



# **District of Pitt Meadows**

## **Corporate Structure and Resources Review**

### **Final Report: Volume Two**

**“Operations, Resources and Structure”**

**George B. Cuff & Associates Ltd.**

**Management Consultants**

**August 2003**

August 25<sup>th</sup> 2003

Mayor Don MacLean and Councillors and

Mr. Jake Rudolph, Chief Administrative Officer ([jrudolph@pittmeadows.bc.ca](mailto:jrudolph@pittmeadows.bc.ca))  
District of Pitt Meadows  
12007 Harris Road  
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Dear Mayor MacLean and Councillors and Mr. Jake Rudolph:

We are pleased to enclose our Final Report relative to the Corporate Structure and Resources Review. This has been a rather brief review and yet quite intensive over a period of several weeks. Our comments are thus limited to this time frame and realize that there are many more aspects which could be reviewed in a more comprehensive review. Nonetheless, this Final Report will provide both Council and management with significant information to make certain organizational and practice changes.



We appreciate the opportunity to provide this assistance to the District and are available to respond to any questions that might arise.

## **1.0 Our Terms of Reference**

Our proposal called on us to review various issues of concern to the District of Pitt Meadows. These included:

### **1.1 Organizational Requirements**

- To assess the current organizational structure in light of both the District's goals and service requirements as well as sound organizational principles.
- To meet with members of Council, the CAO and other staff to review current organizational pressures and potential options for providing the best possible use of resources to serve the residents of Pitt Meadows effectively, both in the short term and in the longer perspective.
- To set in place an immediate action plan for the most time-sensitive issues and an action plan which has as its focus, the appropriate way to approach the mid to longer-term requirements.
- To identify options and recommendations for change that would improve the structure and resources.

### **1.2 Core Competencies**

- To identify what we see as the core competencies required by the District and within what areas of expertise and experience
- To review and identify whether employee resources are appropriate in each department or key function considering the size of the District compared to other similar jurisdictions.

### **1.3 Service Efficiencies and Effectiveness**

- To identify present service goals and standards and determine if these are appropriately determined, communicated and evaluated.
- To undertake selective function assessments in key service areas designed to determine if further efficiencies should be expected.
- To review the District's present approach to using in house resources vs. contracting out in order to determine cost effectiveness in major functional areas (e.g. Operational Services).

## 1.4 Clustering of Services

- To identify whether or not the current resources are appropriately clustered within the right “team umbrellas”.

## 1.5 Timing

- To recommend the appropriate timing for any of the foregoing actions to occur.



## 2.0 Key Issues

The following were the key issues facing Pitt Meadows as observed by a cross-section of those we interviewed and, in particular, members of Council (to whom we posed this question). These are not in a ranked order.

- ❑ **Transportation**
  - Highway linkage/land use impacts/impact on commuter traffic
  - Enhancing vitality of Harris Road
- ❑ **Long Term Land Use Planning**
  - Impact of First Nations presence: need liaison role internally
  - Growth limitations places necessary emphasis on Infill planning
  - Preservation of rural lands a significant concern
- ❑ **Safe Community**
  - Desire that RCMP presence and visibility is enhanced
  - How to engage citizens in ensuring a safe community

- **Relationship to Maple Ridge**
  - Considerable investment in shared services model
    - Community Services
    - Airport
    - Tourism/Economic Development
    - RCMP
  - Council sees need for keeping active watch on service delivery
  - This relationship between the two municipalities appears to work reasonably well particularly as viewed administratively
  - Future Transportation needs for region impacting rural lands
- **Managing Impacts of Growth**
  - Pressures to add residential housing and infill planning
  - Impacts on current services
  - Seniors housing requirements
- **Developing a Clear Picture on the “Way We Do Business”**
  - Council & management understand need for strategic focus
  - General recognition of need to identify & deal with priority issues
  - Business planning process helpful; forcing a focus on “business units”
  - Need for a capital financing plan and priorities
- **Organizational Revitalization**
  - Need for strong, revitalized leadership: general recognition that management team needs added leaders
  - Council will need to empower senior staff to make necessary organizational and/or personnel changes
  - Need for new, creative ideas in the organization to deal with emerging issues
  - Recognize the quality people/provide challenge
- **The Economy**
  - Balancing population growth/economic activity

- How do we attract business; need to continually review strategies with local businesses, Chamber of Commerce and economic development committee members.

### **3.0 The Priority Requirements Facing Pitt Meadows**



Based on our assessment of the interviews that we have conducted and the materials which we have had an opportunity to review, we offer the following as the priority issues that this Council will need to assess and provide leadership.

- **Community Identity**
  - Who are we; what services do our residents require; what relationship do we aspire to have with our neighbours; how can we be heard on the regional/provincial stage?
- **Strategic Leadership**
  - What are the priorities facing this Council? (i.e. in the community? In the organization?)
  - How do we keep the focus on those issues? What techniques might the CAO utilize to help Council keep its focus on the principal issues?
  - How do we ensure that the public stays with us on these issues?
- **Organizational Change**
  - What competencies does this organization require?
  - How do we function in a larger environment without the scale of resources of others?
  - How can we effectively manage our future with limited internal resources? How do we define core services?

#### **4.0 Current Administrative Strengths and Weaknesses**

Before describing the organization in more depth, we wish to note what we see the following as “descriptors” of the current organization’s human resources and capabilities:

- **Strengths**
  - Knowledge of the community
  - Sensitivity to varied nature of community
  - Awareness of size
  - Patience
  - Loyalty
- **Weaknesses**
  - Loyalty
  - Lack of strategic mindset
  - Lack of a search for better
  - Unwillingness to change

- Personnel issues left too long
- Lack of clarity of roles



## **5.0 Issues and Observations**

The following reflects both what we heard and saw during our visits to Pitt Meadows and as a result of conducting quite a number of interviews.

### **5.1 Mayor**

- Councillors respect the leadership and work ethic of the Mayor; view him as being very busy and well-connected on the regional and Provincial stage
- Belief that the Mayor manages personalities on Council quite well; may need to meet each person more frequently just to ensure that all agendas are visible and being considered
- Mayor may be able to enhance his own leadership perspective through helping Council identify the leading issues
- Council (through the Mayor or Deputy Mayor) needs to be actively involved in the agenda process

### **5.2 Council as a Whole**

- Orientation process generally viewed as non-existent or inadequate
- Council members represent quite distinctly different backgrounds and thus bring diverse skills to the table; no real power blocs evident
- General belief that Council as a whole respects each other and their intent to provide good governance for the municipality; Council lacks a strategy or mechanism, however, to ensure that relationship issues are addressed on an ongoing basis
- All members need to recognize that it is Council as a whole which has the power to make decisions and to commit the District

- Concern expressed that Council needs to become more focused on the key community issues; some sense that a degree of complacency (which may be due to the confidence felt in the organization or to the busyness of their own lives); there is a recognition that members are busy in their own lives and most do not have the inclination to spend more time at District Hall than is necessary
- Committee of the Whole approach viewed as preferable to standing committees and generally felt to be working well; some concern that it may simply be a rehearsal of the Council meeting; some Councillors save their questions until Council meets in public; may need to review the purpose of committee of the whole meetings and how they can become more valuable
- Council believes that the District is served by reasonably competent people in most positions; recognize that the District may need more resources; see some evidence of burn-out; fewer resources now than 13 years ago yet the population has increased substantially; Council appears to support the decision-making abilities of senior staff vis-à-vis their responsibilities
- Need for a Council evaluation process and a process to review the CAO
- Concern expressed that the policy which allows staff to take either Friday or Monday off weakens the staff presence in the office and then not much gets done
- Councillors express the need for a new e-mail system to which staff do not have access
- Relationships to staff viewed as too close for some members of Council; impacts management's sense of flexibility in making personnel decisions
- Lack of senior level financial skills seen as the major weakness in the current organization
- General sense that not filling the Clerk's role may have been a mistake; this person was of more value than might have been recognized
- Willingness to consider use of the private sector in certain areas (e.g. inspections)

- Council conference policy needs to be reviewed; currently extremely limited in terms of dollars available; would be virtually impossible to attend any national conferences based on current policy; such a restrictive policy is not in the best interests of this or any Council
- Relationship to Maple Ridge viewed as important; how it is assessed depends on the person interviewed but, in the main, there is support for the sharing of services; there are differences in philosophy due to the make-up of the two communities; no appetite for amalgamation apparent in our discussions; agreements are generally viewed as fair by most members of Council although concern expressed that support for community services does not extend to social issues which most see as the purview of the Province; relationships between the two communities (from a Pitt Meadows perspective) appear to be at a lower level on the political level than between those at the administrative level.

### **5.3 Administration**

Comments are grouped by issues and by function for the organization and provided as follows:

#### **□ General Issues**

##### **1. Sense of Integration**

- Despite the small size of the organization, there is a limited sense of connectedness between the various functions. Some of this may be due to uncertainty regarding the structure and key spheres of responsibility.
- There appears to be the need for better communication and cooperation between Planning and Engineering functions. Some expressed the view that this would reduce the potential for mistakes being made.

##### **2. Salary Ranges**

- The proposed search for new senior level employees may be handicapped by the present salary ranges for senior staff. While we were not asked to review these, it is apparent that the salary range will need to be very competitive if Pitt Meadows is to have much

success in attracting the right level of candidates. A full scale compensation review is now warranted.

### **3. Relationship to Maple Ridge**

- There is general satisfaction with the actual services being delivered but concerned that the day-to-day linkage within the administration needs to be improved. This may be resolved if the senior management at the District of Maple Ridge identifies one lead contact for enhancing the ongoing relationship to Pitt Meadows. Such a “lead contact” would also be expected to sit at the Pitt Meadows Senior Management Team table.

### **4. Number & Placement of Staff**

- Our review, while it does point to the fact that staff resources in certain areas are stretched, the actual number of staff may be less of an issue than the placement of existing staff and their utilization. This points to the need for ongoing attention to workload planning and resource utilization.

### **5. Morale**

- Some view the morale as the poorest it has been in 25 years—others disagree. Our Employee Survey which was administered to all staff within the past week has been appended to this Report.
- Staff feel that they are experiencing pressure to get things done as in times past yet with comparatively less staff. The morale overall is likely better than expected given the degree of change and uncertainty throughout the organization

### **6. Degree of Council Involvement with Staff**

- All members of Council need to respect the needed separation between members of Council and the administration. Council members should limit their contact to meetings of Council and brief casual contact (i.e. not in the office more than necessary to get Council business done).

### **7. Leadership: Chief Administrative Officer**

- General sense that the CAO is striving to serve the District well. The Council as a whole supports the CAO and his efforts in managing the organization and keeping Council briefed. The CAO appears to Council to follow through on issues.

- We see the need for Council and the CAO to regularly discuss key community and organizational issues in order for action to be taken on a proactive basis. In this respect, the CAO will need to be action-oriented and prepared to utilize the powers of his office effectively. We sense that the CAO is prepared to accept this responsibility.
- Some staff see too much reliance on committees to make decisions. This may be a reflection of normal staff views of “head office” but does need to be kept in mind by both Council and the CAO.
- Business planning process has been a success overall. The CAO needs to ensure that the organization remains flexible during the plan period to accept change from unforeseen issues and not insist that emerging issues be deferred for a year.
- We heard several comments relative to the need for more proactive steps to be taken with regard to personnel issues which appear to be reasonably well-known throughout the organization. Where management sees such issues, they have a responsibility to keep clear and comprehensive records of poor practice as well as coaching steps to correct any problem or dysfunctional behaviour.
- There is also an apparent need to spend some time and likely training dollars on strengthening the management team. This group needs to hone their focus on a more strategic role.

**8. Community Services**

**- Recreation/Leisure**

- A Joint Leisure Services Agreement with Maple Ridge was approved in 1993-94. A comprehensive review of this shared services arrangement was conducted last year by PERC/BDO Dunwoodie. The current agreement concludes in July 2004 and its replacement is likely to incorporate various recommended changes.



- A Recreation Master Plan was completed in 2001. The Parks and Recreation Commission and Citizens Advisory Committee held a series of workshops this past year which included a focus on Governance; the plan is to combine the Committee and the Commission in September 2003.
- We were given to understand that Maple Ridge has committed that the portion of its Leisure Services budget assigned to social issues will not be charged against the agreement with Pitt Meadows. The later is not responsible for any financial contribution for such services. At the same time, the Leisure Services staff are encouraging local Pitt Meadows groups to take on additional responsibilities in this area.
- We were advised that a strongly-supported seniors program is underway with considerable cross-over of seniors from both communities taking part.
- Under the current agreement, if a new pool is built in Pitt Meadows, it will be subject to the same funding of 80% by Maple Ridge.
- The administrative linkage to Pitt Meadows was via a West Area Recreation Manager who was located in the District Hall and who is now resident across the street in the Recreation Centre. This has reportedly posed some communication problems for Pitt Meadows who are concerned that there is insufficient presence at their senior management table.

**- Planning**

(Director, Planner Analyst, Building Official, Building Clerk, GIS Technician, part-time clerk)

- There appears to be limited space for new residential development (currently at about 15,000 pop. with a maximum developable area of about 22,000). This will change the nature of the planning issues in this area.
- Potential commercial development along highway, railway lands, and in airport lands will impact on technical services such as transportation planning and fire prevention.



- Staffing in this area needs to be reviewed; could take more responsibility in economic development.
- Present annual contracting of engineering services is inefficient and time is lost annually in training new consultants on the District's needs. This arrangement should move to a three year cycle (even if a contracted part-time engineer is added).
- Strong agricultural and environmental forces yet growth has shifted community towards a more focussed urban growth mode.

#### **- Fire Services**

(Chief, Deputy Chief, PT Secretary, 34 volunteers)

- With the community growing, people will expect improved or enhanced services. The Chief feels that the increased commercial sector will add strain to the current service delivery model (i.e. significant reliance on dedicated volunteers), particularly in the area of fire prevention services.
- There is a mutual aid agreement with Maple Ridge which provides for access to 3 more fire halls and more equipment and 75 plus paid staff. The GVRD also has a mutual aid agreement in place.
- Call volume has been increasing although the majority of those have been to ambulance-related situations.
- Challenges include the expected growth, increased turnover of volunteers, resulting increased demands on training of new volunteers, impact on accessibility of volunteers and the need for an increased presence in terms of fire prevention.
- There is no Fire Master Plan as of yet although the Chief sees the need for one. Such a Plan should include an examination of potential service delivery changes caused by servicing increasing commercial development, and location of future (or relocated) fire halls in relation to the potential under/overpass on the Langley link at the railway.
- Mutual agreement on Emergency Operation Centres (EOCs) with Maple Ridge provides a positive extension of the District's ability to provide this service, but the District's local EOC needs to be brought to a standard that supports this function.
- A major concern of the Fire Department has to do with development in the new industrial park at the airport. The issue

here is that buildings at the airport will not be subject to the District's building inspection and fire inspection processes. It is felt that these review processes should occur in order to protect fire fighters in the event they have to enter a building to combat a fire.

- A second concern having to do with the airport is the need to recognize that specialized training and, perhaps, equipment is needed to deal with some types of airport fires and that provision must be made for this in the Department's training budgets.
- Another area where extra training and equipment will be necessary relates to the increasingly large developments that are now located in the District.
- Staff noted that it is becoming more difficult to keep up with fire inspections which need to be undertaken on a regular basis. It was suggested that the possibility of training volunteer staff to assist in this function be investigated.
- This department, like the others, needs to recognize the importance of succession planning. This should also result in recognizing the need to allocate training funds to enable appropriate volunteers to take supervisory training to assist in their current responsibilities and to ensure that suitable candidates are available to fill the permanent positions at such time as they become available.
- If not already done, the Fire Department should be asked to prepare an equipment, training and succession plan for the next five years taking into account anticipated new development within the District.

#### **- Tourism**

- With the merger of the Chambers of Commerce in 1999, thought was given to other natural services which could be shared. Tourism Pitt Meadows had been funded 100% by the District (around \$40-50,000 p.a.).
- A regional task force was established to look at options for service delivery. This body presented options to both Councils and resulted in the preferred approach being a regional tourism agency. Tourism Maple Ridge and Pitt Meadows has subsequently developed a vision statement, mission statement, values, issues, trends and key priorities.

- 2003 saw the initiation of a 3 year fee for service agreement between the new Tourism agency and the two Districts. This reflects a cost of \$40,000 currently with consideration being given to an additional \$30,000 to operate the Pitt Meadows Visitor Information Centre.



#### **- Airport**

- The current operations are 40 years old. These facilities and related operations were owned by the Federal Government until 1998. The Districts of Maple Ridge and Pitt Meadows agreed to share the load financially in taking over this facility and established an Airport Society to assist in its governance and operations.
- We were given to understand that no financial support was requested until last year with an annual revenue base of about \$470,000 with annual costs of about \$430,000; capital reserve estimated at \$500,000.

- The Society hired a Manager via contract last year; he was to manage the Airport, and put together a Business Plan/Master Plan for the airport. The Manager provides an annual report to the two Councils. It is suggested that the Councils request monthly reports.
- The Airport provides an air ambulance service, assists with RCMP functions, and claims to be the 3rd largest in the lower mainland (100,000 movements in the past year). Despite this, the Manager feels that it has suffered from a lack of promotion and that with the right steps taken, this facility could act as a commuter airport. (This would appear to be particularly timely given the 2010 Olympics and their anticipated impact).
- Governance/ownership appears to be an issue and could be addressed by including both Councils in a planning session which is suggested to take place prior to the Society's development of the annual budget and update of long-term plans.
- Discussions should be held with the Board responsible for the operation of the airport with a view to ensuring that the approval process for new developments on airport lands is integrated with the District's processes and that at least non-airside developments on the airport go through the District's planning and development processes. Given that Transport Canada has divulged itself of the smaller airports throughout the country and they are no longer regarded as federal lands, it is appropriate that new developments not directly associated with airside operations be subject to the normal municipal processes. This situation occurs in most airports in other areas.

## **9. Infrastructure Services**

(Director, Eng. Tech., Foreman-Operations, Clerk, Operations staff [10], Summer Students)

- There is an overall consensus that the Operations Department needs strong leadership. Those interviewed pointed to perceived deficiencies that seriously impact the work environment and the effectiveness of the Department.
- The operations foreman appears to be well regarded as the day to day supervisor who has the broad knowledge and skill base that enables him to effectively allocate work and supervise staff in the field. At the present time, his extra duties due to the vacant

director's position limit his ability to undertake field checks and to keep ahead of his crews in terms of determining work priorities.

- When asked about departmental morale, several persons interviewed stated that, while they were content on an individual level, they saw morale as being low.
- Many staff are of the view that Operations Department staffing levels have not kept pace with the significant increases in infrastructure that have occurred in the District as a result of new growth. There are concerns that operational standards are falling behind and that this could lead to significant problems in the future.
- A parallel concern is that equipment replacement lifecycles are not being followed and, as a result, some equipment is badly in need of replacement. The use of older equipment is leading to increased operating costs due to the down time (e.g., staff sitting idle) associated with the need for repairs and the actual cost of the repairs themselves (e.g., one piece of equipment's charge out rate approaches \$1,000 per hour).
- Most of the staff interviewed are long-term employees having anywhere from 12 to 27 years service with the District. A number of these staff have been proactive in terms of "growing with the job" in the sense that they have taken the initiative to acquire the necessary training and qualifications to undertake more skilled responsibilities. Several of the staff have developed their operating responsibilities and work protocols to the point where they can work on an ongoing basis with little or no direct supervision.
- Due to the years of service of many staff, they are entitled to lengthy vacations creating a need for additional back-up resources fairly frequently. This also presents vacation scheduling problems in the summer months.
- Back-up staff (posted alternatives) have been trained and designated for all the key skilled operator positions. This, however, leads at times to a resource shortage for the work done by the person filling in as a posted alternative.
- All staff are appreciative of the training opportunities made available by the District to improve their skill levels. It is apparent, however, that some staff make more use of these opportunities than do others.

- A major issue within the department is the matter of stand-by staff who receive extra pay and overtime. Some staff not on the list feel that they should be and that the potential to increase earnings through overtime should be shared more equally throughout the department. This issue is a significant contributor to the dissention that exists in the work group.
- Performance reviews are not conducted in the Operations Department.
- Staff appreciate the fact that the Chief Administrative Officer meets with them several times a year to bring them up-to-date with respect to current issues and major developments impacting the District.
- A functional relationship exists with the Engineering and Development Services Department in the sense that, following the finalization of development and engineering approvals, Operations Department staff are authorized to construct the necessary connections to the municipal infrastructure.
- Without question, the most pressing need in the Operations Department is the need for a new exempt supervisor to head the work unit. Skill sets considered important here include the practical knowledge needed to manage this type of organization combined with the strong leadership and inter-personal skills necessary to address the significant issues that exist in the department at the present time.
- An important early priority for the new supervisor is the need to undertake a review of the department's workload, the need for succession planning and the identification of areas where additional staff resources may be required. Serious consideration should be given to budgeting for a new position in this area.
- The District should consider the possibility of posting "on-call" positions in the Operations area. These positions would appeal to retired workers and others who may be interested in augmenting their income when the opportunity presents itself. While the posting would not offer any guarantee of work, it would insure that workers would be available for immediate call-up whenever the situation warranted (e.g., an emergency requiring permanent staff to perform other duties for a lengthy period, vacation back-up, etc). The on-

call positions could be funded through departmental savings achieved as a result of sickness, vacancies, etc. or through a special budgetary allocation (e.g., moneys budgeted for seasonal help).

- The matter of equipment replacement lifecycles needs to be examined and measures taken to ensure that replacement funding is adequate and that reserve funds are not diverted to other purposes. In some instances, the use of old equipment constantly in need of repair has led to artificially high operating costs and to operating inefficiencies in the department.
- A review should be undertaken of the manner in which stand-by staff are appointed and the number of staff that have the training to undertake this responsibility.

#### **10. Engineering and Development Services**

- The Engineering and Development Services Department is responsible for the management of growth in Pitt Meadows as well as for administering the day-to-day planning and development processes of the District. As such, the Department provides strategic oversight to the entire corporation in terms of positioning it to deal with the significant challenges that have been identified for the future (e.g., new Fraser River crossing, change in development emphasis from low density residential development to infill and large scale commercial and industrial development). In view of this, a means has to be found to free up a portion of the Director's time to enable more strategic thinking for the corporation as a whole as well as ensuring that the resources of the department are deployed in the most effective manner to meet these challenges. Some recommendations as to how this might be achieved are contained at the end of this report.
- Development levels in the District remain high but the dwindling supply of raw urban land means that, in the years to come, there will be a change in focus from low density residential development to infill and to industrial and commercial development for which a large land supply remains. The new Fraser River crossing is also expected to have significant implications for Pitt Meadows, again particularly in terms of industrial development.

- For the most part the E&DS staff interviewed are long-term employees of the District who work with a minimum of direct supervision and who need to consult the Director only when unusual situations arise. Weekly staff meetings with the Director ensure that ongoing coordination between the inter-related work streams takes place (all positions in the Department report to the Director).
- Time management conflicts exist in the sense that the responsibilities of the senior positions (the Director, Engineering Technologist and Planner) encompass a wide range of functions ranging from policy development through the evaluation of development applications and the preparation of reports to Council. The constant interruptions resulting from public inquiries and the need to deal with customers at the counter combined with the need to ensure that items are ready for presentation to Council mean that it is often difficult to allocate time to more strategic thinking (e.g., positioning the District to take advantage of the new river crossing) or to pursue innovations in terms of how the Department might be managed given anticipated changes in the operating environment.
- In view of the size of the Department, succession planning is very difficult in the sense that, for the senior positions, the District does not have the luxury of professionally or technically qualified back-up staff that may be trained to assume the responsibilities of the more senior positions. This situation also creates major workload pressures for the Director who, in the absence of key staff members, must act on their behalf, again cutting into the time available for higher order managerial thinking and planning. Cross-training does occur at the clerical level and staff have the capability to cover off other areas.
- Given this situation, there is a perception, at least on the part of some members of staff, that the department is static, oriented to the status quo and that there is a need for more visionary guidance.
- Departmental morale is seen as being good for most members of staff with the collegial way in which it operates and the easy approachability of the Director being identified as factors that contribute positively to this. Some frustration was expressed over

the lack of innovation and with the at times heavy demands, particularly in the engineering and counter staff areas.

- Performance reviews are conducted within the Department and staff appreciate the opportunity for the feedback this provides and the opportunity to pass on their own observations on how things are going to the Director.
- While we see some merit to added contractual expertise in this area, in terms of the need for a professional engineer, staff do not see this as being necessary, due particularly to the wide range of engineering specialties that are currently contracted out. This includes things such as geotechnical studies, sewer and water work, roadway design and construction and so on. Staff feel that no single engineer would have the capability to work effectively in all these areas and that the existing staff have the knowledge and ability to supervise the work of consultants in this regard. Staff also noted that the hiring of an engineer would not eliminate the need to retain outside resources in these areas.
- Significant work pressures exist in the engineering area, particularly given the elimination of a technologist position to enable the addition of a GIS technician. On the planning side, workloads have decreased enabling staff to devote more time to economic development types of activities.
- There is a very close working relationship between the planning, engineering and building inspection components of the department given that each function is an integral part of the development approval process.
- Consideration should be given to establishing a new entry level engineering technologist position. This would address the workload problems being experienced in this area, free up the present technologist's time to undertake higher order duties (with a likely savings in the amount of dollars needed for engineering consulting services) and would provide for succession planning and a back-up for the existing technologist.
- Given the observations made by staff in the previous section, it is doubtful whether the addition of a professional engineer to the department would be a cost-effective move. It has already been suggested that hiring engineering firms on a three-year contract

basis would significantly lower the administrative time needed to prepare and evaluate requests for proposals. In addition to this, there may be merit in placing a multi-function engineering firm on retainer so that individual RFP's are not required every time an engineering question needs to be asked. This would enable very small projects (e.g., one day's work or less) to be done without the need for tendering.

## **11. Corporate Services**

### **- Administrative & Human Resource Services**

(Director-Corporate Services, Accounting Clerk, Clerk-Steno/Receptionist, P/T Payroll Clerk, Accounting Clerk-Taxation, P/T Clerk-Steno/Receptionist, Custodian)

- This core area of the District will be impacted by the new Community Charter. The introduction of this Charter and the multitude of questions and challenges which are likely to arise would be an onerous and unfair expectation to place on the CAO. Response to impacts of the community charter will likely require someone with time and expertise e.g. review and updating of bylaws, procedures, public access to records, rules of accountability, standard agreements, contract rules, funds review, training. Someone in a Deputy Chief Administrative Officer role would be able to develop the necessary expertise in this area (or bring it to the table) and also be able to take on a variety of other administrative tasks as noted further on in this Report.
- It is our view that there is need for a full time person responsible for customer service and to act as a back-up to the front desk reception and accounting staff. Such an individual should be designated from current internal staff.
- There is a real lack of attention to the re-drafting of corporate policies and procedures and the need for new policies (for example, in those areas affected by the new Community Charter). There are also some deficiencies in this regard in the finance procedures regarding the area of financial controls.
- Follow-up on correspondence to the District is generally handled by the Executive Assistant and the preparation of agendas/minutes is currently her responsibility. The CAO approves all of the agendas and ensures their appropriate presentation. Other than final

approval of the agenda (which should remain with the CAO), the proposed Deputy CAO/Clerk should take the lead role in the preparation of agenda packages, bylaws and other legislative responsibilities.

- General sense that the lack of someone in the HR role has been a weakness. We note that the District has considered the addition of a HR Manager on a part-time contract basis. Such a position could be responsible for:
  - Updating position descriptions on an ongoing basis
  - Pursuing the development (with external advice) of a broadly-based compensation plan and policy
  - Developing written procedures and required assessments prior to the end of new employee probationary periods
  - Assisting supervisory staff with the appropriate handling of personnel issues
  - Ensuring adequate focus on health and safety and risk management issues (recent changes have restored minimal health and safety support services to the organization but this area requires continued development)

#### **- Finance**

- There appears to have been considerable reliance on previous Director to know what to do in most areas within finance. As well, she took on responsibility for a breadth of issues related not only to Finance but also information systems, personnel and business planning.
- There was some question as to whether or not the concept of “Corporate Services” was a good fit here. Again, this had to do with the concern regarding the range of requirements for this one position. It was noted, however, that the smaller size of this District requires people in management particularly (but also in other positions as well) to be multi-faceted.
- Everyone interviewed pointed to the need for someone with municipal experience plus academic credibility. The evolution of enhanced Business Planning has tended to set higher expectations for this role.

- There are also various challenges in the broad area of finance with the purchasing system not yet centralized, budget preparation, assistance to other functions relative to their budgets.
- Departmental knowledge of accounting principles and practices relied on the past Director of Corporate Services. It is our assessment that there is no individual in the current organization with this level of knowledge.
- In the payroll function, and as a risk management step, the organization should provide for specific separation of the entry of personnel data and rates from the payroll function, or (as this is a small organization) provide specific written procedures, approved by the auditor, on the steps to be taken and records of the monitoring of personnel data changes.
- Personnel files are currently removed from the vault and contents changed by different staff. This may create a liability for the organization and procedures on the management of and access to personnel files should be reviewed.
- Current accumulation of overtime is accrued to wage accounts and remains as a cash liability to the municipality until the funds are requested by affected employees. This liability does not appear to be specifically noted in the financial statements.
- We noted a number of questions related to the District's degree of involvement in and expertise in information systems. The need for someone capable of directing this function may also need to be factored into the search for a new Director of Corporate Services.
- GIS work has been coordinated with GVRD but has apparently had limited impact on the rest of the Pitt Meadows organization. Single person staffing of the GIS function creates a considerable risk to the organization in that temporary or short-term vacancies in this function can disrupt a core support function. As a long term strategy on GIS services, the future sharing of hardware/servers and staff with another municipality should be reviewed.
- Present proposals to hire a part time IT Manager on a contract basis should be reviewed, and the IT function should be supported by a regular interface with the Senior Management Team and with a Computer Working Group (consisting of staff directly working on systems).

- Pitt Meadows was one of 18 municipalities in 2001 to receive a Canadian Award for Financial Reporting regarding its annual financial statement.

## **6.0 Core Competencies Required**

Based on our assessment of the needs of the District today, the key challenges facing Pitt Meadows would appear to be:

### **6.1 Challenges:**

- Preservation of unique identity
- Management of the public interface (communication on the issues)
- Relationship and contractual management
- Environmental and land use preservation
- Transportation corridors and impact
- Organizational requirements
- Day-to-day service delivery (front desk, operations)
- Community Charter implications

### **6.2 Competency Requirements:**

- Senior level multi-task orientation
- Policy management with neighbours/Province/region
- Relational skill development
- Human resource skills: recruitment; training, volunteer supports, organizational development, contract management, compensation planning, bargaining
- Research and drafting bylaws, policies, agreements
- Engineering and planning

## **7.0 Service Efficiencies**

According to the Pitt Meadows website (which appears to be well-done and user friendly), the District is committed to the notion of business planning. The site declares “In order to promote effective and efficient delivery of services to our citizens the District undergoes a comprehensive business planning process as part of developing and updating its Financial Plans each year. This process includes a review of the services the District provides, service performance evaluation, and the setting of goals that are in-line with the Corporate Strategic Plan set by Council”.

Again, and we quote from the website, the District follows a solid approach to business planning.

“Business planning is a process that consists of the development, implementation, and evaluation of a plan for the provision of services in accordance with Council's goals as set out in the [corporate strategic plan](#), and other such documents. The business planning process is ultimately a cycle of continuous improvement.

### **What is a business plan?**

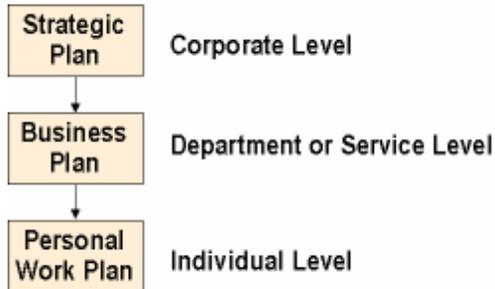
A business plan is a document prepared for a department/service that describes its purpose (mission), where it wants to go (vision), and its services, goals (and objectives). As well, the plan identifies the activities it will undertake to meet those goals (and objectives), the allocation of resources thereto, and the measure(s) that will be used to indicate progress/achievement.

A business plan is the "core" of the business planning process. It is a way of communicating a department's alignment to the strategic plan, and how its various service goals will be achieved within existing fiscal and other constraints. These plans will be submitted to, and approved by Council.

### **How do business plans fit with other corporate plans and individual work plans?**

Essentially, the [corporate strategic plan](#) sets the direction of the business plans and all other organizational plans. The departmental or service level business plans must be aligned with the corporate strategic plan, and as such, will identify the goals, activities, and resources required to further the achievement of the strategic plans key objectives. In addition, the business plans will form the basis of the individual

work plans for the upcoming year. The following diagram provides an overview of how these three key plans fit together.



Relationship between Major Business Planning Components

**How does the business plan relate to the annual Financial Plan (budget) process?**

The business planning process and the related business plans augment the annual budget process and plans. While the Financial Plan provides details about the projected revenues and expenditures for the organization as a whole (as well as other related information), the business plans provide the details of the services provided, the results to be achieved, and the specific financial needs of the department. Not all of the corporation’s revenues and expenditures are included in a business plan as they may not relate to a specific department (ex. municipal taxes, water and sewer levy, provincial unconditional grant, GVSD fee, GVWD expense etc.).

**Benefits of Business Planning**

The reason for preparing business plans in the public sector are compelling in view of the need to achieve desired results for citizens in an increasing tight and fast paced environment. Identified benefits are as follows:

1. Establishes a framework for decision making built on a system of continuous improvement
2. Promotes organizational alignment and a focus on achievement of desired results
3. Promotes communication and clarification of roles and responsibilities
4. Promotes improved results for our customer’s/client’s
5. Improves individual, departmental, and corporate accountability

This process began in 2001. A consultant was brought in May of 2002 whose role was to help develop a performance measurement system. The lead for this was then assigned internally. Part of the intent was to incorporate performance measures which would assist the District in setting targets which were deemed to be achievable and yet ones which the employees would recognize as their responsibility.

As staff have advised, the process of setting performance measurement targets had begun just prior to the departure of the former Director of Corporate Services. She had been working on building/refining performance measures for all departments. This would have been the second year that departments were actually responsible for generating input, demand, output, efficiency and outcome measures. Staff report that work certainly still needs to be done in developing quality measures and monitoring but there has been some progress. A departmental process improvement review was scheduled for 2003 although with staffing changes, it is likely that this will not be performed until the 2004 fiscal year.

It is unlikely that any real work on making full use of this process, the impact of the Community Charter and incorporating service efficiencies into budget development processes will occur until 2004. This is not to say that some work cannot be initiated in this regard as it is certain that even this review process will result in staff becoming more aware of their own responsibilities and the possible overlap with others. Having said this, we did not perceive any obvious areas of work that was an obvious duplication or a case of work that simply did not need to be done (i.e. not related to the core functions of a smaller community). At the same time, we are aware that more clarity is needed in refining the work targets and responsibilities of staff involved in the IT and GIS functions. As we noted in the report, these functions require improved coordination and leadership internally.

The District should, however, be developing its own corporate strategy and broad goals relative to what constitutes “core services” for the District of Pitt Meadows. This could be initiated through the involvement of an experienced facilitator in conducting such reviews. The District will need to involve not only its Council and senior management, but also at least a cross-section of other employees and key special purpose bodies.

## **8.0 Organizational Restructuring**

This review has been difficult due to the size of the organization, the desire to minimize costs and therefore taxes, the relative lack of organizational history at the senior level, the expectation to share services where feasible and the history of Pitt Meadows as traditionally a relatively small administrative organization. The combination of these considerations needs to be taken into consideration in proposing any change.

In examining the possibilities for re-organization of the departments, several considerations become apparent:

1. The role of the Chief Administrative Officer as the key advisor to Council on all policy issues is absolutely critical. He has a comprehensive portfolio in your organization given his “linkpin” function between the legislative nature of Council and the array of administrative tasks throughout the rest of the organization. The CAO needs to be visible in the community as well as to the organization (both inside and outside employees). A key aspect of his role is that of building solid relationships with key allies and partners locally and regionally in addition to his role in acting as the principal advisor to Council. While some of these duties can be delegated, the role of “principal policy advisor” cannot. None of the following changes is intended in any way to diminish these responsibilities.
2. The breadth of responsibilities will be larger than the capacity of those positions which we have recommended as department heads. While these added responsibilities could possibly be contracted out to external consultants, the net result will still be a lack of internal expertise in what we would consider as critical core responsibilities. We had given consideration to the addition of another department head (or senior management) position but determined that many of these functions are more of a staff support nature than that which would normally “fit” within an operating department. While some of these responsibilities would have fallen to the former position of District Clerk, others are more of a “lead contact” nature.
3. Some of these functions could be clustered together under one senior management position reporting directly to the CAO. While this marks a departure from our normal philosophy regarding creating a 2IC position, we see the need here in Pitt Meadows. The recommended new position of Deputy CAO/Clerk will enable the organization to bring in needed senior

level expertise at the department head level while rotating the present Director of Planning and Development into this newly-created position. The Deputy CAO/Clerk should be responsible for:

- Performing the duties of District Clerk
  - Monitoring legislative changes which impact the District including, but not limited to, the new Community Charter
  - Acting as the District's key resource on matters relating to external service contracts, partnerships and key strategic relationships
  - Acting as the District's key contact on economic development and tourism
  - Coordinating special projects including the District's response on environmental services issues and any First Nations discussions
  - Assisting the organization through the development of a revised policy development process
  - Assuming the lead role in moving forward the business planning initiative and performance reviews
  - Assuming a lead role in the development of quarterly and annual reports
  - Taking on a lead role in resource management and labour relations.
4. The Operations Department is a discrete entity requiring an exempt supervisor but is of a nature, in terms of the overall corporate organization, that may not be suitable to be retained as a separate department. We therefore recommend it be considered a part of a restructured department which incorporates planning, development, engineering and operations. There is a functional relationship between Operations and the engineering component of E&DS that suggests a closer organizational relationship may be of merit. There is an even more vital functional relationship between the engineering and planning components of the E&DS Department that should not be jeopardized by transferring the engineering function to a different department. Within the E&DS Department there is a need to create, where appropriate, succession planning and staff back-up opportunities. There is a need in the E&DS Department to free up a portion of the Director's time for more strategic thinking, both at a departmental level and at a municipal growth management level.

5. One way of addressing these considerations and positioning the District to cope with the future in an effective manner would be to create a new department composed of three sections:

**Operations** – This section would essentially be comprised of the former Operations Department headed by a manager or supervisor reporting to the department head. Due to the nature of this section’s responsibilities and its size, 100 per cent of the supervisor’s time would need to be spent on managerial functions. It is anticipated that very little of the department director’s time would be required to assist in the management of this section, apart from the normal familiarization period required for a new employee.

**Engineering Services** – This section could be headed by the existing Engineering Technologist who has demonstrated the potential for promotion. (Additional supervisory skills training for the incumbent is, however, recommended). As noted above, an entry-level technologist should be hired to address workload problems currently being experienced in this area. Given the small size of the section, it is estimated that only a small portion of the supervisor’s time (in the order of 30 per cent) would be required for managerial type duties with the rest of his time being allocated to technical work.

**Planning, Building and Economic Development** – Skill set limitations on the part of existing staff would likely mean that the formalization of a new section here would have to wait either until an existing staff member moves on or until the municipality reaches a size that additional staff resources may be justified in this area. In the interim, the existing situation where all staff report directly to the Director could be maintained or, alternatively, a change could be made where the planning clerk and the building clerk report directly to the planner and the building official respectively. The rationale for this section has to do with the close relationship that exists between the planning approval and building permit processes and the opportunity to use extra staff time that may be available in the planning area for economic development. In addition, there are advantages in maintaining a close relationship between economic



development initiatives and the ensuing planning approval process required in order that these developments may proceed. These could be continued under our proposed Deputy CAO position.

6. Insofar as the Fire Department is concerned, given that very little of the Chief Administrative Officer's time is required with respect to this department it is recommended that the existing reporting relationship be left unchanged.

The following attached structure is proposed. We are confident that this proposed structure will meet the needs of the District for the next 12-24 months or until such time as there are any further personnel changes at the management/supervisory level. At that time, then the District through its CAO, should reconsider the structure and ensure that these resources are suitable for the organization as it continues to evolve.

It should be noted that the existing position titles may not have been used, although it is anticipated that existing staff could be placed within the new structure. Any new positions (with the exception of the internal promotion which we recommend) should follow the District's recruitment and position vacancy policies.

### **Proposed Functional Structure**

- Chief Administrative Officer
  - Legal counsel
  - Strategic planning
  - Deputy CAO/District Clerk functions
  - Recreation and Cultural services liaison
  - Human Resources
  - Confidential secretarial functions
- Operations and Development Services
  - Community planning
  - Long term planning
  - Building services
  - Bylaw Enforcement Services
  - Operations/infrastructure services
  - Equipment/facilities management

- Airport Society liaison
- Emergency and Fire Services
  - Fire prevention services
  - Fire suppression services
  - Emergency measures
- Corporate Services
  - Business planning
  - Budget preparation
  - Accounting
  - External audit (contract)
  - Information technology

### **Proposed Organization Structure**

- Chief Administrative Officer
  - Deputy CAO/Clerk
  - Executive Assistant
  - Administrative & Human Resources Officer
    - Customer Service Representatives
- Director of Operations and Development Services
  - Planning/Building Coordinator
    - Building Technician
    - Bylaw Enforcement Officer
  - Airport Manager (coordination with Airport Society)
  - Engineering Services Coordinator
    - GIS Technician
    - Junior Technologist
    - Engineer (Contract)
  - Operations Coordinator
    - Operations Supervisor
      - Operations and Maintenance Technicians

- Manager of Emergency and Fire Services (Chief)
  - Deputy Chief
- Corporate Services
  - Director of Finance (with a professional accounting designation)
    - Accounting Clerks
    - Customer Service Representatives
  - IT Coordinator
  - External Auditor (Contract)

### **Immediate Needs**

There appears to be various immediate requirements facing the District due to the upcoming budget preparation cycle and the resumption of more normal fall scheduling and citizen/Council activities. Thus, while there will be the need to undertake other changes with a longer term horizon in mind, some immediate requirements face the District as it moves into a somewhat busier season.

These more immediate challenges and implications are as follows:

- Business Plan, Budget Development, Taxes
- Human Resource Planning
- IT Management/Coordination
- Community Charter Responsibilities
- Operations Leadership

Of these responsibilities, the issue with regard to securing appropriate financial leadership would appear to be of the highest priority. While the CAO has explored some options for interim assistance, we would recommend entering into an arrangement with either a recruitment firm with local government expertise or utilizing internal resources to contact various other municipalities to determine if anyone is aware of recent retirees in this field. There are also other firms which specialize in providing people for short-term projects. We will continue to advise the CAO on all of these options.



## **8.0 Recommendations**

1. We recommend that the Mayor pursue a more proactive role in engaging members of Council in discussions related to their individual goals and concerns. Further, the Mayor needs to ensure that no member of Council is encouraged or allowed to engage with staff in the office or at a work site such that the expected degree of separation between Councillors and staff is in any way abridged.
2. We recommend that Council, by policy, approve of a comprehensive orientation process for all members of Council every three years, within 5-10 days of a province-wide municipal election.
3. We recommend that the main focus of any such orientation be placed on Council's primary role (i.e. governance) and that an external resource be brought in to provide Council with such an overview.
4. We recommend that the present approach to the committee of the whole be re-focused on "key community and corporate issues".
5. We recommend that a Council appraisal and evaluation process be adopted by Council and utilized at least internally on an annual basis. Such a process is available in the literature. We would be happy to provide same under a separate cover.
6. We recommend that a format and process for evaluating the CAO be adopted and utilized by this Council. We would be pleased to provide same under separate cover.
7. We recommend that Council to confirm its support to the CAO to undertake whatever organizational change is endorsed by Council as a result of our work.
8. We recommend that the CAO act expeditiously in:
  - a. Meeting with all staff to advise on our findings and ensure that all staff are aware of the need to work collaboratively and in a positive spirit in ensuring that these proposed changes are rapidly and readily embraced by the full organization
  - b. Promoting and appointing the current Director of Development Services as the new Deputy CAO/Clerk
  - c. Appointing the current part-time Administrative Manager to the exempt and confidential position of Administrative and Human Resources Manager

- d. Recruiting a Director of Corporate Services
  - e. Recruiting an Operations Coordinator as per the proposed organizational structure
  - f. Adding a junior level engineering technologist as a back-up, training and support position; continue to assess the need over the next couple of years for an additional staff resource in the operations functions given expanding workload responsibilities
  - g. Reviewing the need for an experienced and perhaps retired civic engineer on a part-time contractual basis to act as the District's engineer as an advisor to the organization on major regional and local projects (as the need arises).
9. We recommend that a Fire Master Plan be developed which includes an examination of potential service delivery changes caused by servicing increasing commercial development, and the potential for locating any future (or relocated) fire halls in relation to the potential under/overpass on the Langley link at the railway. We further recommend that the Fire Department be asked to prepare an equipment, training and succession plan for the next five years taking into account anticipated new development within the District.
10. We recommend that governance/ownership issues at the Airport be reviewed prior to the Society's development of the annual budget and update of long-term plans. Discussions should also be held with the Board responsible for the operation of the airport with a view to ensuring that the approval process for new developments on airport lands is integrated with the District's processes and that at least non-airside developments on the airport go through the District's planning and development processes.
11. We recommend that the CAO review the issue of stand-by staff within the Operations Department who receive extra pay and overtime.
12. We recommend that the Operations Department initiate and continue to conduct performance reviews of all employees.
13. We recommend that the District consider the potential advantages of posting "on-call" positions in the Operations area. These positions would appeal to retired workers and others who may be interested in augmenting their income when the opportunity presents itself. While the posting would not offer any guarantee of work, it would insure that workers would be available for immediate call-up whenever the situation warranted (e.g., an

emergency requiring permanent staff to perform other duties for a lengthy period, vacation back-up, etc).

14. We recommend that the District recognize the need to strengthen their approach to human resources through the appointment of someone to that role. Such a position would be responsible for:

- Updating position descriptions on an ongoing basis
- Pursuing the development (with external advice) of a broadly-based compensation plan and policy
- Developing written procedures and required assessments prior to the end of new employee probationary periods
- Assisting supervisory staff with the appropriate handling of personnel issues
- Ensuring adequate focus on health and safety and risk management issues (recent changes have restored minimal health and safety support services to the organization but this area requires continued development)
- Ensuring the appropriate handling of personnel files

15. We recommend that a long term strategy on the use of GIS services be considered.

16. We recommend that the IT function be supported by a regular connection to the Senior Management Team possibly through a Computer Working Group.

17. We recommend that the CAO re-structure the terms of reference and expectations of a Senior Management Team (SMT) to incorporate the following:

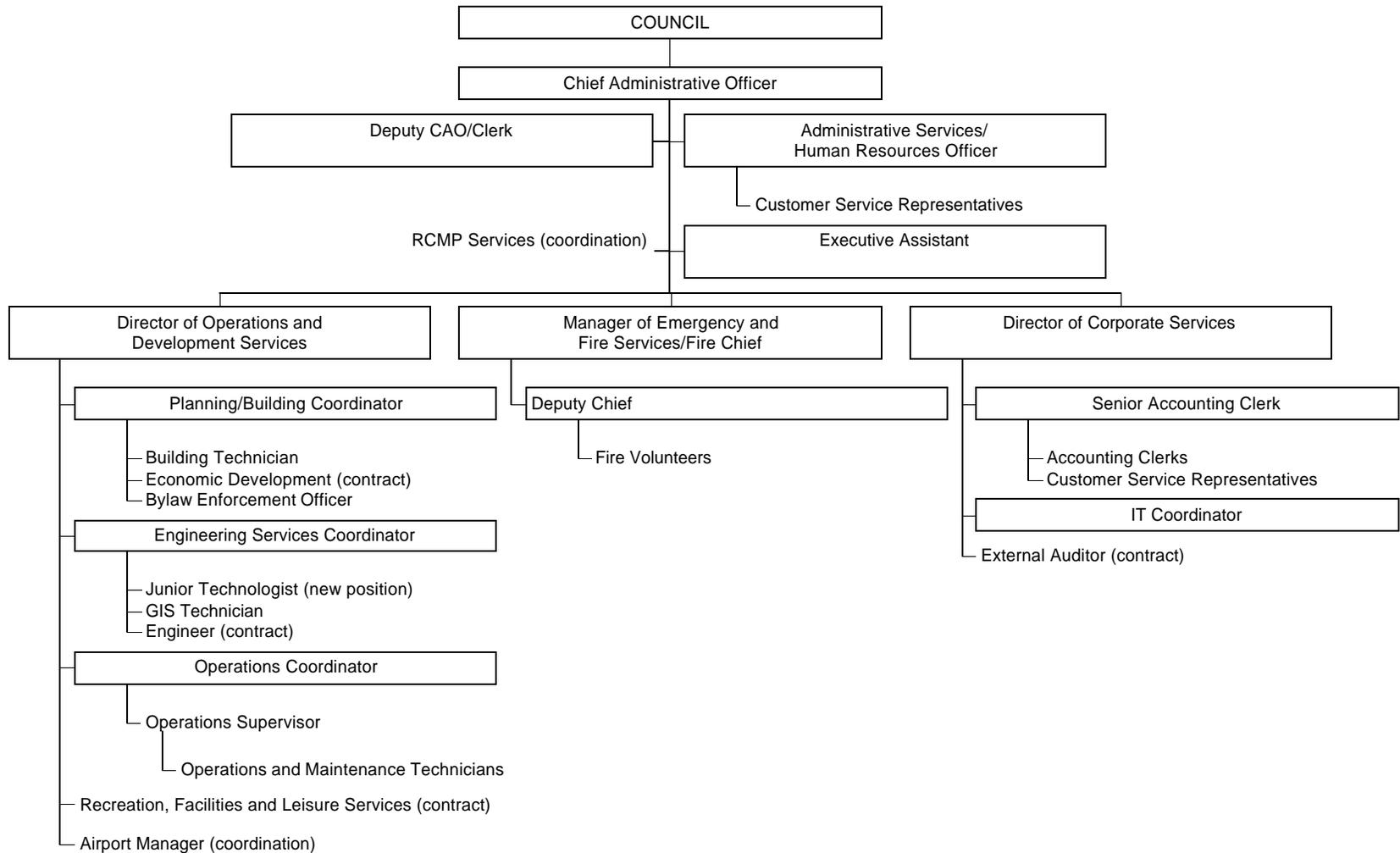
- a. Provide policy advice to the CAO and through him, to Council, on all matters which require Council direction
- b. Seek innovative, creative ways to maximize the ability of the District to carry out its functions
- c. Review the proposals of each other and discuss their merits and the potential questions which Council may have (prior to the matter being placed before Council for debate and decision)
- d. Discuss and ensure that any matter which requires a new or revised policy statement be so described prior to being placed on the formal Council agenda.

18. We recommend that the District of Pitt Meadows take a more realistic approach to its policies vis-à-vis training and development for Council and administration. This will require committing sufficient funding into the budget for a training program for both the Council and administration to ensure that improved organizational readiness results.
19. We recommend that the CAO continue the business planning and performance measurement initiatives through assigning specific responsibilities and deadlines to the Deputy CAO and other senior staff and through organizing an externally-facilitated core service review with Council, management and a cross-section of non-management employees. Members of directly related community bodies might also be invited.
20. We recommend that the District move to a three-year cycle in its appointment of engineering consultants to the District (i.e. for general engineering advice).
21. We recommend that the CAO ensure that his schedule and that of the Deputy CAO are planned in such a manner as to ensure the presence of one in the absence of the other.
22. We recommend that the CAO take note of the personnel problems which we have discussed with him and begin to take proactive and progressive steps to deal with any such employees who may no longer want to work towards corporate goals as a cooperating member of the organization (or whose skill set may not meet the current requirements of the District).

Thank you for this opportunity to provide input on this stage of Pitt Meadows development as a community.

Yours very truly,  
George B. Cuff, CMC  
President

District of Pitt Meadows



<b>Position Title:</b>	<i>Deputy Chief Administrative Officer/Clerk</i>
<b>Reports to:</b>	<i>Chief Administrative Officer</i>
<b>Summary of Function:</b>	Maintains responsibility for particular files and issues delegated to this position by the CAO. Coordinates the preparation and response by the District to legislative changes brought on by the new Community Charter.

### ***Key Responsibility Areas:***

1. Acts as the back-up to the CAO in his absences.
2. Performs the duties of District Clerk.
3. Acts in a lead role in monitoring and advising the CAO on legislative changes which impact the District including, but not limited to, the new Community Charter.
4. Acts as the District's key resource on matters relating to external service contracts ((i.e. contracts with Maple Ridge for Police and Leisure services); partnerships (i.e. Airport Society, Arena Society)" and strategic relationships including any First Nations issues."
5. Acts as the District's key contact on economic development and tourism issues and related organizations; serves as the principal staff liaison to the Pitt Meadows Economic Development Advisory Committee.
6. Assists the organization through the development of a revised policy development process; ensures that all staff are trained in the policy development process; reviews all existing policies and bylaws and recommends streamlining and elimination of any duplication.
7. Provides back-up assistance to the Director of Operations and Development Services.

- 8.** Monitors the contravention of any municipal bylaws. Responds to complaints. Acts within the power of the bylaws. Advises the CAO of any problem areas.
- 9.** Provides the lead role in strategic and business planning including developing the District's performance measurement and business process improvement initiatives; also serves as the lead role in developing and monitoring performance including the District's quarterly and Annual reports.
- 10.** Performs the lead role in resource management and labour relations as assigned by CAO.
- 11.** Acts as backup to the Approving Officer.
- 12.** Performs other related tasks as required.

<b>Position Title:</b>	<i>Director of Corporate Services</i>
<b>Reports to:</b>	<i>Chief Administrative Officer</i>
<b>Subordinate Positions</b>	Subordinate staff of the department
<b>Summary of Function:</b>	Responsible for discharging those responsibilities as assigned by legislation and by this description. Provides financial investment and policy advice to the CAO and Council as requested. Manages all business planning, budgeting, accounting, taxation, MIS functions.

## ***Key Responsibility Areas***

1. Recommends appropriate policies to govern the Department. Prepares procedural statements in support of approved policies.
2. Provides advice to the CAO on all responsibilities within the jurisdiction of this department.
3. Assists in the coordination of business plans for each department and business unit.
4. Coordinates the preparation of short and long term operational and capital budgets for this department. Provides assistance to other senior staff as requested. Coordinates the preparation of the District's operating and capital budgets.
5. Ensures that the District's assets are invested wisely. Provides advice to the CAO and Council on any suggested change in investments. Maintain up-to-date insurance coverage for all municipal assets.
6. Supervises and directs the subordinate staff of the department. Trains and appraises assigned departmental staff within approved personnel policies. Conducts annual appraisals of all subordinate personnel.
7. Controls departmental spending within the approved budget for the Corporate Services department. Approves departmental invoices for payment. Prepares

- monthly and annual financial statements for the municipality and variance reports as requested. Researches, recommends and prepares other financial management reports.
8. Acts as the chief financial advisor to Chief Administrative Officer and, through the CAO, to Council. Attends all meetings of the assigned Committee and Council meetings as requested by the CAO.
  9. Directs the provision of the department's support services including audit, accounting, tax and treasury, management information systems, etc.
  10. Ensures that appropriate financial controls are developed. Advises the CAO and Council of any changes necessitated by the auditor's report.
  11. Develops appropriate reports on the current and projected financial condition of the municipality (e.g. trend analysis) for Council and senior administrative staff.
  12. Oversees the management information system. Ensures that appropriate management information systems are developed and that each department is involved in the selection and purchase of MIS programs.
  13. Prepares reports and statistical summaries as necessary for review by the CAO, Council or other bodies. Reviews and assesses long range policy initiatives by the Province and other jurisdictions, etc. relevant to this department.
  14. Performs other related duties as required.

<b>Position Title:</b>	<i>Director of Operations and Development Services</i>
<b>Reports to:</b>	<i>Chief Administrative Officer</i>
<b>Subordinate Positions</b>	Subordinate staff of the department
<b>Summary of Function:</b>	Responsible for discharging those responsibilities as assigned by legislation and by this description. Provides engineering services and policy advice to the CAO and Council as requested. Manages all public works, engineering, planning, GIS, bylaw enforcement and building functions.

### **Key Responsibility Areas**

1. Recommends appropriate policies to govern the Department. Prepares procedural statements in support of approved policies.
2. Provides advice to the CAO on all responsibilities within the jurisdiction of this department.
3. Directs the preparation of business plans for each departmental business unit.
4. Prepares the short and long term operational and capital budgets for this department.
5. Supervises and directs the subordinate staff of the department. Trains and appraises assigned departmental staff within approved personnel policies. Conducts annual appraisals of all subordinate personnel.
6. Controls departmental spending within the approved budget for the Operations and Development Services department. Approves departmental invoices for payment.
7. Researches, recommends and prepares other management reports. Prepares reports and statistical summaries as necessary for review by the CAO, Council or other bodies. Reviews and assesses long-range policy

initiatives by the Province and other jurisdictions, etc. relevant to this department.

8. Ensures that the District has suitable engineering, building and development standards for all developments and that such standards are being met.
9. Develops work-plans for each aspect of the department's responsibilities. Reviews such plans with the subordinate staff and seeks their input.
10. Reviews each operational workplace to ensure that staff are functioning in safe environments.
11. Assesses the capital requirements of the District with senior management and develops a long-range capital works program.
12. Reviews the pace of development within the District and maintains sufficient resources to meet these requirements.
13. Oversees and directs the GIS system and ensures that a strategic plan has been developed which meets the requirements of the District.
14. Monitors the operational requirements at the airport and advises the District's Deputy CAO in this regard.
15. Performs other related duties as required.