

Corporate & Financial Services Department

About the Corporate & Financial Services Department

The Corporate & Financial Services Department is responsible for serving both the internal supportive needs of the Town's administration as well as the external needs of our stakeholders in the core areas of Information Technology, Human Resources and Financial Services. In doing so, this department is also charged with fulfilling the statutory roles of the Municipal Treasurer as set out in the Municipal Act of Ontario.

Internally, our clients include the Mayor and Council, the Chief Administrative Officer, heads of every department, and all departmental staff. We provide them with operational business and technical support for technology and systems used, human capital advice along with policy support, training and recruiting, and financial services including advice, reporting and business information, process support and controls, and strategic corporate financial planning. We ensure statutory compliance in financial, legislative and employment matters. The department also coordinates the annual corporate budget process from start to finish.

Externally, the Department serves ratepayers, the public, prospective employees, vendors and various government ministries and agencies. Among the services provided are the administration and collection of tax and water bills, dissemination of general financial information, vendor & contractor payments, statutory and accountability reporting and corporate recruitment services.

Services That We Provide

The Department has four functional groups, each with a manager reporting to the Director resulting in five accountability divisions as follows:

- Office of the Director & Treasurer
 - Departmental leadership and support (Policy, Planning and Management)
 - Key liaison to Council, the Chief Administrative Officer and all other department Directors
 - Fulfill statutory role of Municipal Treasurer
- Corporate Accounting
 - Accounts Payable
 - Payroll
 - Securities and Deposits of Others
 - Revenue/Taxation/Assessment/Cashiering

Corporate & Financial Services Department

- Financial Planning
 - Budgeting and Business Planning
 - Long Term Financial Planning
 - Capital Asset Accounting and Coordination
 - Reserves and Reserve Funds
 - Cash and Investment Portfolio Management
 - Business Unit support services
- Human Resources
 - Human Resource Policy and Management
 - Recruitment
 - Training and Development
 - Occupational Health and Safety
 - Employee & Labour Relations
 - Client Department Support
- Information Systems & Technology
 - Applications and Business Support
 - Data Management
 - Network, Infrastructure and Security Systems
 - Technical Support and Help Desk for Internal Clients

Key Objectives for 2011

Improved Operational Efficiency

- Continue to maintain legislative compliance corporately
- Examine major business activity cycles and related policies to reduce red-tape, enhance efficiency, and improve organizational effectiveness while enhancing control and security of data and financial resources.
- Develop a monthly financial reporting / feed-back mechanism to enable enhanced fiscal management ability at the operating department level.

Positioning for our Future

- Continue to implement priority activities and programs identified in the approved IT Strategic Plan
- Develop a long term financial planning framework for growth capital
- Develop a long term financial planning framework for infrastructure sustainability and replacement.
- Review of major workplace policies to modernize and move towards the goal of becoming an employer of choice in the area.

Corporate & Financial Services Department

Client Service and Satisfaction

- Undertake activities to continuously improve our client's service experience and ease of access to services.

Key Performance Measures

Measure	2009 Result	2010 Result	2011 Target
Network availability	n/a	n/a	99%
Sick Days per Employee	8.1 days	6.7 days	5.5 days
Employee Turnover	11.7%	8.4%	6.0%

Full Time Approved Complement:

	Starting Approved	2011 Request	
• Office of the Director	2FT	-	
• Corporate Accounting	8FT	-	
• Financial Planning	4FT	-	
• Human Resources	5FT	-	
• Information Technology Services	8FT	1 FT	
	27FT	1 FT	28FT

2011 Budget Highlights:

Base Budget

Corporate & Financial Services	2010 Actuals (unaudited)	2010 Adjusted Budget	2011 Budget	Variance (Favourable)/UnFavourable	
				\$	%
Personnel Costs	2,105,800	2,202,300	2,384,600	182,300	8.28%
Other Expenditures	795,700	823,500	833,600	10,100	1.23%
Total Expenditures	2,901,500	3,025,800	3,218,200	192,400	6.36%
Revenues	(159,150)	(147,400)	(139,000)	8,400	5.70%
Net	2,742,350	2,878,400	3,079,200	200,800	6.98%

Corporate & Financial Services Department

New Items

- Addition of Applications Support Specialist \$39,200 (Information Technology)
- Reduction of Contract Nursing (\$16,000) (Human Resources)
- Furniture/Equipment for new staff \$4,000 (Information Technology)

Approved 2011 Budget

Corporate & Financial Services	2010 Actuals (unaudited)	2010 Adjusted Budget	2011 Budget	Variance (Favourable)/UnFavourable	
				\$	%
				Personnel Costs	2,105,800
Other Expenditures	795,700	823,500	821,600	(1,900)	(0.23%)
Total Expenditures	2,901,500	3,025,800	3,245,400	219,600	7.26%
Revenues	(159,150)	(147,400)	(139,000)	8,400	5.70%
Net	2,742,350	2,878,400	3,106,400	228,000	7.92%

Corporate & Financial Services Department

Office of the Director & Treasurer

Division Overview:

The Office of the Director & Treasurer Division of the Corporate and Financial Services Department provides policy, planning and oversight administration for the department. The Director is the Council appointed Municipal Treasurer and fulfils and complies with all statutory responsibilities and roles set out and required in the Municipal Act of Ontario and any other applicable legislation. Often referred to as the Chief Financial Officer, the Treasurer provides financial information and strategic financial advice to the Chief Administrative Officer and directly to Council as they require or request, as well as providing advice and recommendations with regards to the administrative functional areas of Information Technology Services and Human Resources.

Expenditures:

The Division's base expenditure budget has decreased 6.37% over the prior year. Personnel costs represent 85.3% of the net divisional budget. Salaries and benefits experienced an overall decrease of 9.88%, with increases due to step rate progression of applicable staff, corporate increases for salary grid adjustment and benefits cost increases off-set by the removal of reorganization funding that was no longer required. Cost recoveries from the water and sewer fund for activities and support efforts provided by this division are made within the Corporate Accounting Division.

All other expenditure items have been reviewed and adjusted; reduced where possible. A provision for \$9,500 has been included to convert our burdensome paper-based time reporting system to a paperless on-line entry function, to enhance corporate efficiencies, a provision which creates most of the net cost increase in the expenditures total.

Consulting costs have been provided for the following activities:

	<u>2010</u>	<u>2011</u>
General provision for specialized assistance	10,000	10,000

Revenues:

There are no revenues attached directly to the Office of the Director & Treasurer.

Corporate & Financial Services Department

Office of the Director & Treasurer Staff Complement:

2 Full Time

Director of Corporate & Financial Services/Treasurer
Administrative Assistant

2011 Budget Highlights:

Office of the Director (Treasurer)	2010 Actuals (unaudited)	2010 Adjusted Budget	2011 Budget	Variance (Favourable)/UnFavourable	
				\$	%
Personnel Costs	265,800	290,500	233,600	(56,900)	(19.59%)
Other Expenditures	54,700	37,700	45,500	7,800	20.69%
Total Expenditures	320,500	328,200	279,100	(49,100)	(14.96%)

Corporate & Financial Services Department

Corporate Accounting Division

Division Overview:

The Corporate Accounting Division of the Corporate and Financial Services Department provides corporate activities for accounting, payroll, as well as issuance and collection of all tax and water utility bills and administration of related client accounts.

Costs related to provision of services for the water and sewer utility fund are incurred in the division budget, such as salaries and office supplies. Apportioned costs are then recovered through a cost recovery charge back also noted in the Expenditure section of the budget. This recovery includes elements of all services of the department provided to the water and sewer utility activities, including a portion of staff salaries.

Expenditures:

The Division's base expenditure budget has increased 16.62% over the prior year. Personnel costs represent 84.0% of the divisional gross expenditure budget. Salaries and benefits increased 8.59%, net of recoveries, with all increases due to step rate progression of applicable staff, corporate increases for salary grid adjustment, job evaluation changes, and benefits cost increases.

Cost recoveries from the water and sewer fund have increased 12.81% to better reflect activity levels and support efforts provided by the division and department as a whole. Bank Charges have increased due to additional volumes of transactions. Conferences & Courses and Municipal Business provisions have been adjusted according to revised corporate allocation formulas.

A new provision in the amount of \$7,500 has been included to introduce secured pick-up of cash deposits to enhance controls and reduce risk to the corporation and staff. A provision for \$20,000 has been formally set out as consulting to assist with the defense of major assessment appeals, a cost which was previously incurred and reported within "assessment appeals tax adjustments". These two items account for most of the non-personnel expenditure increase. All other expenditure items have been reviewed and adjusted; reduced where possible.

Consulting costs have been provided for the following activities:

	<u>2010</u>	<u>2011</u>
Defense of major assessment appeals	-	20,000

Corporate & Financial Services Department

Revenues:

Revenues expectations have been reduced to reflect Council's reduction of fees approved in 2010, net of increased fees from a growing activity level.

Corporate Accounting Division Staff Complement:

8 Full Time

- Manager of Accounting and Revenues
- Accounting Supervisor
- Payroll Coordinator
- Accounts Payable Coordinator
- Revenue Supervisor
- Senior Revenue Clerk
- Revenue Clerk
- Water/Wastewater Billing & Collection Administrator

2011 Budget Highlights:

Corporate Accounting	2010 Actuals (unaudited)	2010 Adjusted Budget	2011 Budget	Variance (Favourable)/UnFavourable	
				\$	%
Personnel Costs	350,500	324,800	422,100	97,300	29.96%
Other Expenditures	28,500	36,200	44,700	8,500	23.48%
Total Expenditures	379,000	361,000	466,800	105,800	29.31%
Revenues	(158,700)	(144,000)	(139,000)	5,000	3.47%
Net	220,300	217,000	327,800	110,800	51.06%

Corporate & Financial Services Department

Financial Planning Division

Division Overview:

The Financial Planning Division of the Corporate and Financial Services Department provides corporate activities for reporting, financial planning, investment portfolio control, as well as capital asset management accounting. This division is responsible for driving the annual corporate operating and capital budgets, and well as developing and maintaining long term financial plans and capital forecasts.

Expenditures:

The Division's base expenditure budget has increased 5.9% over the prior year. Personnel costs represent 98.6% of the net divisional budget. Salaries and benefits increased 5.46%, with all increases due to step rate progression of applicable staff, corporate increases for salary grid adjustment and benefits cost increases. Conferences & Courses and Municipal Business provisions have been adjusted according to revised corporate allocation formulas. All other expenditure items have been reviewed and adjusted; reduced where possible. No significant changes or new items are included.

Revenues:

This division has no sources of revenue or recovery.

Financial Planning Division Staff Complement:

4 Full Time

- Manager of Financial Planning
- Budget Supervisor
- Cashflow & Investment Coordinator
- Capital Asset Management Coordinator

2011 Budget Highlights:

Financial Planning	2010 Actuals (unaudited)	2010 Adjusted Budget	2011 Budget	Variance (Favourable)/UnFavourable	
				\$	%
Personnel Costs	342,300	402,800	407,200	4,400	1.09%
Other Expenditures	3,600	4,100	6,100	2,000	48.78%
Total Expenditures	345,900	406,900	413,300	6,400	1.57%

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Human Resources Division

Division Overview:

The Human Resources Division of the Corporate & Financial Services Department provides corporate supportive activities for recruiting of full and part-time staff, benefits administration, corporate staff training, legislative compliance and occupational health and safety, and employee/labour relations.

While general staff training expenses are included in each departmental budget, the Human Resources Division is responsible for corporate staff training initiatives, providing programs and courses of general application to most employees. Funding of this Corporate Training is provided in the Corporate Expenses Budget.

Expenditures:

The Human Resources Division's budget has increased over 2010 due to the continuation of a full-time contract position which was funded from budget savings and gapping in 2010. Continuing this contract is necessary to meet the organizational client needs and to address emerging legislation, policy and training needs. Contract costs are partially off-set by the elimination of the occupational health nurse service contract due to retirement.

Personnel costs represent 74.09% of the net budget, with salaries and benefits of existing staff with all increases due to step rate progression of applicable staff, corporate increases for salary grid adjustment and benefits cost increases, together with the inclusion of continuing the contract. All other expenditure items have been reviewed and adjusted; reduced where possible.

Consulting and Contracts costs have been provided for the following activities:

	2010	2011
General Provision	20,000	18,000
Implement Employee Assistance Program	25,000	25,000
Contract Occupational Health Nurse & Program	21,000	-
Occupational Health Nurse/ Ergonomist as needed	-	5,000
Labour/ Employment Law Advisory Services	55,000	55,000
	<u>\$ 121,000</u>	<u>\$ 103,000</u>

Revenues:

The Human Resource Department does not budget to receive any revenues directly.

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Human Resources Division Staff Complement:

5 Full Time

- Manager of Human Resources
- Senior Human Resources Consultant
- Human Resources Generalist
- Human Resources Assistant
- HR Information System (HRIS) Clerk

Delete – Occupational Health Nurse Services Contract PT

2011 Budget Highlights:

Human Resources	2010 Actuals (unaudited)	2010 Adjusted Budget	2011 Budget	Variance (Favourable)/UnFavourable	
				\$	%
Personnel Costs	426,500	428,000	514,600	86,600	20.23%
Other Expenditures	200,400	198,100	181,500	(16,600)	(8.38%)
Total Expenditures	626,900	626,100	696,100	70,000	11.18%
Revenues	(50)	(3,400)	-	3,400	100.00%
Net	626,850	622,700	696,100	73,400	11.79%

Corporate & Financial Services Department

Information Technology Services Division

Division Overview:

The Information Technology Services Division of the Corporate & Financial Services Department provides technical solutions and expertise to meet the strategic goals of the business, its employees and the community. This is accomplished by providing corporate support and coordinating activities for the acquisition, installation, maintenance and security of all corporate software and hardware of all computerized data and information systems and technology. This also includes all wired and wireless voice and data communications systems and devices. Capital projects with a technology component require the participation of staff from this division.

Expenditures:

The Division's budget has increased by only 10.33% year over year. Salaries and benefits for existing staff increased 7.0% with all increases due to step rate progression of applicable staff, corporate increases for salary grid adjustment and benefits cost increases.

Included in this budget is a request for a new Applications Support Specialist to assist with supporting client systems, and capital project implementations. Software maintenance costs have decreased by 1.5% to better reflect actuals. Licenses have also increased by 1.86%, this reflects the need to acquire software licenses to support the software used by staff while performing their job function. Simply stated, additional users of corporate applications equates to more software licenses required. Non-compliance with terms of licensing agreements can result in severe financial penalties for the corporation and administrators.

Mobile plan charges have increased by 3.50% to reflect the recent increases in demand for portable communication devices both basic cell phones and smart-phones. ITS anticipates this trend to continue. Efforts will continue to ensure support contracts and initiatives remain current and of necessity to the corporation

The ITS division continues to fine tune their operations to support and maintain ongoing initiatives and priorities within the Corporation. The addition of the Application Support Specialist position will provide the ITS group with an additional dedicated applications support resource, freeing up the current Applications resources to fulfill corporate IT project requirements. This benefits the corporation by providing more IT staff time to dedicate to these corporate priority projects, resulting in more projects getting completed than in previous years.

The budget for consulting dollars has increased by \$5,000. This also supports the need for additional resources and external expertise especially as it relates to multifaceted IT projects and process improvements within IT Services.

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Consulting costs have been provided for the following activities within the operating budget:

	2010	2011
General Provision	10,000	15,000
Contract Assistance – project specific	16,000	16,000
	\$ 26,000	\$ 31,000

Revenues:

There are no revenues applicable for the division.

Information Systems & Technology Division Staff Complement:

8 Full Time plus 1 Full Time Request

- Manager of Information Technology Services
- Database Administrator
- Client Services Administrator
- ITS Helpdesk & Telecom Support Technician
- Network/Security Administrator
- Network Operations Technician
- Business Solutions Administrator
- Applications Analyst
- Applications Support Specialist (2011 FT request)

2011 Budget Highlights:

Information Technology	2010 Actuals (unaudited)	2010 Adjusted Budget	2011 Budget	Variance (Favourable)/UnFavourable	
				\$	%
				Personnel Costs	720,700
Other Expenditures	508,100	547,400	543,800	(3,600)	(0.66%)
Total Expenditures	1,228,800	1,303,600	1,390,100	86,500	6.64%