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## MEMORANDUM

**CAO 6-2025**

**Subject:** 2025 CAO Performance Objectives and Development Plan

**Date:** May 1, 2025

**To:** Regional Council

**From:** Ron Tripp, Chief Administrative Officer

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**Purpose:**

To provide Council with the Chief Administrative Officer's Performance Objectives and Development Plan for 2025.

**Background**

- The annual performance objective and development plan process is guided by policy C-HR-026 Chief Administrative Officer Recruitment, Selection, Offer of Employment, and Performance Management and procedure C-HR-026-002 Chief Administrative Officer - Performance Management.
- The procedure states that the:
  - CAO with Chair completes next year Performance Objectives and Development Plan draft within the same timelines and utilizing all documents of the Non-Union Performance Management Program.
    - CAO and Chair complete the Objective and any Development plan for coming year.
  - Council approves Objectives and Development Plan
    - CAO Objectives and Development Plan for the performance year are approved.

**2025 CAO Performance Objectives and Development Plan**

The Performance Objectives and Development Plan for 2025 were developed by incorporating Council feedback from the 2024 CAO Performance Appraisal and aligning them with the objectives set by Regional Council.

Additionally, since January, the Region has been actively responding to significant changes at the Provincial and Federal government levels, managing the impacts of the economic shifts resulting from USA tariffs, and preparing for budget pressures anticipated in 2026. Specific actions have been identified and integrated into the CAO's Performance Objectives for 2025 to ensure the Organization's effective response to these challenges.

Furthermore, the Chair and I met to discuss the 2025 performance objectives and development plan before presenting them to Council for approval.

The 2025 CAO Performance Objectives and Development Plan can be found in Appendix A.

### **Executing on Performance Objectives**

To date progress has been made on several activities outlined in the 2025 Performance Objectives and Development Plan, including:

- A virtual business meeting for all People Leaders was conducted to align leadership within the Organization with the Council's Strategic Priorities and corporate focus areas.
- A new schedule for the Budget Review Committee of the Whole has been developed for the 2026 budget planning process. Additionally, a service area budget presentation model has been introduced to enhance communication and better align with the Region's strategic goals.
- In April 2025, launched the Strategic Priorities Public Dashboard, providing greater transparency and insight into the Organization's progress on Priority Actions.
- Recruitment efforts are actively underway for the Commissioner of Corporate Services position.
- Successfully implemented the approved three-year phased strategy for the non-union compensation review.
- Engaged in federal and provincial pre-budget consultations during the first quarter of 2025.

### **Recommendation**

That Council **APPROVE** the 2025 CAO Performance Objectives and Development Plan.

### **Appendix**

Appendix A – 2025 CAO Performance Objectives and Development Plan

### **Respectfully submitted and signed by**

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Ron Tripp  
Chief Administrative Officer



## 2025 CAO PERFORMANCE OBJECTIVES & DEVELOPMENT PLAN

**CAO Information**

**Name:** Ron Tripp

**Date Completed:** April 28, 2025

Council Priority	CAO Objective	Key Expected Outcome	Timelines/Target Completion Date
Effective Region	<b>1. Ensure Council’s Strategic Priorities are meaningfully guiding the operational priorities of staff.</b>	<ul style="list-style-type: none"> <li>Region Departments to develop Business Plans that align projects and services with the implementation of the Council Strategic Priorities alongside operational service delivery.</li> <li>Staff will work to provide more detailed information in Council reports on how content supports the implementation of Council’s Strategic Priorities.</li> <li>Increased reporting to Council on the implementation of Actions identified in the Council Strategic Priorities. Reporting will continue through reports to Committee and the launch of a Public Dashboard.</li> <li>People Leaders events will remain focused on the implementation of Council’s Strategic Priorities, the vision, guiding principles, objectives and actions.</li> </ul>	Q4 2025 Ongoing Q2 2025 Q1 2025
Effective Region	<b>2. Continue to build a more effective and efficient Organization.</b>	<ul style="list-style-type: none"> <li>Bring forward the updated Procurement By-law for Council approval, to support achieving a balance between accountability, value-for-money and efficiency.</li> <li>Niagara Region will conduct a core services review to determine if the current programs and services reflect legislative requirements, community needs and Council’s priorities, and if they are delivered as effectively and efficiently as possible.</li> <li>Support the Internal Audit process and completion of a Benchmark and Resource Evaluation report for Audit Committee.</li> <li>Develop an Asset Management Plan Financial Strategy for sustainable long-term investment funding in the Region’s asset portfolio for Council approval.</li> </ul>	Q3- Q4 2025
Effective Region	<b>3. Cultivate and sustain a high-performing senior leadership team.</b>	<ul style="list-style-type: none"> <li>Oversee the recruitment process for a permanent Commissioner of Corporate Services and support the recruitments for the Associate Medical Officers of Health.</li> <li>Corporate Leadership Team (CLT) members to participate in formalized leadership training opportunities.</li> <li>Implementation of the Region’s Directors group with completed terms of reference and clear mandate for the Regions senior leadership team.</li> <li>Continue new CLT format with institutionalized monthly Organizational strategy meetings with the DCAO and Commissioners. Complete terms of reference to guide team.</li> <li>Continuously reassess and delegate accountabilities and responsibilities to leadership levels within the Organization.*</li> <li>Build upon the 2024 report on the delineation between the CAO and DCAO roles and responsibilities through correspondence with Council.</li> </ul>	Q3 2025 Ongoing

**Appendix A**

Council Priority	CAO Objective	Key Expected Outcome	Timelines/Target Completion Date
Effective Region Equitable Region	<b>4. Increase employee satisfaction and engagement.</b>	<ul style="list-style-type: none"> <li>• Implementation of the approved non-union compensation review recommendations and 3-year phased in implementation strategy, including bringing forward the 2026 budget request for the second-year implementation.</li> <li>• Support increased engagement with staff through implementation of the People Plan deliverables.</li> <li>• Champion implementation of the Employee Engagement survey results through the development of Corporate and Division action plans.</li> <li>• Delivery of labour relations strategies to ensure collective bargaining renewals are delivered within mandates as approved by Council.</li> </ul>	Q4 2025  Ongoing  Q3 2025
Effective Region	<b>5. Enhance the 2026 budget process.</b>	<ul style="list-style-type: none"> <li>• Develop budget strategy to drive increased Council input and awareness of 2026 budget process.</li> <li>• Implement new Budget Review Committee of The Whole (BRCOTW) schedule to significantly increase participation from Councillors in the 2026 budget process.</li> <li>• Adapt the BRCOTW budget sessions to present 2026 budget information a service lens, providing Council with a clearer picture on the total cost of significant services in the Region.</li> <li>• Increase engagement with the community on the development of the 2026 budget through the implementation of a communications plan.</li> </ul>	Q2-Q4 2025
Effective Region	<b>6. Improve internal and external communication.</b>	<ul style="list-style-type: none"> <li>• Continue driving the implementation of a new Region website to increase online services, improve communication and awareness of Regional programs and services, and support accessibility for residents.</li> <li>• Development of a Communications Strategy to ensure effective and consistent communication both internally and externally, foster engagement and increase transparency.</li> <li>• The DCAO and CAO will reinforce expectations for senior staff to communicate responsively and promptly with Council members.*</li> <li>• Ensure the DCAO maintains oversight of Council reports to enhance their quality and content. This will be achieved through engagement, setting clear expectations, and providing requisite training to senior staff.*</li> </ul>	Q1 2026  Q4 2025  Ongoing
Effective Region	<b>7. Support continued advocacy for external funding.</b>	<ul style="list-style-type: none"> <li>• Lead external advocacy efforts for required funding of key Region infrastructure projects, increased GO service, and community homelessness needs. This includes pre budget submissions to the Federal and Provincial governments, AMO conference participation, Niagara Week, as well as specific Federal advocacy engagement.</li> <li>• Develop a Government Relations Strategy to provide a framework for influencing policy decisions, securing grant funding and building positive relationships with upper levels of government in support of Council's Strategic Priorities and Regional needs.</li> <li>• Continue to participate in the Mayors and Regional Chair's of Ontario (MARCO) group as well as identify opportunities to advance areas of mutual interest with municipal counterparts.</li> </ul>	Ongoing  Q4 2025  Ongoing

**Appendix A**

Council Priority	CAO Objective	Key Expected Outcome	Timelines/Target Completion Date
	<p><b>8. Increase and sustain partnerships with the community.</b></p>	<ul style="list-style-type: none"> <li>• Oversee the Team Niagara approach to land new and support ongoing investments across Niagara, in collaboration with the Area Municipalities, institutions, and employment network. Continue to respond to the changing global economic environment (i.e. USA Tariff threats).</li> <li>• Work with the Area Municipalities to drive meaningful action on homelessness in the Region.</li> <li>• Continue to support opportunities for shared services through the Area Municipalities CAO group.</li> <li>• Complete an Incentives Review in partnership with the Area Municipalities to support intentional investments on housing needs in the Region.</li> </ul>	<p>Ongoing</p>

**Key Objectives Comments**

*Comment here:*

**Appendix A**

**Development Plan/**

Skill/Competency	Key Development Actions (i.e. Conference, training session)	Desired Outcome
<b>Drives Engagement</b>	<ul style="list-style-type: none"> <li>Sponsor and lead People Leaders events and activities to align staff with Council and corporate priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Increase understanding of Council’s vision and corporate priority focus areas for the Organization.</li> </ul>
<b>Change Leader Navigates Complexity</b>	<ul style="list-style-type: none"> <li>Participate in an executive development program focused on corporate leadership.*</li> <li>Continue to be involved in regular Ontario wide (6) Regional CAO collaborations, the Regional and Single Tier CAO (RSTCAO) meetings and MARCO.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure a change-focused approach to organizational improvements.</li> <li>Continued learning to strengthen leadership competencies.</li> </ul>

**Development Plan Comments**

*Comment here:*

**Signatures**

**CAO, Niagara Region**

**Date:**

**Regional Chair, Niagara Region**

**Date:**