

## 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.

## CITY OF VAUGHAN

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

Item 2, CW(WS) Report No. 45 – Page 2

#### **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,

## CITY OF VAUGHAN

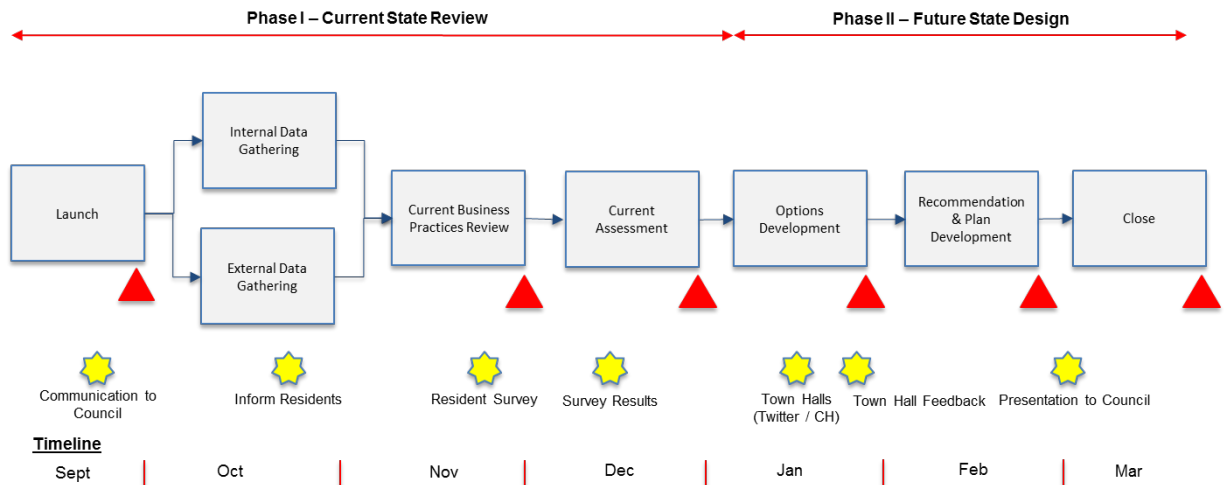
### EXTRACT FROM COUNCIL MEETING MINUTES OF OCTOBER 29, 2013

#### Item 2, CW(W/S) Report No. 45 – Page 3

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.

**CITY OF VAUGHAN**

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

Item 2, CW(WS) Report No. 45 – Page 4

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:**

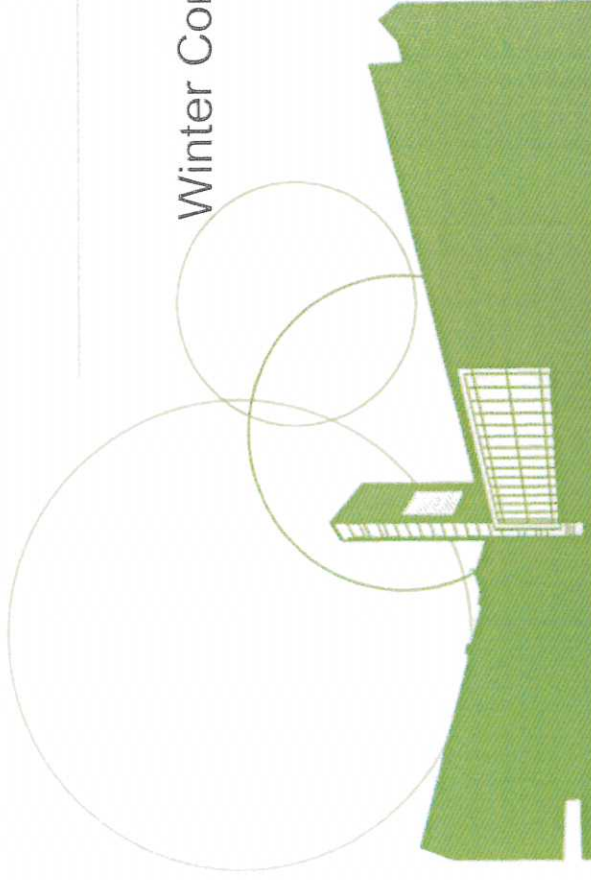
Joseph Pittari  
Commissioner Strategic and Corporate Services

(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.)

C3 - cw(ws)  
October 22/13  
Item 2

# City of Vaughan

## Committee of the Whole (Working Session)



Winter Control Programs Operational Review Update

October 22<sup>nd</sup>, 2013



# Objectives

- ☐ Provide overview of approach to Operational Reviews;
- ☐ Provide context for Operational Review of Winter Control Programs
- ☐ Discuss key components of Operational Review of Winter Control Programs





# Operational Review – Overview

- ❑ A program operational review provides insight into critical areas of a service, including:
  - ❖ Mandate – program objectives, desired service levels & desired outcomes
  - ❖ Processes, Procedures and Policies
  - ❖ Management & Communication
  - ❖ Resource and Skill Requirements
  - ❖ Enabling Systems
  - ❖ Metrics
  - ❖ Costs
- ❑ The review highlights any expectation / performance gaps and develops recommendations for improving **EFFECTIVENESS, EFFICIENCY or ECONOMY**
- ❑ Aligned with Internal Audits, an operational review provides input to on-going reports to Council



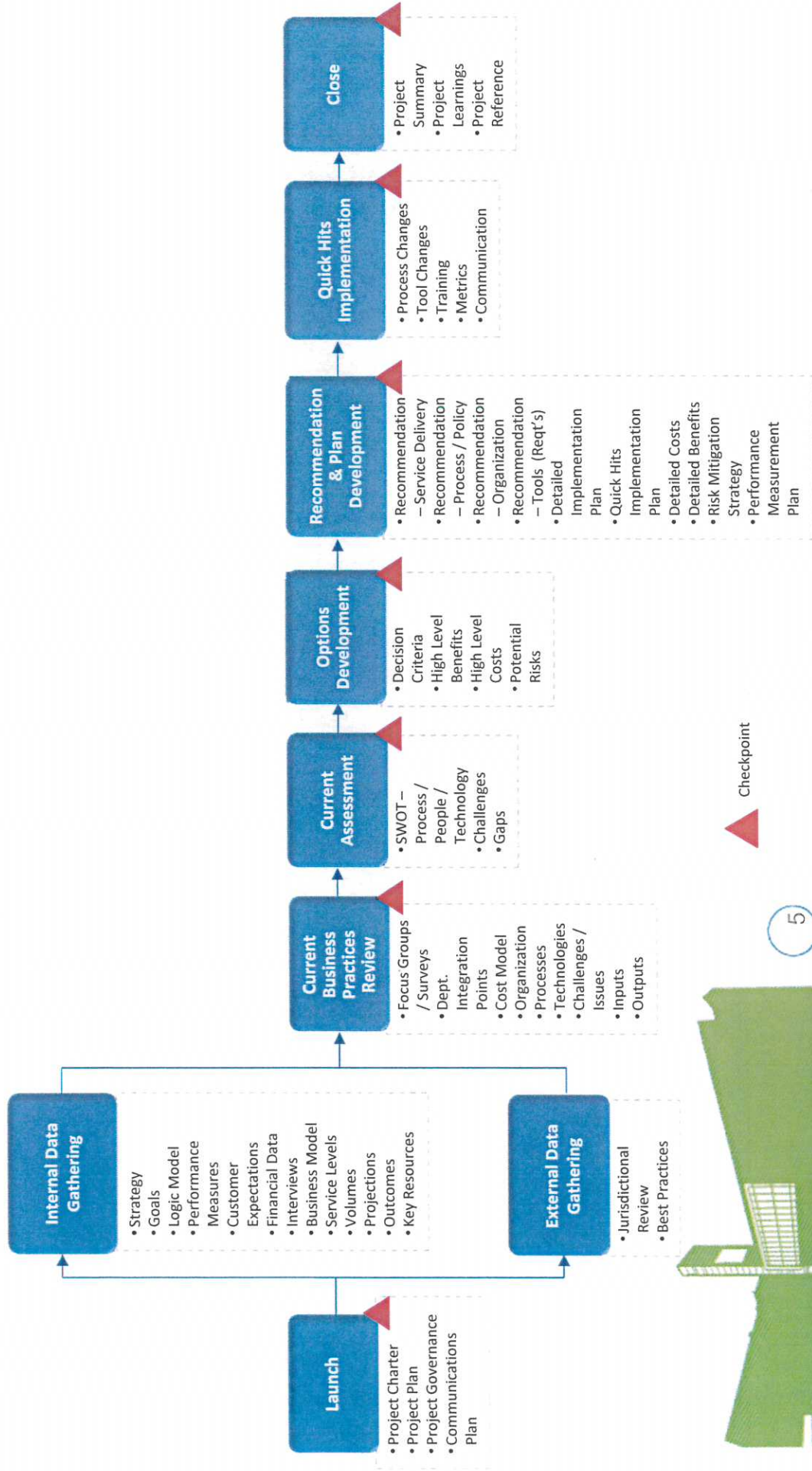
# Operational Review – Winter Control Programs – Context

- ❑ Program Review – 2012
- ❑ Direction to conduct service level comparison studies including:
  - ❖ Road Snow Clearing
  - ❖ Road Salting & Sanding
  - ❖ Path & Sidewalks Snow Clearing
- ❑ Assessment (May 2013):
  - ❖ Higher levels of service when compared with other municipalities
  - ❖ 90% of residents satisfied with road snow removal services
  - ❖ 85% of residents satisfied with sidewalk snow removal services
- ❑ Recommended an operational review of **all** winter control programs
  - ❖ Service delivery models, levels of service, impacts, costs, risks and mitigation
  - ❖ Include Windrow Snow Clearing and Snow Fencing

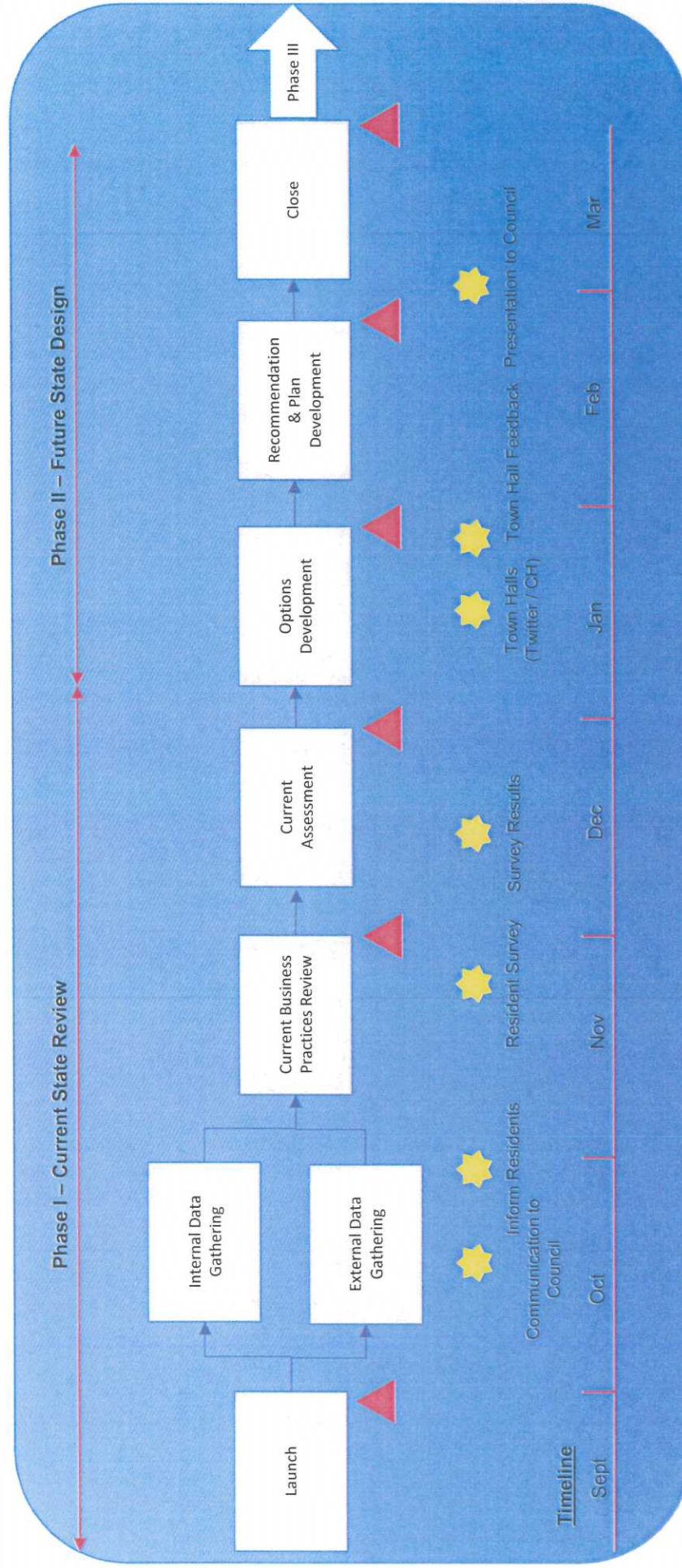




# Operational Review Approach



# Winter Control Programs – Timeline





# Spectrum of Stakeholder Engagement



	<b>Inform</b>	<b>Consult</b>	<b>Involve</b>	<b>Collaborate</b>	<b>Empower</b>
<b>Public participation goal</b>	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.

<b>Promise to the public</b>	We will keep you informed.	We will keep you informed, listen to concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
------------------------------	----------------------------	--	---	---	------------------------------------



7

**Spectrum of Public Participation**  
*International Association for Public Participation (IAP2)*

# Stakeholder Engagement Goals

- ❑ Inform stakeholders about service delivery (service standards and level of compliance with them):
  - ❖ Web, informational video and broadcast
- ❑ Consult stakeholders on satisfaction, concerns, and issues of importance:
  - ❖ Web and phone-based survey
- ❑ Consult and involve stakeholders in considering options for improvement/change
  - ❖ Public session and “Twitter Town Halls”





# Stakeholder Engagement

Stakeholder	Objective	Mechanism
<b>Council</b>	Inform on Engagement Strategy	Memo, Short Interview
<b>Residents/ Homeowners</b>	Consult on Process /Final Report / Recommendations	Presentation
	Inform on the Issue	VOL, FAQ, News Release, Fact Sheets
	Consult / Involve	Survey, Focus Group, Open house, Online Forum, Social Media, Video
<b>Chamber of Commerce</b>	Consult / Involve	Interview
<b>Seniors Association of Vaughan Persons with Disabilities</b>	Consult / Involve	Interview
	Consult / Involve	Interview
<b>Emergency Services Providers</b>	Consult / Involve	Interview
<b>Transportation providers</b>	Consult / Involve	Interview
<b>Current Service Providers</b>	Consult / Involve	Interview
<b>Others</b>	Consult / Involve	Interview



# Project Structure

- ❑ Steering Committee
  - ❖ Project Sponsor(s) – Commissioner(s)
  - ❖ Directors – PW, Urban Design, Parks & Forestry Operations, Communications
  - ❖ Innovation & Continuous Improvement
  - ❖ Responsibilities:
    - Set scope
    - Allocate resources
    - Escalate and resolve issues
- ❑ Project Team
  - ❖ ICI
  - ❖ Finance
  - ❖ Communications
  - ❖ Managers / Supervisors / Staff
  - ❖ Seconded resources
  - ❖ Responsibilities
    - Develop and work project plan

Keys: Ownership and Broad Participation



10



# Expected Outcomes

- Context
  - ❖ Business Requirements
    - Desired / Expected Service Levels
  - ❖ Desired Outcomes
    - Link to Vaughan Vision 2020
- Analysis and Recommendation
  - ❖ Options Analysis
  - ❖ Viable Options
    - Selection Criteria
  - ❖ Justification and Recommendation
    - Service Delivery Model
    - Process / Policy
    - Organization
    - Tools
    - Implementation Plan
    - Costs / Benefits / Risks
- Managing the Investment
  - ❖ Capabilities Development
  - ❖ Performance Measurement
    - Meeting Expectations
    - Achieving Outcomes



# Next Steps

- ❑ Finalize engagement strategy
  - ❖ Initial communications (inform)
  - ❖ Survey
- ❑ Develop current business and cost models
  - ❖ Inputs
  - ❖ Service levels
  - ❖ Constraints
  - ❖ Costs
- ❑ Engage stakeholders





## **COMMITTEE OF THE WHOLE (WORKING SESSION) OCTOBER 22, 2013**

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

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.

### **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:

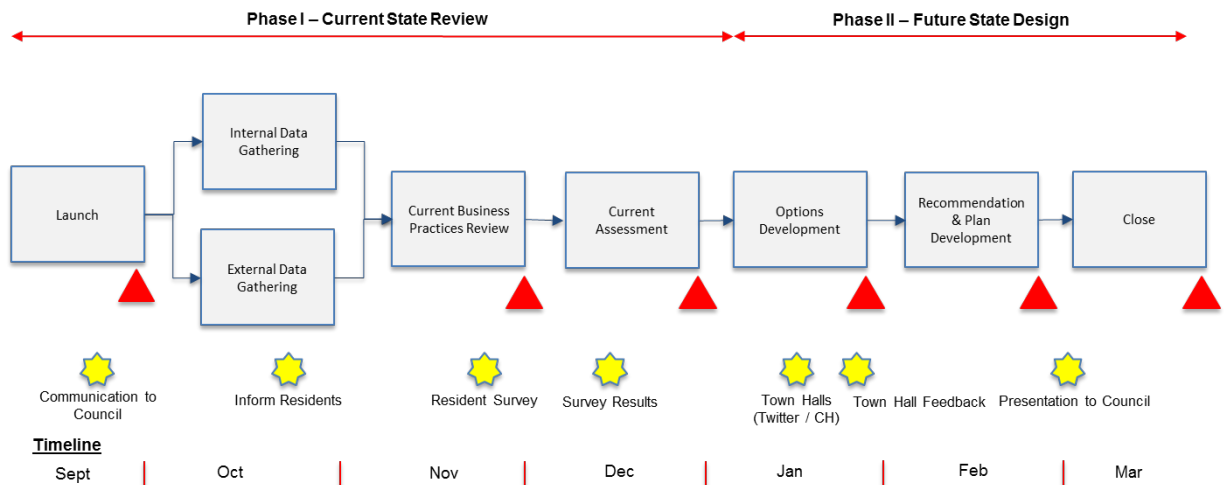
- SMT,
- Vaughan Chamber of Commerce,
- Seniors Association of Vaughan (S.A.V.I.),
- Persons with Disabilities (i.e. CHATS, Reena Foundation),
- Emergency Services Providers,
- Transportation providers (YRT, Mobility Challenged, Schools, etc.),
- Current service providers (contractors)
- Vaughan Veloforte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

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.

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:**

Joseph Pittari  
Commissioner Strategic and Corporate Services

Respectfully submitted,

Joseph Pittari  
Commissioner Strategic and Corporate Services



## **WINTER CONTROL PROGRAMS – OPERATIONAL REVIEW STAKEHOLDER ENGAGEMENT FRAMEWORK (DRAFT)**

### **OBJECTIVES**

This framework provides the means to the Project Team to effectively engage stakeholders (including general public) and Council into a decision-making process regarding the provision of Winter Control programs in the City of Vaughan.

The following are specific goals of the stakeholder consultation activities:

- Inform about current service delivery (service standards and level of compliance with them);
- Consult on satisfaction, concerns, and issues of importance; and
- Consult and involve in considering options for improvement/change.

The goals of engaging Council in the process are to:

- Inform about the engagement approach; and
- Inform about the results of the engagement process (including positive feedback and “thank you” responses).

The following information on Winter Control programs delivered by the City will be shared with stakeholders:

- Region’s and City’s responsibilities (i.e. which roads are classified as Class 1);
- Current service levels in comparison to minimum standards required by the province;
- How current service levels are compared to other GTA municipalities;
- Results of the last Ipsos-Reid report pertaining to importance of the Winter Control programs to the residents and their satisfaction with the City’s performance in delivering these programs;
- Compliance with desired service level standards (i.e. 95% of the time);
- Reasons and challenges related to inability to achieve perfect compliance (100%) with desired level standards (i.e. major snowstorm or continuous snowfall); and
- Additional costs required to achieve perfect compliance with desired service standards.

This information will likely assist stakeholders in making decisions on the potential changes to the current service levels. Also, in order to be effective, the framework should include details of engagement mechanisms available to stakeholders (i.e. web-links, passwords, locations, times, telephone numbers, etc.).

Results of the consultation activities will be incorporated into recommendations to Council on how to improve service effectiveness and achieve greater efficiency in delivering Winter Control programs.

## PRINCIPLES

As per spectrum of public participation goals developed by the IAP2, stakeholders can be informed, consulted, involved, collaborated, and empowered.<sup>1</sup> It is expected that stakeholders invited to participate in various engagement activities will be informed about the issue, consulted about it, and involved in a decision-making process.

The City is committed to consulting the stakeholders in a manner that reflects the following principles of ethics and integrity:

- *Confidentiality* – adhering to the requirements for privacy outlined in the Provincial legislation and Regional policy;
- *Openness* – creating opportunities for transparent discussion process, where input is documented, and participants are informed about the results of the consultation process;
- *Accessibility* – engagement activities are organized to maximize the stakeholders' involvement and effective use of their time;
- *Objectivity* – consultations are impartial and open-minded; and
- *Respect* – diverse views and ideas are respected, and considered in a constructive way.

## STAKEHOLDERS

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 IAP2 ascending spectrum of public participation – Phase 1 (Provision of Information) and Phase 2 (Consultation and Involvement). These categories are presented in a brief form in the table below.

<b>Stakeholder</b>	<b>Objective</b>	<b>Mechanism</b>	<b>Sensitivity</b>	<b>Timing</b>	<b>Relative Cost</b>
Council	Inform on Engagement Strategy	Memo Short Interview	Low	Phase 1	Low
	Consult on Final Report/ Recommendations	Presentation	Low - Medium	Phase 2	Low
Residents/ Homeowners	Inform on the Issue	News release Fact sheets Leaflets FAQs Newspaper ads TV announcements Posting on City	Low	Phase 1	Low - Medium

<sup>1</sup> International Association of Public Participation. IAP2 Spectrum of Public Participation.  
[http://www.iap2.org/associations/4748/files/IAP2%20Spectrum\\_vertical.pdf](http://www.iap2.org/associations/4748/files/IAP2%20Spectrum_vertical.pdf)

<b>Stakeholder</b>	<b>Objective</b>	<b>Mechanism</b>	<b>Sensitivity</b>	<b>Timing</b>	<b>Relative Cost</b>
		website			
	Consult/ Involve	Surveys (online) Online forums Facebook/ Twitter forums Survey hardcopy Information booths Focus groups Workshops Open houses Telephone hotline Survey (telephone)	Medium - High  Perception that an intent of the Operational Review is to justify the reduction of service levels or tax increase These concerns could be communicated to Council	Phase 2	Low – High (in ascending order)
Chamber of Commerce	Consult/ Involve	Interview with Brian Shifman (1 <sup>st</sup> Vice Chair of the Board of Directors/ Smart Commute (North Toronto, Vaughan)	Low - Medium To ensure business continues as usual with respect to transportation of employees, customers, and deliveries.	Phase 2	Low
Seniors Association of Vaughan (S.A.V.I.)	Consult/ Involve	Interview with Isabella Ferrara (President)	Medium – High Concerns that potential reductions in service levels will lead to increased accidents rate, and cause problems with accessibility of facilities	Phase 2	Low
Persons with Disabilities (i.e. CHATS, Reena Foundation)	Consult/ Involve	Interviews with Chair of the Board Graham Constantine (CHATS); Helen Vale	Medium – High Concerns with potential for limited accessibility of facilities and service providers	Phase 2	Low

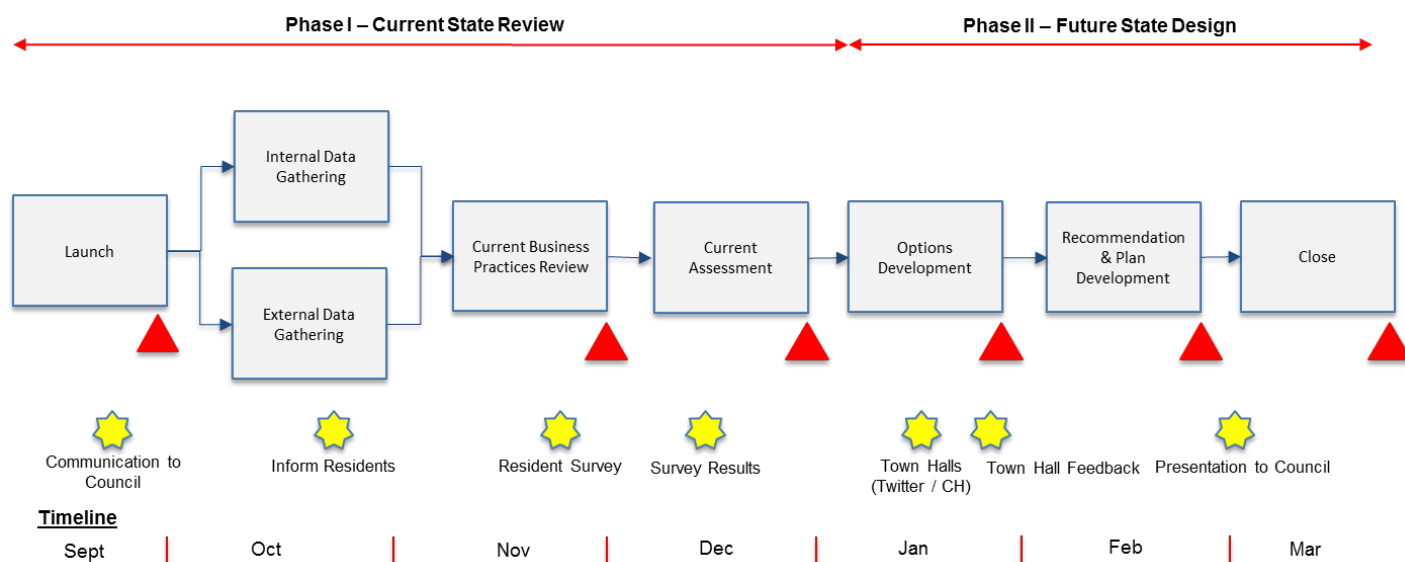
<b>Stakeholder</b>	<b>Objective</b>	<b>Mechanism</b>	<b>Sensitivity</b>	<b>Timing</b>	<b>Relative Cost</b>
		(Reena Foundation)			
Emergency Services Providers	Consult/ Involve	Interviews with Executives/ Senior Management	Medium Concerns regarding limited accessibility to residential roadways, as they commonly respond to these areas; Concerns that potential reduction of service levels will hinder response times.	Phase 2	Low
Transportation providers (YRT, Mobility Challenged, Schools, etc.)	Consult/ Involve	Interviews with Executives	Medium Narrowed driving lanes may cause problems for selected vehicle types	Phase 2	Low
Current service providers, potential partners, contractors  York Region	Consult/ Involve Feedback on challenges/ issues associated with current service delivery will assist with issuance of a new tender	Interview with Senior Management representative	Low	Phase 2	Low
Vaughan Veloforte – Cycling Club	Consult/ Involve	Interview with Greg Papanikolaou (President), or Alina Ropota (VP)	Low	Phase 2	Low

#### **NEXT STEPS:**

- Develop Internal and External Communication Plans for Operational Review (to provide rationale for conducting them, and to mitigate risks associated with perceptions about the intention of the OR).
- Develop a talking points memo for Council outlining objectives of the OR.



## Project Timeline and Deliverables



The timeline for the steps and activities required to complete the project are described below,

where each step is described in the ensuing tables.

Project Phase: I – Current State Review	Project Step: Project Launch
<b>Description:</b> Time needs to be spent upfront to ensure that there is alignment with respect to the project objectives, scope and approach. A detailed project plan will be developed in which the involvement and engagement of key stakeholders will be incorporated so that resource impacts are understood, and communicated, from the start of the initiative. As an innovative approach is being taken to stakeholder (particularly resident) engagement, a detailed stakeholder engagement strategy will also be developed.	
<b>Activities:</b> <ul style="list-style-type: none"> <li>➤ Confirm project scope and approach</li> <li>➤ Confirm PW, P&amp;FO, Planning, Finance and Communications resources</li> <li>➤ Identify key stakeholders</li> <li>➤ Confirm data requirements and sources of data</li> <li>➤ Develop stakeholder engagement strategy</li> <li>➤ Develop stakeholder communications</li> <li>➤ Conduct Project Kickoff meeting</li> <li>➤ Issue communications</li> </ul>	
<b>Deliverables:</b> <ul style="list-style-type: none"> <li>➤ Project Charter and Plan</li> <li>➤ Communications Plan</li> <li>➤ Key Data Sources</li> </ul>	
<b>Estimated Effort:</b> <ul style="list-style-type: none"> <li>➤ Winter Program Delivery Teams:</li> </ul>	

<ul style="list-style-type: none"> <li>○ Project Steering Committee: 1 hr</li> <li>○ Communications: 8 hrs</li> <li>○ PW: Road Maintenance Services Manager – 2 hrs</li> <li>○ PF&amp;O: Parks Operations Manager – 2 hrs</li> <li>○ Budget Analyst – 2 hrs</li> </ul> <p>➤ ICI: 3 days</p>
---

Project Phase: I – Current State Review	Project Step: Internal Data Gathering
<b>Description:</b> Key background data needs to be collated and perspective gained with respect to current (and future) resident, stakeholder (e.g., Council) and management service expectations. The expectations of residents will be derived from analysis of recent Ipsos-Reid surveys, input from Access Vaughan and insight from Councillors –an anonymous web-based survey will also be developed to obtain greater “colour”. Stakeholders will be provided with areas for discussion prior to any meetings, in order to make best use of their time.	
<b>Activities:</b> <ul style="list-style-type: none"> <li>➤ Develop stakeholder questionnaires</li> <li>➤ Schedule meetings / interviews with stakeholders</li> <li>➤ Obtain key department data including financial (budgets and actuals) data, performance metrics, resource allocations, job descriptions etc.</li> <li>➤ Obtain “voice of customer” from Ipsos-Reid surveys and Access Vaughan</li> <li>➤ Develop and conduct customer web-based survey or other social media tools</li> <li>➤ Conduct stakeholder meetings / interviews</li> <li>➤ Develop high-level business model (suppliers, customers, key functions, costs, revenues, resources, value propositions etc.)</li> </ul>	
<b>Deliverables:</b> <ul style="list-style-type: none"> <li>➤ High-level Business Model</li> </ul>	
<b>Estimated Effort:</b> <ul style="list-style-type: none"> <li>➤ Stakeholders: <ul style="list-style-type: none"> <li>○ Council: Mayor and 8 Councillors – 1 hr each (if desired)</li> <li>○ Select SMT members – 1 hr each</li> </ul> </li> <li>➤ Winter Program Delivery Teams: <ul style="list-style-type: none"> <li>○ PW: Contract Manager, Roads Supervisor (2x), Equipment Operators (6x) – 1 hr each</li> <li>○ P&amp;FO: Supervisor (2x), Assistant Foreperson (2x), Park Attendants (6x) – 1 hr each</li> <li>○ PW: Road Maintenance Services Manager – 2 hrs</li> <li>○ P&amp;FO: Parks Operations Manager – 2 hrs</li> <li>○ Budget Analyst: 8 hrs</li> </ul> </li> <li>➤ ICI: 10 days</li> </ul>	

Project Phase: I – Current State Review	Project Step: External Data Gathering
<b>Description:</b> Learnings and best practices collected from other municipalities as part of the service level review conducted for Road Snow Clearing, Road De-Icing and Path / Sidewalk Snow Clearing programs will be utilized in this step. Additional information needs to be collected to address the expanded scope of the Winter Program Operational Review (i.e., Windrow Clearing, Snow Fencing etc.)	
<b>Activities:</b>	

<ul style="list-style-type: none"> <li>➤ Identify appropriate comparable municipalities</li> <li>➤ Conduct initial research</li> <li>➤ Develop questionnaires for municipal comparators</li> <li>➤ Schedule and conduct interviews with municipal comparators</li> <li>➤ Collate information</li> </ul>
<b>Deliverables:</b> <ul style="list-style-type: none"> <li>➤ Best Practices Review</li> </ul>
<b>Estimated Effort:</b> <ul style="list-style-type: none"> <li>➤ Winter Program Delivery Teams:: <ul style="list-style-type: none"> <li>○ PW: Road Maintenance Services Manager – 1 hr</li> <li>○ P&amp;FO: Parks Operations Manager – 1 hr</li> </ul> </li> <li>➤ ICI: 2 days</li> </ul>

<b>Project Phase:</b> I – Current State Review	<b>Project Step:</b> Current Business Practices Review
<b>Description:</b> More detailed perspective will be developed for each of the business functions (Planning, Resourcing, Communicating, Performing & Assessing) within the Winter Control Programs, i.e., Road Snow Clearing, Road Salting/De-Icing, Sidewalk/Pathway Snow Clearing, Snow Fencing, Windrow Clearing. Focus group sessions will be held with each group and, where appropriate, “ride-alongs” observation sessions will be conducted, so that a complete picture can be formed of how the department delivers on its mandate, the tools that are used and the successes or challenges experienced in the current service delivery model. Key findings will be reviewed with departmental management.	
<b>Activities:</b> <ul style="list-style-type: none"> <li>➤ Prepare for focus group sessions – format, locations, background information</li> <li>➤ Identify focus group participants</li> <li>➤ Schedule focus group sessions</li> <li>➤ Conduct focus group sessions</li> <li>➤ Schedule observation sessions</li> <li>➤ Collate information (e.g., map business process flows)</li> <li>➤ Review information with management</li> </ul>	
<b>Deliverables:</b> <ul style="list-style-type: none"> <li>➤ Current Business Operating Model <ul style="list-style-type: none"> <li>○ Work Processes</li> <li>○ Roles &amp; Responsibilities</li> <li>○ Enabling Technologies</li> <li>○ Cost Model</li> <li>○ Information Flows</li> <li>○ Challenges / Issues</li> </ul> </li> </ul>	
<b>Estimated Effort:</b> <ul style="list-style-type: none"> <li>➤ Winter Program Delivery Teams: <ul style="list-style-type: none"> <li>○ Focus group participants – 4 - 5 focus groups – 4 participants – 64 - 80 hrs</li> <li>○ PW: Road Maintenance Services Manager – 4 hrs</li> <li>○ P&amp;FO: Parks Operations Manager – 4 hrs</li> <li>○ Project Steering Committee: 2 hrs</li> </ul> </li> <li>➤ ICI: 10 days</li> </ul>	

<b>Project Phase: I – Current State Review</b>	<b>Project Step: Current Assessment</b>
<b>Description:</b> The information gathered in previous steps will be collated into single report in which successes, challenges and issues in delivering on the department’s current mandate are identified and discussed. Where possible, the root causes of challenges will be identified as well as any gaps in the service delivery model. Information from other jurisdictions will also be used to highlight potential gaps or challenges with the department’s current mandate and identify any opportunities for “Quick Hit” process improvements. The Current Assessment will be reviewed with the project Steering Committee.	
<b>Activities:</b> <ul style="list-style-type: none"> <li>➤ Collate information</li> <li>➤ Develop report and presentation</li> <li>➤ Review report with management</li> </ul>	
<b>Deliverables:</b> <ul style="list-style-type: none"> <li>➤ Current Assessment <ul style="list-style-type: none"> <li>○ SWOT Analysis</li> <li>○ Gaps, Disconnects and Root Causes</li> </ul> </li> </ul>	
<b>Estimated Effort:</b> <ul style="list-style-type: none"> <li>➤ Winter Program Delivery Teams: <ul style="list-style-type: none"> <li>○ PW: Road Maintenance Services Manager – 2 hrs</li> <li>○ P&amp;FO: Parks Operations Manager – 2 hrs</li> <li>○ Budget Analyst – 2 hrs</li> <li>○ Project Steering Committee – 2 hrs</li> </ul> </li> <li>➤ ICI: 6 days</li> </ul>	

<b>Project Phase: II – Future State Design</b>	<b>Project Step: Options Development</b>
<b>Description:</b> Future state options will be developed that are based on a variety of service levels, service delivery models, business processes, operational integration and / or organizational designs in order to explore the elements of effectiveness, efficiency and economy. For each option, high level benefits, costs and risks will be identified. A discussion with department management will be facilitated in order to highlight, discuss and rank appropriate decision criteria (e.g., risk, cost, benefit, organizational impact, organizational readiness etc.). Using focus groups or other engagement tools and building on input gathered in the earlier phase, input will also be sought from City residents that will help identify any potential residents’ issues and/or concerns with potential options. The options will be reviewed with management.	
<b>Activities:</b> <ul style="list-style-type: none"> <li>➤ Identify potential process options (address current gaps / challenges and potential challenges with any changes to service levels)</li> <li>➤ Identify and forecast potential drivers of workload (e.g., growth, demographics etc.)</li> <li>➤ Identify potential organization required (e.g., resources, roles, responsibilities, capabilities)</li> <li>➤ Identify potential alternative service delivery models</li> <li>➤ Identify potential enabling technology</li> <li>➤ Identify draft decision criteria</li> <li>➤ Develop resident engagement session strategy and material</li> <li>➤ Conduct resident engagement sessions (on-line or in-person)</li> <li>➤ Develop Potential Options Report – (description / impacts /benefits / costs / risks)</li> </ul>	

➤ Review report with management
<b>Deliverables:</b>
➤ Decision Criteria
➤ Potential Options
<b>Estimated Effort:</b>
➤ Winter Program Delivery Teams:
○ PW: Road Maintenance Services Manager – 4 hrs
○ P&FO: Parks Operations Manager – 4 hrs
○ Budget Analyst – 10 hrs
○ Project Steering Committee – 2 hrs
○ Communications – 8 hrs
➤ ICI: 12 days

<b>Project Phase:</b> II – Future State Design	<b>Project Step:</b> Recommendations & Plan Development
<b>Description:</b>	
Based on feedback from the Project Steering Committee with respect to potential options and decision criteria, a recommended option will be identified. For the preferred option, any potential quick hits will be identified and a detailed case for change will be developed which more fully describes the costs, benefits and implementation strategy. In some cases changes to either processes or tools may be identified (Quick Hits) that can significantly improve the customers’ or stakeholders’ experience for a minimal investment. An implementation strategy for the Quick Hits will be developed in which the impact of the proposed changes will be articulated, together with required training and communications. Additionally, the expected improvements (i.e., efficiency, cost or service) associated with the proposed changes will be defined together with mechanisms for measuring the results of the changes. The detailed case for change will be reviewed with management.	
<b>Activities:</b>	
➤ Identify preferred option	
➤ Engage SME’s to review and narrow implementation costs (e.g., organization, technology, training, support)	
➤ Validate anticipated benefits (e.g., learnings from other jurisdictions, departmental budget analyst)	
➤ Develop phased implementation plan	
➤ Develop risk mitigation plan (focus on high impact, medium – high likelihood)	
➤ Develop performance measurement plan	
➤ Collate all information into a Case for Change Report	
➤ Review report with management	
<b>Deliverables:</b>	
➤ Case for Change	
➤ Implementation Plan	
➤ Risk Mitigation Plan	
➤ Performance Measurement Plan	
<b>Estimated Effort:</b>	
➤ Winter Program Delivery Teams:	
○ PW: Road Maintenance Services Manager – 8 hrs	
○ P&FO: Parks Operations Manager – 8 hrs	

- Budget Analyst – 4 hrs
- Project Steering Committee – 2 hrs
- ICI: 10 days

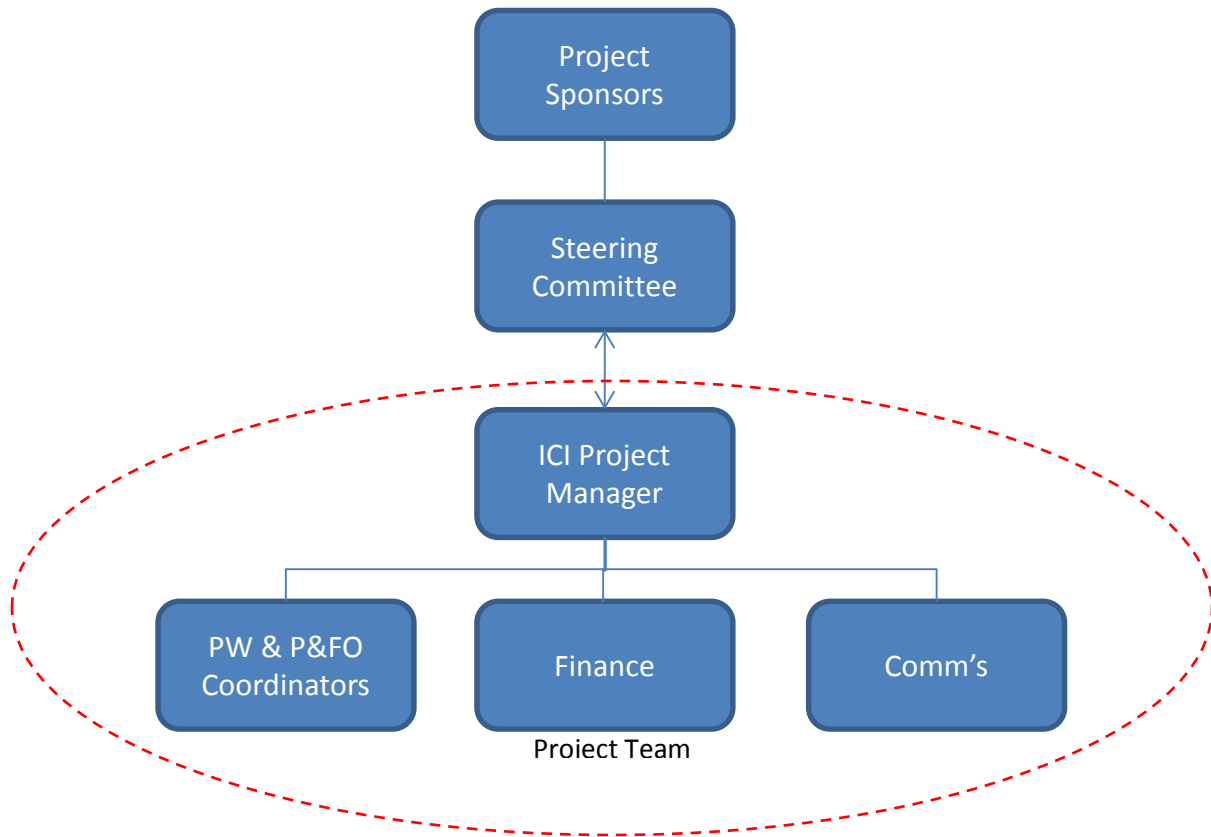
Project Phase: II – Future State Design	Project Step: Quick Hit Implementation
<b>Description:</b> The Quick Hits Implementation plan defined in the previous step will be executed, necessary changes to processes and tools will be made and required communications and training will be delivered. The results of the changes will be monitored and input from residents and stakeholders will be collected, in order to ensure that the changes have had the anticipated effect. The results of the Quick Hit Implementation will be reviewed (on an on-going basis) with the Project Steering Committee.	
<b>Activities:</b> <ul style="list-style-type: none"> <li>➤ Develop new processes</li> <li>➤ Hand over responsibility for reporting to Winter Program Delivery Team</li> </ul>	
<b>Deliverables:</b> <ul style="list-style-type: none"> <li>➤ Quick Hit Review</li> </ul>	
<b>Estimated Effort:</b> <ul style="list-style-type: none"> <li>➤ Winter Program Delivery Team: <ul style="list-style-type: none"> <li>○ Project Steering Committee – 1 hr</li> <li>○ PW: Road Maintenance Services Manager – 4 hrs</li> <li>○ P&amp;FO: Parks Operations Manager – 4 hrs</li> <li>○ Others: Training – 1-2 hrs each</li> </ul> </li> <li>➤ ICI: 10 days</li> </ul>	

Project Phase: II – Future State Design	Project Step: Project Close
<b>Description:</b> At the completion of the project, the Project Steering Committee and Winter Program Delivery Team will be asked to provide insight into the project and what could / should have been done differently to make it a more successful experience.	
<b>Activities:</b> <ul style="list-style-type: none"> <li>➤ Finalize all documents</li> <li>➤ Conduct project close meeting (i.e., confirm deliverables, obtain signoff, identify issues etc.)</li> <li>➤ Identify and communicate learnings</li> <li>➤ Develop electronic file for project</li> </ul>	
<b>Deliverables:</b> <ul style="list-style-type: none"> <li>➤ Project Close Report</li> </ul>	
<b>Estimated Effort:</b> <ul style="list-style-type: none"> <li>➤ Winter Program Delivery Teams: <ul style="list-style-type: none"> <li>○ Project Steering Committee – 1 hr</li> <li>○ PW: Road Maintenance Services Manager – 2 hrs</li> <li>○ P&amp;FO: Parks Operations Manager – 2 hrs</li> </ul> </li> <li>➤ ICI: 2 days</li> </ul>	



## **Project Governance and Resource Requirements**

The following is a proposed governance structure for the organizational review project.



The Project Sponsors will define the objectives and scope of the engagement. The Steering Committee will provide strategic insight and validation to deliverables, and will include Directors from Public Works, Parks & Forestry Operations and Communications.

The Project Team will comprise of resources from Public Works, Parks & Forestry Operations, Finance (Program Costing) and Communications. The PW and P&FO Coordinators will be Managers from those areas and will be responsible for obtaining all departmental data required for the project, reviewing and distributing communication to departmental staff, coordinating interviews and focus groups with departmental staff and providing regular input, insight and validation to deliverables. The Finance resource will be responsible for developing and validating cost models. The Communications resource will be responsible for ensuring that stakeholder engagement is conducted in a manner that is aligned with overall City engagement strategy.

The ICI Project Manager is responsible for ensuring the management of the project, development of all required deliverables and providing regular updates to the Steering Committee with respect to any issues or challenges.

### **Project Risks and Mitigation**

The following table outlines some of the potential risks that need to be managed effectively over the course of this project.

<b>Risk</b>	<b>Mitigations</b>	<b>Responsibility</b>
Stakeholders and staff are too busy to participate in project and provide the necessary input.	Develop appropriate communication to position rationale for project, benefits for staff and expectations of management.	Project Team
	Be mindful of staff schedules and arrange meetings, interviews, focus group sessions accordingly	Project Team
Unionized staff concerned about project	Engage Chair and Vice-Chair throughout process	Project Team / HR
Data required for assessment and evaluation is not available easily or in the desired timeframe	Assess the availability of required data as early as possible and determine if some data must be estimated or approximated.	ICI