

The purpose of today's presentation is to give you a status update on our key corporate programs and to give you a view of what to expect in the months to come.

After budget adoption, the first 2 quarters of the year tend to see work being done behind the scenes, versus seeing tangible results. I therefore thought it worthwhile to provide an update so that Council and the community are informed.

To start, and to put things into context, I am going to do a quick recap of where we have been

In August 2015 during Council's first year in office, we reported to you on our Organizational Discovery Process
That process identified 3 major corporate challenges

- 1 - the need for defined strategic direction
- 2 – the impact of external change pressures – technology, growth, legislative environment,
- 3 – the pressures on organizational capacity to deal with the volume of work – paper driven, process reviews

What did we do with that information?

Challenge 1 - Strategic Plan

In 2016 Council wholeheartedly acknowledged the need for a strategic plan and after a fulsome, dedicated process you adopted our Corporate Strategic Plan in August

The Plan identified 4 Goals:

- Grow the Economy
- Promote a High Quality of Life
- Engage Our Community and Build Partnerships
- Organizational and Operational Excellence

Challenge 2 – Pressure from Change

Council acknowledged that to effectively deal with the extensive external pressures that are driving and demanding change, we needed a dedicated corporate program to ensure we have the necessary training, supports and culture in place

Council's commitment was to foster an environment where change is understood and welcomed
Council and management staff have undergone change management training, and the balance of the organization is scheduled for the same

In the 2017 budget you provided dedicated resources to the HR Department to build that program

Challenge 3 – Organizational Capacity/Volume of Work

Again Council has acknowledged the challenge, and where management have demonstrated a need Council have approved additional staff resources

In addition you have funded continuous improvement initiatives that have introduced technology, process review etc. and as a result the yardstick keeps moving

In summary, in response to the 3 key corporate challenges identified in 2015, Council have moved the organization forward on all three

What are the next steps?

1 – Strategic Plan Implementation

Creating the SP is one thing, implementing it is another

In August you can expect to receive your first annual report card

It will be presented in an interim format reflective of the roll out of the plan to date

Then starting with the budget process, 2018 will see the introduction of Departmental Workplans and KPI's that will tie back to the SP

This will allow us to transition your second report card, in 2018, towards the ultimate design

Council have indicated that you wish to provide quantitative evaluation information to the public, through the SP implementation and the transition of the report card you will be able to provide that type of reporting

As I said above, SP implementation is a project in itself. I'm very excited to say that we are taking a creative approach to our implementation.

I would like to introduce John Kasilis. John is a Senior Policy and Budget Advisor with the Region of York. As part of a formal mentorship program offered by the Region, John and I are working together as a mentorship team. As the mentor I

felt that working with strat plan implementation would be of great value to John, so here he is. John is doing research, he will be working with the management team and will be key to the delivery of the August report card so you can look forward to seeing John again.

2 – Pressure from Change

What are the next steps in this area? As part of Council's commitment to foster an environment where change is understood and welcomed, you approved a temporary 2 year position of LDS. We are in the final stages of recruiting the Learning and Development Specialist so stay tuned for that announcement. I should note that we are looking at an alternative accelerated approach which would be the same cost but a more intensive implementation. We will keep Council informed on that hiring.

3 – Organizational Capacity/Volume of Work

As stated earlier, Goal 4 in the CSP is Organizational and Operational Excellence

Organizational and operational excellence require continuous improvement, and they require constantly challenging what we do and how we do it, taking the deep dives and challenging ourselves and our processes

Your management team and their staff work to this goal on a daily basis - the number of CI initiatives we have concluded or have in progress are a testament to the fortitude and motivation of the whole team. We do have a lot to celebrate.

The current challenge however is that we have addressed the low hanging fruit, and the move forward initiatives are more and more complex, requiring more and more management attention to undertake

Graph – Management Transition Plan

X axis

Y axis

Goal 4 is top right quadrant

Moving along the x axis requires dedicated management time

But the current state doesn't free up dedicated management because the management focus is more task oriented, so we can't get to the top right quadrant – not without some help anyway (that was a segway...)

Again, I am very excited to say that we have an out of the box plan. In an outreach to my network I have been able to assemble a former CAO, with an accompanying support team who will come in for the balance of 2017 and accelerate and expedite our deep dive. They will bring efficiency of processes, and efficiency of process will move management along the Y axis. And by introducing a dedicated and accelerated process this moves us towards the Goal 4 quadrant faster than if we ask management to try to incorporate this effort into their days.

Now I know you are wondering how we are going to pay for this effort? Council will recall that as part of the 2017 budget you approved a full time Business Analyst position and I was to report back with details of the role. By deferring the hiring of the BA, which I feel is premature, I can fund this accelerated team into the end of 2017. HR are currently wrapping up the details of the contract, so stay tuned for details on the participants.

Finally, tied to Goal 4 I want to provide a quick update on the Customer Service Program. As you know we have the First Floor Hub physically constructed and the compliments from the public have been very positive. Waste Management services have transitioned to the hub, Park & Facilities and Operations are in the process of joining, Recreation registration and bookings are to follow.

Another success to pass on - due to some very careful planning and design work that went into the First Floor Hub construction, we have dollars left in that capital project to create a quasi hub on the third floor for Development Services. It doesn't take us to the original full third floor hub model but it does allow all Development Services staff to be together on the third floor, they are currently on 3. This alone will be a great step forward from a customer service perspective. In summary, as a (mid) second quarter update, I am very pleased to report that we are moving forward well with our SP implementation, with our corporate learning and development program, with our continuous improvement program and our customer service program. And by putting dedicated resources behind these projects, the message to the organization will be positive and clear – we value strategic planning, we value corporate learning and development, we value continuous improvement, and all of the above are top priority for everyone in the organization.