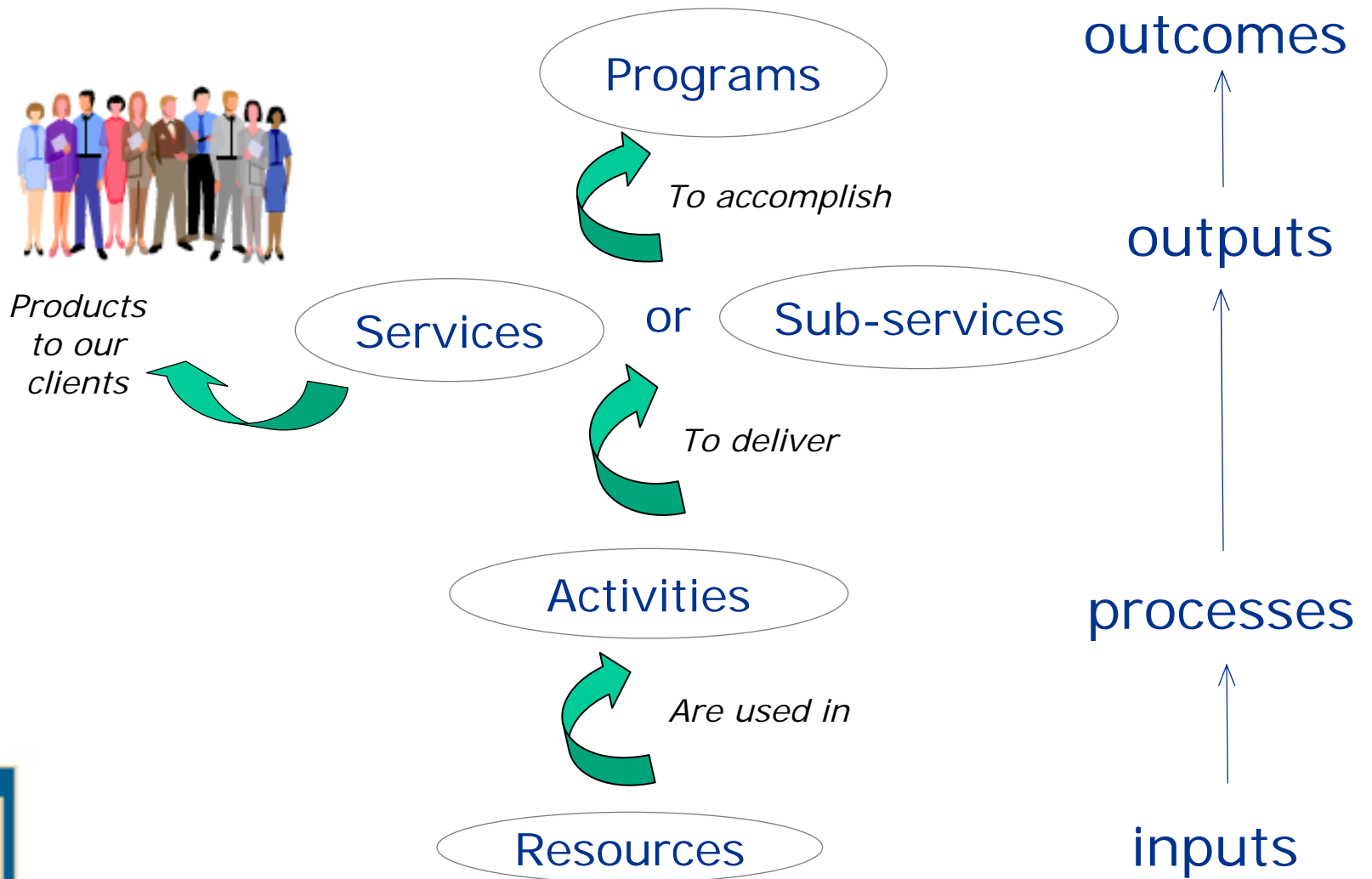
Is laid out as follows:

- Executive summary including legend
- Tab for each Program with profile and associated service profile
- Data dictionary
- Index

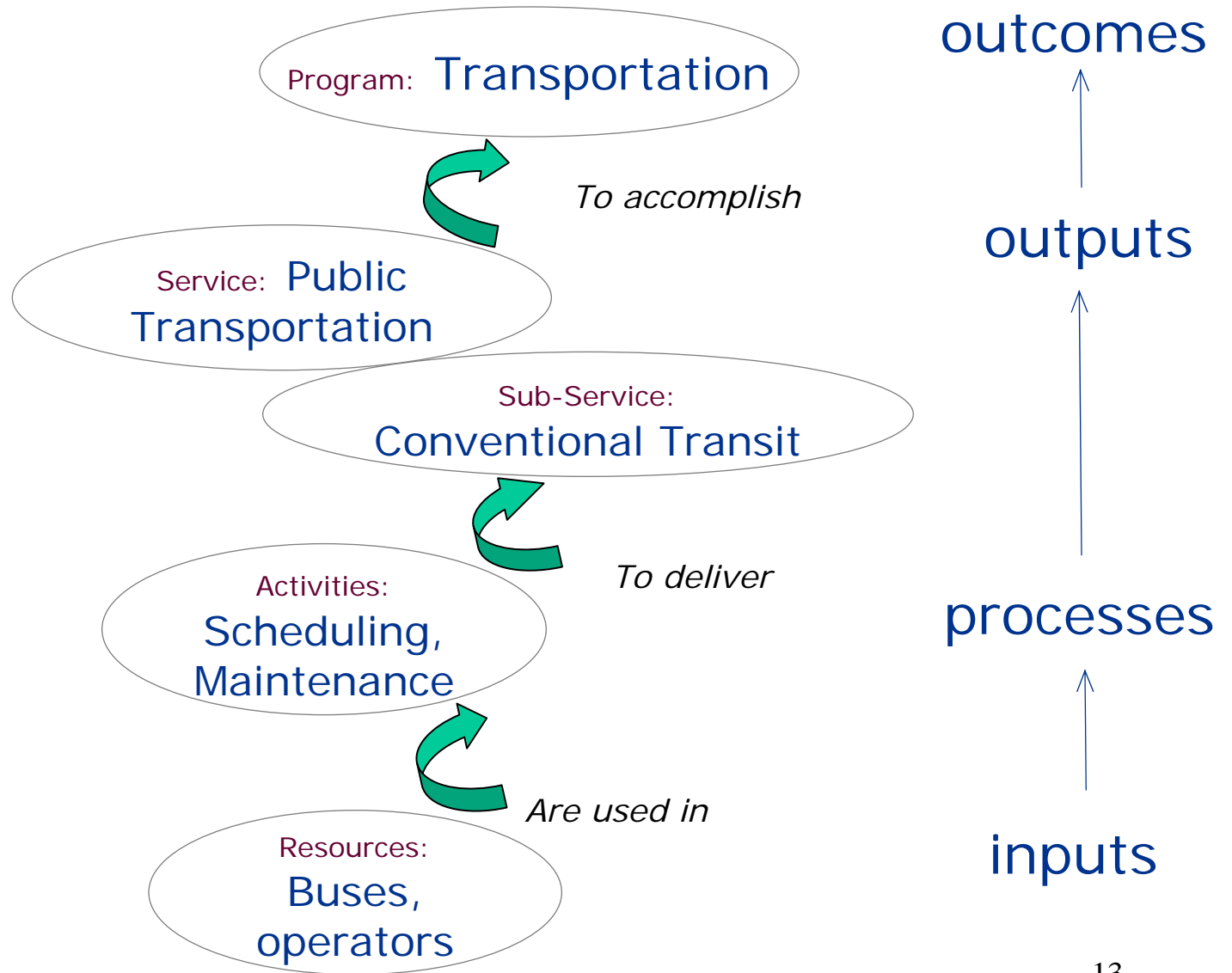


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The Municipal Reference Model – a Program and Service Based View



The Municipal Reference Model – a Program and Service Based View - Example

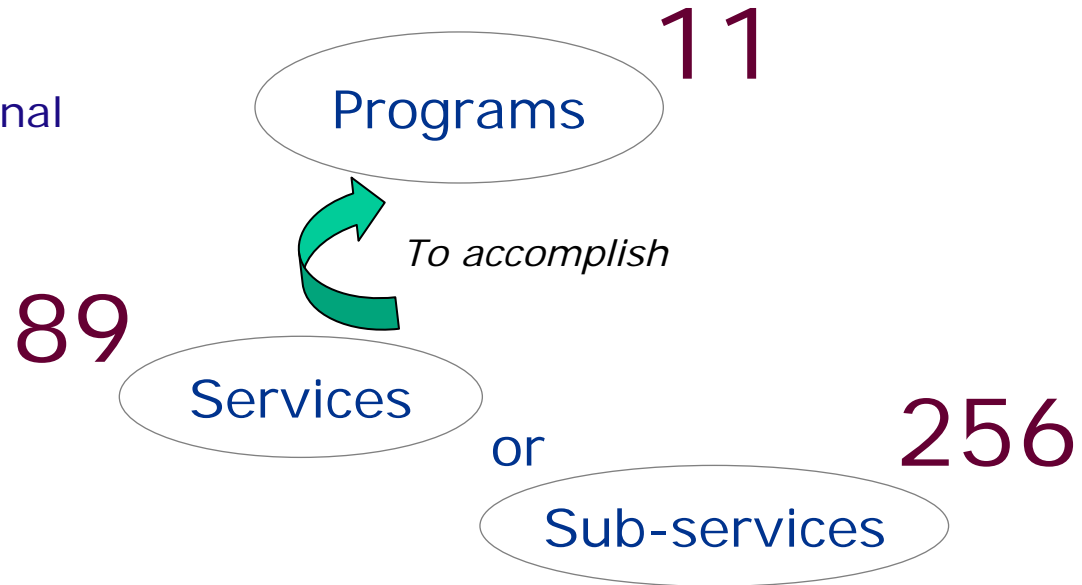


Our SDR Summary

Service Type:

9 Citizen Facing/External

2 Internal



Service Type:

30.4% (83) Mandatory

28.2% (77) Essential

26.4% (72) Traditional

15% (41) Discretionary

100% 273

Service Level Assessed:

85% (231) At Standard

4% (12) Above Standard

3% (8) Below Standard

8% (22) No Available Service Level

100% 273



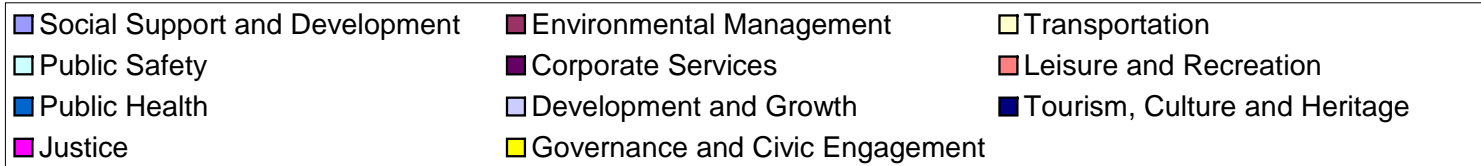
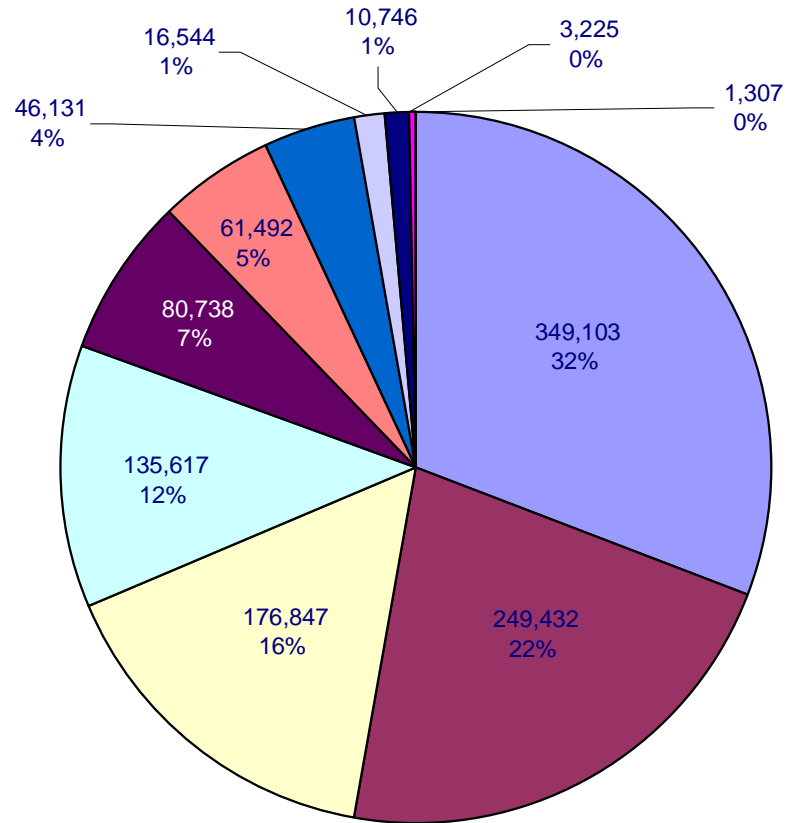
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Total Gross Levy Captured in Service Profiles	
2012 Tax and Rate Operating Budgets	\$1.4 Billion
Less:	
Boards and Agencies	(\$0.188 Billion)
Unassigned*	(\$0.101 Billion)
Total Gross Levy Captured in Service Profiles	\$1.13 Billion
*Unassigned includes the following: Corporate Financials, Non-Program Revenues, Legislative, City Housing Hamilton, portion of Tax Supported Capital Financing.	



Program Profiles

Consolidated Program Gross Levy 2012 - \$1.132B

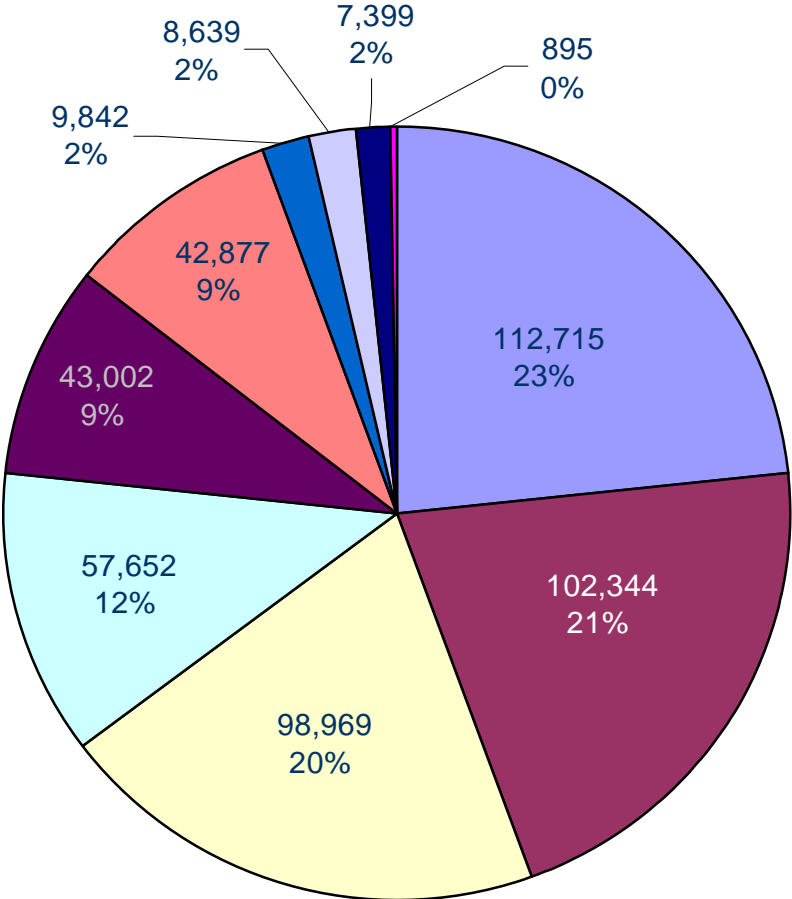


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Program Profiles

(\$000's)

Consolidated Program Net Levy 2012 - \$480,481



- Transportation
- Environmental Management
- Public Health
- Governance and Civic Engagement
- Social Support and Development
- Corporate Services
- Tourism, Culture and Heritage
- Development and Growth
- Public Safety
- Leisure and Recreation

Programs & Services

Development and Growth

A program that focuses on the development, land use planning and growth of the city

Services that align to this Program include but are not limited to:

- Growth Management
- Business Development
- Land Use Planning

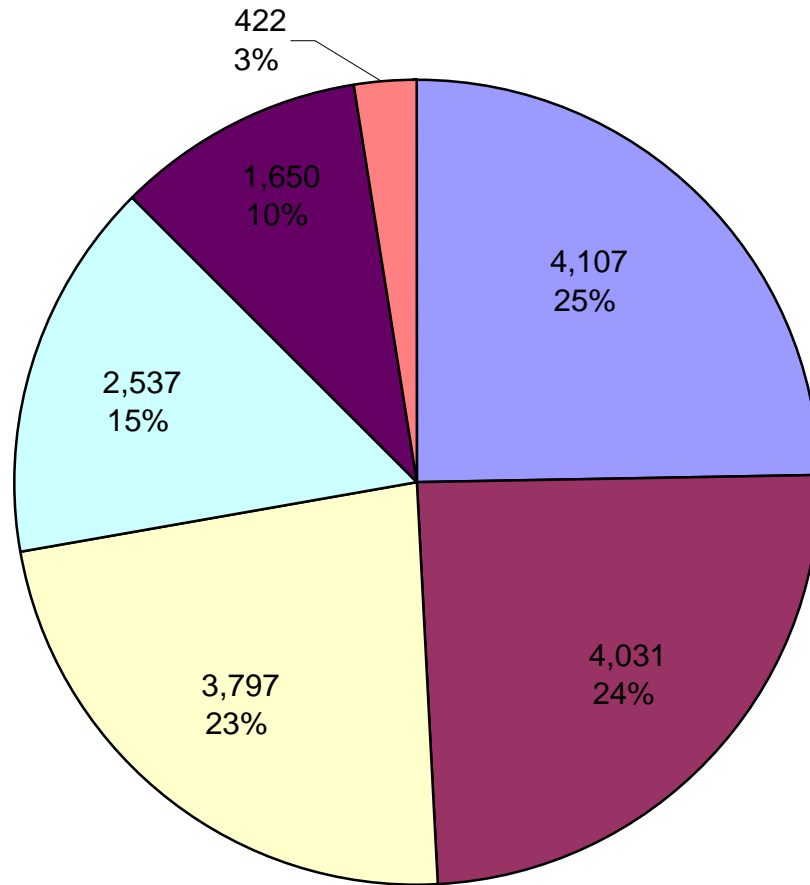


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(Services are provided by the Planning & Economic Development department)

(\$000's)

Development and Growth Gross Levy - \$16,544

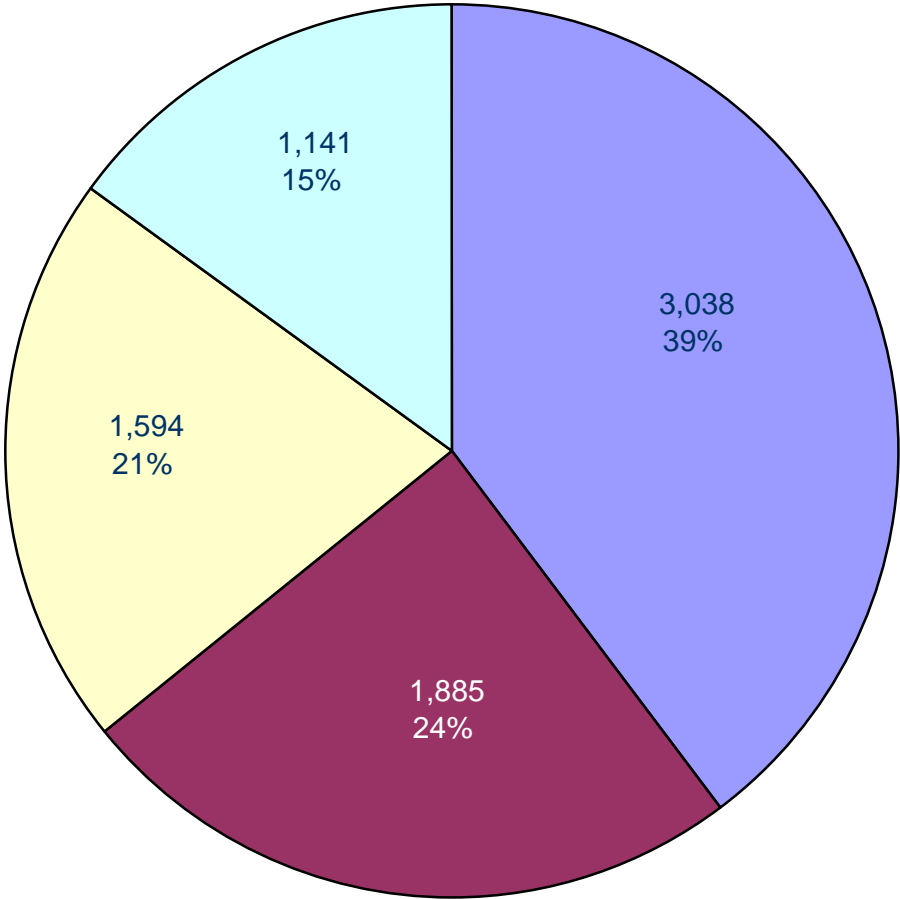


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Development Approvals	Growth Management	Business Development
Urban Renewal	Land Use Planning	Zoning By-Law Review

(\$000's)

Development and Growth Net Levy - \$7,399



- Business Development
- Urban Renewal
- Land Use Planning
- Development Approvals



Programs & Services

Environmental Management

A program that focuses on the environmental health and our impacts on the community

Services that align to this Program include but are not limited to:

- Water Supply and Distribution
- Solid Waste Management
- Forestry

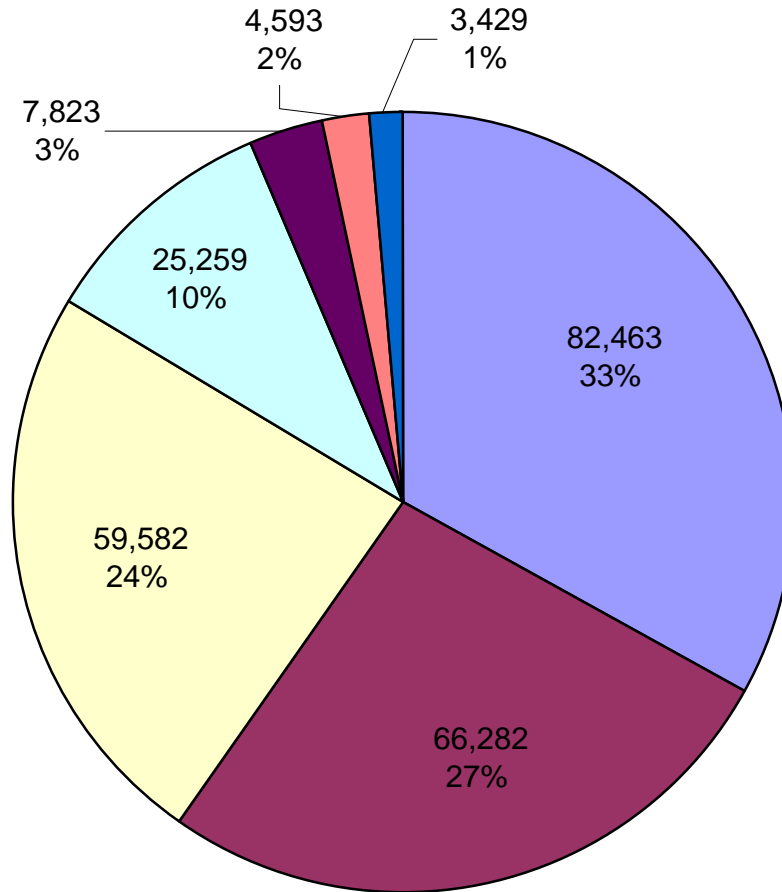


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(Services are provided by the Public Works department)

(\$000's)

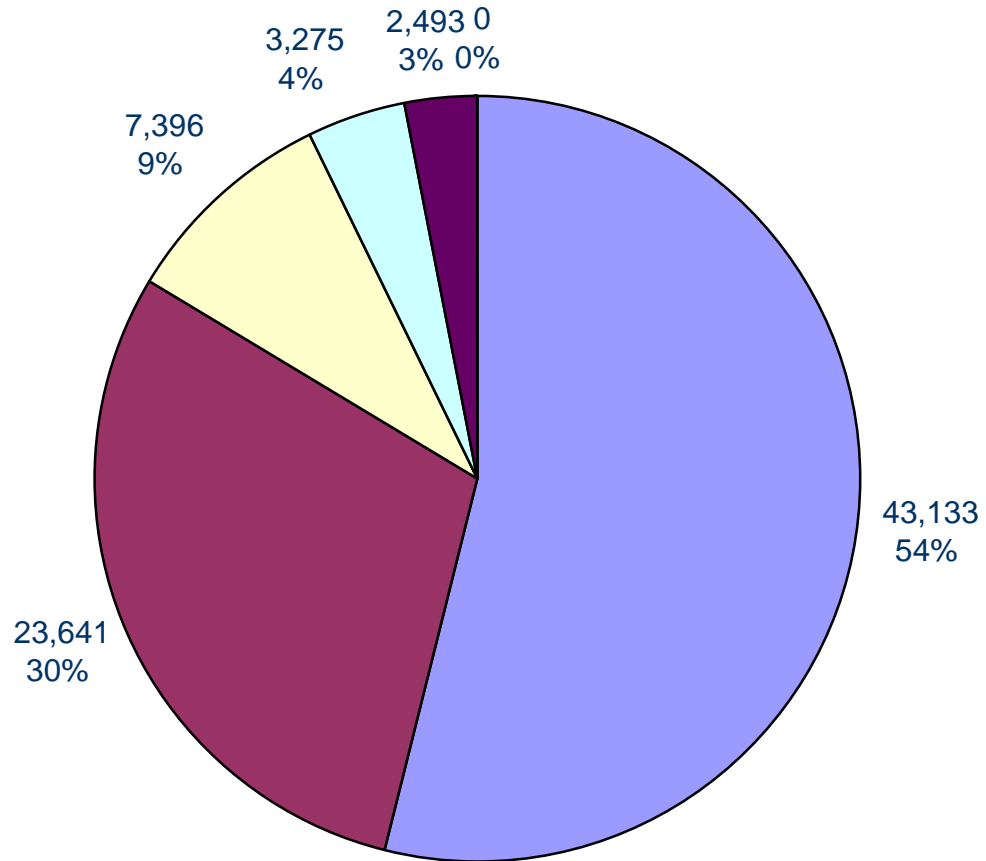
Environmental Management Gross Levy - \$249,432



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(\$000's)

Environmental Management Net Levy - \$57,652



Programs & Services

Justice

A program that provides fair and just treatment as required under Provincial law

Services that align to this Program are:

- Provincial Offences Administration

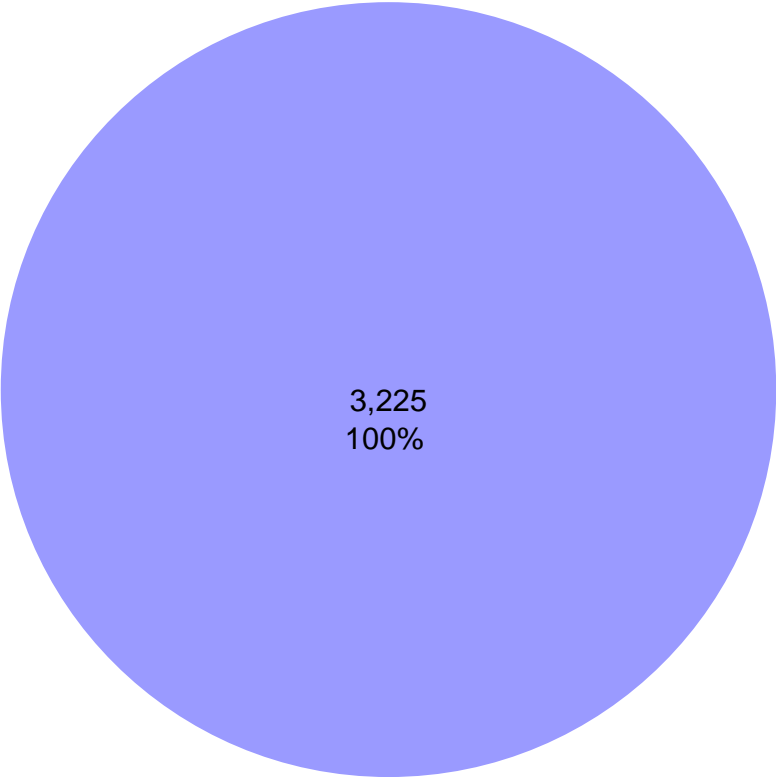
(Services are provided by the Corporate Services department)



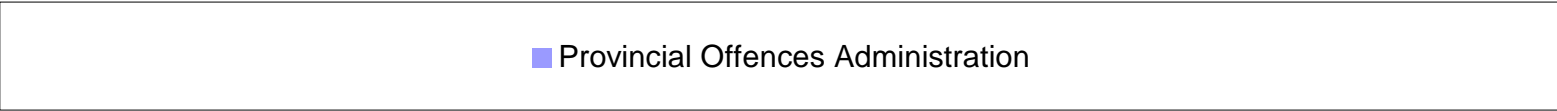
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Justice Gross Levy - \$3,225

(\$000's)

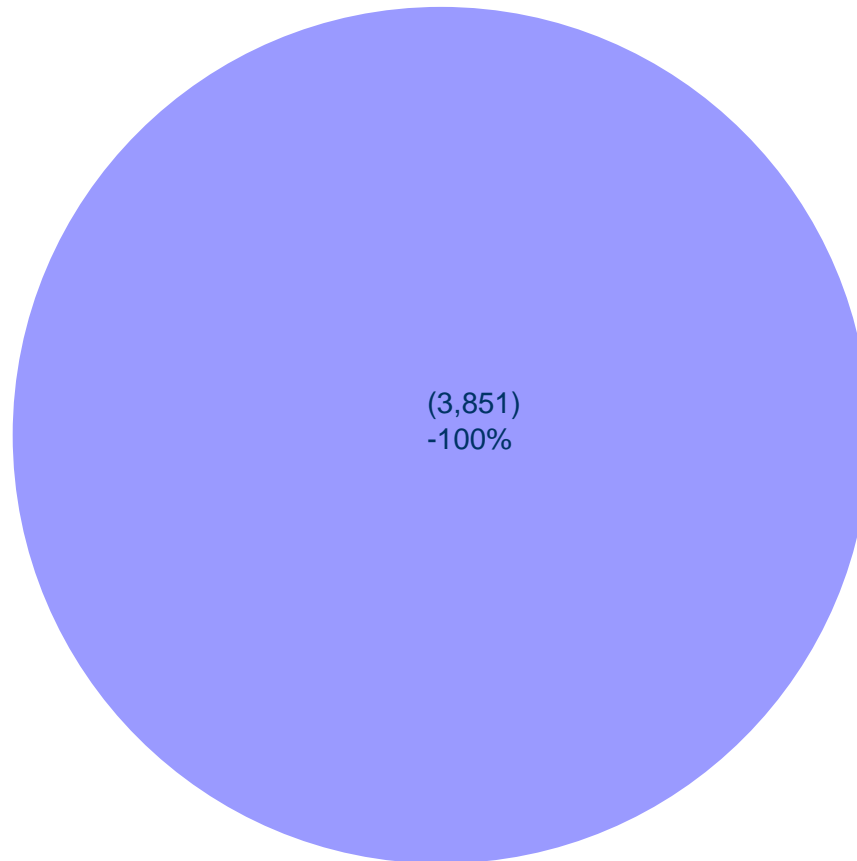


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(\$000's)

Justice Net Levy - \$(3,851)



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Programs & Services

Leisure and Recreation

A program that aims to engage people in active living pursuits

Services that align to this Program include but are not limited to:

- Recreational Booking & Access
- Recreational Program Delivery
- Parks & Open Space Access

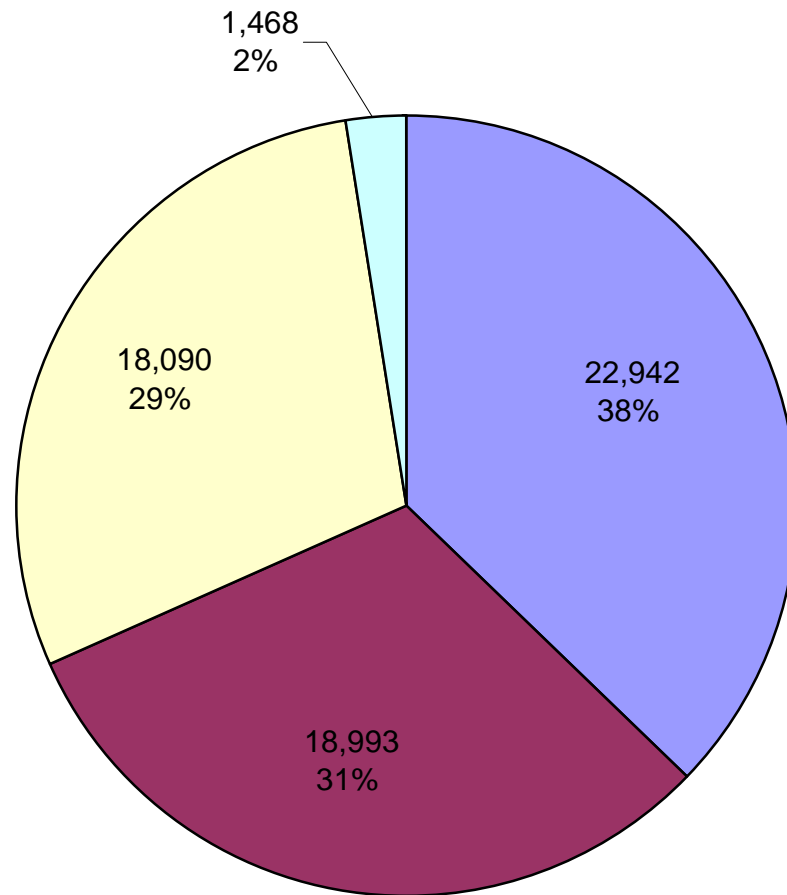
(Services are provided by the Community Services & Public Works departments)



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Leisure and Recreation Gross Levy - \$61,492

(\$000's)



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■ Recreational Program Delivery

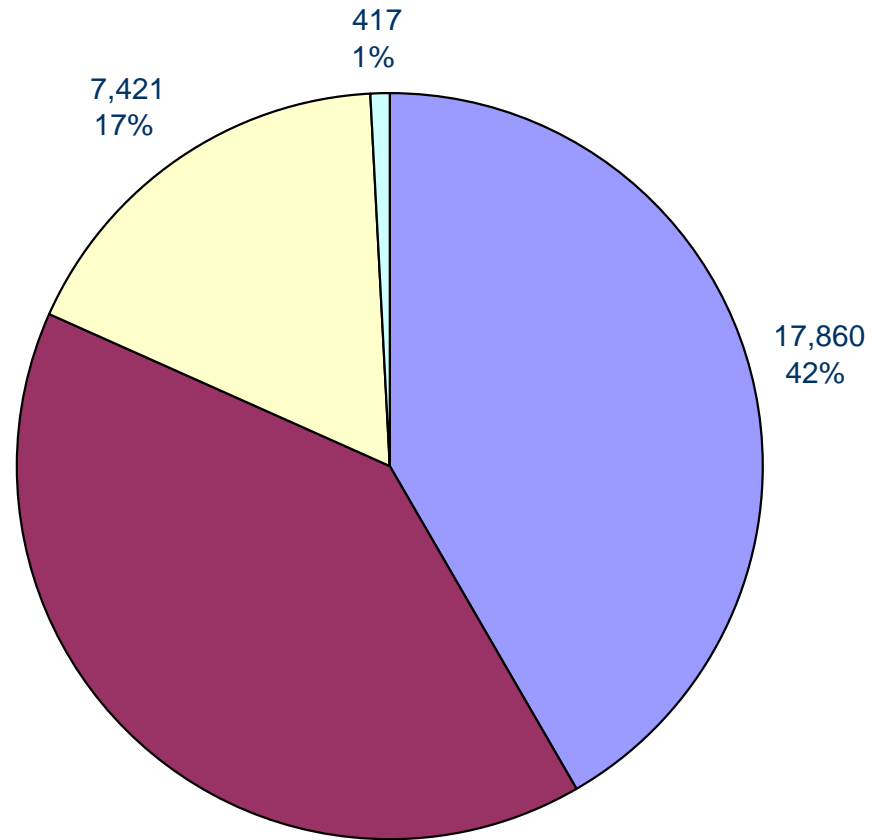
■ Parks & Open Space Access

■ Recreational Facility Booking and Access

■ Food Preparation and Delivery

(\$000's)

Leisure and Recreation Net Levy - \$42,877



■ Parks & Open Space Access

■ Recreational Program Delivery

■ Recreational Facility Booking and Access

■ Food Preparation and Delivery



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Programs & Services

Public Health

A program that focuses on promoting and protecting the health and preventing disease and injury in the population

Services that align to this Program include but are not limited to:

- Family Health
- Chronic Disease and Injury Prevention
- Environmental Health

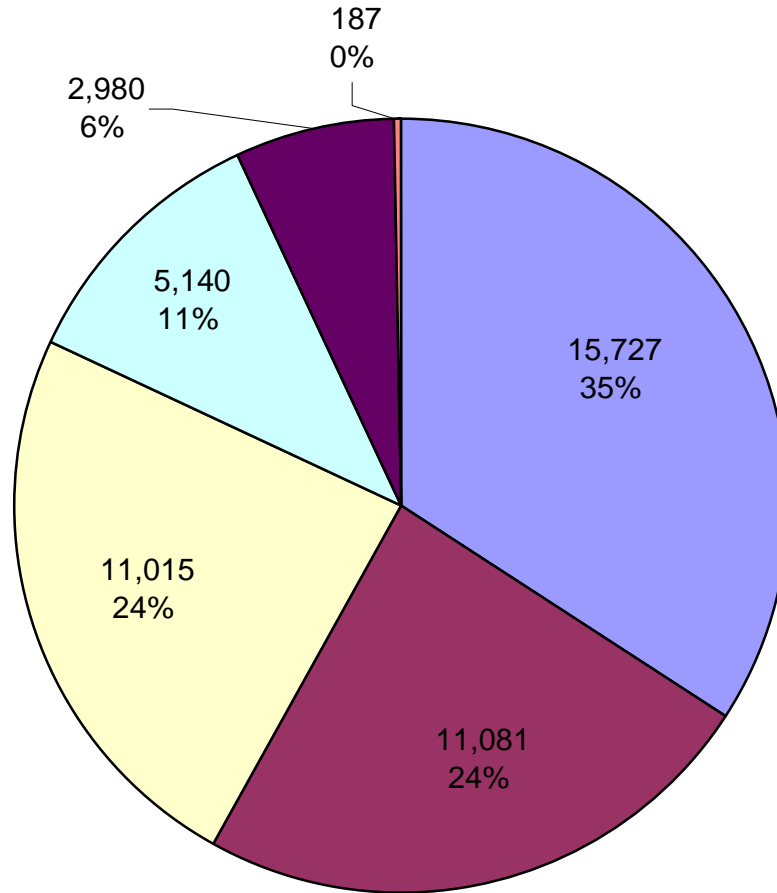


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(Services are provided by the Public Health department)

Public Health Gross Levy - \$46,131

(\$000's)

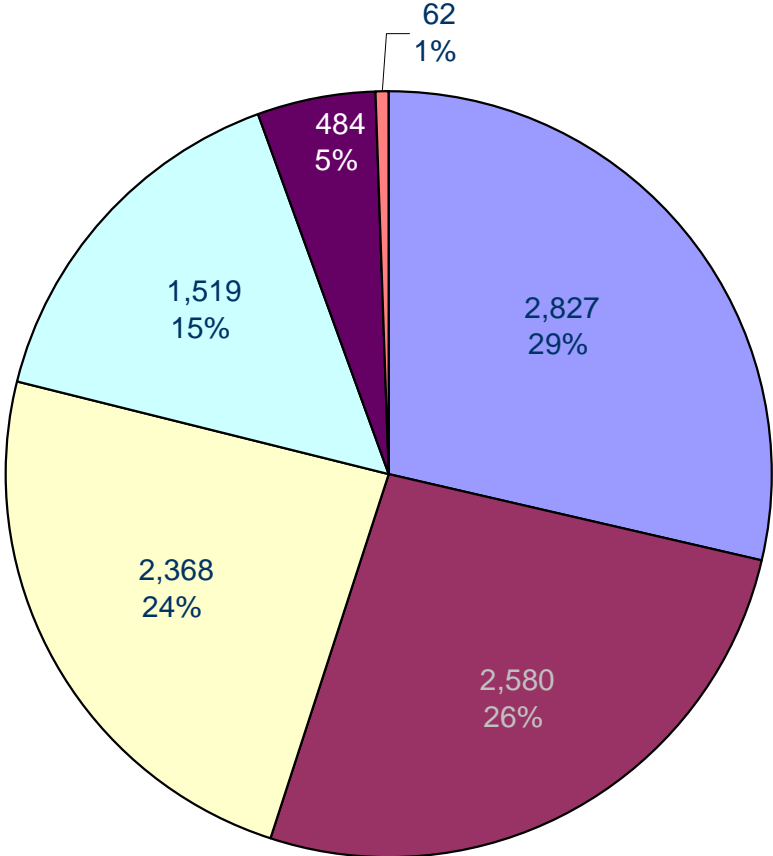


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Family Health	Infectious Diseases
Chronic Disease and Injury Prevention	Environmental Health
Foundation Standards	Emergency Preparedness

(\$000's)

Public Health Net Levy - \$9,842



- Infectious Diseases
- Family Health
- Foundation Standards
- Chronic Disease and Injury Prevention
- Environmental Health
- Emergency Preparedness



Programs & Services

Public Safety

A program that focuses on protecting people and property with a view to increasing the safety and security of our citizens

Services that align to this Program include but are not limited to:

- Fire Services
- Building Inspections
- Emergency Medical Services

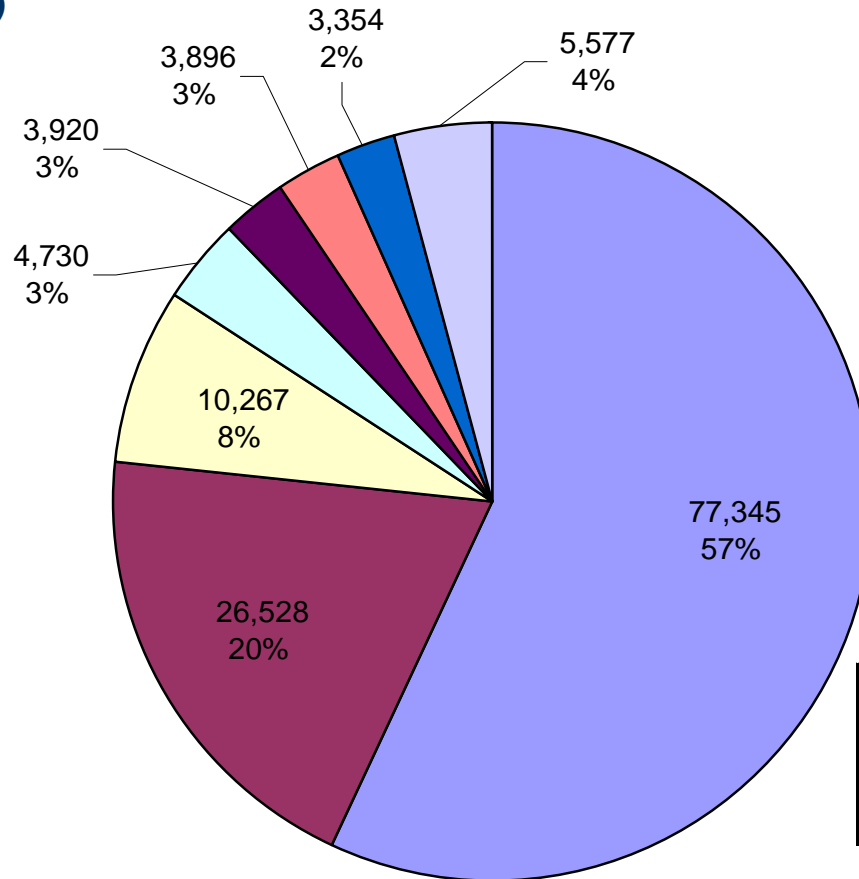
(Services are provided by the City Manager's Office & Planning & Economic Development departments)



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Public Safety Gross Levy - \$135,617

(\$000's)



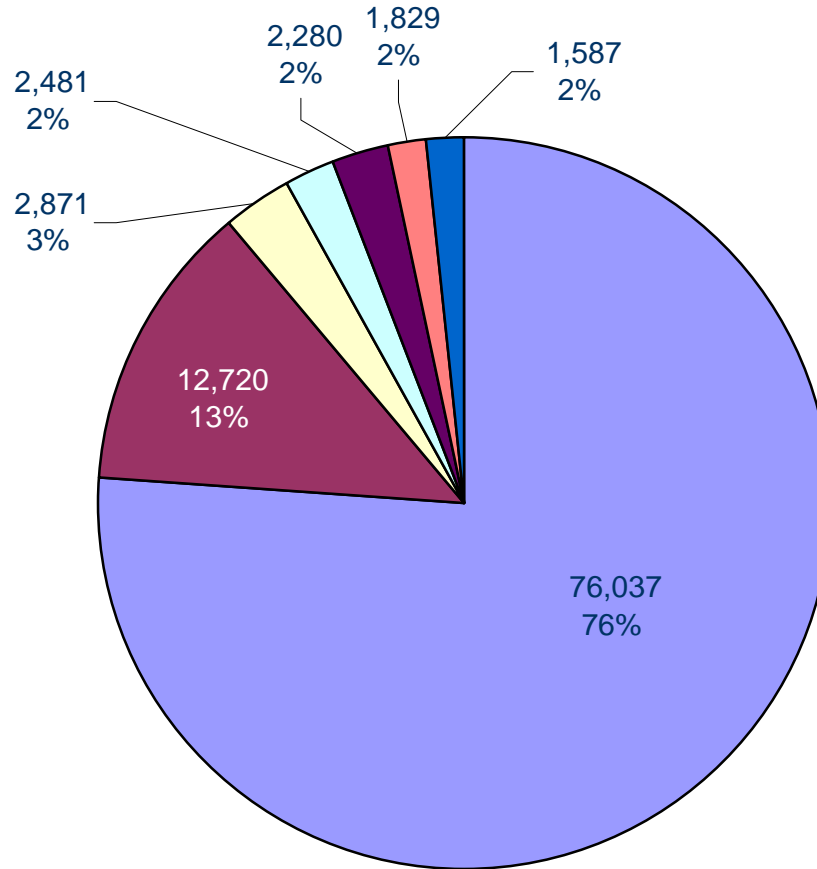
OTHER	\$	%
School Crossing Guards	2,280	1.7%
Business Licensing	2,167	1.6%
Corporate Radio System	781	0.6%
Emergency Management	348	0.3%
TOTAL OTHER	5,577	4.1%



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(\$000's)

Public Safety Net Levy - \$98,969



- | | |
|--------------------------|--|
| ■ Fire Services | ■ Emergency Medical Services |
| ■ By-Law Enforcement | ■ Animal Services |
| ■ School Crossing Guards | ■ Community Neighbourhood Paramedicine Initiatives |
| ■ Other | |



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Programs & Services

Social Support and Development

A program that focuses on supporting the needs of vulnerable populations

Services that align to this Program include but are not limited to:

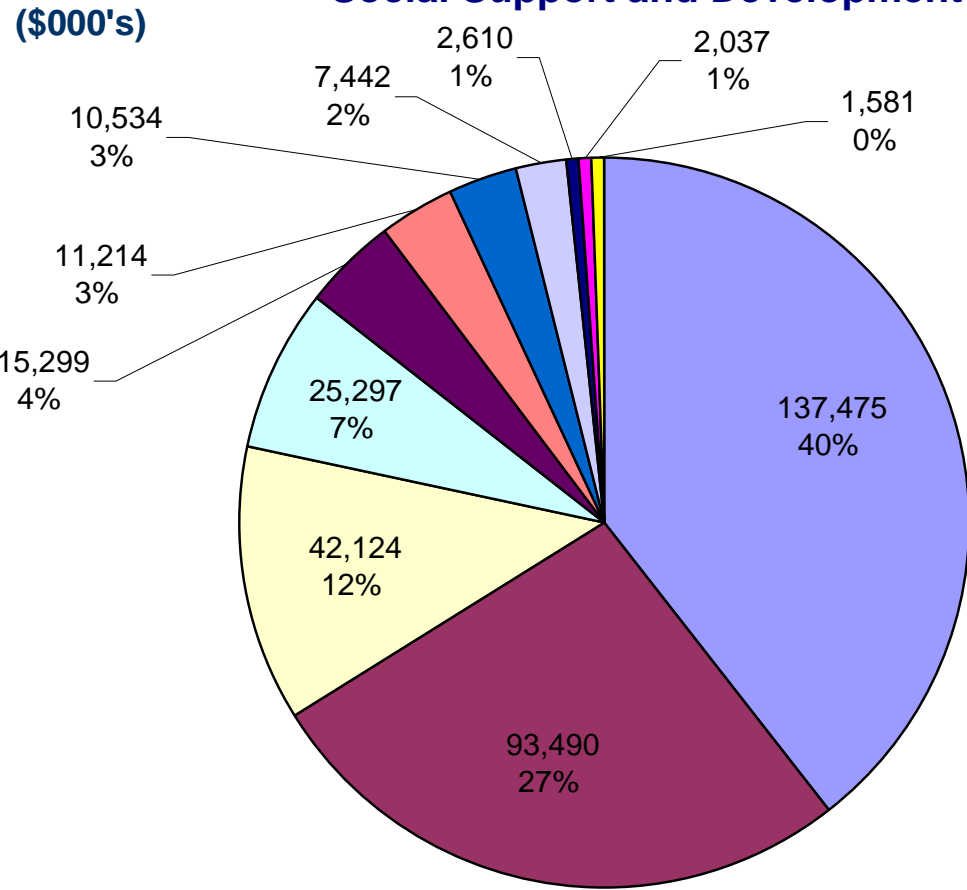
- Housing Service System Management
- Child Care Management
- Financial Assistance and Case Management



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(Services are provided by the Community Services department)

Social Support and Development Gross Levy - \$349,103



OTHER		
	\$	%
Life Skills and Case Management	622	0.2%
Community-Based Care	533	0.2%
Red Hill Family Centre	427	0.1%
TOTAL OTHER	1,581	0.5%

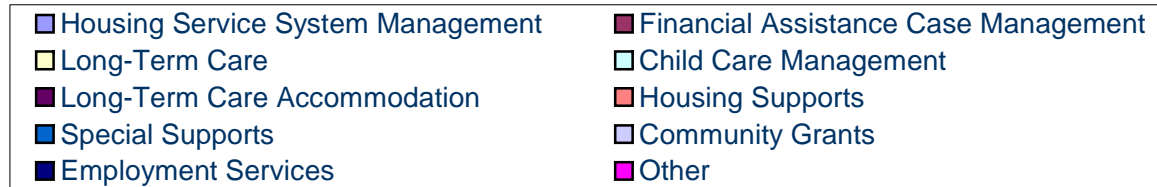
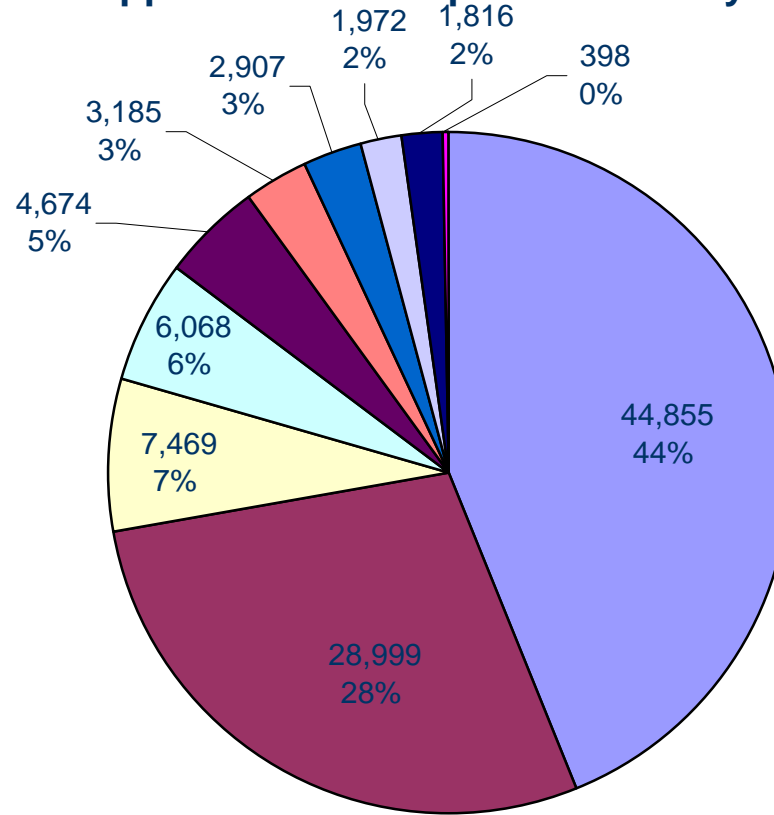
- | | |
|--|--|
| <ul style="list-style-type: none"> Financial Assistance Case Management Child Care Management Long-Term Care Accommodation Employment Services Best Start Initiative Other | <ul style="list-style-type: none"> Housing Service System Management Long-Term Care Special Supports Housing Supports Community Grants |
|--|--|



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(\$000's)

Social Support and Development Net Levy - \$102,495



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Programs & Services

Tourism, Culture and Heritage

A program that focuses on providing tourism, cultural and heritage opportunities

Services that align to this Program include but are not limited to:

- Museums and Heritage Presentation
- Tourism Development
- Hamilton Farmers' Market

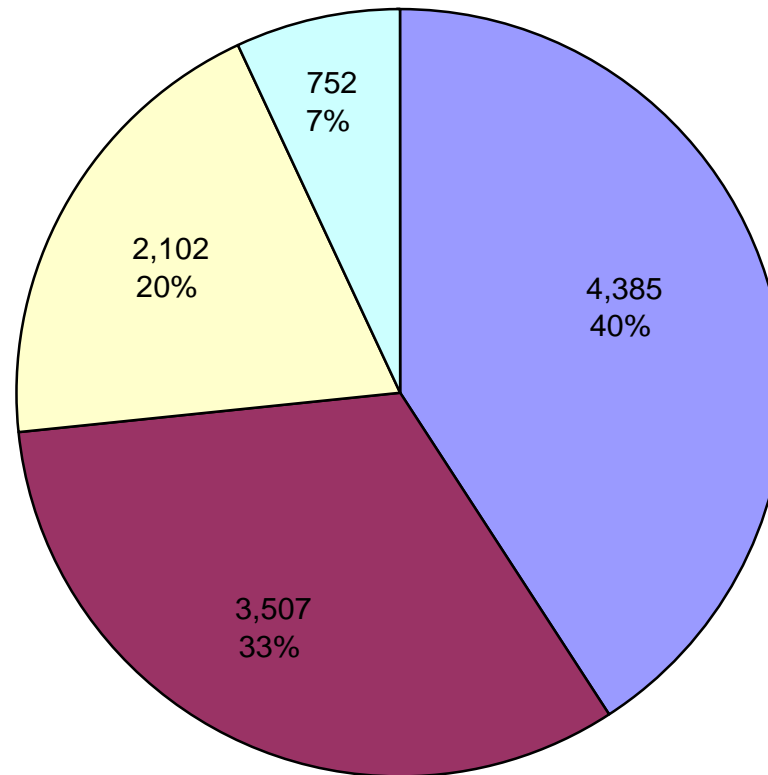


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(Services are provided by the Planning & Economic Development department)

(\$000's)

Tourism, Culture and Heritage Gross Levy - \$10,746

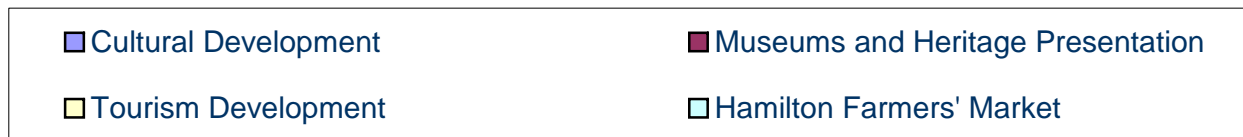
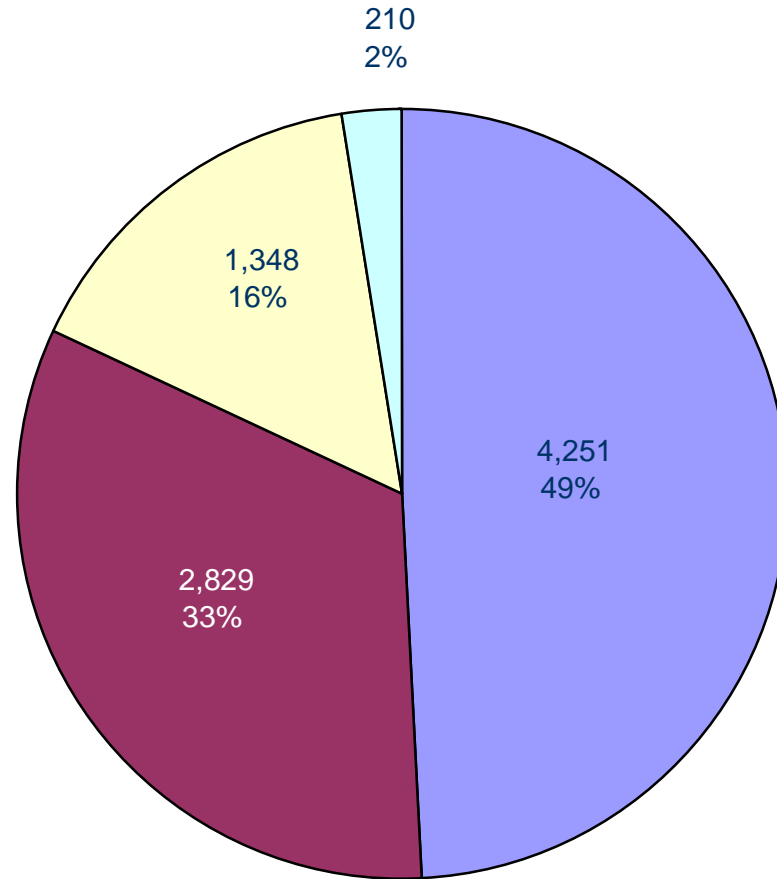


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 Cultural Development	 Museums and Heritage Presentation
 Tourism Development	 Hamilton Farmers' Market

(\$000's)

Tourism, Culture and Heritage Net Levy - \$8,639



Programs & Services

Transportation

A program that focuses on the movement of people and goods through multi-modal opportunities

Services that align to this Program include but are not limited to:

- Public Transportation
- Roadway Access
- Parking Operations

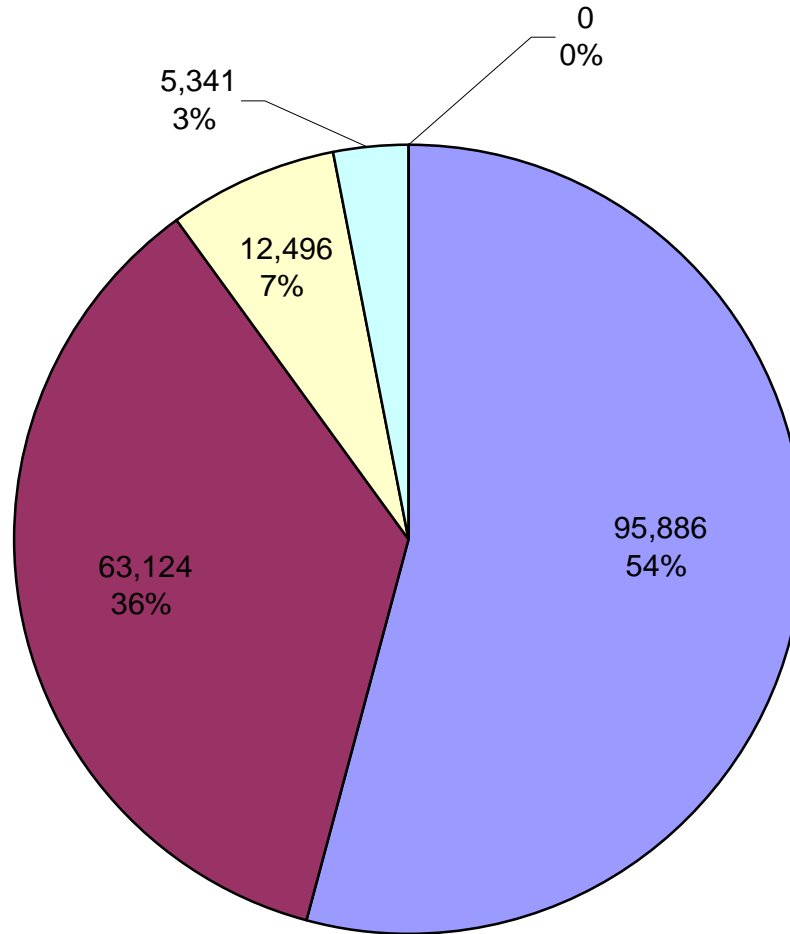


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(Services are provided by the Public Works and Planning & Economic Development departments)

(\$000's)

Transportation Gross Levy - \$176,847

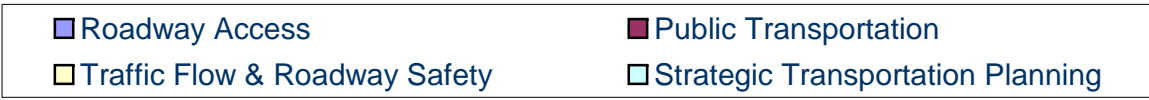
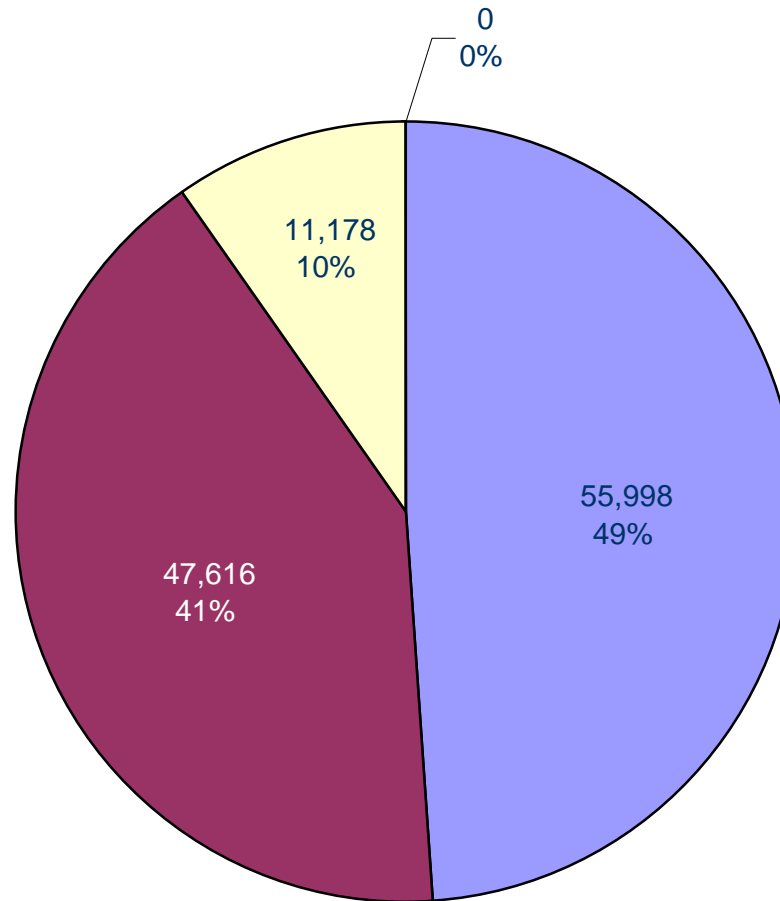


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- | | | |
|--|--|--|
| <input type="checkbox"/> Public Transportation | <input type="checkbox"/> Roadway Access | <input type="checkbox"/> Traffic Flow & Roadway Safety |
| <input type="checkbox"/> Parking Operations | <input type="checkbox"/> Strategic Transportation Planning | |

(\$000's)

Transportation Net Levy - \$112,715



Programs & Services

Corporate Services

A program that encompasses the collaborative and corporate efforts of the organization to plan, finance and support municipal assets and service delivery

Services that align to this Program include but are not limited to:

- Financial Management
- Human Resources
- Facilities Management
- Engineering Services

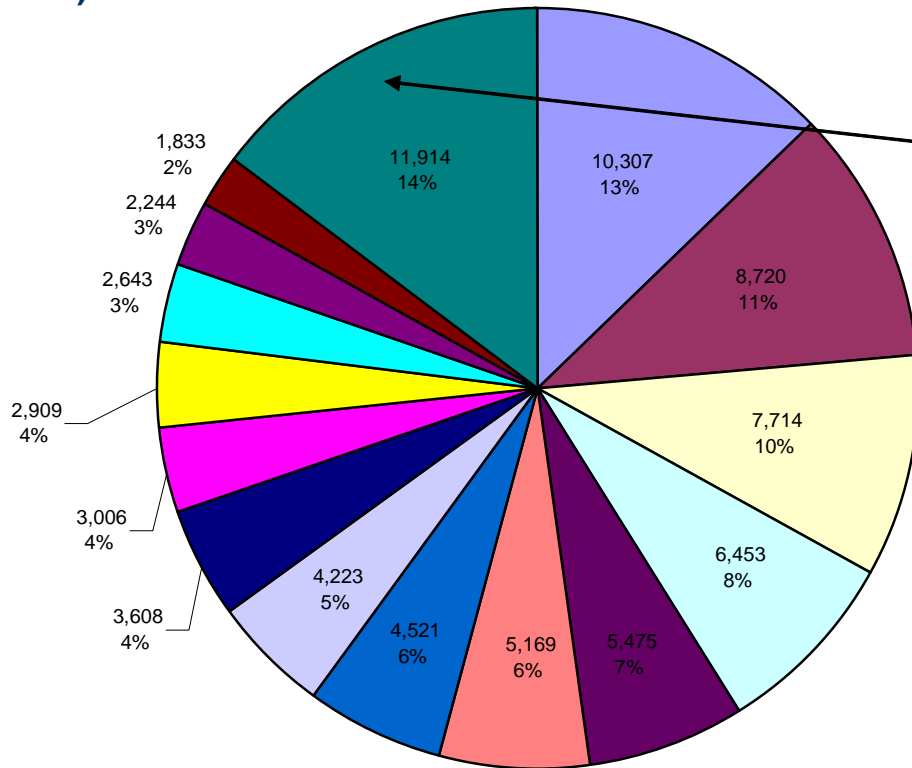
(Services are provided by All departments)



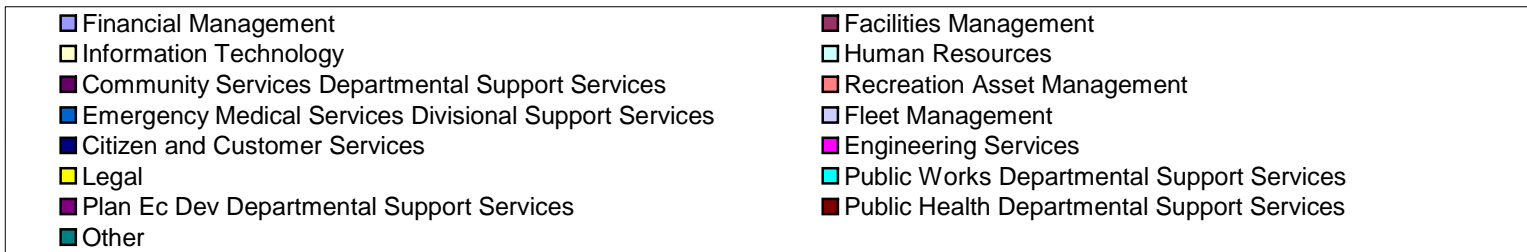
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Corporate Services Gross Levy - \$80,738

(\$000's)



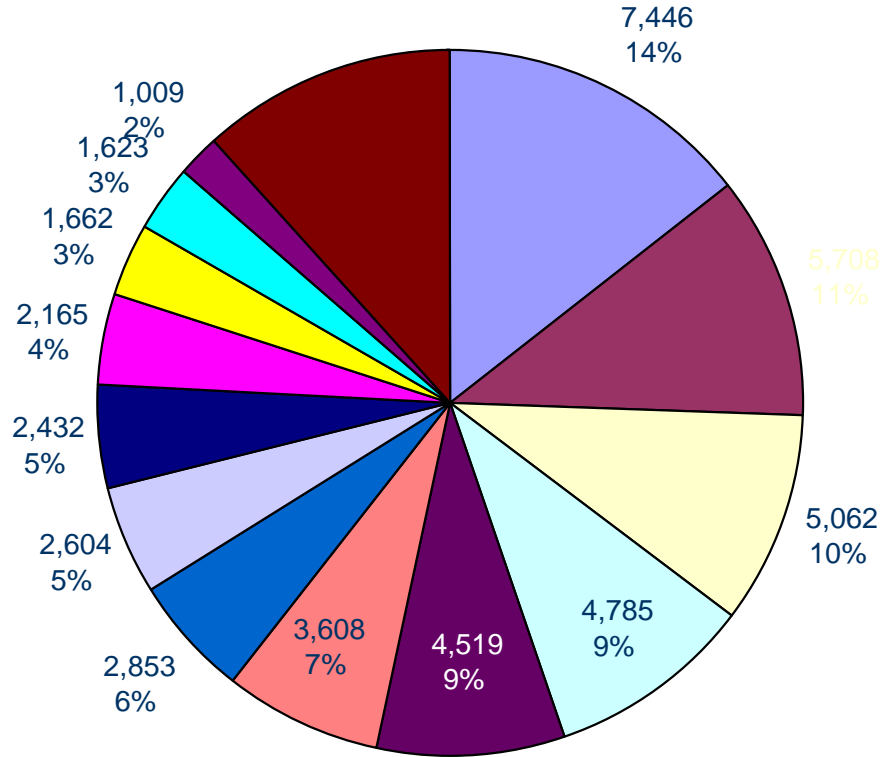
OTHER	\$	%
Heritage Asset Management	1,677	2.1%
Fire Services Divisional Support Services	1,623	2.0%
Energy Management	1,379	1.7%
Building Services' Customer Service	1,241	1.5%
Internal Audit	1,077	1.3%
Corporate Services Departmental Support Services	1,009	1.2%
Access and Equity	800	1.0%
Corporate Initiatives	674	0.8%
Real Property Management	637	0.8%
Risk Management	608	0.8%
Information Management	501	0.6%
Printing and Distribution Services	299	0.4%
Organizational Oversight	199	0.2%
Strategic Communications	191	0.2%
TOTAL OTHER	11,914	14.8%



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(\$000's)

Corporate Services Net Levy - \$43,002



Information Technology	Facilities Management
Recreation Asset Management	Human Resources
Community Services Departmental Support Services	Citizen and Customer Services
Legal	Public Works Departmental Support Services
Emergency Medical Services Divisional Support Services	Planning & Economic Development Departmental Support Services
Heritage Asset Management	Fire Services Divisional Support Services
Corporate Services Departmental Support Services	Other



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Programs & Services

Governance and Civic Engagement

A program that encompasses Council and the democratic processes that ensure decisions reflect the values/needs of the community

Services that align to this Program include but are not limited to:

- Council Relations
- Municipal Election Management
- Council – Legislative Support

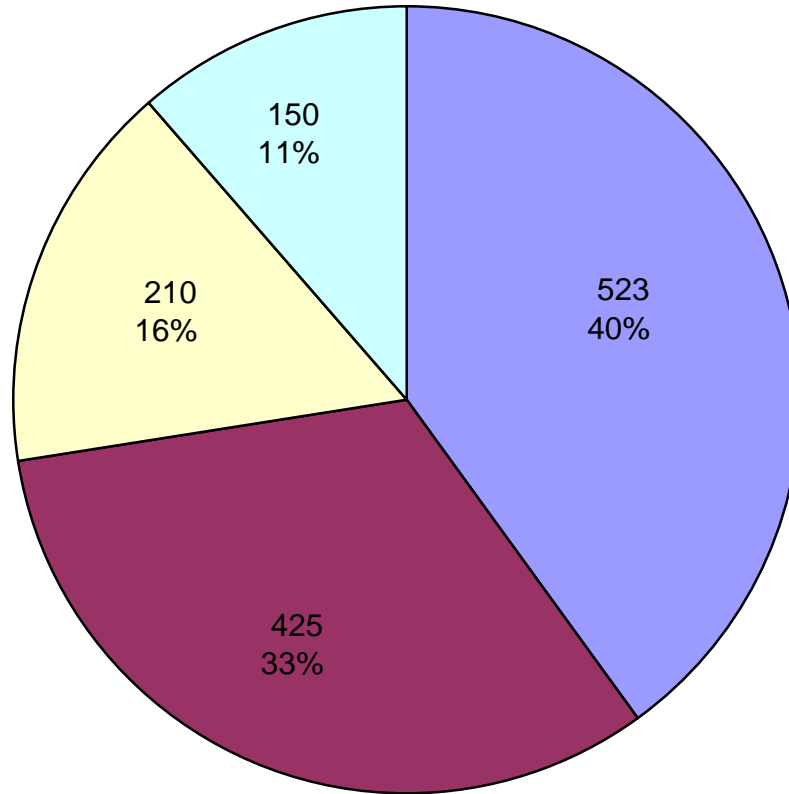


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(Services are provided by the City Manager's Office and Corporate Services departments)

Governance and Civic Engagement Gross Levy - \$1,307

(\$000's)

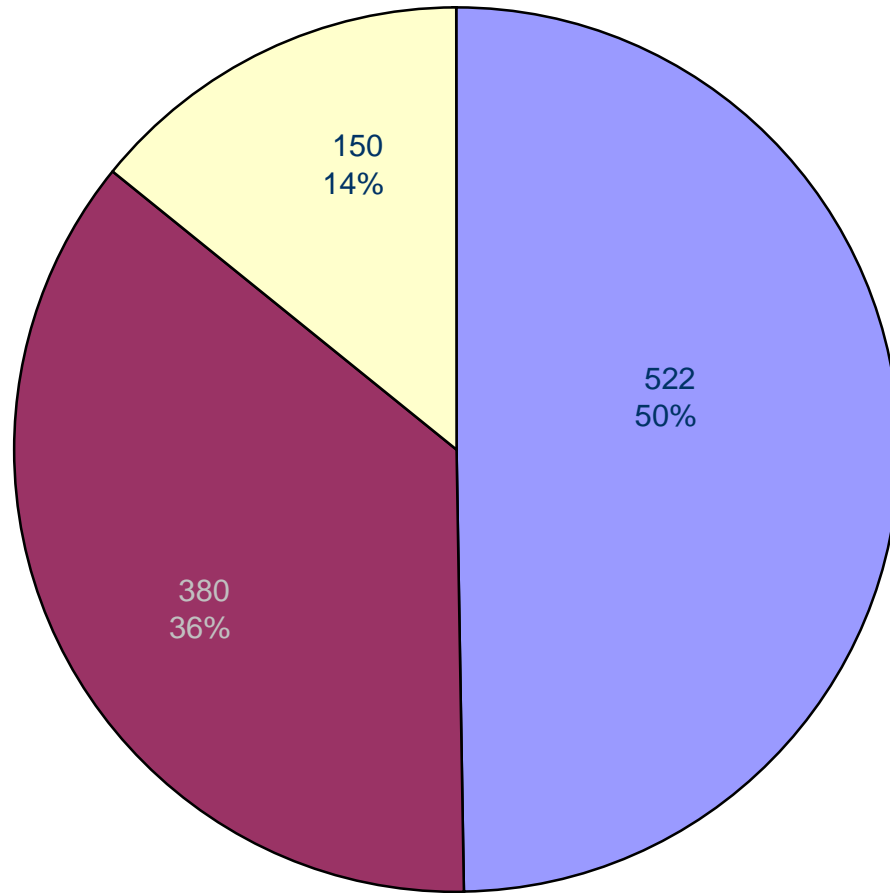


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 Council - Legislative Support	 Municipal Election Management
 Vital Statistics Administration	 Council Relations

(\$000's)

Governance and Civic Engagement Net Levy - \$895



■ Council - Legislative Support ■ Municipal Election Management ■ Council Relations



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Sample of a Service Profile

Service Profile – Page 1

Service Profile			
Service Name			
Program	Service Description	Service level Below Standard At Standard Above Standard	
Department			
Service Type			
Budget (\$,000s)			
Employee Related	Performance and Benchmarking	Rationale For Service Level Assessment & Service Type	
Other			
Capital Financing/Reserves			
Total Costs			
User Fees/Reserves			
Transfers/Grants			
Total Revenues			
Net Levy			
FTEs			



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Sample of a Service Profile

Service Profile – Page 2

Service Profile							
Service Name							
Sub-Services							
Sub-service Name & Description	Costs (\$000's)		Revenues (\$000's)		Service Level & Source	Service Type	Notes
Sub-service 1	Employee Related		User Fees/ Reserves		S	I	
	Other		Transfers/ Grants				
	Capital/ Reserves		Tax Levy		M	2	
	Total	\$\$	Total	\$\$			
Sub-service 2	Employee Related		User Fees/ Reserves		S-	E	
	Other		Transfers/ Grants				
	Capital/ Reserves		Tax Levy		L	1	
	Total	\$\$	Total	\$\$			
Sub-service 3	Employee Related		User Fees/ Reserves		A	I	
	Other		Transfers/ Grants				
	Capital/ Reserves		Tax Levy		P	3	
	Total	\$\$	Total	\$\$			



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Where are we going?



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Next Steps with the Service Profiles/ SDR?

- Opportunities phase (October 23 GIC)
- Continuing the journey:
 - Moving away from our Organizational perspective – by Department – to look at our business from the citizen's lens – through Programs and Services
 - Going beyond the opportunities to improving performance, efficiency & effectiveness
 - Building trust & confidence in our services so that we are delivering what our citizens want and need

Next Steps?

- October 23 – KPMG to discuss their observations in regards to potential opportunities
 - Used the criteria that Council approved in June
 - The Top 30 will be presented after applying the criteria
 - The Top 10 are being recommended by SMT
- October 29th – Direction from GIC on Top 10 Opportunities
- Final outcome will be a report in Q1 of 2013 on the Top 10 Executive Business Cases and an Implementation Roadmap for these opportunities



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THANK YOU



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