

**2010 Work Plan – Chief Administrative Officer**

**4 a) Attachment 1**

Initiative/Source/ Strategic Plan Reference	Actions/Milestones	* Lead ** Support	Timing	Status
<b>Lakefield College School Servicing Agreement</b>  <b>Corporate Initiative</b>  <b>Supports Organizational Excellence/Quality of Life</b>	<ul style="list-style-type: none"> <li>• Review status, identify requirements and issues</li> <li>• Draft agreement &amp; review with LCS and PUSI</li> <li>• Report to Council for Bylaw to Authorize Execution</li> </ul>	* Janice Lavalley ** Lane Vance	Q1  <b>Q2/Q3</b>  <b>Q4</b>	<b>Complete</b>  In Progress  Not Started
<b>Personnel Policy</b>  <b>Reformatting/Updating</b>  <b>New Policies</b>  <b>Corporate Initiative</b>  <b>Supports Organizational Excellence</b>	<ul style="list-style-type: none"> <li>• Finalize amendments to policy and undertake final review</li> <li>• Report to Council for Approval</li> <li>• Issuance of revised policy manual to employees</li> <li>• Bill 168 – Violence in the Workplace               <ul style="list-style-type: none"> <li>- Policy &amp; Training</li> <li>- Workplace/Position Assessments</li> </ul> </li> <li>• Harassment &amp; Discrimination</li> <li>• AODA – Employment Standard</li> </ul>	* Janice Lavalley     * Janice Lavalley	Q1 Q1 Q1   Q2    Upon approval of standard	<b>Complete</b>     <b>Complete Complete</b>    Standard not expected until 2011
<b>Develop Communications Strategy</b>  <b>Strategic Plan – Organizational Excellence</b>	<ul style="list-style-type: none"> <li>• Submit proposal to Trent Centre for Community Based Education</li> <li>• Conduct research/consultation with stakeholders</li> <li>• Develop Plan/Costing</li> <li>• Submit to Council for Approval</li> </ul>	* Janice Lavalley ** Angela Chittick	Q1/Q2  Q3  Q3	<b>Delayed 2011</b>  <b>Posted in Fall – no student match.</b>  <b>Reconsider approach Q1 2011.</b>

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	Monitor and assess communications plan (and any new tactics)		Ongoing	
<b>Smith Landfill Site – Future</b>  <b>Corporate Initiative</b>  <b>Supports Fiscal Responsibility/Environmental Stewardship</b>	<ul style="list-style-type: none"> <li>Research alternatives for future use of landfill site including approval process, timeframes, costs, land requirements, etc.</li> </ul> <p><b>Updated Design and Operation Plan estimates a 16 years of remaining life for the site as opposed to 7 therefore further work on this item would be premature at this time.</b></p>	* Janice Lavalley ** Stephen Crough	Q1	<b>Complete</b>
<b>Recruitments</b>  <b>Strategic Plan – Organizational Excellence</b>	1. Recruit two Equipment Operators  2. Recruit Deputy Clerk	* Stephen Crough * Janice Lavalley  * Angela Chittick * Janice Lavalley	Q1  Q1/Q2 <b>Q3</b>	<b>Complete</b>  <b>Complete</b>
<b>Water/Wastewater Systems</b>  <b>Corporate Initiative</b>  <b>Supports Infrastructure Supports</b>	<ul style="list-style-type: none"> <li>Prepare for DWQMS audit.</li> <li>Cross connection information to ratepayers</li> <li>Review of sump pumps tied into sewer system</li> <li>Update existing sewer use agreements with key ICI customers including updated rate structure having regard for a mechanism that supports annual inflationary increase and periodic reviews</li> <li>Review existing situation and need for back flow prevention policy.</li> </ul>	* Janice Lavalley ** Lane Vance ** PUSI	Q2/Q3  Q2/Q3  Q3/Q4	<b>Complete</b>  <b>In Progress</b>
<b>Council Orientation Program</b>  <b>Corporate Initiative</b>	<ul style="list-style-type: none"> <li>Prepare a comprehensive orientation program for Council members following the election October.</li> </ul>	* Janice Lavalley  ** Management Team	Q3/Q4	<b>In Progress</b>  <b>Scheduled December 9, 2010</b>

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Supports Organizational Excellence				
Seniors Affordable Housing in Unserviced Areas  Strategic Plan  Quality of Life	Investigate requirements/feasibility of development of affordable seniors housing project in unserved areas – partnerships, legal and financial responsibilities.	* Janice Lavalley	Q1/Q2  Q3	
Sustainability Planning  Strategic Plan  Quality of Life/Environmental Stewardship	<ul style="list-style-type: none"> <li>• Investigate an overall sustainable approach for the Township in conjunction with regional efforts               <ul style="list-style-type: none"> <li>- review of policies that support/detract from sustainability (zoning, purchasing and procurement policies, recycling and composting programs)</li> <li>- review vehicle/equipment replacement programs to maximize efficiency (energy efficient vehicles)</li> <li>- Consider quick fixes to ‘green’ operations in house – recycling, composting, waste diversion</li> <li>- Participate as member of Sustainability Initiative working group on preparation of County/City Sustainability Plan and to communicate various Township sustainability initiatives that have already been undertaken or are planned to create awareness</li> <li>- Improve communication to all departments to ‘sell’ the importance of the Township leading on these initiatives in light of the Strategic Plan direction</li> </ul> </li> <li>• Municipalities will be required to have an Integrated Community Sustainability Plan as part of the Gas Tax Allocation.</li> </ul>	* Janice Lavalley ** Management Team	Q1-Q4	<p>Ongoing</p> <p>Meetings scheduled Dec 2010 thru 2011</p> <p>OP provisions sufficient.</p>

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<b>Job Evaluation Program Review</b>  <b>Organizational Review</b>  <b>Supports Organizational Excellence</b>	<ul style="list-style-type: none"> <li>• Review status of project.</li> <li>• Obtain feedback from Department Heads in which review is incomplete.</li> <li>• Re-scoring of jobs, if required</li> <li>• Distribute completed job descriptions to Managers and staff.</li> </ul>	* Janice Lavalley  ** Support	Q1/Q2 <b>Q3</b>	<b>Delayed</b>
<b>Performance Evaluation Program</b>  <b>Corporate Initiative</b>  <b>Supports Organizational Excellence</b>	<ul style="list-style-type: none"> <li>• Review existing programs (forms etc.). Evaluate effectiveness of program.</li> <li>• Collect feedback from Management Team regarding current program.</li> <li>• Prepare report of any recommended revisions for Council's consideration.</li> </ul>	* Janice Lavalley ** Management Team	Q2/Q3	<b>Delayed</b>
<b>Strategic Plan Status Report</b>	<ul style="list-style-type: none"> <li>• Review Strategic Plan accomplishments for Council as this term closes.               <ul style="list-style-type: none"> <li>○ Include the development of measurement tools.</li> <li>○ Identify activities related to the achievement of the employment strategy and environmental action plan. Develop a standard approach to ensure these priorities are considered in future plans and decision-</li> </ul> </li> </ul>	* Janice Lavalley ** Management Team	Q2/Q3	<b>Complete</b>

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	<p>making processes.</p> <ul style="list-style-type: none"> <li>Establish recommendations for consideration of new Council for the 2010-2014 term.</li> </ul>			

**New Initiatives/In Year Additions**

<p><b>Staff Resources Review</b></p> <p><b>Strategic Plan – Operational Excellence</b></p>	<p>Address finance department staffing needs, in consultation with CAO and Clerk’s department</p> <p>Develop finance staffing requirements, staff development and succession management plan in light of recent retirements</p> <p>Maximize cross training opportunities in consolidated office</p>	<p>* Lane Vance ** Janice Lavalley ** Angela Chittick ** Michelle Thornton</p>	<p>Q2-3</p>	<p><b>In Progress – Monitoring workload and flow</b></p>
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<p><b>Ennismore Community Centre Renovation Committee</b></p>	<p>Work with Committee to fulfill terms of reference and evaluate the feasibility of an expanded scope of work for the Ennismore Community Centre project.</p>	<p>* Janice Lavalley ** Ed Barber ** Mark Irvine ** Suzanne Kirk ** Renovation Committee</p>	<p>Q1 - Q3</p>	<p>In Progress</p> <p><b>Facility Assessment nearing completion</b></p>
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<p><b>Economic Development Initiatives</b></p>	<p>Pro-actively pursue economic development opportunities:</p> <ul style="list-style-type: none"> <li>Review Economic Development Strategy</li> <li>Maintain awareness of the City Transportation Study and promote need for N/S corridor around City</li> <li>Maintain/promote open communication with GPAEDC and County</li> <li>Update Community Profile</li> <li>Longterm broadband availability promotion</li> <li>Promote business listing to see greater level of up-take</li> </ul>	<p>* Janice Lavalley</p>	<p>Q2 – Q4</p>	<p><b>Complete</b></p> <p><b>Quarterly Meetings Regional EDO’s</b></p> <p><b>Regular Meetings with</b></p>
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	<ul style="list-style-type: none"> <li>• Be aware/pursue business looking to locate in GPA</li> <li>• Pursue dev't of commercial and industrial land inventory</li> </ul>			<p>GPAEDC VP</p> <p>Considering options with municipal properties</p>

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