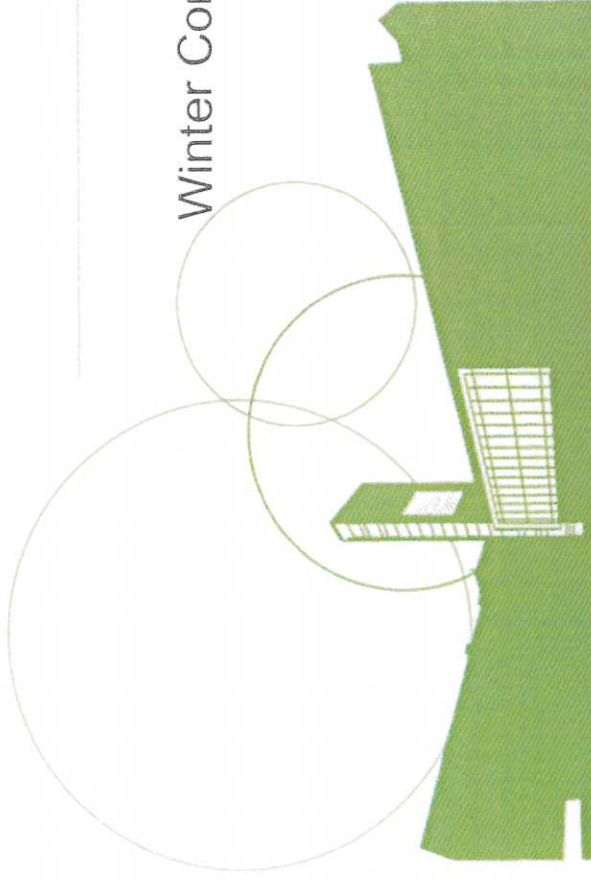


C3 - cw(ws)
October 22/13
Item 2

City of Vaughan

Committee of the Whole (Working Session)



Winter Control Programs Operational Review Update

October 22nd, 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

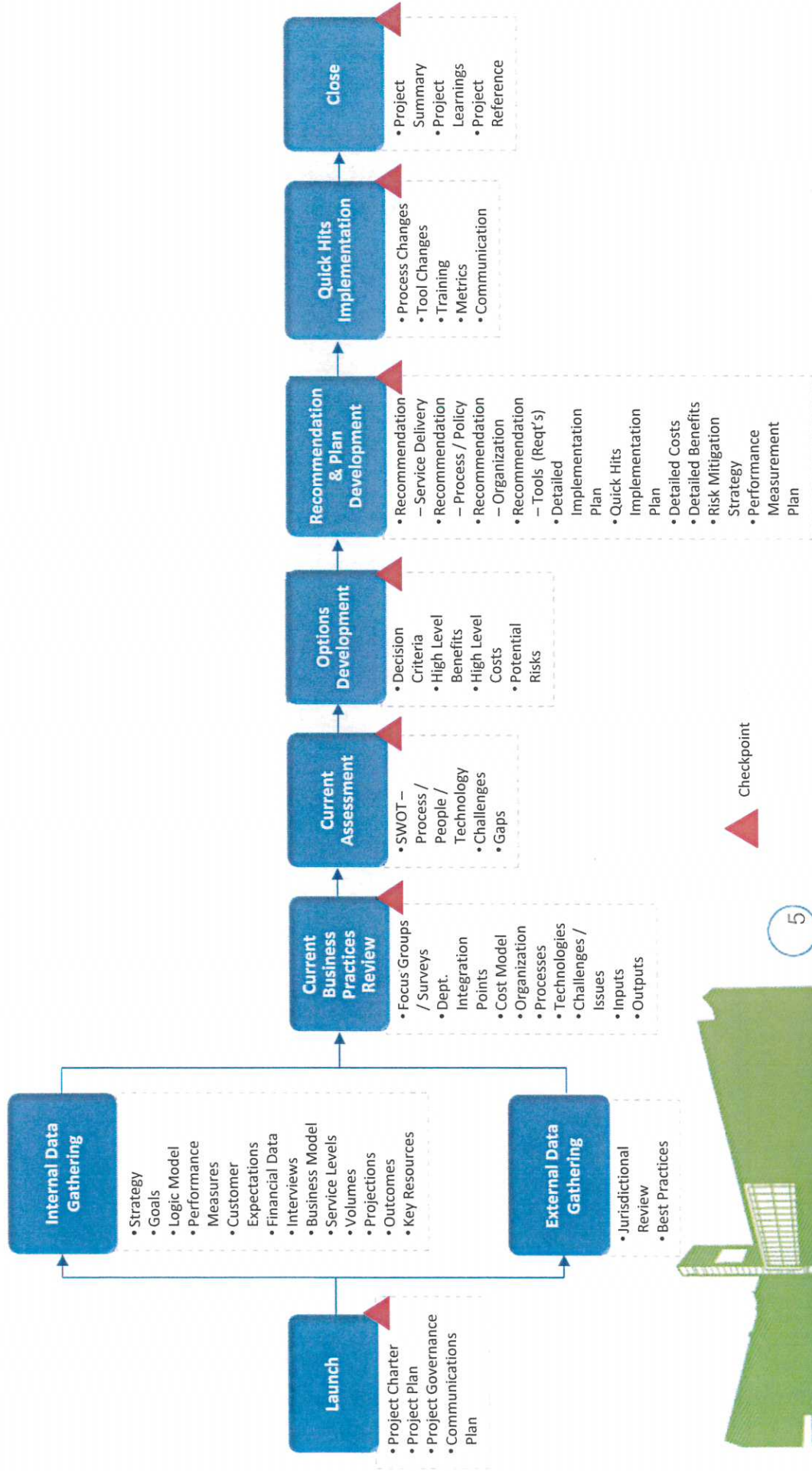


Operational Review – Winter Control Programs – Context

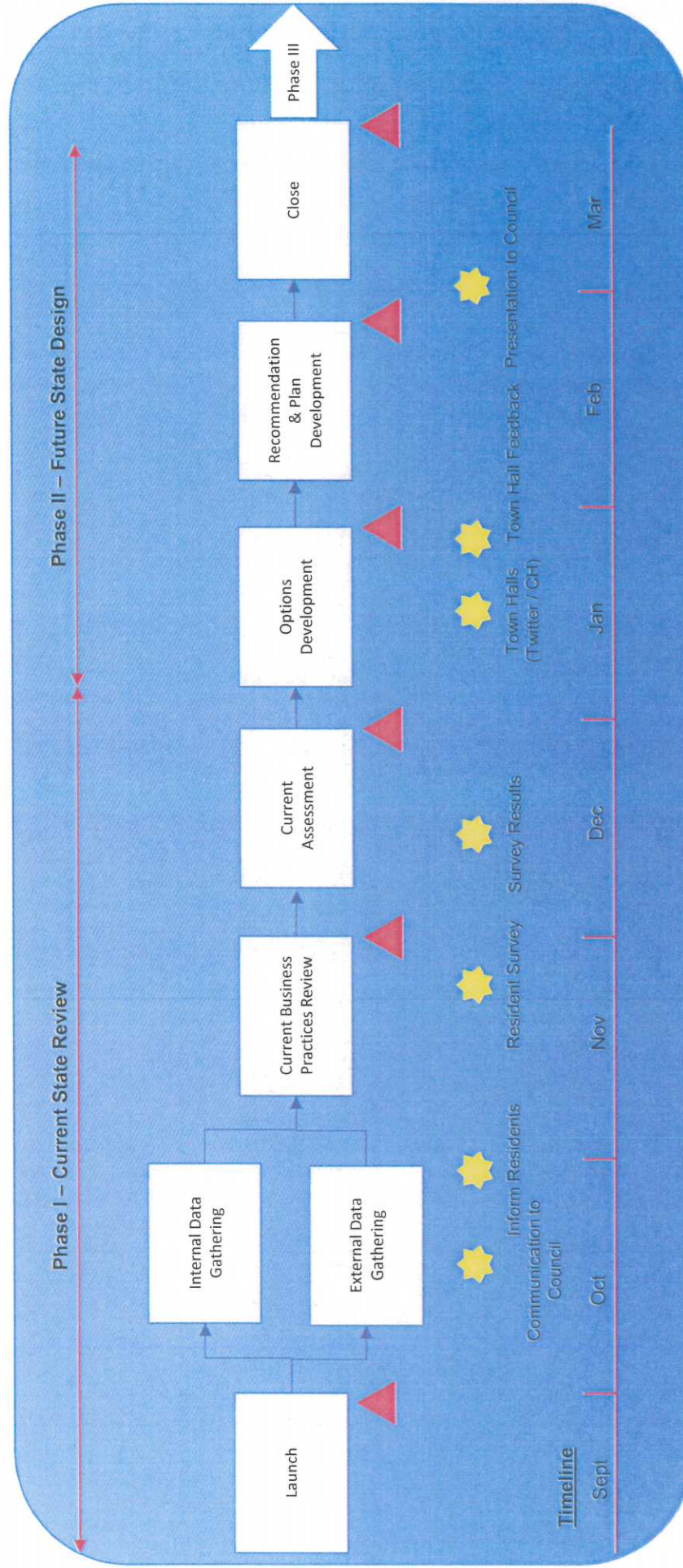
- ❑ Program Review – 2012
- ❑ Direction to conduct service level comparison studies including:
 - ❖ Road Snow Clearing
 - ❖ Road Salting & Sanding
 - ❖ Path & Sidewalks Snow Clearing
- ❑ Assessment (May 2013):
 - ❖ Higher levels of service when compared with other municipalities
 - ❖ 90% of residents 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



	Inform	Consult	Involve	Collaborate	Empower
Public participation goal	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.

Promise to the public	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.
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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
Council	Inform on Engagement Strategy	Memo, Short Interview
Residents/ Homeowners	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
Chamber of Commerce	Consult / Involve	Interview
Seniors Association of Vaughan Persons with Disabilities	Consult / Involve	Interview
	Consult / Involve	Interview
Emergency Services Providers	Consult / Involve	Interview
Transportation providers	Consult / Involve	Interview
Current Service Providers	Consult / Involve	Interview
Others	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



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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

