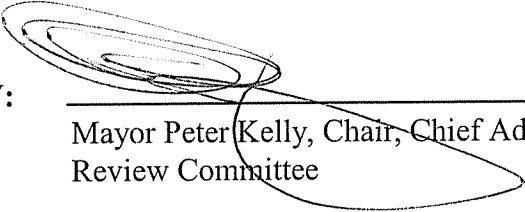


Halifax Regional Council
October 10, 2006

TO: Members of Halifax Regional Council

SUBMITTED BY:



Mayor Peter Kelly, Chair, Chief Administrative Officer
Review Committee

DATE: September 19, 2006

SUBJECT: CAO Priorities, Goals and Initiatives - 2006-2007

INFORMATION REPORT

ORIGIN

A meeting of the Chief Administrative Officer Review Committee was held on September 5, 2006. A status report on the CAO Priorities, Goals and Initiatives for 2006-2007 were circulated and discussed.

The CAO Priorities, Goals and Initiatives for 2006-2007 Status Report is being forwarded for your information.

As well, Business Units have been asked to provide an update to the CAO on the status of their Business Plans. The CAO is providing a Business Plan Status Update Information Report under separate cover. (Also included in September 26, 2006 Council package.)

The CAO's Overall Commitment:

The CAO is responsible for the overall operations of HRM, including a number of strategic and innovative projects managed within the organizational structure. The 2006/07 goals contained within are based on operational priorities that the CAO recognizes as strategically important for making HRM one of the most livable, best managed municipalities in Canada. The goals in this document reflect those initiatives for which the CAO is personally accountable, with the assistance of the DCAOs and senior management staff.

HRM Vision

The CAO is committed to realizing a vision that will foster a region where people love to live, work, play and do business. **HRM's 20/20 Vision** process created vision as approved by Council to this effect and it provides the basis, within the municipal mandate, of the CAO Goals: *"HRM is a vibrant, caring, and connected community. Our community is built upon diverse cultures, respects the environment and our heritage, supports economic prosperity, and celebrates active citizenship. This vision is based on citizen values that speak to communities working together, economic prosperity as the backbone of a successful community, responsible active citizenship, social justice for all, protecting our natural environment, preserving our heritage strength through diversity, and dedication to a learning culture."*

CAO Priority Areas

The CAO has identified the following priority areas in which additional attention is required over the coming year. These priorities are based on the CAO's values and vision for HRM, and share a number of important characteristics. They each address challenging areas of public policy about which the public and Council is concerned and where improvements in delivery and outcomes are required; may require the involvement of more than one business unit and more than one level of government, and may require action by individuals and local communities as well as by government.

The following priorities are based on a recognition that strategic policy development - including the Regional Plan, Cultural Plan, Immigration Strategy, and Economic Strategy - has been a priority over the last several years. These strategic directions will provide a sound foundation and vision for moving forward. Therefore, the CAO's focus over the next few years will be less on strategy and more on operationalising these strategic directions. The following Priority Areas are critical in achieving success.

1. **Fiscal Responsibility**
2. **CAO/Mayor/Council Relationships**
3. **Implementing the Strategic Directions**
4. **Organizational Structure and Processes**
5. **External Affairs**
6. **Performance Measurement**
7. **An Employer of Choice**

Priority 1: Fiscal Responsibility

Goal 1a: A Fair and Equitable Budget Process

Objective Ensure the budget balances Council and community priorities with the health and sustainability of the organization

Initiative a: Create and formalize opportunities within the business planning and budget process designed to seek feedback from Council to ensure quality involvement.
STATUS: Introduced CFA discussion component for 06/07 budget process. Staff have completed an evaluation process to gain an understanding of Council's perceived effectiveness of this years process will be discussing recommended changes to the process in early October.

Initiative b: Work with Council and UNSM towards fair and equitable funding
STATUS: The CAO and staff met with the Deputy Minister of Service NS to begin discussions around this matter. Information for the public has been included in the tax bill and the Tax Information Booklet. A presentation seeking Council's further direction is scheduled fro September 06.

Goal 1b: Efficiency and value for money

Objective: 1 Ensure services and levels of service provided are appropriate

Initiative a: Initiate process with Council to assess which services should be provided by HRM and at what level(s)
STATUS: A list of services provided by HRM has been compiled. The list of services was developed in the eventuality of a pandemic and to identify essential services that HRM would have to maintain. However, in order to avoid duplication, this lis will be used as a basis for discussion with Council. Staff propose to present options for a service review at a Committee of the Whole in September.

Initiative b: Publish a report on HRM's performance and citizen views of HRM's performance
STATUS: Preparing a proposal for review and consideration - Fall 06. Some of the considerations to be explored include a citizen survey, which would cost approximately t \$11,000 -12,000. The survey questions would be developed around the Council Focus Areas and around services Council may be interested in reviewing/decreasing/dropping. Alternatively, a report could be prepared using existing data.

Priority 1: Fiscal Responsibility Cont'd

Objective: 2 Ensure services are provided in a cost efficient and effective method

Initiative c: Continue to conduct operational reviews to identify and implement efficiencies using a risk assessment approach in keeping within Professional Auditing Standards unless otherwise advised.

STATUS: Operational reviews identified through risk assessment process are continuing and Business Systems and Control continues to respond to IIC (illegal and irregular conduct)policy referrals and provide advice as requested.

The Audit Committee will complete its final review of a draft Terms of Reference on Sept 13, 2006. At the August Audit Committee meeting, the Committee decided it did not want to review the TOR until legal had reviewed it first. The Terms have been forwarded to legal for review.

A draft report on Comprehensive Audits was provided to the Audit Committee in August. The report resulted in much debate and new issues. The draft report is being re-written to provide to address these issues and will be tabled with the Committee in September.

Upon recommendation from the Audit Committee, Regional Council has adopted Administrative Order 40 and 41, to apply to members of Council and staff, formalizing the Illegal and Irregular Conduct and Ethical Conduct policies.

Staff are compiling information in preparation for the development of a three year audit work plan.

Initiative d: Engage middle management in identifying cost savings/revenue opportunities
STATUS: Completed review of potential cost saving and new revenue sources through 06/07 budget cycle.

Goal 1c: A Reformed HRM Fiscal Taxation Environment

Objective 1: Create opportunities for HRM to become a leader and an innovator in the area of fiscal tax reform

Initiative a: Develop a draft Revenue Strategy

STATUS: The CAO met with Service Nova Scotia and department of Finance to discuss the revenue Strategy and tax reform. It was agreed that:

- HRM/NS will share relevant data and information prior to any decisions being

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finalised

Priority 1: Fiscal Responsibility Cont'd

- NS will provide feedback on approach
- HRM/NS joint participation during public consultation
- HRM will approach UNSM to discuss interest/concerns etc.

Additionally, staff tabled a proposal for Council's consideration outlining an approach for public consultations. The report was deferred for more detailed discussions by Regional Council in September 2006.

Objective: 2 Explore options for new taxation system

Initiative b: Establish an intergovernmental committee to identify options/tools for fiscal reform in HRM.

STATUS: HRM and Service Nova Scotia have agreed that:

HRM and NS will share relevant data and information/communications prior to any decisions being finalized
NS will provide feedback to HRM re: approach/direction being taken
NS/HRM joint participation during public consultation (eg. NS Assessment Staff provide information re: assessment)
HRM to approach UNSM to discuss interest/concerns regarding the process

Priority 2: CAO/Mayor/Council Relationships

Goal 2a: A positive trend in Council's internal teamwork and its relationship with Senior Management

Objective 1 Foster greater collaboration among and between Council and staff

Initiative a: Support the Mayor and Councillor's offices respectively in facilitating Council strategy and team building sessions

STATUS: The CAO is regularly meeting with the managers of Mayor and Council Support Offices respectively and will collaborate on future team building sessions.

Initiative b: Conduct regular debriefing sessions with the Mayor and Councillors

STATUS: The CAO continues to conduct regular meetings with the Mayor and informal meeting with councillors.

Initiative c: Organize regular district tours/meetings with each Councillor

STATUS: The CAO has conducted tours with the majority of councillors and the DCAOs are in the process of scheduling meetings/tours.

Initiative d: Develop a Council Plan in conjunction with Council that outlines their key initiatives for 2006

STATUS: Awaiting draft report

Objective 2 Create internal systems that enhance information sharing and decision making

Initiative a: Assist Council with the review of standing committee, boards and commissions with a view to improve policy coordination between the administrative and political structure.

STATUS: Council has agreed that the Membership Selection Committee will be given the mandate to review all standing committees of Council and make recommendations regarding whether some should be added, removed or moved as advisory committees to Council or Community Council. The review will take place in consultation with the chairs of all committees, and will consider the balance and composition of the sub-committees of various boards and commissions.

Priority 2: CAO/Mayor/Council Relationships Cont'd

Initiative b: Establish a centralized repository of community based information designed to engage the Mayor and Councillor regularly on issues within their respective districts.
STATUS: GIS public mapping site development is proceeding. Options have been identified and are being reviewed. Meeting with web services on Sept 11th to create preliminary site. Process issues with Hansen customer service requests have been identified. Solutions being discussed with Client Services. Document management tender is ready to be issued. BPIM Director to review background and approve approach- review and discussion on Sept. 18. Census data meeting set for Sept. 18 to discuss centralized approach to data acquisition and access. Meeting with CAO office required to re-confirm scope of project based on budget approval.

Initiative c: Explore opportunities with Council for using their time more efficiently including an examination of the frequency of meeting schedule, and clarification of appropriate COW meeting agenda items.

STATUS: Completed - A staff report was tabled with Council on April 25th and it was moved by Councillor McCluskey, seconded by Councillor Karsten that Halifax Regional Council maintain the present scheduling format for meetings of Halifax Regional Council for 2007.

Goal 2b: A Positive Public Image of HRM and Council

Objective 1 Foster a greater awareness of Council's role and accomplishments

Initiative a: Design an improved communication campaign to increase the number of "good news" stories communicated to the public, community organizations and other levels of government

STATUS: A draft communications plan for taking advantage of opportunities for circulating good news stories has been developed and is presently being reviewed

A May edition of the Naturally Green was distributed to all households in HRM the week of May 30th. The next edition will be distributed in October, which will include an edition of HRM Today. In addition, a special Harbour Solutions Project edition of Naturally Green will be going to all households in HRM in early September. .

Initiative b: Support the development of District/Community web-pages

STATUS: In September the Councillor Support Office Manager plans to extend an invitation to all councillors to participate in this program.

Initiative c: Complete and implement a Customer Service Strategy (See Goal 4b)

STATUS: Joint Information Sessions have been conducted on the Customer Service /

Integrated Contact Strategies with most business unit management teams - two business units & City Hall are yet to be scheduled. Following these final presentations a Council Information session will be conducted.

Initiative d: Provide Councillors and public with regular information on HRM's major initiatives

STATUS: The Tax Information Booklet is completed and will be distributed via Naturally Green insert to all households in HRM by mid October, 2006. A double-sided insert providing a visual of how tax dollars are spent and information on the Fair and Equitable Funding initiative was inserted in the tax bills that were mailed out the last week of August, 2006.

Initiative e: Implement the Integrated Customer Contact Strategy

STATUS: Joint Information Sessions have been conducted on the Customer Service / Integrated Contact Strategies with most business unit management teams - two business units & City Hall are yet to be scheduled. Following these final presentations a Council Information session will be conducted.

Objective 2 Foster an improved organizational identity for HRM

Initiative a: Implement an HRM 10th anniversary celebration, including a report on accomplishments

STATUS: Anniversary publication completed. The Natal Day Pancake Breakfast and Bridge fireworks were both presented as a tribute to HRM's 10th anniversary.

Priority 3: Implementing the Strategic Directions

Goal 3a: Managed Regional Growth and Infrastructure Investment

Objective 1: Develop a regional framework to guide Council decision-making in the area of land use, infrastructure investment, environment, and transportation

Initiative a: Complete and table a draft Regional Plan with Council

STATUS: Service Nova Scotia and Municipal Relations has reviewed and accepted the Regional Plan, Regional Subdivision Bylaw and Land Use Bylaw amendments approved by Council on June 27. The effective date for new regulations taking effect is August 26, 2006 and an ad has appeared in the paper to this effect. Copies of the plan are available for viewing at municipal offices. There are CDs and hard copies available for purchase and the documents are posted on HRM's website.

Initiative b: Develop a long-range Sustainability Plan through the International Sustainable Cities Network

STATUS: Staff is working collaboratively with the UNSM and Province to establish a Municipal Sustainability Office by September 2006. Through this office and partnership, various models/ approaches to long term Sustainability Planning can be determined. The two main priorities for the Municipal Sustainability Office include integrated sustainability planning and community energy planning.

Objective 2: Ensure the necessary operational structure is in place to implement the Regional Plan

Initiative a: As part of a comprehensive administrative review (refer to Goal 4a), facilitate a structure that will achieve the direction set forth in the Regional Plan.

STATUS: Completed

Objective 3: Ensure that HRM infrastructure priorities are aligned with the Regional Plan

Initiative a: Develop a long-term capital infrastructure plan

STATUS: An asset management project is underway as a first step to developing a long term plan which will categorize the full suite of HRM assets including transportation, water and waste water, building, and land assets.

Objective 4: Ensure HRM's existing/aging infrastructure is maintained and in compliance.

Initiative a: Develop a long term recapitalization strategy for HRM's Infrastructure.

STATUS: The development of an asset management plan is underway. A cross functional steering committee and project manager has been established.

Priority 3: Implementing the Strategic Directions Cont'd

Objective 5: Align HRM infrastructure priority investments with other levels of government

Initiative a: Develop with Council an HRM prioritized infrastructure list

STATUS: A revised list is under development by Finance which will be incorporated into capital planning exercise. The infrastructure prioritization component will be a deliverable of the infrastructure recapitalization/long range planning exercise outlined in Goal 3a Objectives 3 and 4.

Initiative b: Collaborate with other levels of government to align infrastructure priorities.

STATUS: The CAO continues to meet with senior staff of various provincial and federal government departments and key community organizations to ensure continuous development of positive working relationships.

Goal 3b: A Strong and Vital Economy

Objective 1 Ensure the strategies of organizations with whom HRM has service agreements, such as GHP, HRDA, Destination Halifax, Events Halifax, align with Council priorities

Initiative a: Negotiate new service agreements with GHP, HRDA, and Destination Halifax

STATUS: Council has endorsed an initiative to merge the Greater Halifax Partnership and the Halifax Regional Development Agency into a new economic development entity. An interim board with representation from the two existing agencies and HRM Council has been established to oversee the merger process and the development of an action plan to implement HRM's Economic Strategy. The merger process is anticipated to be completed by October, 06 with the new organization to be fully operational by January '07. The Interim Board has met on several occasions to develop articles of association, a mission statement, a draft business plan and a draft operations plan for the new economic development entity and is currently reviewing issues related to communications and board structure/ governance. A service agreement with the new entity will be developed and presented to Council as part of the 07-08 budget process. Information is being collected from various economic development organizations on what progress has been made in advancing the 96 individual initiatives, including 11 priority actions, identified in the regional Economic Strategy. This information will be used in the preparation of a staff report to Regional Council on the first-year anniversary of Council's adoption of the strategy. Additionally, the Metropolitan Halifax Chamber of Commerce is making plans to conduct a public event marking the first year anniversary of the economic strategy. The Marketing Levy Committee of Council has been tasked with developing a new service agreement between HRM and Destination Halifax

Priority 3: Implementing the Strategic Directions Cont'd

Objective 2 Ensure other levels of government are engaged in supporting the Economic Strategy

Initiative a: Establish an implementation team to oversee the alignment of strategic actions identified in the strategy.

STATUS: The CAO meets regularly with the provincial DM of Economic Development and the Vice-President of ACOA to review progress related to implementation of the regional Economic Strategy and alignment of economic priorities. The process to merge HRDA and the GHP will result in an oversight body in the form of a board of directors that will monitor progress of strategy implementation and report on progress via the Chamber of Commerce and Regional Council.

Goal 3c: A Culturally Rich and Diverse HRM

Objective 1: Develop a regional framework to place greater importance on HRM's cultural development and to guide Council decision-making in the area of culture.

Initiative a: Implement the short-term actions as recommended in the HRM Cultural Plan implementation strategy.

STATUS: The Cultural Plan was adopted by Council in March 2006 and Council approved the creation of a new Cultural Advisory Committee in May to assist in the implementation of the Plan. The CAC had its initial meeting August 29th.

Objective 2: Foster a culture that is supportive of excellence in design

Initiative a: Complete the Regional Centre Urban Design Study

STATUS: The project launch was held in July. An Urban Design Task Force was appointed by Council in July and began meeting in August. An Information Report was provided to Council in August outlining the Public Consultation program, which is scheduled to begin in September. A COW update is tentatively planned for Sept 12th.

Objective 3: Align cultural priorities with all levels of government

Initiative a: Engage federal and provincial officials in a process to prioritize cultural investment in support of HRM's goals

STATUS: Based on a presentation of the Cultural Plan to Provincial staff, it was agreed that a joint meeting between the HRM CAC and the NS Arts & Culture Partnership Council (reporting directly to the Minister of Tourism, Culture & Heritage) will be set for October. HRM Culture Staff will be hosting an inter-governmental funders meeting in September with a focus on policy, project and investment synergies and ongoing coordination and opportunities. The feasibility of establishing a management-level intergovernmental

Cultural Committee will be determined following results of the meetings mentioned above.

Priority 3: Implementing the Strategic Directions Cont'd

Goal 3d: HRM is Recognized as a Great Region at National and International Levels

Objective 1: Collaborate with partners to attract world-class events and to obtain national distinctions

Initiative a: Represent the International Bid to host the 2014 Commonwealth Games

STATUS: The CAO continues to participate and attend Executive Committee Meetings of the 2014 Games Halifax Bid Society as well as Board meetings. Under the direction of a senior municipal, federal and provincial management group which includes the CAO, a staff team has prepared terms of reference to:

- study best practices utilized by other jurisdictions in successfully hosting major events such as the CWG and Olympics (an RFP has been issued, closed and a recommended consultant will be identified by September 1, 06)
- prepare an economic impacts analysis to identify all related costs and potential revenue streams in order to support decision making around due diligence by financial partners and to provide economic information in support of the bid itself (see above re: consulting services);
- a strategy to engage the business community in the maximization of business and community benefits derived from the process of bidding for the Games and hosting them (to be completed by Spring, '07); and
- a strategy to communicate economic aspects of the Games to the broader community (to be completed by October, 06).

Initiative b: Begin application process to pursue the Cultural Capital Designation

STATUS: This initiative has been delayed due to other priorities, staff vacancies, and a delay in assigning citizen appointments to the CAC. The deadline for the 2009 Cultural Capital Award is October 15th. A review of the program criteria and HRM's application approach will be before the new CAC at their first meeting on August 29th.

Initiative c: Pursue the bid to host the 2011 Canada Winter Games

STATUS: HRM submitted to the Provincial Bid process in May and hosted a facility tour and luncheon for a number of national guests as part of this process. In July, Halifax was announced as one of the municipalities moving on to the Canada Games Council phase of the bid process along with Truro and Antigonish.

Objective 2: Promote HRM's excellence in fostering an integrated approach to clean air, land, water and energy

Initiative a: Continue to implement HRM's Sustainable Environment Strategy/ Reporting

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STATUS: Draft 2005 Sustainability (State of the Environment) Report completed. Data collection for 2006 Report (air/ land/ water/ energy is underway.

Priority 3: Implementing the Strategic Directions Cont'd

Initiative b: Continue to implement Corporate Clean Air Strategy

STATUS: Information Report including Clean Air Strategy presented to Regional Council in May 2006. One of the key recommendations is to encourage/ support NSEL as the lead on a comprehensive Airshed Management approach for the Province; including HRM. Ongoing dialogue with NSEL, Environment Canada and others.

Initiative c: Community Energy Plan

STATUS: An RFP for a comprehensive HRM Community Energy Plan (CEP) is planned to be released in late August - early September.

Objective 3: Ensure HRM is globally attractive as a place to do business

Initiative a: implement the top priorities of the economic strategy

STATUS: Nine of eleven Priority actions are currently underway (4 by HRM, 4 by GHP, 1 by HRDA) . The remaining two priority actions are awaiting the outcome of current discussions re: merger of ED organizations and resulting service agreement(s).

Goal 3e: An Organization that Stewards Community Values and Priorities

Objective 1: Align organizational values and purpose around Council's Priorities and Focus Areas

Initiative a: Develop a Council Focus Areas discussion process, involving a continuous review of progress, and revisions, as necessary.

STATUS: Council feedback on the Council Focus Area process has been received, analysed and potential options identified. Staff will be presenting next steps to Council in September. Staff will be discussing recommended changes to the process in early October

Initiative b: Revised Business/Budget Planning Process

STATUS: Council feedback on the Council Focus Area process has been received and analysed. Staff will be discussing recommended changes to the process in early October

Priority 4: Organizational Structure and Processes

Goal 4a: An Effective Organizational Structure

Objective 1: Create an organizational structure that fosters optimum performance, accountability, and adaptability

Initiative a: Undertake an administrative review (refer to 3A - objective 2) to determine the best manner in which to achieve Council focus areas, and strategic directions.

STATUS: Completed

Goal 4b: A Community Focused Service Delivery Model

Objective 1: Shift the organizational culture to a community-focused organization with emphasis on satisfying specific community needs and priorities .

Initiative a: Develop and implement a Customer Service Strategy (see Goal 2b)

STATUS: Joint Information Sessions have been conducted on the Customer Service / Integrated Contact Strategies with most business unit management teams - two business units & City Hall are yet to be scheduled. Following these presentations a Council Information session will be conducted.

Initiative b: Identify options for adopting a more community based service delivery model

STATUS: The DCAO-Corporate and Operations are championing a new corporate initiative which is intended to heighten staff accountability in the organization. The primary focus of this initiative is on Hansen and utilizing this tool to achieve better customer service.

Initiative c: Implement the Integrated Customer Contact Strategy

STATUS: See Goal 2b, Objective 1, Initiative "e"

Priority 5 External Affairs

Goal 5a: Positive External Relationships and Collaborations

Objective 1: Improve HRM's community relations

Initiative a: Establish a community relations/engagement program under a special projects function in the CAO office

STATUS: Ongoing - in progress.

Initiative b: Create a community relations/engagement improvement action plan

STATUS: An information report will be tabled with Council in Sept/06 on a review of HRM's community engagement processes over the last 10 years. The findings of this review will serve as the basis for the community engagement improvement action plan

Initiative c: Launch a community visioning pilot project

STATUS: A staff report will be tabled with Council in September/06 on the proposed community visioning pilot project and the recommended pilot communities.

Initiative d: Review community participation governance models and identify opportunities for improvement.

STATUS: An information report is under development. .

Initiative e: Implement HRM's Immigration action plan

STATUS: An awareness training session for staff is underway focussing on making HRM programs and services more welcoming for immigrants. The curriculum is under development including info sessions and planning, sensitivities, program promotion. Other implementation initiatives either underway or completed include:

- improvements made to HRM's website to post welcoming remarks and helpful information to newcomers about HRM, municipal services/programs and links to other organizations of key interest;
- plans underway to host 2 citizenship ceremonies in Halifax Hall presided by the Mayor and to provide welcome letters from the Mayor and Council to all newcomers;
- plans underway to prepare a printed and electronic "newcomers guide" to serve as a directory of helpful information on various programs and services
- plans to work with diverse communities to provide HRM information in 5 most common languages spoken by recent immigrants (Arabic, Mandarin, Spanish, Farsi and Russian)

Priority 5 External Affairs Cont'd

Initiative f: Implement HRM's Youth Strategy

STATUS: A CCED Youth Strategy has been developed and one staff has been assigned full time as project lead. Implementation of initial steps identified in the strategy have begun, such as planning a major youth conference for September, establishing partnerships with Halifax Public Libraries and Halifax Regional Police, and initiation of youth governance models.

Objective 1: Improve HRM's approach to Intergovernmental Relations to foster better relations and joint priorities with other levels of government

Initiative a: Transfer government relations division to the CAO Office

STATUS: Completed

Initiative b: Create a government relations plan to achieve mutually beneficial outcomes for all levels of government

STATUS: A draft plan is complete and will be tabled with Council Sept 06.

Initiative c: Effectively utilize the new office of the NS Senior Representative in Ottawa to maximize HRM's representation in Ottawa

STATUS: Briefing on HRM initiatives/issues to NS Senior Rep in Ottawa. Copies of HRM initiatives briefing sent to Ottawa office.

Priority 6: Performance Measurement

Goal 6a: An organization focussing on community values

Objective 1: Provide a systematic framework for validating HRM service delivery with citizens.

Initiative a: Develop an approach for assessing citizen views.

STATUS: Staff is preparing a proposal for review by EMT this Fall 06. (Linked to Priority 1, Goal 1b)

Objective 2: Enhance HRM's culture of support for Council based decision-making

Initiative a: Develop performance measures with Council to facilitate greater efficiency and value

STATUS: An approach is underdevelopment and scheduled to be presented to Council in the early fall.

Goal 6b: Improved Operational Accountability for Performance

Objective 1: Entrench the values of strong performance and high achievement in all aspects of HRM's operations.

Initiative a: Ensure performance measures and tools are in place for each business unit to measure efficiency and effectiveness, and report to Council

STATUS: A performance measurement framework is being created for each business unit. BPIM staff will be presenting draft framework to the Senior Management Team in early October for feedback.

Initiative b: Explore options for establishing a Public Service Review division under the CAO to address public concerns with internal processes and program service delivery

STATUS: A work plan is under development through the DCAO Corporate Strategy office

Objective 2: Foster a horizontal collaborative senior management environment

Initiative a: Undertake an administrative review to determine the best manner in which to achieve community values, Council focus areas, and strategic directions (Goal 4a, 3a).

STATUS: Completed

Initiative b: Clarify roles and responsibilities, ensure each collaborative initiative has assigned accountability and reporting requirements.

STATUS: A matrix is complete and regularly reviewed at SMT.

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Priority 7: An Employer of Choice

Goal 1a: Foster a positive work environment for all employees

Objective 1: Develop a corporate culture which supports our employees' growth and success

Initiative a: Continue implementation of the Local Government Leadership Training program

STATUS: This is an ongoing initiative. A leadership model was developed for HRM which defines nine core leadership outcomes supported by 24 competencies. A Leadership Learning program has also been developed to support this initiative and our new calendar is being prepared for September. In addition, Human Resources is now preparing for "Leadership Week" which will be held in early October. The theme will be "Inspiring High Performance" and will offer learning opportunities for all leaders within our organization.

Initiative b: Ensure the organization has a fully developed plan for its succession needs

STATUS: HR continues to provide follow up and support to the business units in this area and all resource materials, presentations and tools are in place to support these efforts. Succession Planning has also been placed in all of the Senior HR Consultants' PDP's. This is an ongoing Project.

Initiative c: Continue to implement the Employee Survey

STATUS: The CAO continues to foster positive employee working relationships through ongoing meetings with Union executives, presentations to Business Unit staff to discuss organization vision and direction. In addition, Human Resources will be reviewing different tools for receiving employee feedback.

Objective 2: Foster an organization that is more inclusive of its diverse communities

Initiative a: Continue to implement the Diversity Strategy

STATUS: A Plan is being developed by Human Resources and the CAO's office.

Initiative b: Continue to implement the Immigration Action Plan.

STATUS: Human Resources continues to support the implementation of the Immigration Action Plan. A Diversity Hiring Strategy has been circulated to SMT for review and comment and it will be incorporated in HR's Recruitment and Policy Manual. A meeting is scheduled in the Fall to start moving on the strategy.

Priority 7: An Employer of Choice Cont'd

Objective 3: Foster an organization where accountability and performance management are a priority.

Initiative a: Continue to deliver training in the performance development process

STATUS: Human Resources continues to offer training and coaching to support employee performance and development. As a part of continuous improvement, the PDP program was modified to include self directed learning plans and incorporate local government leadership competencies. In addition, the Employee Relations Team is in the process of developing tools to assist HRM's leaders. A Staffing Handbook is currently in draft form and a Termination Handbook is planned for completion during this business cycle. *(Note: a Termination Handbook offers tools, tips, direction/advice on the process of terminating an employee. This management aid is intended to complement our existing policies and practices with practical tools and guidance.)*