

**CORPORATE and FINANCIAL SERVICES**

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## **Department Summary**

The objective of the Corporate and Financial Services Department is to provide strategic and operational leadership, expertise and support to ensure the effective and efficient delivery of financial, human resources, information technology, geographic information systems and communications services in the Town of East Gwillimbury. The department provides operational support to all departments of the Town and directly to residents, business owners and other Town stakeholders/customers.

The net operating budget for the Corporate and Financial Services Department is comprised of the following categories:

- Strategy and Administration
- Business Plans and Budgets
- Revenue Services
- Customer Care Centre
- Human Resources (HR) and Occupational Health
- Communications
- Corporate Projects / Information Technology
- Centralized Purchasing

**CORPORATE AND FINANCIAL SERVICES**

	<b>2012 Budget</b>	<b>2011 Budget</b>	<b>Budget to Budget Variance</b>	
			<b>\$</b>	<b>%</b>
<b>EXPENDITURES</b>				
Strategy and Administration	\$ 254,654	\$ 234,700	\$ 19,954	8.5%
Business Plans and Budgets	565,462	533,390	32,072	6.0%
Revenue Services	144,547	126,090	18,457	14.6%
Customer Care Centre	161,790	158,700	3,090	1.9%
HR and Occupational Health	246,724	201,009	45,715	22.7%
Communications	236,283	251,230	(14,947)	-5.9%
Corporate Projects / Information Technology	347,119	327,450	19,669	6.0%
Centralized Purchasing	82,890	85,890	(3,000)	-3.5%
	<b>2,039,469</b>	<b>1,918,459</b>	<b>121,010</b>	<b>6.3%</b>
<b>REVENUES</b>				
Strategy and Administration	(3,500)	(3,500)	-	0.0%
Business Plans and Budgets	(142,800)	(144,450)	1,650	-1.1%
Revenue Services	(501,500)	(501,500)	-	0.0%
Communications	-	(25,000)	25,000	-100.0%
Corporate Projects / Information Technology	(1,500)	(1,500)	-	0.0%
	<b>(649,300)</b>	<b>(675,950)</b>	<b>26,650</b>	<b>-3.9%</b>
<b>NET BUDGET</b>	<b>\$ 1,390,169</b>	<b>\$ 1,242,509</b>	<b>\$ 147,660</b>	<b>11.9%</b>

**Net Change**

The Corporate and Financial Services 2012 budget increased by \$147,660 over the 2011 budget.

**Key Drivers**

	<b>Budget Change</b>	<b>Base Adjustments</b>	<b>Growth</b>
<b>EXPENDITURES</b>			
Cost of Living and Merit Increases	\$ 175,519	\$ 175,519	
Staff Expenses (Mileage, Meeting Expenses, Subscriptions)	\$ 461	\$ 461	
External Audit, Bank, Payroll Processing Fees, Mail Processing	\$ 16,000	\$ 16,000	
Postage, Courier, Form Printing	\$ (5,150)	\$ (5,150)	
Advertising	\$ 6,000	\$ 6,000	
Consulting	\$ (68,000)	\$ (68,000)	
Employee Assistance Program	\$ 1,000	\$ 1,000	
Utilities - Communication	\$ (2,820)	\$ (2,820)	
Software Licencing	\$ 4,000	\$ 4,000	
Tax Levy Funding of Capital	\$ (6,000)	\$ (6,000)	
	<b>\$ 121,010</b>	<b>\$ 121,010</b>	<b>\$ -</b>
<b>REVENUES</b>			
Local Improvement Levies	\$ 1,650	\$ 1,650	
Draw from Working Capital Reserve	\$ 25,000	\$ 25,000	
	<b>\$ 26,650</b>	<b>\$ 26,650</b>	<b>\$ -</b>
<b>NET BUDGET CHANGE</b>	<b>\$ 147,660</b>	<b>\$ 147,660</b>	<b>\$ -</b>

The main driver of the budget change is the inflationary pressure of salaries and benefits for a total of \$175,519. This is comprised of cost of living and merit increases along with the increased cost of benefits. This also includes the reallocation of budget to fund the HR Manager position approved by Council.

The staff expenses have increased primarily due to an addition in the Budgets and Business Planning branch (\$1,711) for technology communications. This increase has been offset by reductions in other branches for a net increase of \$461.

Inflationary pressures have resulted in increased costs for the following services: the external audit (\$5,000), banking (\$3,000), payroll processing (\$5,000), and processing of the tax and water bills (\$3,000).

Increased costs are also projected for software licensing (\$4,000) and advertising (\$6,000), and the cost of providing the Employee Assistance Program (\$1,000).

A reallocation of budget for professional development and memberships occurred between Customer Care and Strategy and Admin with no resulting overall budget impact.

The consulting budget is decreasing significantly. The largest amount (\$45,000) is a reallocation of the Human Resources consulting budget to fund the HR Manager position. There is also a reduction of \$25,000 in the Communications branch. This consulting budget was one-time in nature in 2011, and has been transferred to a carried forward capital project in 2012. Finally, the Revenue Services branch has been actively using a consultant to assist with assessment related issues. These include assisting the Town with assessment appeals and ensuring that assessment growth is captured in a timely basis. The increased consulting costs (\$2,000) are anticipated to be more than offset by the additional tax revenue that is generated from the consulting services.

Corporate and Financial Services was able to find savings of \$7,970 within their base budget to help offset the inflationary increases. This is comprised of reductions in: courier and postage (\$5,150) and utilities (\$2,820).

A \$6,000 decrease is also included in the communications budget as this was a one-time requirement in 2011.

## **Branch Operating Budgets**

### **STRATEGY AND ADMINISTRATION**

#### **OVERVIEW**

The Strategy and Administration branch is responsible for the overall strategic direction and operational effectiveness of the Corporate and Finance Services Department. This branch also provides the Treasury functions as required under the *Municipal Act*.

#### **OBJECTIVES**

- Provide operational leadership and support to the CAO and Council on corporate priorities
- Ensure department and individual performance objectives align with the Strategic Plan
- Ensure Corporate & Financial Services staff are provided with appropriate tools including technical, management and leadership coaching, mentoring and training
- Develop and monitor operational and staff performance objectives
- Carry out duties as mandated in the *Municipal Act*

**CORPORATE AND FINANCIAL SERVICES**

	<b>2012 Budget</b>	<b>2011 Budget</b>	<b>Budget to Budget Variance</b>	
			<b>\$</b>	<b>%</b>
<b>EXPENDITURES</b>				
Full time salaries and benefits	\$ 258,714	\$ 239,340	\$ 19,374	
Salaries - Temporary	3,000	3,000	-	
Other (see list)	32,850	32,270	580	
Cost allocation/(Recoveries)	(39,910)	(39,910)	-	
	<b>254,654</b>	<b>234,700</b>	<b>19,954</b>	<b>8.5%</b>
<b>REVENUES</b>				
Other	<b>(3,500)</b>	<b>(3,500)</b>	<b>-</b>	<b>0.0%</b>
	<b>\$ 251,154</b>	<b>\$ 231,200</b>	<b>\$ 19,954</b>	<b>8.6%</b>

**EXPENDITURES**

Full Time Salaries and Benefits includes the cost of living and merit increase adjustment.

Other costs include:

Financial System software licences, consulting services	\$ 22,000
Professional development and memberships	3,550
Meeting expenses, publications, printing, forms & materials	<u>7,300</u>
	<u>\$ 32,850</u>
NSF charges for property and utility payments	\$ (3,500)
	<u>\$ (3,500)</u>

## **BUSINESS PLANS AND BUDGETS**

### **OVERVIEW**

The Business Plans and Budgets unit is responsible for coordinating and facilitating the preparation and management of the Town's annual operating and capital budgets. This unit is responsible for the annual external audit and many legislated reporting requirements. Scope of operations includes finance, accounting, accounts payable, payroll, financial planning and reporting.

### **OBJECTIVES**

- Update of the Town Development Charge by-law to reflect updated requirements
- Improve processes with regard to the financial aspects of the Development Application process: fees, letters of credit and front-ended agreements.
- Implement a system to support annual operating and long term financial planning to proactively address strategic issues related to growth and growth related impacts on the annual operating budget.
- Continue to improve operational efficiency through the use of system interfaces and process review
- Examine opportunities to provide employees with enhanced information and delivery options for pay statements
- Initiate the development of multi-year capital budgets with a preliminary focus on multi-year capital planning

**CORPORATE AND FINANCIAL SERVICES**

	<b>2012 Budget</b>	<b>2011 Budget</b>	<b>Budget to Budget Variance</b>	
			<b>\$</b>	<b>%</b>
<b>EXPENDITURES</b>				
Full time salaries and benefits	\$ 376,861	\$ 359,100	\$ 17,761	
Audit fees	55,500	50,500	5,000	
Other (see list)	41,011	31,700	9,311	
Contribution to reserve for interest	132,000	132,000	-	
Cost allocation/(Recoveries)	(39,910)	(39,910)	-	
<b>Total Expenditures</b>	<b>565,462</b>	<b>533,390</b>	<b>32,072</b>	<b>6.0%</b>
<b>REVENUES</b>				
Investment income	(132,000)	(132,000)	-	
Other (see list)	(10,800)	(12,450)	1,650	
<b>Total Revenues</b>	<b>(142,800)</b>	<b>(144,450)</b>	<b>1,650</b>	<b>-1.1%</b>
<b>Net Budget</b>	<b>\$ 422,662</b>	<b>\$ 388,940</b>	<b>\$ 33,722</b>	<b>8.7%</b>

**EXPENDITURES**

Audit fees have increased due to the growing complexity of statement preparation and inflationary pressures.

Other costs include:

Banking services, debit/credit card services and payroll system processing	\$ 31,000
Professional development and memberships, Communications	8,311
Mileage, printing, equipment repairs	<u>1,700</u>
	<u>\$ 41,011</u>

**REVENUES**

Other revenue includes:

YRT bus tickets	\$ (7,800)
Tile drainage and related debt serving	<u>(3,000)</u>
	<u>\$ (10,800)</u>

## **REVENUE SERVICES**

### **OVERVIEW**

The Revenue Services unit is responsible for the effective planning, analysis and management of property taxation matters including preparation of appropriate by-laws and efficient billing and collection. This area also works with CPI to establish annual water and wastewater rates and is responsible for the related billings and collections. Also included is the overall responsibility for cash handling process and controls.

### **OBJECTIVES**

- Review non-residential assessments to ensure MPAC assessments are current and to identify any process improvements.
- Smooth transitions for new legislative changes to property tax, including year 4 of a 4-year reassessment phase in for all property classes.
- Review opportunities to provide utility customers with alternative payment options (ie. Equal billing)

**CORPORATE AND FINANCIAL SERVICES**

	<b>2012 Budget</b>	<b>2011 Budget</b>	<b>Budget to Budget Variance</b>	
			<b>\$</b>	<b>%</b>
<b>EXPENDITURES</b>				
Full time salaries and benefits	\$ 239,547	\$ 224,090	\$ 15,457	
Other (see list)	64,650	61,650	3,000	
Cost allocation/(Recoveries)	(159,650)	(159,650)	-	
<b>Total Expenditures</b>	<b>144,547</b>	<b>126,090</b>	<b>18,457</b>	<b>14.6%</b>
<b>REVENUES</b>				
Penalty on taxes	(456,000)	(456,000)	-	
Other (see list)	(45,500)	(45,500)	-	
<b>Total Revenues</b>	<b>(501,500)</b>	<b>(501,500)</b>	<b>-</b>	<b>0%</b>
<b>Net Budget</b>	<b>\$ (356,953)</b>	<b>\$ (375,410)</b>	<b>\$ 18,457</b>	<b>-4.9%</b>

**EXPENDITURES**

Other costs include:

Tax sale registration	\$ 20,000
Mail processing	20,000
Assessment and revenue review services	9,500
Professional development and memberships	7,750
Printing, security services, mileage, equipment repairs	7,400
	<u>\$ 64,650</u>

**REVENUE**

Other revenue includes:

Tax sale recoveries and certificates	\$ (38,000)
Increased assessment	(7,500)
	<u>\$ (45,500)</u>

## **CUSTOMER CARE CENTRE**

### **OVERVIEW**

The Customer Care Centre serves as a focal point for inquiries, payments and resident concerns/suggestions. Staff handle more than 40,000 incoming calls and process more than 65,000 payments per year. Customer Care has expanded its duties to include leisure program registrations in order to provide greater flexibility for residents.

### **OBJECTIVES**

Some key objectives for the Customer Care Centre are included as follows:

- Review the automated telephone attendant features and adjust them as necessary to provide a helpful and pleasant customer experience
- Populate the quick reference database and monitor its performance to ensure it provides effective support for staff
- Engage in monthly training with Town departments to ensure customer care staff have a deep and comprehensive knowledge base for servicing customers
- Maintain the high level of customer satisfaction with service
- Monitor the brochure display area to ensure all materials are neat and up-to-date
- Provide additional support to various departments based on availability

**CORPORATE AND FINANCIAL SERVICES**

	<b>2012 Budget</b>	<b>2011 Budget</b>	<b>Budget to Budget Variance</b>	
			\$	%
<b>EXPENDITURES</b>				
Full time salaries and benefits	\$ 153,090	\$ 148,920	\$ 4,170	
Other (see list)	8,700	9,780	(1,080)	
	<b>\$ 161,790</b>	<b>\$ 158,700</b>	<b>\$ 3,090</b>	<b>1.9%</b>

**EXPENDITURES**

Other costs include:

Customer Relationship Management software licences	\$ 3,000
Professional development and memberships	1,000
Courier, delivery, mileage, materials and equipment	4,700
	<u>\$ 8,700</u>

## **HUMAN RESOURCES AND OCCUPATIONAL HEALTH AND SAFETY**

### **OVERVIEW**

The Human Resources branch provides staffing, recruitment, performance management, compensation, benefits and pension administration, corporate training and health and safety management. The branch also ensures that all employees have access to a work environment that is compliant with the *Ontario Employment Standards Act* and the *Ontario Occupational Health and Safety Act*.

### **OBJECTIVES**

- Recruit a Human Resources Manager.
- Enhance Human Resources Information System functionality and management reporting.
- Continue to review existing personnel policies and create new policies as required.
- Continue to review existing safety policies and create new policies and procedures as required.
- Assess corporate training needs and ensure access to appropriate training opportunities.
- Continue to enhance employee relations, ensure staff satisfaction with recognition events.
- Continue with monthly Joint Health and Safety Committee Meetings.
- Ensure the municipality meets or exceeds all expectations as detailed in the Occupational Health and Safety standards and legislation.
- Ensure compliance with Accessibility Standard for Employment.
- Expand the staff appreciation/recognition program.
- Review and enhance the performance management system.
- Organize an employee benefit and wellness fair.

**CORPORATE AND FINANCIAL SERVICES**

	<b>2012 Budget</b>	<b>2011 Budget</b>	<b>Budget to Budget Variance</b>	
			<b>\$</b>	<b>%</b>
<b>EXPENDITURES</b>				
Full time salaries and benefits	\$ 168,374	\$ 79,159	\$ 89,215	
Corporate wide training	27,500	27,500	-	
Consultants	25,000	70,000	(45,000)	
Other (see list)	25,850	24,350	1,500	
	<b>\$ 246,724</b>	<b>\$ 201,009</b>	<b>\$ 45,715</b>	<b>22.7%</b>

**EXPENDITURES**

Other costs include:

Employee assistance program	\$ 8,000
Recruitment advertising	7,000
Professional development and memberships	2,500
Corporate events, mileage, training, materials	8,350
	<u>\$ 25,850</u>

## **COMMUNICATIONS**

### **OVERVIEW**

The Corporate Communications branch plans, coordinates and delivers effective internal and external communications to ensure that all stakeholders (including Residents, Council, employees, etc.) are engaged, apprised of and have access to relevant and timely information regarding Town activities and initiatives.

### **OBJECTIVES**

- Complete the web site revitalization initiative and further develop the functionality, navigation and content of the site
- Research the effectiveness of local media and adjust annual advertising strategy as necessary to maximize the effectiveness of messaging to the community
- Review the Corporate Style Guide and bring forward recommendations to update design standards, provide more flexibility in the application of the corporate logo, and supply template material that satisfies design and consistency criteria and at the same time provides design tools for departments to use in the production of their own materials
- Research current internal communications channels and recommend new opportunities as appropriate to facilitate effective corporate in-house communications
- Develop a social media strategy with recommendations for possible implementation
- Conduct media training for the Mayor and Members of Council
- Review opportunities for providing at-home video access to Council meetings by either livestreaming or recording and providing internet access
- Conduct an official opening ceremony at the sports complex

**CORPORATE AND FINANCIAL SERVICES**

	<b>2012 Budget</b>	<b>2011 Budget</b>	<b>Budget to Budget Variance</b>	
			<b>\$</b>	<b>%</b>
<b>EXPENDITURES</b>				
Full time salaries and benefits	\$ 139,683	\$ 128,630	\$ 11,053	
Advertising	55,300	50,300	5,000	
Consultants	-	25,000	(25,000)	
Other (see list)	41,300	47,300	(6,000)	
Recoveries	-	-	-	
	<b>236,283</b>	<b>251,230</b>	<b>(14,947)</b>	<b>-5.9%</b>
Draw from Reserve	-	(25,000)	25,000	-100.0%
<b>Net Budget</b>	<b>\$ 236,283</b>	<b>\$ 226,230</b>	<b>\$ 10,053</b>	<b>4.4%</b>

**EXPENDITURES**

Consultants have been reduced by \$25,000 as this was a one-time budget adjustment in 2011.

Other costs include:

Contracted communications support services	\$ 22,000
Materials to support communications initiatives	14,000
Professional development and memberships	3,000
Cell & data communications and mileage	2,300
	<u>\$ 41,300</u>

## **CORPORATE PROJECTS / INFORMATION TECHNOLOGY**

### **OVERVIEW**

The Corporate Projects unit provides support on a wide variety of corporate projects as well as business process improvement analysis and software application systems implementation. The Information Technology unit provides voice, network, information processing, and GIS services. This includes information systems security and a help desk function to support all users.

### **OBJECTIVES**

#### Business and Systems Processes

- Integration of CityView to Vadim for financial processing
- Assessment and potential integration of Vadim to Class
- Assessment and potential implementation of Microsoft Dynamics

#### Information Technology

- Prepare 5-year capital requirements plan
- Manage the 2012 Capital Projects (hardware/software and network infrastructure capital projects)
- Continue to provide technical assistance and training to all staff including remote facilities
- Continue to develop GIS strategies, analysis and project support

#### Corporate Projects

- Lead in the development, submission and follow up of supplementary grant applications
- Support corporate projects as assigned (Council, CAO, General Manager)
- Ensure assessment and readiness compliance with the integrated accessibility standard as it relates to Information and Communications; Employment and Transportation

**CORPORATE AND FINANCIAL SERVICES**

	<b>2012 Budget</b>	<b>2011 Budget</b>	<b>Budget to Budget Variance</b>	
			<b>\$</b>	<b>%</b>
<b>EXPENDITURES</b>				
Full time salaries and benefits	\$ 282,209	\$ 263,720	\$ 18,489	
Utilities - telephone	26,000	26,000	-	
Software licenses & maintenance	34,500	30,500	4,000	
Other (see list)	37,130	39,950	(2,820)	
Contribution to IT reserve	70,000	70,000	-	
Cost allocation/(Recoveries)	(102,720)	(102,720)	-	
	<b>347,119</b>	<b>327,450</b>	<b>19,669</b>	<b>6.0%</b>
<b>REVENUES</b>				
Rogers tower lease	<b>(1,500)</b>	<b>(1,500)</b>	<b>-</b>	<b>0.0%</b>
<b>Net Budget</b>	<b>\$ 345,619</b>	<b>\$ 325,950</b>	<b>\$ 19,669</b>	<b>6.0%</b>

**EXPENDITURES**

Software Licenses and maintenance has increased as a result of inflationary pressures.

Other costs include:

Equipment repairs, technology supplies and contracted services	\$ 30,430
Cell and data communications	5,000
Professional development and memberships	1,700
	<u>\$ 37,130</u>

**CENTRALIZED PURCHASING**

**OVERVIEW**

The function of Centralized Purchasing is to facilitate efficient and cost-effective purchasing practices.

**OBJECTIVES**

- Utilize best practices of York Co-op Buyers
- Continue to participate as member of York Buyers Co-op to utilize cost-effective group purchasing opportunities
- Continue to review the Corporate-wide IT acquisitions prior to purchase
- Review purchasing protocols

	<b>2012 Budget</b>	<b>2011 Budget</b>	<b>Budget to Budget Variance</b>	
			\$	%
<b>EXPENDITURES</b>				
Supplies	\$ 24,800	\$ 24,800	\$ -	
Postage	17,000	20,000	(3,000)	
Leases	36,360	36,360	-	
Other (see list)	4,730	4,730	-	
	<b>\$ 82,890</b>	<b>\$ 85,890</b>	<b>\$ (3,000)</b>	<b>-3.5%</b>

**EXPENDITURES**

Postage costs have reduced over the last year as improvements are being made in allocating water and wastewater postage costs to the appropriate fund.

Other costs include:

Equipment purchases and repairs, photocopier and fax supplies	\$ 4,730
	<u>\$ 4,730</u>