

Mandate Letter

Chief Administrative Officer

2025

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.

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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.



Specific Annual Council and CAO Goals

Goal	Outcomes/Measures	Target Completion Date
Goal #1: Smart Growth	<ol style="list-style-type: none"> 1. Collaborate with a variety of partners to increase and diversify the assessment base. 2. Continue ongoing support of GBW Business Owners Association. 3. Continue work with Envision Saint John to attract developers and builders. 4. Collaborate with Envision Saint John to work with entrepreneurs, businesses, developers, real estate agents and landowners to activate land. 5. Partner with the Chamber of Commerce to advocate for the Town, enhance the Town's reputation and further the economic action plan. 	<ol style="list-style-type: none"> 1. Ongoing 2. Ongoing 3. Ongoing 4. Ongoing 5. Ongoing
Goal #2: Organizational Capacity	<ol style="list-style-type: none"> 1. Continue process enhancements: <ol style="list-style-type: none"> a. Implement new ERP, b. Review software including identifying appropriate users, c. Implement new records management system, d. Track customer service requests with new ERP, e. Include Budget 2026 survey to be administered in May/June. 2. Continue to increase reserves as outlined in budget presentation. 3. Renovate Admin space for Centrum. 4. Review Emergency Management Organization. 5. Ensure Works Garage is on track to open late 2026, early 2027. 6. Continue to change the culture in the Works Department. 7. Ensure cross training to increase redundancy thereby enhancing resiliency. 8. Ensure smooth successions in Parks & Recreation and the Works Department: <ol style="list-style-type: none"> a. Process maps, b. Standard operating procedures. 9. Policies. 10. Prepare for the next Council term beginning in 2026. 	<ol style="list-style-type: none"> 1. Ongoing 2. 2028 3. Q2 4. Q3 5. 2027 6. Ongoing 7. Ongoing 8. Q4 9. Q4 10. 2026



Goal #3: Infrastructure & Climate Adaptation	<ol style="list-style-type: none"> 1. Continue to incorporate facilities, playgrounds, and other recreation assets into the asset management plan. 2. Complete Greenhouse Gas Plan. 3. Develop new Climate Adaptation Plan. 4. Complete Infiltration & Inflow study including action plan. 5. Complete overland drainage study. 6. Complete hydrological study. 7. Improve Works Department scheduling. 8. Develop a wildfire education campaign and response plan. 9. Initiate planning to mitigate Brittain Rd bridge flooding. 	<ol style="list-style-type: none"> 1. Q3 2. Q2 3. Q3 4. Q2 5. Q2 6. Q1 7. Ongoing 8. Q2 Q3
Goal #4: Community Vitality	<ol style="list-style-type: none"> 1. Increase intergenerational community interaction. 2. Collaborate with relevant partners in and around Nerepis Marsh to steward Lonewater Farm for conservation, education and recreation. 3. Obtain approval of the Recreation Hub concept. 4. Complete the Community Trails Plan to contribute to 2026 capital budget planning. 5. Increase the volunteer base and community group partnerships. 	<ol style="list-style-type: none"> 1. Ongoing 2. Q4 3. Q3 4. Q3 5. Ongoing
Goal #5: Leadership	<ol style="list-style-type: none"> 1. Collaborative, 2. Facilitative, 3. Fiscally disciplined, 4. Future oriented, 5. Outcome focused, 6. Personable, 7. Reflect corporate values, 8. Relational, 9. Solution oriented, 10. Strategic plan focused, and 11. Work life balance. 	<ol style="list-style-type: none"> 1. Ongoing
Goal #6: Continuous Improvement	<ol style="list-style-type: none"> 1. Continue to enhance skills as a CAO. 2. Create clear objectives for meetings. 3. Clearly define expectations. 	<ol style="list-style-type: none"> 1. Ongoing

