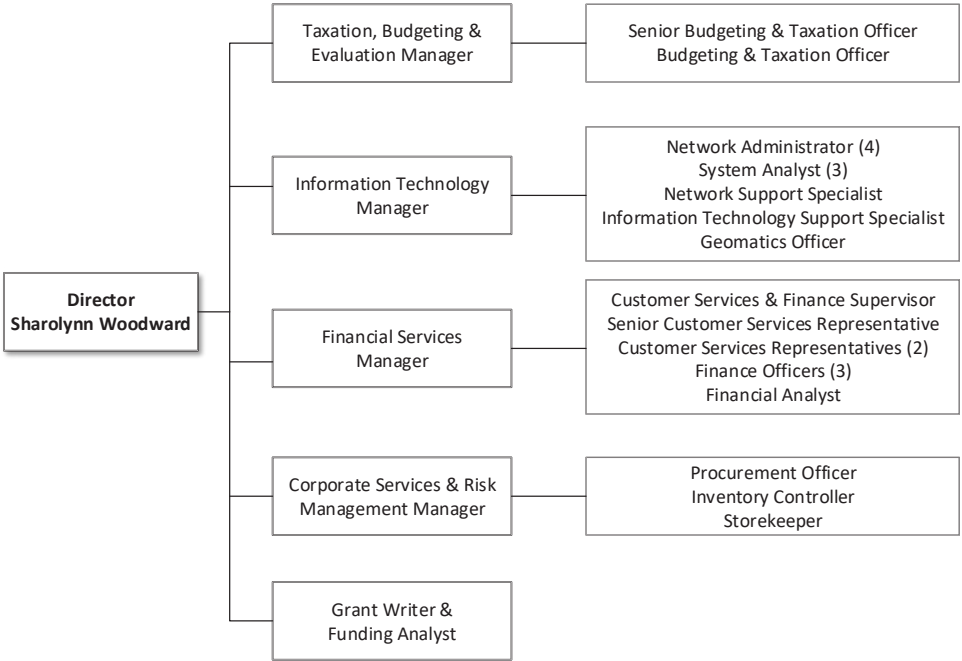


Department Staffing



Staffing Summary

Staffing Summary	2018 Actual	2019 Budget	2019 Forecast	2020 Budget	2021 Budget	2022 Budget	Note
Directorate	6.00	6.00	6.00	7.00	8.00	8.00	(1)
Taxation & Budgeting	2.00	2.00	2.00	2.00	2.00	2.00	
Financial Services	8.38	8.38	8.38	8.40	8.40	8.40	
Corporate Services & Risk Management	3.00	3.00	3.00	3.00	3.00	3.00	
Information Technology	10.00	10.00	10.00	10.00	10.00	10.00	
	<b>29.38</b>	<b>29.38</b>	<b>29.38</b>	<b>30.40</b>	<b>31.40</b>	<b>31.40</b>	
Permanent	28.00	28.00	28.00	29.00	29.00	29.00	
Part-time/Casual/Term	1.38	1.38	1.38	1.40	2.40	2.40	
	<b>29.38</b>	<b>29.38</b>	<b>29.38</b>	<b>30.40</b>	<b>31.40</b>	<b>31.40</b>	

Note

(1) A two-year term Grant Writer and Funding Analyst position was added in 2018 and it is recommended that it become a permanent position in 2020. A five-year term Asset Management Leader position is recommended, beginning in 2020. A four-year term Asset Management Support position is recommended, beginning in 2021.

# GENERAL FUND - Corporate Services

## CORPORATE SERVICES DEPARTMENT

The Corporate Services Department is responsible for four service areas: Information Technology; Financial Services; Taxation, Budgeting and Evaluation; and Corporate Services and Risk Management. The managers who head each of these divisions report to the director, who sets the course for the department, and provides a level of advice and support to the municipality that is typically associated with the role of chief financial officer.

Corporate Services Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	125	125	125	125	125	125	
User Charges	726	673	738	685	685	685	
<b>Total Revenue</b>	<b>851</b>	<b>798</b>	<b>863</b>	<b>810</b>	<b>810</b>	<b>810</b>	
<b>Expenditures (By Division)</b>							
Directorate	1,006	1,152	1,245	1,309	1,486	1,543	
Taxation & Budgeting	442	494	506	500	507	515	
Financial Services	882	930	873	951	972	989	
Corporate Services & Risk Management	1,355	1,483	1,429	1,479	1,440	1,452	
Information Technology	2,445	2,724	2,620	2,817	2,923	3,023	
<b>Total Expenditures (By Division)</b>	<b>6,130</b>	<b>6,783</b>	<b>6,673</b>	<b>7,056</b>	<b>7,328</b>	<b>7,522</b>	
<b>Net Revenue (Expenditures)</b>	<b>(5,279)</b>	<b>(5,985)</b>	<b>(5,810)</b>	<b>(6,246)</b>	<b>(6,518)</b>	<b>(6,712)</b>	
<b>Expenditure (by Object)</b>							
Wages & Benefits	3,462	3,728	3,730	3,877	4,219	4,364	
General Services	546	892	915	895	840	856	
Materials	582	473	433	546	506	514	
Maintenance	786	825	815	871	896	920	
Vehicle -O&M	10	5	5	7	7	8	
Insurance	744	860	775	860	860	860	
<b>Total Expenditures (By Object)</b>	<b>6,130</b>	<b>6,783</b>	<b>6,673</b>	<b>7,056</b>	<b>7,328</b>	<b>7,522</b>	



## GENERAL FUND - Corporate Services

Corporate Services Directorate Budget	2018	2019	2019	2020	2021	2022	
	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
<b>Revenue</b>							
<b>Total Revenue</b>	-	-	-	-	-	-	
<b>Expenditures (by Activity)</b>							
Administrative	150	172	187	196	222	230	
Funding & Reporting	100	115	126	131	149	155	
Long Term Planning & Priority Setting	302	346	374	392	446	464	
Public Inquiry & Communication	100	115	126	131	149	155	
Team Leadership	100	115	126	131	149	155	
Legislation & Governance	254	289	306	328	371	384	
<b>Total Expenditures (By Activity)</b>	<b>1,006</b>	<b>1,152</b>	<b>1,245</b>	<b>1,309</b>	<b>1,486</b>	<b>1,543</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,006)</b>	<b>(1,152)</b>	<b>(1,245)</b>	<b>(1,309)</b>	<b>(1,486)</b>	<b>(1,543)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	989	1,023	1,050	1,073	1,322	1,376	(1)
General Services	16	123	189	233	161	164	(2)
Materials	1	6	6	3	3	3	
<b>Total Expenditures (By Object)</b>	<b>1,006</b>	<b>1,152</b>	<b>1,245</b>	<b>1,309</b>	<b>1,486</b>	<b>1,543</b>	

**Note:**

- (1) A two-year term Grant Writer and Funding Analyst position was added in 2018 and it is recommended that it become a permanent position in 2020. A five-year term Asset Management Leader position is recommended, beginning in 2020, and this position will be funded by Capital Fund in 2020.  
A four-year term Asset Management Support position is recommended, beginning in 2021.
- (2) Contracted costs including \$75,000 for a water rates study in 2020.

## GENERAL FUND - Corporate Services

### TAXATION, BUDGETING AND EVALUATION DIVISION

The Taxation, Budgeting and Evaluation Division is responsible for budgeting, program evaluation, property assessment and taxation in accordance with established legislations and by-laws. The Division coordinates and prepares the annual and multi-year budget and long-term financial plans. This multi-year budget process help the City to ensure that, in the course of providing services to the public,

Council's goals, objectives and directions are implemented and costs are controlled. This Division also administers the Senior and Disabled Grants, Local Improvement Charge, property assessment and taxation functions.

Taxation, Budgeting & Evaluation Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	125	125	125	125	125	125	(1)
User Charges	-	43	50	55	55	55	(2)
<b>Total Revenue</b>	<b>125</b>	<b>168</b>	<b>175</b>	<b>180</b>	<b>180</b>	<b>180</b>	
<b>Expenditures (by Activity)</b>							
Budgeting	89	99	101	101	102	104	
Property Assessment & Taxes	353	395	405	398	406	412	(1)
Rounding	-	-	-	1	(1)	(1)	
<b>Total Expenditures (By Activity)</b>	<b>442</b>	<b>494</b>	<b>506</b>	<b>500</b>	<b>507</b>	<b>515</b>	
<b>Net Revenue (Expenditures)</b>	<b>(317)</b>	<b>(326)</b>	<b>(331)</b>	<b>(320)</b>	<b>(327)</b>	<b>(335)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	198	220	224	226	229	233	
General Services	234	259	265	256	259	262	(3)
Materials	-	5	5	5	5	5	
Maintenance	10	10	12	13	14	15	
<b>Total Expenditures (By Object)</b>	<b>442</b>	<b>494</b>	<b>506</b>	<b>500</b>	<b>507</b>	<b>515</b>	

**Note:**

- (1) Funds received under the City's Assessment Authority Agreement with the GNWT, which is in place through May 31, 2021.
- (2) Tax certificate fees and tax collection cost recoveries, which were previously reported in the Financial Services Division.
- (3) Assessment contracted costs.



### INFORMATION TECHNOLOGY DIVISION

The Information Technology Division is responsible for all aspects of the City's information technology infrastructure. This includes:

- The secure and reliable network that connects workstations, laptops, mobile devices, printers, scanners, and copiers at sites throughout the City and provides users with access to essential software tools, integrated data sources, and the internet.
- Databases that house and protect extensive data resources across the corporation.
- Software applications that streamline processes and service delivery.
- Websites that extend electronic information access and online services to staff and citizens.
- Telephone, cellphone, and voice mail services that facilitate communication and collaboration.
- Public workstations and wireless services that expand public computing and Internet access.
- Geographical information systems and tools that present information from a spatial perspective.
- Back-end systems that support diverse services such as traffic lights, ice-making equipment, building controls, digital call logging, and security cameras.

## GENERAL FUND - Corporate Services

Information Technology Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	1	1	1	1	1	1	
<b>Total Revenue</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	
<b>Expenditures (by Activity)</b>							
Installation	242	274	263	282	292	300	
Maintenance	1,465	1,632	1,571	1,690	1,753	1,813	
System Development	122	137	133	142	149	153	
Support Services	609	681	657	703	729	755	
Rounding	7	-	(4)	-	-	2	
<b>Total Expenditures (By Activity)</b>	<b>2,445</b>	<b>2,724</b>	<b>2,620</b>	<b>2,817</b>	<b>2,923</b>	<b>3,023</b>	
<b>Net Revenue (Expenditures)</b>	<b>(2,444)</b>	<b>(2,723)</b>	<b>(2,619)</b>	<b>(2,816)</b>	<b>(2,922)</b>	<b>(3,022)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	1,183	1,356	1,345	1,423	1,489	1,555	(1)
General Services	170	393	344	337	349	357	(2)
Materials	311	159	127	196	200	203	(3)
Maintenance	776	815	803	858	882	905	(4)
Vehicle O&M	5	1	1	3	3	3	
<b>Total Expenditures (By Object)</b>	<b>2,445</b>	<b>2,724</b>	<b>2,620</b>	<b>2,817</b>	<b>2,923</b>	<b>3,023</b>	

**Note:**

- (1) One Network Administrator position was added in 2018 to support the City's emergency voice radio system.
- (2) Internet, network, network security, software acquisition, and renewal costs.
- (3) Communication infrastructures and supplies. In 2020, \$53,000 in radio licensing costs were reallocated from the Corporate Services and Risk Management Division's budget.
- (4) Hardware and software maintenance.



## GENERAL FUND - Corporate Services

### FINANCIAL SERVICES DIVISION

The Financial Services Division is responsible for the accounting, utilities, and lottery and business licensing functions, in accordance with established legislation and by-laws. The Division manages operating and capital financial transactions, treasury, investment, and corporate accounting and financial reporting functions. The Division also administers the Customer Service function that responds to inquiries, provides information, handle complaints and takes payments and registrations.

Financial Services Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	610	516	547	516	516	516	
<b>Total Revenue</b>	<b>610</b>	<b>516</b>	<b>547</b>	<b>516</b>	<b>516</b>	<b>516</b>	
<b>Expenditures (by Activity)</b>							
Cash Management	177	186	175	190	195	199	
Customer Invoicing & Vendor Payments	309	326	306	332	340	346	
Financial Analysis & Reporting	133	139	130	142	145	148	
Licences & Permits	133	139	130	142	145	148	
Public Information/Inquiry & Customer Services	133	139	130	142	145	148	
Rounding	(3)	1	2	3	2	-	
<b>Total Expenditures (By Activity)</b>	<b>882</b>	<b>930</b>	<b>873</b>	<b>951</b>	<b>972</b>	<b>989</b>	
<b>Net Revenue (Expenditures)</b>	<b>(272)</b>	<b>(414)</b>	<b>(326)</b>	<b>(435)</b>	<b>(456)</b>	<b>(473)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	763	799	753	825	843	858	
General Services	21	4	4	4	4	4	(1)
Materials	98	127	116	122	125	127	(2)
<b>Total Expenditures (By Object)</b>	<b>882</b>	<b>930</b>	<b>873</b>	<b>951</b>	<b>972</b>	<b>989</b>	

**Note:**

- (1) The majority of collection costs have been reallocated to Taxation, Budgeting & Evaluation Division in 2019 as they are related to tax arrears collection costs.
- (2) Postage and printed forms.

# GENERAL FUND - Corporate Services

## CORPORATE SERVICES & RISK MANAGEMENT DIVISION

The Corporate Services & Risk Management Division is responsible for purchasing, insurance claims and coverage, and the operation of City Stores where the City's inventory is warehoused and managed. The insurance work involves communicating claims and coverage

information between the City's insurers and the user departments. Purchasing tasks include coordinating the procurement of goods and services for City departments through the issuance of tenders, requests for proposals (RFPs), purchase orders, or inventory.

Corporate Services & Risk Management Budget	2018 Actuals (\$000's)	2019 Budget (\$000's)	2019 Forecast (\$000's)	2020 Budget (\$000's)	2021 Budget (\$000's)	2022 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	115	113	140	113	113	113	
<b>Total Revenue</b>	<b>115</b>	<b>113</b>	<b>140</b>	<b>113</b>	<b>113</b>	<b>113</b>	
<b>Expenditures (by Activity)</b>							
Customer Services	340	369	356	369	360	364	
Inventory Management	340	369	356	369	360	364	
Material Purchasing	543	593	572	592	576	580	
Risk Management	134	148	143	148	144	144	
Rounding	(2)	4	2	1	-	-	
<b>Total Expenditures (By Activity)</b>	<b>1,355</b>	<b>1,483</b>	<b>1,429</b>	<b>1,479</b>	<b>1,440</b>	<b>1,452</b>	
<b>Net Revenue (Expenditures)</b>	<b>(1,240)</b>	<b>(1,370)</b>	<b>(1,289)</b>	<b>(1,366)</b>	<b>(1,327)</b>	<b>(1,339)</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	329	330	358	330	336	342	
General Services	105	113	113	65	67	69	(1)
Materials	172	176	179	220	173	176	(2)
Vehicle O&M	5	4	4	4	4	5	
Insurance	744	860	775	860	860	860	
<b>Total Expenditures (By Object)</b>	<b>1,355</b>	<b>1,483</b>	<b>1,429</b>	<b>1,479</b>	<b>1,440</b>	<b>1,452</b>	

**Note:**

- (1) Telephone and communication costs. The 2020 Budget is lower as radio licensing costs have been reallocated to the Information Technology Division.
- (2) Printer supplies, office equipment and overhead, and \$45,000 for new boardroom furniture and additional office equipment in 2020.

