

DEPARTMENT BUSINESS PLANS

OFFICE OF THE CAO

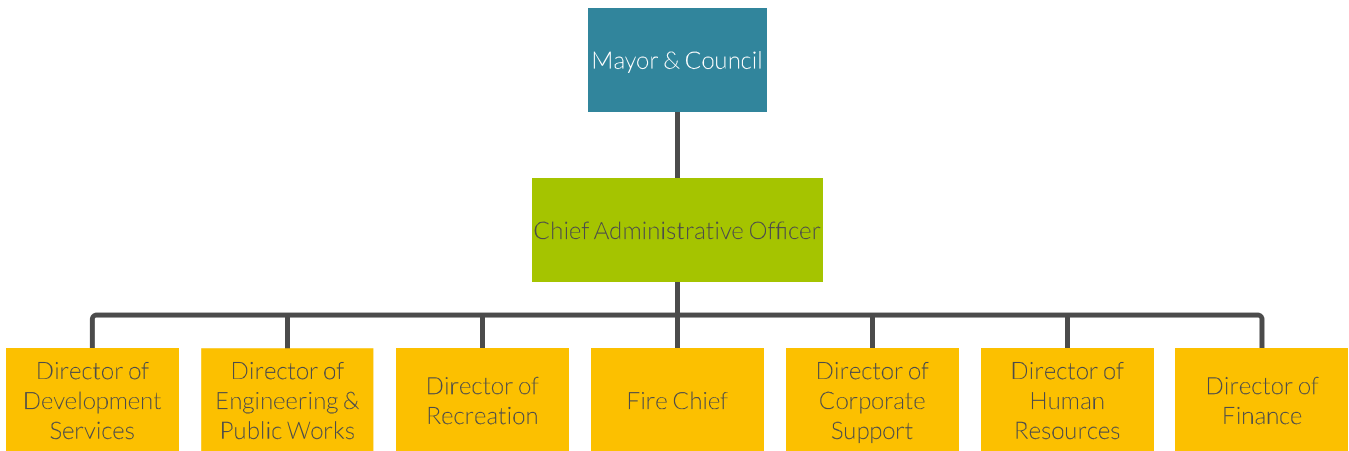
FOCUS

The Chief Administrative Officer (CAO) works with Council to establish the City's vision, plans and priorities. The CAO oversees the implementation of the vision, plans and priorities by ensuring effective policies (including financial policies) are in place and adhered to, and by providing leadership that enables an engaged and productive municipal workforce.

ENVIRONMENTAL SCAN

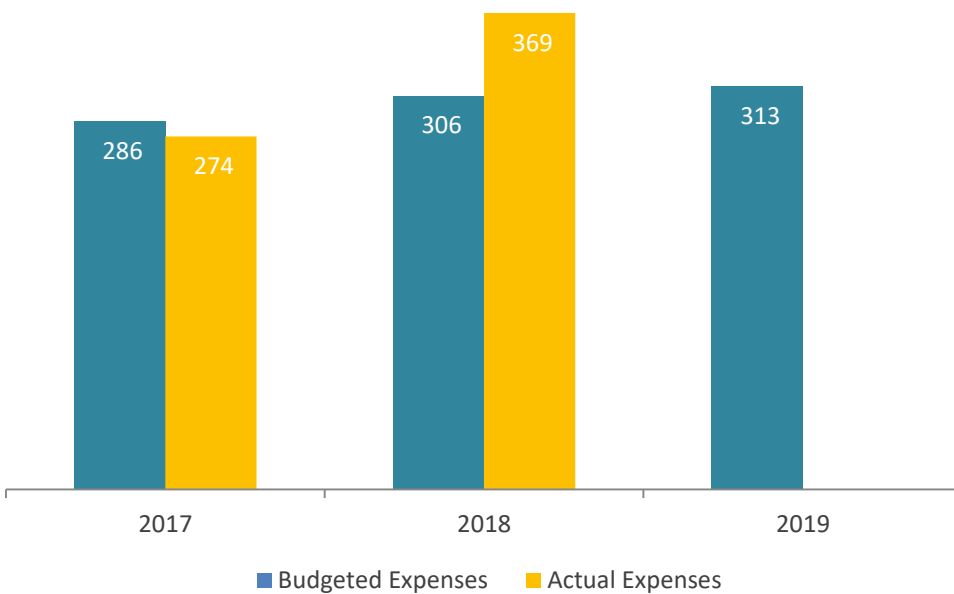
Factor	Impact
Balancing the desire for new with the need to care for the existing	Puts constraints on financial resources.
Increasing expectation from Council and the public for immediate information	The need for immediate reaction requires time to ensure accuracy and also impacts planned day to day work and operations.
The challenge to maintain focus on agreed to priorities	There are many opportunities available and many issues that are desired to be addressed. By not focusing on the agreed to priorities, efforts are diluted resulting in minimal progress and frustration for both council and staff.
Aging infrastructure	The city should be spending more on maintenance and rehabilitation of existing infrastructure. Development and implementation of asset management is critical for long term sustainability.
Challenging labour relations climate	The current relationship with the Union is challenging which is resulting in a high volume of grievances, arbitrations, and utilizing significant staffing resources.
Limitations in creating the right jobs and filling them with the right people	It is critical that management have the ability to establish the jobs that are required, the skills necessary to do them, and fill them with the appropriate people in order to ensure the needs of the community are being met.

ORGANIZATIONAL STRUCTURE

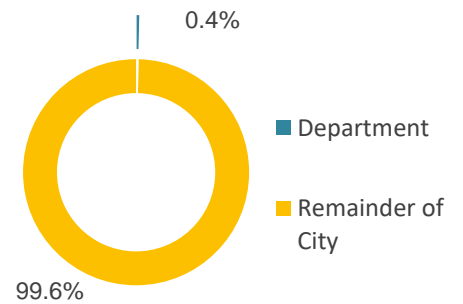


OPERATING BUDGET

Total Expenses (in Thousands)



Percent of City Expenses



	2018 Budget	2019 Budget	\$ Change	% Change	2018 YTD
EXPENSES:					
Payroll expense	\$281,100	\$289,000	\$7,900	2.8%	\$ 351,381
Other personnel costs	12,700	12,700	-	-	17,159
Contracted and other services	10,200	10,400	200	2.0%	-
Materials and supplies	1,000	1,000	-	-	263
Telephone, utilities and rent	600	-	(600)	-100.0%	-
Internal charges	-	-	-	-	193
Total Expenses	\$305,600	\$ 313,100	\$ 7,500	2.5%	\$ 368,996
NET OPERATING BUDGET	\$ (305,600)	\$ (313,100)	\$ (7,500)	2.5%	\$ (368,996)

BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Amount
Payroll expense	Labour Exempt	Policy increase 2.8%	\$7,900
Contracted and other services	Inflation Contracted Services	Policy increase 2%	200
Telephone, utilities and rent	Ongoing Adjustment	Adjustment based on historical trend	(600)
		Total	\$7,500