

## **E3 (Excellence through Efficiency & Effectiveness) Task Force**

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### **1. Establishment**

The implementation of E3 (Excellence through Efficiency & Effectiveness) Task Force was established by Council Resolution at its January 25, 2011 meeting.

### **2. Mandate**

In March 2008, the project “Excellence through Efficiency & Effectiveness” (E3) was launched with the objective of developing and implementing a sustainable process to deliver the lowest possible tax increases. The E3 project involves a corporate wide business transformation through the review of services to find as many efficiencies as possible, maximize revenue opportunities and minimize tax rate increases.

The E3 objective is to provide quality services with a focus on value for money by:

- Reviewing services to find as many efficiencies as possible, maximize revenues and minimize tax rate increases while maintaining a focus on customer satisfaction and staff satisfaction
- Establishing meaningful Key Performance Indicators (KPIs) for every service category to show accountability

The E3 project was successful in achieving expenditure reductions of \$2.9M (\$1.4M in personnel, \$1.5M in non-personnel) and revenue increases of \$1.6M (where appropriate) and assisted the Town in achieving a 0% tax rate increase in 2009.

Starting in 2010, the E3 continuous methodology was integrated into the Town’s annual business planning process. The Town achieved another 0% tax rate increase in 2010 for a second consecutive year, the only municipality in the Greater Toronto Area to achieve this with no reductions in municipal services. This achievement was made through the E3 continuous improvement methodology where expenditure reductions of \$3.1M and \$1.0M revenue increases were identified.

The E3 Executive Committee continues to meet on a bi-weekly basis where there is a review of new initiatives, projects that are underway to ensure anticipated targets are met and completed projects.

In undertaking this business transformation, the Corporation and staff benefited tremendously from the Quality approach to continuous improvement and excellence.

The achievement in 2010 of the NQI PEP Level III Silver Award for Organizational Quality and Healthy Workplace (National Quality Institute – Progress Excellence Program) signified the Corporation understood the principles and applied them successfully in many areas.

The E3 initiative links well with the NQI PEP program which calls for a consistent application of the principles throughout the business.

At the request of the Budget Sub-Committee, the E3 Council Steering Committee has been reinstated. The draft Terms of Reference and draft Project Charter will be brought forward to Budget Sub-Committee for review and approval.

**Deliverables:**

- a) Establish Task Force
- b) Finalize Terms of Reference & Project Charter
- c) Detailed review of the Operating Budget
- d) Ongoing review of services, process and procedures to find as many efficiencies as possible, maximize revenue opportunities and to minimize tax rate increases as much as possible while maintaining a focus on:
  - a. customer satisfaction
  - b. staff satisfaction
- e) To establish meaningful KPIs for every service category to show accountability
- f) By September 2011, report out as to the best estimate of what can be achieved in the context of the 2012 budget and the corresponding tax rate increase, as well as the impact on future operating budgets for the remainder of the Council term.

**Definitions:**

**Term:**

E3 Executive Committee meetings	Continues to meet bi-weekly
E3 Council Steering Committee meeting – E3 Overview	Late February 2011 / Early March
E3 – Idea generation	Continuous
E3 Council Steering Committee meeting – Status update	May 2011
Report to General Committee on E3 Status update	June 2011
Incorporate E3 initiatives into 2012 business plans	September 2011
2012 Budget Implications	October / November 2011
Implementation of short term and long term strategies	October 2011 & forward

**3. Membership and Roles and Responsibilities**

**Composition:**

The Task Force is composed of the following members:

Role and Responsibilities	Members
Review information and reports presented by Staff and make recommendations to Budget Sub-Committee	Mayor Frank Scarpitti Deputy Mayor Jack Heath Regional Councillor Jim Jones Regional Councillor Gord Landon Regional Councillor Joe Li Councillor Carolina Moretti Councillor Howard Shore

#### 4. Meeting Schedule and Decision Making

**Meeting Schedule:**

To be determined.

#### 5. Reporting Requirements and Methods

Reports and minutes are to be provided to General Committee and then from that Committee to Council.

#### 6. Budget and Resources

Budget and resource requirements will be presented and considered in the 2012 Budget process.

**Staffing Resource:**

The following Town of Markham staff resources will be required for the successful operation of this Task Force:

Staff Resources	Time Commitment (FTE equivalent) per meeting or other descriptor
John Livey	
Andy Taylor	
Jim Baird	
Brenda Librecz	

Joel Lustig	
Andrea Tang	
Staff – to be assigned as required	

## 7. Test for Completion

The mandate of the Task Force will be considered complete when the deliverables set out in its mandate (Section 2 above) have been accomplished. In addition, report out by September 2011 as to the best estimate of what can be achieved in the context of the 2012 budget and the corresponding tax rate increase, as well as the impact on future operating budgets for the remainder of the Council term.