

This is an example of a completed Mandate Letter that a Chief Administrative Officer can provide to Council each year at their performance evaluation. The first section outlines the annual leadership expectations of a CAO of being a role model and good corporate leader that can be customized. The second section lists the specific expectations for the year based on the goals of Council and the CAO, approved by Council the previous year.

## Mandate Letter Template

### Chief Administrative Officer

#### January 1, 2022 to December 31, 2022

The Chief Administrative Officer provides their best advice to Council, and leads the municipal organization to carry out the direction of Council; models consistent values of high ethical awareness, honesty and fairness; develops objectives and implements strategic and operational plans to achieve the vision for the municipality, as well as the financial and operating objectives; oversees operations of the municipal organization, develops management and allocates resources, and ensures controls to safeguard municipal assets; and works with the Council to develop policy and maintain oversight.

### Annual Corporate Leadership Expectations of the CAO

Staff Effectiveness	Live the corporate values, and create and nurture a culture that attracts, retains and motivates talented personnel. Promote the development and performance of employees at all levels of the organization.
Policy Facilitation and Council Relations	Help elected officials by offering high quality policy advice, guidance, and direction for the development of Council's decisions and policies. Facilitate Council governance and decision-making, and assist other community players identify, work toward, and achieve common goals.
Political Acumen	Appropriately represent Council's direction and guide the work of senior management in support of this direction. Anticipate the possible impacts of decisions on the political environment.
Functional and Operational Expertise and Planning	Assist Departments with decisions on service delivery and work operations while encouraging teamwork and effective problem-solving among staff members, eliminating barriers between Departments.
Service Delivery Management	Maintain a consistently high level of quality in staff work, operational procedures, and service delivery in an efficient and productive manner implementing change of procedures when necessary. Build strong collaborative and mutually beneficial relationships with client and partner agencies.
Strategic Leadership	Link business decisions with the strategic direction and long-term sustainability of the organization and look for creative solutions that support a culture of continuous improvement.

Democratic Advocacy and Citizen Participation	Demonstrate a commitment to democratic principles by respecting elected officials, community interest groups, and the decision-making process.
Diversity	Understand and value the differences among individuals and foster these values throughout the organization and community. This includes attracting, retaining and developing a diverse labour pool and sustaining a respectful workplace.
Budgeting and Financial Analysis	Prepare and manage a balanced budget to provide services at a level directed by Council and promote fiscal discipline and accountability to staff ensuring that the operation of the municipality is efficient and effective for the short term and the long term. Ensure the municipality is positioned to access all funding programs for which it is eligible from other levels of government.
Human Resources Management	Ensure policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable, legal and current.
Strategic Planning	Position the organization and the community for events and circumstances that are anticipated in the future by developing a clear plan with programs and services that reflect Council's vision, mission and strategic plan including reviewing annual priorities and identifying new initiatives with Council.
Advocacy and Interpersonal Communication	Facilitate the flow of ideas, information, and understanding between and among individuals in a way that demonstrates respect. Effectively establish rapport with stakeholders including Council, employees, external agencies, partners and community members. Keep Council fully informed of all significant operational, financial and advocacy matters and risks relevant to the municipality in a timely manner.
Media Relations	Build a positive relationship with the media demonstrating no bias and communicate information in a clear and compelling manner that increases public understanding of local government issues and activities.
Integrity	Act to create a positive image for the municipality and have a positive impact on the community. Be a role model by demonstrating a high degree of personal integrity, fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities. Ensure public processes are transparent and accountability is clear when dealing with issues. Promote ethical behaviour and hold individuals at all levels, including external contractors and internal staff, accountable for meeting ethical standards.
Personal Development	Demonstrate a commitment to a balanced life and wellness by attending personal or professional development and training and activities, both within and outside the corporation.

## Specific Annual Council and CAO Goals

Goal	Outcomes/Measures	Target Completion Date
<p><b>Goal #1: Infrastructure.</b> Provide sound stewardship of the City's infrastructure and facilities; develop an Asset Management Plan.</p>	A new Long Term Asset Management Plan including new financial policies will be developed and adopted by Council.	June 2022
<p><b>Goal #2: Invest in Neighbourhood Parks.</b> Complete an inventory of neighbourhood parks and required upgrades, and develop a plan.</p>	To develop a new Five-Year Neighbourhood Park Plan which includes new parks and several enhancements to existing green spaces.	September 2022
<p><b>Goal #3: Reduce Worker Compensation costs</b> with safety being a priority for each Department.</p>	A goal of a 20% reduction in long term injuries, and long term disability and property damage claims.	December 2022
<p><b>Goal #4: Citizen Satisfaction</b> will increase and the City will conduct quarterly surveys to measure satisfaction.</p>	A survey satisfaction rate of 80%.	Surveys circulated in March 2022, June 2022, September 2022, and December 2022
<p><b>Goal #5: Government Funding.</b> Seek funding from other levels of government for Council's priorities/projects. While the City is sound financially, more must be done in developing relationships to get our fair share of money from the funding programs available.</p>	Funding from the provincial and federal governments for the Playhouse Project and the new Northside Arena.	Ongoing Relationship Building – year end December 2022
<p><b>Goal #6: Affordable Housing.</b> Address the affordable housing challenges by lobbying the provincial and federal government representatives.</p>	The development of a plan to work with the government on providing more new affordable housing units over the next two years.	December 2022