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Policy Statements and Principles of Service Review Framework

Service Review Policy: The City will conduct a structured and transparent review process to determine:

1. which services to evaluate;
2. which service delivery method is best for each; and
3. what mix of available delivery methods will optimize the delivery of services and provide the best overall value for taxpayers and ratepayers at defined levels of service.

Principles:

1. All City of Ottawa programs and services are subject to assessment for competitiveness against industry best practices and relevant benchmarks.
2. Service levels will be in place to evaluate service delivery options for contracting and/or internal management.
3. A variety of service delivery approaches will be considered and evaluated, whether the service is currently delivered in-house or by a contractor.
4. The overall goal of the review program is to build and support a competitive culture within the corporation and its operations, not service level cuts.
5. The assessment and decision-making process will be fair, transparent, and open to public examination.
6. Environmental quality and/or public safety will not be compromised by the choice of delivery agents.
7. Services will be designed to meet community needs as defined by service levels and by opportunities to deliver shared services with other government, non-profit and community organizations.
8. Where savings are realized they will be redirected to advance Term of Council priorities.

Human Resource Policy: City employees will be treated fairly in any examination and/or implementation of changes to service delivery options.

Principles:

1. The provisions of the collective agreement(s) will be respected; however, the collective agreement should not be a barrier to becoming competitive.

2. Where a change is adopted in the service delivery model for an existing program or service, implementation may be phased in a planned and timely manner to provide a reasonable timeframe to minimize the impact.