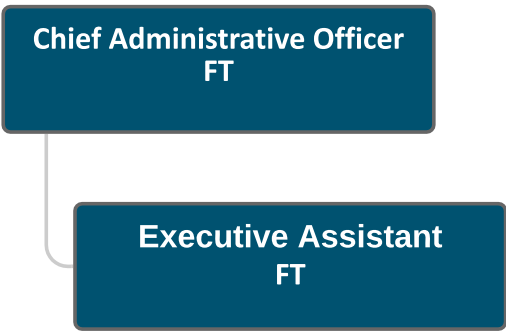


OFFICE OF THE CAO

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.

ORGANIZATIONAL STRUCTURE

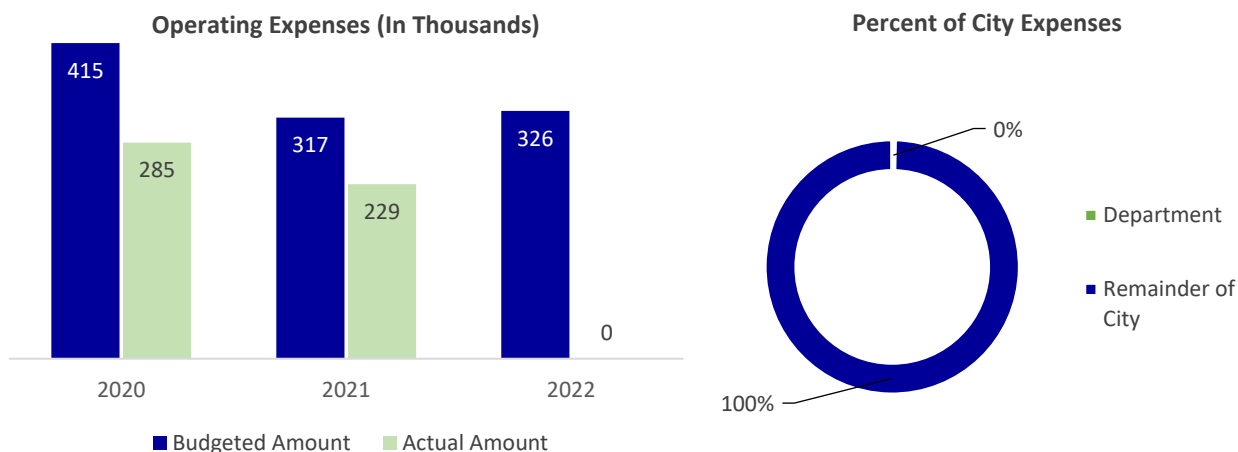


ENVIRONMENTAL SCAN

Factor	Impact
Recruitment/Retention	There continues to be exempt staff migration out of the organization. The experience leaving the organization does leave a knowledge void that takes time to fill. This is coupled with challenges around recruiting. The local competition for talent is being felt with limited number of quality applicants for a variety of open exempt positions. This needs to be a priority for the organization to address.
Climate Resilience	Addressing the resilience of the organization as it relates to climate change needs to be considered as the city looks at its operations as well as capital projects. Municipalities need long term planning and partnerships with other levels of government to be sure they are positioned to react and manage to risks associated with climate change. The planning and partnerships will ensure our organization is resilient and able to deal with challenges we have never had to at our level of government.
COVID-19	COVID 19 continues to affect the organization in both negative and positive ways. The city has learned to be nimble and effective in light of ongoing challenges presented by the virus. Many of these adaptations will make us a better organization into the future. The negative challenges remain as citizens and businesses continue to be affected by the ongoing waves of COVID.

Employee Well Being	COVID still remains a challenge as the city moves through the later stages of COVID. It has no doubt had a significant affect on our overall work force mental health as it has in the general population. The city will need to continue to strengthen its culture and show the value of all our employees. The city needs to continue to stay engaged with its employees and create a supportive environment to ensure their well being.
Council Action Plan	The city is entering the final year of the Council Action plan. Resources have been added to be sure that we complete the ambitious plan. This needs to remain a driving plan for staff and our allocation of time and resources.
Community Safety	The downtown area remains of considerable concern for our community. The safety of all individuals is of utmost importance and the organization needs to remain diligent in meeting this challenge head on.

OPERATING BUDGET



EXPENSES	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
Payroll expense	294,200	302,700	8,500	2.9%	227,767
Other personnel costs	12,200	12,200	0	0.0%	1,712
Contracted and other services	10,600	10,800	200	1.9%	0
Materials and supplies	300	300	0	0.0%	0
Total	\$317,300	\$326,000	\$8,700	2.7%	\$229,479

NET REVENUE / EXPENSES	2021 Budget	2022 Budget	\$ Changes	% Change	2021 Actuals (Oct 30)
Payroll expense	(317,300)	(326,000)	(8,700)	2.7%	(229,479)
NET REVENUE / (EXPENSES)	(\$317,300)	(\$326,000)	(\$8,700)	2.7%	(\$229,479)

BREAKDOWN OF BUDGET CHANGES

Line Item	Adjustment Category	Nature of Adjustment	Net Impact on Revenue/Expense
Payroll expense	Labour / Benefits	Labour and benefit adjustments	(\$8,500)
Contracted and other services	Contracted Services	Inflation 2.0%	(200)
Total			(\$8,700)