



Office of the CAO

OPERATING BUDGET:

\$707,100
(\$434,000 Council /
\$273,100 CAO's Office)

CAPITAL BUDGET:

\$0

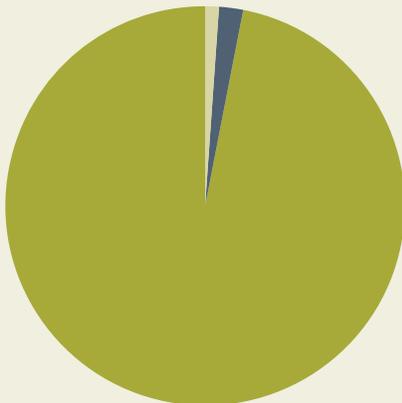
STAFFING COMPLEMENT:

1.0 FTE (Full-time equivalent)

SUPPORTS STRATEGIC FOCUS AREAS:

Corporate Excellence, Transportation & Infrastructure, Economic Prosperity, Community Livability

DEPARTMENT'S SHARE OF CITY BUDGET



- Office of the CAO 1.2%
- City Council 1.9%
- Remaining City Budget 96.9%

SOURCE: CITY OF PITT MEADOWS FINANCE DEPARTMENT



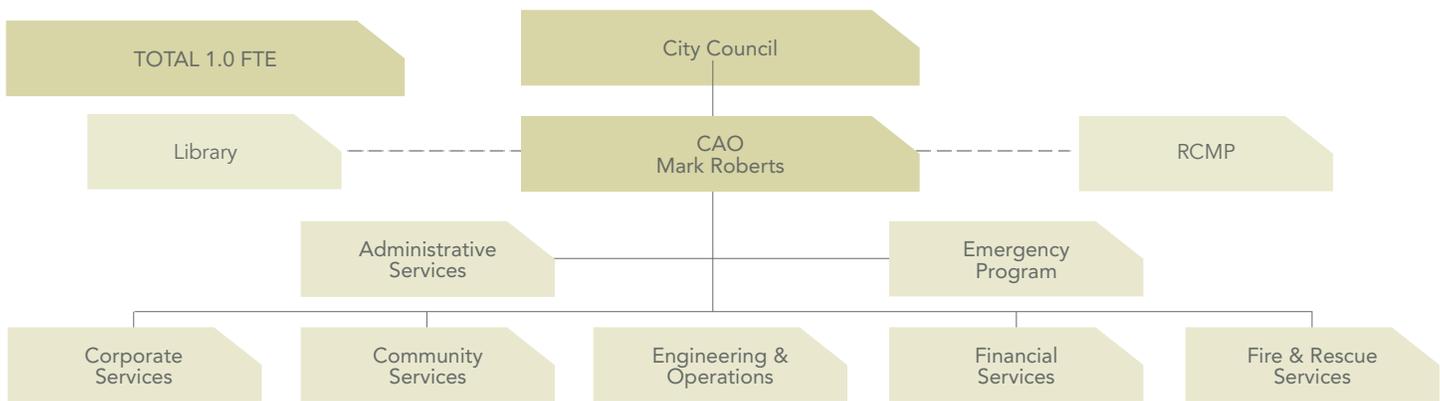
For the purpose of reporting and to provide context to the City's leadership, this portion of the business plan will cover both the Office of the City Council, and the Office of the CAO.

DIVISIONS:

- **Pitt Meadows City Council** is the local elected body responsible for governing our city and stewardship of Pitt Meadows' economic, social and environmental wellbeing. Ultimately accountable to its citizenry, Council's main responsibilities include establishing policies, bylaws, strategic priorities, and service levels for the benefit of the community. Council is also responsible for ensuring that the policies they have established are implemented and administered effectively, efficiently, and fairly.
- **The Chief Administrative Officer (CAO)** is appointed by, and is directly accountable to City Council. As the Council's only direct employee, the CAO is responsible for the day-to-day operations of the City and oversight of its corporate departments and divisions in accordance with the objectives, policies, and plans approved by Council. The CAO is also responsible for keeping Council up-to-date on corporate matters, providing guidance and advice, and ensuring policies and bylaws are enforced.



STAFFING COMPLEMENT



2020 KEY ORGANIZATIONAL CHALLENGES*

- **Aging Infrastructure.** Continued long range infrastructure planning and full-life cycle accounting is required to provide for the replacement of aging and deteriorating infrastructure, capacity for growth, and changing regulatory requirements. Infrastructure is deteriorating faster than the current rate of replacement and the historic lack of funding for sufficient repair and maintenance of City assets continues to create funding challenges.
- **Land Availability.** There is limited land for growth and development and the remaining land available is interspersed within existing built up lands.
- **Meeting Housing Needs.** Community demographics are changing, particularly regarding housing options. Affordable housing for single persons and low income seniors and families has been identified as underserved markets.
- **Physical Space.** City departments have space limitations that create challenges for meetings, equipment roll-outs, and future additional staffing.
- **Social Media.** The evolution and number of people using social media requires facilitation of quick responses as well as just-in-time moderation. With an increased number of engaged social media followers, there is a need for increased monitoring for adherence to our policy. There is also little or no means of correcting misinformation discussed in closed groups. As social media evolves, it is also challenging to ensure policies and guidelines stay current.
- **Recruitment and Retention.** Skills shortages have resulted in low numbers of qualified applicants, particularly in management positions where professional credentials are required. A strategic focus on HR planning, recruitment and retention initiatives is needed to maintain or increase the City's retention rate, mitigate risk, and ensure sound stewardship of services.
- **Volunteer Recruitment.** A lack of volunteers in the community is a growing trend which makes it difficult to adequately resource community activities and events. Staff continue to network with community groups and other municipalities to share ideas on ways to attract more volunteers, including those for the Emergency Support Services (ESS) program.
- **Succession Planning for Key Positions.** Particularly for positions where the incumbent is anticipated to retire in the near term (i.e. Deputy Fire Chief of Prevention and Manager of Parks & Operations).
- **Financial Reporting Changes.** Increasing financial and accounting regulations designed to increase the usefulness of the financial statements to users creates an ongoing impact on existing resources to respond to and incorporate these changes. These changes include: ongoing Public Sector Accounting Standards, Asset Reporting Obligation Standards requiring the recording of a liability-related to future costs of legal obligations associated with City assets.
- **Continued High Turnover of Paid-On-Call (POC) Firefighters.** Loss of POC members to career departments has resulted in continued recruitment and training of new recruits. This has proven to be extremely taxing on members' time, which drives up costs in all POC budget items, such as training.

*2020 Key Organizational Challenges Do Not Include RCMP or Library Services.



OFFICE OF THE CAO
KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Corporate Excellence Accountability	Policy and Bylaw Review. Review and make recommendations for updates to Council policies and bylaws.	Q1 – Q4
Principled Governance – Community Voice	Official Community Plan (OCP) Adoption and Implementation. Staff will work with Council, the community, and external agencies to obtain approval of the OCP.	Q2
Balanced Economic Prosperity – Business Vitality	North Lougheed Study Area. Staff will submit an application to Metro Vancouver for an amendment to the Regional Growth Strategy. Staff to develop policies and design guidelines for the area.	Q2
Community Spirit and Wellbeing Health & Safety	Public Safety Policing Review and Implementation. Completion of policing services review and implementation of results.	Q4
Balanced Economic Prosperity Airport	Airport. Continued support of economic development initiatives for the Pitt Meadows Regional Airport and its interface with the community.	Q4
Transportation & Infrastructure Infrastructure and Community Spirit and Wellbeing Health & Safety	Fire Hall Replacement. Detailed design and start of construction of the new Fire Hall building and temporary relocation of Fire Department.	Q4
Transportation & Infrastructure Improved Transportation & Active Transportation	Road and Rail Improvements. Harris Road underpass and Kennedy Road overpass planning, design and community engagement.	Q1 – Q4
Principled Governance Fiscal Stewardship & Accountability	Grant Management. Oversight of grant application process; ensuring the City is leveraging all applicable grant opportunities.	Q4
Corporate Excellence Corporate Culture	Corporate Leadership Team. Continue to build a Corporate Leadership team that has a strong working relationship with Council.	Q4
Principled Governance Community Voice	Operational Planning. Continue to advance and implement the goals and priorities identified by Council through regular review and update of the Corporate Leadership Team operational priorities.	Q4



OFFICE OF THE CAO
KEY INITIATIVES 2020 CONT'D

STRATEGIC PRIORITY	INITIATIVE	TARGET
Corporate Excellence Responsive	Corporate Reporting. Continue to monitor, communicate and report on Council's Strategic Plan and Department Business Plans.	Q4
Corporate Excellence Employee Excellence	Organizational Capacity. Build organizational capacity by growing our people and facilitating the development of their skills, knowledge and abilities.	Q4
Principled Governance Regional Relationships	Government Relations. Continue to build relationships with regional partners and stakeholders, with continued focus on the Ministry of Transportation & Infrastructure.	Q4



PROPOSED OPERATING BUDGET - COUNCIL

EXPENSES	2019 ADOPTED BUDGET	2020 PROPOSED BUDGET	PROPOSED CHANGES FOR 2020		2021 PROPOSED BUDGET	2022 PROPOSED BUDGET	2023 PROPOSED BUDGET	2024 PROPOSED BUDGET
Indemnity & Benefits	\$269,800	\$366,400	\$96,600	35.8%	\$373,700	\$381,100	\$388,500	\$396,000
Conferences & Meetings	28,000	27,600	(400)	-1.4%	27,600	27,600	27,600	27,600
Memberships	15,500	15,700	200	1.3%	16,100	16,500	16,900	17,300
Municipal Business	5,200	5,200	-	0.0%	5,200	5,200	5,200	5,200
Phones & Devices	4,900	5,500	600	12.2%	5,600	5,700	5,800	5,900
Community Relations	6,100	12,900	6,800	111.5%	13,100	13,400	13,800	14,100
Other	700	700	-	0.0%	700	1,500	700	700
	330,200	434,000	103,800	31.4%	442,000	451,000	458,500	466,800
Net Operating Expenses	\$330,200	\$434,000	\$103,800	31.4%	\$442,000	\$451,000	\$458,500	\$466,800

KEY BUDGET CHANGES FOR 2020:	
Indemnity & Benefits	7,600
Council Remuneration Citizen Task Force Recommendation	89,000
Community Service and Recognition Awards	6,800
Other	400
Change in Net Operating Expenses	\$103,800

COUNCIL APPROVED APRIL 2019

COUNCIL APPROVED APRIL 2019

PROPOSED OPERATING BUDGET - CAO'S OFFICE

EXPENSES	2019 ADOPTED BUDGET	2020 PROPOSED BUDGET	PROPOSED CHANGES FOR 2020		2021 PROPOSED BUDGET	2022 PROPOSED BUDGET	2023 PROPOSED BUDGET	2024 PROPOSED BUDGET
Office of the CAO	\$249,300	\$273,100	\$23,800	9.5%	\$278,600	\$284,000	\$289,500	\$295,200
	249,300	273,100	23,800	9.5%	278,600	284,000	289,500	295,200
Net Operating Expenses	\$249,300	\$273,100	\$23,800	9.5%	\$278,600	\$284,000	\$289,500	\$295,200

KEY BUDGET CHANGES FOR 2020:	
Salary and Benefits	23,700
Other	100
Change in Net Operating Expenses	\$23,800

PROPOSED CAPITAL BUDGET

PROJECT #	PROJECT NAME	PRIORITY	2020	2021	2022	2023	2024	TOTAL
CAO Office - CAO								
18-IT-099	Strategic Planning Software 180013	3	-	\$55,000	\$25,000	-	-	\$80,000
CAO Office - Administrative Total				\$55,000	\$25,000			\$80,000

