

Goals and Work Plan for 2015

The following list of goals for 2015 may be amended and updated by Council. On an annual basis, issues arise which are not anticipated. Each will be managed in as professional, efficient and effective manner as possible following Council policy, direction and legislation.

Goals for 2015 are a bit more specific than last in order for them to be more measurable.

Personal/Professional

1. Certified Municipal Officer Accreditation through AMCTO. To apply for CMO accreditation, municipal professionals must first:
 - a. Demonstrate skill and knowledge in 5 areas of competency: municipal knowledge, management, leadership, communication skills and human resources. – **work in progress**
2. Prepare for and Attend Executive Diploma in Municipal Management (EDMM) Courses - 2015
 - a. Human Resources Law - Ashley Brown
 - b. Project and Portfolio Management - James Cox
 - c. Corporate Financial Integrity and Controllershship - Phil Watkins
 - d. Succession Planning for Municipalities - Garth Johns
 - e. Corporate Performance Measurement - John Allen
 - f. Strategic Planning Techniques - John Allen
 - g. Employee Performance Management - John Allen
 - h. Internal & Public Policy Development & Evaluation - John Allen
 - i. Managing Public and Private Partnerships - Lou Milrad
 - j. Public Sector Trends (Part 1) - Robert Hueton
 - k. Public Sector Trends (Part 2) - Robert Hueton
3. Complete research project for EDMM by December 2015.
4. Continue to participate in on-going learning opportunities both personal and professional – workshops, webinars, on-line courses, reading.

From a municipality perspective goals will include:

1. Strive to reduce paper and shorten reports... implement one page or at least only two sided reports.
2. Attempt to have packages completed by Tuesday at the latest.
3. Focus on first things first. Make time for grant applications.
4. I will help employees grow by:
 - keeping everyone involved in total municipal operations;

- continuing employee meetings;
 - providing regular financial updates and minutes of Council meetings;
 - providing opportunities for cross training;
 - participation in association meetings;
 - provision of on-line training;
 - provide clear direction and follow up;
 - hold employees accountable for tasks delegated to them.
 - Continue to encourage and support staff education and training opportunities including participation in county/local associations;
 - Continue to encourage staff input in improving services through brainstorming sessions;
5. Reduce expenses for the operating year to reach a surplus by conscious purchasing decisions and not simply unfinished projects or windfall revenues.
- Review the budget to reassess current office and facility operating costs with a focus on reducing costs by 4% overall from the admin budget.
 - Review each department costs with employees to reduce overall budget by 4%.
6. Cross training staff.
- Gayle to be able to process cheques, payroll, accounts payable and receivable to be able to fill in during Noella's absences.
 - Schedule training sessions monthly.
 - Noella and Gayle to document training processes.
 - Succession planning – have each job description updated.
7. Work with Cambium to finalize the purchase of the Stonecliffe landfill from the MNR.
- Follow up with the surveyor to ensure that documents have been provided to the MOE and MNR.
 - Send bi-weekly reminders (email and phone) to finalize this project.
 - Follow up with MOE and MNR to expedite processing of this application by monthly calling and/or emailing. Work with Cambium to assist with this process of reminders.
8. Work with Cambium and Bill to provide up to date documents of landfill mapping as well as complete an application for expansion of the Bissett site.
- Have Bill update physical maps of used area to record personal knowledge. (Stonecliffe and Bissett sites.)
 - Upon bi-annual survey of Stonecliffe site (Bissett completed 2014), have Cambium maps coordinated to ensure the most comprehensive record.
 - Work with Cambium staff to complete the application for Bissett and prompt MOE during the process so that it is completed in a timely fashion.
9. Cultivate a positive workplace culture:
- Open door policy (in moderation) so staff feel comfortable bringing issues (which require my input) to my attention.

- Foster ownership (authority and responsibility) of tasks so only those requiring my attention are brought to me.
- Continue to delegate and promote responsibility to staff for routine and basic tasks as stated in their job descriptions. (Still a challenge with some staff.)
- Continue with employee encouragement and acknowledgement both privately and publicly through comments, notes, newsletters and the web page.
- Gratitude for a job well done is given verbally immediately after task completion with reminders during formal employee performance appraisals.
- Implement some type of employee award/recognition program based on performance/years of service. Bring a report and recommendation to Council by June.
- Recognize employee birthdays and employment anniversaries with small gestures/tokens;

10. Make improvements to services, programs and environment to ensure that HCM continues to be a safe, exciting and incredible place to live, stay and play.

- Have staff members each come to Council to report directly to answer any questions. (As per municipal Google calendar.)
- Schedule semi-annual council/staff meetings to informally discuss issues and opportunities.
- Schedule at least semi-annual public meetings for general “town hall” type discussions. March and September?
- Ensure that Newsletters are completed every two months on a set schedule. (As per the municipal calendar.)
- Ensure that staff contribute regularly to Newsletters.

11. Succeed in performing the duties of my position with increasing demands.

- Delegate more duties to other staff:
- Gayle to copy and collate documents for Council packages, letters of support and newsletters.
- Gayle to be responsible for all filing.
- Noella to work on preliminary reviews of funding opportunities and assist with drafting grant applications for my review and final revision.
- Utilize student volunteers to do routine tasks such as:
 - i. Updating electronic mailing lists – from tax roll addresses to mailing list of residents, removing duplication and errors.
 - ii. Create a contact list of small, rural municipalities in Ontario to circulate resolutions for support to – email addresses, mailing labels, fax numbers.
 - iii. Manage Facebook page, inserting notices and comments forwarded to the Community Contact List through email.
 - iv. Count, label and prepare for mailing bag tags.
- Realize that although “I/we can do that myself/ourselves” sometimes time just does not allow it. As learned through the Tire Stewardship process, when tasks routinely fall off the to-do list, repeatedly replaced with more important or timely issues, it is time to use other methods of meeting those obligations; even when other sources might have a price tag.

- Attend industry annual meetings or conferences where topics are specific to issues which affect HCM directly.
- Attempt to coordinate/share services with neighbouring municipalities or similar municipalities in Ontario. Use available resources so that we do not spend time “reinventing the wheel”.

From the Municipal Strategic Plan

Work within Council's Vision to meet the goals as outlined in the Strategic Planning exercise.

1. Review Recycling Program - 2015
 - Cost analysis of providing the service ourselves.
 - Use available resources – Joe Hall/Service Excellence Group and/or Cambium to compile a list of alternatives.
2. Complete application for expansion of Bissett Creek waste site - 2015
 - As above.
3. Investigate municipal composting– Begin in 2015
 - Use available resources – Joe Hall/Service Excellence Group and/or Cambium to compile a list of alternatives.
4. Review staffing needs & opportunities - 2015
 - Prepare a report to Council considering whether we can combine the Roads and Disposal Site jobs upon retirement of current staff. Can one person do the job? Work with current staff to determine requirements.
 - Research opportunities and prepare a report for changing the Admin Assistant job description to accommodate newly downloaded responsibilities again with a goal of changing upon retirement of incumbent.
5. Look into improved archival storage – Begin in 2015
 - Add this issue to budget for 2016.
 - Will require special funding as options consider new spaces which are fire, heat, water and theft safe or offsite storage.
6. Improve signage on buildings and parks - ongoing
 - Meet with staff in March to compile a list of signs required, order them and have them installed once ground thaws. They are in the 2015 budget.
7. Update website - ongoing
8. Lobby for changes to Municipal Elections Act – re: election of head of council. – To begin in 2015
 - Complete research and prepare a resolution for Council consideration to be passed to other municipalities for support by the September meeting.

9. Municipal Marketing Strategy – requires additional input from Council – Joint with other North Renfrew communities?
 - Some components have been completed – sweaters, pens, highlighters, social media.
 - Sell sweaters in the Municipal Office and Hall.
 - Coordinate through County with other North Renfrew municipalities.
10. Maintain fiscal responsibility – 2015 - Continuous and ongoing.
11. Reviewing equipment needs of roads department/disposal sites – 2015
 - Completed through PA.
12. Investigating more community recreation/social programs - 2015
 - Continue to provide notice of funding opportunities to the Recreation Committee as soon as they have arrived.
 - Continue to provide administrative support to the recreation committee.
13. Develop list of drivers/persons in need for transportation – 2015
 - In April, begin to research liability issues? How other municipalities have provided this service?
 - Joint council issues.
 - Advertise for need in upcoming Newsletters.
 - Prepare a script for student volunteers and have them conduct a phone survey over the March Break documenting those willing to drive, those requiring services.
14. Settle ORNGE Contract - 2015
 - A request for a deputation has been sent to County staff. It will be followed by a request for information from ORNGE.
 - A report will then be brought to Council for consideration and decision – hopefully by May but depending on County staff scheduling.

And of course... *“to perform such other duties as are assigned by the municipality”*.

Specific Tasks to Complete:

1. Municipal Alcohol policy review and adoption by Council
2. Smart Serve training
3. Tire collection through Stewardship Ontario
4. Hall Rental Agreement updated and adopted by Council – including fee update
5. Park use by-law updated and adopted by Council
6. Permanent Liquor license obtained
 - a. Policies for bar management created and implemented.
 - b. Inventory, cash management, ordering/supplies.

These last two points are shared by all office staff.

1. Dilemma – for a number of years now I have been working an average of 35 hours per week; with taking 1 day off a week. We are now in the position where I have earned nearly 1 month of vacation absence per year. The challenge is that with growing demands by the province (Most recent - Em Mgt training requirements) I feel that more time is required to complete all necessary tasks. Time away for holidays, vacation etc. results in work piling up. Extra time used to catch up is then banked and taken at another time resulting in the same situation. This is similar to Noella and Gayle. Perhaps its time to review Council's position on overtime being paid out? Increasing staffing? Summer students? Co-op? This will come back to Council as a staff report.

For 2015 I will work with current staff to delegate more and attempt to come up with ways to streamline operations so that more can be accomplished in each position with the same staff and the same time.

2. Although conversations with members of the public are important I personally feel a conflict in that some people might see those conversations as time away from work. I believe that they are quite necessary, that problems are identified and resolved that way but worry about time away from my desk. Working from home allows for uninterrupted periods of work but does it appear to residents that we are avoiding them? Something that I personally need to come to terms with as intellectually I understand the benefits but sometimes have a difficult time rationalizing this paradox. (Noella has similar feelings.) We will work towards a solution.