



Office of the CAO

2023 Budget & Business Plan

OFFICE OF THE CAO

Vision Statement:

To ensure the effective, efficient and equitable delivery of Council's priorities through a focus on strategic corporate leadership in the areas of strategic planning, communications and engagement, customer service excellence and intergovernmental affairs.

Mission Statement:

To effectively, efficiently and equitably deliver the Town's core services and Council's strategic priorities.





OFFICE OF THE CAO

DEPARTMENT OVERVIEW

The Office of the CAO delivers a broad range of services and programs that ensure the efficient, and effective and equitable delivery of Town business. The department is made up of three divisions: Clerks; Communications; and Strategic Initiatives.

These sections work collaboratively to deliver on Council's strategic plan priorities and ensure that Halton Hills is the best place to live, work, play and invest.

The **CAO's** mandate is to provide the overall direction for the strategic, efficient, effective and equitable management of the organization. The CAO provides advice to the Mayor, Council and direction to the Senior Management Team. There has been an increased focus on corporate management through the pandemic, a cyber incident and returning staff to the office in a hybrid environment.

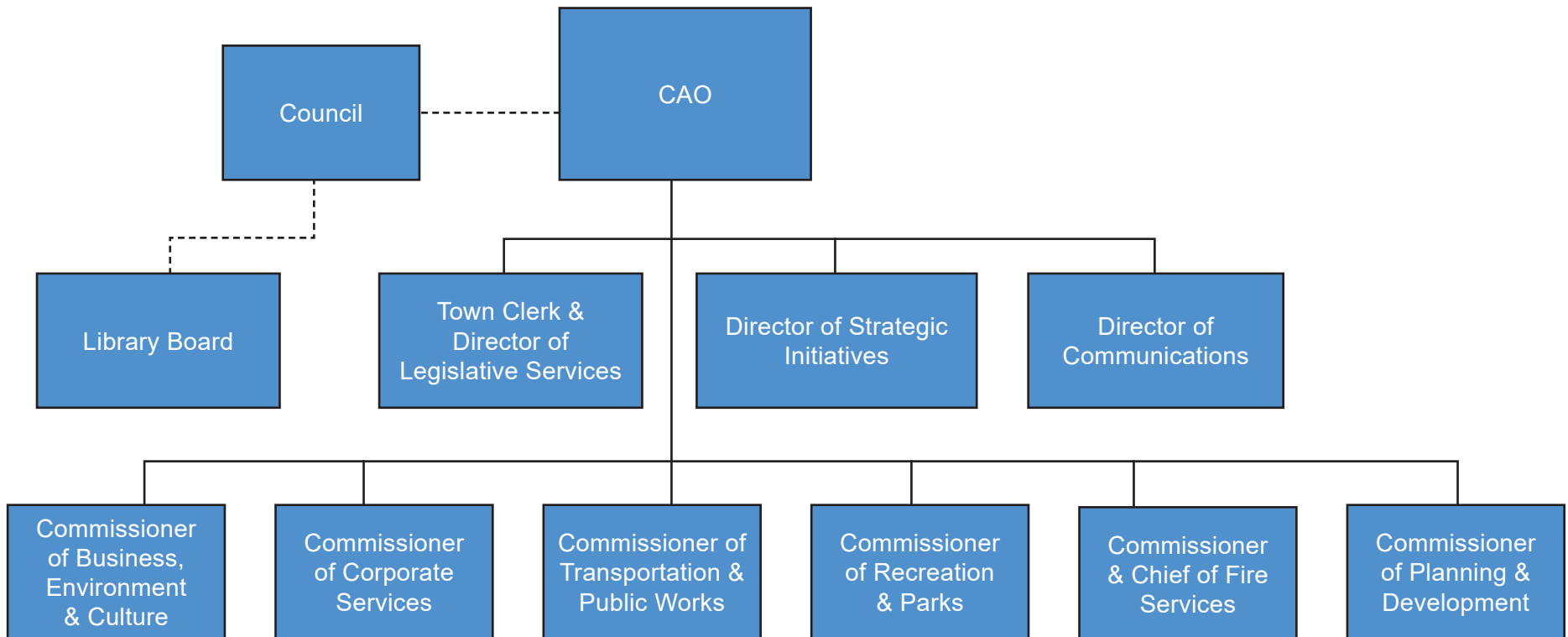
The **Clerks Division** is responsible for a variety of corporate, administrative and legislative functions putting it in frequent contact with all municipal departments, elected officials, other levels of government and the general public.

The **Communications Division** develops and distributes information for internal and external audiences through the strategic use of multiple channels. Communications staff ensures that residents, business owners, employees, the media and other stakeholders are well-informed and engaged around Town activities. Through the provision of clear, complete, accurate and timely messaging, staff manages issues, and upholds and protects the Town's interests and reputation.

The **Strategic Initiatives Division** assists the CAO and Senior Management Team in advancing organizational improvements and corporate projects and priorities, including developing and monitoring Council's Strategic Plan, leading multi-jurisdictional projects and advocating on behalf of Council on matters of intergovernmental affairs.

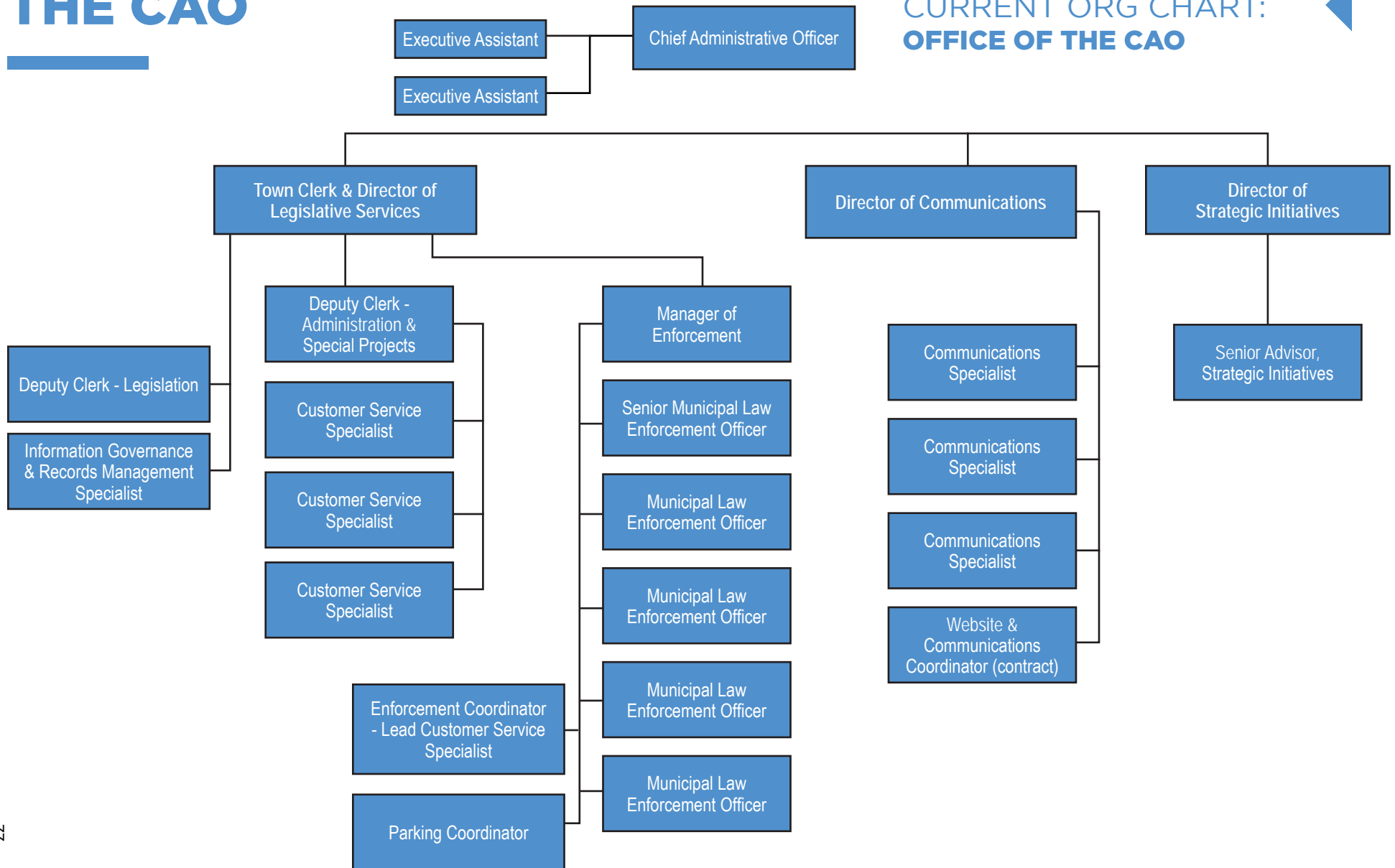
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CURRENT ORG CHART: TOWN OF HALTON HILLS STRUCTURE



OFFICE OF THE CAO

CURRENT ORG CHART: OFFICE OF THE CAO



OFFICE OF THE CAO

► CORE ACTIVITIES:

The CAO's mandate is to provide the overall direction for the strategic, efficient, effective and equitable management of the organization. The CAO provides advice to the Mayor, Council and direction to the Senior Management Team. The CAO is also Council's designated representative on the Board of Halton Hills Community Energy Corporation.

- Sets corporate culture, direction and priorities.
- Manages the Town's overall operations to ensure financial stability, strategic alignment and customer service.
- Primary connection to the Mayor and Council.
- Directing the allocation and reallocation of resources to ensure the effective, efficient and equitable delivery of Council's priorities and municipal services.
- Advocates for and protects the Town's strategic interests through partnerships with regional, provincial, federal and international partners, boards and agencies.
- Leads the Town's post-pandemic strategy (includes introduction of a hybrid work arrangement to foster employee well-being and support attraction and retention efforts).
- Ensures organizational effectiveness through the periodic review of the organizational structure.
- CAO acts as the shareholder representative for Halton Hills Community Energy Corporation and affiliates to advance common strategic interests and communicate shareholder direction.
- Monitors and reports on corporate performance to ensure accountability for delivering on Council's priorities.



OFFICE OF THE CAO

► CLERKS DIVISION CORE ACTIVITIES:

The Clerks Division is responsible for all records of the municipality and serves as an information centre for Council, staff and the public. Consisting of a variety of corporate, administrative, legislative and enforcement functions this division is in frequent contact with all municipal departments, elected officials, other levels of government and the general public.

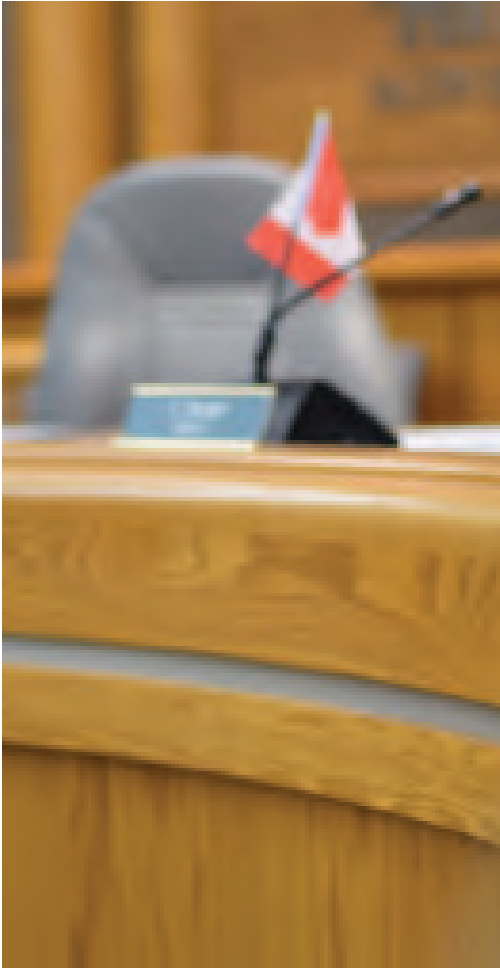
- Provides legislative and administrative support to Council and its Committees
- Records Council and Committee proceedings and maintains the official records of the Town of Halton Hills (by-laws, agendas and minutes) .
- Coordinates all requests received under the Municipal Freedom of Information and Protection of Privacy Act.
- Leads By-law Enforcement Services, including Parking Control, Canine Control and Licensing
- Manages vital statistics – death registrations, and marriage licenses.
- Conducts municipal elections every four years and leads council orientation.



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► CLERKS DIVISION

2022 ACCOMPLISHMENTS/SUCCESSSES:



- Online voting was introduced for the first time at the 2022 Municipal Election resulting in almost 50% of total voters choosing to vote online instead of at the polls. While the number of ballots cast increased this election, due to the number of eligible electors increasing in Halton Hills, the voter turnout was 28.09%.
- Implementation of the Administrative Monetary Penalty System where penalty notices for parking tickets are issued, managed and reviewed. This an alternative to the lengthy and costly provincial courts process.
- Responsible Pet Owner's By-law was amended to incorporate the keeping of backyard chickens/urban hens, including update to the Town's website with information on the benefits, regulations, application and more.



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CLERKS DIVISION ENVIRONMENTAL SCAN:



<p>Challenges:</p>	<ul style="list-style-type: none"> - Increased number of complaints requiring more complex investigations as staff assist other departments to enforce their by-laws, putting excess workload on staff. - Backlog of POA court increasing the time between laying a charge and first appearance in court. - Many by-laws require updating due to changes in legislation using limited staff resources.
<p>Opportunities:</p>	<ul style="list-style-type: none"> - With the successful introduction of the AMPS program, staff will continue to expand the program to encompass more than just parking tickets. Will work with other departments to implement ticketing process for the red light and school bus cameras. - Continue to explore various ways to increase customer service at Service Halton Hills and the variety of services the Town offers to complement the new way of doing business, incorporating ideas stemming from the Customer Service Strategy and Service Delivery review. - Records cleanup and retention process for the entire corporation, to re-educate staff on retention schedules and clean-up of paper files in the office.

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▶ CLERKS DIVISION KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Community Guide	A guide to Halton Hills By-law Services	- Clerks/ Enforcement	An education guide for the residents containing information on various by-laws to help maintain the quality of our neighbourhoods and community standards.	- Shaping Growth - Fiscal & Corporate Management
2. Policy & By-law Inventory & Clean-up	Cataloguing all policies and by-laws to organize all amendments and repeals	- Clerks/Legislation	Easier access to by-laws and all the amendments, cataloging to understand what is current and what has been repealed.	- Fiscal & Corporate Management
3. Privacy Impact Assessment	Risk Management process to ensure the Town meets legislative requirements	- Clerks/Information Governance	Collaborating with other departments to ensure measures are in place to secure personal information.	- Fiscal & Corporate Management

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▶ CLERKS DIVISION STAFFING IMPACT:

	+/- FTE Estimates	Service Delivery Area
Full Time	0	
Part Time	0	
Contract	0	

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▶ CLERKS DIVISION PERFORMANCE INDICATORS:

Operational	Target
Educated residents with regards to Town by-laws	- End of Q1 2023
Inventory of by-laws and policies	- Q2 2024

Quality of Life	Target
n/a	- n/a

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► COMMUNICATIONS CORE ACTIVITIES:

The Communications Division provides services to inform and engage a variety of stakeholders around Town activities, manages issues and upholds and protects the Town's interests and reputation. Staff develops and delivers information to internal and external audiences through the provision of clear, complete, accurate and timely messaging, supporting departments across the corporation through the strategic execution of multiple tactics and channels.

- Provides professional advice on communication matters, supports all departments, CAO and Mayor.
- Develops and executes strategies around public-facing programs/initiatives using all available channels.
- Develops and supports internal communications on a variety of issues through consultation, messaging and graphic design.
- Manages the Town's engagement platform letstalkhaltonhills; ensures adherence to the Public Engagement Charter
- Delivers virtual public engagement events, supporting departments by organizing and hosting events, advising on protocols and providing follow up communications support.
- Manages media relations; monitors and responds to issues and oversees crisis management communications.
- Oversees the corporate website, produces content, trains staff and ensures compliance to AODA legislation.
- Oversees and produces content for the Town's 4 corporate social media channels, tracks and manages responses.
- Produces two e-newsletters (approximately 20 issues per year/each)
- Manages the corporate advertising program (print and digital).
- Develops and distributes collateral (quarterly ActiVan bulletin, tax brochure, pamphlets, posters, banners).
- Produces correspondence and presentations.
- Provides graphic design services (meeting hundreds of requests annually) and manages the corporate visual identity.
- Assists with intranet content management.

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▶ COMMUNICATIONS

2022 ACCOMPLISHMENTS/SUCCESSSES:



Communications, Media & Engagement

- Supported 75+ projects through communications strategies and counsel
- Supported internal communications through 12 CAO messages, 2 Town Halls
- Prepared 59 media releases, managed 82 requests
- Advanced public engagement program with updated charter, policies and staff guide
- Managed 35 new projects on letstalkhaltonhills.ca, with over 18,000 visits
- Supported 5 virtual consultations with 326 participants
- Produced 31 videos for public education and staff training

Social Media & Graphic Design

- Prepared 2172 social media posts (Twitter, Facebook, Instagram, LinkedIn)
- Managed 97 graphics projects (e.g., digital campaigns, infographics, logos, web banners, print)
- Produced 21 e-newsletters achieving 12% subscriber growth for The Current & 11% growth for Economic Development

Website & AODA Compliance

- Managed over 300 website tickets, creating and updating content
- Met updated AODA compliance level through staff training and review/update of over 2000 documents

Advertising

- Advanced corporate advertising program with increased reliance on digital, placed 132 ads

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▶ COMMUNICATIONS ENVIRONMENTAL SCAN:



<p>Challenges:</p>	<ul style="list-style-type: none"> - The staff team is small with a high demand for service, at times creating workload issues and stress due to keeping up with the rapid pace of delivery. - Responding to emergencies (e.g., the COVID-19 pandemic and others) stretches limited resources further as these place extra demands on staff and require increased communication over all platforms and the ability to pivot quickly. - Managing social media platforms -- monitoring, mitigating misinformation, crafting communications appropriate for the channel and meeting expectations of immediate response takes an immense amount of time. Further, as most people are connected online, information real or false, is transmitted quickly requiring swift responses or action. Social media also allows for people to join together on issues which can amplify discussions. - Staff have added responsibilities for hosting virtual consultations to their portfolio (which has worked out well) however without an additional resource this has also placed a workload burden on a small team.
<p>Opportunities:</p>	<ul style="list-style-type: none"> - Keeping current through technology upgrades to effectively manage digital platforms and leverage new tools will aid in achieving efficiencies. - New, dedicated online community media outlet has provided valuable opportunities for sharing Town information. - Continued subscription growth to Town-generated communications (media releases, e-newsletters, engagement platform) means information is going directly to resident’s mailboxes with less reliance on traditional media. - Increased use of digital communications supports the direction of providing timely and meaningful information. - Continued participation growth in virtual consultations further supports this approach as a viable means for conducting public consultation.

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COMMUNICATIONS

KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Utilize new tools to gather, analyze and report on analytics to support data driven decisions on communicating and engaging with the public, internal and external stakeholders.	New/upgraded social media platforms offer a suite of analytics that can be pulled on a per campaign basis with nominal effort.	- Communications	- Efficiency created with reduced staff effort. Project-specific metrics can be pulled to demonstrate reach and engagement. Metrics inform on whether strategy adjustments are required to increase engagement or modify messaging. The level of support or discontent amongst the public can be determined from metrics and used to inform staff recommendations.	- Fiscal & Corporate Management
2. Enhance the online consultation experience for users (staff and public) through adoption of new technology and training.	Communications will continue to deliver virtual public consultation events leveraging technology to introduce new tools.	- Communications	- Efficiencies created which support delivery of seamless, professional events.	- Shaping Growth - Fiscal & Corporate Management
3. Build the Town's content library through multi-media development and informational articles/blogs. Note: this action is contingent on resourcing and/or workload commitments.	Staff seek to create more videos and blog content for the purposes of educating and/or informing the public.	- Communications	- Extended reach with use of video; proven to receive more shares/likes on social media than text. - Good content (delivered via blogs or video) can support reputation management, public buy-in and education.	- Fiscal & Corporate Management

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▶ COMMUNICATIONS STAFFING IMPACT:

	+/- FTE Estimates	Service Delivery Area
Full Time	0	
Part Time	0	
Contract	0	



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▶ COMMUNICATIONS PERFORMANCE INDICATORS:

Operational	Target
Increased use of Town’s digital channels	- 5%
Increased subscribers to engagement platform	- 5%
Increased use of online web forms	- 5%

Quality of Life	Target
n/a	- n/a

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▶ STRATEGIC INITIATIVES CORE ACTIVITIES:

The Strategic Initiatives Division assists the CAO and Senior Management Team in advancing key priorities and organizational improvement.



- Coordinates priority projects for the CAO related to strategic, cross-departmental and corporate files, inter-governmental affairs, advocacy, organizational effectiveness and the effective delivery of Council's priorities.
- Assesses administrative practices and recommends improvements and alternative best practices that will realize efficiencies in the organization.
- Advises and implements strategic processes, policies and best practices in strategic planning, business planning, project management, performance measurement, monitoring and reporting to ensure that the organization is effectively aligned and delivering on Council's Strategic Plan priorities.
- Tracks provincial and federal initiatives and identifies opportunities to engage with and advocate to other levels of government to protect and advance the Town's interests.
- Regularly liaises with regional and local municipal partners to develop strategic approaches in areas of common interest.

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▶ STRATEGIC INITIATIVES 2022 ACCOMPLISHMENTS/SUCCESSSES:

In 2022, significant progress was reported on the achievements of Council in advancing its priorities identified in the 2019-2022 Strategic Plan.

With a new term of Council underway in 2023, a key strategic initiative will be to develop with Council a new strategic plan for its 2023-2026 term.

- Monitored and reported on Council's priorities from its 2019 – 2022 Strategic Plan.
- Successful application and funding received from Province to lead development of a Service Delivery Review and a Customer Service Strategy.
- Represented the Town's interests on the Halton Digital Access Strategy (HDAS) - 5G implementation.
- Reviewed and delivered for Council approval an updated Shareholder Direction for the Town respecting Halton Hills Community Energy Corporation and its affiliates.
- Provided deliverables (letters, resolutions) to advance Council's advocacy efforts.
- Developed corporate Public Conduct Policy.



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▶ STRATEGIC INITIATIVES ENVIRONMENTAL SCAN:



<p>Challenges:</p>	<ul style="list-style-type: none"> - Inflation and lagging assessment reducing financial capacity to implement Council's priorities and take on new areas of interest - Federal Riding Redistribution - Changing provincial legislation
<p>Opportunities:</p>	<ul style="list-style-type: none"> - Newly re-elected Provincial Government - Newly re-elected Town and Regional Councils - Federal Government funding opportunities

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▶ STRATEGIC INITIATIVES KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Strategic Plan for the new Term of Council	Facilitate the development of the Town's Strategic Plan for the new Term of Council.	- Strategic Initiatives	<ul style="list-style-type: none"> - A new Town Strategic Plan with Council priorities for the new Term of Council - Regular monitoring reports on the progress in achieving Council's priorities 	<ul style="list-style-type: none"> - Shaping Growth - Transportation - Climate Change and Environment - Fiscal & Corporate Management - Local Autonomy and Advocacy - Ensure a Vibrant Agricultural Community - Youth & Seniors Initiatives
2. Service Delivery Review and Customer Service Strategy	To develop a corporate Customer Service Strategy that will define the Town's service philosophy, guiding principles and outline a strategic action plan that is built around the needs of customers and the municipality.	- Strategic Initiatives	<ul style="list-style-type: none"> - Identify opportunities for increased effectiveness and efficiency in service delivery by conducting a thorough and comprehensive review of services offered by the town; - Evaluate and develop a customer service strategy with a corresponding action plan for implementation, including targets, key performance indicators, timelines and milestones, governance model and roles and responsibilities. 	<ul style="list-style-type: none"> - Fiscal & Corporate Management

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▶ STRATEGIC INITIATIVES KEY INITIATIVES (continued):

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
3. Halton Digital Access Strategy (HDAS)	To develop with the five Halton municipalities a coordinated, one-window access strategy to facilitate the development of 5G networks within Halton Region.	- Strategic Initiatives	- A strategy that facilitates the effective development of 5G networks in Halton Region and advances economic development for the Town and its residents.	- Shaping Growth - Fiscal & Corporate Management

OFFICE OF THE CAO

▶ STRATEGIC INITIATIVES STAFFING IMPACT:

	+/- FTE Estimates	Service Delivery Area
Full Time	0	
Part Time	0	
Contract	0	

OFFICE OF THE CAO

▶ STRATEGIC INITIATIVES PERFORMANCE INDICATORS:

Operational	Target
New Strategic Plan completed	- By fourth quarter 2023
Service Delivery Review and Customer Service Strategy	- By end of first quarter 2023

Quality of Life	Target
n/a	- n/a

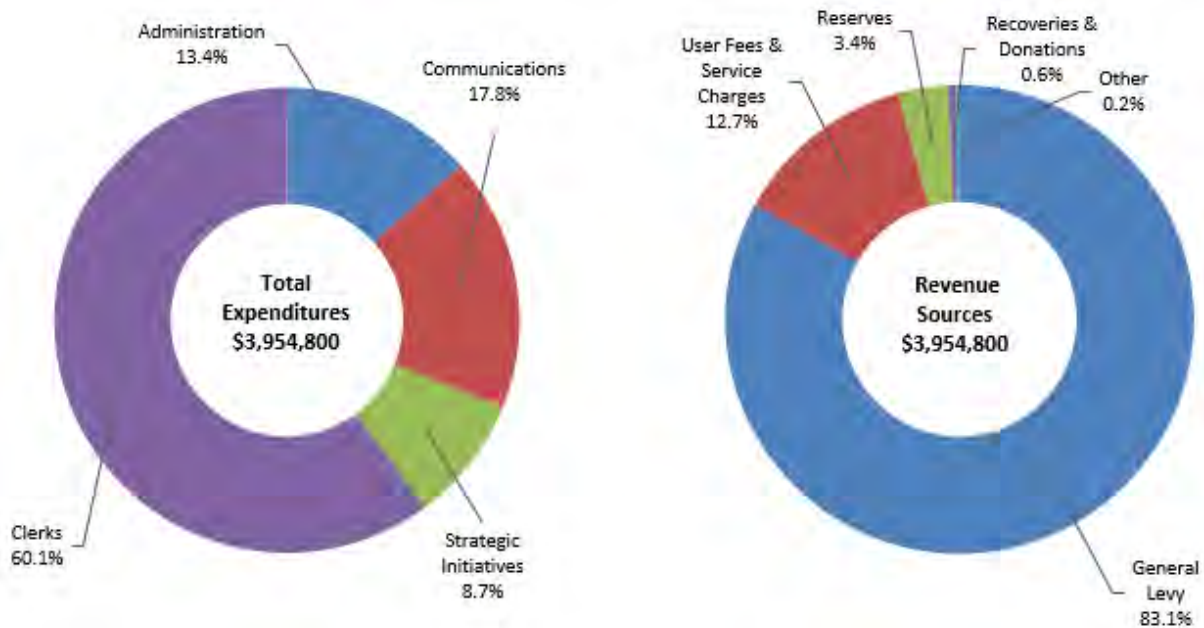
2023 Operating Budget Overview

The Office of the Chief Administrative Officer (CAO) provides the overall direction for the strategic, efficient, effective and equitable management of the organization. The CAO provides advice to the Mayor, Council and direction to the Senior Management Team. The department is made up of three divisions: Clerks; Communications; and Strategic Initiatives. These sections work collaboratively to deliver on Council’s strategic plan priorities and ensure that Halton Hills is the best place to live, work, play and invest.

2023 Operating Budget Highlights

The Office of the CAO Operating Budget for 2023 is proposed at \$3,954,800 in gross expenditures with \$3,287,900 being supported from the general tax levy. The total cost to deliver these services to Halton Hills’ residents is summarized below:

	2022		2023				2023 vs. 2022	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change
Expense	3,694,500	3,567,455	3,954,800	-	-	-	3,954,800	260,300 7.0%
Revenue	(589,900)	(524,255)	(666,900)	-	-	-	(666,900)	(77,000) 13.1%
Total Net Expenditures	3,104,600	3,043,200	3,287,900	-	-	-	3,287,900	183,300 5.9%



	2022		2023					2023 vs. 2022	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	505,300	499,346	530,600	-	-	-	530,600	25,300	5.0%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	505,300	499,346	530,600				530,600	25,300	5.0%
Clerks									
Expense	2,186,100	2,117,720	2,376,700	-	-	-	2,376,700	190,600	8.7%
Revenue	(438,900)	(388,255)	(515,900)	-	-	-	(515,900)	(77,000)	17.5%
Net Expenditures	1,747,200	1,729,466	1,860,800				1,860,800	113,600	6.5%
Communications									
Expense	661,100	628,495	702,600	-	-	-	702,600	41,500	6.3%
Revenue	(15,000)	-	(15,000)	-	-	-	(15,000)	-	0.0%
Net Expenditures	646,100	628,495	687,600				687,600	41,500	6.4%
Strategic Initiatives									
Expense	342,000	321,893	344,900	-	-	-	344,900	2,900	0.8%
Revenue	(136,000)	(136,000)	(136,000)	-	-	-	(136,000)	-	0.0%
Net Expenditures	206,000	185,893	208,900				208,900	2,900	1.4%
Total									
Expense	3,694,500	3,567,455	3,954,800	-	-	-	3,954,800	260,300	7.0%
Revenue	(589,900)	(524,255)	(666,900)	-	-	-	(666,900)	(77,000)	13.1%
Total Net Expenditures	3,104,600	3,043,200	3,287,900				3,287,900	183,300	5.9%

The 2023 Operating Budget proposes a net expenditure increase of \$183,300, or 5.9%. The break-down of major budget changes are as follows:

Sustainability of Existing Service Delivery

- An increase of \$156,000 or 5.0% for compensation and benefits to maintain existing levels of service. This includes a proposed 1.5% non-union economic adjustment and any performance increments, job evaluation changes, and changes to staffing approved during 2022.
- Base budget increase of \$27,300 to support the contract renewal for canine control and a system maintenance contract for the audio-visual equipment in the Council Chambers.

Office of the CAO
Capital Forecast 2023 - 2032

Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
CLERKS & COUNCIL												
0510-01-0101	Municipal Accessibility Plan	-	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	360,000
Subtotal		-	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	360,000
STRATEGIC INITIATIVES												
1400-10-1801	Strategic Plan Update	60,000	-	-	-	60,000	-	-	-	60,000	-	180,000
Subtotal		60,000	-	-	-	60,000	-	-	-	60,000	-	180,000
TOTAL OFFICE OF THE CAO		60,000	40,000	40,000	40,000	100,000	40,000	40,000	40,000	100,000	40,000	540,000

2023 Capital Budget and 2024 – 2032 Forecast Highlights

The 2023–2032 Capital Forecast for the Office of the CAO totals \$540,000, which includes the Municipal Accessibility Plan which is an annual program that will not require any funding for 2023, and periodic updates to the Town’s Strategic Plan.

- An update to the Town’s strategic plan will take place in 2023, including a review of priorities for the new term of Council. The strategic plan provides direction to the organization on which to establish business plans and budgets.
- The annual \$40K contribution to the Municipal Accessibility Plan has been waived in 2023 and will continue again starting in 2024. The Accessibility Plan describes the measures the Town of Halton Hills takes to identify, remove, and prevent barriers to people with disabilities who utilize the facilities and services of the Town of Halton Hills.

Office of the CAO
2023 Capital Budget

Page No.	Project No.	Project Name	2023 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
101	1400-10-1801	Strategic Plan Update	4.20	60,000	60,000	-	-	60,000	-	-
2023 Total				60,000	60,000	-	-	60,000	-	-

Please refer to the preceding Capital Project Information sheets for details on 2023 capital projects.

2023 Capital Project Information Sheet

Project No. 1400-10-1801	Project Name Strategic Plan Update		2023 Budget \$60,000
Department Office of the CAO		Division Strategic Planning	Project Manager Richard Cockfield
Service Category Administration		2023 Score 4.2	
Target Start Date Jan 2023		Funding Sources Strategic Planning Reserve	
Target Completion Date Dec 2023		Amount \$60,000	
Future Period Capital Requirements \$120,000			
Operating Impact \$0		Project Phase Study/Design	

Description	
Scope:	Update of Town Council's Strategic Plan with a review of priorities for the new term of Council.
Deliverables:	An updated Strategic Plan.
Benefits:	Provides strategic direction to the organization on which to establish business plans and budgets.
Risks If Not Implemented:	Result in a lack of strategic direction and lack of ability to set priorities.
Additional Information:	

