Ottawa

Office of the Auditor General

Follow-up to the 2011 Audit of Performance Measurement

Tabled at Audit Committee - October 8, 2015

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Executive Summary

Introduction

The Follow-up to the 2011 Audit of Performance Measurement was included in the Auditor General's 2013 Audit Plan.

The key findings of the original year audit included:

- There is a risk that the City of Ottawa's Balanced Scorecards will not measure performance at the service or program level.

- It will be important that Scorecards are linked to departmental plans and operational priorities as well as Council priorities. Little evidence was found that performance measures were used in the past to inform budget and operational decision-making.

- The Housing Services Corporation performance database and the Lifecycle Asset Management toolkit should be implemented, rather than continuing to rely simply on waiting list figures as a measure of performance.

- The Ontario Municipal Benchmarking Initiative (OMBI) has not delivered the benefits intended. It is recommended that redeploying resources towards more promising performance measurement projects should be pursued.

- Management should monitor the cost-benefit of the new program. If it is not generating the anticipated benefits, there is the potential for savings by discontinuing it.

- The Balanced Scorecards should be linked to operational priorities and that the cost-benefit of any performance measure framework be monitored to ensure it is adding value.

- Several specific performance measures should be considered in the areas examined, in particular the social housing program.

Summary of the Level of Completion

The table below outlines our assessment of the level of completion of each recommendation as of May 2014.

Table 1: OAG's assessment of level of completion of recommendations

Category	% Complete	Recommendations	Number of Recommendations	Percentage of Total Recommendations
Little or no action	0 to 24	n/a	n/a	n/a
Action Initiated	25 to 49	n/a	n/a	n/a
Partially Complete	50 to 74	12, 14, 20	3	14%
Substantially Complete	75 to 99	4, 11, 15, 17, 21	5	24%
Complete	100	1, 2, 3, 5, 6, 7, 8, 9, 10, 13, 16, 18, 19	13	62%
Total			21	100%

The table below outlines management's assessment of the level of completion of each recommendation as of February 2015 in response to the OAG's assessment. These assessments have not been audited.

Table 2: Management's assessment of level of completion of recommendations

Category	% Complete	Recommendations	Number of Recommendations	Percentage of Total Recommendations
Little or no action	0 to 24	n/a	n/a	n/a
Action Initiated	25 to 49	n/a	n/a	n/a
Partially Complete	50 to 74	n/a	n/a	n/a
Substantially Complete	75 to 99	4, 11, 14, 15	4	19%
Complete	100	1, 2, 3, 5, 6, 7, 8, 9, 10, 12, 13, 16, 17, 18, 19, 20, 21	17	81%
Total			21	100%

Conclusion

Management has been proactive in addressing the recommendations. Over 85 percent of the recommendations have either been fully or substantially completed.

Acknowledgement

We wish to express our appreciation for the cooperation and assistance afforded the audit team by management.

The following section is the detailed follow-up report.

Ottawa

Detailed Follow-up report

Introduction

The Follow-up to the 2011 Audit of Performance Measurement was included in the Auditor General's 2013 Audit Plan.

Key Findings of the Original 2011 Audit

1. The high level of data re-entry and manipulation currently required in the areas audited create risks for accuracy when calculating key performance indicators. Enhanced automation and effective implementation of the new Business Intelligence tool are needed to mitigate these risks.

2. For the operating cost per million liter (ML) of treated drinking water measure, the difference between the OMBI value (106,799 ML) and the value identified during the audit (106,523 ML) is 0.26%. Given this is less than a 1% difference; we believe this difference to be negligible.

3. The measure of response rate to 3-1-1 calls for traffic signal failure as reported in the Service Excellence Scorecard was found to be accurate.

4. The Operating cost per km – other vehicles (light and heavy) as reported in the Quarterly Performance Report to Council was found to be accurate.

5. The City's approach to the Balanced Scorecard is organizational-structure based rather than program or service based. As such, there is the risk that the Balanced Scorecards will not measure performance at the service or program level. Management has indicated that Departments are currently developing their strategic plans and Balanced Scorecards to support the achievement of the term of Council strategic priorities, objectives and initiatives. These plans will also include critical operational priorities that relate to services delivered by branches, and thus, performance measures will be incorporated into the departmental strategic plans and scorecards. For the Balanced Scorecard model to be effective, it is important that they are linked to departmental plans and operational priorities as well as Council priorities.

6. The focus of Balanced Scorecards in each of the areas audited should be as follows:

   - The National Solid Waste Benchmarking Initiative for Solid Waste;

   - The Special Performance Report prepared for the audit for Parks, Recreation and Culture;

   - The Social Housing Corporation performance measurement database and the Asset Management toolkit and forecasting for Housing;

   - The Monthly Dashboard, the Annual Report and the Commission on Fire Accreditation International (CFAI) self-accreditation initiative for Fire Services;

- The National Water and Wastewater Benchmarking Initiative for Water and Wastewater; and,

- The Gartner benchmarking and performance measurement process for IT Services.

7. The Ontario Municipal Benchmarking Initiative (OMBI) has not delivered the continuous improvement benefits referenced in its original mandate/mission. Best practice opportunities are not emerging from the complexities of OMBI accounting. Redeploying City staff effort and resources associated with OMBI towards more promising benchmarking and performance measurement projects should be pursued

Status of Implementation of 2011 Audit Recommendations

2011 Recommendation 1

That the City maintain an audit trail including source documents, and calculations that demonstrate how the performance measures were

2011 Management Response

Management agrees with the recommendation.

Since the time of this audit, the performance measurement exercise within Drinking Water Services (DWS) was modified to improve the audit trail as recommended. All DWS files will now be provided to Finance. No further action is required.

Management Representation of Status of Implementation of Recommendation 1 as of July 1, 2013

As per the 2011 management response, Management considers the implementation of this recommendation to be complete and confirms that no further action is required.

Management: % complete   *100%*

OAG's Follow-up Audit Findings regarding Recommendation 1

As further detailed with Recommendation 16, Drinking Water Services conducts management reviews of key performance indicators (KPIs) and reports the results to Committee and Council. These include KPIs relating to Customer Service, Water Distribution, Water Production and Water Quality.

Drinking Water Services provided a copy of the Excel files that provided some details, trends and comments around the calculation of the Operational KPIs found in the 2012 management review further detailed in Recommendation 16.

For a specific example key performance indicator (KPI), "Distribution Cost per Km of pipe" the sources referenced were the Financial Service Unit (FSU) and ArcGIS. Management provided a spreadsheet that they explained included financial cost information with water distribution costs that the FSU provided. We confirmed this was based on SAP with further adjustments relating to an accrual that had not been handled properly within the previous year. The spreadsheet also included the km of pipe from ArcGIS provided by Infrastructure Services Department.

We consider this recommendation complete.

OAG: % complete   ***100%***

2011 Recommendation 2

That the City consider how the new Business Intelligence (BI) tool can help improve efficiency in this process, and should the BI tool be utilized further, ensure the tool is communicated and applied to other performance reporting process where appropriate

2011 Management Response

Management agrees with the recommendation.

There is currently no budget allocation for investment in additional Business Intelligence tools for the corporation. Corporate Business Services will conduct a cost-benefit analysis to determine the feasibility of extending the current Business Intelligence tool for broader use across the corporation and will provide recommendations to the City Manager by the end of Q2 2012. If and when an additional investment is made in Business Intelligence tools, the appropriate information will be communicated to the relevant management and staff across the corporation.

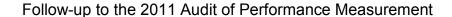## Management Representation of Status of Implementation of Recommendation 2 as of July 1, 2013

Corporate Business Services conducted a cost-benefit analysis to determine the feasibility of extending the current Business Intelligence tool for broader use across the corporation and provided recommendations to the City Manager in Q1 2012. The investment in additional Business Intelligence tools will not be made at this time. However, if a decision is made in future to proceed with this investment, the appropriate information will be communicated to the relevant management and staff across the corporation.

Management considers implementation of this recommendation to be complete.

Management: % complete   ***100%***

OAG's Follow-up Audit Findings regarding Recommendation 2

The Corporate Business Services presentation to Executive Committee entitled "Analysis of Business Intelligence (BI) Options to Support Corporate Performance Reporting" compared the business intelligence tool option to the current spreadsheet process option.

The analysis included a summary of implementation, a summary of impacts, level of effort and implementation cost estimates for the two options.

Impacts noted for the BI tool included costs such as implementation cost and effort. These were offset by benefits such as reduced ongoing effort to produce reports and improved accuracy and integrity of data by reducing the amount of data transfer and reliance on spreadsheets.

Impacts noted for the current spreadsheet process included benefits such as no implementation cost and lower initial effort. These were offset by costs such as greater ongoing effort, reduced access to performance information, reduced frequency of reporting to Executive Committee (EC) from quarterly to semi-annual and reduced scope of reporting which may include less analytics and performance insight.

Further to the qualitative costs and benefits noted above, based on the level of effort and cost estimates provided by Management, the estimated incremental implementation cost and effort for the Business Intelligence tool in the initial setup year was estimated to be an implementation cost of $295,000 and incremental implementation effort of 1 full-time equivalent (FTE) at $85,000 in the initial setup year for a total cost of implementation of $380,000. Annual projected incremental cost savings were estimated at 1 FTE or $85,000 if the Business Intelligence option was chosen.

Total estimated costs for the current spreadsheet process were initial implementation effort of .3 FTE and ongoing effort of 2.9 FTEs. In addition, the ongoing effort for Annual Performance Report to Council was estimated at 2.4 FTEs regardless of which option was chosen. The total estimated cost of ongoing effort would be $450,500. Confidential EC meeting results from Q2, 2012 show that Executive Committee endorsed the current spreadsheet process option including semi-annual reporting of Corporate results to Executive Committee in addition to the Annual Performance Report to Council.

The Corporate Business Services (CBS) created the spreadsheets and the Departments enter the data. Although CBS does an analysis of the data for reasonability they would not review the source data. The Department Head and DCM would be responsible to sign-off the accuracy and integrity of the data entered.

Management indicated that this had not gone through the current Corporate Information Technology Management Team (CITMT) business case process for IT related support and that this was addressed through a different Transformation Steering Committee. They are attempting to put together another business case and would have to go through the process for 2015 to be able to understand the organizational priorities and assess best value.

We consider this recommendation complete as this matter has been considered.

OAG: % complete   *100%*

2011 Recommendation 3

That, where feasible, the City automate repetitive processes (the balanced scorecards prepared by Public Works are an example of the use of automation in extracting and manipulating data in Excel).

2011 Management Response

Management agrees with the recommendation.

Corporate Business Services is currently designing a new data-gathering and reporting process to report on Term of Council Priorities. This work will be completed by the end of Q4 2012 and will, where feasible, automate repetitive processes. The extent of automation also depends on business intelligence investment decisions as outlined in the management response to Recommendation 2. If additional investment in Business Intelligence tools is not feasible, Corporate Business Services will explore other options by the end of Q4 2012.

Management Representation of Status of Implementation of Recommendation 3 as of July 1, 2013

A new data gathering and reporting process to report on Term of Council Priorities was developed and approved by Executive Committee in 2012 and is now in use. The first report on the Term of Council Priorities was tabled at Council in Q2 2013. Automated repetitive processes were not incorporated into the new data gathering and reporting process due to the fact that the decision was made to not invest in Business Intelligence tools at this time as indicated in the management response to Recommendation 2.

Management considers implementation of this recommendation to be complete.

Management: % complete   100%

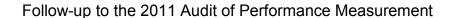*OAG's Follow-up Audit Findings regarding Recommendation 3*

Further to the OAG comments with Recommendation 2, the decision was approved by Executive Committee to not invest in Business Intelligence tools and to use the current spreadsheet process.

The new data gathering and reporting process to report on terms of Council priorities developed and approved by Executive Committee in 2012 included the roles and responsibilities, the City Balanced Scorecard report format and content and the standard approach for determining status and thresholds. This would include the semi-annual City Balanced Scorecard Report to Executive Committee and an Annual City Balanced scorecard report to Council.

The first Annual City Balanced Scorecard Report on Term of Council Priorities was tabled at Council in Q2 2013.

The semi-annual City Balanced Scorecard Report to Executive Committee dated December 2013 for the period ending Q2 2013 included more detail including:

a) quantitative data in the form of graphs and result tables;

b) qualitative analysis such as performance analysis, decision points, recommendations and risks; and,

c) performance status with red-yellow-green status indicators and trending indicators.

We consider this recommendation complete.

OAG: % complete   ***100 %***

2011 Recommendation 4

That Public Works continue developing and using the Service Excellence Scorecards, ensuring the measures reported provide value to Management, targets are set and compared to actual, and that where feasible, the Scorecards are standardized in their format.

2011 Management Response

Management agrees with the recommendation.

In conjunction with the roll-out of the Corporate Planning Framework departmentally, Scorecards will be enhanced and standardized in their format to ensure they provide value to management. This will be completed by Q4 2012.

Management Representation of Status of Implementation of Recommendation 4 as of July 1, 2013

In 2012 Public Works participated in the development and implementation of the Corporate Strategy Maps and Performance Measurement Framework that aligned with Council initiatives for the period 2011-2014. Currently these measures are being monitored and reported on the Corporate Scorecard.

New measures and formatting changes have been incorporated into existing branch scorecards. A new template was also developed and implemented to further enhance and standardized scorecards.

Management considers implementation of this recommendation to be complete.

Management: % complete   ***100%***
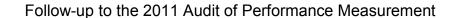
OAG's Follow-up Audit Findings regarding Recommendation 4

There are four departmental strategic initiatives that align with Council initiatives. These include the following:

- Vehicular and Pedestrian Safety and Mobility;

- Cycling Safety Evaluation;

- Increase Forest Cover; and,

- Waste Diversion at City Facilities.

These are being monitored and reported semi-annually to Executive Committee and annually to Council. These appear on the 2012 Annual City Balanced Scorecard Report which was reported to Council in July 2013. We consider that this portion is complete and represents 50%.

Regarding the branch scorecards, Management have demonstrated that they are continuing to develop and enhance them. Although not yet completed, Management indicated that they plan to set targets to use as comparisons to actual.

During the course of the audit work, we also found errors and inconsistencies in the branch scorecards which had not been previously detected. Management indicated these monthly scorecards were used by Management within the Roads and Traffic Operations and Maintenance Branch and were posted on ozone. Following are a few examples of errors which we have confirmed with management:
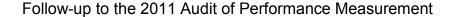
- For November 2013, we found that the table of labour indicators related to November but the pie charts below the table did not match as they related to October.

- For December 2013 and January 2014, we found in both of these reports that the 15 programs identified as having the highest monthly expenditures were incorrectly reported in the detail as $833,000 for each of these months whereas the monthly amounts that should have been reported were $23 million and $20 million.

- For December 2013 and January 2014, this also resulted in the program with the highest expenditures being incorrectly identified as Road Asphalt Repairs in the amounts of $250,000 and $522,000 in the financial perspectives section of the summary text on the first page. The program with the highest monthly expenditures in December and January was actually Roads Application of Winter Abrasives and Chemicals in the amounts of $9.7 million and $8.8 million.

- The replacement scorecard documents for these months provided by Management continue to be inconsistent with the prior document and the financial accounting system. These continued to be based on preliminary information for December and had not been updated to reflect final numbers for December.

Management have indicated that these were spreadsheet errors for which they will add controls to prevent a reoccurrence. Until the amounts have been corrected and the reports re-distributed we will not consider this recommendation complete.

Therefore, we consider this recommendation 75% complete.

OAG: % complete   **_75%_**

Management Representation of Status of Implementation of Recommendation 4 as of February 11, 2015

The Public Works department will address the inconsistencies in the branch scorecards by correcting the errors in the reports, producing new versions of the scorecards, posting the scorecards on Ozone and distributing a link to management with an explanation. In addition to this, quality control measures such as check-sums embedded in the worksheets and an enhanced review process have been put in place to ensure future releases of the Service Excellence Scorecard are accurate and consistent.

The corrected scorecards will be re-distributed by the end of Q1 2015.

Management: % complete   *75%*

2011 Recommendation 5

That the City look to the automation incorporated in the Scorecards as an example for improvements in other branches.

2011 Management Response

Management agrees with the recommendation.

The City is in the process of developing corporate and departmental Balanced Scorecards to report on its strategic priorities. Corporate Business Services will investigate the Scorecards currently in use at Public Works by the end of Q3 2012 and will identify automation that could be applied to other branches. The extent of Scorecard automation depends on business intelligence investment decisions as outlined in the management responses to Recommendations 2 and 3.

Management Representation of Status of Implementation of Recommendation 5 as of July 1, 2013

Corporate Business Services reviewed the scorecards currently in use at Public Works and determined that there is no automation incorporated in those scorecards that should be pursued for other branches in the absence of an overall City investment of Business Intelligence tools. Scorecard automation will be considered further if and when an additional investment is made in Business Intelligence tools as outlined in the management responses to Recommendations 2 and 10.

Management considers implementation of this recommendation to be complete.

Management: % complete   *100%*

OAG's Follow-up Audit Findings regarding Recommendation 5

The decision was approved by Executive Committee to not invest in Business Intelligence tools at that time and to use the current spreadsheet process.

OAG: % complete   *100 %*

2011 Recommendation 6

That Fleet Services make better use of the automated control by programming reasonable thresholds within the M5 system that will flag potentially inaccurate mileage.

2011 Management Response

Management agrees with the recommendation.

The Maintenance Group has recently completed an annual review process of the thresholds. There are applicable advanced capabilities within the M5 system that address this recommendation and, as part of continuous improvement initiatives, staff training will be put in place by Q1 2013 to ensure these capabilities are utilized.

Management Representation of Status of Implementation of Recommendation 6 as of July 1, 2013

Based on the audit findings, a full review/clean-up of all thresholds was undertaken by Fleet Services. As a result, the thresholds within the Fleet Services management system have been corrected and updated. In addition, Fleet has instituted a process change that will see these thresholds reviewed annually.

Management considers implementation of this recommendation to be complete.

Management: % complete   *100%*

OAG's Follow-up Audit Findings regarding Recommendation 6

Management has provided a description of their review process, a sample report and example to illustrate their process.

We consider this recommendation complete.

OAG: % complete   *100 %*

2011 Recommendation 7
That Fleet Services incorporate automation in performance measurement reporting where feasible.

2011 Management Response

Management agrees with the recommendation.

An intradepartmental team has been developed, consisting of staff from the Fleet Services branch and the Business Services branch to incorporate automation in performance measurement reporting where feasible. This will be completed by the end of Q4 2012.

Management Representation of Status of Implementation of Recommendation 7 as of July 1, 2013

Effective January 1, 2013 Fleet Services is now participating in the Service Excellence Scorecard initiative within Public Works and has incorporated automation into the reporting process where feasible.

Management considers implementation of this recommendation to be complete.

Management: % complete   *100%*

OAG's Follow-up Audit Findings regarding Recommendation 7

Management has provided a description of their process. They have also provided an example where they have downloaded reports from two of the systems that they use, the M5 Fleet Management Information System and Riskmaster Corporate Accident Incident Tracking System.   They combined the information from these two reports to create a final report with total collisions for each department broken down by preventable and non-preventable.

We consider this recommendation complete.

OAG: % complete   *100%*

2011 Recommendation 8

That Fleet Services participate in the Service Excellence Scorecards initiative within Public Works.

2011 Management Response

Management agrees with the recommendation.

An intradepartmental team, consisting of staff from the Fleet Services branch and the Business Services branch, is working to further develop the monthly Service Excellence Scorecards to include monthly reports for Fleet Services.

The Fleet Services Management Team is championing the development of Strategy Maps and the Balanced Scorecards emphasizing the culture of Service Excellence and accountability within the branch and in keeping with departmental and corporate initiatives.

The development of monthly Service Excellence Scorecards for Fleet Services will be completed by Q4 2012.

Management Representation of Status of Implementation of Recommendation 8 as of July 1, 2013
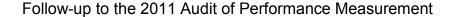
Effective January 1, 2013 Fleet Services is now participating in the Service Excellence Scorecard initiative within Public Works and will be posting results on a quarterly basis.

Management considers implementation of this recommendation to be complete.

Management: % complete   *100%*

OAG's Follow-up Audit Findings regarding Recommendation 8

Fleet Services management provided their current and cumulative results for the first three quarters of 2013. Results are provided from the Customer, Financial, Human Resource and Operations perspectives. Customer information includes types of collisions across departments as described in Recommendation 7.

We consider this recommendation complete.

OAG: % complete   *100 %*

2011 Recommendation 9

That Fleet Services, prior to correcting the erroneous mileage, verify the reason for the error and the actual mileage.

2011 Management Response

Management agrees with the recommendation.

A comprehensive review of the reasons for erroneous mileage was undertaken by Fleet Services that revealed the main cause to be incorrect codes in the Fleet Management System (see Recommendation 6) and human error (either entering the vehicle specification information or staff fuelling vehicles).

As noted in the management response to Recommendation 6, steps will be taken to optimize the thresholds in Fleet's Management Information System. In addition, in late 2011 Fleet Services launched a communications campaign to inform clients of the importance of accurate meter readings and to remind supervisors of their responsibilities for ensuring compliance. As part of this campaign to improve mileage reporting, posters were developed and will be affixed to all City fuelling stations across the City by Q3 2012. Finally, the City is updating the fuel system software that will allow for more interactive exchange with staff fuelling vehicles, which will greatly increase the accuracy of mileage being manually inputted.

Management Representation of Status of Implementation of Recommendation 9 as of July 1, 2013

Fleet Services has implemented the upgrade to the fuel system software (i.e. to Coencorp.net). Any incorrect mileage entries are identified and corrected on a daily basis. Also, posters were affixed to all City fuelling stations in Q3 2012 as part of the communications campaign informing clients of the importance of accurate meter readings.

Management considers implementation of this recommendation to be complete.

Management: % complete	*100%*

OAG's Follow-up Audit Findings regarding Recommendation 9

Management provided an example daily error report which illustrated where they corrected the error.

We consider this recommendation complete.

OAG: % complete	*100%*

2011 Recommendation 10

That the City examine the possible benefits of the Business Intelligence tool to all potential users, and build in the necessary functionality to assist in performance measurement reporting wherever it is cost beneficial.

2011 Management Response

Management agrees with the recommendation.

As per the management response to Recommendation 2, there is currently no budget allocation for investment in additional Business Intelligence tools for the corporation. Corporate Business Services will conduct a cost-benefit analysis to determine the feasibility of extending the current Business Intelligence tool for broader use across the corporation and will provide recommendations to the City Manager by the end of Q2 2012. If and when an additional investment is made in Business Intelligence tools, the appropriate information will be communicated to the relevant management and staff across the corporation.

Management Representation of Status of Implementation of Recommendation 10 as of July 1, 2013

As indicated in the management response to Recommendation 2, Corporate Business Services examined the possible benefits of the Business Intelligence tool to all potential users and provided recommendations to the City Manager in Q1 2012. The decision was made by the City Manager not to invest in additional Business Intelligence tools at this time.

Management considers implementation of this recommendation to be complete.

Management: % complete   ***100%***

OAG's Follow-up Audit Findings regarding Recommendation 10

Further to the OAG comments with Recommendation 2, the decision was approved by Executive Committee to not invest in Business Intelligence tools and to use the current spreadsheet process.

OAG: % complete   ***100 %***

2011 Recommendation 11

That, in developing the Balanced Scorecards, the City ensure they are aligned with departmental strategic plans and critical operational priorities as well as term of Council priorities.

2011 Management Response

Management agrees with the recommendation.

Departments are currently developing their strategic plans and Balanced Scorecards to support the achievement of the Term of Council strategic priorities, objectives and initiatives. Their plans will also include critical operational priorities that relate to services delivered by branches, and thus, performance measures will be incorporated into the departmental strategic plans and scorecards. This recommendation will be implemented by Q4 2013.

Management Representation of Status of Implementation of Recommendation 11 as of July 1, 2013

In 2012, eighteen departments developed departmental strategic plans and balanced scorecards to support the achievement of the Term of Council strategic priorities, objectives and initiatives. Their plans include the tangible actions and associated performance targets that link directly to the Term of Council Priorities, and also contain the critical operational priorities that relate to services delivered by branches.

Management considers implementation of this recommendation to be complete.

Management: % complete   ***100%***

OAG's Follow-up Audit Findings regarding Recommendation 11

The eighteen departments developed balanced scorecards where a subset of their strategic objectives, objective performance measures, strategic initiatives and initiative performance measures link to the Corporate Balanced Scorecard. These include indicators by performance quadrant (Clients and Stakeholder, Process, Employee and Financial) and quantitative performance targets.

With respect to the supporting documents provided for R11 and R19, on the City of Ottawa 2011-2014 Strategic Plan: City Balanced Scorecard, there was a Strategic Initiative entitled "Securing Federal and Provincial Funding Commitments" which did not appear in the Departmental scorecards provided.

Management indicated this both relates to securing funding from senior levels of government for major infrastructure initiatives such as Ottawa River Action Plan (ORAP), Hunt Club Interchange, Baseline Station, West Transitway Extension (Bayshore to Moodie) as well cost-sharing agreements with the NCC on cycling infrastructure.

Management indicated that this initiative is delivered through the effort of multiple departments and as such ultimate responsibility falls within the City Manager's Office. The lead for reporting on this performance measure is the Corporate Programs and Business Services department, however considering responsibility for delivering on the results cuts across many departments, it was not deemed appropriate to include the initiative in any one department's strategic plan. Until reflected on the Departmental Scorecards in at least one department, we would not consider this recommendation complete.

We consider this recommendation 95% complete.

OAG: % complete   ***95%***

Management Representation of Status of Implementation of Recommendation 11 as of February 11, 2015

Strategic initiative 76 (Securing Federal and Provincial Funding Commitments) and its associated performance measure (76-A: Secure commitments for greater than 75% of Federal and Provincial funding allocations in relation to funding requests) were commitments contained in the City of Ottawa 2011-2014 Strategic Plan, which were reported through the City Balanced Scorecard. The lead for reporting on this performance measure was the Corporate Programs and Business Services department however responsibility for delivering on the results cuts across many departments, and as such it was not deemed appropriate to confine the initiative to any one department's strategic plan.

While this initiative was not listed in any one departmental strategic plan, it was delivered through the effort of multiple departments and as such demonstrates alignment between departmental strategic plans and critical operational priorities and term of Council priorities. Management agrees to ensure that each strategic initiative and associated performance measures contained in the 2015-2018 City of Ottawa Strategic Plan will be reflected in at least one Departmental Scorecard by Q4 2015.

Management: % complete   *95%*

2011 Recommendation 12

That, in the development of the Balanced Scorecard, Solid Waste Management incorporate the scope and indicators from the National Solid Waste Benchmarking Initiative (NSWBI) along with current quarterly reporting and contractor management indicators.

2011 Management Response

Management agrees with the recommendation.

The Environmental Services department will review the quarterly reporting measures to determine the costs, benefits and select key performance indicators that, where feasible, will be incorporated into the departmental Balanced Scorecard by Q4 2012.

The National Solid Waste Benchmarking Initiative's solid waste indicators are currently being developed and once completed will be evaluated for incorporation into the departmental Balanced Scorecard by Q4 2013.

Management Representation of Status of Implementation of Recommendation 12 as of July 1, 2013

Solid Waste Services has revised the balanced scorecard and is currently reporting on residential curbside solid waste diversion levels subsequent to the service level changes in October 2012.

The City continues to participate in the National Solid Waste Benchmarking initiative and will consider making changes to our ongoing performance reporting by Q4 2013.

Management: % complete   70%

OAG's Follow-up Audit Findings regarding Recommendation 12

Solid Waste Services Management has provided their quarterly performance report for Q3, 2013 which had been reported to Committee and Council. The report includes performance measures relating to total tonnes of residential waste recycled and total tonnes sent to landfill per quarter, percentage of waste diverted per quarter (blue and black box only): multi-residential, curbside and total and percentage of residential waste diverted per quarter (all waste streams – curbside only).

The Environmental Services Department Balanced Scorecard includes four strategic initiatives to reduce environmental impact including Solid Waste Service levels and Diversion 2015 strategy.   The target and actual performance measures for these are reported as part of the semi-annual balanced scorecard report to Executive Committee.

The documentation provided for Solid Waste Services did not include indicators from the NSWBI or relating to contractor management.

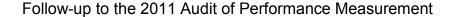We consider this recommendation 70% complete.

OAG: % complete   70%

Management Representation of Status of Implementation of Recommendation 12 as of February 11, 2015

Management considers implementation of this recommendation to be complete. Solid Waste Services participated in the NSWBI in 2012, 2013, and 2014 and did not renew for 2015. Solid Waste Services currently reports (and has reported quarterly from 2006-2012) on measures as part of the semi-annual performance report to Council. This report includes diversion rates, which is a NSWBI indicator, with the following measures:

- Total tonnes of residential waste recycled and total tonnes sent to landfill per quarter;

- Percentage of waste diverted per quarter (blue/black box only): multi-residential, curbside & total; and

- Percentage of residential waste diverted per quarter (all waste streams - curbside only).

Solid Waste Services does report and will continue to report, on contractor management measures in the Solid Waste Annual Report to Council (Financial Statements for In House Solid Waste). This report is externally audited and includes financial and operational performance measures. The 2011 -2014 Corporate Balanced Scorecard report to Council did not include Solid Waste measures for contractor management as it was developed in 2012 to include the 2011 to 2014 Term of Council priorities.

Management: % complete   ***100%***

2011 Recommendation 13

That, in the development of the Balanced Scorecard; Parks, Recreation and Cultural Services Management incorporate selected key performance indicators featured in the Special Performance Report prepared for the audit, including the portfolio of performance indicators focussed on program utilization and facility rental utilization.

2011 Management Response

Management agrees with the recommendation.

The Parks, Recreation and Cultural Services department will undertake a cost-benefit analysis of selected key performance indicators as featured in the Special Performance Report prepared for the audit. Those with a positive cost-benefit analysis will be incorporated into the development of the departmental Balanced Scorecard by the end of Q4 2012.

Management Representation of Status of Implementation of Recommendation 13 as of July 1, 2013

PRCS has incorporated the cost-benefit analysis as a measure in the Balanced Scorecard, which was completed in Q4 2012. The findings did not indicate that there was any significant benefit to warrant the continued measurement of the suggested performance indicators. Therefore, these specific performance indicators identified in the Special Performance Report (that was prepared for the audit) have not been incorporated into the Balanced Scorecard. However, comparable measures which monitor program and facility utilization have been included.

PRCS has committed to reporting twice a year to Executive Committee and annually to Council on a broad range of performance indicators including: Last Minute Ice; Participation Levels in Recreation Programs; and Participation Levels in Senior-specific Recreation Programs.

Management considers implementation of this recommendation to be complete.

Management: % complete   ***100%***

OAG's Follow-up Audit Findings regarding Recommendation 13

PRCS Management provided the business case done on Performance Measures: Arena and Aquatics Rental and Program Utilization which was presented and approved at the PRCS Departmental Management Team meeting.

In addition to Management's comments noted above, the report noted the major risk around these measures on an annual basis revolve around reporting inaccuracies and misallocated resources. The report noted the measure of greatest concern for accuracy is the arena program and utilization rates as there is a known data quality issue where they indicated they are taking measures to increase the accuracy.

The performance indicators reported to Executive Committee and Council are based on reports from the Class Registration system downloaded to a spreadsheet. There was one example of a formula error in the spreadsheet for 2012 which was identified in 2013, corrected and reported.

In addition to the Class system, some of the information relating to Last Minute Ice data is entered and tracked on a spreadsheet.

We consider this recommendation complete.

OAG: % complete   *100%*

2011 Recommendation 14

That, in the development of the Balanced Scorecard, Social Housing Management incorporate selected performance measures from:

a) **the scope/indicators present in the Social Housing Corporation performance measurement database;**

b) **the Asset Management toolkit and forecasting data;**

c) **existing provider reporting tools;**

d) **the continuous improvement implementation program associated with the Framework for Social Housing Standards; and,**

e) **the proposed Lifecycle Based Capital Investment Rating/Score.**

2011 Management Response

Management agrees with the recommendation.

The development of an operational Social Housing Management Balanced Scorecard will include selected key indicators from the five areas noted in the recommendation, grouped as follows: The Housing Services Corporation performance indicators for Service Managers, listed as item a); the framework of the existing Housing Provider reporting tools, including the Social Housing Standards, listed as items b) and e); and the Asset Management Tool once the tool is fully implemented, the necessary reports developed and the data is available, listed as items c) and d).

This recommendation will be implemented by the end of Q4 2013.

Management Representation of Status of Implementation of Recommendation 14 as of July 1, 2013

Management considers the five parts to this recommendation to be in progress. Implementation deadlines have been delayed due to the complexity and time required to attain the necessary database software, professional assessments and input, as well as consolidation, review and interpretation of the data, which precedes development of key performance indicators.

Management considers Recommendation 14a) to be 80% complete whereby selected performance indicators will be developed from the Social Housing Corporation performance measurement database. Management anticipates completion by Q4 2013. The introduction of the Housing Service Act and Ministry of Municipal Affairs and Housing requirements, which are yet to be announced, may influence indicators in the future.

Management considers 14b) and e) to be 50% complete whereby selected performance indicators will be developed from Asset Management toolkit and forecasting data. Software was purchased to provide capital requirement forecasting data, which will support management's ability to produce lifecycle based capital investment rating scores. The implementation of this asset management system has required a comprehensive engineering inspection of each social housing community (each building).   The detailed capital building condition findings of the engineers along with financial information for each housing community must then be verified and entered into the system. This process is nearing completion. The performance indicators will be completed by the end of Q2 2014.

Management considers Recommendation 14c) and 14d) to be 80% complete Performance indicators are on schedule to be developed by the end of Q4 2013, which will include continuous improvement indicators from sources such as the Annual Information Returns, Social Housing Standards, Training and Housing Provider Audits (site visits).

Management: % complete:

a) **80%**

b) **50%**

c) **80%**

d) **80%**

e) **50%**

OAG's Follow-up Audit Findings regarding Recommendation 14

This recommendation continues to progress towards completion. Housing Services Branch has indicated that the performance indicators have been established as they have selected nine performance indicators in these five areas. They have provided the performance indicators and data sources where data would be either pulled from an application or manually tracked by staff.

Housing Services Branch provided an example of the values relating to one of the Service Manager Performance Indicators entitled, 'number of rent geared to income units'. This is calculated by adding data from the Social Housing Service Manager Annual Information Return for 2013 a copy of which was provided plus data from an application called SHAMIS (which was not available at the time). The values for the remaining eight performance indicators were not provided.

Although the Asset Management indicators had been established, the process involves complete data input and data migration for the improved version of the asset planner software. During the course of this follow-up, the data was not available to populate these newly developed indicators.

We consider this recommendation 70% complete.

OAG: % complete   *70%*

Management Representation of Status of Implementation of Recommendation 14 as of February 11, 2015

The nine annual performance indicators that are aligned with Recommendation 14 (parts a. to e.) will be reported in Q2 2015 for the year 2014. Examples from all the data sources for a previous year are available upon request.

Service Manager Performance Indicators - Based on the Housing Services Corporation Performance Indicators for Service Managers (Recommendation a.):

- Number of rent geared to income (RGI) units.

- Number of households receiving housing allowances.

- Total annual subsidy costs (includes operating subsidies for social housing, rent supplement and housing allowances).

- Total number of social and affordable housing units.

Housing Provider Performance Indicators (Recommendations c. and d.):

- Percentage of the social housing providers which have had a site visit (operational review) completed annually (Target 20%). These reviews are based on the requirements of the Housing Services Act (HSA) and the "Framework for Social Housing Standards".

- Percentage of the Housing Provider Annual Information Return (AIR) - financial reconciliations will be completed within six months of the Service Manager receiving the complete AIR from the housing provider (Target 70%).

- The number of internal reviews that were upheld by the Internal Review Panel. This is a measure of how many of the housing providers' decisions were upheld by an independent review panel.

Asset Management (Recommendations b. and e.):

- Number of housing providers who have updated the capital contributions and the capital expenditures in Asset Planner within the last 12 months. Up-to-date data will provide an accurate picture of the current capital repair needs within the housing portfolio.

- Percentage of the portfolio in each of the Facility Condition Index categories (good/fair/poor/critical). This measure will help to determine the most appropriate allocation of capital resources and predict the longer-term impact of capital funding shortfalls.

Management: % complete   *95%*

2011 Recommendation 15

That, in the development of the Balanced Scorecard, Fire Services Management incorporate selected performance measures from:

a) the scope/indicators present in the Monthly Dashboard;

b) the Annual Report;

c) the CFAI self-accreditation initiative; and,

d) the proposed new Performance Indicators:

- 90th percentile response times for fire, rescue and CTAS 1-2 medical calls;
- total operating cost (including vehicle and capital depreciation/reserve charge) per in-service vehicle hour; and,
- % medical calls featuring a delivered medical intervention by firefighters.

2011 Management Response

Management agrees with the recommendation.

Fire Services is presently measuring and reporting on the majority of items identified in the recommendation.

The Commission on Fire Accreditation International (CFAI) process currently underway will identify new performance indicators, while validating that the current performance indicators are captured and reported on using industry best practices. Ottawa Fire Services is committed to building a Balanced Scorecard based on its existing performance framework, the addition of performance measures that are identified through the accreditation process, and that where feasible align with the key performance measures identified in the Emergency and Protective Services departmental Scorecard. This recommendation will be implemented by Q4 2013.

Of note, the new guide under the Ontario Fire Marshall's Office has eliminated the "Ten in Ten minutes" response. The guide in place at the time of the audit fieldwork was replaced in late 2011 with the Official Guide Matching Resources, Deployment and Risk

Management Representation of Status of Implementation of Recommendation 15 as of July 1, 2013

Ottawa Fire Services continues to measure and report on the majority of items identified in Recommendation 15 through the Ottawa Fire Services' Balanced Scorecard. These performance measures were established using both the branch and departmental strategic framework.

Ottawa Fire Services' annual report was tabled at Community and Protective Services Committee on June 20, 2013 and was carried on consent.

The Commission on Fire Accreditation International (CFAI) process is well underway, and when complete, may identify new performance measures based on industry best practices. Ottawa Fire Services is committed to continuing the evolution of the branch Scorecard, as well as the new Emergency and Protective Services Scorecard, based on these recommendations, existing performance measures and new performance indicators identified through CFAI.

This recommendation will be implemented by Q1 2014 once the CFAI process has been completed.

Management: % complete   *75%*

OAG's Follow-up Audit Findings regarding Recommendation 15

Management has indicated that the Commission on Fire Accreditation International (CFAI) is expected to be complete by Q3 2014 with accreditation coming in the Fall of 2014. As a result of this accreditation process, Ottawa Fire Services is currently revising its dashboards to create an all encompassing performance measurement framework that will ensure the metrics align with industry standards and best practices through CFAI.

We consider this recommendation 75% complete.

OAG: % complete   *75 %*

Management Representation of Status of Implementation of Recommendation 15 as of February 11, 2015

Ottawa Fire Services now has the ability to report on all of the performance measures identified in the recommendation and is currently building a monthly dashboard that best represents this data. This recommendation will be complete in Q2 2015.

Management: % complete   *75%*

2011 Recommendation 16

That, in the development of the Balanced Scorecard, Water Supply and Distribution Management incorporate the key performance indicators to the National Water and Wastewater Benchmarking Initiative as well as performance measures that are strategically aligned to public health outcomes rather than a narrower set of environmental outcomes.

2011 Management Response

Management agrees with the recommendation.

The Environmental Services department will review the National Water and Wastewater Benchmarking Initiative to determine the costs and benefits of using its water supply and distribution management related performance indicators. Those with a positive cost-benefit analysis will be incorporated into the development of the departmental Balanced Scorecard by the end of Q4 2012. In the development of the departmental Scorecard, the Environmental Services department will also consider performance measures that are aligned to public health outcomes. This will be completed by the end of Q4 2012.

Management Representation of Status of Implementation of Recommendation 16 as of July 1, 2013

Environmental Services has developed a balanced scorecard for Water Supply and Distribution, which is part of the Drinking Water Quality Management System (DWQMS). The balanced scorecard incorporates Key Performance Indicators (KPIs) that do address public health outcomes, including indicators for bacterial, chemical and radiological testing.

Drinking Water Services currently reviews these operational KPIs periodically throughout the year and conducts an annual DWQMS Management Review. The results of the Management Review are reported to Committee and Council.

Drinking Water Services has reviewed the National Water and Wastewater Benchmarking Initiative (NWWBI) and will participate in the 2012 NWWBI data collection and review. Approximately 80% of the KPIs in the NWWBI are already included in the DWQMS.

Management has reviewed the operational KPIs and is satisfied that monitoring, reviewing and reporting annually on these KPIs through the DWQMS Management Review provides the department and Drinking Water Services with sufficient information to make decisions on operational and continuous improvement initiatives.

Management considers implementation of this recommendation to be complete.

Management: % complete   100%

OAG's Follow-up Audit Findings regarding Recommendation 16

Drinking Water Services conducts reviews of KPIs and reports the results to Committee and Council. These incorporate KPIs from the (NWWBI) relating to Customer Service, Water Distribution, Water Production and Water Quality.

The Water Quality KPIs include Water Quality Health Indices for microbial and chemical parameters. Management has indicated that although not required by legislation, there are additional parameters including radiological test results that are included in annual reporting available on the City's website.

We consider this recommendation complete.

OAG: % complete   100 %

2011 Recommendation 17

That, in the development of the Balanced Scorecard, Wastewater Collection and Treatment Management incorporate key performance indicators of the National Water and Wastewater Benchmarking Initiative.

2011 Management Response

Management agrees with the recommendation.

The Environmental Services department will review the National Water and Wastewater Benchmarking Initiative to determine the costs and benefits of using its wastewater collection and treatment management related performance indicators. Those with a positive cost-benefit analysis will be incorporated into the development of the departmental Balanced Scorecard by the end of Q4 2012.

Management Representation of Status of Implementation of Recommendation 17 as of July 1, 2013

Environmental Services has developed a balanced scorecard for Wastewater Collection and Treatment, which is part of the Environmental Quality Management System (EQMS). The balanced scorecard incorporates Key Performance Indicators (KPIs), many of them coming from the NWWBI, that address a positive cost-benefit analysis to the organization.

Wastewater Services currently reviews these operational KPIs periodically throughout the year and conducts an annual EQMS Management Review.

Wastewater Collection and Treatment Management has reviewed the operational KPIs of the National Water and Wastewater Benchmarking initiative. Management is satisfied that monitoring, reviewing and reporting annually on these KPIs through the EQMS Management Review will provide the branch and the department with useful information for continuous improvement.

Management considers implementation of this recommendation to be complete.

Management: % complete   *100%*

OAG's Follow-up Audit Findings regarding Recommendation 17

Wastewater Services identified 15 service outcome key performance indicators for 2011 and 2012.

Four of these incorporate KPIs from the NWWBI relating to minimizing number of blocked sewers, odours and air emissions. Wastewater Services noted that the indicator entitled 'number of blocked sewers per 100km' would not be on EQMS and not reported to senior management or to Council as there is no formal vehicle to report this KPI. This recommendation would be considered to be less than 100% complete until this index is reported on the scorecard to senior management and to Council.

We would consider this recommendation 95% complete.

OAG: % complete   *95%*

__Management Representation of Status of Implementation of Recommendation 17 as of February 11, 2015__

The City monitors a number of key performance measures, including the "Annual Number of Wastewater Main Backups per 100km of Wastewater Main" (Waste Water measure WWTR405M), and reports publicly through the Ontario Municipal Benchmarking Initiative (OMBI). Senior management and Council are made aware of the publication of the annual OMBI Performance Measurement Report and as such, the measure is reported and available to senior management and Council for review annually. Management considers implementation of this recommendation to be complete.

__Management: % complete   100%__

2011 Recommendation 18

That, in the development of the Balanced Scorecard, IT Management incorporate the selected functional areas present in the Gartner benchmarking and performance measurement process.

2011 Management Response

Management agrees with the recommendation.

Information Technology Services will incorporate select Gartner functional areas into the departmental Balanced Scorecard by the end of Q4 2012.

Management Representation of Status of Implementation of Recommendation 18 as of July 1, 2013

ITS have incorporated the select Gartner functional areas into the development of the ITS Balanced Scorecard and the performance measurement process.

Management considers implementation of this recommendation to be complete.

__Management: % complete   100%__

OAG's Follow-up Audit Findings regarding Recommendation 18

ITS have provided the reports relating to the Gartner benchmarking that they have conducted relating to the functional areas of Unix and Windows Servers for 2011. They have also included their 2014 Business Technology Plan which includes some performance measures for 2012 and 2013. This was supplemental to the 2014 Draft Budget, which was presented to Council and appears on ottawa.ca.

As identified in the 2013 Audit of IT Governance, there are further findings and recommendations for improvements to performance metrics and key performance indicators relating to IT Services. These would include the linkage between strategic objectives and key IT projects, business benefits of key IT projects and consideration of IT capacity.

We expect that Management will conduct additional work as part of the recommendations in the 2013 Audit of IT Governance which our office will subsequently follow-up.

We therefore consider this recommendation in this follow-up audit complete.

OAG: % complete   *100%*

2011 Recommendation 19

That, in all cases where it is to be implemented, the Balanced Scorecards include indicators by performance quadrant and quantitative performance targets (annual and beyond) to inform budget and operational decision-making.

2011 Management Response

Management agrees with the recommendation.

The City is in the process of developing corporate and departmental Balanced Scorecards within the Corporate Planning Framework to report on its strategic priorities. Corporate Business Services will ensure that by the end of Q2 2012 the corporate Scorecard will include indicators by performance quadrant and quantitative performance targets. All subsequent departmental Scorecards will follow the same approach.

Management Representation of Status of Implementation of Recommendation 19 as of July 1, 2013

On May 23, 2012 City Council approved the Corporate Balanced Scorecard, which includes indicators by performance quadrant and quantitative performance targets. In 2012, eighteen departments developed departmental strategic plans and balanced scorecards that were approved by Executive Committee in October 2012. The departmental balanced scorecards link directly to the Corporate Balanced Scorecard and include indicators by performance quadrant and quantitative performance targets.

Management considers implementation of this recommendation to be complete.

Management: % complete   *100%*

OAG's Follow-up Audit Findings regarding Recommendation 19

The eighteen departments developed balanced scorecards where a subset of their strategic objectives, objective performance measures, strategic initiatives and initiative performance measures link to the Corporate Balanced Scorecard. These include indicators by performance quadrant and quantitative performance targets.

We consider this recommendation complete.

OAG: % complete   *100 %*

2011 Recommendation 20

That, as the Balanced Scorecard model is implemented, the City monitor the efficacy and cost-benefit of continued participation in OMBI to determine if withdrawal from the initiative is warranted.

2011 Management Response

Management agrees with the recommendation.

The City will assess its involvement in the OMBI program in the context of the Balanced Scorecard implementation to determine the efficacy and cost-benefit of our continued participation. The determination as to whether withdrawal is warranted will be completed by the end of Q4 2013.

Management Representation of Status of Implementation of Recommendation 20 as of July 1, 2013

Corporate Business Services conducted an assessment of OMBI program activities at the City in order to identify opportunities to improve the value of Ottawa's participation in the program. Concurrently, the OMBI organization itself underwent an improvement review to enhance the value delivered to all member municipalities through the program. Through this improvement review the OMBI Board (a subset of Chief Administrative Officers and City Managers) generated a number of improvement recommendations which the member municipalities and the OMBI organization are currently working to implement. Throughout this implementation process, the City will monitor the efficacy and cost-benefit of continued participation in OMBI to determine if withdrawal from the initiative is warranted.

Management: % complete   60%

OAG's Follow-up Audit Findings regarding Recommendation 20

Corporate Business Services reported to Executive Committee in Q1, 2013, that approximately 140 staff members were involved in OMBI in some capacity and that the annual OMBI investment was approximately $325,000 annually including 2.5 FTEs. The FTEs represent 81% of the cost while the remaining 19% of the cost relates to memberships fees, travel, printing and translation costs.

In Q4 2013, Corporate Business Services provided a summary of the results of the City's review of all current OMBI measures to Executive Committee which was then to be submitted to OMBI.   There were 1,044 measures reviewed and 247 were recommended for removal. Once the OMBI Board reviews the proposed measure changes and makes a final decision, the City will determine whether or not to participate in the program.

There were 37 service areas included in OMBI and 25 service areas which recommended removal of at least one measure. Waste Management was the only service area not to provide any feedback.

We consider this recommendation 60% complete.

OAG: % complete   60 %

Management Representation of Status of Implementation of Recommendation 20 as of February 11, 2015

In January 2013 the OMBI Board (a subset of Chief Administrative Officers [CAOs] and City Managers from OMBI municipalities) adopted a number of recommendations aimed at enhancing the value delivered to member municipalities, including a recommendation to reduce the total number of measures tracked and reported in the OMBI program. In 2013 each municipality, including the City of Ottawa, conducted a review and made recommendations to OMBI identifying critical measures that should remain and measures that should be removed from the program. In Ottawa, all departments reviewed their measures and made recommendations which were approved by Executive Committee and submitted to OMBI by the City Manager.

In consideration of recommendations from all participating municipalities, OMBI reduced the total number of program measures from 1,060 to 656 (140 of these are reported publicly). These recommendations came into effect in mid 2014. The City of Ottawa will continue to participate in OMBI in 2015, will monitor the impact of the recent changes to overall program effectiveness and value to the City of Ottawa, and will re-evaluate at a future date if withdrawal is warranted.

Management considers implementation of this recommendation to be complete.

__Management: % complete__   *__100%__*

2011 Recommendation 21

That the City monitor the cost-benefit of the Balanced Scorecard model and any other performance measurement approaches in use to ensure associated resources remain necessary.

2011 Management Response

Management agrees with the recommendation.

Management agrees to assess the cost-benefit of future performance measurement approaches. However, management will not conduct a cost-benefit assessment on the current Balanced Scorecard model being implemented. The City has already made the decision through Council to proceed with the Balanced Scorecard model so it would not be practical or cost efficient to conduct a cost-benefit analysis. Going forward, Corporate Business Services will conduct a cost-benefit analysis on any future decision with respect to new performance measurement approaches.

Management Representation of Status of Implementation of Recommendation 21 as of July 1, 2013

As indicated in the management responses to Recommendations 11 and 19, implementation of the Balanced Scorecard model is complete and both corporate and departmental balanced scorecards are in place. Since implementation of the Balanced Scorecard model no new performance measurement approaches have been considered at the City. Going forward, Corporate Business Services will conduct a cost-benefit analysis on any future decision with respect to new performance measurement approaches.

Management considers implementation of this recommendation to be complete.

Management: % complete   ***100%***

OAG's Follow-up Audit Findings regarding Recommendation 21

Further to the OAG comments with R2, R3, R11, R19, R20, although the Balanced Scorecard model has been implemented, this continues to be a work-in-progress with respect to other performance measurement approaches. As noted in R20 the City has estimated the cost of OMBI and monitoring the cost-benefit remains ongoing.

We consider this recommendation 90% complete as the monitoring of the cost-benefit of OMBI is ongoing.

OAG: % complete   ***90%***

Management Representation of Status of Implementation of Recommendation 21 as of February 11, 2015

As indicated in the management response to Recommendation 20, the City has acted, along with other participating municipalities, to take steps to improve the OMBI program. The City will continue to participate in OMBI in 2015, will monitor the impact of the recent changes to overall program effectiveness and value to the City of Ottawa, and will re-evaluate at a future date if withdrawal is warranted.

Management considers implementation of this recommendation to be complete.

Management: % complete   ***100%***

Summary of the Level of Completion

The table below outlines our assessment of the level of completion of each recommendation as of May 2014.

Table 3: OAG's assessment of level of completion of recommendations (Repeat of Table 1 in Executive Summary)

Category	% Complete	Recommendations	Number of Recommendations	Percentage of Total Recommendations
Little or no action	0 to 24	n/a	n/a	n/a
Action Initiated	25 to 49	n/a	n/a	n/a
Partially Complete	50 to 74	12, 14, 20	3	14%
Substantially Complete	75 to 99	4, 11, 15, 17, 21	5	24%
Complete	100	1, 2, 3, 5, 6, 7, 8, 9, 10, 13, 16, 18, 19	13	62%
Total			21	100%

The table below outlines management's assessment of the level of completion of each recommendation as of February 2015 in response to the OAG's assessment. These assessments have not been audited.

Table 4: Management's assessment of level of completion of recommendations (Repeat of Table 2 of Executive Summary)

Category	% Complete	Recommendations	Number of Recommendations	Percentage of Total Recommendations
Little or no action	0 to 24	n/a	n/a	n/a
Action Initiated	25 to 49	n/a	n/a	n/a
Partially Complete	50 to 74	n/a	n/a	n/a
Substantially Complete	75 to 99	4, 11, 14, 15	4	19%
Complete	100	1, 2, 3, 5, 6, 7, 8, 9, 10, 12, 13, 16, 17, 18, 19, 20, 21	17	81%
Total			21	100%

Conclusion

Management has been proactive in addressing the recommendations. Over 85 percent of the recommendations have either been fully or substantially completed.

Acknowledgement

We wish to express our appreciation for the cooperation and assistance afforded the audit team by management.