



**Public Works Critical Success Factors:** Listed below are *specific activities* that this department determines it must do in order to address the Township Vision. The list has been prioritized (“1” is highest priority), with approximate “achievable by” dates.

Overarching Goal	What must we keep doing?	priority	What must we start doing?	priority	By date
1. <b>Excellence in quality customer service is our business.</b>	<ul style="list-style-type: none"> <li>We will continue following Standards to deliver good services.</li> </ul>	1	<ul style="list-style-type: none"> <li>Hire a full time office staff at the Garage to answer the phone, make calls and organize all reports for roads</li> </ul>	1	Now
2. <b>We know and manage our assets effectively and efficiently.</b>	<ul style="list-style-type: none"> <li>Regular maintenance on our buildings and equipment to allow safe and steady working conditions.</li> </ul>	1	<ul style="list-style-type: none"> <li>Plan to meet a maximum 10-year life expectancy for our roadways infrastructure</li> <li>A 5 to 10 year maintenance and replacement plan will be drawn up and reviewed annually to maintain effective management of buildings and equipment.</li> </ul>	1	Jan.1/05
3. <b>We meet or exceed the applicable provincial standards for performance under current legislation</b>	<ul style="list-style-type: none"> <li>Continue to keep current with provincial standards.</li> <li>Keep in contact with MTO/MNR/MOE and other services to continually grow with the changes.</li> </ul>	1	<ul style="list-style-type: none"> <li>Provide better records through the new computer system.</li> <li>Analyze and act upon township needs for risk management and public safety.</li> </ul>	1	Jan.1/05
4. <b>We support development and maintenance of attitudes of personal responsibility and professional pride among employees</b>	<ul style="list-style-type: none"> <li>Continue to work as a Team and solve problems as they arise.</li> <li>Continue to keep lines of communication open.</li> </ul>	1	<ul style="list-style-type: none"> <li>Identify needs for cross-training, professional development and certification (e.g. equipment operation)</li> </ul>	2	2005



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<b>5. We recognize that what we do has a direct effect on health and safety of the public and Township staff.</b>	<ul style="list-style-type: none"> <li>Continue timely, consistent inspections on Twp. Property.</li> <li>Keep up with new Standards of Health and Safety.</li> </ul>	1	<ul style="list-style-type: none"> <li>Use proper equipment for the job or task at hand. Employees will go to the job site trained and prepared.</li> </ul>	1	Now
<b>6. We regularly evaluate services and how they are delivered.</b>	<ul style="list-style-type: none"> <li>Continue to evaluate each situation through the Road Service Standards.</li> </ul>	1	<ul style="list-style-type: none"> <li>Keep updated Records in all areas of Works Dept, and compare our results with standards as defined in Ontario Good Roads best practices</li> </ul>	1	Now
<b>7. We work to maintain effective communication among all departments Council and the public.</b>	<ul style="list-style-type: none"> <li>Short turn-around time for response and follow-up to all inquiries, requests, etc.</li> </ul>	1	<ul style="list-style-type: none"> <li>- By using the new computer system, we expect that complaints from the public will be monitored and tracked to follow up</li> </ul>	1	2005
<b>8. We abandon outmoded practices and support employees to innovate and bring forward new ideas.</b>	<ul style="list-style-type: none"> <li>We continue to mold as a Team.</li> <li>Acquire equipment that is efficient, cost-effective and improves worker safety (e.g. Brusher)</li> <li>Watch for new ways to do things, and new products that will increase productivity and save money.</li> </ul>	1	<ul style="list-style-type: none"> <li>Shift public perception and acceptance of Public Works activity from Ward-based to Township based.</li> </ul>	2	2005 to 2015



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<b>9. We recognize that we serve a community with a variety of ages and disabilities.</b>	<ul style="list-style-type: none"> <li>We will keep our eyes open to our surroundings and continue to Neighborhood Watch to protect our taxpayers.</li> </ul>	1	<ul style="list-style-type: none"> <li>Develop an internal plan to address access concerns for disabled or frail people around the Township</li> </ul>	2	2007
<b>10. We recognize and accept that we are the first line of contact with the public.</b>	<ul style="list-style-type: none"> <li>Listen to the public when they want to speak to us.</li> <li>Continue to evaluate complaints and prioritize work.</li> </ul>	1	<ul style="list-style-type: none"> <li>Base response to public concerns on known Township policy (not personal opinions), and refer issues to the Works Superintendent as required.</li> </ul>	1	Now
<b>11. We plan for smooth and effective staff succession.</b>	<ul style="list-style-type: none"> <li>Emphasize communication through brief discussions in the morning and end of day, inviting employee input to ensure that everyone learns from everyone else, maintaining a high quality of service.</li> </ul>	1	<ul style="list-style-type: none"> <li>Develop a plan to train appropriate staff in leadership knowledge, skills and attitudes.</li> </ul>	2	Now