



CITY OF DAWSON CREEK

UBCM Community Excellence Awards ♦ Best Practices ♦ Annual Reporting

2006 Annual Report

CITY OF DAWSON CREEK

UBCM COMMUNITY EXCELLENCE AWARD APPLICATION 2006 ANNUAL REPORT

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Project summary

Starting with a formal announcement from Mayor and Council in 2005 the City of Dawson Creek embarked on a journey towards improving public accountability and awareness of local government. Using the Community Charter Annual Reporting Guide and the Canadian Framework for Excellence and with the help of the National Quality Institute, our municipality is working to incorporate the following principles of excellence into everything we do at all levels of our organization. The Annual Report prepared in 2007 covering the fiscal year ending December 31, 2006, and the process used to generate it, is a reflection of best practices and evidence of good governance.

Principles for Excellence

- **Cooperation and Teamwork**
- **Leadership through Involvement and by example**
- **Primary focus on citizens/stakeholders**
- **Respect for the individual and encouragement for people to develop their potential**
- **Contribution of each and every individual**
- **Process oriented and prevention-based strategy**
- **Continuous improvement of methods and outcomes**
- **Factual approach to decision-making**
- **Obligations to stakeholders, including concern for responsibility to society**

APPROACH

The City of the Dawson Creek is committed to continuous improvement, seeking to apply best practices and principles of quality and good governance.

In 2005, the City recognized strong linkages between the *Community Charter*, the Municipal Progress Annual Reporting requirement and the Principles of Excellence. Specifically, as it relates to Section 98 of the *Charter* which requires (in part) that municipal councils prepare an annual progress report on the previous year in relation to established objectives and measures. The report also documents current and future year objectives and the measures to be used in determining progress toward those objectives.

In keeping with the *Community Charter* reporting requirements, quality principles form foundations for long term quality improvement. Imbedded in those principles is the need for continuous improvement of methods and outcomes.

Seven drivers of quality, in the Public Sector Excellence Program are the basis of the best practices that the City of Dawson Creek is working to align with. These drivers are, not accidentally, totally consistent with the reporting requirements under the *Community Charter*. Specifically:

1. Leadership focuses on the Elected Officials' role to set strategic direction and the Senior Managements responsibility to communicate and support a commitment to continued growth and development throughout the organization.
2. Planning links the strategic direction to the measurement of performance to assess progress.
3. Citizen Focus requires identification of client groups' needs, leading to measurement of satisfaction to gain information for improvement.
4. People Focus looks at development of human resources to meet the goals of the organization, including development of a continuous learning culture.
5. Process Management examines how work is organized to support the strategic direction and applies to all key processes that are critical for success.
6. Supplier/Partner focuses on external relationships with other organizations, institutions and/or alliances that are critical to meeting strategic direction.
7. Organizational Performance provides tools to examine the outcomes from the overall effort for quality improvement and impact on organization accomplishment. It addresses service quality, client satisfaction and financial performance.

Implementation strategies were developed, following Council's commitment to set strategic direction for continued growth and commitment to excellence principles. The connection is obvious through examination of the Guide to Reporting produced jointly by LGMA, GFOABC and MCAWS which recommends the importance of:

- Council recognizing the importance of making a commitment
- Administrative leadership accepting the project as important to the organization
- Development of trust between administrative staff and elected officials
- Gaining support of workers
- Readiness on all parties to use this as an opportunity to develop a decision making process that includes public reporting and goal setting.

With an organizational self assessment completed in 2005 to provide a snap shot of the organization, workgroups reviewed the priorities identified in the strategic planning and the assessment. Specific objectives were developed to improve performance and to determine how the progress would be measured on each.

In keeping with the Guide to Municipal Progress Reporting recommendations, 2005 Annual Report organizational objectives and processes were very basic and general, limited by staff resources. The simple abbreviated reporting was model was used.

In 2006, the City continued to strengthen the "Selection of Measures" recommended by the guide with progress made through the excellence program. Workgroups committed the time and resources to complete the self assessment and develop improvement plans including SMART Objectives (Specific, Measurable, Attainable, Relative and Time Bound).

Using the excellence program to support the Municipal Progress Reporting process enhanced the communication and the understanding of the vision inside and outside the organization, and provided a stronger link between the organizations vision and the day to day delivery of services.

RESPONSE TO CRITERIA

COUNCILS ROLE AND INVOLVEMENT

Council followed an aggressive process to solicit community input into the strategic planning process starting in 2003 (see Appendix 1). In 2006, Council committed to the quality initiative, reviewed and revised the vision and mission for the City of Dawson Creek. The direction of the entire organization is reflected in the most recent Annual Report.

HOW WERE OBJECTIVES SET

Each year through corporate planning (see Appendix 2), priorities and strategies are clarified, principles established and key objectives are endorsed. The 2006 Annual report includes reporting on the previous year's objectives and looks forward to 2007 alignment with the new Vision, Mission and Guiding Principles.

THE PROCESS TO ESTABLISH OBJECTIVES & MEASURES

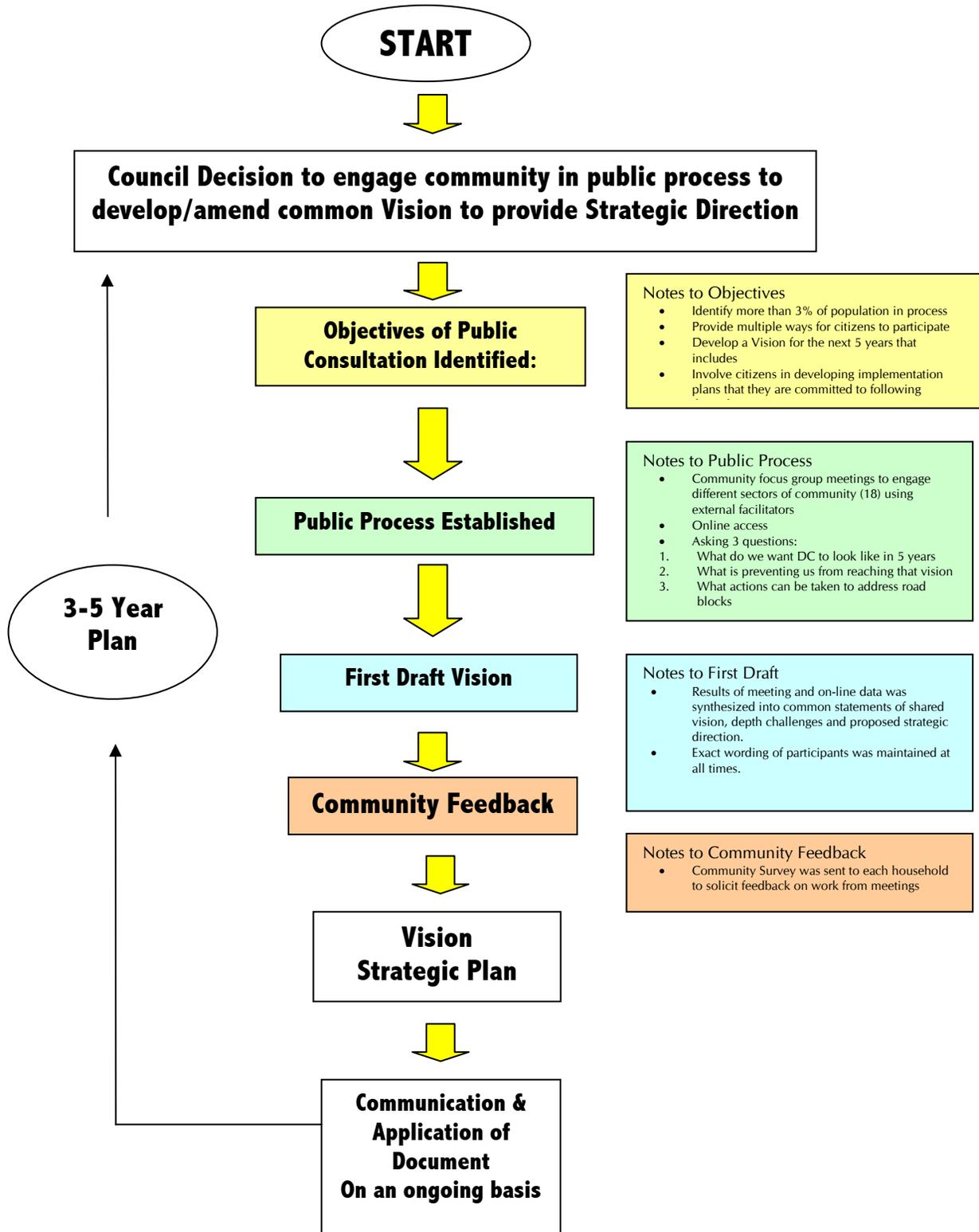
Looking Back - In preparing the 2007 objectives to be reported out in the 2006 annual report, each department reviewed the previous year's objectives identifying and summarizing successes and challenges. Highlights of those are published in the annual report by department.

Looking Forward – Working with the new vision, mission and guiding principles and priorities established by Council, departments proceeded to develop specific plans. These plans are summarized and documented in the form of a 1 page department service plan (See sample in Appendix 3). Each department plan includes Goals, Objectives, Strategies, Programs & Initiatives as well as identified Measurements and Targets. Highlights of those are published in the annual report by department.

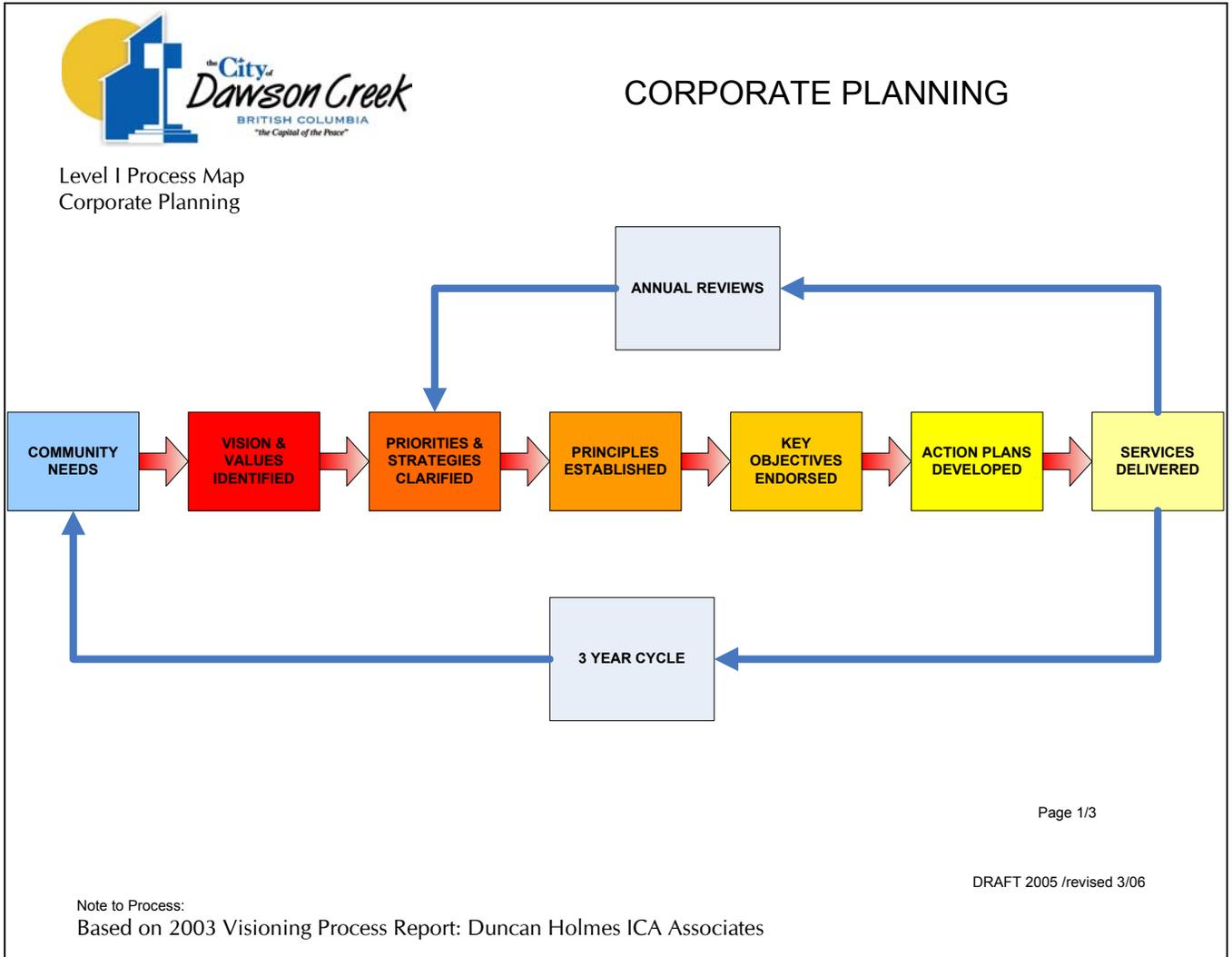
WHO WAS INVOLVED

The Annual Report is a collaborative document reflecting vision, mission and guiding principles established by Council as a result of formal and informal community consultation. Administration publishes the document which is a summary of previous years accomplishments and next years goals. The summaries are established collaboratively between senior managers, department heads, front line supervisors and other employees. The public is then requested to provide further comments and input on the Annual Report prior to consideration by Council.

Appendix 1



Appendix 2



Appendix 3

