

# CAO 2010 BUSINESS PLAN

March, 2010

## 1. DEPARTMENT MANDATE

The mandate of the CAO's office is to ensure Council's priorities, goals and objectives for the community are set and efficiently and effectively implemented. Legislative functions of the Clerk are also requirements of the position.

The following is the Mission Statement for the Office of the CAO:

To know where we're going,  
how to get there and to get there.

The following is the Mandate Statement for the Office of the CAO:

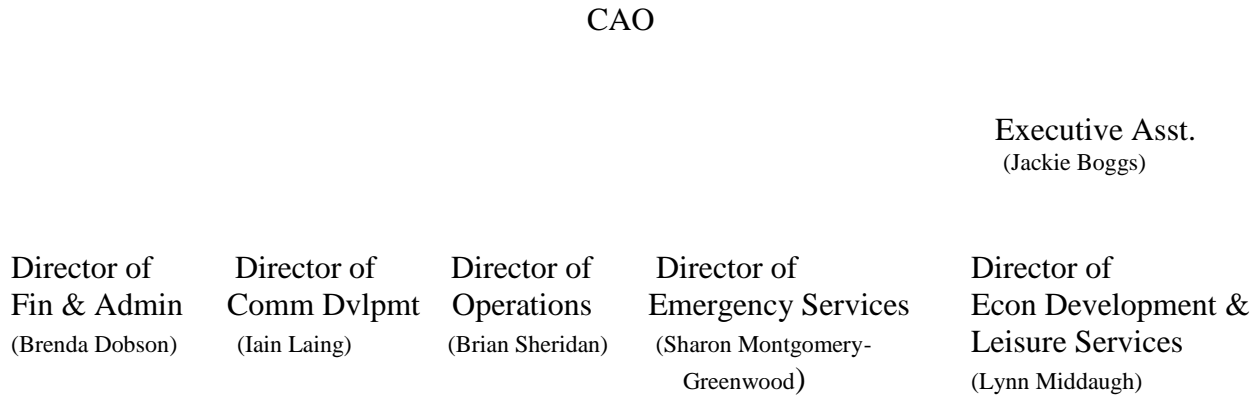
*“Through community input and monitoring of trends, the CAO as a key point of contact between Council, staff and the community, works to build and maintain a vibrant quality of life for residents and ratepayers and for the delivery of quality services. In turn, the CAO communicates vision, leadership and direction to staff to ensure Council-set goals and priorities are met.”*

Enthusiasm and cooperation from the Management Team is essential in meeting the CAO's mandate. Without cooperation not just from the Management Team, but from staff across the organization, Council's Business Plan Goals and Objectives will not be fulfilled. The function of the CAO is to ensure that Council's direction for the organization and the community once set is clearly communicated and followed through given the resources available. The setting and communication of expectations and direction to all departments, Council and the community is essential.

## 2. DEPARTMENT ORGANIZATION

The CAO is supported by the Deputy Clerk / Executive Assistant (EA) who is part of the Finance & Administration Department. The EA also provides administrative assistance to the Mayor and Councillors and serves as Deputy Clerk providing many of the services of the Clerk.

The following is the management relationship structure at the Director's level:



## STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Who we are. Where we are i.e. the Jewel. Council willing to do what it takes, within bounds.	Commitments to project financing will restrict ability to expand services.	Council support for financial and business planning; quality improvement	Significant political will-power needed to prepare now financially for future.
Appreciation and support for staff by Council	Increasing and competing demands for limited financial and staff resources. Pressures of PSAB implementation and project undertakings.	Peak of PSAB and projects should be reached by mid-'10.	On-going financial impacts of downloading eg AODA; Workplace Violence & Harassment and long term impacts of project financing and pressures on staff
2010 anticipated to be a year of 'holding the line' or even pulling back; managing and implementing approved projects and focusing on core services.	Competing demands relative to '10 election with uncertainty over priorities. Refer to assumptions under "Strengths".	Organizational review should be seen as an opportunity, not as a threat.	Perception or negative expectations of organization review impacts.
A motivated, knowledgeable and talented staff that want to be part of moving forward	HR projects / initiatives 'on hold' eg. new perf review system, evaluating Employee Survey results, HR Optimization Plan due to pressures on Mngr of Admin & HR. New HR priorities: Violence in the Workplace; employee AODA standards	SLT XDAC. SMC HR consultant to assist with projects.	Election will indirectly place additional demands on Mngr of Admin & HR.
We are understanding the value of process management and what we do in terms of processes.	Still not enough process thinking. Difficult to instill process thinking and management corporate wide.	SLT. XDAC.	Breakdown in management of processes because of day-to-day demands.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Being part of Northern Ontario > NOHFC; FedNor MP = Senior Federal Minister.	Geographic location - not in proximity to larger municipalities (as learning sources) Province absolutely unwilling to relocate provincial ministries from Town's waterfront.	Private sector interest: Greystone, Sturino, Distler, Evansco.	Getting over economic downturn. Interest rates will rise late '10 - '11. Not being able to afford Town's share of new or existing stimulus funding eg. NOHFC & Waterfront; new infrastructure programs.
Cooperation amongst area staff and some Councils.(?)  Cooperation amongst key business groups and agencies.	Lack of trust and willingness to partner between area municipalities. Eg. user fees 'no's' from Whitestone, McKellar & McDougall (Feb 1 '10)	Econ Dvlpmt Strategy (EDS) is realizing accomplishments and has opportunity for greater cooperation. Growth potential that is materializing	Disagreement over funding could derail EDS initiative.
Staff that have pride and want to provide high program and service levels. Improvements being made by front line staff.	Improvements not recognized effectively.	New HR Optimization Plan New PR&D policy. New Recognition Program.	CSI, XDAC, PEP Team and continuous improvement back-burnered in '09

### 3. PRODUCTS AND SERVICES PROVIDED

Council's Strategic Plan builds on the previous 10 - 20 Year Plan and through the SuccessFactors Goal Plan system, places a greater emphasis on measurement. The adage: "You can't manage what you can't measure" takes some prominence as a new feature of the Plan is that of Performance Indicators. This however is a learning and development process as in the past, we have measured very little that was reliably and accurately quantified. The area of customer satisfaction is a prime example. In most areas of the Performance Indicators in Council's Strategic Plan, we don't have a starting point or benchmark.

Over the past few years, Council stressed the importance of focusing on core services. This was understood to be in contrast to adding new or enhancing services. It is assumed that core services are to remain a focus especially with the current fiscal reality; that existing standards and levels of service are to at a minimum be maintained and improved where possible.

2009 brought a global economic crisis to the local agenda. The Town was successful with a number of infrastructure grant applications as outlined in the 2009 Citizens Report. In addition, the announcement of the Canadore College Campus

The following are the services provided through the CAO's office:

**A) Business Planning**

The purpose of Council's Strategic Plan is to provide a framework by which decisions for the future will be made including consideration of the financial impacts of various initiatives as part of the Current and Capital Budget process. In 2007, Council retained BMA & Assoc. to undertake a public consultation process with the objective of updating strategic plan and developing Council's Four Year Business Plan. The updated Strategic Plan was adopted in October, 2007. The Successfactors electronic goal management system is to manage and monitor the implementation of Council's Strategic Plan. Departmental Business Plans describes the organizational structures and process in place to achieve Council's goals and objectives.

Departmental Business Plans are to be submitted to Council annually. Business Planning Guidelines were updated and approved in January '05 and need to be updated once again. The updated Business Planning Guidelines identify procedures to logically and practically tie the various business planning steps together. The process is depicted in the Business Planning Process map adopted as part of the Guidelines.

The Strategic Plan continues to contain Council's five strategic priorities being:

1. Quality of Life
2. Economic Development
3. Cooperative Initiatives
4. Quality Organization and
5. Infrastructure & Community Assets.

One strategic priority is not to receive precedence over the others. A continued focus on core services is a given.

**B) Quality Management**

2010 will see renewed emphasis on continuous quality improvement including the active participation of the Cross Departmental Advisory Committee. It will be necessary for the major undertakings of PSAB and infrastructure projects to move closer to conclusion in order to put renewed emphasis back on The Charting Sound Ideas (CSI) management model with its six drivers including citizen/customer focus. Customer satisfaction means quality management and quality delivery of services. The Customer Service Guidelines will be reviewed by the Cross Departmental Advisory Committee and will receive renewed emphasis. Good enough is *not* good enough. Continuous improvement must be what we are about.

Over the past many years, significant gains have been made in the area of process management and continuous emphasis needs to be placed here. As noted in the SWOT analysis above, weak process management is usually the cause for things to go awry. While we have talked about process management for some time and while progress has been made, it still isn't institutionalized as a critical tool to effective and efficient management of the Town's business. Solid process management is necessary because there is such an increasing and varied range of responsibilities for a municipal corporation to manage; each responsibility, service or program has at least one and most often a connected series of associated processes.

The fourth Employee Satisfaction Survey (ESS) survey was completed in the Spring of '09. Results have not yet been analyzed due to reassignment of responsibilities of the Manager of Administration and Human Resources. The Cross Departmental Advisory Committee (XDAC) will provide input into improving staff relations and service delivery and reinvigorating the employee recognition and suggestion programs. The services of a professional coach and trainer will again be used in 2010 for group and one-on-one training sessions.

Our Statement of Values should reflect who we are and how we act. The following statement summarizes the application of our values to what we do:

*"At the end of every day, every employee should feel valued, trusted and respected."*

**C) Performance Review & Development (PR&D) and the HR Optimization Plan (HROP)**

The PR&D plan in use since 2000 was rewritten by BMA & Assoc. and is still in need of revision, preferably to an electronic format. The plan focuses on core competencies and is directly linked to the new HR Optimization Plan (HROP) and ultimately, to Council's Strategic Plan. The objective is to have performance reviews for staff at all levels so that feedback is provided on a regular basis.

The HROP as rewritten by the BMA group, while it integrates competencies into the review process, is complex and is in need of revision. The HROP is sectioned into corporate, departmental and individual strategies. It will take some effort yet to ensure that it is relevant and practical before implementation can occur. Updating the HROP is deferred to late 2010. The objective is to have the document ready for submission to Council in January of each year. What impact an electronic goal setting and performance management system may have on us has not yet been fully assessed and determined and will realistically be deferred to 2011..

**D) Economic Development**

The REDAC Area Economic Development Strategy for the Town, McDougall and Seguin has been and will continue to be a key driver in our economic development plans for the near and possibly distant future. New initiatives with potential include particularly Place As Product / Culture As Cash and the Dragons Den. Surveying of the local business community will provide information where retention support can be facilitated. In 2007, Economic Development was integrated with Leisure Services as an outcome of the BMA consulting project. The Economic Development & Leisure Services Director's Departmental Action Plans and Business Plan provides the framework for the Town's economic development activities. Advice and assistance particularly from the Director of Community Development is regularly provided on all development opportunities.

**E) Official Duties of the Clerk**

The positions of Clerk entails mandatory duties related to authorizing documentation on behalf of the municipality and the conduct of Council meetings. The EA/Deputy Clerk tends to the day-to-day functions of the Clerk's responsibilities.

**F) (AODA) Accessibility Legislation**

The Bylaw Enforcement Officer has taken the lead role in developing policies and plans to ensure the Town's compliance with the on-going evolving legislative requirements. An annual plan and according task tracker is developed to manage and track progress.

**G) Public Transportation**

A conventional public transit system was launched in 2007 providing four route trips three times per week throughout the Town. A specialized service is also available for residents limited to wheelchair use and is to be expanded in 2010 to include residents who are prescribed to use scooters. This service is provided in partnership with Belvedere Customer Support Services and Hammond Transportation.

**4. THE PEOPLE SERVED / CUSTOMERS' NEEDS AND EXPECTATIONS**

***a. Council:***

Council sets direction for the Town as an organization and as a community, not just for this year or for this term but for some years into the future, recognizing that change is the only constant. As the environment changes, often so must the direction that the Town is in. 2009 was key in this regard as the Town took an aggressive approach to partnering with the Federal and Provincial Governments in infrastructure renewal projects. The CAO's responsibility is to be sensitive to the changing environment and ensure that Council's goals and objectives are relevant and then communicated and implemented accordingly. Council expects information that is relevant and accurate to allow for timely decision making and that decisions and policies will be

followed through with efficiently and effectively. This is a matter of process control; hundreds of them.

***b. The Staff Management Group***

Critical is that the Senior Leadership Team (SLT) and the Staff Management Committee (SMC) be in tune with Council's priorities so that departmental objectives and actions are linked accordingly. Direction and communications are at the heart of the matter. If accurate and timely information is disseminated, plans developed and followed, Council and staff as a whole can have confidence that they are operating in a common direction. The semi-monthly SLT and SMC meeting schedule is critical to ensure that the CAO and management staff are on the same page and in tune with Council's and the community's issues and priorities.

***c. Town Staff***

Without Town employees being not just a part but an integral part of where the Town is headed, the road would be rough. Communications with all staff to ensure they know the route and want to be part of the trip is essential. Communications is mainly about listening to and understanding what staff are saying to management. Quarterly General Staff Meetings and regular departmental meetings are essential to ensure that staff are aware of current activities and priorities.

***d. The Community, its Residents and Ratepayers***

Council and staff exist for one purpose: to serve the community, its residents and ratepayers. Serving the community on a day to day basis is important but also ensuring that the long term is in sight when setting priorities is vital. This is a primary function of the CAO's office. The Director of Economic Development & Leisure Services provides on-going communications with the community through a variety of vehicles including the Town Page in the North Star, the Town's Web Site, Sound Opportunity Newsletters, Media Releases and public meetings.

**5. SUCCESSES / ACCOMPLISHMENTS**

Advancement of the Area Municipal Economic Development Strategy initiatives; slow and steady progress with the Successfactors Goal Management system including development of draft procedures and policies; Canadore College; awarding of tender for the Town Office expansion and renovation project; involvement with number of major infrastructure projects including G8 downtown beautification and introduction of the Senior Leadership Team structure.

## **6. THE INTERNAL BUSINESS PROCESSES PERSPECTIVE**

Setting direction and expectations and communication processes are important functions of the CAO's office. Setting direction and expectations should be normal outcomes of the business planning exercise. The Business Planning Guidelines including the comprehensive Business Planning Process map tie together the key steps to ensure that effective plans are developed, implemented and reviewed.

Key and core process maps and documentation of service processes should be relevant. If concerns or problems are noted with a particular service or activity, staff should be able to refer to a documented process or map to identify the source of the problem and then take corrective action. There is considerable opportunity for progress in this area.

Internal communications amongst staff especially listening to understand, are vital. Regular departmental staff meetings, biweekly staff management and Senior Leadership Team meetings, project and issues updates for Council and electronic and hard copy memos are necessary to assist communications requirements. Particular effort as directed in Goal 5.1: 'Open, Accessible and Transparent Local Government' is required to ensure that key community stakeholders have the opportunity to learn of and participate in Town initiatives.

## **7. THE LEARNING AND GROWTH PERSPECTIVE**

Continuous improvement and quality management demands staff learning and development. The Human Resource Optimization Plan has also undergone a major rework in 2007 through BMA & Associates and as of December, 2007, and is still in need of revision and simplification. A key element of the HROP is departmental learning plans which are to be approved by Council. 2009 seen such a level of infrastructure project activity that enough time for learning and development wasn't available, let alone having a practical HR Optimization Plan. Corporately, an integrated learning policy and plan for all new managers and supervisors will be developed to ensure that more than just basic management and leadership skills will be in place for all staff in a leadership, supervisory or management role. This will likely be deferred to 2011.

The Performance Review & Development (PR&D) program ties directly into the primary tool used for learning and growth which is the Town's Human Resource Optimization Plan. The PR&D program is a key tool to address employee growth. The PR&D program was overhauled in 2007 with a focus on core competencies. One of the objectives is for all staff to receive annual formal reviews. Practically, this will not be a simple undertaking. Along with annual performance reviews which involve interviewing respective departmental staff, the bi-annual Employees Satisfaction Survey (ESS) is the key measurement tool to quantify staff's satisfaction with learning and growth opportunities.

## **8. SUCCESSION PLAN**

### Rob Mens – 5 + Years

Rob does not plan on retiring within next five years. Developing leadership skills of senior staff is part of our corporate culture. Town has a number of senior staff that although may be looking at retirement in the next three to seven years, could step up to the CAO position. Recruiting externally is always an option but not necessary.

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