



Introduction

The Chief Administrative Officer's (CAO) business unit is committed to advancing all County Council and administrative priority outcomes by providing leadership to staff. This is achieved through strategic and operational guidance by the CAO and the management team to ensure delivery of highly professional public programs and services. The CAO provides strategic policy advice to the Warden and Council, and is accountable for the organization's performance.

The business unit is comprised of 2.0 FTE staff, being the CAO and the Corporate Communications Officer. The CAO, a statutory position, is the most senior management staff of the organization, with the statutory duties of:

- exercising general control and management of the affairs of the municipality for the purpose of ensuring the efficient and effective operation of the municipality; and
- performing such other duties as are assigned by the municipality¹
- ensuring the long-term viability of the Corporation

Communications Officer

The Communications Officer is responsible for providing administrative and project support to the CAO, and is responsible for the Corporate Communications portfolio. This includes providing support to the Warden, Council and Divisions across the organization for both internal and external communications. To be effective, Corporate Communication needs to be clear, consistent and unified messaging, collaborating with all divisions. A good communications strategy is essential for any municipality to deliver important information to constituents and stakeholders, as is an understanding of the communication channels, tools and technology available.

Staff manage and maintain a variety of social media platforms, the corporate website, public notices and media lists to ensure that corporate information is deployed in timely and professional manner to the appropriate audiences. Certainly, experiencing the COVID-19 Pandemic has further increased the importance of communications support for both Emergency Management and Public Health messaging.

Service Strategy

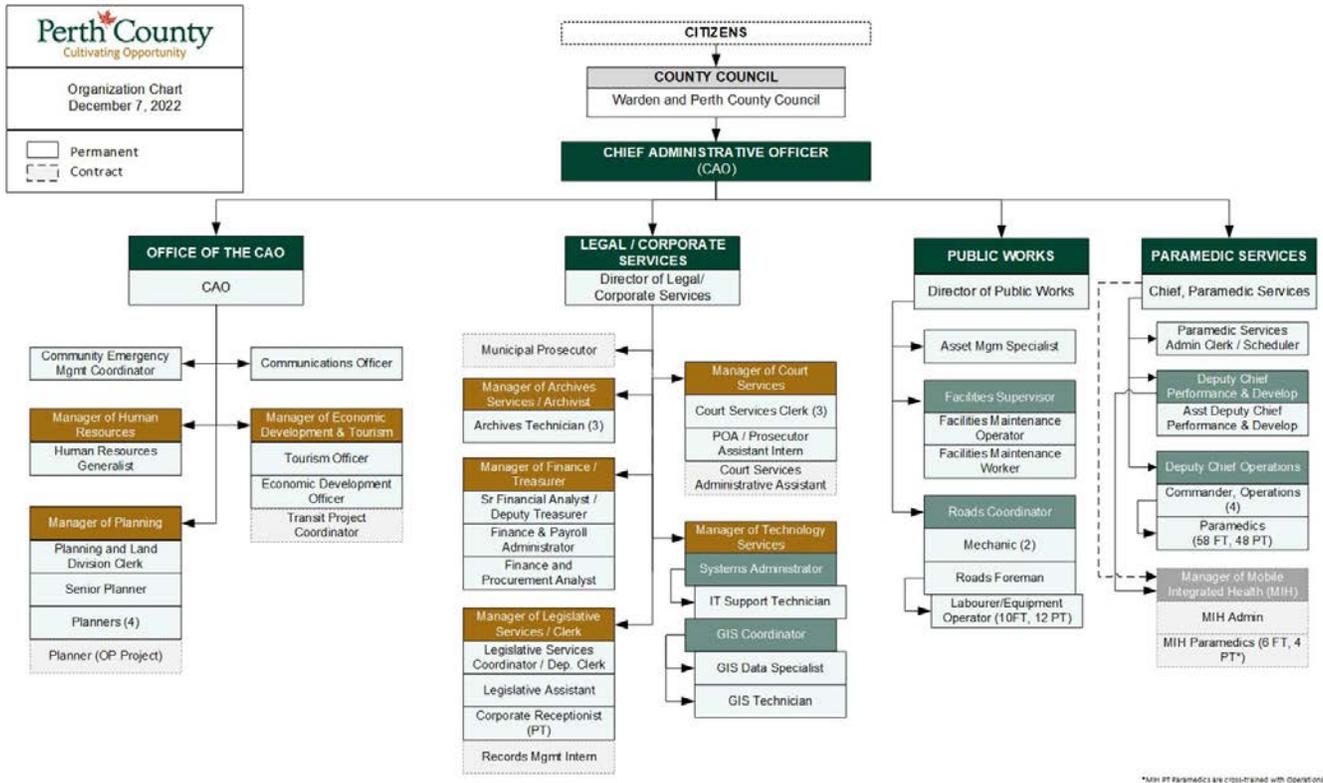
The core business of the CAO Office is to oversee all business units, three of which are headed by: Director of Legal/Corporate Services, Director of Public Works and Director of Paramedic Services. The CAO also directly oversees the CAO Department business unit with the following portfolios: Planning & Development Services, Economic Development & Tourism, Human Resources, Corporate Communications and Emergency Management Services. The CAO has overall accountability for the administration of County programs and services and acts as a liaison between Council, staff and the organizations and individuals with which the County does business.

¹ Municipal Act, 2001, Section 229



CAO / Corporate Communications

Figure 1: Perth County Organizational Chart



This business plan sets out the details relating to the positions of Chief Administrative Officer and the Communications Officer. Each of the respective managers in the CAO Office Division will present their draft business plan and budgets for Council’s consideration and approval.

The budget was prepared with a focus on the County’s five strategic priorities:

- Growth & Economic Development
- Regionalization & Service Effectiveness
- Customer Service Excellence
- Community Development & Planning
- Corporate Sustainability

The 2023 budget followed a similar process to prior years with staff reviewing historical actual expenditures and revenues, along with anticipated pressures to ensure the reasonability of budgeted amounts. The Treasurer provided guidance to staff as budgets were developed, and he will outline in his presentation the major pressures followed by presentations by the Directors and Managers.

For 2023, there is no change anticipated for the CAO’s office, staying at 2.0 FTE. There is a continued focus on the transformation and modernization of process and technology. Process mapping is one of the methods used



to increase efficiency and effectiveness across the organization and Council can expect to see the activities as part of how the County evaluates policies, by-laws and programs.

Key Customers and Stakeholders



Core Business Services

- Administers, co-ordinates and directs affairs of the municipality including overall administrative operation
- key policy advisor to Council, provision of business and technical advice regarding decisions / actions requiring their approval
- Implementing and establishing administrative practices and procedures to carry out Council's decisions
- Overall planning, co-ordination, and control of all municipal operations in accordance with the objectives, policies and plans approved by Council and the appropriate provisions of the Municipal Act regarding roles and responsibilities of a municipal CAO.
- Carry out all the executive and administrative duties and powers as delegated by Council in accordance with the *Municipal Act*



- Provision of leadership to direct reports, overall management of the administration, operations and service delivery of the municipality
- Establish with Council of the vision and strategic direction for the municipality; periodic updating of the Strategic Plan with Council
- Reviews annual business plans and budgets (operating and capital) prepared by the departments and aligned to the municipality's strategic direction
- Monitors performance of departments against business plans/budgets; reviews reports and initiates corrective action with the departments when necessary
- Liaises with regulatory officials/agencies at the federal, provincial and municipal levels
- Develops, reviews and recommends new or revised policies to Council, corporate-wide and departmental
- Development of internal and external communications materials
- Community engagement planning and strategy, administration and monitoring of the County's Community Engagement Policy
- Cross-platform content creation, curation and graphic design
- Warden and Council Communications Support
- Crisis Communications Management – Perth County's Emergency Plan
- Monthly staff meeting management
- Monthly production of County Update
- Advance the Equity, Diversity and Inclusion Charter and Implementation Plan
- Actively seek and identify opportunities to enhance communications across the Corporation
- Strategic Initiatives work including program review and process mapping
- Staff training, communications and media relations support
- Policy Development

Legislated Standards

- Municipal Act, S.O. 2001 and associated Ontario Regulations
- Municipal Conflict of Interest Act
- Ombudsman Act
- Emergency Management and Civil Protection Act, Ontario Regulation 380/04 Emergency Operations Centre
- Ambulance Act, R.S.O. 1990
- Health Protection and Promotion Act, R.S.O. 1990, c. H.7
- Commissioner for taking Affidavits Act
- Perth County Strategic Plan
- Perth County By-laws & Policies including Procedure By-law, Procurement By-law, Codes of Conduct and Delegation of Authority By-law
- Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)
- Personal Information Protection and Electronic Documents Act, 2000, c.5
- Accessibility for Ontarians with Disabilities Act (AODA, 2005)
- Occupational Health and Safety Act



- Employment Standards Act, 2000
- Reopening Ontario (A Flexible Response to COVID-19) Act, S.O. 2020, c.17
- Canadian Anti-Spam Legislation (CASL)

Key Linkages with the Strategic Plan and Achievements of the 2022 Program

Attached is the draft 2022 Strategic Plan Summary which outlines the 2022 corporate priorities and achievements, along with the 2023 corporate goals to move the organization forward in alignment with the County's Strategic Plan. The information reflects a very successful 2022 for the corporation. Division workplans for 2023 are substantial and demonstrate the commitment staff has to ensuring quality programs and services to Perth County residents and businesses.

There have been significant reviews funded from Provincial Grants including:

- Corporate Organization Review
- Paramedic Services Deployment Review
- Public Works Winter Maintenance Implementation
- IT/GIS Strategic Plans
- Emergency Management Service Delivery Review

Significant actions have been taken to improve the customer service (internal and external) for several key functions which also supports corporate sustainability, including:

- Process review re: timesheets to streamline process, eliminate non-value-added staff activity, increase data accuracy
- Process review for claims administration and reporting
- Development of Program Reference Documents for various services
- Advancements in the use of corporate software for meeting management and corporate records
- Advancements in the facility review/planning for future staff accommodations
- Development of leadership program customized to County needs
- A County Wide Hazard Identification Risk Analysis (HIRA) that includes climate change impacts and data based on subject matter experts
- Improvements to the County-wide Emergency Management Program with training curriculum to increase resiliency for all five municipalities to support each other during large emergency event
- Collaborative Planning and Development Process Review for continuous improvement and development of Communications tools

Major Initiatives for 2023

- Report on orientation framework for 2023
- Review and set out a plan to refresh/update all corporate policies within term, and updates policies to contain, if appropriate, process flow mapping for reference ease
- Continue to pursue Provincial and Federal funding available across the organization to help fund County programs, and to continue modernization efforts
- Review and organize Council's updating of the Corporate Strategic Plan to reflect their vision for the term



- Establish a Council portal to house a document library
- Establish a service strategy and reporting for internal support services
- Complete workplan tasks and report to Affordable and Attainable Housing Committee
- Increase corporate communications support for all County departments,
- Increase public awareness of County Services/Programs via media releases following Council meetings and through public engagement policy framework
- Support Courthouse Campus projects to ensure alignment with service delivery model envisioned by Strategic Plan – Customer Service excellence priority, and transition of County out of leased administrative space
- Advance the implementation of the Public Engagement Framework and companion corporate policies so as to provide for meaningful engagement of stakeholders and the public in studies, projects and the decision-making processes of Council
- Achieve deliverables in the Corporate Communications Plan, undertake a review and update of the Plan and confirm the strategy to co-ordinate and elevate the two-way exchange of information between the County and residents/businesses which includes an overhaul of the County's website
- Build on the relationship established with Lower Tiers to promote shared training & development opportunities with a focus on leadership and management skills, particularly in the portfolio of Emergency Management
- Draft and issue Annual Corporate Report
- Evaluation and roll out of initiatives designed to maintain Council approved service levels while simultaneously providing services and programs in a financially sustainable manner
- Develop and Launch the Customer Service Excellence program and the ongoing training requirements
- Corporate process review – minimum of three key business processes to be mapped
- Comprehensive review and reporting of a key County program/service
- Advance the Equity, Diversity and Inclusion Charter and Implementation Plan
- Undertake a Request for Proposal for the provision of Legal Services – Year 2023
- Co-ordinate the various departments to ensure the flow of information, roles and responsibilities are made available to the new Council (term 2022-26) to provide necessary support and to establish the effective governance relationship
- Update and deploy new standardized templates across the corporation (email signatures, letterhead, out of office messaging)
- Review, develop and update communications-connected policies

Major Initiatives for 2024

- Undertake large contract renewals
 - Cost Apportionment Agreement with HPPH Renewal
 - County Roads Cost Agreement
 - Ontario Works and Early Years Cost Sharing Agreement Renewal
- Corporate training framework to respond to management leadership development by targeting program/service evaluation academic training for the business units
- Corporate process review – minimum of three key processes
- Comprehensive review and reporting of a key County program/service



- Advance the Equity, Diversity and Inclusion Strategy and Implementation Plan
- Draft and issue Annual Corporate Report
- Undertake a self audit of the County’s Health & Safety Committee and the County’s program to assess alignment with the requirements of the Act and associated regulations

Major Initiatives for 2025

- Undertake large contract renewals
 - Medavie Inc.
 - Paramedic Tiered Response (Fire Services)
 - Aird and Berlis - Integrity Commissioner Services

Program Delivery Plan

How will the program be delivered and at what level?

- Chief Administrative Officer
- Communications Officer
- Office hours throughout the week – Monday to Friday
- After hours and on-call as required

What changes will impact program delivery in the future?

- Changes Mandated by Other Levels of Government
 - Amendments to *Employment Standards Act* and/or *Labour Relations Act*
 - Amendments to Health & Safety Legislation
 - Amendments to *Human Rights Code*
 - Amendments to the *Accessibility for Ontarians with Disabilities Act*
- Direction Received from County Council
 - Structure of County operations; Organizational needs may change as a result of the Service Delivery Review or Shared Services Agreement
 - Policy decisions
 - Service requests from other departments and Member Municipalities

Financial Allocation

Service	FTE Requirements by Year			
	2021	2022	2023	2024
CAO				



Total Program FTE Requirements

2

2

2

2

FTE Variances

- No changes planned for 2023.

Training and Development

- Strategic Communications Planning
- Advanced Strategies in Business Communication
- ICS 200, 300 – Emergency Management
- Municipal Law - AMCTO
- Lean Six Sigma Process Redesign
- Public Administration - Municipal Administration & Policy
- Leadership & Crisis Communication Management
- Harvard ManageMentor Training – Business Topics
- Perth Municipal Day
- AMO Conference
- ROMA Conference