
MEMORANDUM

June 26, 2009

TO: All Staff

FROM: Penny Ballem, MSc MD FRCP
City Manager

SUBJECT: Vancouver Services Review

This is an important time for the City of Vancouver as an organization. We face the significant challenge of finding permanent savings and efficiencies without tax increases - and this creates an opportunity for us to take a critical look at ourselves.

As part of our accountability to the citizens of Vancouver, we need to review the services we provide and the way we deliver them. It is our responsibility to ensure we're always responsible in how we manage our processes and finances and that we give our citizens good value for their money.

We also need to change the way we do business: unsustainable tax increases, a hiring freeze and deferred spending are short-term solutions to financial shortfalls. We need to create a sustainable, long-term approach that positions us for success into the future, whatever it brings.

In addition to the Corporate Business Planning initiative which is underway, Council has directed the Corporate Management Team to undertake a Vancouver Services Review. A project team has been seconded to take an in-depth look at what services we deliver and how we deliver them. The services review is being undertaken with the assistance of an external team from Sierra Systems Ltd. Its goals are to:

- Describe the services we provide along the continuum from core to discretionary;
- Recommend feasible opportunities for improvement and savings with a strong focus on internal shared services and business transformation;
- Validate programs and processes that we do well;
- Achieve an ongoing sustainable financial position over the coming 3 years (minimum);
- Learn and embed a continuous improvement approach to change management and business improvement and planning; and,
- Thoughtfully integrate with the corporate business planning and 2010 budgeting process.

H:\Penny Ballem 2009 Correspondence\Memo to all staff VSR.doc

Over 30 COV employees, union and non-union staff from across the organization, have committed either all or part of their work time to participate on the project team. Over the next few months, this team will be conducting data-gathering and analysis of the services of all COV departments, boards and agencies.

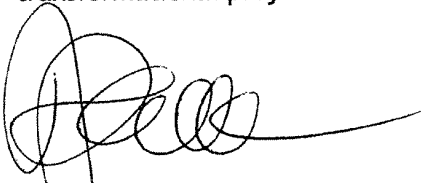
It's going to be a lot of work - not just for these team members but for all employees, as we're asking everyone to be part of the process whether it's through the formal data-gathering process or through the feedback and idea generation process.

It's time to refresh ourselves! While there are many things that make us unique here at the City of Vancouver, the pressures of the economic situation will make it more and more difficult to do all the things we believe are important for our citizens. This review provides us with the opportunity to transform the way we think, behave and deliver - to become a modernized and innovative organization and be able to provide important services within our resources.

We need to focus on the important goals of the project and work together to achieve them. I encourage you to think about how we could do things differently and get involved in the process: ask yourself what kind of organization we could be using more creativity and innovation, share your ideas on how we could get there, and most importantly, be an active part of this work. We need your input.

Speak with your manager to find out more about this project or go to *citywire* (<http://citywire.city.vancouver.bc.ca/vsr/>) to share your ideas.

On behalf of the CMT, I'd like to thank you in advance for your involvement in this transformational project.



Penny Ballem, MSc MD FRCP
City Manager

tel: 604.873.7626
fax: 604.873.7641
penny.ballem@vancouver.ca

PB/th