**CITY OF VAUGHAN**

**EXTRACT FROM COUNCIL MEETING MINUTES OF FEBRUARY 28, 2005**

Item 1, Report No. 2, of the Operational and Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on February 28, 2005.

# 1 UPDATE ON THE PROGRESS OF THE VFRS - RFP 04 – 134 "OPERATIONAL PROCESS ANALYSIS & IMPLEMENTATION PLAN"

**The Operational and Strategic Planning Committee recommends:**

**1)** **That the recommendation contained in the following report of the Fire Chief, dated February 22, 2005, be approved;**

**2)** **That the Consultants address the matter respecting information technology and how Vaughan Fire and Rescue Services can interrelate with departments within the organization; and**

**3)** **That the presentation by Mr. Jim Micak, President, and Mr. Joseph Pitari, Senior Associate, IER, 7501 Keele Street, Suite 300, Concord, L4K 1Y2, and submissions entitled "Vaughan Fire and Rescue Service, Progress Report Presentation" and "VFRS Core Business Process Model", be received.**

## Recommendation

The Fire Chief recommends that:

1. That the Power Point presentation on the progress of the "Operational Process Analysis & Implementation Plan", by IER Consulting, be received; and
2. The report of the Fire Chief, be received.

## Purpose

To provide the Operational & Strategic Planning Committee with an update on the Progress of the VFRS - RFP 04 – 134 "Operational Process Analysis & Implementation Plan."

## Background - Analysis and Options

With an annual operating budget of 21.6 million dollars, VFRS senior management has recognized that to be able to continue to grow in a productive and cost effective manner, and respond to future challenges, it is necessary to review department operations. Although a cliché, the mission for this project is best described:

Are we doing the right things? AND Are we doing things right?"

During the 2004 budget initiative process, VFRS management recommended the allocation of funds to hire a consultant to undertake a detailed review of the Vaughan Fire & Rescue Service ("VFRS") and make recommendations based on the findings. The funds were subsequently approved within the 2004 Operating Budget.

The project is addressing the Department's organizational structure, work processes, financial, training, operations, mechanical and communications strategies (internal and external), as well as a comprehensive action plan to implement the recommendations.

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### Relationship to Vaughan Vision 2007

This report is consistent with strategic objective A-2 – Promote Community Safety, Health & Wellness. Specifically: A-2-2. "Develop and implement an approved fire strategic master plan to ensure proactive growth, development and efficiencies of the Fire Department."

### Conclusion

Vaughan Fire and Rescue Service is taking appropriate action to ensure continued growth and development are guided by sound principles of productivity and effectiveness.

### Attachment

1. Power Point Presentation – to be distributed at the meeting

(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.)

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Item 2, Report No. 2, of the Operational and Strategic Planning Committee, which was adopted, as amended, by the Council of the City of Vaughan on February 28, 2005, as follows:

*By replacing Clause 6 of the Operational and Strategic Planning Committee recommendation with the following:*

> *6)    That the Commissioner of Finance and Corporate Services and the Commissioner of Economic/Technology Development and Communications immediately provide a detailed breakdown of the human resource component of Access Vaughan.*

**2          STRATEGY AND WORK PLAN FOR ACCESS VAUGHAN**

The Operational and Strategic Planning Committee recommends:

1)    That the recommendation contained in the following report of the Commissioner of Economic/Technology Development and Communications, dated February 22, 2005, be approved;

2)    That the Commissioner of Economic/Technology Development and Communications be responsible and accountable for the September 2005 public launch of Access Vaughan;

3)    That staff proceed in the immediate hiring of a contract person to be responsible for the development of a Service Standards Manual and that the said individual report directly to the Commissioner of Economic/Technology Development and Communications;

4)    That the hiring for the position of Supervisor be deferred;

5)    That the Manager of Access Vaughan continue to report to the Commissioner of Economic/Technology Development and Communications and that the reporting structure be reviewed once Access Vaughan has been implemented; and

6)    That staff report on an operational budget for Access Vaughan.

**Recommendation**

The Commissioner of Economic/Technology Development and Communications, in consultation with the Access Vaughan Team, and the Manager of Access Vaughan recommends:

1.    That the Operational and Strategic Planning Committee receive this report and presentation by Graycom Analysis outlining the implementation strategy and work plan for Access Vaughan;

2.    That the Operational and Strategic Planning Committee approve the Access Vaughan Strategy and work plan recommendations and forward it to Council for final ratification.

**Purpose**

The Access Vaughan strategy and work plan is the culmination of meetings, surveys, extensive calculations processed by Graycom Analysis, the Senior Management Team, the Access Vaughan Team, as well as many City employees to identify what steps are necessary to implement a contact centre which will provide service excellence to residents and businesses in the City of Vaughan.

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## Background - Analysis and Options

To achieve one of Vaughan Vision's primary objectives to provide service excellence to our residents and business community, Council mandated staff to re-think how we provide information and services.  As our community becomes more sophisticated and expectations change, so should our municipal service delivery.

A detailed contact centre strategy was commissioned to help the Corporation of the City of Vaughan better meet the needs of our citizens.  The strategy has identified opportunities to consolidate information by establishing a service standards/knowledge database and several specialized Citizen Service Representatives (CSRs) that will foster a citizen service culture and strengthen our existing good citizen service so that it becomes exceptional.

The strategy process included several teams which have played a key role in its development.  The Access Vaughan Team is comprised of members from the City Manager's Office, Corporate Communications, ITS, Commissioner Miele and external consultants. The staff  research team comprised of several Councillors, Commissioner, staff members from every department helped the consultant with the necessary data and analysis.  Finally, before the Operational and Strategic Planning Committee received updates on the progress of the study, the City Manager and the Senior Management Team provided overall direction and insight into the implementation of the project.  Every team's advice and comments on the project have been noted in the strategy.

Based on assumptions/guiding principles of a customer service model, the strategy identifies several key drivers of citizen (customer) satisfaction as:

1)      Access to accurate and timely information;

2)      Access to the right person with the right information; and,

3)      Follow-ups to ensure satisfaction, through random surveys and callbacks by Access Vaughan.

As these drivers have the greatest impact on our citizens (customer), a customer service model has been suggested for implementation.  The overall customer service model comprises of three major components, they are as follows:

1)      Customer Interaction Management

        The creation of processes to manage the interactions with the City's citizens (Voice, Web, Email, Fax, Counter);

2)      Business Process Change

        The revision of the way the departments are organized and the methods used to deliver services and support; and,

3)      Technology Infrastructure

        The implementation of the enabling technology infrastructure, including strategies for the operations, monitoring and management of services.

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This strategy recommendations have focused on the voice communications portal, and on the "Customer Interaction Management" and the "Business Process Change" portions of the overall model, leveraging "Technology Infrastructure" enablers already in place in the City.

Access Vaughan Strategy Recommendations

The strategy's key recommendations regarding the implementation of Access Vaughan include:

1)   Establish one number (905-832-8600) to be advertised for Access Vaughan to be implemented strategically for services to be delivered via Access Vaughan, and over time for inbound calling to the City; Advertised means the tag line "The number to call when you don't know who to call";

2)   Locate Access Vaughan in the former "Urban Design" area;

3)   Staff Access Vaughan (in addition to the manager) with one supervisor, four full-time CSR's, and four part-time CSR's all of whom will be trained to handle citizen inquiries consistent with the objectives for Access Vaughan;

4)   Transfer responsibility for the Information Desk, and an FTE to Access Vaughan and enhance the level of information being provided. The CSR's will staff the desk on a rotating basis in order to provide time away from the telephones;

5)   Implement the Customer Service Management System (CSMS) software in every department as applicable which will track service requests and complaints for departments utilizing or interacting with Access Vaughan;

6)   Implement the Symposium Call Centre Server to call queuing and an IVR with speech recognition self-help service (24x7) system. These systems will provide for greater staff efficiency and citizen interaction management, and the workload of the switchboard positions will be merged into Access Vaughan's work volume to be serviced;

7)   Access Vaughan will not police the departments service, but will provide information to the departments allowing them to improve their operations;

8)   A service delivery standards manual be provided to Access Vaughan for full integration in the Knowledge Database/Content Management System; and,

9)   The Director of Corporate Communications report to the Operational and Strategic Planning Committee on a regular basis on the progress and improvements to Access Vaughan.

Timing:

The following dates have been received and reviewed by the City Manager and the Senior Management Team. It is anticipated that Access Vaughan will be fully operational by June 2005.

February 22, 2005:     Operation and Strategic Planning Committee's review and approval of strategy, work plan recommendations forwarded to Council

February 28, 2005:     Council ratification of strategy

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| March/April 2005: | Posting of positions and hiring completed<br>CSMS rollout continues |
| June 2005: | Space available. Furniture/Technology installation<br>CSR's training |
| May - June 2005: | Service Delivery Standards and Knowledge Database implemented |
| July 2005: | Operational launch |
| September 2005: | Public unveiling of Access Vaughan, announce new number |
| September– mid 2006: | Phasing of expanded services as resources permit |
| On-going: | Continuous improvements and enhancements; expansion of services in step with resources |

**Relationship to Vaughan Vision 2007**

This report is consistent with the priorities previously set by Council and the necessary resources have been allocated and approved.

1.0      Service Delivery Excellence

6.4      Communications and Public Relations – Strengthen Corporate Image and Identity

7.0      Technology and Innovation

**Conclusion**

Access Vaughan has been an extensive project which has included every City department and numerous meetings to review/analyze and recommend a service model to change the way the City of Vaughan delivers information/services to the community.

The consultations with various staff groups, including the City Manager, and the Senior Management Team, have revealed that there is a need to better service our community. Vaughan's "Citizens First Through Service Excellence" commitment is a clear direction to strengthen our service delivery to our citizens. Council's vision to initiate and implement Access Vaughan is fully in step with Vaughan's Vision 2007. The state-of-the-art project will help to improve greater staff efficiency and effectiveness throughout the Corporation.

Access Vaughan will function as a multimedia contact centre offering our citizens access to information and referral through telephone, email, fax, mail and Information Desk. It will provide easier access to information on City services. The seamless service approach is key to Access Vaughan as the citizen will receive service excellence through our well-trained and informed staff and state-of-the-art technology infrastructure.

Access Vaughan will recruit and hire CSR's with a "passion for serving people". First impression is important in many organizations. The CSR's are essentially "directors of first impression" for the City. To achieve this form of service, Access Vaughan will need the most up-to-date information about City services and programs available in real time, not after the fact. It is the

role of the Director of Corporate Communications and the Manager of Access Vaughan to ensure regular team briefing to share departmental updates and changes with the CSR's. Information posted on the City's web site and the intranet VIBE must also be accurate and current to keep our citizens and staff fully informed on all corporate communications and service issues.

With any new program, ongoing dialogue among Access Vaughan staff, departmental staff and Council is vital to the full effectiveness of Access Vaughan. This will involve education about the importance of Access Vaughan to the City's customer service. The impact of the contact centre on Vaughan citizens, and the power of tools like Symposium and CSMS to assist both Access Vaughan and the departments in providing over-all effective service to Vaughan citizens will be tracked and reported to Council on a regular basis.

**Attachments**

*Graycom Analysis "A Strategy and Work Plan for Access Vaughan"
*PowerPoint Presentation by Graycom Analysis
*To be available prior to the Meeting

(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.)

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Item 3, Report No. 2, of the Operational and Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on February 28, 2005.

3                      UPDATE FOR BILL 124 –
           BUILDING STANDARDS DEPARTMENT INTERNAL PROCESS REVIEW

**The Operational and Strategic Planning Committee recommends that this matter be referred to the next Operational and Strategic Planning Committee meeting.**

### Recommendation

The Commissioner of Planning recommends that this report be received for information purposes in conjunction with the Power Point Presentation progress report by Todd MacDonald of Performance Concepts.

### Purpose

To provide the Operational & Strategic Planning Committee with an update on the progress of the Bill C-124 Building Standards Department internal process review.

### Background - Analysis and Options

In the $2^{nd}$ quarter of 2004, the Finance department initiated a separate study to review activity costing of user fees, permit fees and service charges.  This study addresses the revenue/fee justification and budget impacts of Bill 124 in an aggregate manner. The report "Activity Based Costing Methodology for User Fees" has been completed and was presented to the Budget Committee at it's December 14, 2004 meeting.

In addition to the Finance study, Building Standards has undertaken a study to address other aspects of Bill 124. As previously reported to the Operational and Strategic Planning Committee on September 21, 2004, as part of the approval of the 2004 Operating Budget, additional monies were allocated to the Building Standards Department to hire a consultant to assist in the analysis and impacts of Bill 124.  The consultant has been hired by the City and the study is ongoing. As part of the Bill 124 Impacts Study, there will be a final report with recommendations regarding necessary changes to departmental processes and staffing to meet mandated turnaround times and other new statutory requirements. The building permit fee structure is an item that is being addressed during this Bill 124 Impact Study. Bill 124 takes effect July 2005.

The final implementation of the building permit fee structure will be through amendments to the City's Building and Fee By-Laws when all processes and related costs are known.

The following is a brief timeline for the Bill 124 Impact Study:

Completion of the business processes review          - completed
Completion of Workload and Capacity analysis         - end of Jan./05
Final Consultants Report with recommendations        - end of Feb./05
Final amendments to Building/Fee By-Laws             - mid Apr./05

### Relationship to Vaughan Vision 2007

In compliance with Corporate Strategic Objective D-1-21, "Undertake a review to determine an optimum level of service to meet the minimum legislative requirements of the Ontario Building Code".

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### Conclusion

This progress report be received for information purposes.

### Attachments

Power Point presentation to be distributed at the Committee meeting.

### Report prepared by:

Mani Navabi, Director of Building Standards Ext. 8218
John Studdy, Manager of Customer and Administrative Service Ext. 8232

(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.)

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Item 4, Report No. 2, of the Operational and Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on February 28, 2005.

**4**        **CITY OF VAUGHAN GROWTH AND SERVICE MANAGEMENT PLAN**
(Referred from the Budget Committee meeting of November 23, 2004)

**The Operational and Strategic Planning Committee recommends that this matter be referred to the next Operational and Strategic Planning Committee meeting.**

The Budget Committee, at its meeting of November 23, 2004, recommended:

That this matter be referred to the Operational and Strategic Planning Committee.

The Budget Committee, at its meeting of November 16, 2004, recommended:

That this matter be referred to the Budget Committee meeting of November 23, 2004.

Report of Councillor Di Vona, dated November 16, 2004

**Recommendation**

Councillor Bernie DiVona recommends:

1.        That the City of Vaughan Senior Management Team (SMT) be directed to develop standards with respect to service delivery, capital and operating expenditures taking into consideration the volume of work relative to the growth rate, level of service delivery, and other policies of the municipality.

2.        That the City of Vaughan SMT incorporates within the operating and capital budget the necessary changes to match human, financial, and physical resources to municipal services.

3.        That the service delivery standards be brought to the Budget Committee on an annual basis for review and consideration.

**Purpose**

The City of Vaughan has experienced significant growth, to accommodate this expansion, the City of Vaughan has‾ provided more facilities; service‾ levels have increased as Vaughan Council approved this process.

The City of Vaughan in the past few years, with anticipation for the near future feels it will experience a slowdown in economy and growth rate: The City of Vaughan has experienced 7.9% growth rate in 2003, and we are forecasting a growth rate of 4.57% for 2005 or a slowdown of over 40% for the past few years.

The City of Vaughan has expanded financial, capital, and human resources to meet the service levels- and provide the facilities and resources to meet the needs of the municipality.

The growth and service management plan is to ensure that standards are developed to finance, and control the expenditures relative to our service delivery and growth rate.

The growth and service management plan recognizes the need and importance to review our operating and capital costs with respect to volume of workload and service level activity. The existing structure includes resource consumption that has been in place with high growth and a critical review is needed to ensure that there is a better matching of resources to affordability, service delivery and the volume of work.

**Background-Analysis and Options**

For several years the City of Vaughan has experienced significant growth, increased financial pressures with increased costs and inflation, and the construction of more facilities to build and operate. During the growth period, the City of Vaughan increased property taxes below the rate of inflation, but adjusted for the volume of activity has been significant. The existing structure of the municipality is such that 90% of the operating budget has been regarded or classified as "fixed". The "fixed" expenditures will result as provided by the Commissioner of Finance, per the 2004 budget process, an estimated financial burden of nearly 50% over the next three years. The "fixed" expenditures must be looked upon to determine if they are truly "fixed" based on the slowdown in the economy and reduction in workload.

A growth and service management plan will better match resources with service delivery. A growth and service management plan is consistent with similar practices used both inside government and in the private sector. We have all seen notices of layoffs and "right sizing" in the private sector. In York Region itself, York Region District Catholic School Board has developed standards in which the administration costs are tied into the number of students. A reduction in students in schools will also result in a reduction in workload and in the number of administration staff.

A review of the operating budgets for the past few years has shown a significant and steady increase in human resources including: part time, overtime and outside resources.

A growth and service management plan will provide the framework to develop standards to ensure and protect existing resources.

**Relationship to Vaughan Vision 2007**

This report is consistent with the priorities previously set by Council and the necessary resources have been allocated and approved.

**Conclusion**

Without a review of our "fixed" costs the burden on the taxpayer's will result in increases that will be overwhelming. A growth and service delivery management plan is needed to take a leadership role with better matching resource consumption to become more effective, and efficient.

**Report prepared by:**

Councillor Bernie DiVona

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Item 5, Report No. 2, of the Operational and Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on February 28, 2005.

**5          STRATEGIC PLANNING CALENDAR 2005 – VERSION UPDATE**

**The Operational and Strategic Planning Committee recommends that this matter be referred to the next Operational and Strategic Planning Committee meeting.**

### Recommendation

The City Manager recommends that the Strategic Planning Calendar update be received and staff be directed to distribute the update to appropriate management and staff.

### Purpose

To provide the Operational & Strategic Planning Committee with an update of the Strategic Planning activities for 2005.

### Background - Analysis and Options

The Strategic Planning Calendar organizes and communicates all strategic planning activities for the Mayor, members of Council and the Corporation. At the November 30, 2004 Council/SMT retreat, staff were directed to formalize retreat dates for 2005. These are reflected in this update as follows:

March 24, 2005
June 10, 2005
November 8, 2005

### Relationship to Vaughan Vision 2007

The Strategic Planning Calendar outlines the most current implementation program for Vaughan Vision 2007.

### Conclusion

The Strategic Planning Calendar update be received and staff be directed distribute the update to appropriate management and staff.

### Attachment

1. Strategic Planning Calendar update

(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.)

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Item 6, Report No. 2, of the Operational and Strategic Planning Committee, which was adopted without amendment by the Council of the City of Vaughan on February 28, 2005.

**6**                    **COMMITTEE AGENDA – ROLLING UPDATE**

**The Operational and Strategic Planning Committee recommends that this matter be referred to the next Operational and Strategic Planning Committee meeting.**

**Recommendation**

The City Manager recommends that the Operational & Strategic Planning Committee rolling agenda be received.

**Purpose**

To provide the Operational & Strategic Planning Committee with an on-going update of agenda items for future meetings.

**Background - Analysis and Options**

Under the Operational & Strategic Planning Committee Terms of Reference, "the Committee will monitor the development of the Corporate Strategic Plan and evaluate and assess its implementation and on-going performance management".

In consultation with the Senior Management Team, the City Manager will select specific objectives from the corporate strategic plan and recommend them as meeting agenda items. In most cases, objectives will be selected because they have corporate wide impact or represent a significant operating or capital investment. Periodically, business units may be requested to present progress reports on their operations, SMT may recommend the presentation of business cases for new opportunities or individual Committee members may request information for current strategic or operational issues.

**Relationship to Vaughan Vision 2007**

The "rolling agenda" reflects the current implementation program for Vaughan Vision 2007.

**Conclusion**

That the Operational & Strategic Planning Committee rolling agenda be received.

**Attachment**

1. Operational & Strategic Planning Committee Rolling Agenda – January 18, 2005

(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.)