



Administration Annual Report - 2022

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Please contact accessibility@scugog.ca / 905-985-7346.



Website: www.scugog.ca

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181 Perry Street, Port Perry ON, L9L 1A7

Table Of Contents

CAO's Message _____	2
Administration Team Organizational Chart _____	4
Department Services Provided at a Glance _____	5
Township of Scugog Operating Budget _____	6
Corporate Strategic Plan _____	7
Events, Flag Raising and Special Initiatives _____	8
Department Services _____	9
Department News & Milestones _____	13
Looking Ahead To 2023 _____	14
Department Team _____	16



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CAO's Message



I am extremely proud of the achievements made by the Township of Scugog over the last year. It's hard to remember, but we were still operating under pandemic restrictions a year ago. We were able to adapt during the pandemic and delivered quality services to our residents while we made great progress on the strategic plan despite the challenges. The annual reports produced by each department demonstrate the value provided for your tax dollars and highlight the many accomplishments and challenges over the past year by this amazing team of people and their incredible staff.

In my office, the Administration team 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.

A good organizational culture is important to ensure that 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.

Our Strategic Plan helps define and communicate the priorities of the community and Council, so everyone is focused on common objectives. Staff in my office lead the Township of Scugog's Corporate Strategic Plan to ensure we invest our resources appropriately and are meeting the expectations of the community. We celebrate that 95% of the projects identified in the previous strategic plan were completed, ongoing, or are in progress.

As we look forward to 2023, we are continuing to make progress in addressing our roads infrastructure deficit, modernizing service delivery and addressing the priorities identified in our upcoming Strategic Plan. As always, there are continuing challenges as we face financial constraints impacting everyone across our country and demands for changing service levels. We are committed to balancing the current environment while looking to ensure a sustainable future focused on continuing to provide the services valued by the community.



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I want to sincerely thank the entire team for all of their hard work and dedication. As you will see throughout the department reports, staff are working to maintain and delivery quality services that are important to Council and the community.

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



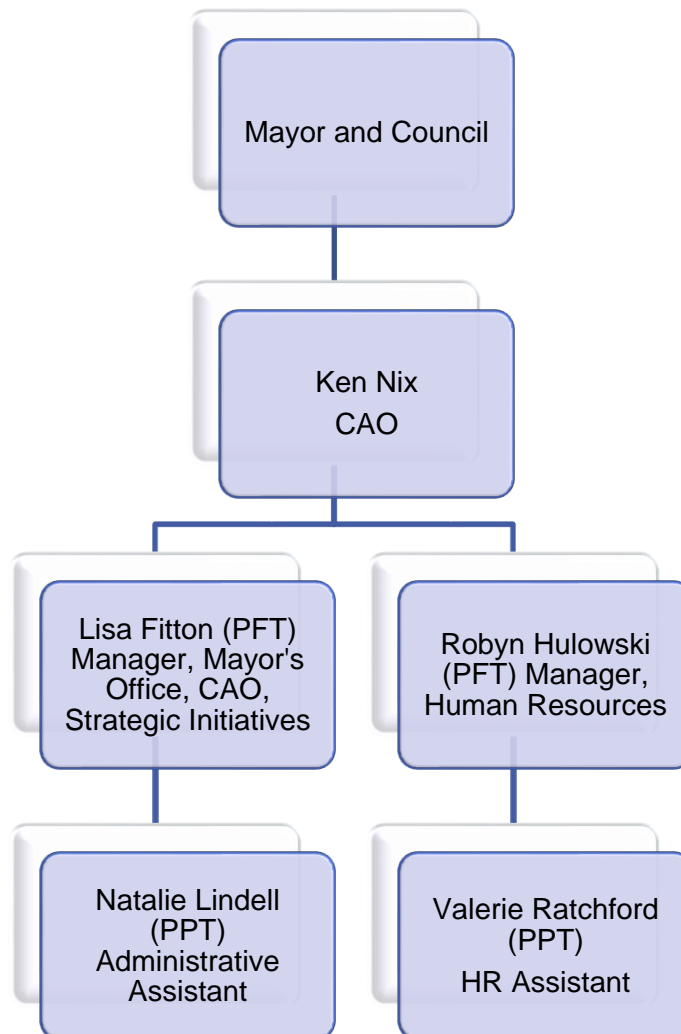
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Administration Team Organizational Chart

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

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

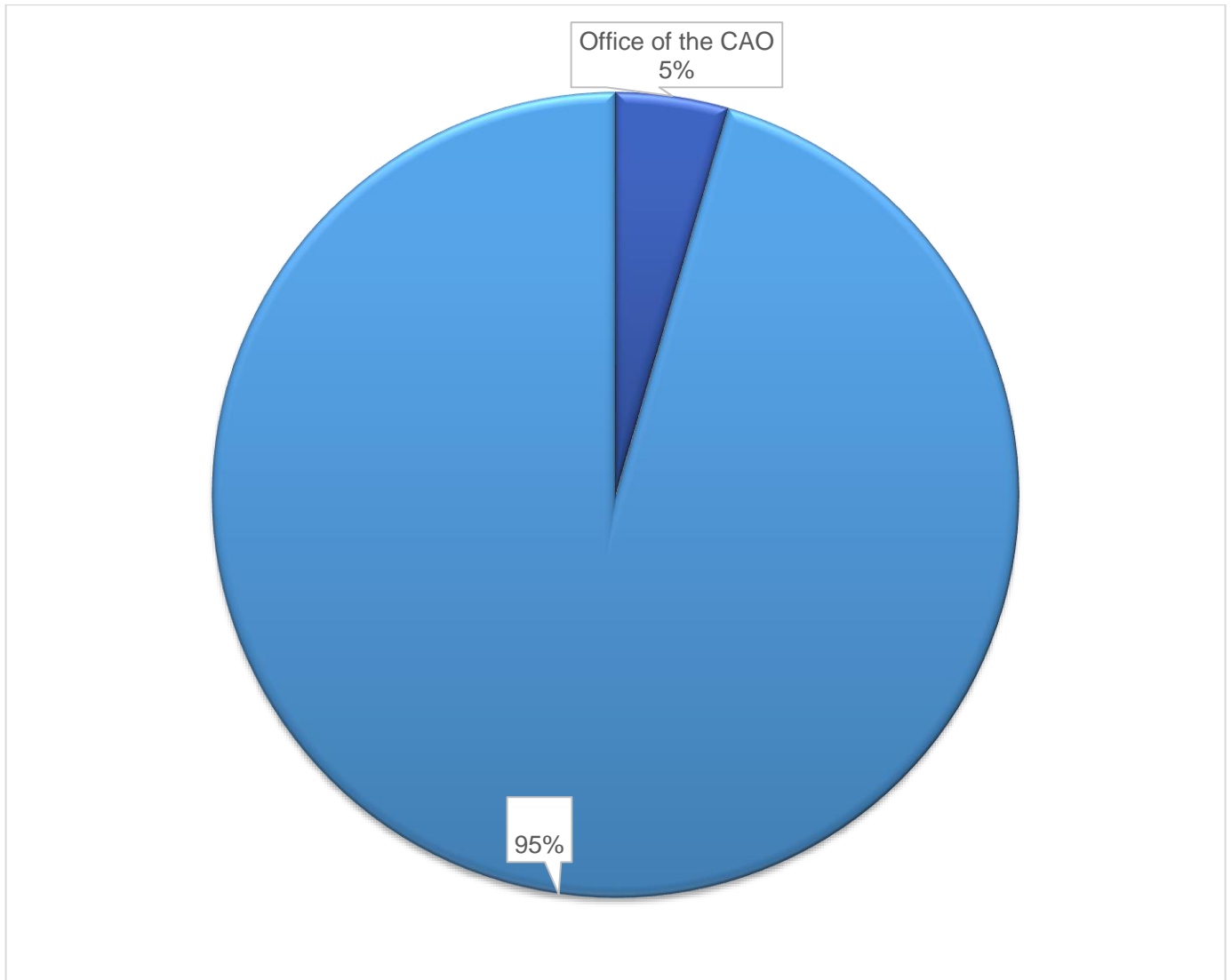


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Township of Scugog Net Operating Budget - \$15,869,000





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Corporate Strategic Plan

The Corporate Strategic Plan is a guiding document that provides an outline of planned projects, initiatives and advocacy work for the Township of Scugog. Steady and substantial progress continued in many areas of the Corporate Strategic Plan despite the disruption of the pandemic and pressures from growth. In total, 95 percent of the major projects /initiatives identified have been completed, are ongoing or are in progress.



2019-2022 Corporate Strategic Plan

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

In June 2022, staff reported on a process to review and develop a new Strategic Plan for the upcoming new term of Council. During the fall 2022, staff conducted outreach to gather input with the public, stakeholders and staff. In December, a facilitated two-day session was held to review the inputs and develop a draft Corporate Strategic Plan.

**Completed, In Progress and/or Ongoing
Strategic Initiatives (95%)**



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Events, Flag Raising and Special Initiatives



Ukraine Flag Raising



Orange Shirt Day



Land Acknowledgement Plaque Unveiling



Fore Scugog Golf Tournament



Pride Month Flag Raising



Fore Scugog Charity Golf Tournament Recipients








National Truth & Reconciliation Day Event








Strategic Planning Sessions



Department Services

Service	Area	Description
Organizational Committees 	Office of the Mayor and CAO/HR	<ul style="list-style-type: none"> Committee Coordination for Senior Management Team, Joint Health and Safety Committee, Fore Scugog Charity Golf Tournament Organizing Committee and Golf Donations Committee Representation on numerous Committees including: Emergency Management Control Group, Accessibility Advocates Staff Working Group, Departmental Website, Social Media Group, Engagement and Wellness Committee
Organizational Leadership/Corporate Culture 	Office of the Mayor and CAO/Human Resources	<ul style="list-style-type: none"> The CAO directly manages six Department Directors and oversees the financial operations of the Township of Scugog. In 2022, the municipal corporation employed 73 people. Staff engagement, investment in training and professional development is critical to ensuring staff are able to manage the challenges of our continually changing environment. Undertook multiple initiatives and surveys to engage staff and enhance internal communications. Development of a staff intranet where staff can access common information, policies and initiatives for improved information flow and easy access. Initiated a forum called “Township Talks” for all Township Staff to identify how the organization is responding to staff input and moving forward. Implemented change management initiatives for the Township.

<p>Labour Relations</p> 	<p>Human Resources</p>	<ul style="list-style-type: none"> • Preliminary wage comparison completed, leading to agreement to formalize process and conduct job evaluation. • Succession plan updated. • Undertook a student rate review. • Organization wide, climate survey and recommendations (from employee relations section).
<p>Occupational Health and Safety</p> 	<p>Office of the Mayor and CAO/Human Resources</p>	<ul style="list-style-type: none"> • Committee Coordinator of the Joint Health and Safety Committee and incident reporting. • Update health and safety training for all employees. • Accident Incident reporting standard operating procedure presentation held at department meetings. • 4S Consulting partnership related to ensuring all required training is addressed resulting in a \$10,000 WSIB rebate. • Organization-wide, updated staff facility Health & Safety boards. • New JHSC Terms of Reference approved by Ministry of Labour.
<p>Policies and Procedures</p> 	<p>Office of the Mayor and CAO/Human Resources</p>	<ul style="list-style-type: none"> • 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. • Responsible for ensuring adherence to all HR policies, provide training for all staff, students, and volunteers on policies. • All outstanding Human Resources policies updated in 2022 (approximately 15) • Code of Conduct updated and implemented. • New Right to Disconnect policy created / implemented. • New Electronic Monitoring policy created / implemented.

<p>Events, Flag Raising and Special Initiatives</p> 	<p>Office of the Mayor and CAO/Human Resources</p>	<ul style="list-style-type: none"> • Committee & Board Volunteer Recognition Dinner (Spring 2022). • Ukraine Flag Raising • Plaque Unveiling – National Indigenous Peoples Day – June 2022. • Fore Scugog Charity Golf Tournament – September 15, 2022. • Public Event with Chief Kelly LaRocca in Recognition of Truth & Reconciliation Day – September 29, 2022. • Update of the Strategic Plan public outreach: Public survey (online and printed), Coffee Chats, Pop Up sessions, Strategic Planning Sessions with Council. • Mayor’s Charity Gala staff liaison participation. • Council Orientation and Township Tour: three-day orientation for new Council.
<p>Public Outreach and Communications</p> 	<p>Office of the Mayor and CAO</p>	<p>Public Outreach</p> <ul style="list-style-type: none"> • 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. <p>Websites: Township, My.Scugog.ca and Social Media Platforms</p> <ul style="list-style-type: none"> • 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 • Strategic Plan Update outreach: <ul style="list-style-type: none"> ○ Social Media Plan Strategic Plan Development • National Day for Truth and Reconciliation Event with Chief LaRocca

<p>Recruitment</p> 	<p>Human Resources</p>	<ul style="list-style-type: none"> Recruited for 45 positions in 2022, including natural vacancies, seasonals, temporary, new positions, transfers and backfill. Recruitment campaign for volunteer firefighters (approximately 10 new hires). Recruitment for the 2023 Summer Students currently underway (approximately 50 hires).
<p>Responding to Council, Staff and Public Inquiries</p> 	<p>Office of the Mayor and CAO</p>	<ul style="list-style-type: none"> 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. Mayor's Gala – assisted with promotion (website), ticket sales, tax receipts, and invoice processing. Preparation of Council Orientation Materials and coordination of Council Orientation Sessions. Review and prepare correspondence from the Office of the Mayor and CAO.
<p>Strategic Plan</p> 	<p>Office of the Mayor and CAO</p>	<ul style="list-style-type: none"> Development, implementation and oversight of the corporate strategic plan. Conduct research that assists with corporate strategic planning, demographics and community trends to help anticipate, identify, and manage emerging issues and challenges. Reports 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.

<p>Training and Development</p> 	<p>Office of the Mayor and CAO/Human Resources</p>	<ul style="list-style-type: none"> • Reconciliation Training, First Nations University/University of Alberta • Customer Service During COVID-19 • Leadership Development Training for Existing Managers (5 sessions) • Personality Dimensions • Change Management (3 sessions) • Health & Safety Awareness in 4 Steps • WHMIS (all staff) • Township wide/ all staff training day • Change Management Sr. Team • Standard First Aid Training • Health& Safety, Injury/Illness Reporting Process • FSEAP lunch and learn/mental health workshops • Orientation for new hires
<p>Wellness and Engagement Initiatives</p> 	<p>Human Resources</p>	<ul style="list-style-type: none"> • Feed the Need Durham Food Collection Challenge, food collection supported Operation Scugog. • Staff events to encourage engagement, teamwork and appreciation. • Mental Health focus. • Spring/summer/fall raffles. • Observance of important awareness days i.e., autism, prostate cancer, breast cancer. • Staff cookbook. • Council / Staff Christmas Lunch.

Department News & Milestones

Congratulations to Staff with Promotions in 2022

Lisa Fitton to Manager, Office of the Mayor and CAO & Strategic Initiatives

Congratulations to Staff Having Service Anniversaries in 2022

Lisa Fitton – 20 years

Robyn Hulowski – 5 years



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Welcome to New Administrative Team Members

Valerie Ratchford – HR Assistant (Part-time)

Natalie Lindell – Administrative Assistant (Part-time)



Top Center – Ken Nix, Middle Left to Right – Lisa Fitton, Robyn Hulowski

Bottom Left to Right – Natalie Lindell, Valerie Ratchford

Looking Ahead To 2023

2023 is expected to be another exciting and challenging year. The current economic and political 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.



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The Township has an ambitious program with many major initiatives planned for 2023:

- Township staff will undertake an 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.
- 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.
- 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.
- Township Policies will be reviewed and updated to ensure we meet legislative requirements and those expected of a progressive municipality.
- 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 2023 includes: collective bargaining with CUPE in the first quarter and IAFF later in the year; continue Emerging Leaders program training for Township staff; participation in WSIB Rebate program successful with first phase of this rebate program, updates to the Long-Term Staffing and Succession Plan reports, implementation of training and development learning management system.
- We have a draft Strategic Plan for the new Council that will require public comment prior to finalization of the plan. Once this new Strategic Plan is approved by Council, it will be incorporated into departmental workplans.

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Department Team

Natalie Lindell	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