

Quarterly Update Report

Title: CAO Department 2025 Q2 Update

Report Number: CAO Quarterly Report-2025-01

Meeting Date: Wednesday, July 23, 2025

The information contained in this report is intended to provide Council with an overview of the activities and operations of the Chief Administrative Officer (CAO) Department for April-June 2025 (Quarter 2). The CAO's Department includes the Nuclear Strategy Coordinator temporary position, the Executive Assistant for the CAO, who supports both Council and the CAO, and the CAO. Activities of the Mayor and Council are also included in this report.

Conferences & Workshops

The **Canadian Nuclear Association (CNA) Conference** took place in Ottawa this year from April 14-17, 2025, with the theme of "Building for Tomorrow Today". Mayor Craig, members of Council, and the CAO and Nuclear Project Coordinator were in attendance. Mayor Craig and staff also attended the **Canadian Association of Nuclear Host Communities (CANHC)** annual general meeting held at the conference location. Attending the CNA conference and CANHC annual general meeting are valuable opportunities for Kincardine as the host community to one of the world's largest nuclear power plants.

Councillor Cavanagh attended the 2025 **Ontario Small Urban Municipalities (OSUM)** Conference and trade held April 30-May 2, 2025. The OSUM Conference welcomed over 230 delegates from small, urban municipalities providing learning opportunities, networking, and collaboration for attendees from across the province from similar communities.

In response to increasing interest and requests for support on stakeholder engagement and communicating about nuclear energy, the **International Atomic Energy Agency (IAEA)** organized the first **International Conference on Stakeholder Engagement for Nuclear Power Programmes & Nuclear Communities** and **Mayors In Focus Conference**. The conference provided a global platform to exchange good practices, experiences, challenges and lessons learned related to stakeholder engagement for nuclear power programmes. Its goals were to enhance global understanding of diverse perspectives, concerns, and interests of stakeholders involved in nuclear power programmes at various levels. Its goal was also to share methods and approaches to address the concerns of stakeholders and incorporate their views into the decision-making process.

The Mayor received an invitation from the IAEA in early 2025 to attend the first ever International Conference of Stakeholder Engagement for Nuclear Power Programmes held in Vienna, Austria in May 2025. The invitation came with free registration to the conference,

which included a specific day of the conference dedicated to “Nuclear Communities and Mayors in Focus” where Mayor Craig gave a brief statement to all attendees. This conference was a 5-day, intensive event which required significant planning and coordination.

Council Meetings/Events

Along with regularly scheduled Council meetings on the 2nd and 4th Wednesday of each month, members of Council also attended various committee meetings, including:

- Community Investment Grant Committee
- Committee of Adjustment
- BIA Committee
- Accessibility Advisory Committee
- Heritage Committee
- Community Safety and Wellbeing Committee
- Community Readiness Committee
- Dog Muzzle Order Hearing Committee
- BASWR Board
- SMART Board

Council members and staff were also present at community events, including:

- JB’s 50th Anniversary
- McHappy Day
- Multicultural Celebration
- The Welcome Centre’s Annual Grand Opening
- Kincardine Independent 50th Anniversary
- NPX 7th Anniversary
- Refined Rejuvenation new location/expansion Grand Opening
- Movie Night in Victoria Park
- Kincardine Lion’s All Wheel Park Partnership Photo/Recognition
- Hike for Hospice
- Reformer Room Grand Opening
- The Hawk’s Nest
- Wild Wing Grand Opening
- Kincardine Pride Parade and Pride Festivities
- Cruise Night
- Tiverton Splash Pad Grand Opening
- Tiverton Canada Day Celebrations
- Monday Market in the Park – Minute with the Mayor
- Municipal Leader’s Breakfast
- Inclusivity Flag Raising in conjunction with the Multicultural Celebration
- Kincardine Pride Flag Raisings x3

The Mayor, members of Council, and/or staff attended several meetings, communication opportunities and intergovernmental events in the second quarter, including:

- Bruce County Council Meetings
- Working Safety Day of Mourning Ceremony in Chesley
- Bruce Power Funding Announcement for The Well
- Summer Student Orientation Day
- Huron-Kinloss Joint Recreation Agreement meetings
- MPP, Lisa Thompson

- Bruce Power Update Meetings
- Nuclear Innovation Institute
- Canadian Nuclear Safety Commission
- Southwestern Ontario Isotope Coalition
- Impact Assessment Agency of Canada
- Ministry of Transportation
- Tiverton Water EA Open House
- Smart Beach/SwimSmart
- Board of Health
- Shoreline Classics – Mayor’s Minute
- Bruce Energy Centre
- Emergency Management Program Committee
- Strong Mayor Powers Training
- Great Lakes and St. Lawrence Cities Initiative
- Budget planning meetings
- Meetings with constituents

Staff Meetings and Workshops

The CAO Department, together with the Managers of HR and Strategic Initiatives, organized the first annual **All Staff Training Day** at the Davidson Centre on May 1, 2025, in the morning. This well-received training and information sharing provided all staff with departmental updates from across the organization. Staff participated in an information sharing session presented by each member of the Senior Leadership Team, highlighting this year’s goals, major projects, successes, and challenges. This was followed by a presentation and motivational speaker who highlighted the value of public sector service. The day also included a staff recognition awards celebration. The day also provided an opportunity to do a check-in with staff and the 2025 Employee Pulse Check Results are attached.

The CAO attended the 2025 **Ontario Municipal Administrators Association (OMAA)** Spring Workshop from May 14-16, 2025. The OMAA holds two workshops each year, one in the spring and one in the fall, providing senior administrators with bi-annual learning opportunities, information about the industry, networking opportunities, updates from the association, collaboration with other municipal administrative leaders.

Regular standing meetings include:

- Weekly Senior Leadership Team meetings
- Bi-weekly meetings between the CAO and individual department heads
- Monthly Bruce County CAOs meetings (hosted by Kincardine in April 2025)
- Quarterly Management Team meetings

Participation in New Nuclear Bruce C Project

Participation in the Bruce C new nuclear project is ongoing, and includes involvement in the the federal impact assessment for the Bruce C Nuclear Project. The Coordinator, along with the Saugeen Shores and Bruce County coordinators, meet on a weekly basis with the Bruce C team and WSP consulting to coordinate upcoming work, understand areas of interest and potential impact for municipalities as they relate to the proposed Bruce C project. Meetings involving the municipal CAO’s are scheduled monthly.

In addition to the above, the Municipality of Kincardine CAO and Nuclear Project Coordinator have participated in several meetings in the 2nd quarter, including:

- Canadian Nuclear Safety Commission (CNSC)
- Impact Assessment Agency of Canada (IAAC)
- MPP Lisa Thompson
- Saugeen Ojibway Nation – Environment Office
- Canadian Association of Nuclear Host Communities (CANHC)

The Nuclear Project Coordinator attended the **Bruce Power Leaders Summit** and the **Canadian Radiotheranostics Leaders Summit** in Toronto to speak to supply chain companies and academics involved in nuclear isotopes.

The Nuclear Project Coordinator is leading a working group of other CANHC nuclear reactor host community staff to help collaborate and collectively advance key issues like host agreements and property taxation of nuclear facilities.

Kincardine and Bruce County, through CANHC, received \$8,000 in IAAC Public Participation Funding to hire MTE consulting to complete a Case Study on the Impacts of the Static Taxation on energy generating facilities, and complete a study by GHD consulting on the Integrated Impact Assessment Roadmap. Council received both of these documents, which will help to support Kincardine and other municipalities' involvement in the IA process.

With the resumption of the Impact Assessment (IA) process in Q2, the Coordinator and CAO reviewed several draft documents that IAAC and CNSC and prepared comments for a municipal submission for Council's endorsement.

The Municipality submitted a subsequent funding request to Bruce Power to hire a lead consultant and legal counsel to support our participation in the Bruce C project but have not received additional funding to date. It is imperative that the host municipality have the capacity resources needed to adequately participate in the IA process as many of the social, economic, health and emergency management impacts will directly affect municipal infrastructure and service delivery.

Advocacy Related to Provincial Assessment Valuation Policy

The creation of the Case Study on the Impacts of the Static Taxation on energy generating stations and work with the CANHC sub-committee to help in the development of communications are helping to increase public awareness of the challenges for the Municipality of Kincardine associated with the provincial assessment methodology. The issue was the number one item raised during the meeting with the local MPP in Q2.

New Policy Area - Strong Mayor Powers

In April 2025, the Province of Ontario announced that it was expanding **Strong Mayor Powers** to an additional number of municipalities across the province, including The Municipality of Kincardine. This unexpected provincial policy change within a short time period required this to become a major priority area for Council, the CAO's Department, and Corporate Services. This provincial change required research, meetings, training sessions, administrative updates, and more, before and following the official implementation date of May 1, 2025.

General Administration

The CAO department selected the successful realtor to represent The Municipality of Kincardine in the disposition of the **declared surplus lands** process in the second quarter of 2025. The successful realtor was selected by ballot draw from a list of interested, qualified, and local realtors within the municipality. The CAO department met with the legal team as well as the successful realtor, Blake Scott, throughout the second quarter to continue the path forward to appropriately list the declared surplus lands. The notice period for 3 of the

declared surplus lands have expired and are now in the final stages of being formally listed. These include:

- Birchwood Block 14
- Birchwood Block 15
- Inverhuron Lots 2, 3, 4 Albert W

The notice for 543 Bervie Sideroad was published prematurely, in error, and a retraction was published the following week notifying the public of the error. A report will come to Council with a recommendation for this property in the third quarter as staff have completed their investigation of these lands for viability.

The last of the surplus lands, the **Kincardine Ave Motel Entrance**, is still with the Land Registry Office for a correction, therefore, we are unable to proceed with publishing a notice of proposed disposition of land for this property at this time.

The CAO worked with parties and Council approved the **Physician Lease Amendment Agreement** which provides greater clarity on responsibilities related to records and information technology.

The CAO with The Mayor and the Director of Community Services met with the Township of Huron-Kinloss' CAO, Director of Community Services, and Mayor on several occasions to discuss an updated **Joint Recreation Agreement** between both municipalities.

The CAO supported the Community Services Department through attendance at meetings with **Community Living Kincardine & District (CLKD)** in the second quarter, with regards to Active Senior Living Programs. The Mayor and CAO also attended the **Emergency Management Program Committee (EMPC)** meeting to provide updates to the membership and receive information from external parties.

The CAO was invited to sit on and be part of a small sub-committee to provide recommendations related to a new agreement to the BASWR Board in the second quarter. The expectation is that the CAO will attend **BASWR sub-committee** meetings throughout the summer/third quarter to consult/make recommendations on this new initiative.

The CAO and staff, along with interested parties have continued to meet to discuss **Smart Beach/SwimSmart** technology to implement in Kincardine. The SMART Beach/SwimSmart project is a data and information signal system, with coloured lights identifying the conditions of the beach/water in real time. The team has progressed passed the initial stages and consideration of this data and information system and have been working to finalize the Memorandum of Understanding for this project through the staff at SwimSmart Technologies and the University of Waterloo.

Service Requests

The CAO Department continues to support all departments in managing service requests from the formal website submission process.

In the second quarter of 2025, the Municipality of Kincardine received the following service requests:

Service Request Category	# of SRs Received	# of SRs Requesting Follow Up	# of SRs Followed Up On	# of SRs Unrelated to Service Area*	Notes
Accessibility	0	0	0	0	N/A
All-Way Stop	0	0	0	0	N/A
Animal Control	0	0	0	0	N/A
Billing	0	0	0	0	N/A
Drainage	0	0	0	0	N/A
Facilities, Parks and Trails	26	21	21	0	N/A
Garbage and Recycling	10	5	3	1	1 SR was forwarded to By-Law (external) for their follow-up and 1 SR was a duplicate submission that was followed up on from another department
Other	32	15	15	32	All SRs received under "Other" had to be triaged and forwarded to other departments for review and follow up
Parking	1	0	0	0	N/A
Property Standards	0	0	0	0	N/A
Roads and Sidewalks	36	35	35	9	9 SRs were for Streetlights, Trees, and Traffic Calming; this is the same department, but submitted under the wrong category
Signs, Streetlights and Trees	4	4	4	0	N/A
Traffic Calming	0	0	0	0	N/A
Water and Sewer	2	2	2	0	N/A
Website	1	1	1	0	N/A

**These requests and those submitted under "Other" are received and then routed to the appropriate service area for follow up.*

Policy & Policy Development

The CAO department continues to oversee the organization, coordination, and review of all corporate policies. A formal policy review schedule was created and implemented at the beginning of the second quarter, with the goal of having all current policies that have not

been reviewed and converted to the new format, be reviewed and either converted or repealed by the end of the current council term.

The CAO's Department completed the last of the required policies from Section 270 of the Municipal Act, 2001; Delegation of Powers and Duties-ADMIN.05 in the second quarter. This policy was reviewed by Council and adopted in the second quarter.

In the second quarter, the CAO department was responsible for reviewing, updating, assigning new policy numbers, and organizing the following policies:

- Delegation of Powers and Duties-ADMIN.05 (adopted)
- Communications Policy-ADMIN.08 (reviewed)
- Procurement Policy-FIN.08 (adopted)
- Records & Information Management Policy-LS.06 (adopted)
- Records Digitization Policy-LS.07 (adopted)
- Records Retention Policy-LS.08 (reviewed)
- IT Acceptable Use Policy-HR.07 (reviewed)
- Social Media Policy-HR.08 (reviewed)
- Right to Disconnect Policy-HR.09 (reviewed)
- Winter Storm Policy-HR.10 (reviewed)

Volunteer Management

The CAO-EA continues to triage volunteer applications received through the formal application process for The Municipality of Kincardine's projects and events. Volunteer applications were received for the following opportunities in the second quarter:

- Kincardine Trails
- Special Events
- Welcome Centre

The CAO-EA met regularly in the second quarter with the Volunteer Appreciation Committee as one of its members to continue organizing the 2025 Volunteer Appreciation Event which has been rescheduled for Wednesday, October 1, 2025 at the Davidson Centre. This is a great evening to recognize, appreciate, and thank the many volunteers who gave their time and energy to help the municipality with its daily operations and events.

In the second quarter, the CAO department was responsible for reviewing and triaging the following volunteer applications:

- Kincardine Trails: 5 Applications (64 currently rostered to Kincardine Trails)
- Special Events: 6 Applications (109 currently rostered to Special Events)
- Welcome Centre: 6 Applications (21 currently rostered to the Welcome Centre)

Flags

The CAO Department is responsible for the Flag Protocol Policy. In the second quarter, The Municipality of Kincardine received two flag flying requests with which Council was in attendance for their formal flag raising ceremonies. These include flying The Municipality of Kincardine Municipal Flag for a period of 2 weeks, collaborating with the Multicultural Celebration to promote inclusivity for all across The Municipality of Kincardine. The second flag request was received from Kincardine Pride Inc. and the Progressive Intersex flags were raised on all three community flagpoles, with Council in attendance for all 3 formal flag raising

ceremonies. These flags were flown for a period of 2 weeks as well, in conjunction with the Kincardine Pride parade and celebrations.

In support of the Walkerton District Community School Tragedy, The Municipality of Kincardine also lowered flags to half-mast across the municipality to honour the 5 lives that were tragically lost following a school sporting event.

Progress on Key Priorities for 2025

Council has established the following elements of a strategic action plan:

Goal 1: Financial Stability

Establish a strong financial foundation enabling the Municipality to meet the needs of our community now and in the future.

1.1: Taking a long-term evidence-based approach to drive budgeting, operations, and projects.

1.2: Optimizing the value to residents of municipal infrastructure and assets.

1.3: Pursuing alternative revenue sources to reduce reliance on residential taxpayers.

Goal 2: Welcoming & Vibrant Community

Foster a sense of community and provide an exceptional quality of life.

2.1: Providing opportunities for healthy living.

2.2: Working with our community partners to enhance our quality of life.

2.3: Protecting our natural environment.

Goal 3: Strong Local Economy & Healthy Growth

Pursue smart growth reflecting our rural small-town character and support opportunities to live and work in the Municipality of Kincardine.

3.1: Pursuing a thoughtful and well-designed growth strategy.

3.2: Contributing to more housing options for people at all ages and income levels.

3.3: Supporting local businesses and jobs.

Goal 4: Organizational Effectiveness

Provide residents with good value for services and maintain an accountable and professional working environment.

4.1: Demonstrating transparent decision-making and financial accountability.

4.2: Continuously improving our day-to-day operations to be more effective, efficient, and customer focussed.

4.3: Recognizing and rewarding excellence among our employees.

The Integrated Strategy 2.0, the 2025 Budget, other approved plans of council, council directions, and provincial policy changes, also inform the work and activities.

The activities in this report and in other Departmental Quarterly updates are linked to the goals and directions of Council.

Attachment(s): 2025 Employee Pulse Check Results

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