



# Staff Report

## Administration – Chief Administrative Officer

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**Report To:** Council Meeting  
**Meeting Date:** June 28, 2021  
**Report Number:** FAF.21.110  
**Title:** 2021 Mid-Year CAO Goals Update  
**Prepared by:** Shawn Everitt, Chief Administrative Officer

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### A. Recommendations

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THAT Council receive Staff Report FAF.21.110, entitled “2021 Mid-Year CAO Goals Update”;

AND THAT Council approve the Chief Administrative Officer registration to attend the out of Province Canadian Association of Municipal Administrators (CAMA) conference proposed to take place in Regina, Saskatchewan from May 30 to June 1, 2022 including expenses outlined in this report and as required by the Town’s Travel, Business and Mileage Expense Policy POL.COR.18.05.

### B. Overview

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The 2021 Chief Administrative Officer (CAO) Goals and Objectives, approved by Council, identified a mid-year update on the Goals and Objectives in June of 2021. This report and the attachments provide an overview of the status ending mid-June 2021.

### C. Background

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Attachment 1 of this report provides an update and status of each of the twelve (12) CAO Goals and Objectives approved by Council. Staff continue to implement a fulsome Performance Management Program throughout the Organization and will be completing the 2021 reviews through the fourth quarter of 2021.

### D. Analysis

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In 2021, the Town has seen the continuation of the COVID-19 pandemic and a significant staff focus on ongoing response measures to ensure communities safety and preparedness to move into a post COVID environment. The following chart includes a list of the key projects and highlights that have either been initiated or completed to date.

Key Projects and Highlights Initiated/Completed
South Georgian Bay Tourism Task Force (unscheduled)
Crestcom Leadership Training completed with 15 members of staff (unscheduled)
Municipal Licensing Program and By-law and Administrative Monetary Penalty By-law Process (initiated and ongoing)
<p>Successfully filled the vacated Manager of Human Resources position</p> <p>An external process was completed, and the selection of an internal candidate was a great opportunity to promote succession within the Organization (unscheduled)</p>
Successfully implementing Electronic Time Sheet Tracking throughout the organization
Leisure Activities Plan considered by Council at the June 15, 2021 Committee of the Whole
<p>Completed the posting of 26 staff positions since January 2021</p> <ul style="list-style-type: none"> <li>• 18 Position filled (7 of the 18 were new positions)</li> <li>• 4 Offers declined</li> <li>• 1 Offer pending acceptance</li> <li>• 2 Library positions</li> <li>• 1 Thornbury BIA position</li> </ul>
Established a regional group for the consideration of improvements/enhancements to rural trail heads and parking opportunities (unscheduled)
Purchased 125 Peel Street as property for the long-term planning for the community (unscheduled)
Completed a review of the Town's Delegated Authorities including the creation of new flow diagrams to outline the various processes in place and identifying the authorities that allow for authorities to be provided by Council to staff
Collaborated with Ministry of Transportation on achieving an enhanced and longer-term plan for the Highway 26 speed limits in the eastern section of the municipality
Identifying a preferred location for a future Multi-Use Operations Facility in Craigeith
Initiated the 2021 Fire Services Master Plan process with the contract awarded in May 2021
Continued monitoring of the work and progress of Committees established by Council
<p>Completion of 7 municipal driven surveys that have provided valuable information</p> <ul style="list-style-type: none"> <li>• Election Voting Method Survey: 325 Responses</li> <li>• Family Physician Survey: 1288 Responses</li> </ul>

Key Projects and Highlights Initiated/Completed
<ul style="list-style-type: none"><li>• Internet Speed Test: 1700+ Tests completed</li><li>• Master Drainage Plan Survey (Confirmed but date TBD)</li><li>• Master Transportation Plan Survey (Scheduled to Launch on June 16, 2021)</li><li>• Municipal Tree By-law Survey: 140 Responses</li><li>• Phase 1 Sustainability Survey: 225 Responses</li><li>• Phase 2 Sustainability Survey (Launched on June 10, 2021)</li><li>• Thornbury Intensification &amp; Density Survey (Confirmed but date TBD)</li><li>• Website Redevelopment Survey: 83 Responses</li></ul>
Completion of a Joint Police Services Board submission to support and request maintaining two separate Police Services Boards
Implementation of a new Development Agreement
Supply of High-Speed Fibre to Slabtown area and potentially Swiss Meadows by an approved internet provider
The Rural Access to Broadband Internet Technology (RABIT) Task Force has gathered a significant amount of information, held a Public Information Session and completed an Internet Speed Challenge within the Town
Initiated the Compensation Review Project
Website Redevelopment Project is underway with the recent selection of a preferred website design
<p>The Joint Municipal Physician Recruitment and Retention Committee has made positive strides related to gathering information from the community</p> <p>A family physician survey was completed that generated helpful information for each of the participating municipal members</p>
Survey has been completed to provide insight as to the preferred Voting options for the 2022 Municipal Election
A combination of reports that provided information regarding The Blue Mountains Attainable Housing Corporation and the separate governance structure from the Town of The Blue Mountains and options for financing and land ownership for 171 King Street were considered by Council

As Chief Administrative Officer (CAO), I will be suggesting modifications to the schedule for the CAO's Goal Setting and Performance Review process for each year of the Term of Council. The schedules for each year have been included for Council consideration. An initial draft has been provided to Mayor Soever for preliminary consideration and a future report will be brought to Council later in 2021.

### **Professional Membership**

As part of the Chief Administrative Officer (CAO) Goals and Objectives for 2021, mentorship opportunities were identified and reviewed in consultation with the Mayor.

Earlier this month the CAO sourced the opportunity to join the [Canadian Association of Municipal Administrators](#) (CAMA) and became a member of the Association. This Association was originally created fifty years ago as a way for CAOs to get together while attending the annual Federation of Canadian Municipalities (FCM) meetings with their Mayors and Councils.

CAMA has developed its own identity providing members with their own conference, education program, newsletter and a host of other services meant to help CAOs do a better job each and every day. CAMA is very focused on the role of the CAO and other senior managers from all size municipalities and provides an amazing network across the country.

CAMA membership has doubled over the past five years and has surpassed 600 members across the country representing upwards of 85% of the Canadian population. They continue to be closely aligned with the Federation of Canadian Municipalities (FCM), supplying them with expert technical advice and support as they lobby to influence legislation and funding programs on a national basis.

CAMA has a number of practical toolkits tailored to municipal administrators:

- CAO Performance Evaluation Toolkit
- Political Acumen Toolkit for CAOs, Direct Reports/Aspiring CAOs, and Elected Officials
- Council Orientation Toolkit
- Members in Transition Toolkit
- Making Life Happen website that looks at ways to attract the next generation of municipal leaders to the profession

CAMA also provides a range of services including mentorship opportunities.

The 2022 CAMA conference is being scheduled and is proposed to take place in person in Regina Saskatchewan from May 30 to June 1, 2022. Attendance scheduling would assume an arrival date of May 29 and return date of June 2, 2022.

### **COVID-19 Pandemic**

Town staff have continued to maintain a strong and consistent level of core and essential services outside of having Town Hall and other publicly accessible facilities closed for much of the pandemic.

As Chief Administrative Officer, I want to take the opportunity to thank members of Council for their commitment and leadership throughout the pandemic. I also want to express my sincere appreciation to our Team at the Town. The ability of staff to pivot, regroup and refocus during the past 15 months has been impressive and I am extremely proud of what we have been able to accomplish.

## **E. Strategic Priorities**

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### **1. Communication and Engagement**

We will enhance communications and engagement between Town Staff, Town residents and stakeholders

### **2. Organizational Excellence**

We will continually seek out ways to improve the internal organization of Town Staff and the management of Town assets.

### **3. Community**

We will protect and enhance the community feel and the character of the Town, while ensuring the responsible use of resources and restoration of nature.

### **4. Quality of Life**

We will foster a high quality of life for full-time and part-time residents of all ages and stages, while welcoming visitors.

## **F. Environmental Impacts**

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The Town continues to be mindful of environmental impacts and recognizes the importance of being champions and stewards of our Sustainable Community.

## **G. Financial Impacts**

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Estimation of the costs associated with attending the out of Province Canadian Association of Municipal Administrators (CAMA) conference:

<b>Expense</b>	<b>Cost</b>
Registration	\$800
Air Travel	\$1,500
Accommodation	\$1,750
<b>Estimated Total</b>	<b>\$4,050</b>

## **H. In Consultation With**

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Sarah Traynor, Manager of Human Resources

Mayor Soever (Draft Yearly CAO Review Timelines)

## **I. Public Engagement**

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The topic of this Staff Report has not been subject to a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required. However, any comments regarding this report should be submitted to Shawn Everitt, Chief Administrative Officer at [cao@thebluemountains.ca](mailto:cao@thebluemountains.ca).

## **J. Attached**

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1. 2021 Goals and Objectives Tracking
2. Travel, Business and Mileage Expense Policy COR.POL.18.05

Respectfully submitted,

Shawn Everitt  
Chief Administrative Officer

For more information, please contact:

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### Report Approval Details

Document Title:	2021 Mid-Year CAO Goals Update FAF.21.110.docx
Attachments:	- Attachment 1 - 2021 Goals and Objectives Tracking.pdf - Attachment 2 - Travel Business and Mileage Expense Policy POL.COR.18.05.pdf
Final Approval Date:	Jun 22, 2021

This report and all of its attachments were approved and signed as outlined below:

**Shawn Everitt - Jun 22, 2021 - 4:24 PM**