

Chief Administrative Officer Update to the Mayor – April 1, 2011

Key Performance Indicators and Results Achieved

Leadership and General Management of the Town

Be a vocal and visible champion for Collingwood, advocating for investment in the Town and celebrating its vibrant community and culture.

Human Resource Management

Carefully review the existing staffing structure to ensure optimal efficiencies and effectiveness are achieved. Identify key talent in the organization and invest in the development of staffs' skills, knowledge and abilities, planning for succession into management positions.

- Recruited and established human resources manager and management functions. Developed 5 year strategic plan for HR to bring Collingwood processes and procedures into compliance with regulatory requirements and best practices.
- Recruited and established director of parks, recreation and culture
- Reorganization of planning department. Restablished relationships with the development community, changed the tone.
- Weekly meetings with department heads as a group and individually resulting in significantly improved coordination between departments.

Fiscal Management

- Led the Treasury department in the absence of the Treasurer for nearly a year
- Delivered budgets in accordance with Council direction in 2009 and 2010.
- Drafted and implemented new financial policies
- Substantial completion of First Street, Downtown Revitalization and Library projects. Undertook debenturing. Resolving any outstanding deficiencies in cooperative manner.
- Completed 2009 financial statements and conversion of PSAB 2150 compliance as well as full accrual accounting.

Working with Council

- Ongoing adherence to policies and procedures of the Town. Updating as necessary. Presented update on Strategic Plan results accomplished Fall 2010.

- Oversight of ongoing programs and services review
- Planning for the future
- Preparing for development of new strategic plan in 2011

Personal Management

- Reorganized my office and created a welcoming meeting space
- Learned the town geography, history, key developments, established relationships with community leaders
- Ongoing leadership of and participation in various Town committees including Economic Development Board, BIA, Downtown Revitalization Committee, PRC as required, site development, etc.

Key Performance Indicators for 2011

- **Put Legal Services to tender**
- **Develop and implement process to create new strategic plan for this term of council**
- **Performance management plans with department heads**
- **Re-evaluate economic development function, develop tourism and corporate communications functions** ✓
- **Manage finances to fiscal plan** - 2012 budget 2011 - maintain assets
- operating forecast -
- **Oversee development of Parks Recreation and Culture Master Plan**
- **Nottawa Servicing Agreement**
- **Settlement of CUPE collective agreement**

• Health & Safety

January 2011 to April 2011

OVERALL EVALUATION

Unsatisfactory Substandard but making progress. Satisfactory *SL* Above average Excellent

COMMENTS

<p>Areas of strength:</p> <ol style="list-style-type: none"> 1. <u>Oversee Treasury in absence of Treasurer</u> 2. <u>Organizational skills</u> 3. <u>Interest displayed in job</u> <p>and these can be used more effectively by doing the following:</p> <ol style="list-style-type: none"> 1) <u>present accurate timely budget information ^{with} council</u> 2) <u>continued communication to council</u> 3) <u>regularly reports to Council on actions taken relating to matters arising from residents needs & inquiries</u> 	<p>Areas of weakness:</p> <ol style="list-style-type: none"> 1. <u>Contract position in Treasury obsolete</u> 2. <u>Healthy & Safety</u> 3. <u>working relationship with council</u> <p>and these can be strengthened by doing the following:</p> <ol style="list-style-type: none"> 1) <u>review Treasury dept</u> 2) <u>continue to document training for staff</u> 3) <u>better understanding of council's direction</u>
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Rated by SANDRA COOPER (Name) MAYOR (Title)

(If not used as a self evaluation form, the employee should sign)

A copy of this Report has been given to me and has been discussed with me.

(Employee's Signature) (Date)

(Supervisor's Signature) (Date)