

# Minutes

## CAO Performance Evaluation Committee

March 13, 2024

Present: Warden Brian Milne, Councillor Shirley Keaveney, Councillor Ian Boddy, Councillor Peter Bordignon, Councillor Kevin Eccles, Councillor Tom Hutchinson

Staff Present: Kim Wingrove, CAO, Kayla Rier, Recording Secretary

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### 1. Call to Order

The CAO Performance Evaluation Committee met electronically on the above date. The Chair called the meeting to order at 1:00p.m. with all members present.

### 2. Declaration of Interest

There were no declarations of interest.

### 3. Items For Direction or Discussion

#### 3.a CAOR-CAO-08-24 - Alignment of 2024 SMT Workplan with Corporate Strategic Plan

Prior to the meeting, CAOR-CAO-08-24 was provided to all Committee Members outlining recent updates to the Grey County 2023-2027 Strategic Plan and its alignment with senior staff workplans. CAO Wingrove displayed a presentation that reviewed the four priority areas named within the report, along with the 76 initiatives identified under each.

The proposed title of the Corporate Strategic Plan is "Working Together for Success". Committee members were provided a first look at the report prior to it going to Council in order to gain effective feedback. CAO Wingrove planned to present the report to Council at the March 28th meeting, but noted it is a shorter meeting due to another event. Committee members suggested the report be introduced on March 28th and received for information. A further fulsome discussion can occur in April.

In order to ensure Senior Management Team workplans align with corporate strategic goals, CAO Wingrove conducted meetings with each

SMT member to finalize their departmental goals. This process helped identify the 76 initiatives in the Strategic Plan report. It was noted that many of these initiatives will take longer than one year to complete, and are summarized below:

**Pillar One:** *"Internal Operations and Service Delivery"*

The initiatives under this pillar were reviewed with Committee members and are focused on reducing risk and liability, enhancing quality and customer service, improving financial forecasting and reporting, and cost containment. CAO Wingrove stressed the importance of accurate data and access to trend analysis in order to identify any cost anomalies.

**Pillar Two:** *"Building Communities for the Future"*

Initiatives were reviewed and are divided into planning and infrastructure, economic development tourism and culture, protecting the environment, and First Nations reconciliation and relationship building

**Pillar Three:** *"Workforce Development"*

The initiatives within this pillar are focused on skills development and succession planning, and supporting optimal productivity and performance. CAO Wingrove noted this pillar in particular has a regional focus that includes the County along with its member municipalities. By 2027 15% of Grey County's workforce are eligible for retirement so appropriate training and succession plans must be in place.

**Pillar Four:** *"Giving Everyone a Place to Call Home"*

All initiatives within this pillar will strive to increase housing options to better align with housing needs.

CAO Wingrove noted that all workplan initiatives were created using SMART (specific, measurable, achievable, and timely) goals to allow for sufficient monitoring and evaluation. Quarterly meetings are set with the Senior Management Team to discuss progress, and updates are provided to this committee in June and September. A report will be brought to Council in the late Fall providing an overall update on Strategic Plan initiatives.

CAO Wingrove highlighted the risks and challenges contained within the Strategic Plan, including:

- Economic uncertainty and cost pressures
- Organizational capacity and staff morale.
- Contract management
- Public engagement and support is always important
- Unforeseen legislation and regulatory changes.

- Specifically, upcoming Provincial and Federal budgets (and changes within) may have an impact on Grey County initiatives

Councillor Bordignon questioned whether the third pillar within the Strategic Plan would involve a thorough review of job positions, specifically regarding opportunities for amalgamation, dissolution or creation. CAO Wingrove confirmed this is always ongoing, but a more intentional focus will occur. As work expectations evolve, so must the staff, which involves thorough training and onboarding (i.e., work of the Housing Department has drastically evolved to include 24hr housing, specialized staff, etc.). CAO Wingrove further stressed the importance of mentoring and progressing strong employees to ensure the best use of staff skills.

Councillor Keaveney suggested an internal service delivery review may be appropriate to determine how a service is provided, if it is cost effective, and if efficiencies can be realized. In particular, a discussion occurred on Community Bonds, and CAO Wingrove confirmed this is a topic that will be discussed at an upcoming Budget and Finance Committee meeting.

Moved by: Councillor Hutchinson  
Seconded by: Councillor Keaveney

**That report CAOR-CAO-08-24 SMT 2024 Workplans and County Strategic Plan be received for information.**

Carried

#### **4. Closed Session Matter**

A closed session meeting was not required.

#### **5. Other Business**

There was no other business.

#### **6. Next Meeting Date**

A next meeting date has not been set at this time. The Committee will meet at the call of the Chair.

#### **7. Adjournment**

On motion by Councillor Eccles and seconded by Councillor Bordignon, the CAO Performance Evaluation Committee adjourned at 1:33p.m.