

Service Squamish Initiative

UPDATE

District of Squamish's Service Squamish Initiative Exceeds First Year Expectations

January 2011

The District of Squamish exceeded first year expectations of the Service Squamish Initiative. The initiative was implemented last March and transformed how the District provides the core services of local government. Efficiencies across the District saved the Squamish community close to \$2 million from the 2010 budget. Other successes include the streamlining of processes that resulted in efficiency changes, organizational changes and staff morale improvements.

"The purpose of the Service Squamish Initiative was to transform local government services in Squamish to create a world-class organization capable of meeting or exceeding the expectations of the community."

Kevin Ramsay
CAO, District of Squamish

Aligning Resources (100% complete)	Strong Leadership (100% complete and ongoing)	Streamlining Processes (60% complete)	Effective Communications (30% complete)
Reduced 10 departmental functions into 5 business units. Each led by a General Manager resulting in the restructuring of the leadership team and a full reorganization and realignment of business functions. This change has greatly benefited the organization in reduced management salary costs, streamlined processes, increased accountability, and a higher focus on business outcomes.	Appointment of 5 exceptional General Managers that are continually pushing the organization forward with strong business acumen, strong communications, and a consistent drive to improve the organization. Leadership competencies and expectations have been continually reinforced with significant emphasis on team building, mentoring, and leadership training.	Formal Core Service Reviews were conducted in key departments involving a comprehensive evaluation of organizational structure, financial structure, service levels, and staff morale. This process resulted in a lengthy list of improvements and has proven to be extremely effective and has already resulted in significant positive changes and financial benefits.	Communications focus has increased both internally and externally. Internal communications have been enhanced through increased information staff meetings and the introduction of the District intranet. External communications has been enhanced through increased communication and community engagement and established relationships with local media.
Long-Term Strategies (50% complete)	Strategic Financial Management (10% complete)	Accountability (80% complete)	Measuring Success (80% complete)
Significant work has already been completed in key areas that have formed the basis for all long-range plans. Completion is slated for January 2011. Early reports indicate significant challenges ahead for managing long-term financial issues and much more work to be done determining the long-range plan for Financial Management.	Strategic Financial Management is a key priority for the District. It has been impeded by a significant historical lack of leadership attention to best practices and internal controls. Significant work is required to conclude strategic financial planning.	Accountability has been addressed through defining clear employee expectations, community expectations, and the relationship between taxation and service levels. For example, changed practices for establishing scheduled overtime has resulted in significant efficiencies by reducing overtime by approximately \$200,000 in 2010.	District-wide benchmarking has resulted in significant changes to how the District operates. The benchmarking tables have been steadily populated with data and key trends have emerged, therefore, allowing staff to dictate how and when changes should be made to improve our service delivery in Squamish. To review benchmarking, visit www.squamish.ca .

Next Steps

The Service Squamish Initiative work plan is approximately 60% complete. The remaining 40% is to be delivered in 2011. The Service Squamish Initiative will always be a dynamic process and will continue to evolve to ensure local government services in Squamish meet and exceed the expectations of the community.

To review the full report presented to Council on Tuesday, January 4, 2011 visit www.squamish.ca.