



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2022 – 2024 BUSINESS PLAN

Andrew McNeely, RPP
Chief Administrative Officer

Overview

The Office of the Chief Administrative Officer is responsible for the strategic leadership of the Corporation working in concert with Council, the Community and our Partners to strengthen the Township and the manner in which services and programs are delivered. The CAO's Office provides leadership and strategic advice to Council and works to create a framework through which the Township's Administration can thrive and achieve Council's strategic goals and vision. The CAO acts as the key advisor to the Mayor and Council, leads the Senior Management Team (SMT) and serves as a key contact with other levels of Government, the Public and the business community.

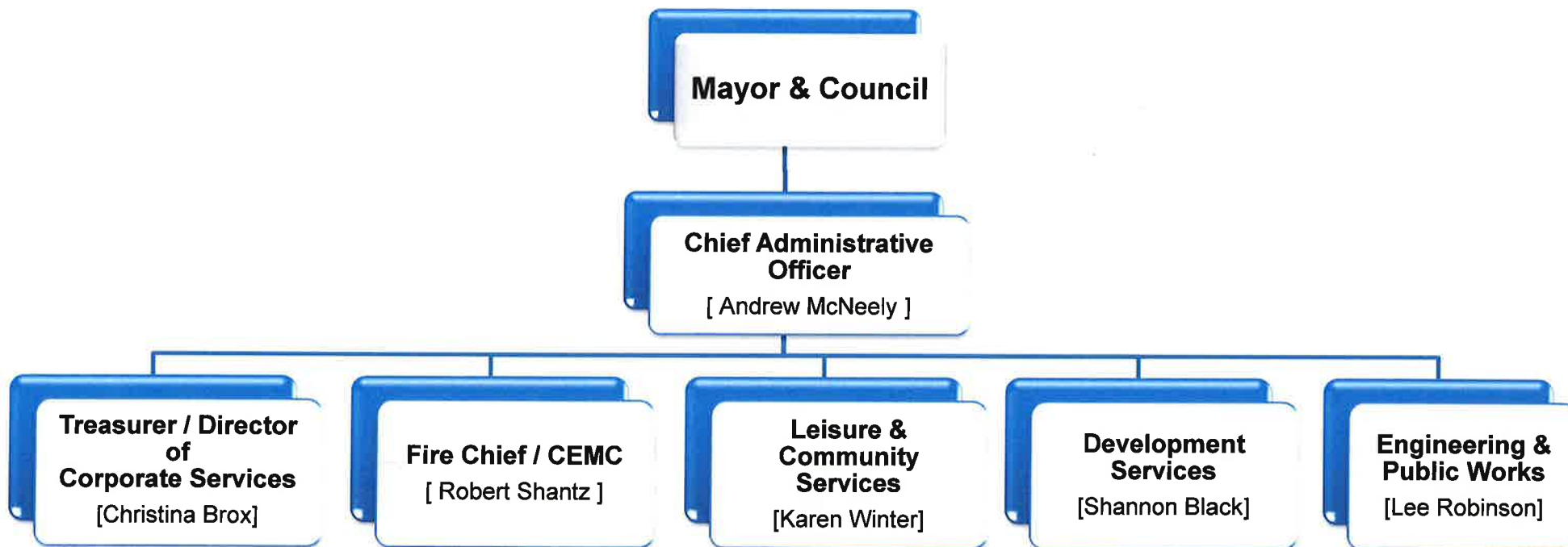
In addition to the foregoing, other functions are also managed out of the CAO's Office, including:

- Corporate Communications
- Economic Development & Tourism
- Legal Services
- Human Resources
- Corporate Real Estate

Mission Statement

The Corporation of the Township of North Dumfries is comprised of a dedicated team of Elected Officials, Staff and Volunteers who apply leadership, enthusiasm, skill and integrity in providing needed and valued services that help build the best quality of life possible for all of our citizens. The Office of the Chief Administrative Officer represents a committed partner in achieving this objective.

Organizational Chart – Senior Management Team 2022
Township of North Dumfries



Note: The Chief Administrative Officer is responsible for the day to day supervision and co-ordination of services and programs offered through the Development Services Department until July 1, 2022. Shannon Black assumes the position of Director of Development Services / Chief Building Official on July 1st.



Corporate Organizational Chart - Functional Overview 2022

Corporate Services	Fire / Emergency Management Services	Leisure & Community Services	Engineering & Public Works	Development Services	Office of the Chief Administrative Officer
<p>Finance & Treasury Financial Planning Budget Coordination & Reporting Asset Management Co-ordination Tax Billing & Collection Tax Certificates & Sales Accounting - Payables & Receivables Payroll & Benefits Administration Investments Financial Information Returns Year End Audit Performance Measures Banking Risk & Insurance Management Procurement Co-ordination</p> <p>Clerks Division Council Secretariat Municipal Elections Advisory Committee Co-ordination Commissioner of Oaths Licensing MFIPPA Administration Accessibility Co-ordination Vital Statistics Registry Corporate Records Management Legislative Research Website Co-ordination Animal Control Parking Enforcement By-law Administration / Enforcement</p> <p>Information Technology Hardware & Software Maintenance Network Analysis & Co-ordination Cyber Security & Monitoring Technical Support & Self Help Desk</p>	<p>Fire Prevention & Public Education Plans Review Inspections Public Safety Awareness & Outreach Fire Investigation Assistance</p> <p>Emergency Response Fire Suppression Tiered Medical Assistance Rescue Services & Vehicle Extrication Level 2 Hazardous Materials Response Apparatus & Equipment Maintenance Ice & Surface Water Rescue</p> <p>Training NFPA In-house Certification Program External Training Co-ordination</p> <p>Emergency Planning Training of EOC Personnel Administration of Emergency Plan Inter-Municipal & Provincial Liaison Public Safety Awareness & Outreach Emergency Planning Program Committee</p> <p>Administration OFMEM Liaison Inter-Municipal Liaison Reports & Records Preparation</p>	<p>Recreation - Parks & Facilities Parks & Sports Field Maintenance Trails Maintenance Corporate Woodlot - Natural Areas Management Arenas / Community Centres Operations Corporate Facilities Maintenance Sports Organization Liaison & Administration Facilities Rentals & Reservations Parks / Trails Design & Capital Delivery Facilities Operations Design & Capital Delivery</p> <p>Community Programming Festival & Events Co-ordination Leisure Programming Liaison & Facilitation Leisure Programming Development & Delivery Facility Booking Volunteer & Community Group Engagement Corporate Social Media Delivery</p> <p>Culture Volunteer & Community Group Engagement Programming Liaison & Facilitation Program Development & Delivery</p>	<p>Public Works Division Four Seasons Roads Maintenance Bridge & Culvert Maintenance Sidewalk Maintenance Sidewalk Winter Maintenance Four Seasons Municipal Parking Lot Maintenance Streetlight Maintenance Stormwater Network Maintenance Road Pavement Markings Road Safety Devices & Signage Road Permits & Closures Traffic Operations Boulevard Tree Management Roadside Management Corporate Fleet & Equipment Management</p> <p>Engineering Infrastructure Master Planning Environmental Assessment - Linear Network Infrastructure Design & Capital Delivery Subdivision / Site Plan Engineering Review & Inspections Administration of Subdivision / Site Plan Agreements Site Alteration / Clean Fill By-law New Build Facility or Major Addition / Renovation</p>	<p>Planning Division Planning Act Applications & Development Review Committee of Adjustment Growth Management Policies Statistics & Demographic Models LPAT Representation GIS Mapping & Administration Heritage Planning Source Water Protection Co-ordination</p> <p>Building Division Administration of Ontario Building Code Zoning Administration Building Plans Review Building Inspections Plumbing Review & Inspections Septic System Review & Inspections Permanent Sign Permits Transient / Mobile Signage Pool Permits & Inspections Property Standards Administration Civic Addressing</p>	<p>Governance & Leadership of Administration Corporate General Management Council Liaison Inter-Municipal & Government Liaison Community Liaison & Representation Risk Management Internal Audits Long Range & Strategic Planning Financial Strategy Strategic Initiatives Human Resources Services Economic Development & Tourism Corporate Communications Internal Communications Corporate Real Estate Portfolio</p>

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Notes: Duncan Linton LLP provides legal services to the Corporation.

The Township is a municipal funding partner in the Waterloo Economic Development Corporation and the Waterloo Regional Tourism Marketing Corporation

Human Resources support is provided under Contract with an external service provider



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Goals

- Continual improvement to establish a more responsive and focussed Organization and supporting Council in building a better Community
- A progressive Organization built on the principles which anticipates and satisfies the requirements of our residents and businesses, which is achieved through a team of committed, highly skilled and valued employees
- Promote fiscal stewardship to meet the needs of the Community for today and to position the Corporation so that it can respond to the dynamics of evolving future needs and requirements
- Promote an environmentally aware and responsive Organization that recognizes heritage, cultural landscapes, natural features and the scenic attributes of the Township's urban and rural areas
- Promote an environmentally aware and responsive Organization that understands climate change, water conservation practices and similar initiatives and leads by example
- Promote and develop a Community, in partnership with Council, the residents and businesses, that represents the jewel of Waterloo Region as a destination to live, work, play and invest
- Provide for meaningful engagement of stakeholders and the Public in studies, projects and the decision-making processes of Council

Policy Guidelines for Service Delivery

- *Municipal Act, 2001* provides the legislative framework for the Township's operations and governance
- The CAO's authority is contained in Township By-law 2692-15 and Section 229 of the *Municipal Act*



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Policy Guidelines for Service Delivery (Continued)

- Various Township By-laws and Council Resolutions provide direction for operational and governance matters
- Various Administrative Policies & Procedures outline a series of Corporate standards and workplace matters
- Various Provincial Legislation & Regulations, including: *Human Rights Code; Occupational Health & Safety Act; Accessibility for Ontarians with Disabilities Act; Employment Standards Act; Labour Relations Act; and, Pay Equity Act*
- Collective Bargaining Agreement (2020 to 2021) with CUPE Local 1656.02
- Township Compensation Policies and Programs

Key Issues & Challenges

- Adapting Corporate culture, policies, processes and programs to create a streamlined and responsive Municipal Corporation that is prepared to deal with continual changes as a result of emerging technologies and evolving societal demands / expectations
- Continuing to develop and nurture relationships with the Township's various partners, which includes the Region of Waterloo and the six (6) other local Municipalities within the Region, the Waterloo Economic Development Corporation, the Waterloo Region Tourism Marketing Corporation, the Provincial & Federal Governments, non-Governmental / Not-for-Profit Organizations and Community Associations / Groups
- Responding to the Township's continued desire to provide a high level of services and programs, while simultaneously recognizing the desire to maintain the property tax base at reasonable thresholds



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Key Issues & Challenges (Continued)

- Shifting the culture of the Township to prepare for the pending residential and non-residential growth so that the Municipality can respond accordingly
- Recognizing that the Township needs to embrace change so that programs and services can be delivered in a financially sustainable fashion; be environmentally responsible; and, effective and focussed in terms of desired outcomes
- Acknowledging the reality of the regional economic climate, while currently stable, is tremendously influenced by the larger Ontario / Canadian economy, and, world events and uncertainties
- Recognize the economic and social impact of the COVID-19 pandemic at the regional and Provincial level, and, respond and tailor adaptive programs and services in the Township that recognize the uncertainties created by the pandemic

2022 – 2024 Goals General Administration

Year 2022

- Introduce for the consideration of Council a Corporate Communications Strategy that is designed to co-ordinate and elevate the two-way exchange of information between the Township and residents / businesses, and, parties external to the Township
- In partnership with the Region and the six (6) other local Municipalities, work with community members and key stakeholders to develop a framework and measurable deliverables that embrace the principles of diversity, equity and inclusiveness. At the Township level, identify and promote local programs and services that implements the work completed region wide on building and embracing an inclusive community



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Year 2022 General Administration (Continued)

- Assess opportunities for operational savings in all Departments, with the objective of redeploying these savings into other areas of the Corporation where gaps or deficiencies exist.
- Identify services and programs for cost containment so as to ensure a sustainable delivery of these initiatives into the future
- Continued re-evaluation of the Organizational structure and framework for the Township to deal with the pending pressures attributed to growth and to leverage opportunities for streamlining the decision making process and promoting enhanced interaction between similar skills sets / areas of responsibilities.
- Revisit, and where necessary amend, Administrative Policies and Procedures to ensure current, responsive and effective governance protocols
- Continuous improvement and the development of responsive programs that focus on streamlined, responsive and forward thinking Administration, and, to embrace the culture within the Organization of leveraging technology, growing capacity and output, and, continuous improvement as guiding principles
- Continue to identify mechanisms and opportunities to grow the Township's Reserves to fund long term Capital deliverables and the Asset Management Plan
- Identify and assess with Council the initial conclusions / recommendations arising from the Joint Services Delivery Review - Phase I that was completed in partnership with the three (3) other Waterloo Region Townships
- Introduce for discussion / direction of Council matters associated with a go-forward strategy for a new Civic Administration Centre



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Year 2022 General Administration (Continued)

- Under the direction of Council, assess and evaluate options / opportunities to pursue modified alternatives through the Region of Waterloo (GRT) for the delivery of transit services within Urban Ayr, the 97/401 Business Park, and, across the rural countryside of North Dumfries
- Develop and initiate a robust and encompassing Corporate & Council Orientation Program for the new term of Council
- Coordinate all of the Departments to implement key priorities associated with the implementation of TransformWR and the associated objective of lowering Green House Gas (GHG) emissions through programs and services offered by the Township

Year 2023 General Administration

- Develop an action plan for Risk Management Strategy and a priority listing of initiatives to be addressed
- In consultation with the Corporate Services Department, co-ordinate the preparation of an Information Technology Strategy for the next five (5) year period (2024 to 2028)
- Continue through the 1st Quarter of the year with final chapters of the Corporate & Council Orientation Program for the new term of Council
- Develop in coordination with Council the Corporate Strategic Plan for the 2023 to 2026 time period
- Revisit, and where necessary amend, Administrative Policies and Procedures to ensure current, responsive and effective governance protocols



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Year 2023 General Administration (continued)

- Continued evaluation and roll out of initiatives that are designed to maintain Council approved service levels while simultaneously providing services and programs in a financially sustainable manner

Year 2024 General Administration

- Revisit the previous implementation of cost containment measures to assess implications on services and programs and whether the Municipality is on-track to achieve the sustainable delivery of these initiatives in the future
- Implement phase 1 of the Risk Management Strategy that was developed in 2023
- In consultation with Council, launch a Corporate rebranding exercise

2022 – 2024 Goals Human Resources

Year 2022

- Revisit and refine the Corporate Orientation Program for new employees (fulltime, part-time and seasonal)
- Develop a Customer Service Excellence program and identify the associated training requirements
- Review, and where necessary and appropriate, revise Health & Safety Policies and Procedures, and, Administrative Polices associated with personnel related activities



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Year 2022 Human Resources (continued)

- Finalize the selection of a Human Resources consultant to assist the Office of the CAO and the Senior Management Team
- Retain a consultant to complete the Wage Compensation / Pay Equity Study for non-Union personnel

Year 2023 Human Resources

- Re-evaluate the Performance Evaluation program and determine what, if any, revisions are necessary to ensure alignment with Corporate expectations
- Undertake a Staff Engagement Strategy to better identify the needs, expectations and requirements of Township Staff from across the Organization
- Continue to grow the opportunity of shared training & personal development with the Region and the Township's Municipal partners for a broad range of topical areas from across the Corporation
- Launch the Customer Service Excellence program and the on-going training requirements
- Revisit the Succession Plan for key positions across the Organization
- Link Human Resource requirements from the updated Corporate Strategic Plan and develop strategies for attracting dynamic Staff, retaining / engaging Staff and the continual development of Staff



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Year 2024 Human Resources

- Retain a consultant to complete a self-audit of the Township's Health & Safety program to assess alignment with the requirements of the Act and associated regulations
- Undertake an assessment, in co-ordination with the Finance Division, of the Township's health and benefits carrier in terms of cost efficiency and carrier performance
- Issue a Request for Proposal for Human Resources consulting services for the 2025 – 2028 time period

2022 – 2024 Goals Economic Development & Tourism

Year 2022

- Continue to engage and leverage the opportunities afforded the Municipality through its partnership in the Waterloo Economic Development Corporation and the Waterloo Regional Tourism Marketing Corporation
- Update the 2018 Downtown Ayr: Strategic Action Plan for Revitalization in consultation with the Economic Development Advisory Committee, business leaders and the Community
- Develop an Economic Profile of the Township for viewing in both a print and digital format
- In partnership with the Waterloo-Wellington Community Futures Corporation, provide local workshops and forums to support businesses with enhanced skills, development networks, and, elevating the presence of support opportunities
- In partnership with the Region of Waterloo, continue to leverage and access enhanced High Speed Broadband Connectivity through the Southwest Integrated Fibre Technology (SWIFT) initiative and similar Senior Government level programs



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Year 2022 Economic Development & Tourism (continued)

- Issue a Request for Proposal from Internet Service Providers to leverage Township capital funds to enhance broadband connectivity in the business parks
- In consultation with the Planning Division, monitor, review and inform the Region's Comprehensive Municipal Review process / update to the Regional Official Plan as it pertains to employment land policies and land budgets

Year 2023 Economic Development & Tourism

- Host a business forum with a cross-section of community leaders to bring the sector together to learn more about the services, programs and contacts available to assist in business retention, expansion and attraction. The objective is to make this an annual event.
- Retain a consultant to undertake the creation of a Business Retention, Attraction & Expansion study focussing on the Agricultural Sector in consultation with the Economic Development Advisory Committee
- Assess the implications and opportunities of a Community Improvement Plan for Downtown Ayr, and, the Ayr Business Park and Highway 401 / Cedar Creek Industrial Area
- In partnership with the Heritage Advisory Committee and the Economic Development Advisory Committee, establish walking and motoring tours of key heritage sites across the Township
- In partnership with the Region of Waterloo, continue the roll-out of a phased implementation and construction of enhanced High Speed Broadband Connectivity through the SWIFT initiative or through programs offered by Senior Levels of Government



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2023 Economic Development & Tourism (continued)

- Continue to engage and leverage the opportunities afforded the Municipality through its partnership in the Waterloo Economic Development Corporation and the Waterloo Regional Tourism Marketing Corporation
- Continue with the rollout of the deliverables arising from the approval of the updated Downtown Ayr: Strategic Action Plan for Revitalization
- Continue forward with the partnership with the Waterloo-Wellington Community Futures Corporation to provide local workshops and forums to support businesses with enhanced skills, development networks, and, elevating the presence of support opportunities

Year 2024 Economic Development & Tourism

- Prepare in-house a Tourism Strategy for the 2025 to 2029 time period
- Retain a consultant to develop an Economic Development Strategy in consultation with the Economic Development Advisory Committee
- In partnership with the Region of Waterloo, continue the roll-out of a phased implementation and construction of enhanced High Speed Broadband Connectivity through the SWIFT initiative or programs offered through Senior Levels of Government
- Continue to engage and leverage the opportunities afforded the Municipality through its partnership in the Waterloo Economic Development Corporation and the Waterloo Regional Tourism Marketing Corporation



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Year 2024 Economic Development & Tourism (continued)

- Continue with the roll out of the deliverables arising from the approval of the updated Strategic Plan of Action for the revitalization of Downtown Ayr
- Continue forward with the partnership with the Waterloo-Wellington Community Futures Corporation to provide local workshops and forums to support businesses with enhanced skills, development networks, and, elevating the presence of support opportunities