

# CORPORATE and FINANCIAL SERVICES

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**TOWN OF EAST GWILLIMBURY**  
**2011 Approved Budget**  
**CORPORATE AND FINANCIAL SERVICES**

**DEPARTMENT SUMMARY**

The objective of the Corporate and Financial Services Department is to provide expertise to ensure the effective and efficient delivery of service in the Town of East Gwillimbury. This is accomplished through operational support to all service delivery departments of the Town and directly with residents and business owners.

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

	<b>2010</b>	<b>2011</b>	<b>Bud to Bud</b>	<b>Variance</b>
	<b>Approved</b>	<b>Approved</b>	<b>\$</b>	<b>%</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>		
Strategy/Policy/Planning/Admin	\$ 219,480	\$ 231,200	\$ 11,720	5.3%
Business Plans and Budgets	368,110	388,940	20,830	5.7%
Revenue Services	(387,950)	(375,410)	12,540	-3.2%
Customer Care Centre	154,420	158,700	4,280	2.8%
HR and Occupational Health	144,060	150,500	6,440	4.5%
Communications	214,260	220,230	5,970	2.8%
Information Technology	311,670	325,950	14,280	4.6%
Centralized Purchasing	104,240	85,890	(18,350)	-17.6%
Capital (net)	-	-	-	n/a
<b>Total</b>	<b><u>\$ 1,128,290</u></b>	<b><u>\$ 1,186,000</u></b>	<b><u>\$ 57,710</u></b>	<b>5.1%</b>

The net operating budget for Corporate and Financial Services is \$1,186,000, an increase of \$57,710 or 5.1%. Full time salaries and benefits total \$1,442,450 in 2011; an increase of \$61,020 or 4.4%.

The 2011 capital program totals \$207,100 and is comprised of \$102,100 of new capital projects and \$105,000 of 2010 carry-over projects.

The Communication's budget includes the undertaking of a Communications Strategy with an anticipated cost of \$50,000.

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**STRATEGY, POLICY AND PLANNING**

**Overview**

The Strategy, Policy and Planning branch is responsible for the overall strategic direction and operational effectiveness of the Corporate and Finance Services Department. This branch is 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 as well as 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

	<b>2010</b>	<b>2011</b>	<b>Bud to Bud Variance</b>	
	<b>Approved</b>	<b>Approved</b>	<b>\$</b>	<b>%</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>		
Full time salaries and benefits	\$ 232,620	\$ 239,340	\$ 6,720	
Salaries - Temporary	-	3,000	3,000	
Other	30,270	32,270	2,000	
Cost allocation/(Recoveries)	(39,910)	(39,910)	-	
<b>Total Expenditures</b>	222,980	234,700	11,720	5.3%
Revenues - Other	(3,500)	(3,500)	-	0.0%
	<b>\$ 219,480</b>	<b>\$ 231,200</b>	<b>\$ 11,720</b>	<b>5.3%</b>

**Expenditures**

Salaries – Temporary/Students has been included in 2011 to recognize temporary costs required for staffing vacation and absence.

Other cost is primarily comprised of accounting system software licensing and system maintenance as well as portion for professional development, memberships, and supplies.

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**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.
- Submit to Council a policy for the standardization of Development Charge credit agreements with developers
- Continue to improve operational efficiency through the use of system interfaces and process review

	<b>2010</b>	<b>2011</b>	<b>Bud to Bud Variance</b>	
	<b>Approved</b>	<b>Approved</b>	<b>\$</b>	<b>%</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>		
Full time salaries and benefits	\$ 343,270	\$ 359,100	\$ 15,830	
Audit fees	45,500	50,500	5,000	
Other	31,700	31,700	-	
Contribution to reserve for interest	175,000	132,000	(43,000)	
Cost allocation/(Recoveries)	(39,910)	(39,910)	-	
<b>Total Expenditures</b>	555,560	533,390	(22,170)	-4.0%
Investment income	(175,000)	(132,000)	43,000	-24.6%
Revenues - Other	(12,450)	(12,450)	-	0.0%
	<b>\$ 368,110</b>	<b>\$ 388,940</b>	<b>\$ 20,830</b>	<b>5.7%</b>

**Expenditures**

Audit fees have increased due to the growing complexity of statement preparation due to the recently reporting inclusion of tangible capital assets.

Other Expenses are primarily comprised of bank charges and payroll processing fees as well as a portion for professional development & memberships.

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**BUSINESS PLANS AND BUDGETS (continued)**

Contribution to reserve for interest has been reduced to reflect reduced interest revenue anticipated in 2011. The decrease in revenues is off set by a corresponding decrease in reserve contribution.

**Revenues**

Investment Income has decreased \$43,000 due to lower interest rates.

Other revenue is comprised of local improvement levies (tile drainage loans) and YRT Bus Ticket sales.

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**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.
- Progress to the 2<sup>nd</sup> phase of revised water/wastewater rate structure
- Implement a utility billing system that integrates a meter reading program with the financial system to improve operational efficiencies and audit requirements.
- Smooth transitions for new legislative changes to property tax, including year 3 of a 4 year reassessment phase in for all property classes.

	<b>2010</b>	<b>2011</b>	<b>Bud to Bud Variance</b>	
	<b>Approved</b>	<b>Approved</b>	<b>\$</b>	<b>%</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>		
Full time salaries and benefits	\$ 211,800	\$ 224,090	\$ 12,290	
Other	53,900	61,650	7,750	
Cost allocation/(Recoveries)	(159,650)	(159,650)	-	
<b>Total Expenditures</b>	<b>106,050</b>	<b>126,090</b>	<b>20,040</b>	<b>18.9%</b>
Revenues - Penalty on taxes	(456,000)	(456,000)	-	0.0%
Revenues - Other	(38,000)	(45,500)	(7,500)	19.7%
	<b><u>\$ (387,950)</u></b>	<b><u>\$ (375,410)</u></b>	<b><u>\$ 12,540</u></b>	<b><u>-3.2%</u></b>

**Expenditures**

Other cost is primarily comprised of tax sale registration costs and contracted bill collation and mail service as well as a portion for professional development, armored car pick up service and contracted tax assessment review support. Other costs have increased due to the inclusion of \$7,500 consultant fees to assist in the identifying transitioning/developing non-residential properties. The increased costs will be offset by additional non-residential taxation revenue.

**Revenue**

Other revenue is comprised of tax sales recoveries and tax certificates.

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**CUSTOMER CARE CENTRE**

**Overview**

The Customer Care Centre within the Civic Centre serves as a focal point for inquiries, payments and resident concerns/suggestions. The Customer Care Centre handles more than 40,000 incoming calls and processes more than 65,000 payments per year. Customer Care has expanded their duties to include leisure program registrations, to improve service by providing more flexibility with regards to registration locations for residents.

**Objectives**

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

- Review opportunities to improve automated, customer services functions to improve customer services
- Provide a high degree of service to incoming customers making payments, requesting information and assistance
- Build temporary staffing pool to provide cost effective peak load service support to all Town departments and to ensure proactive contingency planning
- Aim to resolve more than 10% of incoming calls at first contact
- Improve the efficiency of customer referrals program areas by working with business units to develop transfer and escalation lists
- provide additional support to various departments based on availability

	<b>2010</b>	<b>2011</b>	<b>Bud to Bud Variance</b>	
	<b>Approved</b>	<b>Approved</b>	<b>\$</b>	<b>%</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>		
Full time salaries and benefits	\$ 139,640	\$ 148,920	\$ 9,280	
Other	14,780	9,780	(5,000)	
	<hr/>			
<b>Total Expenditures</b>	<b>\$ 154,420</b>	<b>\$ 158,700</b>	<b>\$ 4,280</b>	<b>2.8%</b>
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**Expenditures**

Other costs include courier & delivery costs as well as software licensing, professional development & memberships.

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**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**

- Enhance Human Resources Information System functionality and management reporting
- Continue to review existing personnel policies and create new policies as required for Council consideration.
- 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.

	<b>2010</b>	<b>2011</b>	<b>Bud to Bud Variance</b>	
	<b>Approved</b>	<b>Approved</b>	<b>\$</b>	<b>%</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>		
Full time salaries and benefits	\$ 76,750	\$ 78,650	\$ 1,900	
Corporate wide training	47,500	27,500	(20,000)	
Consultants	-	20,000	20,000	
Other	19,810	24,350	4,540	
	<u>\$ 144,060</u>	<u>\$ 150,500</u>	<u>\$ 6,440</u>	4.5%

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**HUMAN RESOURCES AND OCCUPATIONAL HEALTH AND SAFETY**  
**(continued)**

**Expenditures**

Corporate Wide Training has been adjusted to improve alignment of budget allocations within the branch.

Consultant costs of \$20,000 have been provided for to recognize the use of external consultants on HR matters including recruitment.

Other cost is primarily comprised of advertising and corporate events. There is also a portion for professional development, travel and supplies. Other costs include a \$5,000 increase in to the cost of providing an Employee Assistance Program.

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**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**

- Work with website content managers as a user committee to further develop the functionality and design of the web site and intranet
- Continue the web training initiative begun in 2010 with specific training as needed to ensure content managers are effective
- Conduct a web audit and usability testing to measure the effectiveness of the web site's navigation and architecture, and implement changes to improve the site as a source of accessible information
- Review the Corporate Style Guide and bring forward recommendation 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
- Conduct media training for key spokesperson beginning with the Mayor and Members of Council.

	<b>2010</b>	<b>2011</b>	<b>Bud to Bud Variance</b>	
	<b>Approved</b>	<b>Approved</b>	<b>\$</b>	<b>%</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>		
Full time salaries and benefits	\$ 123,660	\$ 128,630	\$ 4,970	
Advertising	50,300	50,300	-	
Consultants	-	25,000	25,000	
Other	40,300	16,300	(24,000)	
	<u>\$ 214,260</u>	<u>\$ 220,230</u>	<u>\$ 5,970</u>	2.8%

**Expenditures**

Consultants have been added with a budget of \$25,000 for the purposes of developing a Communications strategy. Council approved a total of \$50,000, half of which is expected to be recovered through salary gapping in the CAO's department.

Other cost is primarily comprised of contracted services and printing costs. There is also a provision for telecommunications, mileage and supplies.

# TOWN OF EAST GWILLIMBURY

## 2011 Approved Budget

### CORPORATE AND FINANCIAL SERVICES

#### INFORMATION TECHNOLOGY

##### Overview

The IT branch of Corporate and Financial Services is responsible for the management of the Town's information technology hardware and software, annual capital and operating budgets, and training.

Duties include coordinating the design and delivery of network, desktop and web technology services including needs assessment, research, and testing and hardware/software procurement. IT branch manages network system administration, security, and problem resolution.

##### Objectives

###### Information Technology

- Prepare 5 year capital requirements plan.
- Manage the 2011 Capital Projects (hardware/software and network infrastructure capital projects)
- Continue to provide technical assistance and training to all staff including remote facilities.
- Manage and supervise staff (GIS/IT Support Technician) and provide guidance and direction on completing upcoming corporate GIS projects.
- Attend management courses offered by the Town to ensure that the IT branch is managed in a safe and efficient manner.

###### Business and Systems Processes

- Implementation and Post Implementation Support of the CityView Xpress application supporting Building, Planning and Engineering
- Integration of CityView to Vadim for financial processing
- Assessment and potential integration of Vadim to Class
- Assessment and potential implementation of Microsoft Dynamics

###### Human Resources Strategic Support

- Policies and Procedures – lead the consultation, finalization and communication of updated policies

###### Corporate Projects

- Lead in the development, submission and follow up of supplementary grant applications
- Represents the Town on the York Purchasing cooperative seeking cost and efficiency savings with other northern 6 municipalities
- Support corporate projects as assigned (Council, CAO, General Manager)

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**INFORMATION TECHNOLOGY - Continued**

	<b>2010</b>	<b>2011</b>	<b>Bud to Bud Variance</b>	
	<b>Approved</b>	<b>Approved</b>	<b>\$</b>	<b>%</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>\$</u></b>	<b><u>%</u></b>
Full time salaries and benefits	\$ 253,690	\$ 263,720	\$ 10,030	
Utilities - telephone	16,000	26,000	10,000	
Software licenses & maintenance	28,750	30,500	1,750	
Other	45,950	39,950	(6,000)	
Contribution to IT reserve	82,000	70,000	(12,000)	
Cost allocation/(Recoveries)	(102,720)	(102,720)	-	
	<hr/>			
<b>Total Expenditures</b>	323,670	327,450	3,780	1.2%
Revenues - Rogers tower lease	(12,000)	(1,500)	10,500	-87.5%
	<hr/>			
	\$ 311,670	\$ 325,950	\$ 14,280	4.6%
	<hr/>			

**Expenditures**

Utilities - Telephone has increased \$10,000 is partially offset by decreases in consultant and training costs.

Other costs are comprised of small equipment and supplies, contracted IT systems and telecommunications support. There is also a provision for professional development & memberships.

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**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 proposed IT acquisitions prior to purchase
- Consider implementation of purchasing software solution
- Review existing Purchasing and Procurement By-law in conjunction with D&LS to produce a “Green Purchasing” By-law

	<b>2010</b>	<b>2011</b>	<b>Bud to Bud Variance</b>	
	<b>Approved</b>	<b>Approved</b>	<b>\$</b>	<b>%</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>		
Supplies	\$ 24,800	\$ 24,800	\$ -	
Postage	41,150	20,000	(21,150)	
Leases	32,360	36,360	4,000	
Other	5,930	4,730	(1,200)	
<b>Total Expenditures</b>	<b>\$ 104,240</b>	<b>\$ 85,890</b>	<b>\$ (18,350)</b>	<b>-17.6%</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 are comprised of office furniture and contracted shredding costs.

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**CAPITAL BUDGET**

	Expense	Funding Source					
		Tax Rate	IT Reserve	Gas Tax	Dev. Charges	Other	
<b>Repair and Replacement</b>							
	IT desktop/software replace	\$ 43,600	\$ -	\$ 43,600	\$ -	\$ -	\$ -
	Network infrastructure replace	8,500		8,500			
	(a) Accounting software upgrades	20,000	-	20,000	-	-	-
<b>Requirement</b>							
	(a) Long range financial plan	35,000	-	-	19,250	15,750	-
<b>Growth</b>							
	(a) Development tracking system	50,000	-	-	-	-	50,000
	DC by-law update	25,000	-	-	-	25,000	-
	DC credit policy development	25,000	-	-	-	25,000	-
		<u>\$ 207,100</u>	<u>\$ -</u>	<u>\$ 72,100</u>	<u>\$ 19,250</u>	<u>\$ 65,750</u>	<u>\$ 50,000</u>