



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2025 – 2027 BUSINESS PLAN

**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
- 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, 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.



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2025 – 2027 BUSINESS PLAN

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 2025 – 2027 BUSINESS PLAN

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

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
- 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



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2025 – 2027 BUSINESS PLAN

Key Issues & Challenges (Continued)

- 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
- 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
- Recognize the economic and social impact that has resulted from the COVID-19 pandemic at the regional and Provincial level, and, respond and tailor adaptive programs and services in the Township to properly respond to these pressures
- 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 how these two key pieces of Provincial legislation 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



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2025 – 2027 BUSINESS PLAN

2025 – 2027 Goals General Administration

Year 2025

- 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 WR digital platform
- 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 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 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



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2025 – 2027 BUSINESS PLAN

Year 2025 General Administration (Continued)

- 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, assess and evaluate options / opportunities to pursue modified alternatives through the Region of Waterloo (Grand 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
- Design programs, services and deliverables that align with and implement the Council adopted Corporate Strategic Plan for the 2024 to 2026 time period
- 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 2026 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 (2027 to 2031)
- 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



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2025 – 2027 BUSINESS PLAN

Year 2027 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 2026
- 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
- In consultation with Council, launch a Corporate rebranding exercise

2025 – 2027 Goals Human Resources

Year 2025

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



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2025 – 2027 BUSINESS PLAN

Year 2025 Human Resources (Continued)

- Finalize the Wage Compensation / Pay Equity Study for non-Union personnel with recommendations to be presented to Council

Year 2026 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

Year 2027 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
- 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



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2025 – 2027 BUSINESS PLAN

Year 2027 Human Resources (Continued)

- 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 2028 – 2030 time period

2025 – 2027 Goals Economic Development & Tourism

Year 2025

- Identify the key outcomes and recommendations arising from the finalization of the Joint Waterloo Region Township Economic Development Strategy administered through the Waterloo EDC and how this affects the planning and program development opportunities for the Township
- Continue to engage and leverage the opportunities afforded the Municipality through its partnership in the Waterloo Economic Development Corporation (Waterloo EDC) and the Waterloo Regional Tourism Marketing Corporation (Explore Waterloo Region)
- Update the 2018 Downtown Ayr: Strategic Action Plan for Revitalization in consultation with 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



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2025 – 2027 BUSINESS PLAN

Year 2026 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.
- Assess the implications and opportunities of a Community Improvement Plan for Downtown Ayr, the Ayr Business Park and the Highway 401 / Cedar Creek Industrial Area
- In partnership with the Community, establish walking and motoring tours of key heritage sites across the Township
- Continue to engage and leverage the opportunities afforded the Municipality through its partnership in the Waterloo Economic Development Corporation (Waterloo EDC) and the Waterloo Regional Tourism Marketing Corporation (Explore Waterloo Region)
- 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 2027 Economic Development & Tourism

- Prepare in-house a Tourism Strategy for the 2028 to 2032 time period leveraging from the Township's partnership with the Waterloo Region Marketing and Tourism Corporation (Explore Waterloo Region)



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER 2025 – 2027 BUSINESS PLAN

Year 2027 Economic Development & Tourism (continued)

- Continue to engage and leverage the opportunities afforded the Municipality through its partnership in the Waterloo Economic Development Corporation (Waterloo EDC) and the Waterloo Regional Tourism Marketing Corporation (Explore Waterloo Region)
- 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