



Legislation Details (With Text)

File #: AR-16-254 **Version:** 1 **Name:**
Type: Agenda Reports **Status:** Passed
File created: 8/30/2016 **In control:** City Council
On agenda: 11/28/2016 **Final action:** 11/28/2016
Title: Council Approval - Services and Service Levels Inventory and Related Policies
Presented by: Darija Slokar, Lead, Corporate Business Planning and Special Projects

Sponsors:

Indexes:

Code sections:

Attachments: 1. Services and Service Levels Inventory, 2. C-CAO-15_Continuous-Improvement (1), 3. Final Draft C-CAO-15 Program and Service Review Policy, 4. C-FS-05 Budget and Taxation Guiding Principles (changes Incorporated), 5. C-FS-05 Budget and Taxation Guiding Principles (changes Highlighted)

Date	Ver.	Action By	Action	Result
11/28/2016	1	City Council	approved	Pass

Council Approval - Services and Service Levels Inventory and Related Policies

Presented by: Darija Slokar, Lead, Corporate Business Planning and Special Projects

RECOMMENDATION(S)

1. That the Services and Service Levels Inventory, provided as an attachment to the November 28, 2016 agenda report entitled "Council Approval - Services and Service Levels Inventory and Related Policies" be approved, and that the Inventory be added to City Council Policy C-FS-05 Budget and Taxation Guiding Principles as Schedule A.
2. That City Council Policy C-FS-05 Budget and Taxation Guiding Principles, provided as an attachment to the November 28, 2016 agenda report entitled "Council Approval - Services and Service Levels Inventory and Related Policies", be approved.
3. That Council Members provide comments to Administration on the proposed City Council Policy C-CAO-15 Program and Service Review Policy, provided as an attachment to the November 28, 2016 agenda report entitled "Council Approval - Services and Service Levels Inventory and Related Policies", by December 12, 2016, and that Administration bring back the proposed policy for Council consideration by January 23, 2017.

PURPOSE OF REPORT

The report provides the amended Services and Service Levels Inventory based on input received from Council Members, as well as a proposed policy C-CAO-15 Program and Service Review, and proposed amendments to Council Policy C-FS-05 Budget and Taxation Guiding Principles.

COUNCIL DIRECTION

As part of the 2014 Budget, Council allocated \$250,000 to “support the Continuous Improvement service level review project. The intent was to retain contract services to increase analytical depth, add benchmark communities, accelerate the project timetable, and establish service levels and a performance monitoring system for service levels.

On August 29, 2016, Council approved the following recommendations:

(507-2016)

1. That Council Members provide their comments to Administration by September 30, 2016; and Administration bring back for Council's approval, on November 28, 2016, the updated Services and Service Levels Inventory based on Council Members' feedback.
2. That Administration bring back to Council, on November 28, 2016, a new Program and Service Review Policy to replace Council Policy C-CAO-15 Continuous Improvement Review based on the guiding principles presented in the Services and Service Levels Inventory (Service Level Benchmarking Project) Agenda Report of August 29, 2016, in order to provide the governance structure to systematically review and improve the City's key programs and services.
3. That Administration amend Council Policy C-FS-05 Budget and Taxation Guiding Principles based on the guiding principles presented in the Services and Service Levels Inventory (Service Level Benchmarking Project) Agenda Report of August 29, 2016, to incorporate the Services and Service Levels Inventory into the annual business plan and budget planning process and bring back the amended policy to Council on November 28, 2016.

BACKGROUND AND DISCUSSION

The Service and Service Levels Inventory is the second deliverable for the Service Levels Benchmarking project. The Inventory will help to better articulate services provided to residents, enhance decision making and more effectively link the City's business planning and budgeting to the delivery of programs and services in alignment with residents' expectations. In addition, the Services and Service Levels Inventory provides details regarding service levels currently referred to in Council Policy C-FS-05 Budget and Taxation Guiding Principles, explained in more detail below. It is important to note that this document will continue to evolve and will be updated on a regular basis as service levels are established and/or updated. This work will continue through the annual business planning and budget process as well as through the proposed new Program and Service Review policy.

On August 29, 2016 Administration presented the draft Inventory to Council for their review and comment by September 30, 2016. Comments were received from one Council Member and changes made as appropriate and/or comments accepted for consideration and future updates to the Inventory.

Administration also drafted a Program and Service Review Policy and updated the Budget and Taxation Guiding Principles Policy based on the principles approved by Council on August 29, 2016. The two policies help embed Services and Service Levels Inventory and associated practices into

City's business plan and budget processes.

The Program and Service Review Policy, along with the City Manager Directive will provide direction and standardized process for program and service review that will be rolled out for consistent implementation across the organization. The policy and directive will enhance, standardise and formalize processes used for recent service reviews including snow removal, fire and policing services service levels review and the Subsidy Comparison Review.

Next steps

Upon approval of the Inventory and two policies, Administration will proceed with the following:

1. Establish internal processes and procedures for program and service reviews and updating of the Inventory.
2. Communicate the intent of the policy and processes and procedures for reviews and updating of the Inventory.
3. Introduce Council discussion in regards to services into Council's annual strategic planning retreat planned for January 2017.
4. Continue to build internal capacity in order to complete the Inventory with all service levels by the end of 2018.
5. Build internal knowledge capacity for performance measurement to ensure mutual understanding and a consistent approach.

STAKEHOLDER COMMUNICATIONS OR ENGAGEMENT

No formal public engagement has occurred in the first year of the project, as the intent was to capture and compile an inventory of current services and service levels as delivered to the community today. However, the proposed policy provides for public engagement when specific services and service levels are reviewed or changed.

Public input on select services at a high level will also be planned through the biennial Community Satisfaction Survey and other public engagement means once the Service Inventory is approved. The new Public Engagement Policy will also inform the service level review process and is scheduled to come to Council in March 2017. It is intended that the Community Satisfaction Survey be the primary tool to gauge resident satisfaction with service levels. That feedback will be one of the inputs used as an indicator of service areas potentially requiring a review.

The Corporate Quarterly Reports will continue to be the main method to communicate progress on any project to residents, Council and internal stakeholders.

IMPLICATIONS OF RECOMMENDATION(S)

- a) Financial:
 - b) The project has an approved budget of \$250,000. The budget has been utilized for a contract position to support the investigative work, both for Phase 1 and Phase 2.
- c) Legal / Risk:
 - None at this time.
- d) Program or Service:

- e) The approved Services and Service Inventory will become Administration's key guiding document for service delivery. Recommended service reviews will be based on residents' feedback and/or Council's direction.
- f) Organizational:
 - g) Additional work is required to continue to complete and enhance this document will require Director's involvement.

ALTERNATIVES AND IMPLICATIONS CONSIDERED

If Council wishes to approve the proposed City Council Policy C-CAO-15 Program and Service Review without a further review period, and assuming Council provides amendments during the November 28, 2016 Council Meeting, the following motion could replace Recommendation 2 above:

"That City Council Policy C-CAO-15 Continuous Improvement Program be amended by replacing it in its entirety with City Council Policy C-CAO-15 Program and Service Review Policy, provided as an attachment to the November 28, 2016 agenda report entitled "Council Approval -Services and Service Levels Inventory and Related Policies".

Or, assuming Council provides amendments during the November 28, 2016 Council Meeting, the following motion could replace Recommendation 2 above:

"That City Council Policy C-CAO-15 Continuous Improvement Program, provided as an attachment to the November 28, 2016 agenda report entitled "Council Approval -Services and Service Levels Inventory and Related Policies", be approved as amended by replacing it in its entirety with City Council Policy C-CAO-15 Program and Service Review Policy."

STRATEGIC CONNECTIONS

- a) City of St. Albert Strategic Plan (Policy C-CG-02)
 - Governance Strategy* - Council is committed to ensuring that the City of St. Albert is a responsive, accountable government that delivers value to the community.
 - Service Delivery Strategy* - Council is committed to ensuring that the City of St. Albert is engaging residents to identify opportunities to improve delivery of services to the community.
 - o Establish service standards and levels, increase analytical depth and benchmark against comparable municipalities for all community facing services.

The Service Level Benchmarking Project, specifically, Services and Service Levels Inventory, will help Administration better articulate services provided to residents, enhance decision making and more effectively link the City's business planning and budgeting to ensure residents' expectations of services delivered are met. In addition, the information collected will help identify proper performance measures to monitor and report on to Council and the community and will provide better transparency in regards to services provided to the community.

- b) Corporate Objectives
 - Deliver programs and services that meet or exceed our standards
 - Exercise strong fiscal management
 - Ensure our customers are very satisfied

- c) Council Policies
 - C-CAO-15 Continuous Improvement Review Program
 - C-FS-05 Budget and Taxation Guiding Principles
 - C-CG-06 Strategic Framework

Report Date: November 28th, 2016

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Committee/Department: Strategic Services

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