

Mandate Letter

Chief Administrative Officer

2026

The Chief Administrative Officer provides their best advice to Council, and leads the municipal organization to carry out the direction of Council; models consistent values of high ethical awareness, honesty and fairness; develops objectives and implements strategic and operational plans to achieve the vision for the municipality, as well as the financial and operating objectives; oversees operations of the municipal organization, develops management and allocates resources, and ensures controls to safeguard municipal assets; and works with the Council to develop policy and maintain oversight.

Annual Corporate Leadership Expectations of the CAO:

Staff Effectiveness	Live the corporate values, and create and nurture a culture that attracts, retains and motivates talented personnel. Promote the development and performance of employees at all levels of the organization.
Policy Facilitation and Council Relations	Help elected officials by offering high quality policy advice, guidance, and direction for the development of Council's decisions and policies. Facilitate Council governance and decision-making, and assist other community players identify, work toward, and achieve common goals.
Political Acumen	Appropriately represent Council's direction and guide the work of senior management in support of this direction. Anticipate the possible impacts of decisions on the political environment.
Functional and Operational Expertise and Planning	Assist Departments with decisions on service delivery and work operations while encouraging teamwork and effective problem-solving among staff members, eliminating barriers between Departments.
Service Delivery Management	Maintain a consistently high level of quality in staff work, operational procedures, and service delivery in an efficient and productive manner implementing change of procedures when necessary. Build strong collaborative and mutually beneficial relationships with client and partner agencies.
Strategic Leadership	Link business decisions with the strategic direction and long-term sustainability of the organization and look for creative solutions that support a culture of continuous improvement.

Town of Grand Bay-Westfield



Democratic Advocacy and Citizen Participation	Demonstrate a commitment to democratic principles by respecting elected officials, community interest groups, and the decision-making process.
Diversity	Understand and value the differences among individuals and foster these values throughout the organization and community. This includes attracting, retaining and developing a diverse labour pool and sustaining a respectful workplace.
Budgeting and Financial Analysis	Prepare and manage a balanced budget to provide services at a level directed by Council and promote fiscal discipline and accountability to staff ensuring that the operation of the municipality is efficient and effective for the short term and the long term. Ensure the municipality is positioned to access all funding programs for which it is eligible from other levels of government.
Human Resources Management	Ensure policies and procedures for employee hiring, promotion, performance appraisal, and discipline are equitable, legal and current.
Strategic Planning	Position the organization and the community for events and circumstances that are anticipated in the future by developing a clear plan with programs and services that reflect Council's vision, mission and strategic plan including reviewing annual priorities and identifying new initiatives with Council.
Advocacy and Interpersonal Communication	Facilitate the flow of ideas, information, and understanding between and among individuals in a way that demonstrates respect. Effectively establish rapport with stakeholders including Council, employees, external agencies, partners and community members. Keep Council fully informed of all significant operational, financial and advocacy matters and risks relevant to the municipality in a timely manner.
Media Relations	Build a positive relationship with the media demonstrating no bias and communicate information in a clear and compelling manner that increases public understanding of local government issues and activities.



Integrity	Act to create a positive image for the municipality and have a positive impact on the community. Be a role model by demonstrating a high degree of personal integrity, fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities. Ensure public processes are transparent and accountability is clear when dealing with issues. Promote ethical behaviour and hold individuals at all levels, including external contractors and internal staff, accountable for meeting ethical standards.
Personal Development	Demonstrate a commitment to a balanced life and wellness by attending personal or professional development and training and activities, both within and outside the corporation.



2026 Council and CAO Strategic Goals

1. SMART GROWTH

(Encouraging population growth, housing diversity, and a stronger tax base)

Goal 1.1 – Enable Planned Growth Through Clear Policy and Investment Direction

By the end of 2026, Council will have approved two foundational growth plans that guide transportation and economic development decisions through the next decade.

Key Outcomes / Measures

- Multimodal Transportation Plan approved by Council and positioned for 2027 budget implementation
- New Economic Development Action Plan approved and aligned with future capital and operating priorities

Council Relevance

- Establishes long-term growth direction
- Supports housing, mobility, and tax-base diversification
- Sets up informed 2027 budget decisions

Goal 1.2 – Support Housing Supply and Development Readiness

Administration will remove process barriers and actively support housing delivery consistent with federal and provincial commitments.

Key Outcomes / Measures

- Achievement of Housing Accelerator Fund target (122 units total; 49 units in 2026)
- Modernized Building By-law adopted
- Increased development permit activity supported by clearer public information and digital tools

Council Relevance

- Direct response to housing pressure
- Demonstrates Town readiness to partner with senior governments
- Improves development predictability



2. ORGANIZATIONAL CAPACITY

(Ensuring the Town has the systems, structure, and people to deliver Council priorities)

Goal 2.1 – Modernize Internal Systems and Service Delivery

By year-end, core administrative systems will be modern, digital, and easier for staff and the public to use.

Key Outcomes / Measures

- iCity HR system fully adopted by staff
- Public launch of iCity Online Portal
- Paperless accounts payable implemented
- Corporate Services Handbook completed

Council Relevance

- Improves efficiency and internal controls
- Enhances public service access
- Reduces administrative risk

Goal 2.2 – Strengthen Emergency Management and Fire Services Capacity

Administration will strengthen emergency preparedness, wildfire resilience, and firefighter well-being.

Key Outcomes / Measures

- Fire Department command structure review completed, and implementation plan approved
- Enhanced wildfire response capacity through FireSmart evaluation, training, and implementation
- Emergency alert system and fire email alert options evaluated and positioned for 2027 budget decisions
- Emergency Management staffing transition completed with training and tabletop exercises
- Mental health education delivered to Fire Department members

Council Relevance

- Public safety and risk management
- Workforce sustainability
- Budget foresight for emergency systems



Goal 2.3 – Improve Planning and Operational Management Tools

Departments will have clearer data and tools to manage daily operations and public-facing services.

Key Outcomes / Measures

- New online permitting system launched
- Planning webpage redesigned for accessibility and transparency
- Public Works daily KPIs and paperless work-order systems implemented

Council Relevance

- Improves service tracking and accountability
- Supports data-informed decision-making

Goal 2.4 – Strengthen Council Transition, Onboarding, and Governance Effectiveness

Administration will design and deliver a comprehensive pre- and post-election Council onboarding program to ensure elected officials are well prepared to govern effectively, ethically, and strategically from the outset of their term.

Key Outcomes / Measures

Candidate Information Sessions (Pre-Election)

- Delivery of structured Candidate Information Sessions outlining:
 - Roles and responsibilities of Council versus Administration
 - Legislative framework and Code of Conduct expectations
 - Strategic planning, budgeting, and long-term financial context
- Clear, neutral educational materials provided to prospective candidates to support informed participation in local democracy

Council Orientation Program (Post-Election)

- Comprehensive orientation program delivered within the first 90 days of Council's term, including:
 - Governance fundamentals and fiduciary responsibilities
 - Council Procedures By-law and meeting protocols
 - Roberts Rules of Order and effective meeting conduct
 - Ethical decision-making and respectful debate



- Training delivered through a combination of workshops, reference materials, and facilitated discussions

Corporate Overview and Community Context

- Structured briefings on:
 - Corporate structure, departmental mandates, and service delivery responsibilities
 - Financial position, reserves, debt, and long-term sustainability considerations
 - Key community issues, regional relationships, and intergovernmental obligations
- Provision of a concise Council Reference Manual to support ongoing learning

Strategic Planning Alignment

- Early-term strategic planning sessions to:
 - Align Council priorities with existing plans and legislative obligations
 - Identify emerging issues and opportunities requiring Council direction
 - Establish shared understanding of Council's role in strategy versus operations

Mock Council Meeting and Practical Application

- Facilitation of a mock Council meeting to:
 - Practice meeting procedures and debate protocols
 - Clarify roles of the Mayor, Councillors, CAO, and Clerk
 - Build confidence, collegiality, and procedural fluency before formal meetings commence

Council Relevance

- Accelerates Council effectiveness early in the term
- Reduces governance risk and procedural conflict
- Supports respectful, informed, and efficient decision-making
- Reinforces public confidence in municipal governance
- Establishes a shared foundation for Council–Administration relationships



3. INFRASTRUCTURE & CLIMATE ADAPTATION

(Protecting assets, managing climate risk, and planning for long-term sustainability)

Goal 3.1 – Advance Active Transportation and Trail Development

Administration will move priority active transportation and trail initiatives from concept to implementation readiness.

Key Outcomes / Measures

- Initial Active Transportation implementation plan completed
- Initial Trails implementation plan completed

Council Relevance

- Supports wellness, connectivity, and quality of life
- Aligns with sustainable transportation objectives

Goal 3.2 – Embed Climate Resilience into Major Facilities

Climate adaptation and energy efficiency will be integrated into priority Town facilities.

Key Outcomes / Measures

- Climate adaptation and energy efficiency planning completed for:
 - Community Centrum
 - New Public Works Garage (continuing into 2027)

Council Relevance

- Asset protection
- Long-term operating cost containment
- Climate leadership

4. COMMUNITY VITALITY

(Engagement, recreation, partnerships, and social well-being)

Goal 4.1 – Strengthen Public Engagement and Communications

Residents will experience clearer, more consistent, and more responsive communication from the Town.

Key Outcomes / Measures

- Resident survey completed to assess Town communications and engagement
- Standardized Public Works communications implemented for work affecting residents

Council Relevance

- Transparency and trust



- Improved resident satisfaction

Goal 4.2 – Expand Community Programming and Partnerships

Administration will increase participation, partnerships, and inclusive programming across the community.

Key Outcomes / Measures

- Increased activations and age-friendly, intergenerational programming
- Expanded engagement with community partners under a structured meeting schedule
- Growth in volunteer participation and community events

Council Relevance

- Community cohesion
- Social well-being
- Volunteer sustainability

Goal 4.3 – Advance Recreation Infrastructure Planning and Resilience

Key recreation and community assets will be positioned for long-term sustainability.

Key Outcomes / Measures

- Recreation Hub site confirmed with school site approval and public consultation completed
- River Valley Community Centre resiliency strengthened through:
 - Increased administrative capacity
 - Updated reserves strategy
 - Capital asset plan implementation

Council Relevance

- Long-term asset sustainability
- Financial planning and risk mitigation

