

**2014
Operating
Budget**

Operating Budget Summary	
Description	

	2013		2014				
	Projected Actual	Budget	Base Budget	% 2013 Budget	Approved Budget Options	Approved Budget	% 2013 Budget
Full Time Positions		75	75	-	0	75	-
Part Time Hours		3,224	4,256	32.0	0	4,256	32.0
Overtime Hours		1,685	1,685	-	0	1,685	-
Revenues							
User Fees	(410,787)	(366,306)	(415,141)	(13.3)	0	(415,141)	(13.3)
Investment Earnings	(30,757)	(25,000)	(28,000)	(12.0)	0	(28,000)	(12.0)
Contr from Reserve and Capital	(1,181,000)	(1,092,136)	(1,130,673)	(3.5)	0	(1,130,673)	(3.5)
Other Revenues	(164,037)	(161,676)	(168,728)	(4.4)	0	(168,728)	(4.4)
Total Revenues	(1,786,581)	(1,645,118)	(1,742,542)	(5.9)	0	(1,742,542)	(5.9)
Expenses							
Salaries & Benefits	6,456,123	6,431,712	6,693,395	4.1	0	6,693,395	4.1
Materials - Operating Expenses	188,265	187,016	192,156	2.7	0	192,156	2.7
Equipment Expenses	2,300	2,000	2,000	-	0	2,000	-
Energy Costs	1,228	1,228	1,289	5.0	0	1,289	5.0
Purchased/Contract Services	3,620,028	3,675,946	3,774,431	2.7	0	3,774,431	2.7
Debenture & Insurance Costs	1,307,626	1,203,626	1,230,352	2.2	0	1,230,352	2.2
Prof Development & Training	55,638	56,745	59,820	5.4	0	59,820	5.4
Grants - Transfer Payments	0	0	0	-	0	0	-
Contr to Reserve and Capital	1,482,540	1,482,540	1,487,644	0.3	0	1,487,644	0.3
Internal Recoveries	(4,179,057)	(4,168,192)	(4,379,911)	(5.1)	0	(4,379,911)	(5.1)
Total Expenses	8,934,691	8,872,621	9,061,176	2.1	0	9,061,176	2.1
Net Budget	7,148,110	7,227,503	7,318,635	1.3	0	7,318,635	1.3

FINANCIAL SERVICES

The Finance Department is lead by the Chief Financial Officer/City Treasurer. The department delivers high quality financial services through five sections: Accounting, Taxation, Financial Planning and Budgeting, Purchasing and Financial and Support Services. The department has a staff complement of 75 permanent employees. Finance staff provide tax billing and collection services, accounting and payroll services, purchasing and procurement services, budgeting and financial planning and Financial Information Systems support in a prompt, courteous and cost effective manner.

The Finance Strategic Plan which was presented to Council in May 2013, outlined the following vision, mission and strategic goals for the department during 2013 and 2014:

Vision:

Deliver high quality financial services, within a framework of sound policies and internal controls, to a financially sustainable municipality.

Mission:

The mission of the Finance Department is to provide sound financial policies and systems of internal controls, produce accurate and timely financial information, provide excellent customer service and sound financial advice to Council, management, departments, citizens, and ratepayers.

Strategic Goals:

1. Focus on fiscal sustainability and long term financial planning.
2. Provide support to operating departments and provide timely and accurate financial statements (internal and external) to assist in decision making.
3. Perform the controllership function for the City by providing and enforcing sound financial policies and internal controls.
4. Maximize the capabilities and opportunities provided by the financial information systems.
5. Maintain a positive work environment and strong employee engagement within the Finance Department.

**2014
Operating
Budget**

Operating Budget Summary	
Description	
<p>The Mission of the Finance division is to provide financial expertise and quality information to Council, management, departments, citizens and ratepayers in conformity with generally accepted accounting principles and statutory and legal requirements and policies.</p> <p>Financial Services Administration supervises and coordinates the activities of the Financial Services division. The section includes the Chief Financial Officer, as well as secretarial and clerical support for the entire Finance division.</p>	

	2013		2014				
	Projected Actual	Budget	Base Budget	% 2013 Budget	Approved Budget Options	Approved Budget	% 2013 Budget
Full Time Positions		4	4	-	0	4	-
Part Time Hours		1,218	1,218	-	0	1,218	-
Overtime Hours		30	30	-	0	30	-
Revenues							
Contr from Reserve and Capital	0	0	0	-	0	0	-
Total Revenues	0	0	0	-	0	0	-
Expenses							
Salaries & Benefits	417,661	468,620	469,711	0.2	0	469,711	0.2
Materials - Operating Expenses	70,460	70,460	70,460	-	0	70,460	-
Purchased/Contract Services	99,065	99,065	99,065	-	0	99,065	-
Prof Development & Training	11,248	11,248	11,248	-	0	11,248	-
Internal Recoveries	509,255	507,010	507,504	0.1	0	507,504	0.1
Total Expenses	1,107,689	1,156,403	1,157,988	0.1	0	1,157,988	0.1
Net Budget	1,107,689	1,156,403	1,157,988	0.1	0	1,157,988	0.1



Financial Planning-Budgeting

2014 Operating Budget

Operating Budget Summary
Description

	2013		2014				
	Projected Actual	Budget	Base Budget	% 2013 Budget	Approved Budget Options	Approved Budget	% 2013 Budget
Full Time Positions		12	12	-	0	12	-
Overtime Hours		505	505	-	0	505	-
Part Time Hours		914	0	(100.0)	0	0	(100.0)
<u>Revenues</u>							
Contr from Reserve and Capital	(1,164,000)	(1,092,136)	(1,060,000)	2.9	0	(1,060,000)	2.9
Other Revenues	(70,912)	(70,912)	(75,819)	(6.9)	0	(75,819)	(6.9)
Total Revenues	(1,234,912)	(1,163,048)	(1,135,819)	2.3	0	(1,135,819)	2.3
<u>Expenses</u>							
Salaries & Benefits	1,059,651	1,147,016	1,165,889	1.6	0	1,165,889	1.6
Purchased/Contract Services	1,995,470	2,037,132	2,012,589	(1.2)	0	2,012,589	(1.2)
Debenture & Insurance Costs	1,254,044	1,150,044	1,172,582	2.0	0	1,172,582	2.0
Prof Development & Training	9,529	6,811	6,811	-	0	6,811	-
Grants - Transfer Payments	0	0	0	-	0	0	-
Contr to Reserve and Capital	1,457,540	1,457,540	1,462,644	0.4	0	1,462,644	0.4
Internal Recoveries	(460,857)	(460,857)	(480,331)	(4.2)	0	(480,331)	(4.2)
Total Expenses	5,315,377	5,337,686	5,340,184	-	0	5,340,184	-
Net Budget	4,080,465	4,174,638	4,204,365	0.7	0	4,204,365	0.7

FINANCIAL PLANNING & BUDGETING

The principle functions of the Financial Planning & Budgeting section are to:


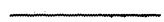

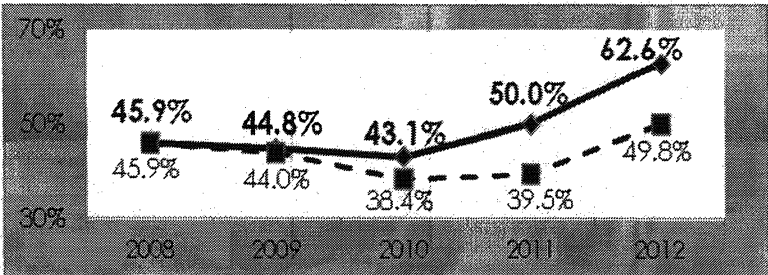
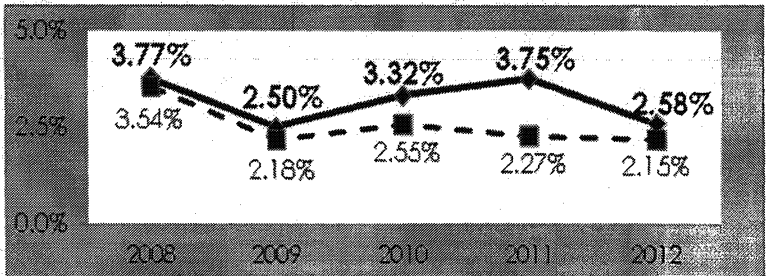
- Develop appropriate financial policy recommendations for consideration of Council
- Analyze the impact of provincial legislative changes such as OMPF (Ontario Municipal Partnership Fund) entitlements
- Maintain the long term financial plan approved by Council
- Liaise with Municipal Property Assessment Corporation (MPAC) and analyze the assessment rolls to ensure all properties are paying their share of taxation
- Develop all rates including area rates for taxation
- Oversee the municipality's cash management and investment program
- Administer the municipality's existing debt program and future debt requirements
- Manage the Municipality's insurance and risk management program, enabling adequate coverage and recommending risk management initiatives
- Plan, direct and provide overall supervision and compilation of the operating and capital budgets.
- Provide customer service to operating departments in all financial related matters, including accounting for tangible capital assets.

Variance Explanations:

Part Time Hours

The decrease in part time hours reflects the elimination of a funded position.

FINANCIAL PLANNING & BUDGETING

	OMBI Performance Benchmarks																			
	 CGS result	 Median result Ontario Single-tiers only																		
Portfolio as a Percentage of Municipal Operating & Capital Expenditures	 <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Portfolio as a Percentage of Municipal Operating & Capital Expenditures</caption> <thead> <tr> <th>Year</th> <th>CGS result</th> <th>Median result Ontario Single-tiers only</th> </tr> </thead> <tbody> <tr> <td>2008</td> <td>45.9%</td> <td>45.9%</td> </tr> <tr> <td>2009</td> <td>44.8%</td> <td>44.0%</td> </tr> <tr> <td>2010</td> <td>43.1%</td> <td>38.4%</td> </tr> <tr> <td>2011</td> <td>50.0%</td> <td>39.5%</td> </tr> <tr> <td>2012</td> <td>62.6%</td> <td>49.8%</td> </tr> </tbody> </table> <p>[INVT 220]</p>		Year	CGS result	Median result Ontario Single-tiers only	2008	45.9%	45.9%	2009	44.8%	44.0%	2010	43.1%	38.4%	2011	50.0%	39.5%	2012	62.6%	49.8%
Year	CGS result	Median result Ontario Single-tiers only																		
2008	45.9%	45.9%																		
2009	44.8%	44.0%																		
2010	43.1%	38.4%																		
2011	50.0%	39.5%																		
2012	62.6%	49.8%																		
Gross Percentage Return on Internal Portfolio (based on the Average Adjusted Book Value)	 <table border="1" style="margin: 10px auto; border-collapse: collapse;"> <caption>Gross Percentage Return on Internal Portfolio</caption> <thead> <tr> <th>Year</th> <th>CGS result</th> <th>Median result Ontario Single-tiers only</th> </tr> </thead> <tbody> <tr> <td>2008</td> <td>3.77%</td> <td>3.54%</td> </tr> <tr> <td>2009</td> <td>2.50%</td> <td>2.18%</td> </tr> <tr> <td>2010</td> <td>3.32%</td> <td>2.55%</td> </tr> <tr> <td>2011</td> <td>3.75%</td> <td>2.27%</td> </tr> <tr> <td>2012</td> <td>2.58%</td> <td>2.15%</td> </tr> </tbody> </table> <p>[INVT 312]</p>		Year	CGS result	Median result Ontario Single-tiers only	2008	3.77%	3.54%	2009	2.50%	2.18%	2010	3.32%	2.55%	2011	3.75%	2.27%	2012	2.58%	2.15%
Year	CGS result	Median result Ontario Single-tiers only																		
2008	3.77%	3.54%																		
2009	2.50%	2.18%																		
2010	3.32%	2.55%																		
2011	3.75%	2.27%																		
2012	2.58%	2.15%																		
OMBI data is current as at August 21, 2013.																				

**2014
Operating
Budget**

Operating Budget Summary	
Description	
The Tax Services provided include: - Billing of interim, final and supplementary tax levies including payments-in-lieu of taxes, - The collection of current and overdue taxes, - Maintenance of the tax sale accounts, - Administration of the pre-authorized tax payment plan, - The processing of tax adjustments and refunds, - Administration of the Elderly Tax Assistance Program, - Administration of the Elderly / Disabled Tax Deferral, Registered Charities Rebate and Vacancy Rebate Programs, - Responding to tax / assessment related inquiries, - Administration of the Capping / Clawback Program for protected properties.	

	2013		2014				
	Projected Actual	Budget	Base Budget	% 2013 Budget	Approved Budget Options	Approved Budget	% 2013 Budget
Full Time Positions		11	11	-	0	11	-
Overtime Hours		100	100	-	0	100	-
Part Time Hours		0	0	-	0	0	-
Revenues							
User Fees	(404,440)	(360,706)	(409,373)	(13.5)	0	(409,373)	(13.5)
Total Revenues	(404,440)	(360,706)	(409,373)	(13.5)	0	(409,373)	(13.5)
Expenses							
Salaries & Benefits	845,621	845,620	884,851	4.6	0	884,851	4.6
Materials - Operating Expenses	83,076	83,226	92,026	10.6	0	92,026	10.6
Purchased/Contract Services	0	0	0	-	0	0	-
Prof Development & Training	3,456	3,456	3,456	-	0	3,456	-
Internal Recoveries	37,000	37,000	37,000	-	0	37,000	-
Total Expenses	969,153	969,302	1,017,333	5.0	0	1,017,333	5.0
Net Budget	564,714	608,596	607,960	(0.1)	0	607,960	(0.1)

TAXATION

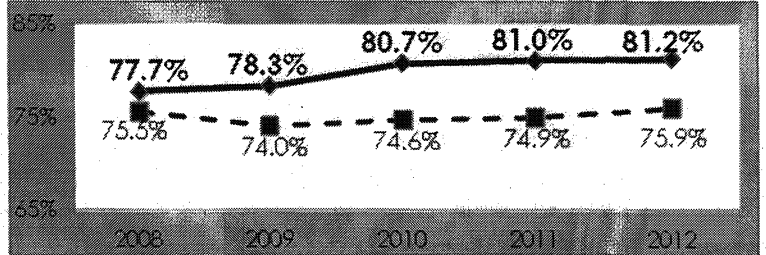


OMBI Performance Benchmarks

———— CGS result

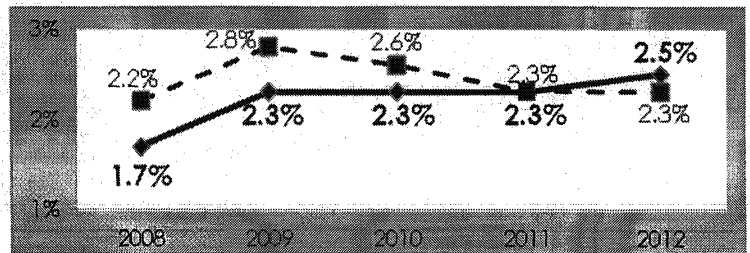
----- Median result

Municipal Taxes as a Percentage of the Tax Levy (All Classes)



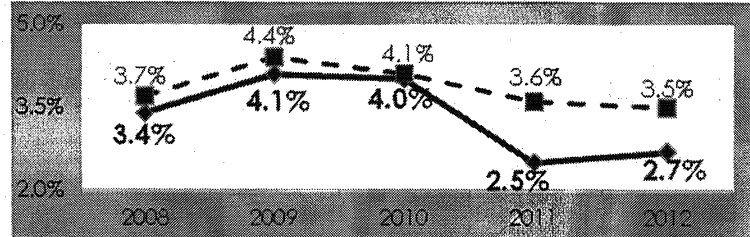
[TXRS 111]

Current Year's Tax Arrears as a Percentage of Current Year Levy



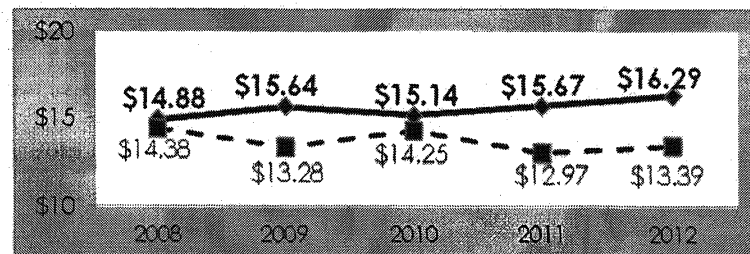
[TXRS 135]

Tax Receivable as a Percentage of Current Year Levy



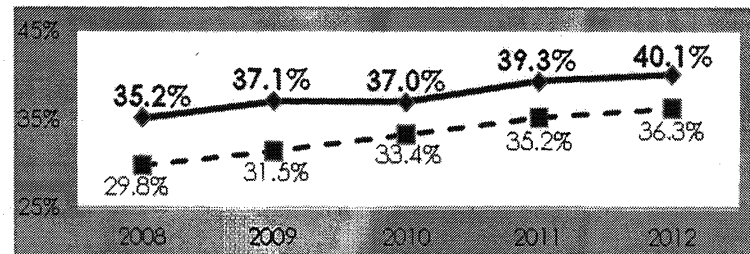
[TXRS 150]

Operating Cost to Maintain Taxation Accounts Per Account Serviced



[TXRS 310]

Percentage of Accounts (All Classes) Enrolled in a Pre-Authorized Payment Plan (PAP)



[TXRS 405]

OMBI data is current as at August 21, 2013.

**2014
Operating
Budget**

Operating Budget Summary	
Description	
Responsible for establishing the plans, structure and corporate policies to ensure that the City has the goods and services required when needed, at the agreed to quantity and quality and at the lowest total acquisition cost. Works in partnership with staff across the corporation to achieve value for money over the total life cycle of the goods and services and to minimize the costs of administering the procurement process. Ensure the purchasing by-law is followed and the integrity of the tendering process is adhered to.	

	2013		2014				
	Projected Actual	Budget	Base Budget	% 2013 Budget	Approved Budget Options	Approved Budget	% 2013 Budget
Full Time Positions		6	6	-	0	6	-
Overtime Hours		170	170	-	0	170	-
Revenues							
Contr from Reserve and Capital	0	0	0	-	0	0	-
Other Revenues	(16,314)	(16,314)	(16,510)	(1.2)	0	(16,510)	(1.2)
Total Revenues	(16,314)	(16,314)	(16,510)	(1.2)	0	(16,510)	(1.2)
Expenses							
Salaries & Benefits	592,929	538,041	543,293	1.0	0	543,293	1.0
Materials - Operating Expenses	7,363	7,363	7,363	-	0	7,363	-
Purchased/Contract Services	0	0	0	-	0	0	-
Prof Development & Training	1,704	1,704	1,704	-	0	1,704	-
Internal Recoveries	(533,039)	(530,794)	(535,850)	(1.0)	0	(535,850)	(1.0)
Total Expenses	68,957	16,314	16,510	1.2	0	16,510	1.2
Net Budget	52,643	0	0	100.0	0	0	100.0

SUPPLIES AND SERVICES

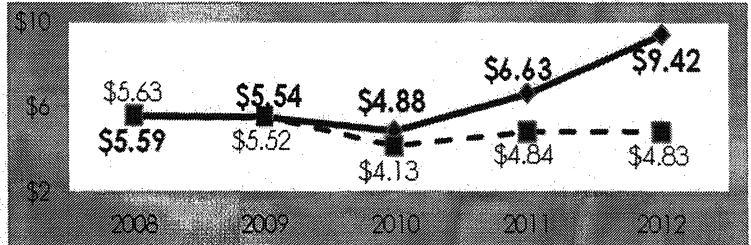


OMBI Performance Benchmarks

CGS result

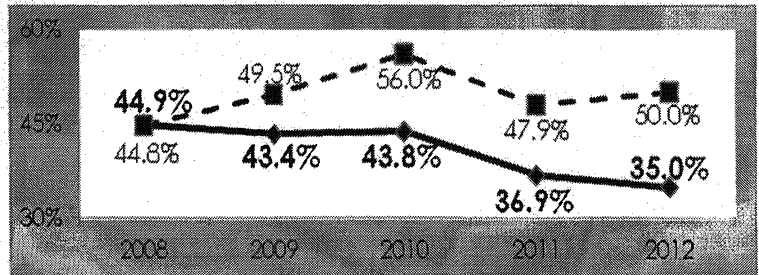
Median result

**Centralized Purchasing Division
Operating Costs per \$1,000
Municipal Purchases (Operating &
Capital) for Goods & Services**



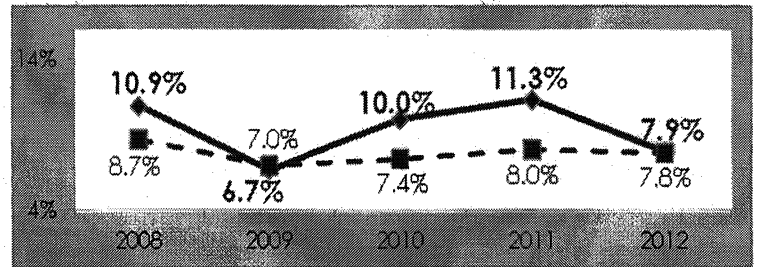
[FPUR 360]

**Percentage of Goods & Services
Purchased (Operating & Capital)
through a Procurement Process**



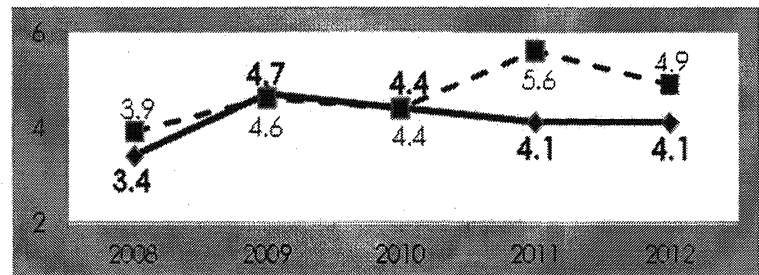
[FPUR 105]

Benefit of Tendering Process



[FPUR 110]

**Average Number of Bids
per Bid Call**



[FPUR 415]

OMBI data is current as at September 6, 2013.



Accounting Services

2014
Operating
Budget

Operating Budget Summary	
Description	

Description	2013		2014				
	Projected Actual	Budget	Base Budget	% 2013 Budget	Approved Budget Options	Approved Budget	% 2013 Budget
Full Time Positions		24	24	-	0	24	-
Overtime Hours		880	880	-	0	880	-
Part Time Hours		1,092	3,038	178.2	0	3,038	178.2
Revenues							
User Fees	(6,347)	(5,600)	(5,768)	(3.0)	0	(5,768)	(3.0)
Investment Earnings	(30,757)	(25,000)	(28,000)	(12.0)	0	(28,000)	(12.0)
Contr from Reserve and Capital	(17,000)	0	(70,673)	(100.0)	0	(70,673)	(100.0)
Other Revenues	(76,811)	(74,450)	(76,399)	(2.6)	0	(76,399)	(2.6)
Total Revenues	(130,915)	(105,050)	(180,840)	(72.1)	0	(180,840)	(72.1)
Expenses							
Salaries & Benefits	2,136,850	2,039,750	2,194,757	7.6	0	2,194,757	7.6
Materials - Operating Expenses	11,166	9,616	5,956	(38.1)	0	5,956	(38.1)
Purchased/Contract Services	1,396,924	1,411,180	1,534,208	8.7	0	1,534,208	8.7
Prof Development & Training	26,206	30,001	30,001	-	0	30,001	-
Internal Recoveries	(2,097,631)	(2,097,631)	(2,235,760)	(6.6)	0	(2,235,760)	(6.6)
Total Expenses	1,473,515	1,392,916	1,529,162	9.8	0	1,529,162	9.8
Net Budget	1,342,600	1,287,866	1,348,322	4.7	0	1,348,322	4.7

ACCOUNTING SERVICES

The principal functions of Accounting Services:

- Provide general accounting services for the Municipality, including maintaining its financial records, overseeing the accounts payable function and the collection of revenues, ensuring the preparation of monthly subsidy claims and sales tax claims, and preparing year end financial statements and financial information returns as required by legislation.
- Oversee the payroll function, including maintaining the wage and payroll records and ensuring the appropriate payroll remittances and filing of reports as required by legislation.
- The above two areas are currently using the PeopleSoft software. As this system is not only complex but also dynamic, there is a continuous effort required to test both ongoing changes to current applications and to research and test new applications.
- Oversee the contract with Greater Sudbury Utilities for the billing and collection of water and waste water services.

Variance Explanations:

Contribution from Reserve and Capital / Part Time Hours

The increase in contribution from reserve and part time hours is due to the temporary funding for succession planning as well as part time hours converted from purchased services.

ACCOUNTING SERVICES



OMBI Performance Benchmarks

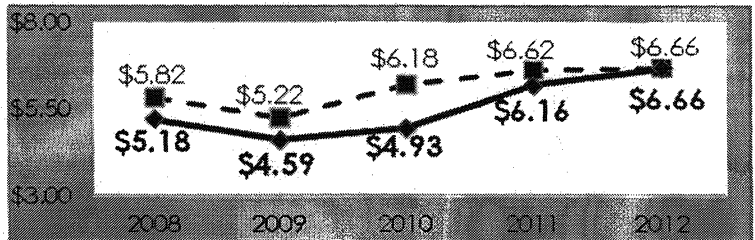
————— CGS result

----- Median result

Median result

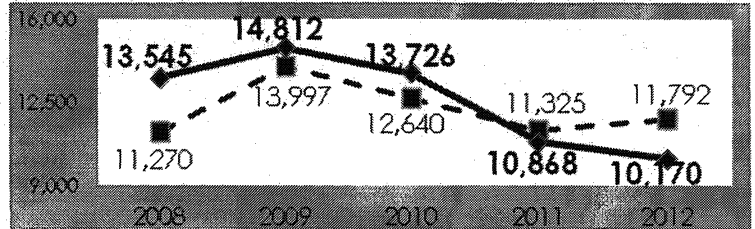
Accounts Payable

Accounts Payable Operating Cost per Invoice Paid



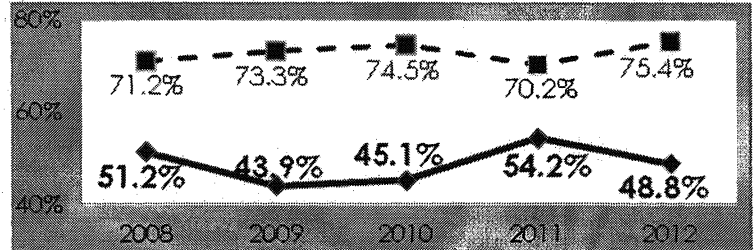
[FINV 317]

Number of Invoices Paid per Accounts Payable FTE



[FINV 325]

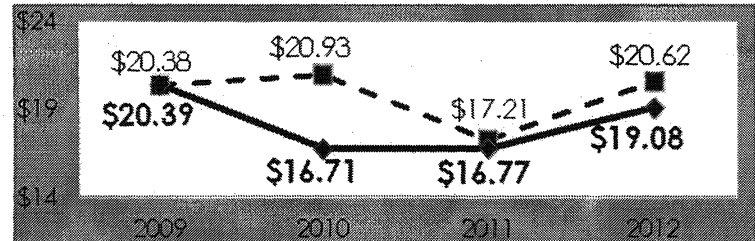
Percentage of Invoices Paid within 30 Days



[FINV 410]

General Revenues /Accounts Receivable

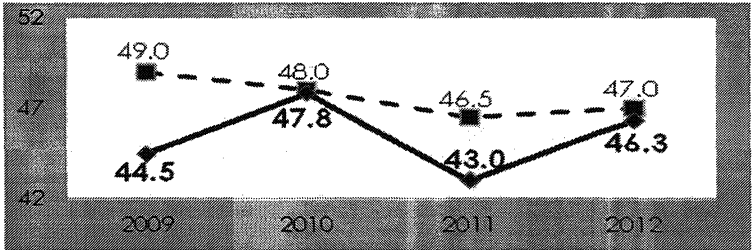
Operating Cost of Accounts Receivable Function per Invoice



[GREV 310]

ACCOUNTING SERVICES

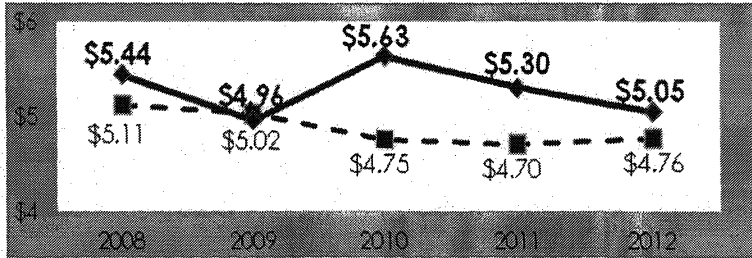
**Average Collection Period
(days)**



[GREV 335]

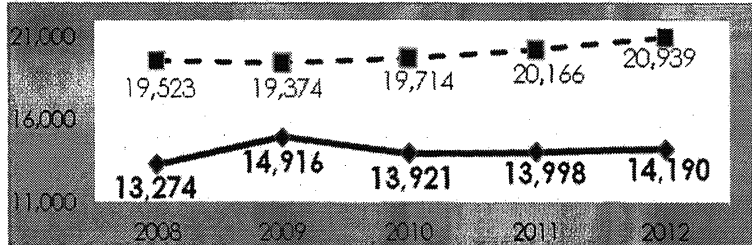
Payroll

**Operating Cost per Payroll
Direct Deposit/Cheque**



[FPRL 306A]

**Number of Payroll
Direct Deposit/Cheques
per Finance Payroll FTE**



[FPRL 317A]

OMBI data is current as at August 26, 2013.

**2014
Operating
Budget**

Operating Budget Summary	
Description	
The principal function is to support Infrastructure Services by: - providing dispatch of customer service requests to Infrastructure staff, research and process claims related to Infrastructure Services, assist in developing Infrastructure Services operational budget - monitoring and analysis of financial results, provide support for the City's municipal maintenance management system including activity costing, payroll and billing functions - procure and inventory commonly used goods and services for Infrastructure Services in accordance with OMBI methodology, these costs are allocated to roads, water waste water and solid waste.	

	2013		2014				
	Projected Actual	Budget	Base Budget	% 2013 Budget	Approved Budget Options	Approved Budget	% 2013 Budget
Full Time Positions		18	18	-	0	18	-
Expenses							
Salaries & Benefits	1,403,412	1,392,665	1,434,895	3.0	0	1,434,895	3.0
Materials - Operating Expenses	16,200	16,351	16,351	-	0	16,351	-
Equipment Expenses	2,300	2,000	2,000	-	0	2,000	-
Energy Costs	1,228	1,228	1,289	5.0	0	1,289	5.0
Purchased/Contract Services	128,569	128,569	128,569	-	0	128,569	-
Debenture & Insurance Costs	53,582	53,582	57,770	7.8	0	57,770	7.8
Prof Development & Training	3,495	3,525	6,600	87.2	0	6,600	87.2
Contr to Reserve and Capital	25,000	25,000	25,000	-	0	25,000	-
Internal Recoveries	(1,633,785)	(1,622,920)	(1,672,474)	(3.1)	0	(1,672,474)	(3.1)
Total Expenses	0	0	0	41.7	0	0	41.7
Net Budget	0	0	0	41.7	0	0	41.7