



Staff Action Plan

Year 2021-2022

Title of Employee: Chief Administrative Officer

Department: CAO's Department

Date of Completion: March 9, 2021

1. **What is the work, tasks or activities which you (and your team) will need to do this year on a routine or regular basis?**

- Provide advice that assists Council in developing strategic plans, goals, objectives, and annual priorities.
- Make well-informed recommendations to Council.
- Lead the Senior Management Team, and through them, the organization.
- Monitor the delivery of municipal services through the various department heads to ensure budget, strategic priorities, and Staff Action Plans are followed.
- Direct the effective and efficient implementation of Council decisions as expressed in policies, by-laws, and resolutions.
- Improve functional integration across all departments.
- Ensure compliance with all statutory requirements, Town policies, procedures, and standards.
- Act as the Town's Economic Development Officer and lead strategic economic development initiatives that contribute to new revenue sources and a more prosperous community.
- Ensure the effective use of Town resources (financial, physical, and human).
- Establish the municipality's efficient operation, taking legislation, regulations, policies, and standard practices/guidelines into account.
- Establish liaisons and positive relationships with the business community and boards, authorities, and government upper levels. Act as the spokesperson on behalf of the municipality.
- Ensure there are appropriate mechanisms in place to facilitate community input and engage the public.
- Communicate and interact with the Mayor and Council and with the general public on all administrative matters as required.
- Oversee and manage all employees, including their hiring, suspension, or dismissal.
- Empower employees through coaching, mentoring, excellent communication, and delegation of responsibility while removing barriers to empowerment.
- Ensure the Town has appropriate succession plans in place.

- Exercise general financial control over all departments to ensure that budgets are adhered to and to ensure that reports are submitted to Council when over-expenditures have occurred.
- Motivate staff to deliver quality service and programs to ratepayers.
- Hiring new members to the Town of Kingsville management team.

2. What special projects (work, tasks, or activities) will you (and your team) do in 2021 and 2022?

At strategic planning sessions in February and March 2021, Council decided and approved the following “Top 15” ranking of strategic priorities and actions:

COVID-19 and the health and safety of the community is the overarching priority

Priorities 1 - 5

1. Customer Service: Training, Technology, Staff, Review Standards/Level of service
2. Housing: Affordability (lot sizes, developer incentives, second dwellings, density, etc.)
3. Greenhouse: lights & dark sky, odours (site plan compliance, bylaws, other tools)
4. Programming Increase: Youth and Seniors
5. A development plan for Downtown Kingsville / Main Street

Priorities 6 - 10

6. Financial savings: Schools closings, Migration Hall
7. Economic Development: strengthen tourism/hospitality
8. COVID - economic recovery
9. Communications: Strategy – Policy (social media), Website refresh and other tools, Public engagement
10. Housing: Migrant Worker Housing – Inspections (Building/Fire), regulate, reduce, or increase

Priorities 11 - 15

11. Committees / Boards: Review and Report
12. Policy Update: Procedural Bylaw
13. Economic Development: diversify the economy, create local jobs, industrial, Cottam
14. Infrastructure (non-Municipal): Union Water expansion & governance
15. Infrastructure (Municipal): Asset Management Plan update, the infrastructure funding deficit