

### Operational Review Implementation Table

Direction/Strategy	Actions/Recommendations	Priority	Details	Implementation	
				Actions	Timing
Develop Policy & Procedure Model System	establish a standard process to the creation of policies & procedures	high	use Template #1 in report	SMT will prepare draft policy & procedure	March 23, 2009
Develop corporate data - financial & GIS for strategic planning and forecasting	assess capabilities of current financial/accounting system and financial reporting formats to meet needs of Council	high	use standard year-to-date reports covering expenditures and revenues	already in-place, include monthly capital budget reports, including project status	ongoing
		high	prepare 5 to 10 year capital forecasts that cover infrastructure, human, corporate & technical needs	await hire of new Treasurer - will take the lead	6 months from hire of new Treasurer
		high	use % of new assessment to fund new human, corporate & technical capital	await hire of new Treasurer - will prepare report for Council's consideration during 2010 budget deliberations	during 2010 budget deliberations
	assess opportunities for a more robust corporate-wide GIS system	high	determine corporate-wide applications and needs, assess the cost effectiveness of different service providers, applications,	already underway, working with Counties - F. Symon taking lead	Fall 2009
Improve performance management & supervisory skills	CAO assess management and supervisory needs of management team, recommend training/education	high	CAO to commence needs analysis of SMT, SMT to commence needs analysis of supervisors, training/education determined	assessment within 2 months, then implement based on available funds	end of March 2009
	SM evaluate own work and take necessary steps to delegate administrative tasks	high		SMT to evaluate and implement changes immediately, to be a component of SMT annual performance appraisal	
	conduct annual performance appraisals	high	review all job descriptions for accuracy, completeness, etc.	SMT and supervisors review all job descriptions	by end October 2009
		high	standardize appraisal forms	SMT to develop new forms	by end October 2009

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		high	perform annual performance appraisals		November 2009
	develop regular staff meetings in all departments	high	use agenda and cover status of projects, operational issues, budget YTDs, program and operational efficiencies	SMT prepare standard agenda format, meet with staff	commence meetings in March 2009
	develop business case approach for reports	high	use Template #2 in report	SMT to refine template, determine when business case used	Fall 2009
Address current staffing resource gaps	economic development	high	use business case approach	approved in 2009 budget to hire economic development officer, CAO & Director of Planning & Development commence recruitment in April 2009	June 2009
	information technology	high	use business case approach	SMT to assess IT work and requirements, look at contracting out some work & services, etc.	by end May 2009
	technical/supervision support in Public Works	high	use business case approach	prepare business case for 2010 budget deliberations	
	corporate financial support	high	use business case approach	underway, creation of Corporate Services Department, hiring new Treasurer	ongoing
Develop capacity models - i.e. human resource plan - to sustain and address growth pressures and vision	review Templates 3a, 3b, 3c, and 3d and use as basis to develop HR plan	high	SMT to review, modify if necessary, use as basis for HR plan	by end of May 2009	

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	apply benchmarking criteria in Template #3, find comparators	high	SMT to refine benchmarks further, look at comparable municipalities	by end of September 2009	
	immediate and future HR requirements be evaluated annually during budget using benchmarks	high	SMT will incorporate in budget submissions for deliberations	during annual budget deliberations	
Management presence in community	SMT members to attend 5 to 6 major events annually	high		SMT to select and attend, discuss at SMT meetings	ongoing
Reduce project delays and establish response time tracking system	regular written reports to CofW re status of projects	high		SMT will prepare monthly updates in a consolidated form	commencing in February 2009
	recording date, time, nature/details of communications (emails, telephone, in-person) and informing person immediately of expected response time	high	examine use of electronic system	SMT will look at electronic system, SMT will look at logs and ensure they are adequate for non-telephone, currently logging telephone inquiries	end of June 2009
Create process improvements & operational efficiencies through service delivery review	establish a manageable and continuous approach to reduce red tape, streamline processes, maximize grants/revenues, achieve operational efficiencies	high-medium	continue to examine on a regular basis all operational processes and procedures to eliminate duplication, streamline steps, realign resources & save resources	SMT to adopt a model for service delivery review (Counties has template), do an analysis to determine areas to review, prioritize with CofW's input, set up a schedule for the reviews, undertake the service delivery review incorporating the	SMT adopt model by end April 2009, determine areas for review, prioritize and prepare schedule by end
		high-medium	make recommendations to Council on elimination, devolution of programs & activities that fall outside Council's legislated or core mandate, or that may be administered more efficiently by other organizations		

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		high-medium	investigate and compare the benchmarking criteria in Template #3 with MPMP - use FIRs and MIDAS	report templates and other recommended tools, preparing formal report and recommendations for CofW on the review of each area, implementation of recommendations	September 2009, work on each review based on priority, schedule and resources
		high-medium	Municipal Performance Measurement Program and FIR to compare NG - use AMO's MIDAS		
		high-medium	establish a model for service delivery review		
	formalize the co-ordination and direct the flow of information pertaining to senior government grants and loans through CAO's office for review & assessment	high-medium	maximize capital and operating revenues	CAO to set up process, central repository of grants available, agenda item for SMT meetings	end June 2009
Improve customer service levels	SMT target problem areas and establish expectations, appropriate training	medium		SMT will determine areas of need, prioritize, also incorporate into service delivery review	ongoing
Develop recognition/celebrate successes program	CAO prepare report with options on the criteria and costs for Council's consideration	medium		CAO write report to Council, to be considered in 2010 budget (if funds required)	end October 2009
Develop a "Welcome Package for New Residents"	SMT prepare comprehensive package	medium		SMT to collect information & data, prepare package with consist 'look' to website, marketing material, etc.	early 2010
Develop Council-Staff communications protocol	CAO to prepare report on appropriate policies & procedures	low	media relations and contacts		end December 2009
		low	staff availability during regular and non-working hours		end March 2009

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		low	email usage		end June 2009
		low	enhancing outreach and communication opportunities through website		end September 2009
		low	use of cell phone and BBs		end April 2009
establish criteria for committee support resources	CAO or Department Head prepare report on resources require to support mandate of Committee	low	include administrative support, technical support, existing levels of support, costs to meet requirements	any time a new or revised Committee is proposed, CAO to prepare report	ongoing