

## **CITY OF VAUGHAN**

### **EXTRACT FROM COUNCIL MEETING MINUTES OF OCTOBER 29, 2013**

Item 2, Report No. 45, of the Committee of the Whole (Working Session), which was adopted without amendment by the Council of the City of Vaughan on October 29, 2013.

## **2                    WINTER CONTROL PROGRAMS OPERATIONAL REVIEW UPDATE**

**The Committee of the Whole (Working Session) recommends:**

- 1)        That the recommendation contained in the following report of the Commissioner of Strategic and Corporate Services and Director of Innovation and Continuous Improvement, dated October 22, 2013, be approved; and**
- 2)        That Communication C3, presentation material, entitled *“Winter Control Programs Operational Review Update”*, be received.**

### **Recommendation**

The Commissioner of Strategic and Corporate Services and Director of Innovation and Continuous Improvement, in consultation with the Commissioner of Engineering and Public Works, and Commissioner of Community Services recommend:

1. That the presentation be received; and
2. That staff proceed with the winter control programs operational review including the various engagement and data collection activities.

### **Contribution to Sustainability**

A key pillar of sustainability is financial viability. This has been noted in many reports, most specifically the recent financial master plan for the City of Vaughan. The organization will face many financial challenges in the coming years, while balancing the continued delivery of excellence in its programs and services. In 2012, the City completed a program review which examined its 200 plus programs/services. Further, the City recognized the significance of long term sustainability given the growth and change within the municipality and the administration: this resulted in a reorganization of the City and the establishment of the Department of Innovation and Continuous Improvement (ICI). One of ICI's main business functions is to complete operational reviews for the City's 200 plus programs/services as a means of identifying program/services efficiencies, relevance and cost effectiveness while considering service levels/standards and delivery models.

### **Economic Impact**

There are no economic impacts associated with this report. Upon completion of the operational review, findings, including economic impacts, will be reported.

### **Communications Plan**

A draft engagement and communications strategy for the winter control programs operational review (Attachment 1) was developed in consultation with key staff with stakeholder engagement expertise.

### **Purpose**

To update Council on the approach for completing a robust operational review of the City's winter control activities including the proposed comprehensive engagement strategy. This will provide Council with the necessary information to make any informed decisions related to possible changes in service levels/standards.

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#### **Background - Analysis and Options**

In 2012, the City undertook a comprehensive inventory and review of its programs and services. Upon completion of the program review, the senior management team identified 5 program areas for further examination of service levels to other comparable municipalities. One such area was road snow clearing, salting / sanding and path / sidewalks snow clearing (but not windrow clearing). The Innovation and Continuous Improvement department worked with the Commissions of Engineering and Public Works and Community Services to examine service levels which were presented at the Committee of the Whole (Working Session) on May 28<sup>th</sup>, 2013 (Report #26).

The provision of higher levels of service is, all other things being equal, associated with higher costs. The most recent Ipsos-Reid survey demonstrates that residents “believe they receive good value for their tax dollars” with over 85% *VERY SATISFIED* or *SOMEWHAT SATISFIED* with the winter control services provided by the City. The survey suggests that residents are comfortable supporting the current service levels. The Ipsos-Reid report also identified Road and Sidewalk Removal programs as areas for maintenance, i.e., services of relatively high importance where satisfaction is good and where the focus is on maintaining current levels of service.

Consideration of changes to service levels must include analysis of associated risks (and potential financial liability). Specifically, changes to service levels in winter control programs could potentially impact Fire /EMS response times and increase the number of claims made against the City with respect to accidents that are deemed attributable to poor states of repair.

Winter control programs (i.e., Road Salting / Sanding, Road Snow Clearing, Ice and Snow Removal, Windrow Snow Clearing, Snow Fencing and Path / Sidewalk Clearing) are highly interlinked (e.g., snow clearing roads and sidewalks, and snow clearing roads and windrows), so any proposed changes in service level (or service delivery model) in one program could have a ripple impact on another program. To understand these impacts, and to develop a holistic and truly integrated approach to winter control, an operational review of all winter control programs was warranted (including windrow).

A draft work plan and approach for the operational review of all winter control programs has now been developed (Attachment 2).

A core aspect for completing the winter controls operational review includes a comprehensive engagement strategy. The strategy includes engagement from various external stakeholders including general public. The City’s elected officials will be engaged in the initial stage of the process by providing their feedback on the project, and later when the recommendations will be submitted for their review.

The specific choice of consultation method will depend on the stakeholder type, their sensitivity to the issue, objectives, and cost. The timing corresponds to phases of the process outlined in the International Association for Public Participation (IAP2) ascending spectrum of public participation – Phase 1 (Provision of Information) and Phase 2 (Consultation and Involvement).

Other stakeholders to be engaged include:

- SMT,
- Vaughan Chamber of Commerce,
- Seniors Association of Vaughan (S.A.V.I.),
- Persons with Disabilities (i.e. CHATS, Reena Foundation),
- Emergency Services Providers,
- Transportation providers (YRT, Mobility Challenged, Schools, etc.),
- Current service providers (contractors),
- Vaughan Veloforte – Cycling Club,

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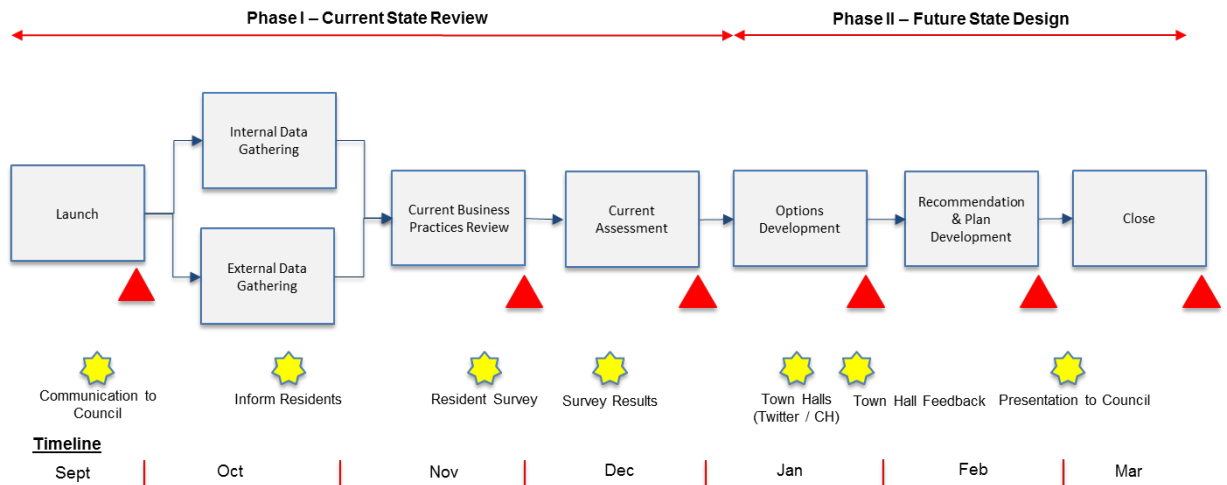
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These stakeholders will be engaged through a variety of means including:

- Personal interviews,
- Surveys (online),
- Online forums,
- Facebook/ Twitter forums,
- Survey hardcopy,
- Information booths,
- Focus groups,
- Workshops,
- Open houses,
- Telephone hotline,
- Survey (telephone)

The timeline for the review is illustrated below.



#### Relationship to Vaughan Vision 2020/Strategic Plan

By examining service level needs, expectations, standards and costs for various City programs and services facilitate the achievement of all three Vaughan Vision 2020 goals:

- Service Excellence – demonstrating excellence in service delivery by ensuring we have the most efficient and effective service delivery model that addresses citizen needs
- Organizational Excellence – by examining financial viability, sustainability, relevance and cost effectiveness; as well as promoting a high performing organization by identify program/service efficiency and enhancement opportunities
- Staff Excellence – by ensuring the City has the right people with the right skills and the tools/processes in the right places.

#### Regional Implications

Not Applicable

#### Conclusion

As the City grows, the expectations and requirements of its residents and stakeholders will continue to evolve and change. Program service levels define how the City strives to meet these expectations and provide insight into the effectiveness, efficiency and economy of the City's service delivery models.

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The work plan for winter control programs and supporting stakeholder engagement strategy ensure that staff examine all lines of evidence and will provide Council the necessary information to make informed decisions that could be required to adjustments to any service levels.

**Attachments**

1. Draft Winter Control Stakeholder Engagement Strategy
2. Draft Winter Control Work Program and Timeline

**Report prepared by:**

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Commissioner Strategic and Corporate Services

(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.)