

# Core Service Review

Council's Strategic Priorities:  
Establishing ***Wildly Important Goals (WIGs)***



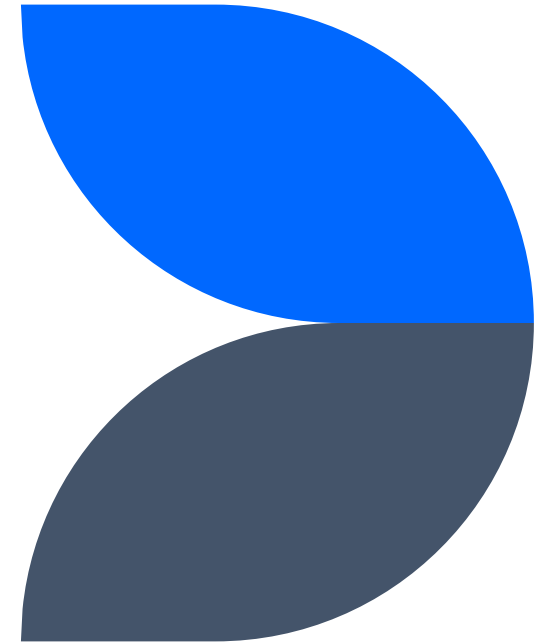
June 26<sup>th</sup>, 2023

# ***Agenda***

- Progress to Date
- Overview of Wildly Important Goals
- Identifying WIGs
- Prioritizing the WIGs
- Fiscally Responsible WIGs
- Modernized Services WIGs
- Towards Council Endorsed WIG Clusters
- Next Steps & Council Feedback

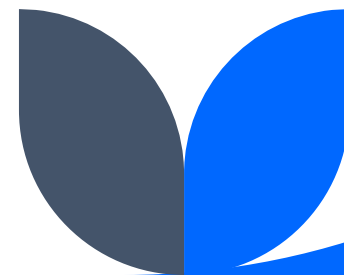
**Progress to Date:**

**Towards Council's  
Strategic Priorities  
Framework**



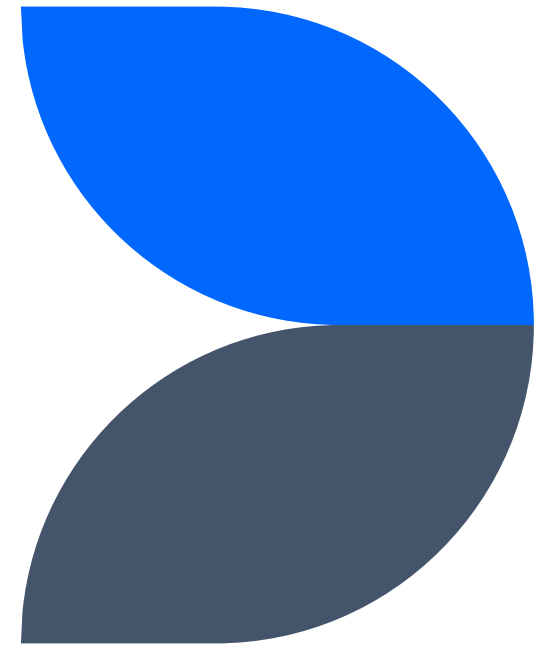
# Progress to Date

1. KPIs + Service Delivery Targets
2. Brock *Situation Analysis*
3. Council's *Strategic Performance Brand*
4. *WIGs Identification Workshop*



# Revisiting Concept of Wildly Important Goals (WIGs)

*An Overview*



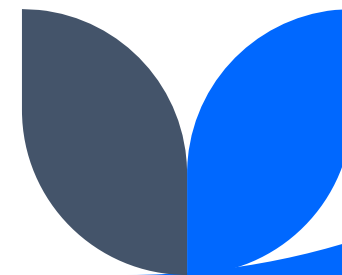
# ***Relentless Focus Amidst Change***

***“The Main Thing is to Keep the Main Thing the Main Thing.”***

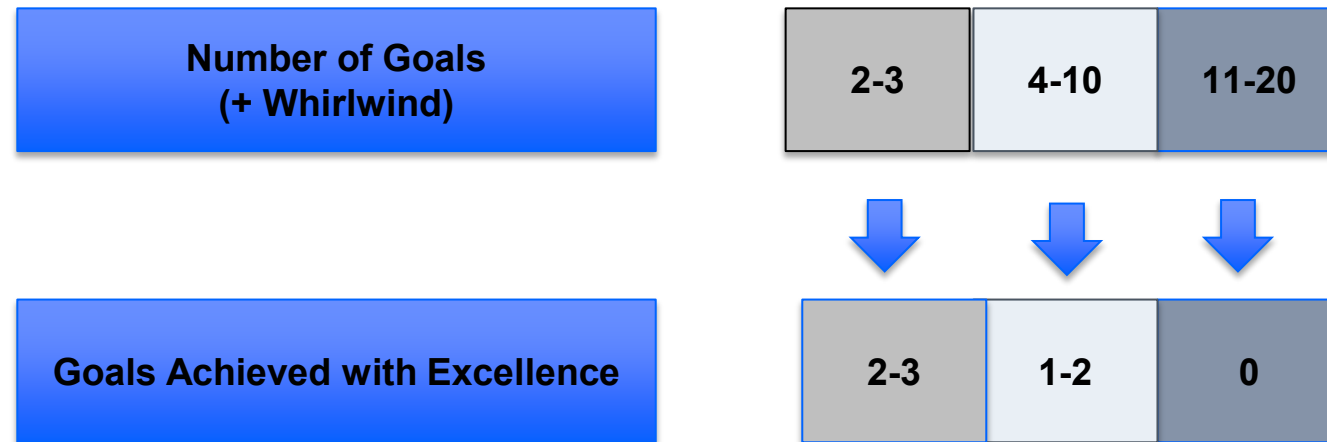
Management Guru  
Stephen Covey

*“If you’re currently trying to execute five, ten, or even twenty important goals, the truth is that your team can’t focus. This lack of focus magnifies the intensity of the whirlwind, dilutes your efforts, and makes success almost impossible.”*

## ***4 Disciplines of Execution***



# Setting Wildly Important Goals: The Law of Diminishing Returns



*The fundamental principle at work is that human beings are genetically hardwired to do one thing at a time with excellence.*



# The Ultimate Goal Statement...

## *From X to Y by When*

***“I believe that this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to the earth.”***

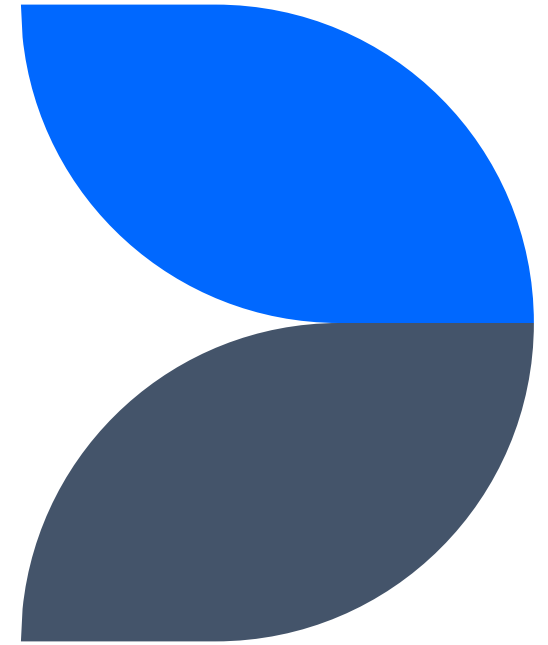
***President Kennedy 1961***

*When a team moves from having a dozen we-really-hope goals to one or two no-matter-what goals, the effect on morale is dramatic. It's as though a switch exists in every team member's head called "Game on!" If you can throw that switch, you have laid the foundation for extraordinary execution. When President Kennedy said to the moon and back by the end of the decade, he threw that switch.*





# Identifying Brock WIGs



# Identifying Wildly Important Goals (WIGs)

Council should consider the categories identified in the *As Is Situational Analysis* when establishing WIGs:

- Moving to “One Brock”
- Asset Rationalization
- Addressing Fiscal Realities
- Modernized Service Delivery



# Establishing Wildly Important Goals (WIGs)

Following the philosophy as outlined in The 4 Disciplines of Execution (4DX), the setting of Wildly Important Goals is designed to align desired outcomes (goals) with actions and timelines.

The formula for a WIG is:

**ACTION + TIMEFRAME = OUTCOME**

We start the process with the outcome in mind, Council must have an expectation of the actions to be taken and a realistic timeline for achieving the outcome (goal).



# Establishing Wildly Important Goals (WIGs)

Sample Wildly Important Goal (WIG):

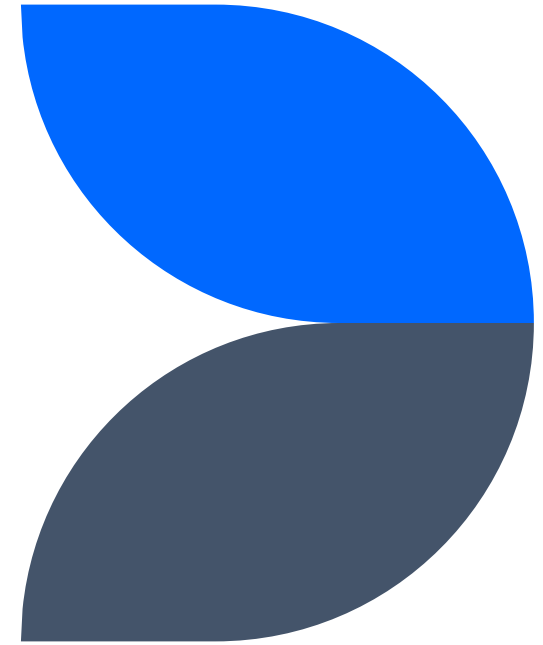
Wildly Important Goal = Weight loss of 10 lbs.

Todd will **cycle 60 minutes a day** & forego his much-loved weekly pizza at the Second Wedge to **lose 10 lbs.** by **July 31st.**

(**actions** + **timelines** = WIG achievement)



# Prioritizing Brock's WIGs



# Prioritizing Wildly Important Goals (WIGs)

- Municipal Councils can sometimes fall victim to the urge to have too many simultaneous priorities. It is hard to say no to good ideas.
- Importantly, the management science is clear. If you try to focus on 10 priorities simultaneously, you will achieve none; thereby actually having no priorities.
- Council's non-strategic agenda will be a mile wide and an inch thick. You will fail (according to the manage science)
- We need to guard against this trap!

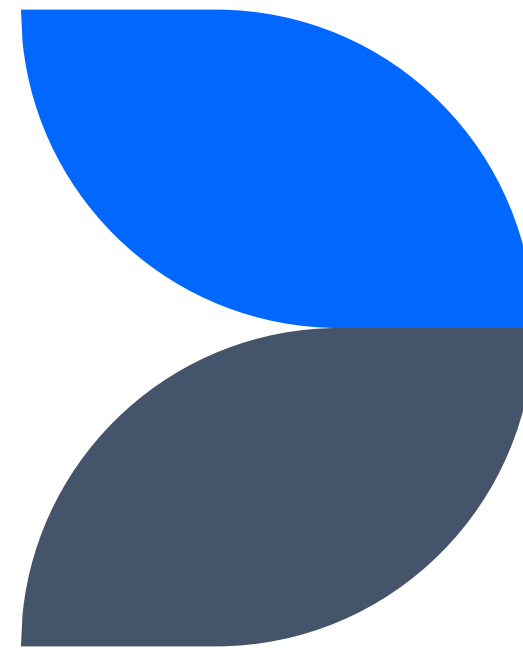


# Prioritizing Wildly Important Goals (WIGs)

- Focusing on a small number (2-3) Wildly Important Goals at any given point in time is the recipe for strategic success.
- Council endorsed clusters of 2-3 Wildly Important Goals (aligned with its Results Brand) will drive the technical aspects of the Core Service Review and will inform future budget cycles and operational planning at Brock.
- *Completed Wildly Important Goals can/should be replaced over time with new ones.* In this sense, Council may have 10 WIGs (strategic priorities) but chooses to deal with them in clusters of 2 or 3 at a time.



**“Financially  
Responsible”  
WIGs**





## **Brand: *Financially Responsible Council***

- Focused on actions to become 'One Brock' re. a sustainable asset/facilities model
- Addressing Brock's asset management unfunded liability
- Ensuring existing assets/facilities/services are properly funded and maintained before adding new ones
- Divesting assets that no longer provide good value for money



# WIG #1 - “One Brock” AMP

*Complete a Core Services Asset Management Plan that embraces a “One Brock” approach to facilities rehab/reconstruction & divestiture*

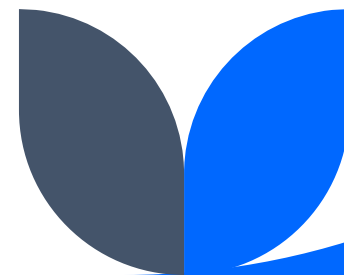
- *Conduct a condition assessment of all buildings/facilities to establish priority and plan for rehab/reconstruction projects.*
- *Council approval by mid-2024*



# WIG #2 - Multi-Year Roads Sustainability Plan

*Create a Roads Sustainability multi-year business plan that incorporates targeted levels of proactive surface maintenance hours/\$ as well as required capital upgrades to maintain or improve Pavement Quality scores*

- *Create business plan in 2024 & begin implementation in 2025 budget cycle*
- *Monitor Pavement Quality and report on reduction in capital unfunded liability by end of 2025*



# WIG #3 - “State of the Infrastructure” Annual Report



***Deliver “State of the Infrastructure” annual reports to Council in order to track progress in reducing unfunded liabilities identified in the Asset Management Plan and maintain momentum around identified asset/facility divestiture commitments***

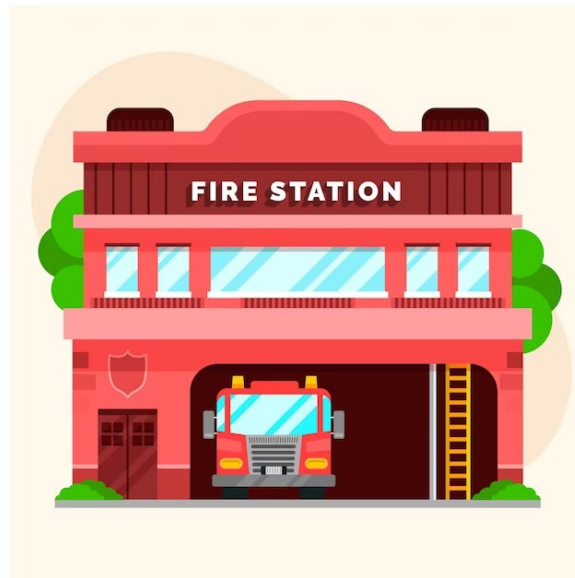
- *Deliver initial “State of the Infrastructure Report in Q1 2025*



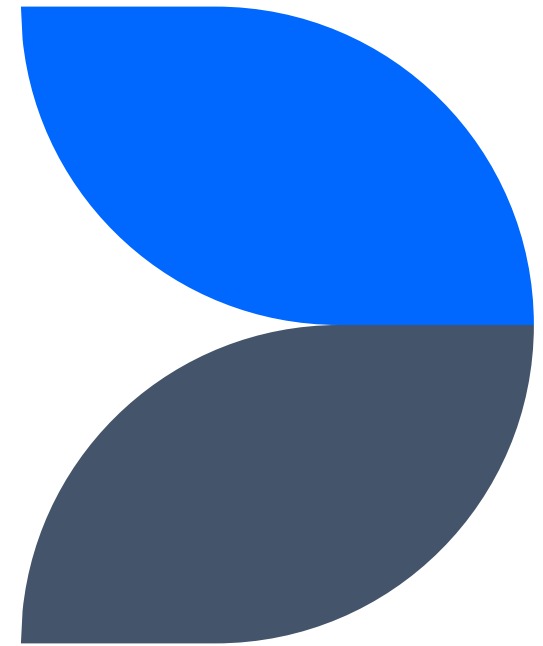
# WIG #4 - Fire Station Location Review

*Execute a Fire Station Location Review to evaluate the feasibility of modifying the existing 3-station model in Brock.*

- *Execute Station Location Review in Q1-2 2024 in order to inform Core Services Asset Management Plan due in mid-2024*



**“Modernized  
Services”  
WIGs**



# Brand: Modernizer Council



- Focused on investing in modern technology tools to provide more efficient service delivery
- Measuring service results and setting targets linked to budget cycle and outcomes
- Implementing policies and programs to modernize operations and ensure continuous improvement
- Partnering with other municipalities or community groups to lower costs of service delivery



# WIG #5 - Annual Budget to be Informed by Results Targets and Reporting

*Transform Brocks annual budget cycle by introducing service delivery RESULTS TARGETS and Key Performance Indicator (KPI)*

## **RESULTS REPORTING**

- *Pilot Implementation in 2024 budget cycle followed by full Implementation for all Brock core services in 2025*

**KPI**  
(Key Performance Indicators)





# WIG #6 - Implement Work Order Technology Solution

*Implement a state-of-the-art Work Order/Maintenance Management technology solution in order to deliver planned maintenance programs across Brock's network of roads, bridges, culverts, parks, sports fields, arenas, and cemeteries*

- *Secure & configure the technology solution in 2024 and "go live" January 1<sup>st</sup> 2025*



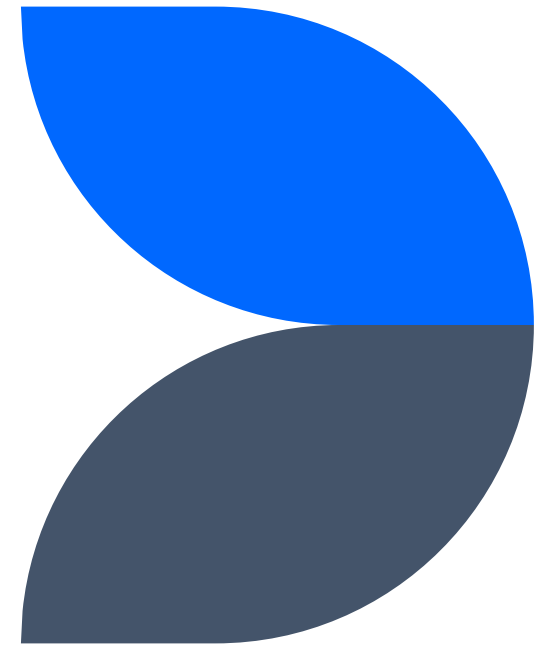
# WIG #7 - Initiate Formal Shared Services Program

*Initiate a formal/on-going Shared Services program with North Durham (or other) municipal partners*

- *Create a service sharing program “framework” for evaluating service sharing proposals by mid-2024*
- *Select/begin implementing a pilot service sharing deal before the end of 2024*



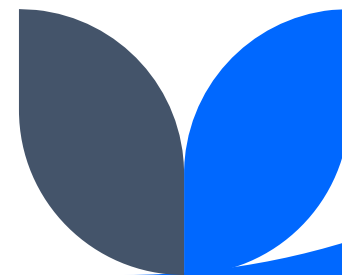
# **Towards Council Endorsed WIG Clusters**



# Achieving Strategic Priorities via *Relentless Focus*

- For strategic success, Council must focus simultaneously on a small number (2-3) Wildly Important Goals (aligned with its Results Brand) at any given point in time.
- The WIGs have been organized into clusters that allow for a phased execution.

***“Do Now...Do Next”***



# WIG Cluster #1

- The recommended “*Do Now*” 1<sup>st</sup> WIG cluster requires action immediately and over the next year to:
  - i) Meet pending legislative requirements
  - ii) Achieve a sustainable asset/facilities model
  - iii) Begin to modernize operations to achieve efficiencies



# Cluster #1 - *Do Now* WIGs

- WIG #1 - 'One Brock' AMP
- WIG #2 - Multi-Year Roads Sustainability Plan
- WIG #6 - Implement Work Order Technology Solution



# Cluster #2 - *Do Next* WIGs

- WIG #3 - “State of the Infrastructure” Annual Report
- WIG #5 - Annual Budget to Be Informed by Results Targets and Reporting



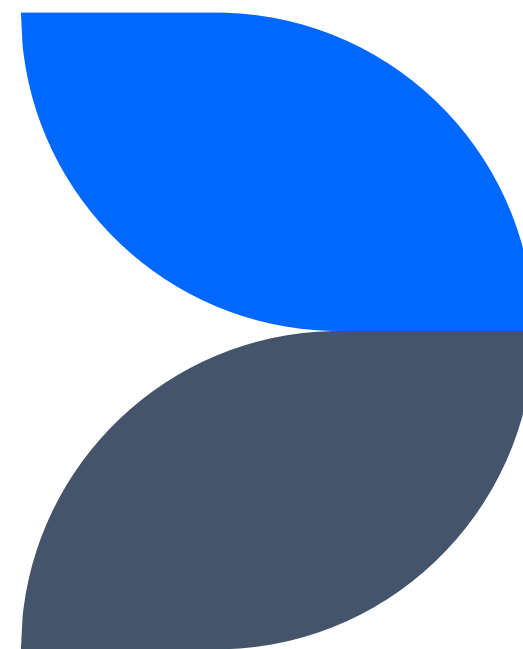
# Cluster #3 - *Do Next* WIGs

- WIG #4 - Fire Station Location Review
- WIG #7 - Initiate Formal Shared Services Program





**Next Steps**



# Core Service Review

- Working with Brock CAO/Management Team to finalize the service rationalization (triage) tools. *(To be completed early September)*
- Public Information Charrette. *(To be completed mid September)*
- Presentation of Final Report and Implementation Roadmap to achieve the WIGs. *(To be completed late September)*



# Council Taking Ownership

Questions/Comments/Feedback

