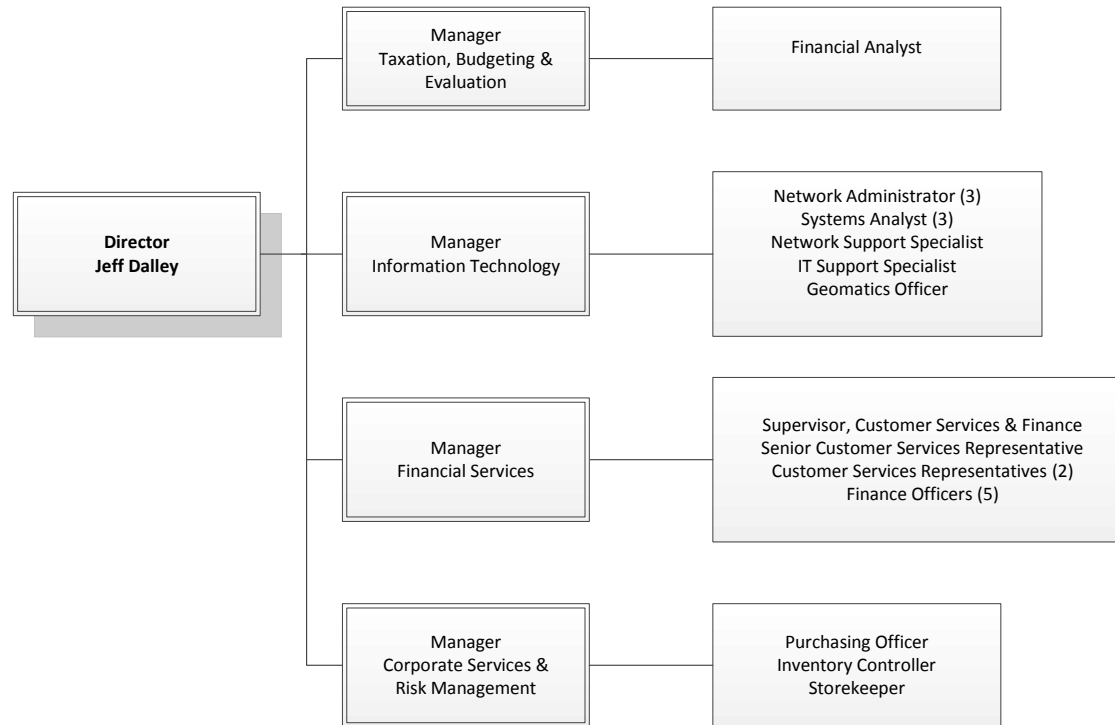


GENERAL FUND - Corporate Services

DEPARTMENT STAFFING



Staffing Summary

	2015 Actual	2016 Budget	2016 Forecast	2017 Budget	2018 Budget	2019 Budget	Note
Directorate	5.00	5.00	5.00	5.00	5.00	5.00	
Taxation & Budget	2.00	1.00	1.00	1.00	1.00	1.00	
Financial Services	5.00	9.33	9.33	9.40	9.40	9.40	
Corporate Services & Risk Mgmt	7.67	3.00	3.00	3.31	3.00	3.31	
Information Technology	8.00	9.00	9.00	9.00	10.00	10.00	(1)
	<u>27.67</u>	<u>27.33</u>	<u>27.33</u>	<u>27.71</u>	<u>28.40</u>	<u>28.71</u>	
Permanent	27.00	27.00	27.00	27.00	28.00	28.00	(1)
Part-time/Casual	0.67	0.33	0.33	0.71	0.40	0.71	
	<u>27.67</u>	<u>27.33</u>	<u>27.33</u>	<u>27.71</u>	<u>28.40</u>	<u>28.71</u>	
Note:							
(1) In 2018, a Radio Communications Technologist will be added.							

## GENERAL FUND - Corporate Services

### CORPORATE SERVICES DIRECTORATE

The Corporate Services Department is responsible for four service areas: Information Technology; Financial Services; Taxation, Budgeting and Evaluation; and Purchasing 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

	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
<b>Revenue</b>						
Grants	125	125	125	125	125	125
User Charges	660	670	664	662	662	662
	785	795	789	787	787	787
<b>Expenditures (By Division)</b>						
Directorate	872	982	1,005	1,024	1,050	1,071
Taxation & Budgeting	326	333	333	338	368	361
Information Technology	2,126	2,708	2,593	2,741	2,903	3,068
Financial Services	771	821	818	969	990	1,007
Procurement Services	1,494	1,352	1,355	1,405	1,445	1,492
	5,588	6,197	6,104	6,477	6,756	6,999
<b>Net Revenue (Expenditures)</b>	(4,803)	(5,402)	(5,315)	(5,690)	(5,969)	(6,212)
<b>Expenditures (By Object)</b>						
Wages & Benefits	3,085	3,275	3,148	3,448	3,663	3,755
Other O&M	2,503	2,922	2,956	3,029	3,093	3,244
	5,588	6,197	6,104	6,477	6,756	6,999
<b>Details of Other O&amp;M</b>						
General Services	751	903	927	904	899	955
Materials	394	442	438	454	485	497
Maintenance	581	770	770	828	844	907
Utility- Fuel	-	-	-	-	-	-
Utility- Power	-	-	-	-	-	-
Vehicle O&M	4	5	6	5	5	6
Others (Insurance)	774	802	815	839	860	881
	2,504	2,922	2,956	3,029	3,093	3,244



**GENERAL FUND - Corporate Services**

<b>Directorate Budget</b>				2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Note
2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)					
<b>Revenue</b>							
<b>Expenditures (By Activity)</b>							
Labour Relations	33	37	38	39	40	40	
Legislation & Governance	195	220	225	230	235	240	
Policy Development	100	113	116	118	121	123	
Long-Range Planning	99	111	114	116	119	121	
Public Information	92	104	106	109	111	113	
Financial Reporting, Analysis & Budgeting	352	396	405	413	424	432	
	<b>872</b>	<b>982</b>	<b>1,005</b>	<b>1,024</b>	<b>1,050</b>	<b>1,071</b>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	774	881	881	903	926	945	
Other O&M	98	101	124	121	124	126	
	<b>872</b>	<b>982</b>	<b>1,005</b>	<b>1,024</b>	<b>1,050</b>	<b>1,071</b>	
<b>Details of Other O&amp;M</b>							
General Services	97	96	119	116	119	121	(1)
Materials	1	5	5	5	5	5	
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	<b>98</b>	<b>101</b>	<b>124</b>	<b>121</b>	<b>124</b>	<b>126</b>	

**Note:**

(1) Mostly contracted costs

## GENERAL FUND - Corporate Services

### TAXATION, BUDGETING AND EVALUATION DIVISION

The Taxation and Budgeting Division is responsible for analyzing the financial data and program performance information provided by all City departments in order to produce the annual budget and provide periodic financial reports. It is through this multi-year budget process that Council sets its priorities and plans for major capital projects. The process helps the City to ensure that, in the course of providing services to the public, Council's direction is implemented and costs are controlled. This division is also responsible for the assessment and taxation functions.

#### Taxation, Budgeting & Evaluation Budget

	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Note
<b>Revenue</b>							
Grants	125	125	125	125	125	125	
	125	125	125	125	125	125	
<b>Expenditures (By Activity)</b>							
Property Assessment & Taxes	258	261	261	264	292	284	(1)
Budgeting	68	72	72	74	76	77	
	326	333	333	338	368	361	
<b>Net Revenue (Expenditures)</b>	(201)	(208)	(208)	(213)	(243)	(236)	
<b>Expenditures (By Object)</b>							
Wages & Benefits	114	120	120	124	126	128	
Other O&M	212	213	213	214	242	233	
	326	333	333	338	368	361	
<b>Details of Other O&amp;M</b>							
General Services	204	204	204	205	232	223	(2)
Materials	-	-	-	-	-	-	
Maintenance	8	9	9	9	10	10	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	212	213	213	214	242	233	

#### Notes:

- (1) The City has signed the assessment authority agreement with GNWT until May 31, 2018. In 2013 the City conducted general assessment for 2014 taxation year. The next general assessment will be conducted in 2018 for 2019 Taxation year.
- (2) Assessment contracted costs



## GENERAL FUND - Corporate Services

### 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

Information Technology Budget							
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Note
<b>Revenue</b>							
User Charges	1	-	1	1	1	1	
	<u>1</u>	<u>-</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	
<b>Expenditures (By Activity)</b>							
Maintenance	1,240	1,580	1,512	1,632	1,745	1,872	
Installation	225	287	275	279	288	299	
Training & Support	503	641	613	630	663	683	
System Development	158	201	193	200	208	214	
	<u>2,126</u>	<u>2,708</u>	<u>2,593</u>	<u>2,741</u>	<u>2,903</u>	<u>3,068</u>	
<b>Net Revenue (Expenditures)</b>	<u>(2,125)</u>	<u>(2,708)</u>	<u>(2,592)</u>	<u>(2,740)</u>	<u>(2,902)</u>	<u>(3,067)</u>	
<b>Expenditures (By Object)</b>							
Wages & Benefits	1,098	1,271	1,150	1,254	1,429	1,459	(1)
Other O&M	1,028	1,437	1,443	1,487	1,474	1,609	
	<u>2,126</u>	<u>2,708</u>	<u>2,593</u>	<u>2,741</u>	<u>2,903</u>	<u>3,068</u>	
<b>Details of Other O&amp;M</b>							
General Services	322	470	477	448	411	472	(2)
Materials	133	204	204	219	228	239	(3)
Maintenance	572	761	761	819	834	897	(4)
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	1	2	2	1	1	1	
Others	-	-	-	-	-	-	
	<u>1,028</u>	<u>1,437</u>	<u>1,443</u>	<u>1,487</u>	<u>1,474</u>	<u>1,609</u>	

**Notes:**

- (1) Starting from January 2018, a new Radio Communications Technologist will be added  
(2) Communication infrastructures & Others  
(3) Mostly computer hardware  
(4) Mostly software maintenance

## GENERAL FUND - Corporate Services

Information Technology Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019
<b>Workload Indicators</b>						
No. of IT staff	9	10	10	10.5	11	11
No. of servers	113	116	109	98	102	106
Physical	33	35	38	33	33	33
Virtual	80	81	71	65	69	73
No. of client workstations	143	136	141	143	145	147
No. of public access workstations	8	8	8	8	8	8
No. of laptops	49	45	58	60	62	64
Administration	16	16	16	16	16	16
Elected Officials	5	5	5	5	5	5
Dedicated	19	19	31	32	33	34
Loaners	4	3	4	4	4	4
iPads	5	2	2	3	4	5
No. of cell phones	76	50	48	48	48	48
No. of special purpose computer systems	73	73	77	81	86	91
No. of security cameras	57	57	54	52	50	48
No. of network devices	60	61	122	127	132	137
No. of applications supported	807	1206	1245	1215	1187	1177
Desktop (core)	28	38	41	36	34	33
Desktop (specialized)	335	472	492	483	480	480
Server / Backend	192	421	427	415	399	391
CityView	15	16	16	16	16	16
CityWorks	7	6	6	6	6	6
Class	16	15	15	15	15	15
Diamond/eEnterprise	49	56	56	55	55	55
FDM	8	16	16	16	16	16

(Cont'd...)



**GENERAL FUND - Corporate Services**

<b>Information Technology Performance Measures (cont'd)</b>	<b>Projected 2015</b>	<b>Actual 2015</b>	<b>Projected 2016</b>	<b>Forecasted 2017</b>	<b>Forecasted 2018</b>	<b>Forecasted 2019</b>
GeoWare	14	14	14	14	14	14
GIS	100	91	92	91	88	88
IVR	2	2	2	0	0	0
Web	31	39	48	48	44	43
Operating Systems	10	20	20	20	20	20
No. of work orders opened	4,334	4,358	3,934	3,738	3,551	3,373
No. of work orders closed	4,586	4,542	4,082	3,878	3,684	3,500
% of work orders closed	106%	104%	104%	104%	104%	104%
No. of web site visitors / session	514,149	511,674	562,295	605,185	650,761	700,270
<b>Efficiency Measures</b>						
Average infrastructure cost per client device	\$2,900	\$3,199	\$4,165	\$4,238	\$4,385	\$4,532
Average infrastructure cost per device	\$1,794	\$1,719	\$1,414	\$1,572	\$1,463	\$1,370
Average support cost per client device	\$3,487	\$4,120	\$4,411	\$4,339	\$4,534	\$4,649
<b>Effectiveness Measures</b>						
% of users receiving updated PC	25%	25%	25%	25%	25%	25%
Web site visitors / sessions per day	1,409	1,402	1,541	1,658	1,783	1,919
Webcast sessions	3,860	3,871	3,399	3,433	3,468	3,502

## GENERAL FUND - Corporate Services

### FINANCIAL SERVICES DIVISION

The Financial Services Division is responsible for the utilities, accounting, and lottery licensing functions in accordance with established legislation and by-laws. The employees in this division track and report the City's revenues, expenditures, assets and liabilities. They also provide customer service and information to the public on a wide range of issues.

<b>Financial Services Budget</b>							
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)	Notes
<b>Revenue</b>							
User Charges	547	557	539	548	548	548	
	547	557	539	548	548	548	
<b>Expenditures (By Activity)</b>							
Cash Receipts & Collections	120	128	127	151	155	157	
Cash Management	50	53	53	63	65	66	
Customer Invoicing & Tax notices	207	221	220	306	311	315	
Financial Analysis and Reporting	84	89	89	101	104	106	
Licensing & Permits	92	98	98	101	104	106	
Public Information/Inquiry & Customer Service	167	178	177	183	188	192	
Vendor Payments	50	54	54	63	65	66	
	771	821	818	969	990	1,007	
<b>Net Revenue (Expenditures)</b>	(224)	(264)	(279)	(421)	(442)	(459)	
<b>Expenditures (By Object)</b>							
Wages & Benefits	639	705	699	839	861	878	
Other O&M	132	116	119	130	129	129	
	771	821	818	969	990	1,007	
<b>Details of Other O&amp;M</b>							
General Services	24	26	26	26	26	26	(1)
Materials	108	90	93	104	103	103	(2)
Maintenance	-	-	-	-	-	-	
Utility- Fuel	-	-	-	-	-	-	
Utility- Power	-	-	-	-	-	-	
Vehicle O&M	-	-	-	-	-	-	
Others	-	-	-	-	-	-	
	132	116	119	130	129	129	

#### Notes:

- (1) Collection costs  
 (2) Postage & printed forms





**GENERAL FUND - Corporate Services**

<b>Financial Services Performance Measures</b>	<b>Projected 2015</b>	<b>Actual 2015</b>	<b>Projected 2016</b>	<b>Forecasted 2017</b>	<b>Forecasted 2018</b>	<b>Forecasted 2019</b>	<b>Notes</b>
<b>Workload Indicators</b>							
<b>Accounts Payable and Disbursements</b>							
No. of accounts payable invoices processed	6,500	5,394	5,400	5,400	5,400	5,400	
No. of Visa card transactions processed	6,000	6,526	6,500	6,500	6,500	6,500	
No. of Visa card disbursements	12	12	12	12	12	12	
No. of electronic fund transfer disbursements	2,100	1,876	1,900	2,000	2,000	2,000	
No. of accounts payable cheques issued	1,100	928	900	850	850	850	
<b>Cash Receipt and Collections</b>							
No. of cash receipts issued	52,500	52,724	52,700	52,700	52,700	52,700	
<b>Customer Invoicing</b>							
No. of utility customer accounts	5,550	5,581	5,600	5,650	5,650	5,650	
No. of tax customer accounts	5,500	5,783	5,850	5,900	5,900	5,900	
No. of tax certificates issued	650	706	650	650	650	650	
No. of accounts receivable invoices processed	7,000	6,909	6,900	6,900	6,900	6,900	
<b>Lottery Licensing</b>							
No. of lottery licences issued	300	316	315	315	315	315	
<b>Efficiency Measures</b>							
<b>Accounts Payable and Disbursements</b>							
Cost per procurement transaction							
- Visa	2.88	2.58	2.62	2.67	2.73	2.80	(1)
- Electronic funds transfer	3.18	3.30	3.36	3.41	3.46	3.53	(1)
- Cheques	4.99	4.65	4.80	4.92	5.00	5.07	(1)
<b>Customer Invoicing</b>							
Cost to process and mail a utility invoice	1.91	2.20	2.22	2.30	2.33	2.36	
<b>Effectiveness Measures</b>							
<b>Accounts Payable and Disbursements</b>							
No. of A/P invoices paid more than 30 days after statement date	1,500	1,103	1,100	1,100	1,100	1,100	
<b>Cash Management</b>							
Average rate of return on investments	2.00%	1.65%	1.75%	2.00%	2.25%	2.25%	
No. of days positive cash balance	365	365	365	365	365	365	

(Cont'd...)

## GENERAL FUND - Corporate Services

Financial Services Performance Measures (cont'd)	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019	Notes
<b>Cash Receipts and Collections</b>							
Average days revenue outstanding							
Tax (net 60 days)	120	131	120	120	120	120	
Utility (net 21 days)	40	41	40	40	40	40	
Other (net 30 days) - not including land sales	90	86	90	90	90	90	
No. of utility accounts balances transferred to taxes	250	255	250	250	250	250	
No. of utility accounts using e-billing service	1,250	1,281	1,600	1,650	1,700	1,750	
<b>Financial Analysis and Reporting</b>							
Avg. no. of days reconciliations completed late	70	65	30	30	30	30	
<b>Lottery Licensing</b>							
No. of lottery statements outstanding	20	23	20	20	20	20	
<b>Notes:</b>							
(1) Cost for disbursement only; assumes same procurement cost for all methods.							



## GENERAL FUND - Corporate Services

### CORPORATE SERVICES & RISK MANAGEMENT DIVISION

The Procurement Services 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						
	2015 Actual (\$000's)	2016 Budget (\$000's)	2016 Forecast (\$000's)	2017 Budget Approved (\$000's)	2018 Budget (\$000's)	2019 Budget (\$000's)
<b>Revenue</b>						
User Charges	113	113	124	113	113	113
	113	113	124	113	113	113
<b>Expenditures (By Activity)</b>						
Customer Services	314	284	285	70	72	75
Material Purchasing	194	176	176	407	419	433
Inventory Management	149	135	135	140	144	149
Risk Management	673	609	610	632	650	671
Common costs	165	149	149	155	159	164
	1,494	1,352	1,355	1,405	1,445	1,492
<b>Net Revenue (Expenditures)</b>	(1,382)	(1,240)	(1,231)	(1,292)	(1,332)	(1,379)
<b>Expenditures (By Object)</b>						
Wages & Benefits	461	298	298	328	322	344
Other O&M	1,033	1,054	1,057	1,077	1,123	1,148
	1,494	1,352	1,355	1,405	1,445	1,492
<b>Details of Other O&amp;M</b>						
General Services	104	106	101	108	110	113 (1)
Materials	152	143	136	126	149	151 (2)
Maintenance	-	-	-	-	-	-
Utility- Fuel	-	-	-	-	-	-
Utility- Power	-	-	-	-	-	-
Vehicle O&M	3	3	4	4	4	4
Others (Insurance)	774	802	815	839	860	881
	1,033	1,054	1,057	1,077	1,123	1,148

#### Notes:

- (1) Telephone, communications and radio licensing  
(2) Mostly photocopy supplies, office equipments & overhead

## GENERAL FUND - Corporate Services

Corporate Services & Risk Management Performance Measures	Projected 2015	Actual 2015	Projected 2016	Forecasted 2017	Forecasted 2018	Forecasted 2019	Notes
<b>Workload Indicators</b>							
Inventory:							
Issuances	7,550	7,416	7,600	7,700	7,800	7,900	
Inventory line items received	810	1,342	1,550	1,300	1,500	1,400	
Year-end inventory value (000s)	575	584	575	550	575	565	(1) & (4)
Procurement:							
Number of purchase orders issued	110	110	70	68	65	64	(5)
Procurement card transactions (PCT)	6,600	6,690	6,700	6,700	6,700	6,700	(2)
Value of PCT (000s)	2,400	2,969	2,900	3,000	3,000	3,000	(2)
Number of cards issued	100	92	105	105	105	105	
Risk Management:							
Number of insurance incidents	14	14	20	20	20	20	(3)
Number of incidents turning into claims	10	9	10	10	10	10	
<b>Efficiency Measures</b>							
Inventory:							
Annual inventory turnover	1.5	1.5	1.6	1.6	1.7	1.7	(4)
% of inventory line items received and stored within 2 working days	90%	93%	95%	96%	97%	97%	
<b>Notes:</b>							
(1) The inventory dollar will stay high over the next few years because of the following:							
a) Completed adjusting max/min quantities for indoor inventory; now working on outside inventory							
b) Continue to add petroleum/oils/lubricants for mechanics; max/min quantities to be determined							
c) Inventory value also absorbing increases							
(2) Procurement card transactions and values may increase as we move to take advantage of rebates that are based on the total value of VISA transactions							
(3) Insurance claims are very difficult to predict. They can vary drastically from year to year and we have little control over the variables that affect them.							
(4) Turnover has decreased from 3.5 times in 2013 due to the absorption into inventory of extra (leftover) pipe and fittings from the Northlands project. These higher value/lower movement items will be on the books for a few years.							
(5) Purchase order quantities are expected to drop as transaction limits on VISA cards have been raised, and the attempt to move more spending in the direction of VISA.							

