



OFFICE OF THE CAO

The Office of the CAO implements Council-directed policies and programs of the municipality. The Office also advises and informs Council on the operation and affairs of the municipality as well as being accountable for performance enterprise wide.

Priority Areas and Objectives

Leadership and Governance

- Advance Council and community strategic initiatives
- Engage in ongoing advocacy and relationship-building with other orders of government to support Council and community priorities
- Provide legal services on behalf of the Corporation

Communications and Engagement

- Support enhanced communications with staff, Council, and the community

Organizational Effectiveness

- Support staff development and growth
- Prioritize the health and safety of all Town employees
- Be an Employer of Choice and ensure a positive employee culture

Department Overview

Core Customers

- Council
- Residents
- Visitors
- Staff
- Volunteers
- Businesses/Organizations
- Stakeholders
- Surrounding Municipalities
- Provincial and Federal Governments

Core Community Partners

- Council
- Residents
- Committees of Council
- Business Community
- Municipal Innovation Council
- Area Municipalities

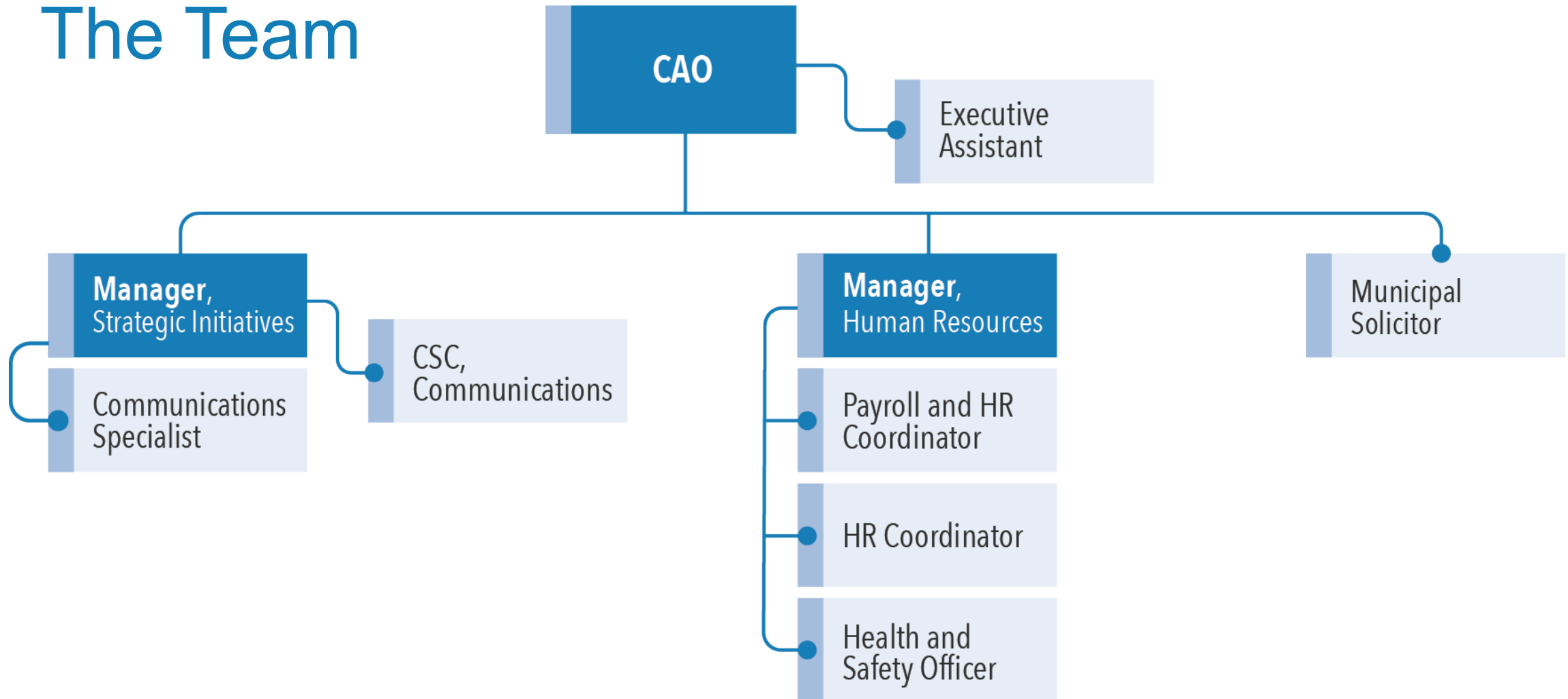
Divisions

- Strategic Initiatives
- Human Resources

Staffing Plan

	2024	2025 (Proposed)
Permanent Full Time	10	10
Permanent Part Time	0	0
Temporary / Seasonal	0	0
Total Employees	10	10

The Team



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Future Proposed Department Personnel

Job Title	Description	Budget	Year
Healthcare Support	To support proactive and enhanced healthcare recruitment and retention efforts.	\$122K	2027
Strategic Support	To increase capacity for short-term and long-term strategic level work for the municipality.	\$132K	2027
Communications Support	Additional capacity to coordinate increased communications and engagement across the organization.	\$112K	2028
Real Estate Support	To support real estate transactions to adapt to a changing landscape and ensure compliance of the municipality.	\$125K	2029
Customer Service Support	To support increased demand in front line customer service requests including telephone and in-person.	\$98K	2031
Human Resources Support	Additional administrative support to coordinate health and safety, training, recruitment and organizational effectiveness initiatives.	\$114K	2033

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Major Initiatives for 2025

Goal	Description	Budget	Priority	Outcome
A.W.C. Community Campaign	Year 2 - The Aquatic and Wellness Centre (AWC) Community Campaign is aimed at securing funding of \$3M to support the construction costs of the new facility.	\$0K 2025	Base Operating	Campaign Complete
Town Participation - Nuclear New Build	Capacity funding required to participate in the Impact Assessment for a new nuclear build. Municipal Socio-Economic Impact Review includes Workforce / Population Projections; Infrastructure / Service Review; and Integration into IA process.	\$0K 2025-2032: \$0K Total	Base Operating	Council Report
Legal Services - Lease Agreement Standardization	The development of standard Municipal Lease Agreements and staff training to implement. This will improve the Town's execution of leases for all Departments.	\$0K 2025	Base Operating	Council Report
Advocacy Implementation	Inter-governmental meetings are coordinated to advance the Town's strategic goals on matters where cooperation is needed including regular meetings with MP / MPP where feasible. Annual funding \$5K.	\$0K 2025	Base Operating	10 Meetings Conducted

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Major Initiatives for 2025

Goal	Description	Budget	Priority	Outcome
Community Economic Development Initiative (C.E.D.I.)	Continued work with SFN to advance relationship building and drive economic development. 2025 will see the implementation of joint Economic Development actions. Funding will support a shared resource to advance this work. Impact on taxation of 0.16%.	\$35K 2025-2033: \$341K Total	High Operating	Actions Implemented
Legal Services - Land Acquisition (North of River)	Initiated in 2024, this work is focused on identifying land for acquisition to expand parkland and other opportunities north of the Saugeen River. Impact on taxation of 0.01%.	\$3K 2025	High Operating	Council Report
Council Governance	Ahead of the 2026 election, working with Council to frame Governance approaches that provide clarity, promote functionality and lead to confident decision making.	\$0K 2025	High Operating	Council Report

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Growing People

Goal	Description	Budget	Priority	Outcome
Team Saugeen Year 2 (2025)	Team Saugeen developed in 2024, to support the Town's internal culture. The second year will continue execution. Annual funding of \$15K.	\$0K 2025-2033: \$0K Total	Base Operating	Year 2 Implemented
Diversity, Equity, Inclusion (DEI) Action Plan Year 2 (2025)	To ensure that the Municipality is equitable, diverse, and inclusive for everyone, an Action Plan was developed in 2023. 2025 marks the Action Plan's second year of implementation.	\$0K 2025	Base Operating	Year 2 Implemented
Positive Workplace Culture (2025)	Annually implement employee survey with tactics developed for 2025 — to improve trust, enhanced two-way communication, set clear expectations and recognizing employee effort.	\$0K 2025-2033: \$0K Total	Base Operating	Improved Workwell Results
Aligning Workforce Skills to Job Responsibilities	Provide annual job specific training for employees to enhance their skills, engagement and adaptability. 2025 will focus on identifying training needs.	\$0K 2025-2033: \$0K Total	Base Operating	Training Scheduled

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Growing People

Goal	Description	Budget	Priority	Outcome
Staff Development and Growth (2025)	Commitment to developing staff to reach their highest potential by investing in opportunities for knowledge and skill development. \$55K annual program. Additional \$5K requested. Impact on taxation of 0.02%.	\$5K 2025-2033: \$48K Total	High Operating	Annual Training Complete
Flexible Work Schedule Review	In 2026, undertake a review of potential flexible work schedule options and update the policy framework to support the outcome.	\$0K 2025-2026: \$0K Total	High Operating	Council Report
Balance Capacity / Workload	Work toward the development of Annual Workplans to clarify priorities. Start to collect baseline data to identify "business as usual" work to make it visible. 2025 will focus on a standard template development.	\$0K 2025-2033: \$0K Total	High Operating	Template Created
Work-Life Balance / Mental Health	Promote and strengthen Wellness Committee efforts to maintain positive mental health and work-life balance focus.	\$0K 2025-2033: \$0K Total	High Operating	Initiatives Delivered

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Growing People

Goal	Description	Budget	Priority	Outcome
Standardize Digital Work Environment	Offer software training and standardize the digital workspace, considering the timing and implementation impact on staff. In 2025, identify needs and develop schedule.	\$0K 2025-2033: \$0K Total	High Operating	Schedule Developed
Succession Planning (2025)	Development of a succession plan that positions the Town to identify and create a talent pipeline, preparing employees to fill vacancies as they occur and ensure business continuity and productivity. Impact on taxation of 0.02%	\$5K 2025-2033: \$49K Total	Base Operating	Succession Plan Created

DIVISION

Strategic Initiatives

This team oversees the strategic priorities set by Council and the Administration. They also provide strategic communication planning and implementation for internal and external stakeholders, including coordinating public engagement and developing messaging for the Mayor, members of Council, and CAO.

Services Managed

- Strategic initiatives assigned by management and/or as approved by Council
- Social media strategy implementation
- Communication strategy development and implementation
- Message development and media relations support for the Mayor and CAO
- Media relations support
- Public engagement and consultation
- Support subject matter experts with communications plan development
- Healthcare – support physician recruitment and retention
- Provide strategic advice

What Governs This Work

- Corporate Strategic Plan
- Team Saugeen People Plan
- Saugeen Shores Visual Identity Guide
- Corporate Communications Strategy
- Engagement Strategy
- Social Media Policy
- Accessibility Standards WCAG 2.0
- Community Emergency Management Plan

STRATEGIC INITIATIVES

Emerging Trends

Strengths, Opportunities, Aspirations and Results

1. Bruce C will influence growth projections and significantly affect all municipal services.
2. The prominence and use of social media by the public has evolved and diversified.
3. Increasing responsibilities for municipalities, including healthcare, climate change, and housing.
4. Ontario municipalities are facing challenges in recruiting and retaining physicians.
5. The aging population is increasing the demand on municipal services.



STRATEGIC INITIATIVES

Division Highlights for 2025

Goal	Description	Budget	Priority	Outcome
Municipal Innovation Council (M.I.C.)	A collaborative centre for municipal innovation offers a unique, cutting-edge platform for municipalities throughout Bruce County to unite and forge communities that are smarter, stronger, and more resilient. Base funding \$31K.	\$0K 2025	Base Operating	Annual Report
Kincardine Saugeen Shores Healthcare Partnership	A three-year pilot program, funded by Bruce Power, aims to boost family physician recruitment and ensure emergency rooms remain operational. \$75,000 annually until 2026.	\$0K 2025-2026: \$0K Total	Base Operating	Year 1 Implemented
Engage Saugeen Shores	Launched as a pilot in 2024, Engage Saugeen Shores is a platform designed to enhance public participation and decision-making. Impact on taxation of 0.07%.	\$15K 2025-2033: \$143K Total	High Operating	Year 1 Implemented
Municipal Healthcare Administration Review	The review will examine how the Town manages the provision of municipal healthcare services, including resources and facilities. Will include plans for future considerations around resourcing. Funded by Modernization/Efficiency One-Time Grant.	\$100K 2025	High Operating	Council Report

DIVISION

Human Resources

This group is responsible for providing core human resources services, including employee recruitment, compensation and benefits, payroll, policy development and compliance, corporate training, organizational effectiveness, and coordinating the Town's health and safety policies and programs.

Services Managed

- Compensation and benefits
- Recruitment and selection
- Employee lifecycle (onboarding to offboarding)
- Performance management
- Corporate training and development
- HR policy development and legislative compliance
- Payroll and pension administration
- Labour relations
- Human Resources Information System (HRIS) Administration
- Disability claims management
- Health, safety and wellness
- Organizational effectiveness
- Diversity, Equity and Inclusion

What Governs This Work

- Corporate Strategic Plan
- Saugeen Shores Team Saugeen Playbook
- Town Policies, Procedures and Collective Agreements
- Employment-related Legislation
(i.e., *Employment Standards Act, Labour Relations Act, Community Safety and Policing Act 2019, Fire Prevention and Protection Act, Ontario Human Rights Code, Pay Equity Act, Income Tax Act, OMERS Act, Workplace Safety and Insurance Act, Occupational Health and Safety Act*)

HUMAN RESOURCES

Emerging Trends

Strengths, Opportunities, Aspirations and Results

1. Employee well-being continues to be a high priority across all sectors.
2. The community is growing in size and diversity.
3. Municipal employees are motivated by the desire to contribute to the good of the community.
4. Employee engagement is key to a positive and productive workforce.
5. In a highly competitive labour market, the Town strives to become an Employer of Choice.



HUMAN RESOURCES

Division Highlights for 2025

Goal	Description	Budget	Priority	Outcome
A.W.C. Staffing Plan Implementation	AWC staffing plan implemented for 2025.	\$0K 2025	Base Operating	Hiring Complete
Health & Safety (Internal Audit)	Biannually the Town completes an internal Health and Safety audit which provides recommendations for improvements to the Town's H&S Management System.	\$0K 2025	Base Operating	Audit Complete
Annual Employee Engagement Survey	The Town collects feedback from staff through an annual Employee Engagement Survey to measure well-being, engagement, culture and performance to identify workplace improvements.	\$0K 2025	Base Operating	Survey Complete
Corporate Training	Foster staff growth and development through Harvard ManageMentor's adaptable online courses, which utilize research and best practices from Harvard Business School. Impact on taxation of 0.03%.	\$6K 2025-2033: \$57K Total	High Operating	Training Delivered

HUMAN RESOURCES

Division Highlights for 2025

Goal	Description	Budget	Priority	Outcome
H.R. Policy Review / Updates	Update and review all procedures and documents included in the Town's Health and Safety Management System.	\$0K 2025-2033: \$0K Total	High Operating	Policies Updated

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Key Performance Indicators

Leadership and Governance

Performance Measure(s)	2023 Actual	2024 Forecast	2025	2026	2027
Quarterly reports % completion on:					
Major Initiatives	89%	85%			
Division Highlights	92%	85%			
Capital Highlights	79%	75%			
# of outreach activities to healthcare professionals	30	65			
# of meetings with senior government officials (including delegations at AMO and ROMA)	13	14			
# of Legal agreements reviewed / drafted	NA	48			
# of Legal matters handled	NA	120			

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Key Performance Indicators

Departmental Organizational Effectiveness

Performance Measure(s)	2023 Actual	2024 Forecast	2025	2026	2027
% of staff acquire leadership certificate (Lean / LEAP)	69% / 72%	50% / 51%			
% of completed workplace inspections (YOY)	97.5%	100%			
% full-time staff retention / turnover rates (YOY)	97.3% / 2.4%	94.4% / 5.4%			
Employee Engagement Survey (Total Score YOY)	65 (+8)	67 (+2)			

Departmental Communications and Engagement

Performance Measure(s)	2023 Actual	2024 Forecast	2025	2026	2027
Progress made per engagement measures in Citizen Engagement Survey	85%	71%			

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2024 Operating Budget

	<u>2024 Budget</u>	<u>Forecast</u>	<u>2025 Budget</u>	<u>YOY Change</u>
1.0.000 CAO	2,033,384	2,077,015	2,271,051	237,667
1.1.000 CAO Office	672,996	680,522	707,995	34,999
1.1.122 CAO Office	672,996	680,522	707,995	34,999
1.2.000 Strategic Initiatives	675,322	678,479	841,743	166,421
1.2.820 Strategic Initiatives	527,509	540,552	591,713	64,203
1.2.861 Physician Recruitment	147,813	137,927	250,030	102,217
1.3.000 Human Resources	685,067	724,279	721,313	36,247