



2.799  
2.811  
2.834  
2.856  
2.877  
2.89  
2.910  
2.922  
2.932  
2.935  
2.95  
2.959  
2.968

*Continuing our journey  
on delivering high quality  
financial services.*

# FINANCE Strategic Plan 2013-2014

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# City of Greater Sudbury



The City of Greater Sudbury provides municipal services to approximately 160,000 citizens within its vast geographic boundaries. Greater Sudbury City Council has established strategic goals in order to create positive outcomes for citizens and the community as a whole. The key priorities, as outlined in the City of Greater Sudbury Strategic Plan 2012-2014, are Infrastructure, Growth and Jobs, Image, Tourism and Healthy Community. Each priority is supported by projects and actions.

These priorities help the City of Greater Sudbury in managing an annual operating budget of in excess of \$497 million. The annual budget process is guided by City Council. Each department is responsible for overseeing numerous programs and services that keep the City running every day, and provide a great northern lifestyle to residents.

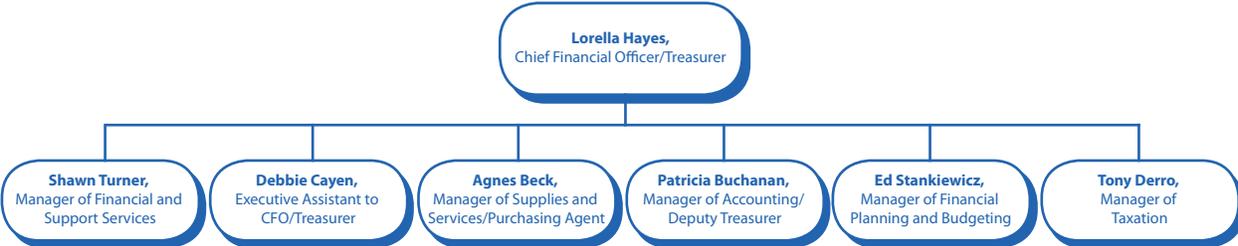
Greater Sudbury's operations are overseen by the Office of the CAO and managed through the following departments: Community Development, Infrastructure Services, Growth and Development, Emergency Services, Human Resources and Organizational Development, Administrative Services and Financial Services. These departments work together to ensure all of our customers' needs are met in a professional, timely manner – to achieve the goals of Council and provide excellent service and delivery of programs and services to our community.

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# Finance Department

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 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.





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## 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.

## Values:

- provide high quality service with a citizen focus
- manage the resources in our trust efficiently, responsibly and effectively
- encourage innovation and accepting risks
- maintain honest and open communication
- create a climate of trust and a collegial working environment
- act today in the interests of tomorrow

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# SWOT Analysis

*Strengths, Weaknesses,  
Opportunities Threats*

*Strategic planning employs various methods of analysis in order to determine the current situation and future outlook of the department. The purpose of this exercise is to reflect on internal and external environmental factors that influence the development of goals and objectives.*

## Strengths

- Staff: experienced, knowledgeable, dedicated
- PeopleSoft Financial System
- Customer service focus
- Growing assessment base

## Weaknesses

- Lack of documented business processes
- Floor layout and signage
- PeopleSoft Financial Reports

## Opportunities

- Expand use of functionality in PeopleSoft
- Employee recognition program
- Staff training
- Cityworks: Computerized Municipal Maintenance Management System and integration with Peoplesoft

## Threats

- Open access building
- Risk of declining provincial funding
- Loss of corporate knowledge upon staff retirements

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# Customers and Stakeholders

*A key element when developing a strategic plan, is understanding what success looks like through the eyes of our internal and external customers and stakeholders.*

## Internal

- City Council
- Senior Management Team
- Office of the Auditor General
- City Departments
- City Employees

## External

- Citizens and users of City services
- Taxpayers
- Vendors and Suppliers

## Civic Partners/Alliances

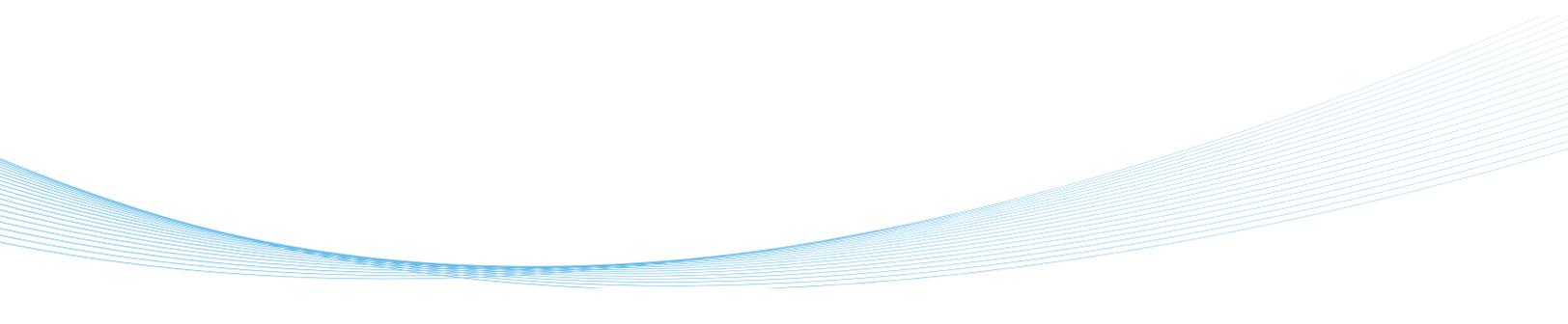
- Federal and Provincial government agencies
- Other municipalities
- Unions
- Sudbury Regional Buying Group
- Business community
- Professional associations
- Local boards and related entities



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# Strategic Goals

These goals were established in early 2010. This document highlights the significant accomplishments from 2010 to 2012 and planned actions for 2013 to 2014 to achieve the vision, mission and 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.
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# Goal 1

## **ACTION ITEMS**

### ***Focus on fiscal sustainability and long term financial planning.***

- Lead and coordinate the annual Operating and Capital Budget Process
- Develop a Financial Forecast for 2014 to 2016
- Monitor the action items from the Toward Fiscal Sustainability Plan
- Continue enhanced collection efforts on Failed Tax Sale Properties
- Manage and monitor the City's cash flow, and maximize return on City's investments
- Develop a debt management policy; investigate debt financing alternatives for large capital projects
- Ensure valuation of property assessments are maximized and are picked up in a timely fashion by Municipal Property Assessment Corporation (MPAC)
- Lead the Development Charges Background Study and By-law
- Lead the negotiation of updated Water and Wastewater billing and collection contract with Greater Sudbury Utilities Inc.

## **2010 to 2012 Significant Accomplishments**

- *Council approval of 2011, 2012 and 2013 Budgets with tax increases that approximated general inflation*
- *Developed the Toward Fiscal Sustainability Plan, monitored and reported on results*
- *Lead the development of the Water and Wastewater and Roads Long Term Financial Plans*
- *Maximized the return on City's Short Term and Long Term Investments and exceeded budget expectations*
- *Developed an implementation plan to enhance collection efforts on Failed Tax Sale Properties.*
- *Increased tax user fees to more accurately recover costs consistent with other municipalities*

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## Goal 2

*Provide support to operating departments and provide timely and accurate financial statements (internal and external) to assist in decision making.*

### **ACTION ITEMS**

- Preparation of timely and accurate monthly financial statements and continued promotion of “Month End Matters”
- Preparation of annual financial statements and undergo an external audit with an unqualified audit opinion
- Provide accounts payable, accounts receivable, payroll, taxation, risk management, purchasing services and budgeting in a timely and effective manner
- Preparation of timely and accurate operating and capital budget to actual variance analysis reports
- Assist in finalizing the Private Public Partnership Project Agreement for Biosolids Facility and monitor the financial matters contained in the Project Agreement

### **2010 to 2012 Significant Accomplishments**

- *Reviewed and amended the Program Support allocations to ensure compliance to OMBI methodology*
- *Implemented technological and business process changes for new Harmonized Sales Taxes*
- *Completed the inventory and valuation of the City’s Tangible Capital Assets and met external reporting requirement deadlines*
- *Implemented and expanded PeopleSoft functionality in Accounts Payable and Accounts Receivable to create efficiencies and improved internal controls*
- *Assisted with the development and implementation of new internal charge methodology for Fleet Services*
- *Coordinated the external reporting requirements and financial monitoring of the Infrastructure Stimulus Projects*

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## Goal 3

### ACTION ITEMS

***Perform the controllership function for the City by providing and enforcing sound financial policies and internal controls.***

- Update the Purchasing By-law; update related internal policies, procedures and RFP/Tender templates; develop and implement communication and training plan to operating departments
- Update internal procedures and policies regarding bid securities
- Develop and implement invoice processing policy and payment processing policy
- Review the City's business processes for contract administration and management; make recommendations for improvements; develop a procurement contract administration policy
- Continue efforts to develop and/or improve policies, procedures and business processes in areas such as Tax, Risk Management, Payroll, Accounting, Financial Information Systems
- Expand the use of PeopleSoft purchase orders and implementation of recommendations from Procure to Pay Business Process Review

### ***2010 to 2012 Significant Accomplishments***

- *Completed a Procure to Pay Business process review and identified recommendations for improvement*
- *Developed a Vendor Master Database Policy and Procedure*
- *Developed an Operating Budget Policy*
- *Developed a Capital Budget Policy*
- *Developed a Purchasing Authority Policy which standardized purchasing limits*
- *Developed a Council Expense and HCI Policy*
- *Amended the Procurement Card Policy and completed a business process review*
- *Amended the Accounts Receivable and Collection Policy*
- *Developed various Tax policies and procedures*

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## Goal 4

### ACTION ITEMS

**Maximize the capabilities and opportunities provided by the financial information systems.**

- Complete outstanding projects from Finance Upgrade, such as journal approval workflow, request for quotation functionality, and other efficiency projects; update PeopleSoft Roadmap
- Implement and roll out the Commitment Control functionality in PeopleSoft
- Implement and roll out the Procurement Contract functionality in PeopleSoft
- Consolidate the Vendor Database and Bidder's List in PeopleSoft and amend policy and procedures
- Support the implementation of Cityworks, the City's Computerized Municipal Maintenance Management System
- Support IT in the development and roll out of Business Intelligence (BI) Reporting Strategy to replace ELinks

### 2010 to 2012 Significant Accomplishments

- Completed the HRMS upgrade and realized efficiencies in the production of Payroll
- Lead the development of a CGS Peoplecode Budget System and realized efficiencies in the production of the annual budget
- Lead the Fit Gap Analysis of the PeopleSoft General Ledger, Accounts Payable, Accounts Receivable, Purchasing and Inventory models to identify opportunities for improvements and set the PeopleSoft Road map for the Short and Medium Term
- Developed a Commitment Control Proof of Concept
- Participated in the review of business processes and identification of requirements for replacement of Computerized Municipal Maintenance System (CMMS)
- Implemented functionality to electronically scan and attach invoices and documents within the PeopleSoft Financial System
- Participated in a pilot project to electronically distribute payroll stubs

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## Goal 5

### **ACTION ITEMS**

### ***Maintain a positive work environment and strong employee engagement within the Finance Department.***

- Continue on-going communications with Finance Department staff about priorities, key projects and successes
- Review and amend the Finance organizational structure to ensure resources are aligned to meet Corporate and Department goals and objectives
- Enhance cross sectional coordination and share ideas about best practices for working together
- Perform Annual Performance Appraisals, including the identification of training and development opportunities and succession planning
- Maintain the Finance website
- Participate in annual events that bring employees together and celebrate successes

### **2010 to 2012 Significant Accomplishments**

- *Inventory and central electronic filing of Finance Policies and Procedures*
- *Held cross sectional business planning session and performed a SWOT analysis, and identification of efficiency opportunities*
- *Held True Colors workshop for all Finance staff*
- *Social events*

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# Facts and Figures

The Ontario Municipal Benchmarking Initiative (OMBI) partners collaborate and report annually on performance measures used to benchmark municipal services. Finance management uses benchmark data to understand current performance, comparative service levels and standards, and develop action plans for improvement. Below are some examples of the measures that are monitored as well as key facts and figures about the Finance Department.

	CGS 2011	OMBI Median 2011
Gross Percentage Return on Investments	3.75%	2.24%
Taxes receivable as a percentage of Current Year Levy	2.5%	3.4%
Accounts Payable operating Cost per Invoice Paid	\$6.16	\$6.16
Operating Cost to maintain Taxation accounts	\$15.67	\$13.73
Purchasing costs per \$1000	\$6.63	\$4.92
Benefits of Tendering Process	11.3%	8.0%
Operating cost per Payroll Direct Deposit/Cheque	\$5.30	\$4.70

**62,000**  
Tax Accounts

**70,000**  
Invoices Processed  
Annually

**300**  
Insurance Claims  
Processed Annually

**200+**  
Bid solicitations

Investments Managed  
**\$200,000,000+**

Oversee the City's Budget of  
**\$497,000,000**

2.799  
2.811  
2.834  
2.856  
2.877  
2.89  
2.910  
2.922  
2.932  
2.935  
2.95  
2.959  
2.968



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