

# Information Report

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Service Area	Office of the Chief Administrative Officer
Date	Friday, November 25, 2022
Subject	<b>Service Rationalization Implementation Update 2022</b>

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## Executive Summary

### Purpose of Report

Upon completion of the Service Rationalization Review (SRR) and approval from Council in July 2021, staff committed to tracking the implementation status of the opportunities identified in the consultant's final report. This is the first status update report.

### Key Findings

- As of the second Quarter (Q2) of 2022, 40 (75%) of the 53 opportunities identified in the consultant's report have been incorporated into departmental business and/or work plans with 36 (68%) underway, and 4 (7%) completed.
- 13 (25%) items not underway are ones that require more staff or funding resources or be further investigated before implementation. For seven of the 13, capacity constraints were cited as the primary reason for opportunities not incorporated into departmental workplans.
- Six of the top 11 priority opportunities noted in the SRR staff report are currently underway, with one having been completed. Estimated implementation dates range from 2023 to 2025.
- Benefits identified of implementing opportunities include improvement of customer service quality and experience, and organizational culture. Additionally, reallocation of resources and deferral of spending that could lead to potential reduction in expenses were also cited.
- The outstanding opportunities noted in the SRR will be referred to the strategic planning process for consideration and incorporation into Guelph's Strategic Plan (2024-2027) and will be reflected in the 2024-2027 multi-year budget.

### Strategic Plan Alignment

All services provided are planned and delivered to meet the City's five Strategic Pillars – Powering our future; Sustaining our future; Navigating our future; Working together for our future; and Building our future. The opportunities being implemented are designed to improve the effectiveness and/or efficiencies of services offered by the City.

## Financial Implications

There are no direct financial implications resulting from this report. Council did not approve funding in the 2022 or 2023 budget to implement the recommendations in the SRR, so only initiatives already underway or planned or that did not require additional resources to implement have advanced. Overall, the opportunities in progress will improve service quality and customer experience.

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## Report

### Details

#### Background

As a result of Council direction in the 2021 Budget, a consultant was engaged by the City to conduct a comprehensive service rationalization review to identify ways to optimize service delivery through a series of service improvement opportunities. [The Service Rationalization Review report](#) identified 53 opportunities for City staff to investigate further and implement, if warranted, based on the potential value created to the organization.

#### Implementation Tracking Update Process

Internal Audit developed an implementation tracking process based on the consultant's final report that listed the potential opportunities the City should consider. Responsibility for each opportunity was assigned to the applicable lead department and General Managers provided a status update as of June 17, 2022. The results have been summarized below to provide Council an update on the implementation status of the opportunities.

#### Summary of Implementation Results

- A total of 36 opportunities are currently underway and have either received budget funding (if needed) and are incorporated into departmental workplans.
- As of Q2 2022, four have been completed. This includes one of the top priority items—conducting an assessment of the City's current delivery capabilities and developing and prioritizing service digitization initiatives ([see Service Rationalization Review - Digitization Roadmap and Payment Report](#)). Another completed item was investing in the staffing complement to execute the City's capital plan.
- Five opportunities identified in the original report have not been pursued to date due to organizational capacity constraints.
- Six of the top 11 prioritized opportunities are underway and in various phases of implementation, and one has been completed. The benefits expected include improved customer experiences and costs savings. The remaining four priority opportunities have not yet started due to capacity and/or financial constraints.
- The outstanding opportunities noted in the SRR will be referred to the strategic planning process for consideration and incorporation into Guelph's

Strategic Plan (2024-2027) and will be reflected in the 2024-2027 multi-year budget.

- Of the opportunities built into workplans, the primary benefits of implementation are noted in Table 1 below. General Managers were asked to identify the primary benefit of implementing the opportunity from the list noted in the Table 1 below. For 10 of the opportunities, multiple benefits from the below listed items were expected from implementation.

**Table 1**

<b>Expected Benefits of Implementation</b>	
Improve Customer Experience	9
Improve Process	7
Reduce Business Risk	4
Decrease Expenses	4
Improve Organizational Culture	3
Increase Service Quality	2
Reallocate Resources	1

**Table 2**

<b>Implementation Activity Summary As of June 2022</b>			
<b>Category</b>	<b>Complete</b>	<b>In- progress</b>	<b>Future Planned</b>
<b>Top Priorities</b>	1	5	3
<b>Underway at SRR Review</b>	2	13	1
<b>Digitization</b>		2	2
<b>Modernizing Operations</b>		6	6
<b>Role Reassignment</b>	1		2
<b>Alternative Financing</b>		1	2
<b>Equity, Diversity, and Inclusion</b>		1	
<b>TOTALS</b>	4	28	16

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## **Consultations**

Consulted with departmental General Managers.

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