



CAMA 2013 Conference

How Talented CAO's Are Taking On The Challenge | May 28, 2013

Dawn Chaplin, MMC , Chief Administrative Officer, Town of Torbay

beautiful **PRESENTATION**

Setting the Stage in Newfoundland and Labrador

Torbay's Story

Dawn's Story

Something to Think About

Setting the Stage in Newfoundland and Labrador

Provincial Scan | Municipalities at a Glance

- 276 incorporated municipalities within Newfoundland and Labrador
- Defining urban versus rural
- Where does Torbay fit into the mix?
- Is there a gender trend as administrators?



beautiful Torbay | a blending of rural and urban



Torbay's Story

- Historical significance
- Strategic Location
- A community in transition
- Infrastructure challenges
- Adapting to change
- Finding the balance
- The beautiful Torbay brand as the foundation
- Shifting from reactive to proactive decision making – planning , planning and more planning

Torbay | beautiful plans



Torbay | beautiful plans implemented



- Capital Funding to address infrastructure needs
- Provincial, National and International recognition for community development initiatives in 2007, 2008, 2009, 2010, 2011 and 2012



Torbay | beautiful promotion



Living Well | Torbay

Run for Wellness - Learn to Run

Running is a great way to be physically active, reduce stress and be social! This program is designed for beginners who wish to learn the skill of running. Run for Wellness will be 8 weeks through May - June and will take place Tuesday and Thursday evenings including one educational session every week. Cost is \$50 plus HST.

torbay For more information contact Allison at apower@torbay.ca or 437-4532 ext. 286



Visit our *Wasteful* website.

torbay | Waste Management
torbay.ca/wastemanagement





November 2012 - March 2013

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Dawn's Story

Torbay | Dawn's Story - The Beginning

- A leader by birth order
- Growing up on Kennedy Place in Mount Pearl
- I'm a Chaplin not a Mellon – Do you remember the movie Back To School?
- History is made – October 23, 2006
- A defining moment - having to discipline and terminate staff within the first 6 months as CAO



Torbay | Dawn's Story – The Challenges

- “That’s the way we’ve always done it”
- “Not from Torbay – what do you know?”
- Erasing lines in the sand
- Getting from 1970 to 2013
- Managing expectations
- Diversification of tax base
- Regional cooperation
- Citizen engagement
- Embracing Technology
- Staff retention



Torbay | Dawn's Story – What is My Leadership Style?

- There's no "I" in team
- Collaboration
- Good cop versus bad cop
- Approach to staff meetings
- Growth plan development
- Challenge yet support
- Evolve
- Communicate
- Open Door Policy
- Team Building
- Employee Recognition



Torbay | Dawn's Story – My Team - They are the Greatest!



- Commit to lifelong learning and professional development
- Network
- Become a member
- Engage in committee work
- Seek out a mentor, be a mentor
- Support your community
- Don't be afraid to ask questions
- Research
- Never doubt yourself – tie a knot in your rope and hang on!



Something To
Think About

Torbay | A Story From Common Sense Leadership



“ If you are truly a leader, you will help others to not see themselves as they are, but also what they can become.”

- David P. Schloss

Thank You !

Dawn

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