



## OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2026 – 2028 BUSINESS PLAN

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**Andrew McNeely,**  
**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:

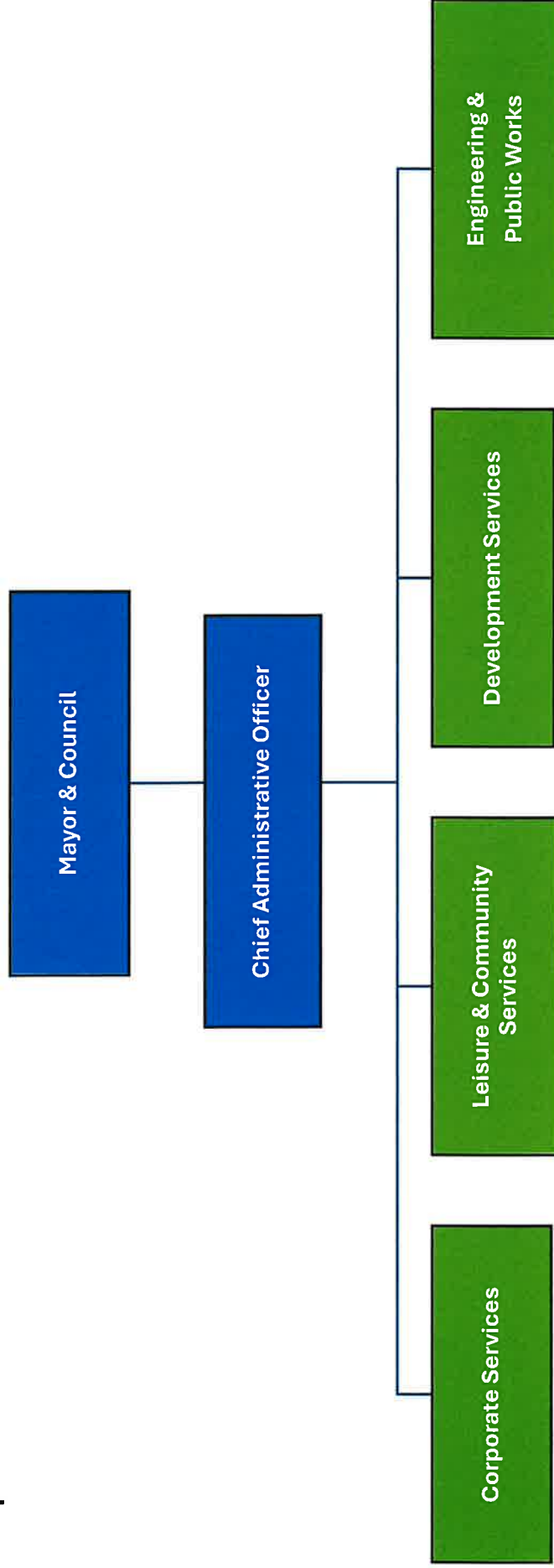
- Corporate Communications
- Legal Services
- Human Resources
- Corporate Real Estate
- Fire Department & Emergency Management

### **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, professionalism, 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.

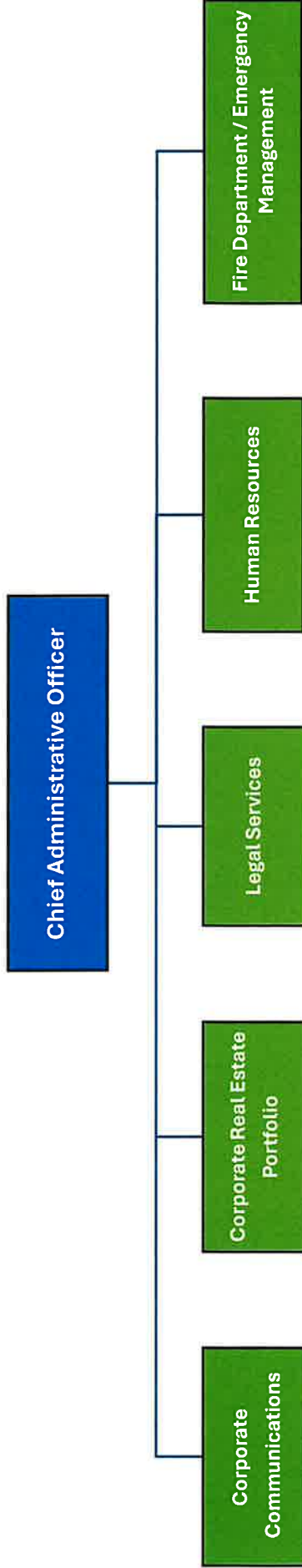


## Corporate Governance Chart - 2026



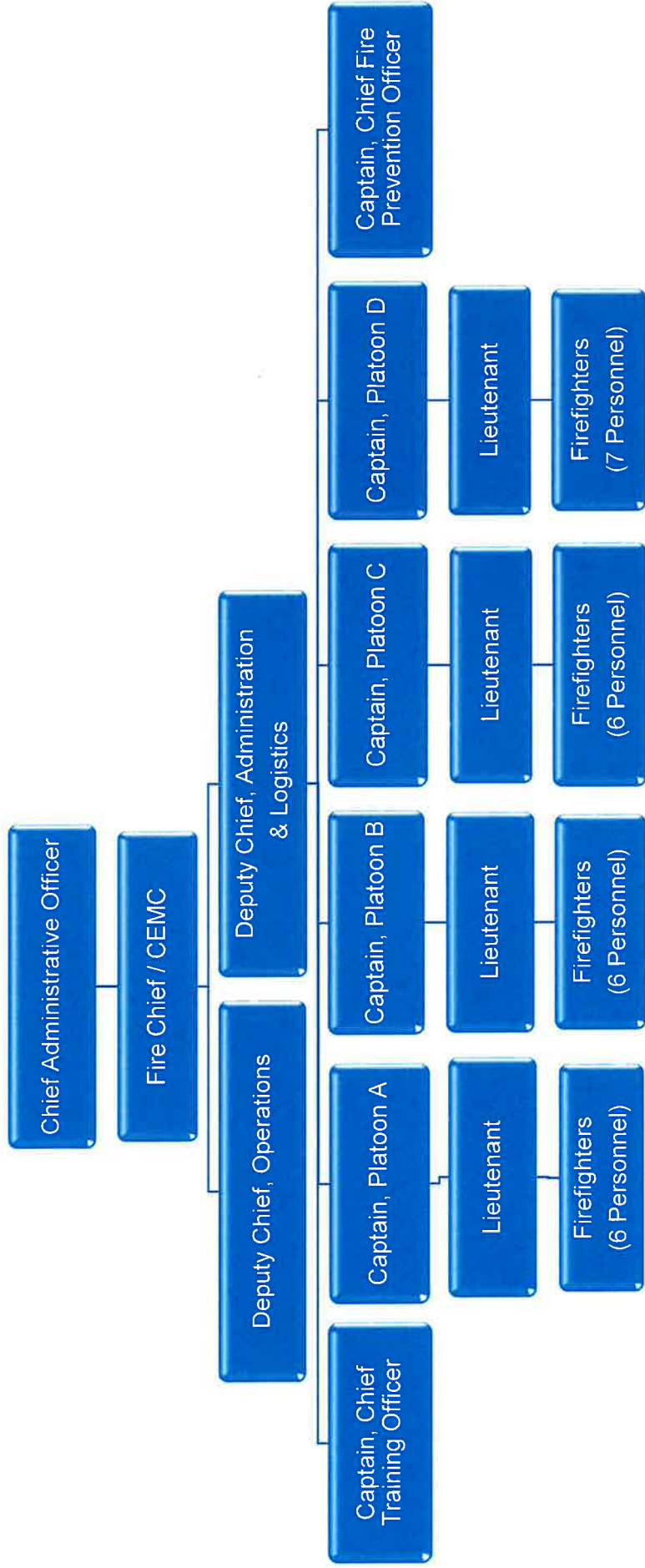


**Organizational Structure - 2026**  
**Office of the Chief Administrative Officer**





**OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER - 2026**  
**Fire / Emergency Management Division**



**Notes:** Fire Chief represents the only Full-Time Equivalent. The Fire Chief also holds the portfolio of Community Emergency Management Coordinator (CEMC) and Flood Coordinator

All other Fire Personnel are comprised of Part-Time (Volunteer) / On-Call



## OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2026 – 2028 BUSINESS PLAN

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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, that 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*



## OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2026 – 2028 BUSINESS PLAN

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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: *Municipal Act; 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 with CUPE Local 1656.02
- Township Wage Compensation Policies and Programs
- By-law Number 3250-21 which establishes the level of service for the Department
- Fire Protection and Prevention Act
- Office of the Fire Marshall and Emergency Management Directives, Public Safety and Technical Guidelines
- Ontario Fire Code
- Ontario Building Code
- Emergency Management and Civil Protection Act
- North Dumfries Emergency Management Plan and Implementing Bylaw No. 2909-17

## OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2026 – 2028 BUSINESS PLAN

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### **Policy Guidelines for Service Delivery (Continued)**

- Cambridge / North Dumfries Fire Services Agreement
- Waterloo Region & Provincial Mutual Aid Agreement
- Brant County / North Dumfries Fire Services Agreement
- Blandford – Blenheim / North Dumfries Fire Services Agreement
- Occupational Health & Safety Act and Section 21 guidance notes

### **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 because of emerging technologies and evolving societal demands / expectations
- Growing influence in Artificial Intelligence (AI) and how this can be harnessed to assist in the delivery of programs and services
- 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

## OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2026 – 2028 BUSINESS PLAN

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### Key Issues & Challenges (Continued)

- Shifting the culture of the Township to prepare for 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, be effective and focussed in terms of desired outcomes
- Acknowledging the reality of the regional economic climate tremendously influenced by the larger Ontario / Canadian economy and, world events and uncertainties
- The implementation and financial costs associated with the TransformWR program as the Township adjusts to the program of reducing Greenhouse Gas (GHG) emissions
- Adjusting to the implications arising from Bill 23 *More Homes Built Faster Act, 2022* and Bill 39 *Better Municipal Governance Act, 2022* and associated legislation that will potentially alter the range of services and programs offered through the Township; how these services / programs will be delivered; and, the associated expenditures or reshaped revenues arising from the proclaimed legislation
- In the context of the Fire Department, ensuring the appropriate number of Staff resources to undertake all of the necessary inspections of the various building classifications and categories as required by legislation on an annual basis
- As the Community continues to grow, the ability to keep pace with the increasing emergency response volumes and the pressures that it places on Part-Time (volunteer) On-Call personnel
- Maintaining a fleet of apparatus that are replaced in a timeline reflective of their life cycle renewal requirements



## OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2026 – 2028 BUSINESS PLAN

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### Key Issues & Challenges (Continued)

- Recognizing that public education and outreach is a growing requirement in the Fire Service and the ability to respond accordingly
- Continual changes in legislation and the demands that it places on the Fire Department in terms of training, certification, equipment and the dedication of time
- Attracting and maintaining the appropriate mix of Part-time (volunteer) On-Call personnel based upon years of experience, time of day availability, training levels & certification, and, Officer development in recognition of succession planning requirements
- Maintaining the Superior Tanker Shuttle Certification as part of the rural firefighting component
- Elevating the role of the Emergency Management Plan to be part of the culture of the Administration of the Municipality recognizing that events and circumstances around emergency planning preparedness continue to evolve and are becoming more pronounced

### 2026 – 2028 Goals General Administration

#### Year 2026

- 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. This will include the new Engage VR digital platform



## OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2026 – 2028 BUSINESS PLAN

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### Year 2026 General Administration (Continued)

- In partnership with the Region and the six (6) other local Municipalities, continue 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
- 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 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 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
- 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 financial strategy as outlined in the Asset Management Plan
- Under the direction of Council, continue to assess the introductory phase of fixed route / on-demand transit service. Assess and evaluate options / opportunities to pursue modified alternatives through the Region of Waterloo (Grand



## OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2026 – 2028 BUSINESS PLAN

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### **Year 2026 General Administration (Continued)**

River Transit - GRT) for the delivery of transit services within Urban Ayr, the 97/401 Business Park, and, across the rural countryside of North Dumfries

- In coordination with the Clerk's Division, prepare and deliver a Council orientation program to assist with the new term of Council [2026 – 2030]
- 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 2027 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 (2028 to 2032) for the consideration of Council
- Revisit, and where necessary amend, Administrative Policies and Procedures to ensure current, responsive and effective governance protocols
- 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
- 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



## OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2026 – 2028 BUSINESS PLAN

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### **Year 2027 General Administration (Continued)**

- Undertake through Township Council, the development of a new Corporate Strategic Plan which will be designed to inform key goals, objectives, vision and deliverables for the new term of office [2027 to 2030] of Council

### **Year 2028 General Administration**

- Implement phase 1 of the Risk Management Strategy that was developed in 2027
- In consultation with Council, launch a Corporate rebranding exercise
- Implement phase 1 of the Information Technology Strategy that was developed in 2027
- Revisit, and where necessary amend, Administrative Policies and Procedures to ensure current, responsive and effective governance protocols
- 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
- 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

### **2026 – 2028 Goals Human Resources**

#### **Year 2026**

- Revisit and refine the Corporate Orientation Program for new employees (fulltime, part-time and seasonal)



## OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2026 – 2028 BUSINESS PLAN

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### Year 2026 Human Resources (Continued)

- Implement through in-house training the Customer Service Excellence program in a fashion that reinforces the culture of the Organization
- Review, and where necessary and appropriate, revise Health & Safety Policies and Procedures, and, Administrative Policies associated with personnel related activities
- Finalize the selection of a Human Resources consultant to assist the Office of the CAO and the Senior Management Team
- Finalize the Wage Compensation / Pay Equity Study that was commenced in 2026 for non-Union personnel with recommendations to be presented to Council

### Year 2027 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
- Revisit the Succession Plan for key positions across the Organization



**OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER  
2026 – 2028 BUSINESS PLAN**

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**Year 2027 Human Resources (Continued)**

- 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

**Year 2028 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 2029 – 2031 time period
- Review, and where necessary and appropriate, revise Health & Safety Policies and Procedures, and, Administrative Policies associated with personnel related activities

**2026 – 2028 Goals Fire Department & Emergency Management**

**Year 2026**

- On-board the new Fire Chief / CEMC



## OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2026 – 2028 BUSINESS PLAN

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- Monitor and assess the current tiered medical services agreement with Waterloo Paramedic / EMS delivered through the Medical Priority Dispatch System and recommend to the Chief Administrative Officer any further revisions that may be warranted to ensure the efficient and effective use of Fire personnel and resources in this regard
- In partnership with the Region of Waterloo, the Ontario Fire College, Conestoga College and the six (6) other Local Municipalities, continue to leverage the opportunities for the training of personnel in a shared manner through the centralized facility at the Waterloo Emergency Services campus on Erb Road
- Initiate a probationary firefighter training program for new Part-time Paid On-Call Volunteer firefighters in accordance with NFPA 1001 Level I and II, and where possible, deliver the program as a joint venture and in partnership with the other Waterloo Region Township Fire Departments
- Assess delivery models to expand the Fire Department's pool of personnel to assist in the delivery of a public education and outreach campaign, and, property inspection services
- Maintain and continue the testing / certification of all fire personnel consistent with NFPA 1001 Level I and II, and, the program for Pump Operations in accordance with NFPA 1002
- In preparation for succession planning of Fire Officers' the Department shall continue forward with the multi-year training program in accordance with NFPA 1021
- Proactively embrace the Emergency Management Plan and undertake quarterly training of Township Staff for a full understanding and implementation of the IMS focussed program
- Undertake a major training event with partners to improve the delivery of the Emergency Management Plan
- Grow the self-registration of local residents and businesses in Alert Waterloo and the awareness of this program so that it can be fully leveraged during the time of crisis or an emergency incident



## OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2026 – 2028 BUSINESS PLAN

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### Year 2026 (Continued)

- Review By-law Number 3250-21 (establishes the level of service for the Department), and where necessary, make recommendations to Council on revisions or updates.
- In consultation with the Chief Administrative Officer, develop a new Fire Services Contract Agreement with Brant County and the Township of Blandford-Blenheim for implementation in 2027 for presentation to Council
- Assist the Chief Administrative Officer with the finalization of an Agreement with the Township of Wilmot to utilize the New Dundee Fire Station as an alternate Emergency Operations Centre location

### Year 2027

- Develop and implement NFPA 1035 related to a public education campaign and supporting materials related to fire safety
- Proactively embrace the Emergency Management Plan and undertake quarterly training of Township Staff for a full understanding and implementation of the IMS focussed program
- Undertake a major training event with partners to improve the delivery of the Emergency Management Plan
- Update the HIRA (Hazard Identification Risk Assessment) inventory for the Municipality
- Maintain and continue the testing / certification of all fire personnel consistent with NFPA 1001 Level I and II, and, the program for Pump Operations in accordance with NFPA 1002



## OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2026 – 2028 BUSINESS PLAN

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### Year 2027 (Continued)

- In preparation for succession planning of Fire Officers', the Department shall continue forward with the multi-year training program in accordance with NFPA 1021
- In partnership with the Region of Waterloo, the Ontario Fire College, Conestoga College and the six (6) Local Municipalities, continue to leverage the opportunities for the training of personnel in a shared manner through the centralized facility at the Waterloo Emergency Services campus on Erb Road
- Review and update the Council approved Community Risk Assessment as set out in Ontario Regulation 378/18

### Year 2028

- Initiate in-house the preparation of a Master Plan (2029 to 2033) for the Department for presentation to Council
- In partnership with the Region of Waterloo, the Ontario Fire College, Conestoga College and the six (6) Local Municipalities, continue to leverage the opportunities for the training of personnel in a shared manner through the centralized facility at the Waterloo Emergency Services campus on Erb Road
- Initiate a probationary firefighter training program for new Part-time Paid On-Call Volunteer firefighters in accordance with NFPA 1001 Level I and II, and where possible, deliver the program as a joint venture and in partnership with the other Waterloo Region Township Fire Departments
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## OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2026 – 2028 BUSINESS PLAN

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### Year 2028 (Continued)

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- In preparation for succession planning of Fire Officers', the Department shall continue forward with the multi-year training program in accordance with NFPA 1021
- Monitor and assess the current tiered medical services agreement with Waterloo Paramedic / EMS delivered through the Medical Priority Dispatch System and recommend to the Chief Administrative Officer any further revisions that may be warranted to ensure the efficient and effective use of Fire personnel and resources in this regard
- Undertake a major training event with partners to improve the delivery of the Emergency Management Plan
- Grow the self-registration of local residents and businesses in Alert Waterloo and the awareness of this program so that it can be fully leveraged during the time of crisis or an emergency incident