



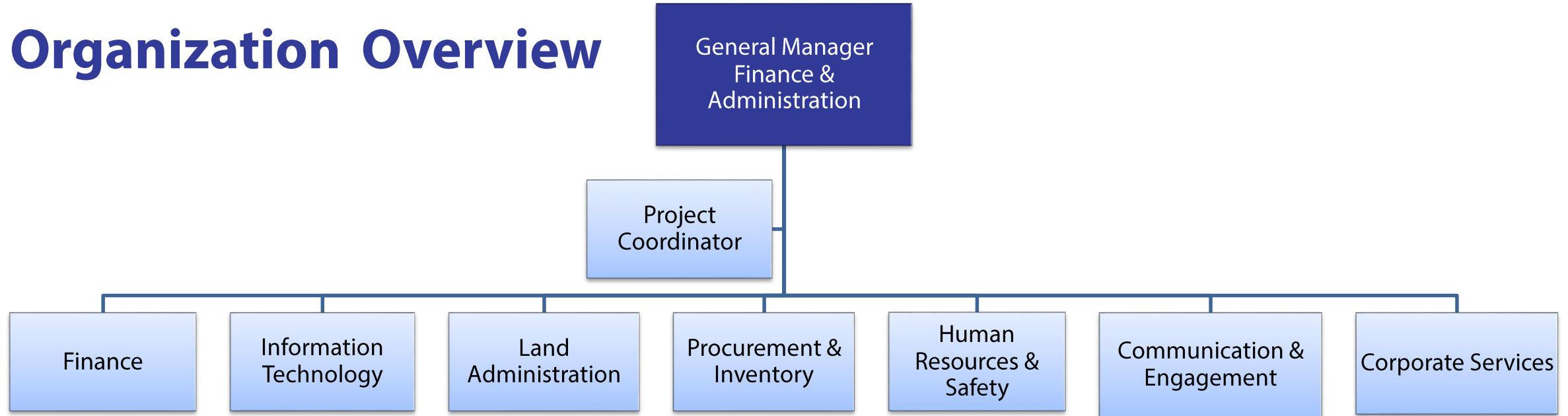
## **Overview**

- The Finance & Administration division works as a strategic partner with all City departments. Led by the General Manager and consisting of seven reporting departments:
  - **Finance**
  - **Corporate Services**
  - **Human Resources & Safety**
  - **Information Technology**
  - **Procurement & Inventory**
  - **Land Administration**
  - **Communication & Engagement**



## *Finance & Administration*

### Organization Overview

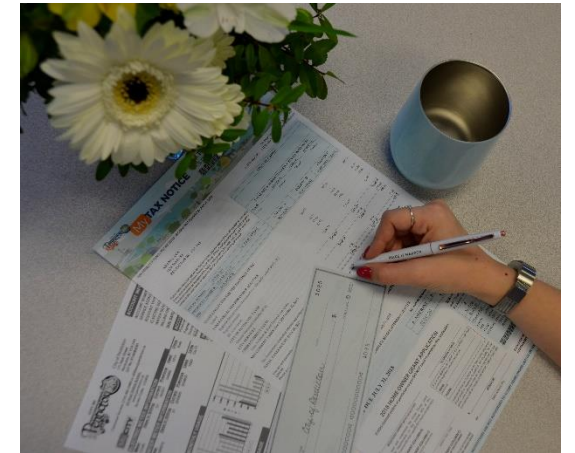


Consists of 7 distinct departments with 51 full-time equivalent staff.

\*Includes proposed addition of an IT Operations Coordinator

# 2021 Achievements

- Complete the Asset & Amenity Management Council Priority
- Implement City's Capital Borrowing program
- Enhance the financial reporting of DCC funds use and benefits
- Centralization of Home Owner Grant applications



### **2021 Achievements Continued...**

- Strengthen cyber security program
- Review beach and mobile vending programs
- Develop a mental health strategy for our organization
- Held a by-election for a new City councillor



# Challenges & Opportunities

- **FINANCIAL IMPACT OF COVID-19**
  - Financial strategies to address reduced revenue streams, including containing costs.
  - City will shift planning and preparedness activities to lessen financial impacts due to supply chain interruptions and resulting cost increases.
- **ASSET & AMENITY MANAGEMENT**
  - The City has more assets and amenities than funds available to sustainably manage going forward.
  - Community input will guide the direction of how the City should continue to invest in its assets and amenities.



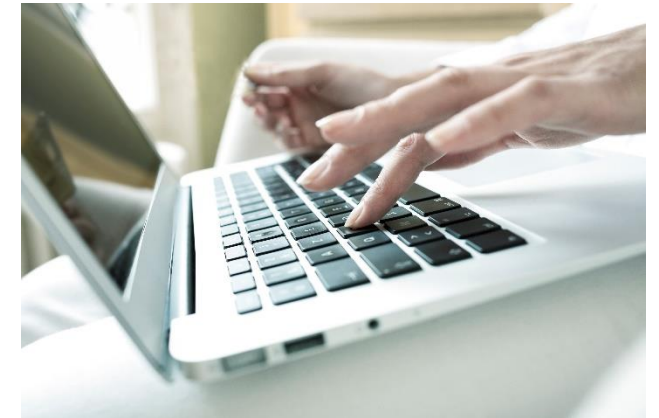


# Challenges & Opportunities continued...

- **SUPPORT FOR STAFF:**
  - Mental Health effects of the COVID-19 pandemic continue.
  - Human Resources & Safety will implement a City Mental Health Strategy.
- **PERVASIVE NATURE OF TECHNOLOGY & PROTECTING OUR SECURITY**
  - Local governments are seeing an increase in cyber threats and stronger abilities to detect system weaknesses.
  - In 2022 the City will increase its capacity to ensure appropriate focus is given to address the ever-increasing cyber security threats faced.

# **2022 Initiatives**

- Conduct 2022 General Local Election
- Facilitate new Council orientation and strategic planning
- Implement a City mental health strategy
- Implement Asset Retirement Obligations
- Increase Information Technology capacity





# Corporate Services Budget





## 2022 Budget

	2021 Budget	2021 Forecast	2022 Budget
Revenue	(100)	(600)	(500)
Expense	1,145,055	1,339,055	1,433,955
Net Cost Allocations	<u>(245,455)</u>	<u>(445,455)</u>	<u>(522,955)</u>
<b>Net Expense</b>	<b>899,500</b>	<b>893,000</b>	<b>910,500</b>



*Mayor & Council*

# 2022 Budget

	2021 Budget	2021 Forecast	2022 Budget
Expense	311,039	299,280	319,039
Net Cost Allocations	<u>(47,039)</u>	<u>(47,039)</u>	<u>(52,224)</u>
<b>Net Expense</b>	<b>264,000</b>	<b>252,241</b>	<b>266,815</b>



# Communication & Engagement Budget



## *Communication & Engagement*

# 2022 Budget

	2021 Budget	2021 Forecast	2022 Budget
Expense	460,344	475,044	519,750
Net Cost Allocations	<u>(86,344)</u>	<u>(84,044)</u>	<u>(89,381)</u>
<b>Net Expense</b>	<b>374,000</b>	<b>391,000</b>	<b>430,369</b>



# Finance Budget

# 2022 Budget

	2021 Budget	2021 Forecast	2022 Budget
Revenue	(835,000)	(835,000)	(1,635,000)
Expense	6,388,707	6,399,057	6,190,398
Net Cost Allocations	<u>(4,550,073)</u>	<u>(4,550,073)</u>	<u>(4,467,951)</u>
<b>Net Expense/(Revenue)</b>	<b>1,003,634</b>	<b>1,013,984</b>	<b>87,447</b>





# Revenue & Collections Budget



## *Revenue & Collections*

# 2022 Budget

	2021 Budget	2021 Forecast	2022 Budget
Revenue	(140,000)	(140,000)	(136,000)
Expense	1,020,525	1,013,025	1,044,525
Net Cost Allocations	<u>(702,525)</u>	<u>(702,525)</u>	<u>(728,769)</u>
<b>Net Expense</b>	<b>178,000</b>	<b>170,500</b>	<b>179,756</b>



# Procurement & Inventory Budget



## *Procurement & Inventory*

# 2022 Budget

	2021 Budget	2021 Forecast	2022 Budget
Expense	441,820	441,805	461,320
Net Cost Allocations	<u>(259,820)</u>	<u>(268,320)</u>	<u>(204,601)</u>
<b>Net Expense</b>	<b>182,000</b>	<b>173,485</b>	<b>256,719</b>



# Land Administration Budget



## 2022 Budget

	2021 Budget	2021 Forecast	2022 Budget
Revenue	(1,196,895)	(1,215,842)	(1,200,780)
Expense	527,729	513,174	514,298
Net Cost Allocations	<u>73,166</u>	<u>221,375</u>	<u>163,545</u>
<b>Net Revenue</b>	<b>(596,000)</b>	<b>(481,293)</b>	<b>(522,937)</b>





# Human Resources & Safety Budget



# 2022 Budget

	2021 Budget	2021 Forecast	2022 Budget
Expense	787,511	786,511	747,482
Net Cost Allocations	<u>(482)</u>	<u>1,518</u>	<u>(60,291)</u>
<b>Net Expense</b>	<b>787,029</b>	<b>788,029</b>	<b>687,191</b>

# 2022 Budget

	2021 Budget	2021 Forecast	2022 Budget
Expense	215,926	204,226	144,000
Net Cost Allocations	<u>(215,926)</u>	<u>(204,226)</u>	<u>(144,000)</u>
<b>Net Expense</b>	<b>0</b>	<b>0</b>	<b>0</b>



# Information Technology Budget



## *Information Technology*

# 2022 Budget

	2021 Budget	2021 Forecast	2022 Budget
Revenue	(59,600)	(49,100)	(39,492)
Expense	2,732,953	2,689,221	3,226,850
Net Cost Allocations	<u>(552,353)</u>	<u>(485,463)</u>	<u>(855,702)</u>
<b>Net Expense</b>	<b>2,121,000</b>	<b>2,154,658</b>	<b>2,331,656</b>



## *Information Technology*

# 2022-2026 Capital

	2022	2023	2024	2025	2026
Information Technology	676,000	776,000	1,626,000	876,000	776,000





## Information Technology

# 2022-2026 Capital

Project Description	2022	2023	2024-2026	Comments
Cleland Theatre Sound/Lighting Upgrades	10,000	10,000	30,000	
Council Chambers Hardware	25,000	25,000	75,000	
Information Technology - Hardware	341,000	341,000	1,523,000	Annual equipment replacement
Information Technology - Infrastructure	175,000	175,000	525,000	
Information Technology - Software	-	100,000	300,000	RMS project
IT - Billing Software Upgrade/Replacement	-	-	450,000	Anticipated billing software upgrades
IT Capital - SOEC/PTCC	100,000	100,000	300,000	Annual equipment replacement
IT Strategy - System Reconfigurations	25,000	25,000	75,000	
<b>TOTAL</b>	<b>676,000</b>	<b>776,000</b>	<b>3,278,000</b>	



# Proposed Increase for Council's Consideration

Budget Request	Benefit	Operating Budget Request
Increase Information Technology Capacity	Addition of an IT Operations Coordinator to the IT/GIS department will focus more attention on preventing and detecting cyber security threats as well as planning for enhanced records management and greater digitization of City records.	\$132,000



# Questions?



# Recommendation

**THAT Council approve in principle the Finance & Administration business plan initiatives and proposed budget, subject to final review.**