



## Chief Administrative Officer 2021 Goals and Objectives

Name: Shawn Everitt	Position Title: Chief Administrative Officer	Time in Position: May 24, 2019 FT CAO Acting/Interim August 2017 – May 2019
Department: Administration	Reports to: Council	Period Covered: 1 <sup>st</sup> & 2 <sup>nd</sup> Quarter of 2021

# Chief Administrative Officer 2021 Goals and Objectives



Goal #1			
SMART Goal	Measures and Timelines	Milestones	
<i>Describe the goal, including the outcomes. What do you expect to achieve?</i>	<i>How will you measure results/success?</i>	<i>Note key dates or measures to track progress.</i>	
Improve the effectiveness and efficiency of Corporate Report Process Enhancements	Move to an 8-week staff report development process	Q -3 2021	on track
Clearly defining and promoting <ul style="list-style-type: none"><li>Notification differs from Consultation</li><li>Consultation differs from Approval</li><li>Continued use of RACI</li></ul>	More Plain Language well prepared and informative reports provided to Council	Q -2 2021	ongoing
Identify Nimbyism when it is present and outline and bring forward the real issues on a regular basis	More Early Reports that are FYI so information sharing is provided well in advance of decision is required from Council	Q -2 2021	ongoing
Develop a tool that provides tracking of priorities, tasks and actions that are have been provided to staff by direction given by Council.	Creation of a Tracking Tool via escribe technology or other method deemed to achieve this goal	Q-3 2021	on track

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Goal #2			
SMART Goal	Measures and Timelines	Milestones	
<i>Describe the goal, including the outcomes. What do you expect to achieve?</i>	<i>How will you measure results/success?</i>	<i>Note key dates or measures to track progress.</i>	
Regular reporting to Council on Performance Objectives and maintaining strong Council & Staff relationship and enhancement of the relationship	Priority Setting and project planning being set for the 2021 while consideration of continued COVID-19 and Post COVID-19	Q -1 2021	1 <sup>st</sup> , 2 <sup>nd</sup> and 3 <sup>rd</sup> Quarter Report for COVID Operations
Staying true to priorities throughout the year	Realistic and appropriate scheduling and timing of Goals and projects	Q -2 2021	Ongoing
	Dates for the Reports to be brought to Committee of the Whole	December 14 <sup>th</sup> , 2021	Currently being presented

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Goal #3			
SMART Goal	Measures and Timelines	Milestones	
<i>Describe the goal, including the outcomes. What do you expect to achieve?</i>	<i>How will you measure results/success?</i>	<i>Note key dates or measures to track progress.</i>	
Regional and Provincial and local Stakeholder outreach and enhanced presence with upper tiers of Government and enhanced presence of the Town of The Blue Mountains	<p>On behalf of Mayor Soever, the CAO will schedule and organize individual meetings with the Mayor and CAO of Meaford, Grey Highlands, Clearview Township, and Collingwood.</p> <p>On behalf of Mayor Soever and Deputy Mayor Potter, the CAO will schedule and organize a meeting with Warden and CAO of Grey County.</p> <p>The CAO will organize and attend a minimum of one day this year separate from conferences to liaise with members of Queens Park to increase the knowledge of parliament to the ongoing initiatives and interests of the Town.</p>	<p>Initiate a breakfast meeting with the Warden and CAO of Grey County and Mayor and Deputy Mayor by end of the Q4</p> <p>Make efforts to initiate a series of meetings with the Mayor and CAO of our neighbouring municipalities.</p> <p>1 Queens Park day by the end of Q4</p>	<p>South Georgian Bay Mayor/CAO Forums are working well through early stages</p> <p>3<sup>rd</sup> and 4<sup>th</sup> Quarter</p> <p>Consideration in 3<sup>rd</sup> Quarter to review opportunities that reflect appropriate COVID Measures</p>

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Goal #4			
SMART Goal	Measures and Timelines	Milestones	
<i>Describe the goal, including the outcomes. What do you expect to achieve?</i>	<i>How will you measure results/success?</i>	<i>Note key dates or measures to track progress.</i>	
Continue to provide Leadership and strong Management of the Corporation during the COVID-19 Pandemic and shifting into a Post COVID-19 era.  Development of a “Truth Corner” concept  Improved Development Processes that: 1. Provides consistency, 2. Provides live project updates and status for the public to follow “Website”, 3. Provides fairness 4. Is reflective of policy-based planning 5. Is reflective of the Towns Official Plan Zoning By-law and all other approved Policies relating to Development within the Town. 6. Ensure that that the Transportation Plan and Integrated Community Sustainability Plans are engrained, implemented into the Towns new Official Plan and not just referenced.	Enhanced communications and engagement in the overall development and building of our community by improving our internal processes and to provide clarity and proper forecasting by completing the following projects;  Redevelopment of the Towns Website to provide an enhanced Community Engagement Platform  New Town Official Plan to be developed  New Zoning By-law to be Developed  Consideration of Condominiums future in The Blue Mountains	Q – 3 2021  Completed in 2022  Completed in 2022	On track  Process initiated and on track  On track

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Goal #5			
SMART Goal	Measures and Timelines	Milestones	
<i>Describe the goal, including the outcomes. What do you expect to achieve?</i>	<i>How will you measure results/success?</i>	<i>Note key dates or measures to track progress.</i>	
<p>Improve on delegation of projects to the appropriate staff to champion and lead projects.</p> <p>The CAO will be responsible in ensuring that when developing and drafting Corporate and Community Plans that are being driven and managed by Town Staff that the these Plans are references within each plan and that constant shared principals, philosophies, values, action items, deliverables and outcomes reflect the range of eth Communities within our Community and provides consistency through each Plan</p>	<p>a. Completion of the first draft of the Towns Integrated Community Sustainability Plan</p> <p>b. Approval and implementation of the Towns Community Communications Strategy</p> <p>c. Approval and implementation of the Towns Economic Development Strategy</p> <p>d. Completed planning and approval process for the Attainable Housing Gateway Project</p> <p>e. Transportation Comprehensive Transportation Plan having clear 2021/22 deliverables</p>	<p>Q – 4 2021</p> <p>Q – 2 2021</p> <p>Q – 2 2021</p> <p>Q – 4 2021</p> <p>Q – 3 2021</p>	<p>On process</p> <p>Completed</p> <p>Completed</p> <p>In progress</p> <p>In progress</p>

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Goal #6			
SMART Goal	Measures and Timelines	Milestones	
<i>Describe the goal, including the outcomes. What do you expect to achieve?</i>	<i>How will you measure results/success?</i>	<i>Note key dates or measures to track progress.</i>	
Chief Administrative Officer to focus on improving skills for delegation to others for project-based tasks and focus on Executive tasks and development of the Organization Structure.	Development of a proposed Corporate Structure to be considered by Council that would be implemented through the 2022 Budget Process.	Q-3 2021	On track
Creation of a Succession Planning map for the Corporation	Creation of a succession planning map that is tied to the Performance Management and Goal setting process for staff and to identify future leaders within the organization	Q-4 2021	In progress

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Goal #7			
SMART Goal	Measures and Timelines	Milestones	
<i>Describe the goal, including the outcomes. What do you expect to achieve?</i>	<i>How will you measure results/success?</i>	<i>Note key dates or measures to track progress.</i>	
Define Goals for SMT and prepare list of projects and goals.	Review list of goals with SMT and Administration Staff and get agreement on targets for 2021.  CAO will provide mentorship & resources so SMT and direct reports can achieve 100% of their goals  Incorporate Succession Planning Map into this Goal	Q – 2 2021  Review with Q – 4 2021  Q-4 2021	Complete  On track  On track

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Goal #8			
SMART Goal	Measures and Timelines	Milestones	
<i>Describe the goal, including the outcomes. What do you expect to achieve?</i>	<i>How will you measure results/success?</i>	<i>Note key dates or measures to track progress.</i>	
The CAO will support the strategic goals of the SMT and the JHSC to ensure a continued safe working environment for Town staff.	The Town will ensure a lower rate of Lost Time Injury than the Ministry Industry Sector Average as reported by WSIB annually	Q4 - 2021	Ongoing and will report at year end but on track

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Goal #9			
SMART Goal	Measures and Timelines	Milestones	
<i>Describe the goal, including the outcomes. What do you expect to achieve?</i>	<i>How will you measure results/success?</i>	<i>Note key dates or measures to track progress.</i>	
Complete an update for Council Approval of Policies relating to Staff Overtime and Staff Vacation allocation.  Ensure Clarity of Roles and Responsibilities through RACI matrix's  Ensure Job Descriptions are up to date and reflect possible revisions to Policies.	Review the Town current Policies and Practices regarding the abilities for staff to provide overtime and pay outs for unused vacation time for those that are provided authorization to complete unscheduled work or are impacted by emergency circumstances.  Consideration and review of Management Vacation in Lieu of Overtime Policies.	Q – 3 2021	All existing Job Descriptions have been reviewed through the Compensation Review project.  Anticipate that the review of Policies will be delayed until 4 <sup>th</sup> Quarter

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Goal #10			
SMART Goal	Measures and Timelines	Milestones	
<i>Describe the goal, including the outcomes. What do you expect to achieve?</i>	<i>How will you measure results/success?</i>	<i>Note key dates or measures to track progress.</i>	
Support the Physician Recruitment and Retention Committee The CAO will ensure that sufficient staff resources are implemented to support the initiatives of the Committee.	The CAO will assist the Committee to recruit a minimum of 2 physicians to work within the Town of The Blue Mountains by the end of 2023.	End of Q - 4 2023	Ongoing

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Goal #11			
SMART Goal	Measures and Timelines	Milestones	
<i>Describe the goal, including the outcomes. What do you expect to achieve?</i>	<i>How will you measure results/success?</i>	<i>Note key dates or measures to track progress.</i>	
Continue to provide support for Attainable Housing	Town staff will assist in seeing approvals for the Gateway Project to be brought forward to Council via appropriate planning process.	Q3 - 2021	Provided a series of reports to Council relating to the Attainable Housing Corporation including Land ownership options for 171 King Street, extension of operating loan and overview of governance.  Ongoing

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Goal #12			
SMART Goal	Measures and Timelines	Milestones	
<i>Describe the goal, including the outcomes. What do you expect to achieve?</i>	<i>How will you measure results/success?</i>	<i>Note key dates or measures to track progress.</i>	
The CAO will lead the first phase of the East Side Multi Departmental Facility Planning Process	Completion of an initial public consultation process that identifies a preferred location of the site of a Town facility along with identifying the elements and components proposed.  Consideration will include consultation with the Management Team of the Bluewater District School Board and request to include the Board Superintendent to consider future needs of additional or expanded schooling/education-based facilities	Q3 - 2021	Report provided to Committee of the Whole on June 29, 2021  Ontrack