

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF APRIL 19, 2016

Item 5, Report No. 5, of the Finance, Administration and Audit Committee, which was adopted without amendment by the Council of the City of Vaughan on April 19, 2016.

5 TERM OF COUNCIL SERVICE EXCELLENCE STRATEGY MAP: UPDATE

The Finance, Administration and Audit Committee recommends:

- 1) That the recommendation contained in the following report of the Director of Transformation and Strategy, dated April 4, 2016, be approved; and
- 2) That the presentation by the City Manager, the Chief Corporate Initiatives and Intergovernmental Relations and the Director of Transformation & Strategy and Communication C4, presentation material entitled, "*Term of Council Service Excellence Strategy Map: Update*", be received.

Recommendation

The Director of Transformation and Strategy, in consultation with the Senior Management Team, recommends:

1. That the report be received for information.

Contribution to Sustainability

Vaughan is growing rapidly. Going forward, the Term of Council Service Excellence Strategy Map will enhance the City of Vaughan's ability to focus its resources on the priorities that provide the most value to its citizens for this term of Council and for the long term sustainability of the City.

Economic Impact

On December 15, 2015, Council approved the 2016 Budget and 2017-18 Financial Plan, which aligns the City's three-year budget with the Term of Council Strategy Map while keeping the tax rate in line with targets set by Council.

The 2016 Budget and 2017-18 Financial Plan includes approved operating and capital funding of \$0.3M and \$0.9M in 2016, and recognized capital funding of \$0.9M in 2017 to support the Service Excellence Strategic Initiatives. This report provides an update on the allocation of this funding.

The Term of Council Service Excellence Strategy Map will support the City of Vaughan's ability to meet Council's tax rate increase target of no greater than three per cent each year.

Communications Plan

Communication and engagement are essential to the success of the Term of Council Service Excellence Strategy Map - to build a more collaborative workforce, support our employees through change, and continue building alignment for the way forward. A Service Excellence Communications and Engagement Plan has been developed to keep stakeholders informed about the progress and successes along the way. The plan includes a variety of supporting tactics to engage audiences, including annual staff forums and ongoing communications with staff.

Following Council receiving this report for information, the plan for the Service Excellence Strategic Initiatives will be communicated internally to all staff and externally on vaughan.ca.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF APRIL 19, 2016

Item 5, Finance Report No. 5 – Page 2

Purpose

On September 30, 2015, Council approved the Term of Council Service Excellence Strategy Map that identifies Council's priorities for 2014-2018 (Term of Council Priorities) and the strategic initiatives the City will undertake to build capacity, focus and deliver on these priorities (Service Excellence Strategic Initiatives). The Map was developed to align the City's priorities, people, processes and technology so that we can deliver on our commitments for this term of Council.

On December 15, 2015, Council approved the 2016 Budget and 2017-18 Financial Plan, which aligns the City's three-year budget with the Strategy Map while keeping the tax rate in line with targets set by Council.

This report provides an update on the Term of Council Service Excellence Strategy Map, including the key activities aligned to the Term of Council Priorities, the Service Excellence Strategic Initiatives, and governance and progress reporting to support the delivery of the Strategy Map.

Background - Analysis and Options

130 key activities most significantly support the Term of Council Priorities, and staff will focus on advancing these initiatives by 2018.

The Senior Management Team aligned the commitments identified in the 2016 Budget and 2017-18 Financial Plan to the Term of Council Priorities. These 130 "key activities" are the most significant, community-facing initiatives that support the goals on the Strategy Map. They include capital and operating budget projects with discrete and trackable milestones that will be advanced during this term of Council.

Department resources and enabling support services have been aligned to these key activities, while balancing the need to continue delivering high quality services to the community. They will be used to establish key performance measures for the Strategy Map, and analyze and mitigate risks to achieving Council's Priorities.

Attachment 1 includes the list of key activities.

The Service Excellence Strategic Initiatives are collaborative, cross-functional projects to improve citizen experience, operational performance and staff engagement.

The 2016 Budget and 2017-18 Financial Plan included an investment of \$2.1M in operating and capital funding for the Service Excellence Strategic Initiatives to achieve the following outcomes:

- Meet Council tax rate targets (no greater than three per cent each year)
- Improve service and business processes to enable execution of Term of Council Priorities
- Deliver a consistent citizen experience
- Engage citizens and businesses in decision-making
- Improve the end-to-end customer journey and service delivery through digital technology
- Create a more collaborative workforce
- Support employees through change
- Build alignment to and accountability for the Term of Council Service Excellence Strategy Map

These outcomes are supported by the Service Excellence Strategic Initiatives. These initiatives were prioritized based on input from the first annual staff forum on October 15-16, 2015, monthly Senior Management Team workshops, and the first manager and supervisor forum on March 2, 2016. They have been evaluated for their alignment to the Service Excellence outcomes and resource requirements. The Service Excellence Strategic Initiatives leverage and supplement approved capital funding.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF APRIL 19, 2016

Item 5, Finance Report No. 5 – Page 3

SERVICE VAUGHAN: Launch a consistent, multi-channel (phone, web, mobile and counter), end-to-end customer service experience for all city services.

Most city departments have their own approach to customer service. There is an opportunity to work together to improve the customer experience by better sharing information and technology, and reducing duplication. This initiative includes citizen engagement on customer service preferences, developing a long-term vision and roadmap for Service Vaughan, initial migration of three service areas (one per portfolio area), point of sale implementation and other technology enhancements, and business process improvements.

Service Excellence Strategic Initiatives Funding:	\$962,500
Existing Approved or Recognized Capital Funding:	\$515,000 (FI-0087-17)
Total:	\$1,447,500

DIGITAL STRATEGY: Develop a strategy that defines how Vaughan will interact with citizens digitally, including social media, access to data and content, public connectivity, e-services and mobile applications, internal digital transformation and external trends.

Our citizens are increasingly using digital and mobile technology to enhance their day-to-day lives. This initiative includes citizen engagement on digital service preferences, and developing a long-term vision and roadmap for Vaughan's digital future.

Service Excellence Strategic Initiatives Funding:	\$55,000
--	-----------------

PROCUREMENT MODERNIZATION: Transform Vaughan's procurement function by modernizing business processes, reviewing governance, policies and capacity, and leveraging technology.

The City of Vaughan procures over \$100M in contracted services annually, and procurement is a critical enabling service to deliver on the Term of Council Priorities.

Service Excellence Strategic Initiatives Funding:	\$50,000
Existing Approved or Recognized Capital Funding:	\$331,313 (PU-2524-15)
Total:	\$381,313

WORKFORCE MANAGEMENT SYSTEM BUSINESS CASE: Develop the business case, implementation plan and system requirements for a workforce management system to automate time and labour administration, management and reporting.

The February 1, 2016 internal audit of corporate overtime recommended that the City leverage advances in technology to better capture, analyze, budget, monitor and report on time and labour use.

This initiative will consider the costs and benefits of a workforce management system to provide staff real-time access to their records, as well as data and information for management decision-making.

Service Excellence Strategic Initiatives Funding:	\$131,250
Existing Approved or Recognized Capital Funding:	\$164,800 (HR-9533-14)
Total:	\$296,050

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF APRIL 19, 2016

Item 5, Finance Report No. 5 – Page 4

FINANCIAL FRAMEWORK: *Develop an overall sustainable fiscal framework and enhance our ability to demonstrate value for money.*

The financial framework will review current practices, develop new fiscal and budget control policies, and establish long-range financial forecasts to ensure the long term financial viability of the City. This initiative includes the Financial Master Plan and the Development Charges Background Study Update.

Service Excellence Strategic Initiatives Funding:	\$0
Existing Approved or Recognized Capital Funding:	\$360,500 (BU-0011-16) \$474,937 (DI-0075-15)
Total:	\$835,437

JOB DESCRIPTION AND EVALUATION PROCESS: *Evaluate outstanding job descriptions, and review the process to ensure fairness and efficiency.*

A large number of jobs are currently waiting for evaluation. This initiative will ensure existing job descriptions are up to date, and make improvements to the approach to job design and evaluation.

Service Excellence Strategic Initiatives Funding:	\$100,000
--	------------------

SERVICE EXCELLENCE LEADS PROGRAM: *Support managers and supervisors to deliver Service Excellence.*

Vaughan's people leaders are the main conduit to driving citizen engagement, operational improvement and staff engagement. Their leadership is necessary to communicate Service Excellence, generate excitement and buy-in, and model the behavioural change and culture of Service Excellence. This initiative builds a learning community and develops managers' and supervisors' key Service Excellence competencies, such as change management and continuous improvement.

Service Excellence Strategic Initiatives Funding:	\$446,250
--	------------------

PROGRAM COSTS:

ANNUAL STAFF FORUMS AND SERVICE EXCELLENCE COMMUNICATIONS PLAN:

Keep key stakeholders informed about the progress and roll out of the Service Excellence Strategy Map and successes along the way.

Service Excellence Strategic Initiatives Funding:	\$50,000
--	-----------------

RECOGNITION PROGRAM FOR SERVICE EXCELLENCE: Create a program to acknowledge staff contributions to Service Excellence.

Service Excellence Strategic Initiatives Funding:	\$30,000
--	-----------------

LEADERSHIP ALIGNMENT: Continue to engage the Senior Management Team to clarify roles and responsibilities and delegated authorities, develop and monitor strategic performance measures, and develop and monitor a risk profile for the strategy map.

Service Excellence Strategic Initiatives Funding:	\$44,000
--	-----------------

Contingency and Evaluation	\$235,000
-----------------------------------	------------------

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF APRIL 19, 2016

Item 5, Finance Report No. 5 – Page 5

Collaborative, cross-functional teams are being established to deliver on the Service Excellence Strategic Initiatives.

These key activities will be implemented by collaborative, cross-functional teams consisting of stakeholders from across the organization. Each key activity will be championed by a member of the Senior Management Team, with support and coordination from the Transformation & Strategy Office. Two project managers to support these initiatives will be identified through a temporary secondment, professional development opportunity for internal staff.

The Project Management Office Centre of Excellence in the Office of the Chief Information Officer will provide project management standards and support, such as coaching and facilitation, for project scoping, chartering and monitoring.

Staff will provide Council with a semi-annual progress report on the Term of Council Service Excellence Strategy Map (2014-2018).

In the 2016 Budget and 2017-18 Financial Plan, the Office of the City Manager committed to “monitor and measure progress against the priorities and initiatives in the Service Excellence Strategy Map.”

Staff will provide Council with semi-annual progress reports on the status of key activities supporting the Term of Council Priorities and the Service Excellence Strategic Initiatives. These reports will provide accountability for key activities, identify significant milestones, raise issues for Senior Management and Council’s information or decision, and provide a simple and visual format that can be shared with internal and external audiences. The first progress report will be provided to Council in September 2016.

Attachment 1 includes the progress report template and the list of key activities for each Term of Council Priority.

Relationship to Term of Council Service Excellence Strategy Map (2014-2018)

This report provides an update on the Term of Council Service Excellence Strategy Map, including the key activities aligned to the Term of Council Priorities, the Service Excellence Strategic Initiatives, and governance and progress reporting to support the delivery of the Strategy Map.

Regional Implications

Not applicable.

Conclusion

Vaughan is growing rapidly. Going forward, the Term of Council Service Excellence Strategy Map will enhance the City of Vaughan’s ability to focus its resources on the priorities that provide the most value to its citizens for this term of Council and for the long term sustainability of the City, within Council’s tax rate increase target of no greater than three per cent per year.

Key activities supporting the Term of Council Service Excellence Strategy Map have been identified, and the \$2.1M in funding for the Service Excellence Strategic Initiatives has been allocated to collaborative, cross-functional projects to improve citizen experience, operational performance and staff engagement.

Starting in September, staff will provide Council with semi-annual progress reports on the status of key activities supporting the Term of Council Service Excellence Strategy Map.

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF APRIL 19, 2016

Item 5, Finance Report No. 5 – Page 6

Attachment

Attachment 1: Term of Council Service Excellence Strategy Map Progress Report Template and Key Activities

Report prepared by:

Leah Zilnik, Director of Transformation & Strategy

(A copy of the attachments referred to in the foregoing have been forwarded to each Member of Council and a copy thereof is also on file in the office of the City Clerk.)