

CITY OF VAUGHAN

EXTRACT FROM COUNCIL MEETING MINUTES OF SEPTEMBER 20, 2016

Item 3, Report No. 9, of the Finance, Administration and Audit Committee, which was adopted, as amended, by the Council of the City of Vaughan on September 20, 2016, as follows:

By receiving Communication C7, from the Director of Transformation and Strategy, dated September 16, 2016.

3 TERM OF COUNCIL SERVICE EXCELLENCE STRATEGY MAP JANUARY – JUNE 2016 PROGRESS REPORT

The Finance, Administration and Audit Committee recommends:

- 1) That the recommendation contained in the following report of the Chief Corporate Initiatives and Intergovernmental Relations and the Director of Transformation and Strategy, dated September 6, 2016, be approved;
- 2) That protocols and policies relating to the priority of creating and managing affordable housing options (secondary suites) be brought forward for final approval by Council no later than the end of Quarter 2 of 2017;
- 3) That staff provide a communication to Council on the Term of Council Priorities and Service Excellence Strategic Initiatives that have identified issues; and
- 4) That the presentation by the Chief Corporate Initiatives and Intergovernmental Relations and the Director of Transformation and Strategy, and C2, presentation material titled ***“Term of Council Service Excellence Strategy Map – January to June 2016 Progress Report”***, be received.

Recommendation

The Chief Corporate Initiatives and Intergovernmental Relations and the Director of Transformation and Strategy, in consultation with the Senior Management Team, recommend:

1. That the report be received for information.

Contribution to Sustainability

Sustainability requires that short- and long-term activities be achieved to create value for the citizens of Vaughan. The Term of Council Service Excellence Strategy Map enhances the City'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.

The 2014-2018 Term of Council Service Excellence Strategy Map is an alignment of people, processes and technology. It outlines Vaughan's vision, mission and values. It also identifies Council's priorities for this term of Council as well as the strategic initiatives that staff will focus on to build capacity and deliver on these priorities.

Economic Impact

There is no economic impact associated with this report.

Communications Plan

Communicating the Service Excellence Journey to both internal and external stakeholders is a priority. For City employees, a communications plan continues to roll out that informs and engages them in the progress along the way. Tactics include messages on the online staff portal, stories in newsletters and management updates to share and facilitate discussions with their teams, among others.

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For the public, a plan has been developed to provide information updates. This includes the Momentum Report, which has content and updates that directly relate to the Service Excellence Strategy Map and Term of Council priorities and will be distributed to all homes and businesses throughout the city in September. An expanded version of the report also will be available online with links to more details, videos and opportunities to provide feedback.

In addition, an enhanced section was recently created on the corporate website – at vaughan.ca/serviceexcellence – where residents can find more information on the strategy, updates, reports and presentations. As part of the City's commitment to transparency, the dashboard progress report on the Term of Council Service Excellence Strategy Map will be made available on the website. This will allow residents to easily access the information provided in this report, and review the progress being made on key activities that are most important to them. This site will be updated to include the latest semi-annual progress report produced by staff to give up-to-date information to our residents.

Purpose

To provide a mid-year update on the progress of key activities supporting the delivery of the Term of Council Service Excellence Strategy Map, from January to June 2016.

Background – Analysis and Options

Council addressed the need to strategically align the City's resources through the creation of the Term of Council Service Excellence Strategy Map.

On September 30, 2015, Council unanimously 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 2017-2018 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.

On April 4, 2016 Council received the Term of Council Service Excellence Strategy Map: Update which introduced the key activities aligned to the Term of Council Priorities and Service Excellence Strategic Initiatives. These activities are the most significant, community-facing initiatives that support the goals on the Strategy Map. They include capital and operating projects with discrete and trackable milestones that will be advanced during this term of Council.

Staff created a visual dashboard to provide easy accountability and transparency to report on the key activities in the Term of Council Service Excellence Strategy Map.

Each of the key activities supporting the Term of Council Service Excellence Strategy Map has been organized in a simple and visual dashboard, by Term of Council Priority or Service Excellence Strategic Initiative. Each key activity update includes the start and projected end dates, related capital budget(s), key accomplishments achieved to the end of the reporting period, and major issues identified that are being addressed on an ongoing basis.

These reports are reviewed monthly by the Senior Management Team to discuss and mitigate issues. This "early warning system" for the leadership team has resulted in a more proactive and collaborative response to cross-corporate issues and strengthened oversight for the City's major projects.

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This report, which covers the period from January to June 2016, provides the first mid-year update to Council on the progress made by staff in advancing the key activities in support of the Term of Council Service Excellence Strategy Map. These reports provide accountability for key activities, identify significant accomplishments, and raise issues for Council's information or decision.

Overall, the key activities supporting the Term of Council Service Excellence Strategy Map are on track.

Term of Council Priorities:

Fifty-seven percent of the key activities (62 of the 106 key activities) supporting the Term of Council priorities are on track. This includes:

- Facilitating the Toronto York Spadina Subway Extension, which is now 80 percent complete and on track for completion by the end of 2017 (See page 6 of Attachment 1, T02.7)
- Ongoing progress in the Vaughan Metropolitan Centre, including completing the Black Creek Financial Strategy (see page 12 of Attachment 1, T03.15) and approving the YMCA/ Vaughan Libraries community partnership (see page 11 of Attachment 1, T03.13)
- Completing all sewers and watermains, and the Jane St. roadworks and signalized intersection at the Vaughan Health Care Precinct (see page 14 of Attachment 1, T04.1).
- Holding a bricklaying ceremony for Fire Station 7-3 to mark the near completion of site grading, servicing, and masonry (see page 22 of Attachment 1, T07.5)
- Opening the Civic Centre Resource Library (see page 39 of Attachment 1, T13.5)
- Celebrating Vaughan25, including the first Order of Vaughan nominations (see page 45 of Attachment 1, T16.3)

Sixteen percent (17 key activities) have identified issues related to the budget, resources, time, scope or quality. These issues are being mitigated by staff to deliver on these priorities.

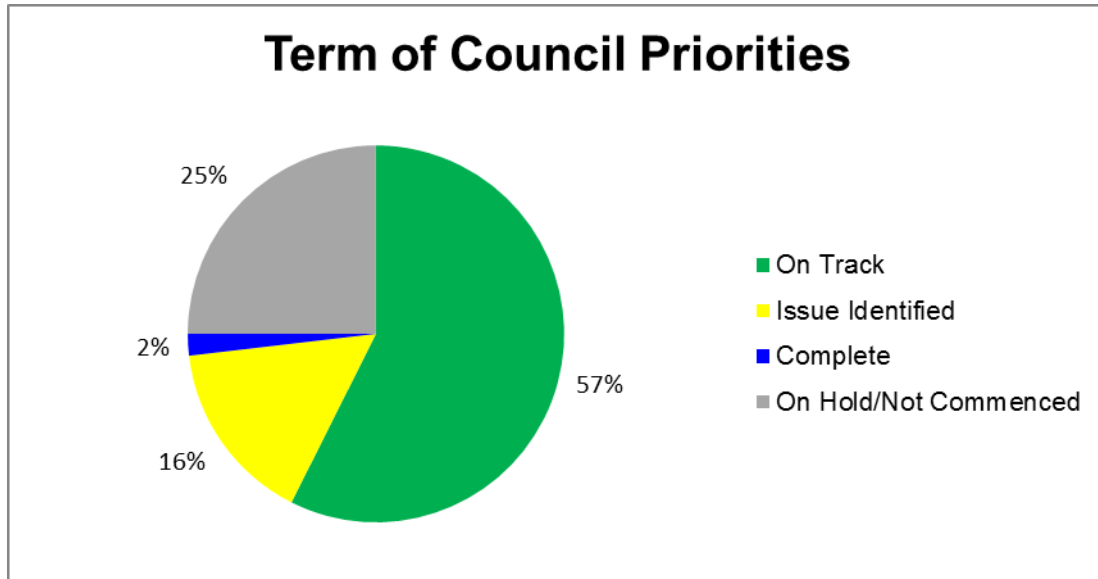
Some of these issues are a result of factors or decisions made by external partners that are resulting in project delays or suspension. These include:

- Participating in the GTA West Transportation Corridor Route Planning Study (see page 3 of Attachment 1, T01.6)
- Updating the Official Plan and supporting studies (see page 26 of Attachment 1, T09)
- Requesting support from York Region and Metrolinx regarding funding for city resources to participate in rapid transit and regional express rail initiatives (see pages 5 and 7 of Attachment 1, T02.6 and T02.11)
- Transit Oriented Development studies undergoing Ontario Municipal Board appeals (see page 6 of Attachment 1, T02.8-10)

The City will continue to work within its span of control and with its partners to make progress on these key activities.

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*Figure 1 – Term of Council Priorities Overall Progress***Service Excellence Strategic Initiatives:**

Sixty-two percent of the key activities (18 of the 29 key activities) supporting the Service Excellence Strategic Initiatives are on track. This includes:

- Integration of Access Vaughan across more city departments with the addition of two community centres and four service areas (see page 47 of Attachment 1, S1.6)
- Completion of Phase 1 of the Procurement Modernization project to provide a comprehensive road map for Council review in Q4 2016 (see page 51 of Attachment 1, S2.8)
- Award of a performance-based contract for Winter Maintenance Services starting this winter (see page 52 of Attachment 1, S2.10)
- Engagement of a fairness monitor to ensure fairness and transparency throughout the bid process for a performance-based contract for Solid Waste Collection (see page 52 of Attachment 1, S2.11)
- Ongoing implementation of the Service Excellence Communications and Engagement Plan, including a staff pledge (see page 55 of Attachment 1, S3.7)

Twenty-four percent of the key activities (7 of the 29 key activities) supporting the Service Excellence Strategic Initiatives have not yet commenced. At the end of April 2016, Council approved 10 major projects supporting Service Excellence. These projects are complex, enterprise-wide initiatives to improve citizen experience, operational performance and staff engagement. Following Council approval, in May and June 2016, the Transformation and Strategy Office has focused on setting up these projects to be resourced appropriately, with reasonable and achievable project and change-management plans.

Project managers for each initiative were identified or recruited through an internal secondment. Project leadership teams were formalized, and project and change management training was provided to all participants. A working committee was established to coordinate timing, communications and resources. Detailed project plans are nearing completion, and execution on all of these projects will start in the next reporting period, including:

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- Holding the annual staff forum to keep all employees informed of the service excellence and transformation journey
- Consulting with staff and the community to develop Vaughan's first Digital Strategy and the Service Vaughan Strategy
- Launching a hands-on learning program for all managers and supervisors to reinforce communications, continuous improvement and change-management competencies
- Developing a recognition program for significant contributions to Service Excellence

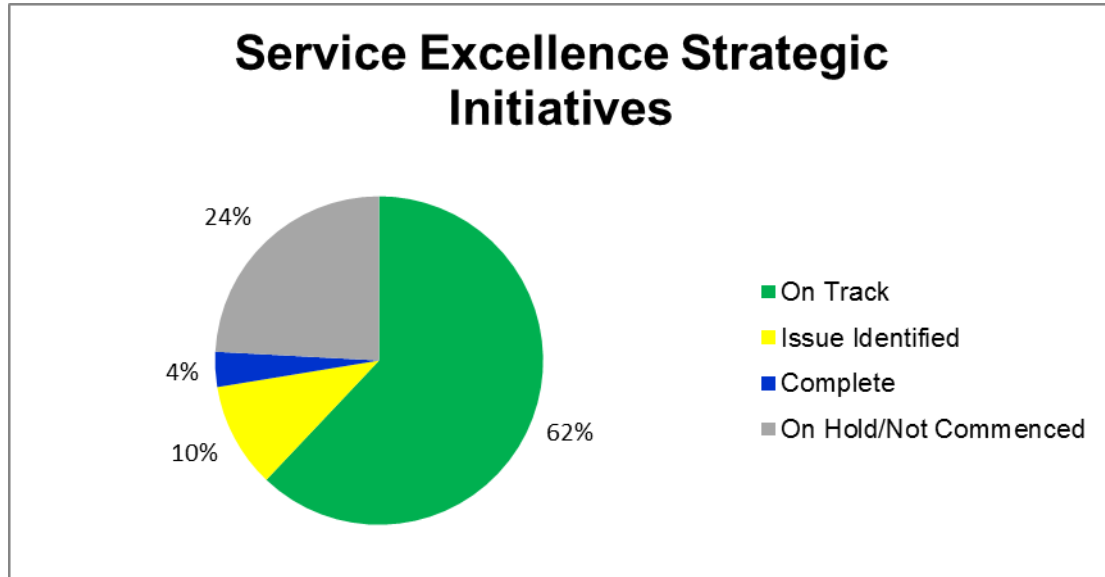


Figure 2 – Service Excellence Strategic Initiatives Overall Progress

Staff will continue tracking the delivery of the key activities supporting the Term of Council Service Excellence Strategy Map. These progress reports will be enhanced by strengthening project management and including key performance measures.

In Q1 2017, Council will receive the next semi-annual progress report highlighting accomplishments from July to December 2016. Following this report, the progress reports will be updated to reflect 2017's commitments.

A Corporate Project Management Office is being established to develop a corporate Project Management methodology and supporting tools, and to mentor and coach project managers throughout the corporation. Improved project management across the organization is essential to ensure that commitments are realistic, measurable and achievable, and supported by specific and timely plans for delivery.

The next semi-annual progress report will include quantitative performance measures - where appropriate - that relate to goals in the strategy map. These indicators will measure whether or not we are being successful in achieving the outcomes of the Strategy Map as a result of delivering on the key activities.

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

This report provides an update on the progress made in achieving the Term of Council Priorities and Service Excellence Strategic Initiatives identified in the Term of Council Service Excellence Strategy Map.

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Regional Implications

There are significant regional implications and linkages associated with implementation of the Term of Council Service Excellence Strategy Map. The Region is a key source of partnership funding or the proponent of several priority infrastructure projects that are identified on the Strategy Map. City staff continue to engage Region staff to request that the Region maintain or increase the level of financial support to maintain or increase current levels of funding participation for certain joint City and Region initiatives. City staff is actively engaging Regional staff on priority planning and infrastructure projects (e.g. Official Plan, Rutherford and Teston Road Improvements) to advance these initiatives. Council has and will continue to be apprised on the status of Regional initiatives impacting progress on the Strategy Map through this report and through reporting on certain matters such as the Region's Transportation Plan, the Master Servicing Plan, the Municipal Comprehensive Review and others.

Conclusion

Overall, the majority of the key activities supporting the Term of Council Service Excellence Strategy Map are on track and identified issues are being communicated to Council and/or mitigated within available resources and timeframes. Staff will continue to improve its approach to regular progress reporting, including enhancing project management and tracking performance measures. The next semi-annual progress report is in Q1 2017 and will provide an update on accomplishments made in Q3 and Q4 2016.

Regular progress reporting provides accountability and transparency for the key activities supporting the delivery of the Term of Council Service Excellence Strategy Map. This "early warning system" for the leadership team has resulted in a more proactive and collaborative response to cross-corporate issues and strengthened oversight for the City's major projects.

As part of the business plan and budget process, progress reporting enables staff, Council and citizens to track the City's commitments, and supports improved planning within Council's tax rate target of no greater than 3 percent.

Attachment

1. Term of Council Service Excellence Strategy Map January-June 2016 Progress Report

Report prepared by:

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(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.)