

Appendix A: Status of 2018 Performance Objectives

Leadership & Governance

The intended outcomes of these objectives are, generally, to create and maintain an internal environment in which people can become fully involved in achieving the organization's objectives. They have an enterprise-wide impact. Leadership establishes a singular purpose and direction, "clears the path" and demonstrably supports changes necessary for improvement.

Objective	Status at July 10
<p>1. Deliver policy advice for:</p> <ul style="list-style-type: none"> - A corporate Customer Service Strategy 	<p>Underway. <u>Customer Service Issues and Principles</u> report presented to Finance & Administration Committee at its April 17, 2018 meeting. The issues were identified as those that an enterprise-wide customer service strategy needs to address, while the principles are those that should be used to guide the development of such a strategy. Work on the strategy is ongoing and includes a review of the corporation's Customer Relationship Management software. As described at the September 11 Council meeting, the strategy will be reported to Council in November.</p>
<ul style="list-style-type: none"> - Information Technology Strategy 	<p>Complete. <u>IT Strategic Plan</u> report presented to City Council at its June 26, 2018 meeting, following an update first presented to the Finance & Administration Committee March 20. The strategy will guide technology investment decisions and transform the IT department from a cost centre to a value-added service delivery partner. Council and residents will see a transformation to service delivery that emphasizes digitizing city services and follows a set of principles that focus on outcomes for residents.</p>
<ul style="list-style-type: none"> - A new, enterprise-wide approach for Managing Assets, Capital Planning and Budgeting 	<p>Underway. <u>Asset Management Program</u> report presented to Finance & Administration Committee at its April 17, 2018 meeting. Staff presented a status report and plan to develop and implement the City's Asset Management Plan in accordance with the new provincial regulations. Capital Planning and Budgeting process changes were developed and are being implemented as part of the 2019 Budget process, as described in the <u>2019 Budget Directions</u> report presented to Finance & Administration at its May 15, 2018 meeting.</p>
<p>2. In collaboration with the Auditor General, develop an Enterprise Risk Management framework and related processes for the organization's continued use.</p>	<p>Complete. A report recommending an enterprise risk management policy was approved by City at its September 11, 2018 meeting. The CAO and ELT are now responsible for developing administrative processes, staff training and public reports. This work is underway.</p>

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Strategy & Planning

The intended outcomes of these objectives are, generally, to create and maintain an understanding about our key functions and the value they provide. There is a shared view of the direction we are taking, a common understanding of the risks we are managing and methods in place for regularly assessing our performance. They may create enterprise-wide impacts, but at a minimum are expected to have a significant impact on parts of the organization.

Objective	Status at June 30
3. Achieve planned milestones for organizational change initiatives:	
- Annual work planning	Underway. All divisions are using a tool introduced on a pilot basis in 2017 to document planned service efforts and workload requirements, with an emphasis on interdepartmental collaboration needs.
- In-year performance and accountability reporting	Underway. <u>New monthly reports</u> are published to profile 311 performance and other municipal services, with a focus on routine operations. Economic Development staff also introduced a bimonthly Community Economic Indicators report to highlight economic statistics that help support fact-based discussions about community economic performance.
- New Council orientation	Underway. Staff are designing an orientation process based on research, peer reviews, interviews with councilors and collaboration with ELT. It will be ready for use in the fourth quarter.
- Reserve and Reserve Funds Policy review	Underway. With changes to capital budgeting processes, it is reasonable to expect changes in the corporation's use of reserves and reserve funds. Staff are preparing a report for Council's approval to recommend changes in the structure of the corporation's reserves and reserve funds.
- Multi-year budgeting process	Underway. Staff included a two-year outlook, as described in the <u>2019 Budget Directions</u> report presented to Finance & Administration at its May 15, 2018 meeting, as a first step in developing a multi-year budget.
4. Complete preparations for the development of a new corporate Strategic Plan for the 2018-2022 Council term that enables Council to develop a detailed strategy and implementation plan that connects with the organization's mission, vision and values.	Underway. Staff are developing information and designing a process to support the next Council's strategic planning work, anticipating completion of a strategic plan by the end of the second quarter of 2019. A report describing the approach staff is using for this work was presented to Council at its August 14, 2018 meeting.
5. Responding to the Call to Action of the Truth and Reconciliation Commission, prepare a plan for strengthening	Underway. Staff are working with Shkagamik-Kwe Health Centre and its Executive Director, Angela Recollet, to produce a plan that continues the evolution of the corporation's, and the

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municipal-Indigenous relations designed to achieve a range of objectives, including identifying areas of interest, the potential to create shared initiatives in community development, service delivery or environmental stewardship.	community's, efforts to strengthen municipal-Indigenous relations.

Customer Experience

The intended outcomes of these objectives are, generally, to ensure we have stakeholder needs in mind when designing and delivering our programs and services and that we are responsive to feedback about our performance, or to changes in stakeholder needs.

Objective	Status at June 30
6. Ensure outputs from routine operations are supported by service level descriptions, workplans and key performance indicators so that we clarify the relationship between service levels and costs required to produce them.	Complete. The <u>2018 Budget</u> approved by Council December 12, 2017 has been augmented by new monthly reports profiling 311 performance and other municipal services, with a focus on routine operations. <u>It was recognized by the Government Finance Officers Association of North America with a "Distinguished Budget Presentation Award"</u> . Similarly, the <u>2017 Annual Report to the Community</u> presented to Council April 10, 2018 highlighted service outcomes in an easily understood, graphical format to illustrate the relationship between taxes paid and results produced. Staff support these accountability reports through new internal work processes designed to formalize plans and reduce the risk of resource conflicts
7. Achieve the planned milestones for the following projects: - Corporate website redesign phase II - Land Property Management System - Downtown parking solutions including pay-by-plate technology - Automated Water Meter Infrastructure	<u>Website Redesign Phase II: Complete</u> , report to Finance & Administration published for its July meeting <u>Land Property Management System: Underway</u> , project charter and staff team being assembled <u>Downtown Parking: Underway</u> , report to Finance & Administration published for its July meeting <u>Automated Water Meter Infrastructure: Complete</u> , report to Finance & Administration Committee April 17, 2018
8. Produce a Community Engagement Strategy and related staff guidelines to strengthen the organization's capacity for connecting with interested stakeholders	Underway. Staff introduced "Over to You", a new online community engagement portal on the corporation's website to promote two-way communication about various projects and matters of community interest. A new administrative model for supporting Community Action Networks was rolled out to universally positive feedback from CAN members. Guidelines for staff to develop consistent, regular engagement activities in their projects are under development.

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People Engagement

The intended outcomes of these objectives are, generally, to demonstrate we operate in a safe environment where staff expertise is valued and staff feel like they have a role to play in the organization's performance.

Objective	Status as at June 30
8. Report on the results of plans that respond to 2016 employee survey feedback and initiate a 2018 employee survey to assess the current state of employee views and attitudes.	Underway. 2018 employee survey launched June 19; preliminary results are under review by ELT. Directors shared results of plans developed in response to the 2016 employee survey with their staff in advance of the 2018 survey launch. All 2016 survey action plans are available on CityLinks for anyone to review. Responses to the 2018 survey feedback will also be reported on CityLinks when they are developed.
9. Continue the evolution of the corporation's management systems, ensuring they reflect the organization's values, policies and performance metrics, providing a basis for ELT to actively manage both organizational health and organizational performance. For 2018 this includes, in collaboration with the entire leadership team:	
- Reviewing the Organizational Mission, Vision and Values	Not started. This work will commence with ELT in the third quarter.
- Continuing the development of a high functioning, aligned executive team whose members share a passion for what they do and collaborate to achieve organizational objectives	Underway. ELT meets weekly to review specific reports and recommendations prepared by Directors that advance the corporation's change efforts. ELT also reviews all presentations to Committees and City Council to ensure all collaboration opportunities and connections amongst various issues are proactively identified and managed.
- Creating clarity about the top collective priorities of the organization and how every individual in the organization contributes to achieving them	Underway. A 2018 Workplan poster was created and distributed throughout the corporation to ensure all staff could see the CAO's performance objectives and have an opportunity to understand how their contributions fit into corporate service efforts. On a monthly basis, ELT and all Directors meet and discuss issues of common interest with the purpose of, among other outcomes, ensuring alignment exists among the leadership team
- Improving communication about a clear plan for success and celebrating and rewarding accomplishment	Underway. More emphasis in the annual Service Awards event will be placed on noteworthy outcomes and service efforts, not just years of service.

Process & Project Management

The intended outcomes of these objectives are, generally, to establish standards for key processes and demonstrate that they are efficiently and effectively delivered. Performance improvements, where required, are identified and sufficient resources are assigned to address them.

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11. Continue to implement Council directions regarding the development of its four “Large Projects” so that Council’s desired outcomes are realized, performed at a pace that has been generally described as “working at the speed of business” and understood to mean that work should proceed without delay as quickly as possible.	Underway. City Council has received monthly status updates that are also available via the corporation’s website. Work proceeds on schedule for all four projects.
12. Achieve desired results for the following key capital projects:	
- Elgin Greenway/Brady Green Stair	Underway. All key capital projects are on time and on budget
- Maley Drive	
- Tom Davies Square Courtyard	
- Public Transit Infrastructure Fund projects	
- Community Water Wastewater Fund projects	

Partners & Suppliers

The intended outcomes of these objectives are, generally, to recognize that key partners and suppliers are an extension of what our stakeholders receive from us, so they are integral to our success. We actively manage key relationships and measure their performance so that they positively contribute to outcomes and take corrective action, where required.

Objective	Status at June 30
13. Review and recommend changes to the corporation’s General Terms and Conditions for Council’s approval.	Underway. Staffing changes in Legal Services could produce a delay in this work. Currently, it is scheduled for completion in Q4.
14. Review and recommend changes to the corporation’s Purchasing Bylaw for Council’s approval.	Underway. A bylaw for Council’s approval is part of the September 25 City Council agenda. It responds recommended changes from the Auditor General’s findings and reflects staff’s judgment about changes to the Purchasing Bylaw that reflect appropriate, contemporary practices