

Office of the Chief Administrative Officer

Business Plan - 2011/12

Mission: *To effectively achieve community outcomes and implement Council priorities by providing information, support, and guidance to Regional Council and leading the administration of the organization.*

Business Unit Overview:

The Office of the Chief Administrative Officer is accountable for achieving the goals established by Regional Council. The Business Unit is comprised of the Chief Administrative Officer and Deputy Chief Administrative Officer of Operations, as well as divisions within the Business Unit that report directly to the CAO or DCAO. The CAO Office supports the Mayor and Council, provides vision and leadership to municipal staff, and ensures the implementation of HRM's corporate direction and strategies (i.e. Council Focus Areas, Corporate Plan Community Outcome Areas and Administrative Outcomes).

Chief Administrative Officer Richard Butts	The Chief Administrative Officer (CAO) is the head of the administrative branch of the government of HRM and is accountable to Regional Council. The CAO provides leadership in the development and implementation of policies and programs approved by Council and ensures the corporation has the resources and processes needed to address corporate strategies, such as Council Focus Areas and Community Outcome Areas. In addition, the CAO provides direction and oversight to HRM's corporate business units - Finance, Human Resources, Legal Services, and Business Planning and Information Management, as well as the Municipal Clerk's Office, and oversees Halifax Regional Fire and Emergency Services and Halifax Police Services.
Deputy Chief Administrative Officer, Operations Mike Labrecque	The Deputy Chief Administrative Officer of Operations (DCAO-Ops) provides direction and oversight to HRM's operational business units – Transportation and Public Works, Infrastructure and Asset Management, and Community Development. The DCAO-Ops approves council reports, business plans and budgets for operational business units; and provides leadership to the Senior Management Team (SMT), which consists of all business unit Directors.
Office of the Municipal Clerk Cathy Mellett	The Municipal Clerk's Office supports the legislative process of municipal government, including municipal elections, by providing procedural, electoral and record keeping services to Regional Council, Community Councils, boards, committees and commissions, the public and staff. The Office facilitates public access to the legislative process, in order to ensure the balance of compliance with legislative requirements and openness of the decision-making process.
Council Support Office Cathie Barrington	The Council Support Office coordinates constituent relations, communications, and administrative support to members of Regional Council. The office liaises with constituents and HRM staff to investigate issues or concerns, and shares information to support elected officials.

- Office of the Mayor**
Deborah Chambers
- The Office of the Mayor coordinates constituent relations, communications, and administrative support to the Mayor. The office liaises with constituents and HRM staff to investigate issues or concerns, and shares information to support the Mayor.
- External and Corporate Affairs**
Jennifer Church
- External and Corporate Affairs provides strategic advice and support to the corporation on a wide range of initiatives by building relationships, strengthening the corporate image, managing partnerships, and creating opportunities for effective integration. The unit encompasses public affairs; marketing design and print services; corporate affairs; corporate policy; intergovernmental affairs; economic policy; internal communications; and CAO office coordination.
- Summary of Business Unit Structure Changes:**
- One Deputy Chief Administrative Officer (DCAO) position has been left vacant and reporting responsibilities transferred directly to the CAO.

Core Operations and Services provided:

- Leadership and oversight of HRM’s administration, which includes nine core business units, with a total staff complement of approximately 3,700 full and part-time employees;
- Legislative and administrative support to the Mayor and 23 Councilors, each Councillor representing an average of close to 17,000 residents;
- Legislative and record keeping support to Regional Council, six Community Councils, Standing Committees and Boards and Committees of Council, as well as the public and staff;
- Oversight and administration of more than 120 municipal by-laws;
- Oversight and administration of Municipal and School Board Elections;
- A full service Marketing, Graphic Design, and Print section which completed more than 1,800 marketing projects and 7,600,000 impressions for printing and copying;
- Support to the Economic Strategy and HRM’s economic development partners, such as the Greater Halifax Partnership and Destination Halifax;
- Management of HRM’s Public Affairs and Corporate Communications functions;
- Management of relationships with government and community partners, including seven formal Memorandums of Understanding (MOUs) which better define and coordinate HRM’s relationship with external stakeholders.

Funded Full Time Equivalent (FTEs):

	2009/10 (Approved)	2010/11 (Approved)	2011/12 (Approved)
Funded FTEs (includes full and part-time permanent positions)	62	62	63

Key Challenges and Opportunities

The following challenges and opportunities will have an impact on the Business Unit over the next 5 years.

Challenges with Community-Wide Impact:

- **Supporting Council and Corporate Strategy:** Regional Council has adopted focus areas for the duration of their current mandate. In addition to Council's focus areas, the HRM Corporate Plan includes six Community Outcome Areas, and the Executive Management Team (EMT) sets priorities in three outcome areas for the municipality's administration. Collectively, these priorities identify where the organization can have the greatest impact and help guide the future direction of HRM, so it is vital that the municipality's resources are properly aligned to support them. The Corporate Plan and associated corporate performance framework assists in this task. However, it is challenging, especially in difficult fiscal circumstances, to ensure that priority areas are adequately resourced. Often, this involves decreasing support in some areas to continue the required level of focus on priorities. However, this approach is necessary to have maximum impact on the areas of service most important to residents and communities.
- **Implementing Strategic Policy and Initiatives:** The development of strategic policy has been a priority for HRM during the last several years. As a result, the requirement for related plans and initiatives has emerged. In relation to the CAO Business Unit, these include the Economic Strategy and Strategic Communications Plan. These and other corporate initiatives address challenging areas of public policy about which residents and elected officials are concerned. Many of these are difficult to implement because they require the involvement of more than one Business Unit and/or level of government, while others can only be implemented if supported by individuals, local communities, and other external partners. The variety of stakeholders creates complexity which can only be addressed through the effective management of a diverse array of perspectives and needs.

Challenges with Service Delivery / Business Unit Impact

- **Demand for Internal Services:** Resources for internal services, especially those to support the delivery of the Governance and Communications Council Focus Area, have been strained by an increasing demand for services from throughout the organization. An increasing demand on existing resources will continue as corporate priorities and initiatives are further implemented, creating challenges in effectively supporting Council Focus Areas and Community Outcome Areas, while conveying the organization's priorities to the public. In the CAO Business Unit, this is most evident in marketing and communications, where a more formal approach to planning and priority-setting is required to manage this demand.
- **Employee and Council Engagement:** Effectively engaging and recognizing employees is a major challenge in an organization as large and diverse as HRM. Providing leadership and

support to staff and recognizing their valuable contributions are essential components of the municipality's quest to enhance its reputation as an Employer of Choice. Resources must be aligned to not only support employees, but to ensure that elected officials and senior managers are well engaged to help them understand and manage organizational issues, needs, opportunities, and tools.

- **Managing External Relationships:** HRM has multiple formal and informal relationships with external stakeholders including other levels of government, interest groups, community organizations, and the private sector. Often, the interests or mandates of more than one of these partners conflict or overlap. Understanding how the respective responsibilities of partners intersect is a key component of establishing sound relationships. Effectively managing these multiple relationships is a challenge, but necessary to ensure the proper alignment of HRM's mandate and activities with those of other stakeholders.

Business Unit Goals

The goals for the Office of the Chief Administrative Officer (CAO) are:

- Goal 1: Improve Organizational Capacity
- Goal 2: Implement Strategic Communications Plans and Tools
- Goal 3: Manage the Governance Process and Reform
- Goal 4: Provide Professional Support to Elected Officials and the Legislative Process
- Goal 5: Promote Effective Senior Management Decision-Making
- Goal 6: Enable Active and Coordinated Liaison with Partners
- Goal 7: Support Economic Competitiveness and Growth
- Goal 8: Meet Internal Service and Partnership Expectations

Goal 1: Improve Organizational Capacity

Corporate Strategy Linkage:

Administrative Priority: Organizational Capacity

Description:

This goal is in support the Administrative Outcome of Improved Organizational Capacity, which seeks to ensure that the Halifax Regional Municipality is an organization where employees experience a supportive, respectful workplace that offers challenging, interesting work and where their contributions are appreciated, recognized, and fairly rewarded. As a result, HRM will continue to attract and retain employees who deliver high-quality services to meet the needs of its citizens.

One of HRM's stated objectives is to be recognized as an "Employer of Choice". To meet this objective, it is important to measure the level of employee engagement and address areas of

concern. Employee engagement is staff commitment to their employer, combined with alignment of employee behaviour and organizational objectives. There is a clear connection between engagement and employee performance. HRM has conducted two employee engagement surveys and initiated strategies based on the results. The surveys identified communication as one of the top three areas for improvement in HRM. A third survey is planned for 2011. Sharing of information among employees promotes a more cohesive, and thereby more satisfying, working environment. Improved internal communications also results in improved customer service and better integration of different work functions.

Goal 1: Improve Organizational Capacity	
Objectives for 2011/2012:	
CAO 1.1	Coordinate the delivery of the 2011 Employee Engagement survey
CAO 1.2	Develop strategies to respond to results of the employee engagement survey
CAO 1.3	Implement an internal communications strategy to enhance employee engagement and organizational awareness
CAO 1.4	Coordinate the C5 (Corporate Culture) committee and implement approaches and tools generated by this initiative
CAO 1.5	Develop a comprehensive Succession Plan for the CAO Business Unit
Objectives for the next 3-5 years:	
CAO 1.6	Develop a long term approach to improve employee engagement throughout the organization, with primary emphasis on internal communication and workplace culture
CAO 1.7	Track and measure effectiveness and corporate change resulting from employee engagement survey recommendations

Goal 2: Implement Strategic Communications Plans and Tools

Corporate Strategy Linkage:

Community Outcome Area: Support to all Community Outcome Areas

Council Focus Area: Governance and Communications

Support to other Council Focus Areas

Description:

The goal of the Communications portion of the Governance and Communication Council Focus Area is to ensure a coordinated and effective approach to all of the municipality's communications and marketing activity. HRM has a Strategic Communications Plan that defines actionable goals and includes an implementation plan to guide the design, preparation and execution of strategic communications. The plan facilitates communications leadership across the organization, with emphasis on proactive approaches to communications balanced with the need to react to urgent matters; and operational effectiveness in the areas of marketing, communications and public affairs.

Goal 2: Implement Strategic Communications Plans and Tools	
Objectives for 2011/2012:	
CAO 2.1	Provide communications and marketing plans for Council Focus Areas and Community Outcome Areas
CAO 2.2	Develop improved issues management tools and processes
CAO 2.3	Implement guidelines for the effective use of social media
CAO 2.4	Develop a strategy to manage and support appropriate use of multimedia tools
CAO 2.5	Launch a re-design of <i>Halifax.ca</i> and <i>InsideHRM</i>
CAO 2.6	Implement recommendations from Phase One of the HRM publications review and conduct Phase Two of the review
Objectives for the next 3-5 years:	
CAO 2.7	Implement comprehensive communications and marketing plans for Council Focus Areas and corporate priorities
CAO 2.8	Develop a comprehensive organization-wide approach to annual planning for communications and marketing
CAO 2.9	Continue to implement the key pillars of HRM's Strategic Communications Plan

Goal 3: Manage the Governance Process and Reform

Corporate Strategy Linkage:

Community Outcome Area: Well Planned and Engaged Communities

Council Focus Area: Governance and Communications

Description:

The anticipated outcome of the Governance portion of the Governance and Communications Council Focus Area is to meet Council's objective of creating a council and committee governance structure that is efficient, effective, scaled appropriately, and where decisions are made at the appropriate level. There are two primary initiatives under this outcome. The first is to explore reforming and better aligning Committees of Council. The second is to implement outcomes of the District Boundary Review, which includes reviews of Council size and of the role and authority of Community Councils. In addition to these two areas, initial planning for the 2012 Municipal and School Board elections will commence in 2011/12.

Goal 3: Manage the Governance Process and Reform	
Objectives for 2011/2012:	
CAO 3.1	Represent HRM and Council's decision on Governance and Boundary Review before the NSUARB

CAO 3.2	Implement Boundary changes directed through the decision of the NSUARB for implementation in the 2012 Municipal and School Board Elections
CAO 3.3	Provide staff leadership and Council support for implementation and review of Committee of Council Reform
CAO 3.4	Support the transition to the new Standing Committee of Council structure
CAO 3.5	Commencing planning for the 2012 Municipal and School Board elections to be held on October 20, 2012
Objectives for the next 3-5 years:	
CAO 3.6	Conduct the 2012 Municipal and School Board elections
CAO 3.7	Orient the new Municipal Council following the 2012 Elections
CAO 3.8	Support Council in developing a Council Committee structure that better meets the needs of Council, residents, and the organization.

Goal 4: Provide Professional Support to Elected Officials and the Legislative Process

Corporate Strategy Linkage:

Council Focus Area: Governance and Communications

Administrative Priority: Employer of Choice

Description:

One of the primary roles of the Chief Administrative Office is to support the municipality's elected officials. The CAO and Deputy CAO achieve this by providing information and advice to the Mayor and Council to assist with the development and evaluation of strategic directions, policies, and priorities. The Mayor's Office, Council Support Office, and the Office of the Municipal Clerk provide a variety of direct services and support to elected officials. The end product of this combined support is the effective implementation of the policy and priorities of Regional Council to help carry out the governance and administration of the Region.

Goal 4: Provide Professional Support to Elected Officials and the Legislative Process	
Objectives for 2011/2012:	
CAO 4.1	Determine appropriate models and approaches to improve legislative, electoral and record keeping services to Regional Council, Community Councils, boards, committees, and commissions
CAO 4.2	Adapt and improve support to the Mayor and members of Regional Council
CAO 4.3	Enhance public access to the legislative process
CAO 4.4	Develop and implement approaches to improve and maintain working relationships between Council and staff

CAO 4.6	Engage Council on determining their communications needs and implementing the Councilor Communications Toolkit
Objectives for the next 3-5 years:	
CAO 4.7	Refine the structure and process of Council and Mayor support functions

Goal 5: Promote Effective Senior Management Decision-Making

Corporate Strategy Linkage:

Administrative Priorities: Employer of Choice
Fiscal Responsibility
Excellence in Service Delivery

Description:

The CAO and DCAO are the direct supervisors of all Business Unit Directors and, as such, lead the administrative function of the corporation. As well, some functional areas (e.g. marketing and communications) and individual staff within the CAO Business Unit provide services to other business units and/or lend direct support to the CAO, DCAO, and Senior Management Team (SMT). Because of the multiplicity of responsibilities that exist within the Chief Administrative Office, an important function of the business unit is to ensure effective leadership and support is provided to senior management and, consequently, staff throughout the organization.

Goal 5: Promote Effective Senior Management Decision-Making	
Objectives for 2011/2012:	
CAO 5.1	Ensure appropriate direction is provided to Business Units to support the implementation of Council Focus Areas and Community Outcome Areas
CAO 5.2	Ensure appropriate direction is provided to Business Units to support the implementation of Administrative Outcomes
CAO 5.3	Undertake research, policy and advocacy work to support Council Focus Areas, Community Outcome Areas, and emerging corporate issues
CAO 5.4	Identify specific corporate policy and strategy initiatives where staff support is required, and issues as required
CAO 5.5	Support the transition of the new Chief Administrative Officer
Objectives for the next 3-5 years:	
CAO 5.6	Ensure Administrative Outcomes are a fundamental part of corporate and business planning
CAO 5.7	Ensure full engagement of the Senior Management Team in implementation of the Corporate Plan and associated Community Outcome Areas

Goal 6: Enable Active and Coordinated Liaison with Partners

Corporate Strategy Linkage:

Council Focus Area: Infrastructure, Governance and Communications
Administrative Priority: Excellence in Service Delivery

Description:

Valuing relationships with partners is an essential component of good governance. Strong cooperation with external stakeholders – such as other levels of government, interest groups, community organizations, and the private sector – enables HRM and others to better achieve community outcomes. Strong linkages are required among a variety of stakeholders to ensure resources are utilized in the best possible manner. Building and maintaining sound intergovernmental and partner relations is a key to ensuring success at meeting the needs of citizens and providing effective and efficient public service.

Goal 6: Enable Active and Coordinated Liaison with Partners	
<i>Objectives for 2011/2012:</i>	
CAO 6.1	Monitor and adapt HRM’s Government Relations Plan
CAO 6.2	Enhance Council and staff awareness of government relations objectives and activity
CAO 6.3	Improve the level of policy and coordination support to Business Units on intergovernmental initiatives
CAO 6.4	Increase the linkage between HRM’s Memorandums of Understanding (MOUs) and Corporate Plan outcomes
CAO 6.5	Host the 2011 Federation of Canadian Municipalities (FCM) and Canadian Association of Municipal Administrators (CAMA) conferences
CAO 6.6	Work with the Office of the Auditor General (OAG) to develop and monitor a tool to track OAG report recommendations
<i>Objectives for the next 3-5 years:</i>	
CAO 6.7	Improve use of Memorandums of Understanding as a tool to plan and implement joint priorities with partners
CAO 6.8	Ensure HRM’s relationship with Economic Development partners is well aligned

Goal 7: Support Economic Competitiveness and Growth

Corporate Strategy Linkage:

Community Outcome Area: Economic Prosperity

Administrative Priority: Fiscal Responsibility

Description:

A goal of the Economic Prosperity Community Outcome in HRM's corporate planning framework is to position HRM as the center of economic activity for Eastern Canada, and ensure citizens benefit from an attractive business climate, and good employment opportunities. A central piece of achieving this goal is renewal and implementation of HRM's Economic Strategy. The Strategy outlines a comprehensive direction for future economic development in the Region and is implemented and tracked in partnership with organizations such as the Greater Halifax Partnership and Halifax Chamber of Commerce. Continued implementation of the strategy will ensure a coordinated approach to meeting HRM's economic goals.

Goal 7: Support Economic Competitiveness and Growth	
Objectives for 2011/2012:	
CAO 7.1	Deliver the 2011-2016 Economic Strategy renewal
CAO 7.2	Work with the provincial Better Regulation initiative to streamline regulations and administrative policies to minimize compliance costs and increase business competitiveness
CAO 7.3	Work with government and other partners to consider and adopt incentives and policies that encourage investment in the Regional Centre (Strategic Urban Partnership)
CAO 7.4	Lead the process to renew HRM's service agreements with Destination Halifax and the Greater Halifax Partnership, in support of HRM's governance and program delivery objectives
CAO 7.5	Coordinate the alignment of appropriate business processes to support the Economic Prosperity Community Outcome Area
CAO 7.6	Clarify roles and responsibilities of external partners and internal business units to advance the implementation of HRM's Economic Strategy
CAO 7.7	Implement recommendations from the Economic Development Governance Review
CAO 7.8	Work with the Province to conclude a construction and operating agreement with the developer for the new convention centre
Objectives for the next 3-5 years:	
CAO 7.9	Embed the Economic Strategy as part of HRM decision-making framework
CAO 7.10	Work with partners to ensure a coordinated approach to economic development in the region.

Goal 8: Meet Internal Service and Partnership Expectations

Corporate Strategy Linkage:

Administrative Priority: Excellence in Service Delivery

Description:

Often, HRM business units depend on the expertise of staff in other business units to support their operations and/or contribute to specific initiatives, committees and projects. The provision of quality programs and services depends on business units working together. This is especially true in developing and implementing initiatives that have an effect throughout the organization. The primary areas of expertise sought from the Office of the CAO by other business units include executive and corporate support, policy advice, and assistance with marketing and communications. The internal service and partnership expectations for the upcoming year that have not been captured under the previous goals listed in the plan include the following.

Goal 8: Meet Internal Service and Partnership Expectations	
<i>Objectives for 2011/2012:</i>	
CAO 8.1	Provide support to implementing and communicating corporate policies such as the Vehicle Use Policy, Mobility Policy, and Social Media Policy
CAO 8.2	Provide communications support to corporate initiatives such as the Regional Plan Review, Total Rewards Statement, and Community Visioning
CAO 8.3	Participate and provide input on corporate-wide initiatives such as the Property Rationalization Review, Immigration Action Plan review, and HRM Public Safety Plan.

Service Level Changes

Increases In Services / New Initiatives:

- Implementation of an Internal Communications Strategy;
- New social media guidelines / strategy;
- 2011 Employee Engagement survey;
- Implementation of NSUARB District Boundary Review recommendations;
- Planning and preparation for 2012 Municipal and School Board elections;
- Delivery of the 2011-2016 Economic Strategy renewal;
- Completion of Economic Development Governance Review;
- Work toward a construction and operating agreement for the new convention centre.

Decreases In Services / Operational Pressures (OP):

Decrease:

- Potential of further publication reductions as a result of Phase II of Publications Review;

Operational Pressures:

- Increasing demand for Marketing and Communications services and support;
- Volume of corporate postage

Expected Services Not Being Delivered:

None

**Office of the Chief Administrator
Analysis of Operating Budget Changes:**

Operating Budget Change Details	(\$000's)
2010/11 Budget	\$10,391
1 Compensation and Benefits - Net increase resulting from merit increases, classification reviews, employer benefit costs, collective agreements and new positions	330
2 Net increase in other miscellaneous changes	83
2011/12 Budget	\$10,804

CAO

Summary by Net Expenditures by Business Unit Division

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
M616 VIK Communications			22,469			
E110 CAO Office	446,290	437,635	392,029	540,576	102,941	24
E130 FCM Conference 2011		(17,250)	0	(22,087)	(4,837)	28
** CAO Office	446,290	420,385	414,498	518,489	98,104	23.34
E121 Greater Hlfx Partner	1,400,000	1,400,000	1,400,000	1,400,000		
E127 ALLIES Partnership Grant						
E200 Councillor's Support	2,644,400	2,806,950	2,709,187	2,993,424	186,474	7
E300 Mayor's Support	770,500	752,946	768,493	775,447	22,501	3
** CAO Administration	4,814,900	4,959,896	4,877,680	5,168,871	208,975	4.21
E112 Corp.Comm.Admin.	96,600		480			
E400 Intergovrn. Relation	806,200	974,807	1,007,052	964,246	(10,561)	(1)
E600 Economic Development						
** External & Corp. Affairs	902,800	974,807	1,007,532	964,246	(10,561)	(1.08)
A124 Office Services	836,070	1,051,217	1,101,296	1,074,846	23,629	2
A620 Mrkt & Promotions	1,007,530	1,021,460	988,631	980,974	(40,486)	(4)
A621 Mrkt & Prom.-Hbr Sol						
** Marketing, Design, Print Servic	1,843,600	2,072,677	2,089,927	2,055,820	16,857	(0.81)
E124 DCAO-Corp Serv & Str	264,160	276,348	300,704	281,811	5,463	2
A121 Municipal Clerk	953,160	986,430	965,468	1,097,131	110,701	11
A125 Elections	202,000	203,100	203,111	203,100		
** DCAO Corporate Services & Strat	1,419,320	1,465,878	1,469,284	1,582,042	116,164	7.92
C001 DCAO - Operations	484,080	497,784	519,669	514,840	17,056	3
** DCAO Operations	484,080	497,784	519,669	514,840	17,056	3.43
** GOVN Blocked						
*** Total	9,910,990	10,391,427	10,378,591	10,804,308	412,881	4.0

CAO Gross Expenditures

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
M616 VIK Communications			22,469			
E110 CAO Office	446,290	437,635	392,029	540,576	102,941	23.5
E130 FCM Conference 2011		(17,250)	0	(22,087)	(4,837)	28.0
** CAO Office	446,290	420,385	414,498	518,489	98,104	23.34
E121 Greater Hlfx Partner	1,400,000	1,400,000	1,400,000	1,400,000		
E127 ALLIES Partnership Grant			90,000			
E200 Councillor's Support	2,674,800	2,837,550	2,753,321	3,024,024	186,474	6.6
E300 Mayor's Support	770,500	788,746	782,047	775,447	(13,299)	(1.7)
** CAO Administration	4,845,300	5,026,296	5,025,368	5,199,471	173,175	3.4
E112 Corp.Comm.Admin.	96,600		480			
E400 Intergovrn. Relation	806,200	974,807	1,005,412	964,246	(10,561)	(1.1)
E600 Economic Development						
** External & Corp. Affairs	902,800	974,807	1,005,892	964,246	(10,561)	(1.1)
A124 Office Services	1,093,070	1,101,217	1,136,428	1,124,846	23,629	2.1
A620 Mrkt & Promotions	1,007,530	1,021,460	988,631	980,974	(40,486)	(4.0)
A621 Mrkt & Prom.-Hbr Sol					4,113,795	
** Marketing, Design, Print Servic	2,100,600	2,122,677	2,125,059	2,105,820	1,136,428	(0.8)
E124 DCAO-Corp Serv & Str	264,160	276,348	300,704	281,811	2,977,367	2.0
A121 Municipal Clerk	953,160	986,430	965,523	1,097,131	110,701	11.2
A125 Elections	202,000	203,100	203,111	203,100		
** DCAO Corporate Services & Strat	1,419,320	1,465,878	1,469,339	1,582,042	116,164	7.9
C001 DCAO - Operations	484,080	497,784	519,669	514,840	17,056	3.4
** DCAO Operations	484,080	497,784	519,669	514,840	17,056	3.4
*** Total	10,198,390	10,507,827	10,559,826	10,884,908	377,081	3.6

CAO Gross Revenue

Cost Centers/Groups	2009 Budget	2010 Budget	2010 Actual	2011 Budget	2011 Var.	Var as %
E127 ALLIES Partnership Grant			(90,000)			
E200 Councillor's Support	(30,400)	(30,600)	(44,134)	(30,600)		
E300 Mayor's Support		(35,800)	(13,554)		35,800	(100)
* CAO Administration	(30,400)	(66,400)	(147,688)	(30,600)	35,800	(54)
E400 Intergovrn. Relation			1,640			
* External & Corp. Affairs			1,640			
A124 Office Services	(257,000)	(50,000)	(35,132)	(50,000)		
A620 Mrkt & Promotions						
* Marketing, Design, Print Service	(257,000)	(50,000)	(35,132)	(50,000)		
A121 Municipal Clerk			(55)			
* DCAO Corporate Services & Strate			(55)			
** Total	(287,400)	(116,400)	(181,235)	(80,600)	35,800	(30.8)

CAO Summary by Expense & Revenue Types

Expenditures	2009 Budget	2010 Budget	2010 Actual	2011 Budget	Budget Var.	Var as %
* Compensation and Benefits	6,278,600	6,769,900	6,803,561	7,099,398	329,498	4.9
* Office	919,800	915,977	973,114	972,135	56,158	6.1
* External Services	235,400	336,660	197,931	344,965	8,305	2.5
* Supplies	118,700	106,860	104,221	93,360	(13,500)	(12.6)
* Materials			411			
* Equipment & Communications	38,700	37,900	29,903	37,400	(500)	(1.3)
* Vehicle Expense				50,301	50,301	
* Other Goods & Services	1,149,090	962,430	793,508	909,249	(53,181)	(5.5)
* Interdepartmental	(143,900)		108			
* Other Fiscal	1,602,000	1,378,100	1,657,071	1,378,100		
** Total	10,198,390	10,507,827	10,559,826	10,884,908	377,081	3.6
Revenues	2009 Budget	2010 Budget	2010 Actual	2011 Budget	Budget Var.	Var as %
* Fee Revenues	(30,400)	(30,600)	(41,462)	(30,600)		
* Other Revenue	(257,000)	(85,800)	(139,773)	(50,000)	35,800	(41.7)
** Total	(287,400)	(116,400)	(181,235)	(80,600)	35,800	(30.8)
Net Surplus/(Deficit)	9,910,990	10,391,427	10,378,591	10,804,308	412,881	4.0