

## Quarterly Update Report

**Title:** CAO Department 2023 Q3 and Q4 Update

**Report Number:** CAO General-2024-01

**Meeting Date:** Wednesday, January 10, 2024

---

### **Introduction:**

The information contained in this report is intended to provide Council with an overview of the activities and operations of the CAO Department for the specified reporting periods of July-September 2023 (Quarter 3) as well as October-December 2023 (Quarter 4). Quarter 3 update was not provided due to reduced staff levels in the CAO Department at that time.

### **Quarters 3 and 4 Update (July-December 2023):**

#### **Council Relations/Coordination:**

The CAO Department continues to provide administrative support to Council. This includes coordination of calendars, meetings, conferences, training, event invitations, and more. Council members were invited to several business anniversary presentations including Bar Burrito (new), JB's Men (new), Matchbox Hair Studio, Stilara, Sleeper's Bed Gallery, Shewfelt Financial, and Boston Pizza.

Council members were also invited and present at several community events including Canada Day, Scottish Festival, Cruise Day, the Downtown Street Party, Hindu Culture Open House, the Afro-Caribbean Youth Awards, Fall Fairs, Remembrance Day Services and wreath presentations (on behalf of the municipality and the County) at both the Tiverton and Kincardine Cenotaphs, Hometown Christmas and the Grand Reopening of the Downtown Core, flag raising for the Transgender Day of Remembrance, the Santa Claus Parade, Business Breakfasts, Chamber Christmas, and more (e.g. school assemblies, summer camp, etc.).

The creation of the new/updated Municipality of Kincardine website will also feature an online form for requesting Council's attendance at future events. Council SharePoint has been updated as required with new/updated policies and procedures.

#### **Intergovernmental Relations**

The CAO continues to meet with fellow Bruce County CAOs for monthly meetings to discuss partnerships and other opportunities for specific projects and joint initiatives. In addition, the

CAO continues to attend Municipal Innovation Council meetings as the representative from the Municipality of Kincardine.

The CAO supported Bruce County's new Community Development Officer role as host community, providing information from the Municipality of Kincardine and neighbouring communities. Claire Dodds, who was employed with Bruce County, has accepted, and began in this new role and provided insight into her new position to the Senior Leadership Team.

The CAO meets regularly with Bruce Power and OPG, maintaining a strong partnership with the nearby nuclear sector and ensuring long-term economic sustainability. The CAO was included in deliberations with Bruce Power regarding their announcement of a new "Bruce C," initiating future planning for what that means for the municipality and the need for more services and resources as a direct result. The Municipality of Kincardine is now meeting quarterly with the CNSC to strengthen our relationship with them and stay informed as well.

The CAO and Mayor continue to represent the municipality at various meetings with regional representatives through NII.

Staff met with, and toured, the potential Enbridge's Battery Storage facilities located in the Municipality of Kincardine.

The CAO, along with the senior operations staff, met with Saugeen Valley Conservation Authority (SVCA) to deliberate the terms of the Category 2 Agreement between both parties. The Provincial Policy Statement requires municipalities to protect natural heritage features such as wetlands, woodlands, habitat, and protect water quality considering the watershed and hydrologic features. SVCA contacted the CAOs department to discuss the terms of the municipality's Flood and Erosion Control infrastructure with which the SVCA has historically had a hand in maintaining and inspecting for the municipality. Staff were taken to all inspection sites to determine the scope of work and determine if the Penetangore River diversion Category 2 Agreement was required, or if this could be completed in-house. Category 2 agreements for the inspection and maintenance of water and erosion control infrastructure provided to municipalities by Saugeen Conservation are optional. The intent of offering the five-year agreements was to allow for a smooth transition in service from SVCA to member municipalities. The result was that the municipality of Kincardine would not enter into a Category 2 Agreement with the SVCA and will perform these inspections in-house beginning January 2024.

The CAO Department would like to make Council aware that the municipality is no longer working with The Ross Firm for legal services and/or consultation, as the firm is no longer providing this legal service. Going forward, legal services as they relate to the CAO department will be provided primarily by Siskinds, with Paula Lombardi (Partner). Municipal staff are also working with Lerner and Hicks Morley, depending on the file.

### **Conferences, Training, and Meetings**

The CAO continues to meet weekly with the Senior Leadership Team (SLT) to encourage cohesion, alignment, planning, and integration across departments. The CAO continues to meet with the Management Team quarterly with the same goals in mind as the weekly SLT meetings, bringing staff and departments together for discussion, deliberation, and to celebrate successes.

The CAO has been a part of many budget meetings with Staff to formalize and finalize the 2024 rates and fees by-law and deliberate on final budget proposals from each department for Council approval. This process determines the tax rate increase.

The CAO attended the 2023 AMO (Association of Municipalities Ontario) AGM & Annual Conference in August 2023. Conferences for staff continue to be an excellent learning experience and networking opportunity with other municipal professionals from across Ontario. The CAO, along with some members of Council have been registered for the annual ROMA (Rural Ontario Municipal Association) Conference in Toronto from January 21-23, 2024, as well as the CNA (Canadian Nuclear Association) Conference in Ottawa in February 2024. This conference is important as host municipality to Bruce Power (and OPG). These opportunities are crucial to the Municipality in order to communicate with upper-level government.

The CAO took part in the Emergency Management Training Exercise in November 2023. This practice is carried out annually for management and staff to learn and practice their roles and responsibilities in the event of an emergency to the community, including a major nuclear incident. This exercise ensures that new staff learn and understand their role, ensures that staff keep their skills and knowledge of the procedure current, and ensures that various groups (Municipal Staff, OPP, EMS, Bruce County social services, hospital staff, Public Health, etc.) are aligned in carrying out this emergency procedure in the event of an actual emergency.

The CAO has been reviewing the Draft Environmental Scan based on the three (3) pillars of government to inform the Strategic Plan for the municipality.

The CAO-EA continues to explore opportunities for growth having completed the Municipal Administration Program this year as well as completing the Project Management Course in December 2023. The CAO-EA will continue to identify and attend training and conferences that are applicable to growth in her position and the municipality.

The CAO department continues to encourage training and conference opportunities for staff to continue with their professional development.

### **Reorganization Review**

In October and November, the CAO and CAO-EA scheduled meetings and visited with all departments and staff to discuss their understanding, concerns, and provide an opportunity to give feedback about the reorganization of the municipality. The “reorg” was initiated prior to COVID-19 and was rolled out to staff throughout the pandemic as staff worked remotely and on-site creating challenges for effective and clear communication. The CAO committed to Council to perform a review of the “Reorg” with all staff and draft a report on her findings to determine if findings demonstrate a need to re-adjust functions.

### **Volunteer Management**

The CAO department continues to receive online volunteer application forms, with an influx of applications related to trails maintenance and the “Trailblazers” program. The online application ensures that volunteers are covered under municipal liability insurance and ensures that volunteers understand that they must follow a letter of direction from the Municipality of Kincardine for work assignments and their scope of work as a volunteer. The CAO-EA continues to track the applications and forwards volunteer information to the

appropriate staff for work direction as required. A volunteer recruitment and coordination plan is currently in the early planning stages for future rollout.

48 volunteer applications were received online for the following roles:

- Kincardine Trails Maintenance
- Kincardine Trailblazers
- Spooky Trail
- Gathering of the Bands
- Kincardine Naturalization Project/Tree Planting
- Road Art Painting

### **Municipal Tree and Natural Vegetation Ad-Hoc Committee'**

The CAO and CAO-EA continue to support the Municipal Tree and Natural Vegetation Ad-Hoc Committee. The CAO department facilitated a process mapping exercise to determine the specifications of a Private Tree By-Law. This By-Law has been created to preserve the current native tree canopy, and protect the shoreline and other sensitive, significant areas in the municipality. The third and final proposed draft has been forwarded to the Legislative Services department to assist in formalizing the By-Law before it is circulated to the legal time as well as Senior Leadership for their review and comment. The By-Law will then be brought forward to Council for their review and approval in 2024.

### **Bruce Telecom Sale**

On October 5, 2023, a media release was communicated publicly regarding the Municipality of Kincardine's decision to accept Windsor Private Capital's offer to purchase all the shares of Bruce Telecom Holdings Inc. in an all-cash transaction. The sale of Bruce Telecom will allow the municipality to reinvest the proceeds of the sale back into the community. This transaction is still in progress, estimated to take approximately 3-4 months to complete fully. The CAO remains highly involved in this process.

### **Policy Review and Redevelopment**

The CAO department is reviewing the Sale and Disposition of Land Policy as this will fall under the CAO department's responsibility to initiate and carry out. The CAO continues to work with the Bruce County Planning Department on this project. The CAO did not have an executive assistant for much of Q3, therefore, policy review and redevelopment was halted due to a vacant executive assistant (EA) position followed by training and familiarization of the role for the new EA. The CAO department endeavors to make policy review and redevelopment a priority for Q1 in 2024.

Council has reviewed a number of new policies in Q3 and Q4, such as:

- Remuneration & Expense Remittance for Council Members
- Delegation of Certain Power and Duties – (an overarching policy is planned for presentation in 2024)
- Accounts Receivable Policy
- Employment Policy
- Compensation and Benefits Policy
- Advisory Committees of Council & Local Boards Administration Policy
- Recruitment and Appointment of Advisory Committees of Council & Local Boards

- Road Allowance Repair
- Community (Non-Profit) Facility Booking for Meeting Space
- Advertising and Sponsorship Policy
- Ice Arena and Banner Policy
- Traffic Calming Implementation Policy
- The Use and Installation of Community Safety Zones Policy
- Frozen Water Policy (rescinded with new Standard Operating Procedure to replace the policy)

The CAO department is working to ensure appropriate document management, including filing according to the approved retention schedule, using TOMRMS filing system. The CAO-EA has drafted a “New Policy” Procedure that will be rolled out to/for staff, effective Q1 in 2024. The CAO-EA continues to receive Laserfiche training to ensure accuracy and consistency with filing documents, adhering to the retention schedule.

### **Staff Relations**

The CAO continues to support and assist the Senior Leadership Team as needed with various ongoing projects.

The CAO department continues to review the applicable pages on the current website for informing the content for the new website. The CAO-EA will be a key member of the new website development team.

The CAO department continues to prioritize staff functions, encouraging and fostering an atmosphere of positivity and team cohesion by supporting the social committee in their events and efforts to uplift staff.

---

**Prepared by:** Jessica Catto, CAO Executive Assistant & Jillene Bellchamber-Glazier, CAO

**Submitted by:** Jillene Bellchamber-Glazier, CAO