

# DEPARTMENT BUSINESS PLANS

## OFFICE OF THE CAO

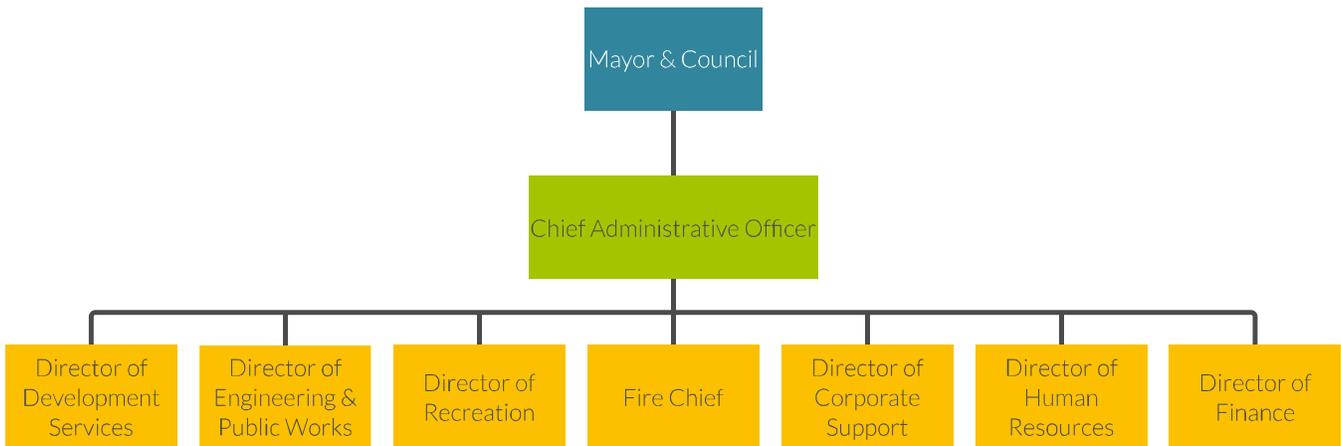
### FOCUS

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

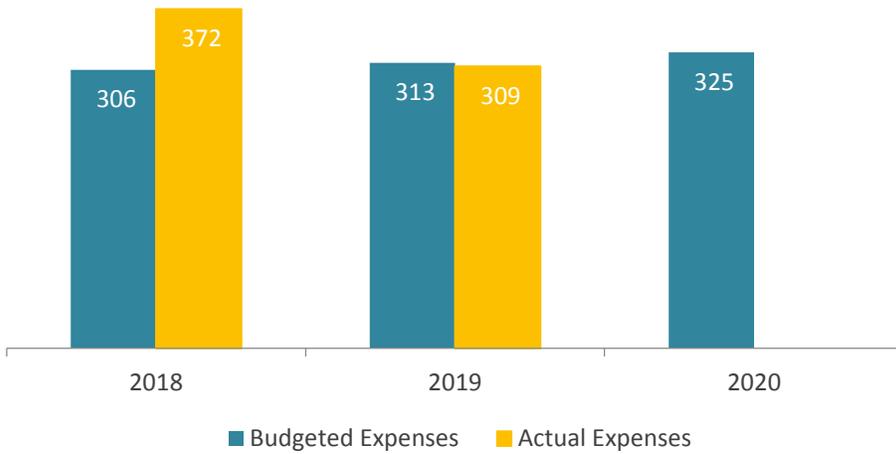
Factor	Impact
Council priorities and focus	Council has adopted an aggressive Action Plan for 2020-2022. Continued focus will be important to complete the planned work.
Back to the basics	There is ongoing pressure to expand services and do more, but it is important that the City focus on delivering and meeting its basic core services.
Aging infrastructure	The City has significantly increased funding for maintenance and rehabilitation of existing infrastructure. Development and implementation of asset management is critical for long term sustainability.
Community safety	The community continues to express concerns relating to overall community safety, particularly in the downtown. New strategies will need to be developed to address this priority.
Customer service	There is increasing demand for more, and different types, of services. To respond, the City will need to be more flexible and consider utilizing different tools and service delivery methods. In addition, Council has endorsed improving customer service as a priority, and therefore the City will be focusing on improving the culture of customer service in the organization.
Increasing demands for expanded municipal mandate	Many of the demands and initiatives at the local level are items which may be cross-jurisdictional and should be supported or funded provincially and federally. Providing services outside the City's mandate would have impacts to the City's financial resources in the future.
Climate change	Changing weather patterns associated with climate change will have significant impacts to municipal infrastructure and operations. Planning to reduce emissions, as well as adapt to climate change, will be critical for long term service sustainability.
Employee retention and attraction	Focus on developing strategies to improve organizational culture and employee satisfaction and retention. In addition, there is also a shift to recruiting employees that share the organization's purpose and values.

## ORGANIZATIONAL STRUCTURE

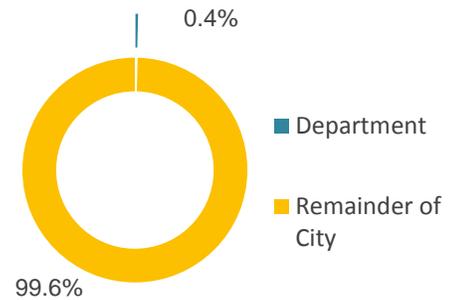


## OPERATING BUDGET

Total Expenses (in Thousands)



Percent of City Expenses



	2019 Budget	2020 Budget	\$ Change	% Change	2019 YTD
<b>EXPENSES:</b>					
Payroll expense	\$ 289,000	\$ 301,000	\$ 12,000	4.2%	\$ 302,656
Other personnel costs	12,700	12,700	-	0.0%	5,906
Contracted and other services	10,400	10,600	200	1.9%	-
Materials and supplies	1,000	300	(700)	-70.0%	902
<b>Total Expenses</b>	<b>\$ 313,100</b>	<b>\$ 324,600</b>	<b>\$ 11,500</b>	<b>3.7%</b>	<b>\$ 309,464</b>
<b>NET OPERATING BUDGET</b>	<b>\$ 313,100</b>	<b>\$ 324,600</b>	<b>\$ 11,500</b>	<b>3.7%</b>	<b>\$ 309,464</b>

## BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Amount
Payroll expense	Labour Benefits	Contractual increase for benefit costs	\$ 6,000
Payroll expense	Labour Exempt	Policy Increase 2.1%	6,000
Contracted and other services	Inflation Contracted Services	Policy Increase 2.1%	200
Materials and supplies	Ongoing Adjustment	Adjustment based on historical trend	(700)
		<b>Total</b>	<b>\$ 11,500</b>