



# **Administration**

## **Annual Report – 2023**

Alternative formats available upon request.  
Please contact [accessibility@scugog.ca](mailto:accessibility@scugog.ca) / 905-985-7346.



Website: [www.scugog.ca](http://www.scugog.ca)

Phone: 905-985-7346

181 Perry Street, Port Perry ON, L9L 1A7

## Table Of Contents

<b>CAO's Message</b>	<b>2</b>
<b>Administration Team Organizational Chart</b>	<b>4</b>
<b>Department Services Provided at a Glance</b>	<b>5</b>
<b>Township of Scugog Operating Budget</b>	<b>6</b>
<b>Corporate Strategic Plan</b>	<b>8</b>
<b>Events, Flag Raising and Special Initiatives</b>	<b>9</b>
<b>Department Services</b>	<b>10</b>
<b>Looking Ahead To 2024</b>	<b>16</b>
<b>Department Team</b>	<b>17</b>



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## CAO's Message



This past year has been extremely busy for staff across all departments at the Township of Scugog.

In addition to delivering services to our residents, staff across the organization are continuing to manage the pressures of growth, legislative changes and constantly changing demands from our growing community.

In 2023, staff were involved in many cross departmental initiatives focused on good governance, technology modernization, service delivery improvements and policy development.

A key focus in our continuing efforts to improve service delivery was undertaking a Service Delivery and Organizational Review, which involved input from stakeholders including Council, the public, interested parties and staff. This process involved extensive data collection and analysis of services that are delivered to our community. The results of this effort will be finalized in early 2024.

In addition, Council approved our 2023-2026 Strategic Plan, which helps define the objectives for the next few years, and staff were able to complete or start many of the workplans to support the strategic directions of Council.

The team in the Office of the CAO is responsible to support the Mayor and Council including special events and administrative responsibilities, while ensuring that Council policies / direction are coordinated between Township departments and other relevant agencies. We are also responsible for setting the organizational culture and ensuring employees are safe, healthy, engaged, and have the tools and training needed to be successful. Human Resources plays a key role in shaping the organizational culture that makes Scugog a great place to work, while providing human resources services across all departments at the Township.

As we look forward to 2024, we are continuing to make progress in addressing our roads infrastructure deficit, modernizing service delivery, and addressing the priorities identified in our Strategic Plan. We will prioritize and implement opportunities identified in the Service Delivery and Organizational review to continually evolve the delivery of services to our residents.



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We will continue to face challenges balancing the demands for service delivery with our ability to deliver services. Staff challenges and financial constraints will continue to be a challenge as we address the needs of today and prepare for the future.

I am grateful to work with such committed staff at the Township and would like to sincerely thank the entire team for all their hard work and dedication.

The departmental reports that are included will help highlight some of the efforts in addressing the needs of the community. When reading the attached reports, it is important to remember that almost everything we do affects more than one department, and no one department can operate independently of others, it requires a team.

Behind any successful municipal staff team is a committed Council. We could not continue to deliver the quality services expected from our community while ensuring our long-term sustainability without the support and leadership of our Mayor and Council.

It truly is a team effort at all levels.

Thank you everyone,

Ken Nix CPA, CMA

Chief Administrative Officer



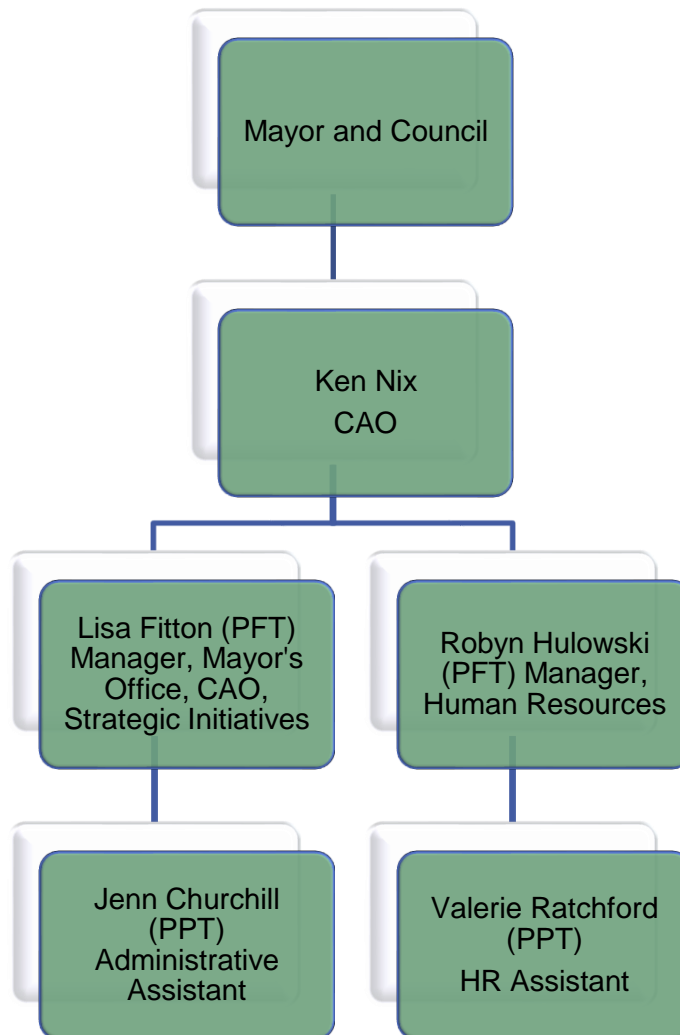
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## Administration Team Organizational Chart

The Administrative team is a small hardworking and dedicated group. Together we successfully support Council and the organization in providing a wide range of services for the Township including organizational development, recruitment, labour relations, strategic plan development / leadership, review/ implementation of policies and procedures, hosting special community events and general management of the corporation.



## Department Services Provided at a Glance

	<b>Organizational Committees</b>		<b>Public Outreach and Communications</b>
	<b>Organizational Leadership/ Corporate Culture</b>		<b>Recruitment</b>
	<b>Labour Relations</b>		<b>Responding to Council, Staff and Public Inquiries</b>
	<b>Occupational Health and Safety</b>		<b>Strategic Plan</b>
	<b>Policies and Procedures</b>		<b>Training and Development</b>
	<b>Events, Flag Raising and Special Initiatives</b>		<b>Wellness and Engagement</b>

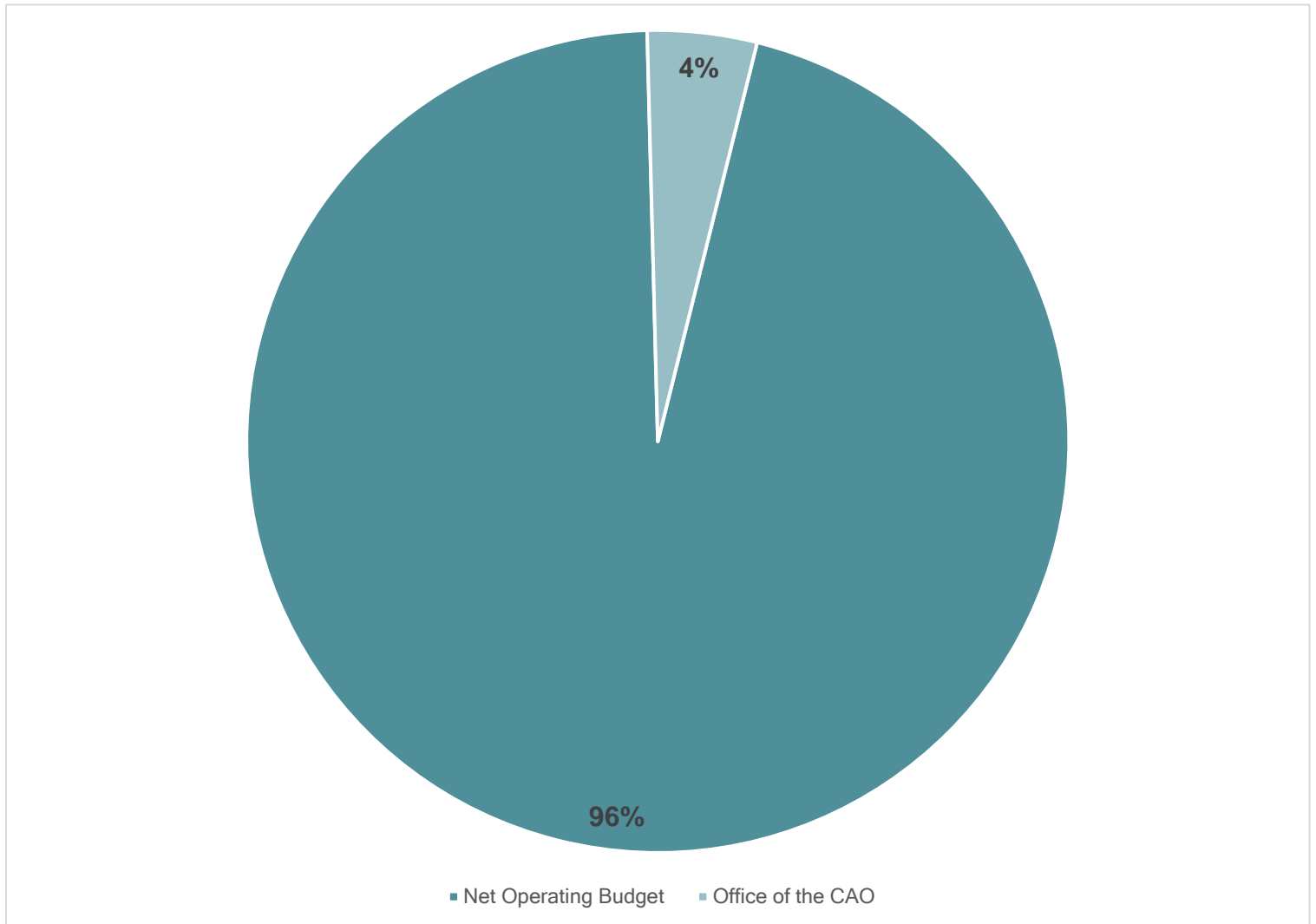


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## Township of Scugog Net Operating Budget - \$17,591,500



## Corporate Strategic Plan



We are pleased to share that our new Scugog Corporate Strategic Plan has been finalized for the 2023 - 2026 Term of Council. The Corporate Strategic plan is an important document that guides Council and staff on the allocation of resources for projects and initiatives over the term of Council with a few over longer periods of time.

Throughout the process of developing the Corporate Strategic Plan a key aspect for Council and the staff team leading this project has been to engage the community in each step of the plan. Thank you to the community, stakeholders, staff and everyone that shared input as the Strategic Plan was developed.

Reports on the progress of the Strategic Plan will be developed regularly to provide updates on the status of the goals and objectives in the plan.

The success and advancement of the Strategic Plan is a direct result of the commitment and endorsement from Council as well as the hard work and dedication of all Township staff to achieve the goals of the community.

Our 2023-2026 Strategic Directions are:

**1. Infrastructure**

Leverage and improve roads, transportation, facilities, equipment, and other assets

**2. Sustainability**

Improve sustainability through financial management, innovative funding, efficient and effective delivery of services

**3. Economic Development and Tourism**

Create, attract, and retain employment opportunities and promote tourism

**4. Natural Environment**

Protect, enhance, and restore the natural environment

**5. Complete Community**

Strengthen our communities to be inclusive, healthy, safe, connected and engaged

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## Events, Flag Raising and Special Initiatives

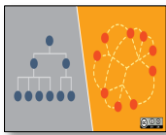
### Highlights



**National  
Indigenous  
Peoples Day**



**22<sup>nd</sup> Annual  
Fore Scugog  
Golf  
Tournament**



**Service  
Delivery and  
Organizational  
Review**



**Fore Scugog  
Charity Golf  
Tournament  
Recipient  
Presentation**



**Volunteer  
Recognition  
Dinner**



**Strategic Plan  
Launch**





**22 Proclamation  
& Flag Raising  
Requests**



**CUPE  
Negotiations**

## Department Services

Service	Area	Description
<p><b>Organizational Committees</b></p> 	<p>Office of the Mayor and CAO/HR</p>	<ul style="list-style-type: none"> <li>• Committee Coordination for Senior Management Team, Joint Health and Safety Committee, Fore Scugog Charity Golf Tournament Organizing Committee and Golf Donations Committee</li> <li>• Human Resources representation on numerous Committees including Emergency Management Control Group, Accessibility Advocates Staff Working Group, Departmental Website, Social Media Group</li> <li>• Human Resources chairs the Wellness and Engagement Committee and the Inclusion, Diversity, Equity and Accessibility (IDEA) committee.</li> </ul>
<p><b>Organizational Leadership/Corporate Culture</b></p> 	<p>Office of the Mayor and CAO/Human Resources</p>	<ul style="list-style-type: none"> <li>• The CAO directly manages six Department Directors and oversees the financial operations of the Township of Scugog. In 2023, the municipal corporation employed 73 people.</li> <li>• Staff engagement, investment in training and professional development is critical to ensuring staff are able to manage the challenges of our continually changing environment.</li> <li>• Human Resources undertook multiple initiatives and climate surveys to engage staff and enhance internal communications. Approximately forty-two (42) hours was dedicated to climate surveys.</li> <li>• Service Delivery and Organizational Review; lead member of steering and technical committees, coordinated consultation sessions with key stakeholders, organized regular communication sessions between SMT and consultant (Blackline),</li> </ul>

created social media and public communication releases.

- Human Resources developed and maintains a succession plan for the organization.

### Labour Relations



Human Resources

- Staff successfully bargained a four (4) year collective agreement with CUPE.
- Staff will commence bargaining with Scugog Professional Fire Fighters Association in February 2024.
- Staff spent approximately seventy-six (76) hours addressing labour relations issues outside of bargaining.
- Staff spent approximately twenty-four (24) hours developing a call-response and training attendance program for volunteer firefighters, and dedicates approximately six (6) hours per quarter to the program.
- Fifty-eight (58) hours was dedicated to conducting nine internal investigations and approximately an additional five-hundred and sixty-two (562) hours was dedicated to addressing employee concerns.
- Human Resources spent approximately thirty-two (32) hours supporting the performance evaluation process for staff.

### Occupational Health and Safety



Office of the Mayor and CAO/Human Resources

- Committee Coordinator of the Joint Health and Safety Committee which meets bi-monthly.
- Human Resources updated health and safety training and coordinates new training sessions for all employees.
- Receive and track accident/incident reporting.

- Human Resources worked with 4S Consulting to meet all requirements of the Ontario Safe Employers Rebate program, resulting in an \$18,000 rebate. Approximately fifty-four (54) hours was dedicated to the program. Staff are currently in the process of completing a second phase of the program, hoping for a second rebate.

### Policies and Procedures



Office of the Mayor and CAO/Human Resources

- Responsible for the direction and implementation of all approved policies. Provide advice on policy and procedure matters and By-laws to assist the Mayor and CAO in making decisions.
- Human Resources responsible for ensuring adherence to all HR policies, provide training for all staff, students, and volunteers on policies.
- Human Resources dedicated approximately twenty (20) hours to training for all departments on several policies in 2023.

### Events, Flag Raising and Special Initiatives



Office of the Mayor and CAO/Human Resources

- National Indigenous Peoples Day (June 21, 2023)
- Fore Scugog Charity Golf Tournament (September 21, 2023)
- Committee & Board Volunteer Recognition Dinner (December 14, 2023)
- Received and coordinated 22 proclamation and flag raising requests
- Receive and coordinate special milestone acknowledgement requests (ex. Milestone birthday certificates, anniversaries etc.)

**Public Outreach and Communications**



Office of the  
Mayor and  
CAO

**Public Outreach**

- Development of key message communications for Mayor and Council including Monthly Media Town Talks, Council Recaps, Special Initiatives and Events, Mayors Messages for print and social media, greetings, and media releases.

**Websites: Township, My.Scugog.ca and Social Media Platforms**

- Provide monitoring and content creation for Corporate Website, my.scugog.ca (community engagement platform) Social Media Platforms – Twitter, Instagram, Facebook including Mayors social media channels.
- Social Media Plan - Fore Scugog Charity Golf Tournament
- Social Media Plan - Strategic Plan Communications
- Social Media Plan – Service Delivery & Organizational Review

**Recruitment**



Human  
Resources

- Recruited for 45 positions in 2023, including natural vacancies, seasonals, temporary, transfers and backfill.
- Recruitment campaign for volunteer firefighters (approximately 12 new hires)
- Recruitment for the 2024 Summer Students currently underway (approximately 60 hires)
- Human Resources dedicated approximately twenty (20) hours to training for all departments on several policies in 2023.

**Responding to Council, Staff and Public Inquiries**



Office of the Mayor and CAO

- Manage the activities of the Mayor and CAO's office ensuring that daily schedules and time are managed to efficiently and effectively carry out their responsibilities as head of Council and Chief Administrative Officer.
- Provide support for escalated service requests.
- Executive support including administrative assistance, managing schedules and meetings for Mayor and CAO, preparing all confidential correspondence or other material of a sensitive nature for all departments in the organization.
- Review and prepare correspondence from the Office of the Mayor and CAO.

**Strategic Plan**



Office of the Mayor and CAO

- Developed and implemented 2023-2026 corporate strategic plan.
- Report to Council on the status of the Strategic Plan.
- Support the development and implementation of corporate performance measurement frameworks.
- Conducted public survey, community conversations, pop-up booths, coffee chats and staff engagement sessions.
- Development and design of Strategic Plan graphics and brochure
- Created media plan and content for Strategic Plan launch, special announcements and public feedback.

**Training and Development**

Office of the Mayor and CAO/Human Resources

- Standard First Aid Training
- Change Management Training (5 sessions)



- Leadership Development Training for staff (5 sessions)
- Leadership Development Training for SMT (5 sessions)
- WHMIS training
- De-escalation Training
- How to Report an Injury for all staff
- Team Charter exercise to improve team dynamics
- Policy Revision for all staff
- All Staff training day
- Orientation for all new hires
- Ongoing health & safety training for all staff
- Human Resources dedicated approximately twenty (20) hours to training for all departments on several policies in 2023.

**Wellness and  
Engagement  
Initiatives**

Human  
Resources



- Feed the Need Durham Food Collection Challenge, food collection supported Operation Scugog.
- Staff events to encourage engagement, teamwork, and appreciation, approximately 36 hours.
- Mental Health resources circulated.
- Spring/summer/fall raffles and engagement challenges.
- Observance of important awareness days i.e., autism, prostate cancer, breast cancer.



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- Council / Staff Christmas Lunch
- Annual staff appreciation awards ceremony
- Introduction of the Inclusion, Diversity, Equity, Accessibility (IDEA) committee. Co-chaired by Human Resources and Corporate Services.





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## Looking Ahead To 2024

2024 is expected to be another exciting and challenging year. The current economic environment is adding significant financial pressures on the municipality with rising energy and utilities costs, changes in legislation, asset management and aging infrastructure in addition to continuing demands for service delivery.

In addition, our growing and changing municipality is bringing increased demands for services and digital service delivery. The Township has an ambitious program with many major initiatives planned for 2024:

- Township staff will have completed the Organizational / Service Level Review to ensure the municipality has appropriate resources, structure and processes in place to provide the required services to our residents in a cost effective and modern approach.
- Implementing the 2023-2026 Strategic Plan which helps guide staff and Council on the allocation of resources for projects and initiatives over this term of Council.
- Significant capital priorities related to strategic investments in roads and roads infrastructure, existing facilities nearing end of life, and growing asset management pressures identified by recent asset management studies.
- Continued implementation of studies / plans including: the IT Corporate Strategic Plan – continue to modernize and update IT infrastructure; Waterfront Action Plan – continue implementation of the short-term initiatives; Active Transportation and Master Transportation Plan – implementation of the short-term initiatives.
- Investing in digital services to create efficiencies and improve customer service options through implementing asset management applications and integration with the CRM.
- Communication will continue to be a key focus and engagement efforts will remain across the corporation, both internally and externally. We continue to look for ways to enhance communications with the community, our neighbours the MSIFN, Council and staff.
- We will invest in our staff to ensure they have the skillset and tools required to do their jobs and create an environment that is attractive to those looking for work in this competitive environment.
- Human Resources workplan for 2024 includes: continued participation in WSIB Rebate program successful with first two phases of this rebate program, implementation of training and development learning management system.

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## Department Team

### Welcome to New Administrative Team Members

Jenn Churchill – Administrative Assistant (Part-time)

### Farewell

The Township of Scugog and the administrative team, wishes a fond farewell to Lisa Fitton who left her position as Manager, Office of the Mayor, CAO & Strategic Initiatives on January 1, 2024

### 2023 Team Members

Jenn Churchill	Administrative Assistant, Part-Time
Valerie Ratchford	Human Resources Assistant, Part-Time
Lisa Fitton	Manager, Office of the Mayor, CAO & Strategic Initiatives
Robyn Hulowski	Manager, Human Resources
Ken Nix	Chief Administrative Officer



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