

# Organizational Effectiveness and Efficiency Review

## Implementation

### A Roadmap for Change

The following table is intended to assist Council and the CAO with the development of their Implementation Plan. It summarizes the consulting team's thoughts on how best to integrate, prioritize and schedule the implementation of recommendations included in this report.

	Governance Recommendations	Timing to Launch	Target for Completion
1	That independent expertise be engaged to assist Council and the CAO with the establishment of a new relationship framework.	Q1 2015	Q2 2015
2	That a process be implemented to monitor the Council-CAO relationship and address concerns on an ongoing basis.	Q1 2015	Ongoing
3	That Council adopt a policy to ensure that mandatory governance training occurs as part of the orientation process for new councils and at appropriate junctures throughout a council's term in office.	Q1 2015	Ongoing
4	That Council and the CAO develop and implement an integrated planning and corporate performance management framework.	Q1 2015	Q1 2015
5	That Council approve a 2015-2017 Strategic Plan. In the future, Councils will adopt four-year Strategic Plans in the first six months of their terms of office.	Q1 2015	Q1 2015

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	<b>Governance Recommendations</b>	<b>Timing to Launch</b>	<b>Target for Completion</b>
6	That Administration develop a 2015-2017 Corporate Business Plan in response to Council's Strategic Plan.	Q2 2015	Q2 2015
7	That Council and Administration adopt a new, results-based approach to budgeting.	Q3 2015	Ongoing
8	That Administration implement a service and service level review process as part of the Municipality's annual budget process.	Q3 2015	Ongoing
9	That Administration refine its approach to performance measurement. Corporate performance measures should be established.	Q3 2015	Ongoing
10	That Municipal Departments have annual operational plans in place.	Q1 2015	Ongoing
11	That public engagement occur earlier in the annual budget process.	Q3 2015	Ongoing
12	That Council and Administration develop and implement a process to publicly report on the Municipality's progress toward achieving its priorities, goals and objectives.	Q3 2015	Ongoing
13	That Council approve a Corporate Communications Policy, including a commitment to biennial citizen satisfaction surveys.	Underway	Ongoing

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	<b>Governance Recommendations</b>	<b>Timing to Launch</b>	<b>Target for Completion</b>
14	That Council stop convening regularly scheduled Council Conversations. Private Council meetings should be held on an exception basis only.	Q1 2015	Ongoing
15	That Council work with the CAO and the Legislative Officer to formalize its approach to meeting management. All changes should be reflected in an updated Procedural Bylaw.	Q2 2015	Q2 2015
16	That the Mayor play a greater role in the development of agendas for Regular Council meetings.	Underway	Ongoing
17	That Council work with the CAO and Legislative Officer to establish a process for review and updating Council Policies and Bylaws.	Q3 2015	Ongoing
18	Council should define its goals and objectives for the Community Cultural Centre as part of the development of its 2015-2017 Strategic Plan.	Q1 2015	Q1 2015
19	Council should define the goals and objectives of the Municipality's commitment to regional work within its 2015-2017 Strategic Plan.	Q1 2015	Q1 2015

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	<b>Governance Recommendations</b>	<b>Timing to Launch</b>	<b>Target for Completion</b>
20	That Council conduct a one-year evaluation of its Social Media Policy.	Q2 2015	Q2 2015
21	That Administration adopt a corporate policy on social media.	Underway	Ongoing
22	That Council and the CAO evaluate and refine the Action Request process.	Q2 2015	Q2 2015
23	That Council and the CAO work with the Executive Assistant to evaluate the current Council Invitation Process.	Q2 2015	Q2 2015

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	<b>Administrative Recommendations</b>	<b>Timing to Launch</b>	<b>Target for Completion</b>
1	That the CAO rename the four Director positions to Community and Protective Services, Corporate and Financial Services, Planning and Development Services and Infrastructure Services.	Q1 2015	Q1 2015
2	That the CAO ensure that results of Executive Team meetings are summarized and disseminated to staff on a regular basis.	Q1 2015	Ongoing
3	That the CAO hire an additional resource to augment administrative and legislative services.	Q2 2015	Q2 2015
4	That the CAO hire a additional resource to provide transactional HR services, thereby enabling the HR Coordinator to assume a more strategic role.	Q2 2015	Q2 2015
5	That the CAO update the position description for the Executive Assistant and provide it to all Members of Council.	Q2 2015	Q2 2015
6	That the CAO direct the Corporate Communications Coordinator to attend all Regular Council meetings.	Q1 2015	Ongoing
7	That the CAO task the HR Coordinator with the development of a Corporate HR Strategy.	Q3 2015	Q3 2016
8	That the Director of Public Works address the findings of this report in future departmental action plans.	Q3 2015	Ongoing

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	<b>Administrative Recommendations</b>	<b>Timing to Launch</b>	<b>Target for Completion</b>
9	That the CAO and Director of Planning and Development consider options to enhance the capacity of the Corporation to undertake long-term planning.	Q3 2015	Q4 2016
10	That the CAO and Director of Planning and Development hire an additional temporary resource to relieve the work load of the Director thereby augmenting the Municipality's capacity to support the work of the Capital Region Board.	Q1 2015	Q4 2016
11	That the Director of Planning and Development realign departmental tasks by delegating some functions from senior planners to development officers and permit officers.	Q2 2015	Q2 2016
12	That the Municipality specify the conditions that require MPC to approve subdivisions in revised Bylaws and Policies.	Q3 2015	Ongoing
13	That the Director of Planning and Development develop a strategic plan for GIS deployment and support.	Q4 2015	Q3 2016
14	That the Director of Finance address the findings of this report in future departmental action plans.	Q3 2015	Ongoing
15	That the Director of Finance work with Council to review and update the Municipality's financial policy framework.	Q3 2015	Q4 2016

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	<b>Administrative Recommendations</b>	<b>Timing to Launch</b>	<b>Target for Completion</b>
16	That the Director of Finance undertake a review and rationalization of the delivery of financial services within the Corporation.	Q3 2015	Q4 2016
17	That the CAO develop a corporate asset management program for the Municipality.	Q4 2015	Q4 2016
18	That the CAO engage external IT expertise to undertake a “health check” of the Corporation’s IT investment.	Q2 2015	Q2 2016
19	That the CAO realign the organizational structure of Community Services to address the issues identified in this report.	Q2 2015	Q2 2015
20	That the CAO and Council complete their review of the delivery of the performing arts series at the Community Cultural Centre. This work should address the broader issues identified in this report.	Q1 2015	Q1 2015
21	That the Community Services Business and Operations Manager be directed to undertake the work identified in this report.	Q1 2015	Q4 2015
22	That the CAO work with Fire management to identify options for increasing the capacity of the Fire Department to implement the recommendations of the Morrison Hirschfield report.	Q2 2015	Q3 2016

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	<b>Administrative Recommendations</b>	<b>Timing to Launch</b>	<b>Target for Completion</b>
23	That Fire Management develop approaches to addressing the recommendations included in this report.	Q2 2015	Q4 2016
24	That the CAO work with Administration to develop a comprehensive set of operational performance measures for the Corporation.	Q2 2015	Q4 2016
25	That the CAO develop a Corporate Service Inventory that identifies the major services provided by the Corporation.	Q2 2015	Q4 2015