A. Recommendations

THAT Council receive Staff Report FAF.20.150, entitled “2020 CAO Update” for information purposes.

B. Overview

The purpose of this report is to provide Council with an update on the previous quarter’s activity.

C. Background

As part of the Town’s performance evaluation and goal setting process, the Chief Administrative Officer (CAO) is required to provide three update reports to Council beginning in 2021.

During the COVID-19 pandemic (between March until early September), the CAO provided Council with weekly emails that included COVID-19 related operational updates and Daily Calls for Service statistics provided by our Ontario Provincial Police Detachment. These statistics included a breakdown of Day Shift, Night Shift and COVID-19 related calls for service. Starting in September, these updates will be provided on a monthly basis unless otherwise discussed with Council.

This information sharing with Council was critical to ensure members of Council were well informed during the pandemic and as we moved through the phases of the Provincial reopening.

D. Analysis

COVID–19 Pandemic

Since mid-March of 2020, the Town has maintained much of its typical level of service by developing and implementing measures that gave many of our staff the ability to work
remotely and or using rotational shifts in place to ensure limited contact between staff members.

During the past six and a half months the pandemic shifted some of the Town’s scheduled plans and tasks. However, Town staff continued to complete projects and function at a high level while Council committed to continue meeting regularly and even took on additional tasks such as the COVID-19 Recovery Task Force and events organized by the Grants and Donations Committee.

To date, we have successfully reopened Town Hall and undertaken the soft reopening of other Town facilities. Our staff are continually monitoring the state of the pandemic and are prepared to take the appropriate steps to promote the safety of our entire community.

**Thornbury Pier Resurfacing Project**

The Thornbury Pier was approved for resurfacing by Council in the 2020 Budget. During the summer months, the pier was closed to the public as a result of COVID-19 and the associated concerns regarding limiting access to ensure appropriate social distancing. There were also concerns regarding the large number of rubber mats that had been lifted due to the high water and significant wave action over the past year.

Town staff had brought forward the request to complete the pier resurfacing during 2020 while access to public beaches and waterfronts were being limited by the COVID-19 pandemic and reopen the pier to the public for the summer of 2021.

To date, Town staff have worked with the Department of Fisheries and Oceans (DFO) staff and engineers to review the pier. DFO engineers were able to provide original pier drawings and recommended a consulting engineer for the project that they have worked with on other Federally owned piers throughout Ontario and Canada.

Town staff have removed all the matting previously covering the pier, coordinated the x-ray review of the concrete decking for rebar locations, coordinated the bore holes for inspection of sub deck granular material and will be working with the consulting engineer for either a layover or full deck replacement. If a full deck replacement is required, removal of the existing deck may take place this fall/winter. Otherwise, all works are to be complete by May 1, 2021 to ensure public access in the summer of 2021.
## Approved 2020 Goals for the CAO Set by Council

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<thead>
<tr>
<th>Goals Identified</th>
<th>Status/Progress To Date</th>
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| Improve the Effectiveness and Efficiency of Corporate Communications              | • Continued development of the Town’s Communications Strategy  
• First draft being provided to the Communication Committee in October of 2021                                                                  |
| Regular Reporting to Council on Performance Objectives                            | • Provision of this report outlining status of approved Goals                                                                                           |
| Develop a Higher Profile at County, Regional and Provincial Levels                | • Completed three deputations at AMO Conference  
  o Ministry of Health  
  o Ministry of Transportation  
  o Ministry of Infrastructure  
• Initiated a South Georgian Bay COVID-19 Regional Recovery Group that had staff from Meaford, Collingwood, Wasaga Beach, Clearview and Grey Highlands meeting virtually once every two weeks during the pandemic to discuss how each was progressing through the stages of the pandemic |
| Completion of a New Corporate Strategic Plan                                       | • Approved by Council on July 13, 2020                                                                                                                  |
| Improve on Conceptual and Analytical Thinking and Task Delegation                 | • Implementation of SMART Goals for all members of the Senior Management Team (SMT)  
• Promote the expectation for staff to take ownership of tasks with measurable results by implementing SMART Goals and performance pay for staff for 2020  
• Recently approved Performance Management and Goal Setting Program has been initiated, all SMT members have met with the CAO to develop 2021 Goals and performance measures  
• Training for staff has been scheduled to implement the program throughout the Corporation for 2021 |
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| Corporate Structure Enhancement to Deliver Improved Service at a Lower Cost or More Efficient Manner | • Enhance internal operations to increase service levels while lowering cost to the taxpayer or in a more efficient manner  
• Created a Legal Services Department within the Town Structure, which includes a Director of Legal Services and a Legal Clerk |
| Enhance the Council/Staff Relationship                                              | • Ensure that Council and Staff are aware of and aligned with priorities and initiatives  
• This will ensure both Council and Staff resources are not overextended by repeating/ reworking initiatives and reports  
• The CAO will ensure that no more than 8 staff reports generated by Town staff are tabled due to lack of information provided to Council  
• This remains a priority and goal that requires additional improvements  
• Communication remains the priority of staff and includes provision of clear, transparent and proactive information sharing with Council and the public |
| Define Goals for Senior Management Team (SMT) and Prepare List of Projects and Goals | • Review list of goals with SMT and agree on targets for 2020  
  o Director of Finance and IT  
  o Director of Planning and Development Services  
  o Director of Human Resources  
  o Director of Community Services  
  o Director of Legal Services  
  o Director of Operations  
  o Manager of Communications and Economic Development  
  o Fire Chief  
  o Town Clerk  
• This goal is aligned with the 2021 Performance Management and Goal Setting process  
• The COVID-19 pandemic has shifted some planned goals and projects and this aspect is being recognized in those reviews |
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<tbody>
<tr>
<td>Ensure a Healthy and Safe Working Environment for Town Staff</td>
<td>• The CAO will support the strategic goals of the SMT and the Joint Health and Safety Committee to ensure a continued safe working environment for Town staff</td>
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<td>Ensure Clarity of Roles and Responsibilities through RACI Matrix</td>
<td>• Ensure Job Descriptions are up to date</td>
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<td>• Performance Assessments completed for SMT members</td>
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<td>• This goal is being realized through the implementation of the Performance Management and Goal Setting process</td>
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<td>Support the Physician Recruitment and Retention Committee</td>
<td>• The CAO will ensure that sufficient staff resources are implemented to support the initiatives of the Committee</td>
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<td>• 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</td>
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<td>• The Joint Municipal Physician Recruitment and Retention Committee continues to move forward and have an approved Terms of Reference and additional membership</td>
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<td>• The review of the Terms of Reference was helpful to ensure that the Committee remains focused on the original mandate of the Committee</td>
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<td>Community Wellbeing Safety Plan</td>
<td>• The CAO is playing an active role in the creation of a regional Community Wellbeing Safety Plan</td>
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<td>• Consultation with Collingwood will take place in the development of the Plan</td>
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<td>• By the end of Q4 2021 the CAO will have completed a regional Community Wellbeing Safety Plan</td>
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<td>Support the Sustainability Committee by Ensuring Fulfillment of Town - Designated Commitments</td>
<td>• CAO will support the Director of Operations and the Committee by ensuring knowledge sharing through sufficient staff resources to support Committee initiatives</td>
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<td>• CAO will ensure that the Manager of Sustainability Coordinator is appointed/hired</td>
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<td>• The realignment of existing staff established the Manager of Sustainability position and the Operations Department has taken the lead in providing support to the Committee</td>
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Goals Identified | Status/Progress To Date
---|---
Support for Attainable Housing | • CAO will ensure former Foodland site is ready for land use
| • The building demolition and site reclamation of the existing Foodland site is being completed
| • A Request for Proposals by the Attainable Housing Corporation has been issued
| • A CEO for the Attainable Housing Corporation has been hired

In addition to the 2020 Goals that were set by Council, the following bullet points identify projects that CAO is currently working on:

- Development of logistical options for water line for irrigation ponds that support the Tender Fruit Industry
- Rural Access to Broadband Internet Task Force (RABIT)
- Purchase of 15 and 17 Arthur Street and development of future Public Parking Lot Design

E. The Blue Mountains Strategic Plan

This report supports the goals and objectives outlined in the Town’s Corporate Strategic Plan.

F. Environmental Impacts

None at this time

G. Financial Impact

No financial impacts specific to this update

H. In consultation with

Senior Management Team

I. Public Engagement

The topic of this Staff Report has not been subject to a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required.
J. Attached

None

Respectfully Submitted,

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Shawn Everitt
Chief Administrative Officer

For more information, please contact:
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519-599-3131 extension 234