

# Implementing the Strategic Plan 2018 Annual Operating Plan

LSRCA Board of Directors

May 25, 2018

Mike Walters, Chief Administrative Officer



**Lake Simcoe Region**  
conservation authority

# Implementing our Strategic Plan

- LSRCA's Strategic Plan "*Vision to Action, Action to Results*" was completed and approved in July 2016,
- Involved extensive consultation with all our partners, and stakeholders,
- The Plan contains 4 major goals, 9 outcomes and 42 individual activities,
- The plan was presented to all our partners and stakeholders involved,
- Implementation began immediately with the development of detailed workplans,



2016–2020  
Strategic Plan  
VISION TO ACTION,  
ACTION TO RESULTS

# Implementing our Strategic Plan

- Progress is monitored using an internally developed database outlining: tasks, lead, timelines...

Office of the CAO Meetings Ave Meetings CAO Libraries Strategic Plan

Search this site

Strategic Plan

Home 2016-2020 Strategic Plan Strategic Actions Core Programs Contributing Projects

Search Actions & Programs  
New Project  
How to use this tool - Terms and Instructions  
Tools  
Manage Internal Services  
Reports  
Action & Program Alerts  
Internal Service Consumption  
Display My Actions  
Lists  
EDIT LINKS

Continue to commit to environmental sustainability by greening our business and reporting on progress annually.

Lead Dept: Office Of CAO  
Goal: Support  
Milestones

Milestone	Start Date	End Date	Status	Milestone Leads	Budget	% Towards Completion	Percent Target	Percent Actual
Work with Full Management Define Programs and Services	Apr 08, 2016	Jul 01, 2016	Completed	Mike Walters	\$0	25	0	25
Finalize Programs and Services	Jul 01, 2016	Mar 31, 2017	Completed	Mike Walters	\$0	5	0	5
Change Accounts to reflect Harmonization	Aug 05, 2016	Feb 28, 2018	Completed	Mark Critch	\$0	25	0	25
Meet with Adjoining CA's	Jul 29, 2016	Nov 30, 2018	Experiencing Delay	Mike Walters	\$0	15	0	0
Meet with CA's regarding the Final Product	Oct 07, 2016	Dec 30, 2018	On Track	Mike Walters	\$0	5	0	0
Presentations to the BOD	Apr 29, 2017	Dec 31, 2018	On Track	Mike Walters	\$0	5	0	0
Presentations to All Staff and Implementation	Apr 27, 2017	Dec 31, 2018	On Track	Mike Walters	\$0	5	0	0
Harmonization - Budget	Jan 01, 2018	Nov 30, 2018	On Track	Susan McKinnon	\$0	5	0	0
Harmonized Financial Reporting	Jan 01, 2018	Mar 31, 2018	Completed	Katherine Toffan	\$0	5	0	5
Budget Companion Document	Jul 01, 2018	Dec 30, 2018	On Track	Kristen Yemm	\$0	5	0	0
<b>Totals</b>					<b>\$0</b>	<b>100</b>	<b>0</b>	<b>60</b>

# Reporting our Progress

Communicate our progress using:

- LSRCA Annual Reports,
- Presentations to partners and stakeholders,
- Information available on our Website [www.LSRCA.on.ca](http://www.LSRCA.on.ca)
- Individual communication materials (fact sheets, news releases),
- Currently evaluating how to best celebrate our successes.



**Winter Salt**

Salt lowers water's freezing point, the temperature at which it changes from a liquid to a solid and vice versa.

How quickly salt melts frozen water depends on a number of variables, including temperature, time, and the rate of application.

Fortunately, it is usually not necessary to salt all the time and/or liberally distributing or spreading the load between pavement and frozen water is a more efficient, economical and environmentally sensitive approach. Once the bond is broken between the pavement and the ice, it's easier for plows to scrape the ice off the surface.

Technically, any substance that dissolves in water lowers its freezing point. Sugar can lower water's freezing temperature, but salt's lower molecular weight makes it do this more effectively.

**Interesting facts**

Road salt is most effective at temperatures between minus 12 degrees Celsius and zero.

The world's largest salt mine is located just 100 kilometers west of Lake Simcoe, in

Year	Average Annual Chloride (mg/L)
1971	~10
1975	~12
1980	~15
1985	~18
1990	~22
1995	~28
2000	~35
2005	~45
2010	~55
2017	~65

# Adapting to Further Achieve Our Goals

Goal 4: Build a stronger and more valued organization through business excellence.



*“The road to business excellence is always under construction”*

Engagement Survey Results: Areas for Improvement




- Clarify priorities and alignment of staff’s roles/goals with LSRCA’s strategic plan,
- Need to improve collaboration between divisions,
- Enhance accountability for achieving outcomes.

# New Goal Setting Process



## Objectives

- Alignment of the Strategic Goals and Annual Operating Plan (AOP) to all employees to provide clear direction,
- Empower sponsors of key initiatives to engage all stakeholders (internal and external),
- Enhance collaboration amongst departments,
- Improve accountability through involving and informing stakeholders
- Continuous calibration/reporting of progress through staff meetings.

Step	Component	Description	Owner	Attendees	Outcome
1	Annual Operating Plan	CAO and GMs finalize the Annual Operating Plan. The plan should include all key tactics and projects planned for the coming year. The AOP will align with the Strat Plan and budget.	CAO	GMs	Annual Operating Plan (AOP) 
2	Annual Operating Plan Kick-off Meeting	A meeting of the FMT to review the Annual Operating Plan. The plan review will inform the Managers so that they can establish their department goals.	CAO and GMs with Pat	All Managers	Understanding and buy-in to the AOP. Direction in creating department goals.
3	Department Goal / Priority Setting	GMs and Managers meet individually to identify their 3-4 department goals. These goals reflect the areas of focus for the team. These goals must align with one of the tactics in the AOP. Goals must be trackable and measurable.	GMS	Managers	3-4 Goals per Department 
4	Calibration Meeting	CAO and FMT meet to review the department goals for each department. The purpose is to ensure that each department has prioritized the right things for their teams to be focusing on. These goals will often become the personal goals of the Managers.	CAO and Pat	GMs and Managers	Approved Department Goals 
5	Manager Goal Setting Training	Managers to participate in training on how to write their own goals and work with their employees to set performance goals. Template from the PR process. 3 Hours.	Pat	All Managers	Managers ready for Goal Setting Conversations
6	Employee Goal Setting Working Sessions X 5	All employees to participate in goal setting workshops on how to set performance goals that align with their department's goals. Managers and employees attend together. Template from the PR process. Multiple session will be offered at 2.5 Hours each.	Pat and GMs	All Managers and employees.	Employees Performance Goals
7	Final Approval	GMs review the final department and employee goals. They ensure there is alignment with the AOP.	GMs		Final Performance Goals for all employee submitted to HR.

**Goal Updates** If there are significant changes to strategy or the AOP throughout the year, an update may be required for some employees to ensure their goals remain relevant and align with the change in priorities.

# Performance Process Overview

## Goal Setting for Improved Performance

- Managers and Employees will identify 3-5 goals based on the department priorities.
- Goals are reviewed by employee's Manager and GM and then submitted to HR.

## Ongoing

- Monthly 1:1s are used to review progress, celebrate wins and discuss any areas of refocus.
- Ongoing attention to any knowledge skills gaps identified during goal setting (training opportunities).

## Annual Year End

- Performance review is completed. Performance on each goal is evaluated in addition to competencies for staff and leaders.



# 2018 LSRCA AOP – Top 12 Priorities

1. Harmonization
2. Enhance Collaboration with First Nations
3. Staff Engagement
4. Scanlon Creek Education Training Facility
5. Talent Management
6. Compensation Review
7. Land Acquisition/Disposition Strategy
8. Scanlon Creek Operations Renovation
9. Lake Simcoe Phosphorus Offsetting Program - Implementation
10. Asset Management Plan
11. Climate Change Adaptation/Mitigation
12. Salt Management Strategy

# Questions

