



**Program: Financial Services**

**Program Based Budget**

**2010 – 2012**

## Overview

<b>Program: Financial Services</b>
<b>Vision Statement:</b> To manage and protect the Town's financial resources and assets in an equitable and accountable manner, to ensure the long term fiscal sustainability of the Town.
<b>Mission Statement:</b> To provide financial services to support the Corporation, in order to assist in the delivery of Town programs and to ensure compliance with government policies.

## Introduction

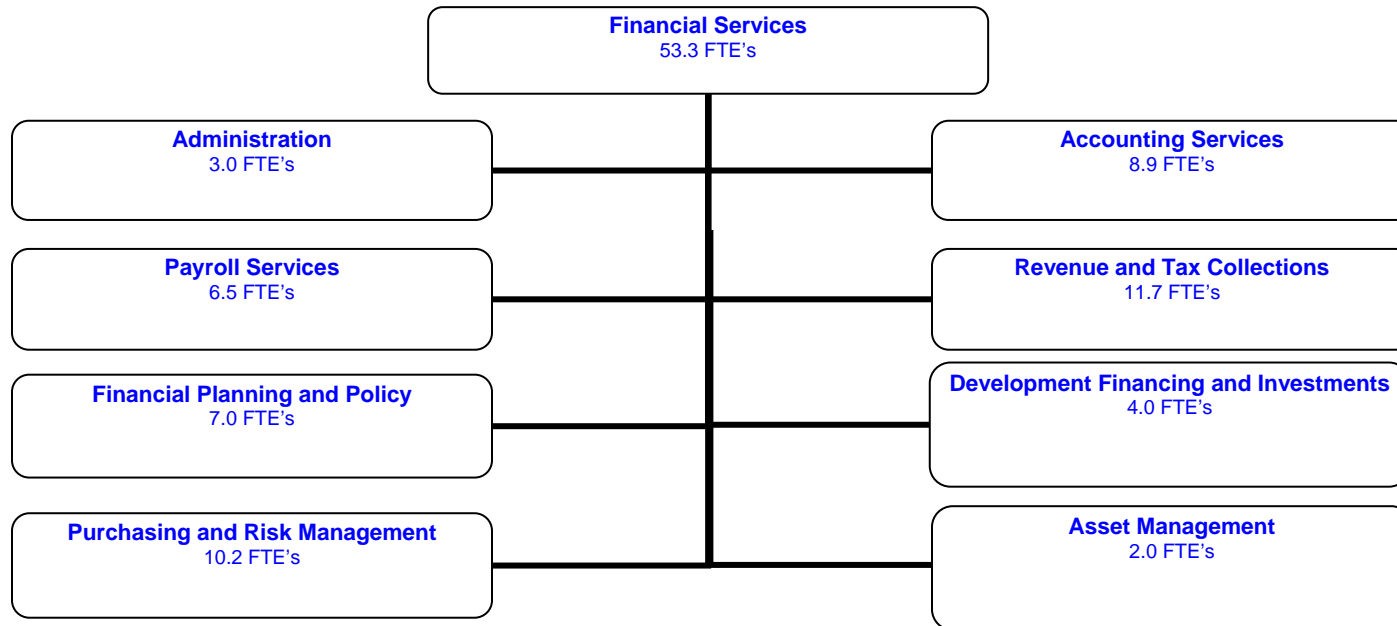
Financial Services is responsible for the financial integrity of the Corporation through its fiscal stewardship. The Finance team provides professional financial and accounting support services and advice; develops financial policy; develops short- and long-term financial plans to ensure sustainable funding for the Town's programs and services; and fulfills the statutory duties of the Treasurer.

The services provided by Financial Services are based on key operating and financial principles, which ensure fiscal responsibility, prudent financial management and compliance with legislation and regulations. The Director and Treasurer ensure that quality services are provided in a manner aligned with Council-approved policies and directions. In addition, the Director and Treasurer ensures the effective operation and integration of these services to meet the demands of internal and external clients.

# Program Services

The Financial Services Program provides activities through the following services:

- Administration
- Accounting Operations
- Asset Management
- Payroll & Benefit Services
- Revenue and Tax Collections
- Financial Planning and Policy
- Development Financing and Investments
- Purchasing and Risk Management



## Major Accomplishments in 2009

During 2009, Financial Services continued to develop and implement policies and processes for three very significant issues:

The first is the initiation and implementation of an Asset Management Program. This initiative is lead by the Asset Management Program team. The team is responsible for the planning, development and implementation of new business processes and systems to ensure the Town's compliance with PSAB 3150 – Tangible Capital Assets and to implement a comprehensive asset management program. All the Town's assets have been inventoried, valued and fully audited and are in compliance with PSAB 3150 as of December 31, 2008. Assets have been included within the notes to the 2008 Financial Statements, and they will be restated in order to compare to the 2009 Financial Statements, which with the inclusion of PSAB 3150, will significantly change the statements. The Asset Management Program also includes implementation of a Capital Asset Management (CAM), Fixed Asset Accounting and Inventory modules which will hold the Town's asset register and track usage, maintenance and replacement of the Town's assets to ensure they are being fully optimized. These modules are fully integrated with the Town's Corporate Information System (CIS). The implementation is complete for both the Fixed Asset Accounting and Inventory modules, with CAM being rolled out to Central Fleet and Transit Fleet in 2008, and Traffic and Facilities in 2009.

The second major initiative is the continued development the Long Term Financial Forecast. A ten year capital forecast has been developed, including forecasts of the Town's reserves, reserve funds and debt levels. Financial indicators to evaluate the affordability and financial condition of the Town in the long term have also been identified. During 2009 a great deal of work was done to tie the long term forecast to the Development Charges Study. Declining development charge revenue and slower growth reduced the funding envelop, making it necessary to scale back the forecast in the early years. Work will continue in 2010 on major policy development including targets for alternative revenue sources, reserve fund contributions and sustainable tax rate guidelines. The long term forecast is a living plan that will be annually reviewed and adjusted for changes in the environment and economy. It will provide the main tool to evaluate the long term impacts of major program decisions. Anaylsis has begun to ensure that the 10 year financial forecast is aligned with the information coming from the asset register as it relates to replacement of assets and useful lives. For 2010, funding allocations have been reviewed as compared to the needs for the Vehicle and Equipment asset classes.

The third initiative is the implementation of PB2 budgeting which focuses on allocation of resources to programs based on desired outcomes and measurement of results against expected outcomes. In 2007, the major programs and services were identified, business plans were modified and preliminary performance measures identified. A three year operating budget was also developed for the 2008 – 2010 period. In 2008 detailed performance measures were developed for the Corporate Services Commission and a three year operating budget for the 2009-2011 period was developed. During 2009 detailed performance measures have been developed for the remaining town programs. A three year operating budget for the 2010-2012 period has also been developed and presented in the 2010-2012 Budget Discussion Document. Reporting on these measures will commence in 2010.

In addition to the major initiatives, the department oversaw the development of the Town's 2009 Operating and Capital Budgets, prepared the Annual Report for 2008, and billed and collected over \$357 million in property tax revenues. The result of the 2008 audit was a clean audit opinion. The department also undertook a review of Subdivision Agreement Fees in conjunction with the Development Services Department. As a result a new fee structure was recommended to ensure full cost recovery, including direct and indirect costs. A review of recreation fees is currently underway and will be presented to Council in early 2010. The budgeting software used to develop the town's operating and capital budgets was upgraded to a new web version, providing increased functionality. Phase 1 (Cash Management) of the implementation of the Treasury Management System purchased in 2007 is completed and Phase 2 (Investment Accounting) is well

underway. The automation of these manual processes is expected to generate savings by optimizing cash management and investment activities and contributes to the expectation that investing activities for 2009 will exceed budget. An update to the Town's Development Charges By-law was completed and a new By-law was passed in August. Staff were also able to take advantage of efficiencies gained by utilizing existing software to system generate the billing of Development Charges. Revenue and Tax Collections has been working with MPAC on the implementation of revised assessment values for the 2009 taxation year, and has processed all appeals in a timely manner. This group also continuously monitors the town's assessment base and has successfully appealed undervalued properties to ensure the integrity of the Town's tax base. The assessment division continues to monitor outstanding growth from building permits, and attempts to ensure they are included in the supplementary/omitted assessment roll by MPAC. The Accounting Services team has been working with Departments to improve processing times of revenues and other transactions to ensure financial reports are timely and accurate. In the fall of 2009, staff began preparing for the implementation of the new HST legislation which will take effect in July 2010. A project team has been struck to analyze the impact to the Town, and ensure transition rules for all business units are followed, changes made to systems are completed, and opportunities for cost avoidance are considered. The Purchasing and Risk Management section, successfully implemented a new claims systems to track all claims reported. The Payroll & Benefit section, performed audits of all benefit booklets, to ensure adjudication issues with the carriers were resolved.

## **Program Area Significant Issues**

During 2010, Financial Services will continue the implementation of the Asset Management program and prepare the 2009 Town's financial statements in compliance with PSAB 3150, Tangible Capital Assets. This is the most significant change ever in municipal accounting and will greatly impact many of the Town's existing business and financial processes and will significantly change the presentation of the Town's financial statements. New regulations under Municipal Act, Ontario Regulation 284/09, allow for the amortization and post employment expenses to be excluded from the 2010 budget, but will require finance to prepare and submit an additional report for 2009, which details the exclusions from the budget. The Town will continue to face financial pressure to meet the demands of financing new infrastructure and the repair and replacement of existing infrastructure. In 2010, we hope to quantify the infrastructure gap, based on our asset inventories, and incorporate asset management policies into our existing financial policies. New revenue sources are required to finance the gap, as well as increased demand for services resulting from growth in the community and the demand for new programs so that reasonable tax increases can be maintained. In addition to the new Development Charges By-law this will require the undertaking of reviews of existing user fees and identification of new fees. Current volatile economic conditions will create challenges in terms of investment returns, commodity prices, wage settlements and the tax tolerance of the Town's taxpayers. The impact of the HST legislation on the Town's expenses and revenues will require corporate analysis pre and post July 2010.

There has been significant pressure on the Town's operating budget due to the downturn in the economy and the decline in development related revenues. To ensure Council and senior management are provided with early warning of emerging issues, a set of monthly indicators was developed. These measures are updated monthly and provided to Council and senior management. The decline in development related revenues is expected to continue in 2010 therefore finance staff will continue to closely monitor revenues and expenditures to ensure there is no budget shortfall.

The Development Charges By-law approved in August has been appealed. Staff will be working with legal council to defend the by-law however, if the appeals are successful it will impact the long term financial forecast.

## Strategic Objectives (Initiatives) for 2010 – 2012

Council's Strategic Goal/Area of Focus (If Applicable)	Program Strategic Objective	Guidelines for Deliverables	Expected Outcome/Timing	Program Service
<p>To be accountable in everything we do</p> <p>To continuously improve programs and services</p> <p>To have programs and services that are fiscally sustainable</p>	<p>Continued implementation of three-year operating budget using Performance-Based Program-Based Budgeting methodology</p>	<p>Budget developed by program to provide Council and the public with information on the resources and expected outcomes of Town's programs</p> <p>Corporate review of performance measures to ensure consistent data is used by all programs</p>	<ul style="list-style-type: none"> <li>• Budget discussion document prepared highlighting major programs</li> <li>• Performance measures developed for all programs and included in the 2010 Budget Discussion Document</li> <li>• Performance reporting implemented by 2<sup>nd</sup> Quarterly report 2010</li> <li>• 2010-2012 Budget approved December 2009, 2011-2013 Budget approved March 2011, after election</li> </ul>	<p>Financial Planning and Policy</p>
<p>To be accountable in everything we do</p> <p>To continuously improve programs and services</p> <p>To have programs and services that are fiscally sustainable</p>	<p>Review all financial policies</p>	<p>Review of current policies regarding financing of all aspects of new development, as well as integration of asset management policies</p>	<ul style="list-style-type: none"> <li>• June 2010</li> </ul>	<p>Financial Planning and Policy</p> <p>Development Financing and Investments</p> <p>Asset Management</p> <p>Accounting Services</p>

Council's Strategic Goal/Area of Focus (If Applicable)	Program Strategic Objective	Guidelines for Deliverables	Expected Outcome/Timing	Program Service
<p>To be accountable in everything we do</p> <p>To continuously improve programs and services</p>	<p>Implement the 2008 reassessment of property values through a four-year phase-in</p>	<p>Final tax bills in 2010 will be based on new assessment phased in for Year 2</p> <p>Develop clear and concise communication strategy to assist the public in understanding the impact of reassessment, separate from the impact of tax rate changes due to Budget requirements</p>	<ul style="list-style-type: none"> <li>Final tax bills for 2010 mailed late May</li> <li>Tax brochure to contain explanation of reassessment and budget impacts</li> </ul>	<p>Taxation and Revenue</p>
<p>To be accountable in everything we do</p> <p>To continuously improve programs and services</p>	<p>Provide training for managers, supervisors on the Town's CIS system &amp; FMW – refresher on main functions and training on asset management</p>	<p>Staff begin to utilize data for decision making</p> <p>Improved management of budgets and minimizing year end variances</p> <p>Improved information to assist in budget and performance measure development</p> <p>Utilization of asset management information</p>	<p>All staff have opportunity for training throughout 2010</p> <ul style="list-style-type: none"> <li>Training is customized to meet user needs</li> <li>Historical data utilization to support budget requests/reallocations and performance measures</li> </ul>	<p>Accounting Operations</p> <p>Asset Management</p> <p>Financial Planning &amp; Policy</p>
<p>To be accountable in everything we do</p> <p>To have programs and services that are fiscally sustainable</p>	<p>Continuation of implementation of Asset Management Program</p>	<p>Education of business units, utilization of data into long term financial planning and capital project management</p> <p>Continue with Capital Asset management work order, case management functionality to addition business units</p> <p>Optimize the usage of CIS asset management modules</p>	<ul style="list-style-type: none"> <li>Prioritization of new implementations – implement two to three additional business units in 2010</li> </ul>	<p>Asset Management</p> <p>Accounting Services</p> <p>Payroll and Benefits</p>
<p>To be accountable in everything we do</p> <p>To have programs</p>	<p>Identify new sources of revenues through changes in Municipal Act</p>	<p>Work with departments to review all user fees, licensing fees and fines to ensure full cost recovery and identify new revenues</p>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<p>Financial Planning and Policy</p>

Council's Strategic Goal/Area of Focus (If Applicable)	Program Strategic Objective	Guidelines for Deliverables	Expected Outcome/Timing	Program Service
and services that are fiscally sustainable				
<p>To be accountable in everything we do</p> <p>To continuously improve programs and services</p> <p>To have programs and services that are fiscally sustainable</p>	Implementation of phase 2 of new web-based treasury management software solution	<p>To optimize cash and investment management within policy guidelines and risk limits</p> <p>To improve efficiencies by automating manual processes</p> <p>To facilitate industry best practices for investment activities and reporting of funds</p>	<ul style="list-style-type: none"> <li>Phase 2 - Performance measures/benchmarks developed as part of policy – June 2009</li> </ul>	Development Financing and Investments
<p>To be accountable in everything we do</p> <p>To continuously improve programs and services</p>	Continue to improve the timing, content and quality of the monthly and quarterly financial reports to Senior Management and Council	<p>Monthly/quarterly reports reflect all expenditures and revenues for reporting period</p> <p>Departments ensure all required documentation submitted to Accounting by fourth working day after month end</p> <p>Additional information on asset management initiatives and data analysis</p>	<ul style="list-style-type: none"> <li>Monthly reports to Executive Management Team</li> <li>Monthly Variance Reports to all departments by ninth working day of month</li> <li>Quarterly Reports to Council</li> </ul>	Financial Services
<p>To be accountable in everything we do</p> <p>To continuously improve programs and services</p> <p>To have programs and services that are fiscally sustainable</p>	Educate and complete 2009 Financial statement in full compliance with all <i>Municipal Act</i> & PSAB regulations	<p>Finance staff are aware of new requirements for reporting</p> <p>Year end schedules and reconciliations are consistent with new reporting requirements</p> <p>Council has understanding of changes in statements and reporting requirements</p> <p>No audit misstatements</p>	<ul style="list-style-type: none"> <li>2009 statements in new format sent to Council by June 2010</li> <li>Compliance to new reporting requirement under <i>Municipal Act</i> 284/09 60 days financial statement approval</li> </ul>	<p>Accounting Services</p> <p>Asset Management</p> <p>Financial Planning and Policy</p>

## Financial Services

### 2010 Expenditure Summary by Program and Services

	2009	2009	2010	Base	2010	2010	2009 - 2010
	Budget	YTD	Base	Budget	Requested	Requested	Change
		Actuals	Budget	Change (%)	Adjustments	Budget	(%)
<b>EXPENDITURE BY PROGRAM</b>							
Financial Services							
Administration	329,200	221,685	321,300	(2.4%)	0	321,300	(2.4%)
Accounting Services	967,700	713,574	993,800	2.7%	0	993,800	2.7%
Payroll Services	489,800	371,545	503,200	2.7%	0	503,200	2.7%
Revenue & Tax Collections	1,077,800	782,454	1,054,700	(2.1%)	0	1,054,700	(2.1%)
Financial Planning & Policy	681,800	482,803	702,300	3.0%	0	702,300	3.0%
Development Financing & Investments	341,900	268,037	357,900	4.7%	0	357,900	4.7%
Purchasing & Risk Management	1,057,900	843,610	1,093,100	3.3%	0	1,093,100	3.3%
<b>Total EXPENDITURE BY PROGRAM</b>	<b>4,946,100</b>	<b>3,683,708</b>	<b>5,026,300</b>	<b>1.6%</b>	<b>0</b>	<b>5,026,300</b>	<b>1.6%</b>
<b>REVENUES</b>							
Activity Revenue	233,100	185,667	263,100	12.9%	0	263,100	12.9%
Internal Recoveries	19,700	13,134	11,300	(42.6%)	0	11,300	(42.6%)
Other Revenue	0	0	100,000	100.0%	0	100,000	100.0%
<b>Total Revenues</b>	<b>252,800</b>	<b>198,801</b>	<b>374,400</b>	<b>48.1%</b>	<b>0</b>	<b>374,400</b>	<b>48.1%</b>
<b>Tax Levy Requirement</b>	<b>4,693,300</b>	<b>3,484,907</b>	<b>4,651,900</b>	<b>(0.9%)</b>	<b>0</b>	<b>4,651,900</b>	<b>(0.9%)</b>
<b>TAX LEVY BY PROGRAM</b>							
Financial Services							
Administration	329,200	221,685	321,300	(2.4%)	0	321,300	(2.4%)
Accounting Services	964,900	711,707	991,000	2.7%	0	991,000	2.7%
Payroll Services	489,800	371,510	503,200	2.7%	0	503,200	2.7%
Revenue & Tax Collections	870,300	625,928	817,200	(6.1%)	0	817,200	(6.1%)
Financial Planning & Policy	681,800	482,803	702,300	3.0%	0	702,300	3.0%
Development Financing & Investments	336,900	266,012	254,900	(24.3%)	0	254,900	(24.3%)
Purchasing & Risk Management	1,020,400	805,262	1,062,000	4.1%	0	1,062,000	4.1%
<b>Total TAX LEVY BY PROGRAM</b>	<b>4,693,300</b>	<b>3,484,907</b>	<b>4,651,900</b>	<b>(0.9%)</b>	<b>0</b>	<b>4,651,900</b>	<b>(0.9%)</b>
<b>Gross Expenditures by Type</b>							
Salaries, Wages, Benefits	4,436,300	3,299,646	4,494,900	1.3%	0	4,494,900	1.3%
Materials & Supplies	199,600	132,975	194,800	(2.4%)	0	194,800	(2.4%)
Purchased Services	276,700	239,857	303,100	9.5%	0	303,100	9.5%
Other Expenditures	17,500	12,782	17,500	0.0%	0	17,500	0.0%
Minor Capital & Transfer to Reserves	16,000	(1,552)	16,000	0.0%	0	16,000	0.0%
<b>Gross Operating Expenditures</b>	<b>4,946,100</b>	<b>3,683,708</b>	<b>5,026,300</b>	<b>1.6%</b>	<b>0</b>	<b>5,026,300</b>	<b>1.6%</b>

# Financial Services

## 2011 - 2012 Expenditure Summary by Program and Services

	2010 Requested Budget	2011 Preliminary Base Budget	Base Budget Change (%)	2011 Requested Adjustments	2011 Forecast Requested Budget	2010-2011 Change (%)	2012 Forecast Base Budget	2012 Requested Adjustments	2012 Forecast Requested Budget	2011-2012 Change (%)
<b>EXPENDITURE BY PROGRAM</b>										
Financial Services										
Administration	321,300	329,500	2.6%	0	329,500	2.6%	338,100	0	338,100	2.6%
Accounting Services	993,800	1,019,500	2.6%	0	1,019,500	2.6%	1,049,400	0	1,049,400	2.9%
Payroll Services	503,200	516,100	2.6%	0	516,100	2.6%	531,400	0	531,400	3.0%
Revenue & Tax Collections	1,054,700	1,134,900	7.6%	0	1,134,900	7.6%	1,166,500	0	1,166,500	2.8%
Financial Planning & Policy	702,300	720,300	2.6%	0	720,300	2.6%	741,400	0	741,400	2.9%
Development Financing & Investments	357,900	367,100	2.6%	0	367,100	2.6%	377,800	0	377,800	2.9%
Purchasing & Risk Management	1,093,100	1,117,600	2.2%	0	1,117,600	2.2%	1,145,600	0	1,145,600	2.5%
<b>Total EXPENDITURE BY PROGRAM</b>	<b>5,026,300</b>	<b>5,205,000</b>	<b>3.6%</b>	<b>0</b>	<b>5,205,000</b>	<b>3.6%</b>	<b>5,350,200</b>	<b>0</b>	<b>5,350,200</b>	<b>2.8%</b>
<b>REVENUES</b>										
Activity Revenue	263,100	263,100	0.0%	0	263,100	0.0%	263,100	0	263,100	0.0%
Internal Recoveries	11,300	11,300	0.0%	0	11,300	0.0%	11,300	0	11,300	0.0%
Other Revenue	100,000	100,000	0.0%	0	100,000	0.0%	100,000	0	100,000	0.0%
<b>Total Revenues</b>	<b>374,400</b>	<b>374,400</b>	<b>0.0%</b>	<b>0</b>	<b>374,400</b>	<b>0.0%</b>	<b>374,400</b>	<b>0</b>	<b>374,400</b>	<b>0.0%</b>
<b>Tax Levy Requirement</b>	<b>4,651,900</b>	<b>4,830,600</b>	<b>3.8%</b>	<b>0</b>	<b>4,830,600</b>	<b>3.8%</b>	<b>4,975,800</b>	<b>0</b>	<b>4,975,800</b>	<b>3.0%</b>
<b>TAX LEVY BY PROGRAM</b>										
Financial Services										
Administration	321,300	329,500	2.6%	0	329,500	2.6%	338,100	0	338,100	2.6%
Accounting Services	991,000	1,016,700	2.6%	0	1,016,700	2.6%	1,046,600	0	1,046,600	2.9%
Payroll Services	503,200	516,100	2.6%	0	516,100	2.6%	531,400	0	531,400	3.0%
Revenue & Tax Collections	817,200	897,400	9.8%	0	897,400	9.8%	929,000	0	929,000	3.5%
Financial Planning & Policy	702,300	720,300	2.6%	0	720,300	2.6%	741,400	0	741,400	2.9%
Development Financing & Investments	254,900	264,100	3.6%	0	264,100	3.6%	274,800	0	274,800	4.1%
Purchasing & Risk Management	1,062,000	1,086,500	2.3%	0	1,086,500	2.3%	1,114,500	0	1,114,500	2.6%
<b>Total TAX LEVY BY PROGRAM</b>	<b>4,651,900</b>	<b>4,830,600</b>	<b>3.8%</b>	<b>0</b>	<b>4,830,600</b>	<b>3.8%</b>	<b>4,975,800</b>	<b>0</b>	<b>4,975,800</b>	<b>3.0%</b>
<b>Gross Expenditures by Type</b>										
Salaries, Wages, Benefits	4,494,900	4,665,700	3.8%	0	4,665,700	3.8%	4,805,800	0	4,805,800	3.0%
Materials & Supplies	194,800	197,500	1.4%	0	197,500	1.4%	200,200	0	200,200	1.4%
Purchased Services	303,100	308,300	1.7%	0	308,300	1.7%	310,700	0	310,700	0.8%
Other Expenditures	17,500	17,500	0.0%	0	17,500	0.0%	17,500	0	17,500	0.0%
Minor Capital & Transfer to Reserves	16,000	16,000	0.0%	0	16,000	0.0%	16,000	0	16,000	0.0%
<b>Gross Operating Expenditures</b>	<b>5,026,300</b>	<b>5,205,000</b>	<b>3.6%</b>	<b>0</b>	<b>5,205,000</b>	<b>3.6%</b>	<b>5,350,200</b>	<b>0</b>	<b>5,350,200</b>	<b>2.8%</b>

2012 Identified Program Growth and Service Needs										
Financial Services	FTEs	FTEs	2012	2012	2012	2012	2012	2013	2014	Annualized
	Full Time	Part Time	One Time	Growth	Service Level Change	New Service	Impact	Impact	Impact	Impact
<b>2012 Request</b>										
FIN-2012-001 Manager, Asset Management	1.0		11,000			111,700	122,700			111,700
<b>Total 2012 Requests</b>	<b>1.0</b>		<b>11,000</b>			<b>111,700</b>	<b>122,700</b>			<b>111,700</b>

## 2010 Recommended Capital Budget

COMMISSION/PROGRAM		PROGRAM SPECIFIC FINANCING					CORPORATE FINANCING				TOTAL
	Gross Cost	Development Charges	Equipment Reserves	Gas Tax Funding	Other Reserves	Funding Grants and Other Revenues	Local Infrastructure Reserve	Capital Reserve	Operating Contribution	Long Term Financing	PROPOSED FINANCING
GENERAL GOVERNMENT Finance											
36100701 PSAB & Asset Management	300,000							300,000			300,000
<b>TOTAL</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 300,000</b>

## Service: Administration

### Purpose of Service:

To provide overall leadership and direction to department staff and ensure that department activities are aligned with Council strategic priorities.

### Service: Administration

Activity	Responsibilities	Current Service Level
Administration	<ul style="list-style-type: none"> <li>Develop departmental work plan in alignment with the Town's Mission, Vision, Values and strategic goals and areas of focus</li> <li>Leadership and direction to departmental staff</li> <li>Development and mentoring of staff</li> <li>Oversee the development of financial policies and processes and their implementation to guide the long-term financial sustainability of the Town</li> <li>Strategic planning for the department</li> <li>Develop and manage the departmental operating budgets</li> <li>Monitor significant corporate and municipal government issues and plan for any financial impacts</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of required programs. Service delivery based on needs of Town departments, the community and fulfillment of statutory requirements of the Treasurer</li> <li>Department implementation of goals and objectives, policies and operating procedures</li> <li>Fulfill Council/Corporate directives and reporting requirements</li> </ul>

### Administration Budget Summary

	2009 Approved Budget	2009 YTD Actuals	2010 Base Budget	2009-2010 Base Budget Change (%)	2010 Recommended Adjustments	2010 2010 Budget	2009-2010 Change (%)	2011 Forecast Budget	2012 Forecast Budget
<b>By Expenditure Type</b>									
Salaries, Wages, Benefits	259,500	182,239	265,300	2.2%	0	265,300	2.2%	272,100	280,200
Materials & Supplies	17,300	10,777	17,500	1.2%	0	17,500	1.2%	17,700	17,900
Purchased Services	51,900	28,745	38,000	(26.8%)	0	38,000	(26.8%)	39,200	39,500
Minor Capital & Transfer to Reserves	500	216	500	0.0%	0	500	0.0%	500	500
<b>Gross Operating Expenditures</b>	<b>329,200</b>	<b>221,977</b>	<b>321,300</b>	<b>(2.4%)</b>	<b>0</b>	<b>321,300</b>	<b>(2.4%)</b>	<b>329,500</b>	<b>338,100</b>
<b>Tax Levy Requirement</b>	<b>329,200</b>	<b>221,977</b>	<b>321,300</b>	<b>(2.4%)</b>	<b>0</b>	<b>321,300</b>	<b>(2.4%)</b>	<b>329,500</b>	<b>338,100</b>
<b>By Service Programs</b>									
Administration	329,200	221,977	321,300	(2.4%)	0	321,300	(2.4%)	329,500	338,100
<b>Service Total</b>	<b>329,200</b>	<b>221,977</b>	<b>321,300</b>	<b>(2.4%)</b>	<b>0</b>	<b>321,300</b>	<b>(2.4%)</b>	<b>329,500</b>	<b>338,100</b>

## 2010 Plan

### Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Administration	Adjust base budget for inflationary impact on salaries and benefits, materials and supplies and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$7,500
Administration	Reallocate budget funds to other Financial Services areas	Maintain current service level	Ensure appropriate resources to administer current program services	(\$15,400)

## 2011 Plan

### Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Administration	Adjust base budget for inflationary impact on salaries and benefits, materials and supplies and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$8,200

## 2012 Plan

### Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Administration	Adjust base budget for inflationary impact on salaries and benefits, materials and supplies and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$8,600

## Service: Accounting Services

### Mission:

We provide the Corporation and its Departments with centralized accounting services in order to protect corporate assets and ensure uninterrupted departmental operations.

### Purpose of Service:

Process all accounting transactions for the Town, Library and Galleries in compliance with GAAP, PSAB, Provincial and Federal legislation and Council Policies. Ensure all transactions are accurate and posted in a timely and consistent manner to ensure the completeness and relevancy of the financial data being reported monthly to departments and local boards. Ensure the completion of all external financial reporting requirements and management of external audit for the Town and Local Boards.

#### Service: Accounting Services

Activity	Responsibilities	Current Service Level
Financial Reporting and Control	<ul style="list-style-type: none"> <li>• Provide accounting advice to all departments, local boards and agencies, in compliance with GAAP and PSAB</li> <li>• Interpretation and administration of Federal and Provincial tax legislation, providing advice to departments to ensure corporate compliance, maintain all records for audit purposes</li> <li>• Co-ordinate and manage the interim and year-end audit, Ensure accounting processes and procedures meet the regulations of GAAP and PSAB completed by external auditors. ensuring all corporate information is available for audit</li> <li>• Maintain, administer and ensure integrity of the corporate financial system (CIS)</li> <li>• Annual performance reports and financial statements submitted to appropriate agency within specified timeframe. Ensure sound, effective internal controls in place as per the</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare the Town and local boards statements, in preparation for external audit on an annual basis, with an unqualified audit opinion received from external auditors</li> <li>• Consolidate Financial Statements for Town and local boards completed by April 30; with statements being presented to Council in June</li> <li>• Municipal Act, Ontario Regulation 284/09, reporting requirements completed within 60 days following financial statement approval</li> <li>• Financial Information Return, Provincially-Mandated Performance Measures (PMPM) and Financial Statements (including auditors reports and management letter) issued in timelines specified by the Province and the Municipal Act</li> <li>• Provide internal control procedures for Town departments, as it relates to all financial transactions</li> <li>• Guidance and expertise on all systems (manual and electronic) that have a financial component provided to departments as required, ensuring that system controls are in place and auditable</li> <li>• Accounting processes and procedures meet the regulations of GAAP and PSAB</li> <li>• Weekly reconciliation of cheques</li> <li>• Monthly reconciliation and follow up of discrepancies on</li> </ul>

Activity	Responsibilities	Current Service Level
	financial control By-law and monitor compliance <ul style="list-style-type: none"> <li>• Provide centralized bank reconciliations to ensure assets/cash are protected</li> </ul>	disbursements and revenue sources <ul style="list-style-type: none"> <li>• Provide accounting and financial expertise on new project initiatives – i.e. GTA farecard process ( PRESTO)</li> </ul>
Transactional Processing: Accounts Payable/ Accounts Receivable/ General Ledger	<ul style="list-style-type: none"> <li>• Provide centralized accounts payable and receivable services for all departments and local boards</li> <li>• Maintain a Corporate General Ledger, which meets the requirements of the business units, while maintaining consistency throughout the Town for corporate reporting and analysis</li> </ul>	<ul style="list-style-type: none"> <li>• A/P invoices paid net 30 days and discounts applied where applicable, ensuring compliance with the purchasing by-law;</li> <li>• A/R invoices issued within five days of receipt from departments</li> <li>• Full centralized collection services provided on behalf of all departments</li> <li>• GST ITC and rebates maximized and claimed in compliance with Federal legislation – 2010 HST</li> <li>• PST collected and paid in compliance with provincial legislation – 2010 HST</li> <li>• Journal entries to be keyed and posted within five working days from date of receipt</li> <li>• Hard close procedures in place for quarterly review and variance reporting of operations</li> </ul>
Asset Accounting	<ul style="list-style-type: none"> <li>• Develop and maintain a centralized asset register for all Town-owned assets, ensuring all assets are updated into the registry once they are in service</li> <li>• Develop and implement asset accounting for the Town, in compliance with PSAB 3150 legislation</li> <li>• Allocation of asset costs over useful life in order to provide information for replacement costs and user fees</li> <li>• System administrator of Town's CIS Fixed asset accounting module</li> </ul>	<ul style="list-style-type: none"> <li>• Prior to March 2008 there was no corporate register, assets were maintained in disparate systems and manually throughout the organization</li> <li>• PSAB 3150 regulation deadline was January 1, 2009. The 2007 Financial statements included the values of the first wave of assets, and by the end of 2008, all assets were inventoried and valued. The CIS system, within the Fixed Asset module holds all a current listing of all assets. All values and inventories have been audited by the Town external auditors - KPMG</li> <li>• The notes to the 2008 financial statement, disclose the continuity schedule of all asset classes, beginning with 2007 values, and 2008 amortization, including all 2008 additions and disposals</li> <li>• In 2009, our 2008 financial statements will be revised to fully include tangible assets within the consolidation financial statements. The statements will significantly impact the statements, and will require an education session with Council</li> </ul>
Asset Management	<ul style="list-style-type: none"> <li>• Lead the Town in developing a corporate asset management program, inclusive of service request, work order management and inventory, which links</li> </ul>	<ul style="list-style-type: none"> <li>• In November 2008 Corporate and Transit Fleet Services implemented new CIS modules to manage their inventories and work order functionality. These modules are directly integrated with other CIS modules, GL, purchasing, payroll etc.</li> </ul>

Activity	Responsibilities	Current Service Level
	<p>with the Town's CIS financial and payroll system</p> <ul style="list-style-type: none"> <li>System administrator of Town's CIS Service request, inventory and work order modules</li> <li>Implement and maintain integrity of additional CIS modules such as service request, work order management and inventory which meet asset management needs</li> <li>Identification of any infrastructure renewal gaps and develop a corporate process for prioritizing the repair and rehabilitation of corporate capital assets</li> <li>Move towards an asset report scorecard to present to Council annually on the condition of the Town's assets</li> </ul>	<ul style="list-style-type: none"> <li>Traffic inventory has been centralized and incorporated into the Central stores function and CIS inventory system</li> <li>In 2009, Traffic operations, and facility management functions will implement the CAM – work order functionality, and case management/service order request functionality</li> <li>Previously no corporate service request or work order system which integrates to our CIS system; most work orders are done manually</li> <li>As part of the 2008 Annual report to Council, staff included both historical costs, accumulated amortization, net book value and replacement costs of all the Town's asset classes and sub classes</li> <li>The state of the Town's assets, as it relates to it's useful life can be now reported on, the funding or infrastructure gap reporting, with be forthcoming, as we compare our asset base to the capital forecast</li> </ul>

**Key Performance Indicators  
Accounting Services**

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Knowledge and understanding of corporate financial controls, along with the roles and responsibilities in financial management	• # of scanned invoices sent to departments to set up purchasing documentation	<10 per week	TBD	< 10 per week
	• # of paper entries made at year-end	Nil	TBD	Nil
	• # of PCOS write-ups	Nil	TBD	Nil
Receive timely and accurate financial and other information	• % of times month end closing complete within 9 days of month end	100%	100%	100%
	• Town and local boards annual Financial statements presented to Council by May 31st	May 31	June 10	May 31
	• % of departmental revenues reported in month earned	100%	95%	100%
	• MPMP report presented to Council May 31st	May 31	June 10	May 31
	• Financial Information Return filed with Province by due date	May 31	June 15	May 31
	• Annual Report and MPMP on web site by July 31st	July 31	July 31	July 31

Accounts receivables collected promptly	<ul style="list-style-type: none"> <li>• average days from issuance of invoice/statement to receipt of cash</li> <li>• value of past due monies as a % of total Accounts Receivable</li> <li>• % recoverable activities billed within 60 days of completion</li> <li>• # of A/R accounts referred to collection</li> </ul>	30 days	30 days	30 days
		<20%	<20%	<20%
		100%	100%	100%
		Nil	TBD	Nil
Vendors paid in accordance with negotiated payment terms	<ul style="list-style-type: none"> <li>• average time from invoice receipt to payment issuance</li> <li>• value of interest paid as result of late payments</li> <li>• value of discounts earned for early payments</li> </ul>	30 days	45 days	30 days
		Nil	Nil	Nil
		Max. available	TBD	Max Avail.

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Town's financial assets/resources are protected	<ul style="list-style-type: none"> <li>• unqualified audit</li> <li>• credit rating</li> <li>• # of management letter comments</li> </ul>	Always AAA 3	Always AAA 1	Always AAA 2
Favorable relationship with vendors and customers	<ul style="list-style-type: none"> <li>• payment terms generally offered to us by vendors is net 30 days if discount not offered for payment earlier</li> <li>• survey of vendors satisfaction</li> </ul>	Always  99%	Always  TBD	Always  99%
Excellent service provided to service areas by vendors	<ul style="list-style-type: none"> <li>• number of complaints from service areas and/or vendors regarding late or inaccurate payments</li> <li>• examples of vendors who will not deal with us because of our payment policies and practices</li> </ul>	<1 per month  Nil	TBD	<1 per month  Nil

**Key Performance Indicators  
Asset Management Services**

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Department and Asset Managers will have timely access to information	<ul style="list-style-type: none"> <li>• Number of reports generated</li> <li>• Number of records accessed</li> <li>• Number of unbudgeted repairs and replacements</li> <li>• Number of financials gains and losses on disposal</li> <li>• Assets are set up once in service</li> </ul>	TBD	TBD	Full analysis of Fleet in 2010

To identify and measure infrastructure gaps	<ul style="list-style-type: none"> <li>• Comparison of budgeted replacement provisions vs. actual requirements</li> <li>• Replacement costs updated on annual basis</li> <li>• Decrease of infrastructure gap over time</li> </ul>	Gap Quantified and reported	Gap for fleet related assets	Infrastructure Gap reported for all assets
Comprehensive centralized Corporate Asset Registry to prioritize and make infrastructure renewal decisions	<ul style="list-style-type: none"> <li>• Assets are fully amortized, prior to replacement</li> <li>• Assets are approved for replacement as required</li> <li>• Clear understanding of prioritization criteria</li> </ul>	TBD	TBD	Linked to capital forecast complete

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Sustainable compliance with legislative and regulated requirements	<ul style="list-style-type: none"> <li>• PSAB Compliance – unqualified audit opinion and no material misstatements</li> <li>• All regulations met with regard to assets – systems utilized to track compliance</li> </ul>	100% Compliance	100% Compliance – Training of dept on asset register	100% Compliance -increased dept utilization
To have high quality, well maintained assets	<ul style="list-style-type: none"> <li>• Timely completion of PM work – PM work completed with 125% due</li> <li>• PM Corrective ratio – Target 80% Preventative &amp; 20% Corrective</li> <li>• Frequency of Breakdowns to time in service</li> <li>• Service request date response time targets being met</li> </ul>	PM work completed with 125% due  80/20	Report on actual Fleet operations after full year on system	Report on actual Fleet operations after full year on system
Full lifecycle optimization of assets	<ul style="list-style-type: none"> <li>• Assets are not replaced prior to useful life – NBV equal to 0</li> <li>• Measurement of gain/loss on sale of assets – target 5% variance</li> <li>• PM schedules executed as based on industry standard</li> </ul>	TBD  5% variance	TBD  TBD  TBD	Report on Fleet operations after full year on system
Adequate infrastructure renewal funding	<ul style="list-style-type: none"> <li>• Funding available to renew infrastructure when required</li> <li>• Infrastructure gap is decreasing over time – comparison of depreciation costs vs. transfer to reserves/reserve funds</li> </ul>	TBD	TBD	TBD

### Accounting Services Budget Summary

	2009 Approved Budget	2009 YTD Actuals	2010 Base Budget	2009-2010 Base Budget Change (%)	2010 Recommended Adjustments	2010 2010 Budget	2009-2010 Change (%)	2011 Forecast Budget	2012 Forecast Budget
<b>By Expenditure Type</b>									
Salaries, Wages, Benefits	947,800	710,593	970,400	2.4%	0	970,400	2.4%	995,600	1,025,500
Materials & Supplies	2,300	2,404	2,300	0.0%	0	2,300	0.0%	2,300	2,300
Purchased Services	17,600	10,576	21,100	19.9%	0	21,100	19.9%	21,600	21,600
Minor Capital & Transfer to Reserves	0	(10,000)	0	0.0%	0	0	0.0%	0	0
<b>Gross Operating Expenditures</b>	<b>967,700</b>	<b>713,573</b>	<b>993,800</b>	<b>2.7%</b>	<b>0</b>	<b>993,800</b>	<b>2.7%</b>	<b>1,019,500</b>	<b>1,049,400</b>
Internal Recoveries	2,800	1,867	2,800	0.0%	0	2,800	0.0%	2,800	2,800
<b>Tax Levy Requirement</b>	<b>964,900</b>	<b>711,706</b>	<b>991,000</b>	<b>2.7%</b>	<b>0</b>	<b>991,000</b>	<b>2.7%</b>	<b>1,016,700</b>	<b>1,046,600</b>
<b>By Service Programs</b>									
Accounting Services	964,900	711,706	991,000	2.7%	0	991,000	2.7%	1,016,700	1,046,600
<b>Service Total</b>	<b>964,900</b>	<b>711,706</b>	<b>991,000</b>	<b>2.7%</b>	<b>0</b>	<b>991,000</b>	<b>2.7%</b>	<b>1,016,700</b>	<b>1,046,600</b>

### Service Results Narrative:

Accounting Services is responsible for processing all accounting transactions, including accounts payable, accounts receivable, revenue recognition, banking transactions and journal entries in a timely and accurate manner. The division is responsible for the integrity of the Town's financial records and ensuring that all management reports accurately reflect all transactions incurred within the accounting period. Accounting Services is also responsible for reporting and remitting provincial and federal goods and service sales tax. In addition to these functions, Accounting Services is responsible for implementing PSAB regulations and ensuring that the Town meets all requirements of PSAB 3150 capital asset accounting by January 1, 2009. In conjunction with this, Accounting Services will lead the implementation of the corporate asset management system, including work order and inventory management.

### 2010 Plan

#### Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Accounting Services	Adjust base budget for inflationary impact on salaries and benefits and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$26,100

## 2011 Plan

### Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Accounting Services	Adjust base budget for inflationary impact on salaries and benefits and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$25,700

## 2012 Plan

### Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Accounting Services	Adjust base budget for inflationary impact on salaries and benefits	Maintain current service level	Ensure appropriate skilled staff to administer current program services	\$29,900

## Service: Payroll and Benefit Services

### Mission:

To provide current and retired employees of the Town and Local Boards and Town Management with payroll, benefit and pension services in compliance with Employment Standards, Town Policies, Collective Agreements and other legislative requirements

### Purpose of Service:

Provide centralized payroll, benefit and pension services to the departments, Council, employees and retirees of the Town, and local boards, in an accurate, efficient and timely manner.

Activity	Responsibilities	Current Service Level
Payroll Services	<ul style="list-style-type: none"> <li>• Provide centralized delivery of bi-weekly payroll for both salary and hourly employees and monthly payroll for retirees in full compliance of all legislative regulations as it relates to Employment Standards Act (ESA) and Canada Revenue Agency, as well as all union contracts and Town policies and procedures</li> <li>• Execute negotiated contracts and policies for all union and non-union employees</li> <li>• System administrator of Town's CIS employee database, payroll system and position control</li> <li>• Ensure integrity of CIS database</li> <li>• Provide advice and assistance with all union &amp; non-union negotiations as it relates to payroll &amp; benefit administration, ensuring system, administrative efficiencies and legislative compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Bi-weekly direct deposit payroll delivered to employees by end of business on payday 100% of the time</li> <li>• T-4's issued annually to employees by legislative deadline</li> <li>• Statutory and regulated deductions are deducted, reconciled and remitted to authority within legislated timeline 100% of the time</li> <li>• Implement and adjust employee salaries and wages, in a timely manner, ensuring retroactive payments are paid accurately</li> <li>• Response to employees and correction of significant payroll omissions within 24 hours</li> <li>• Provide interpretation to employees and management on payroll issues within 24 hours</li> </ul>
Benefit Services	<ul style="list-style-type: none"> <li>• Administer all benefit contracts on behalf of the various union groups with the Town, maintaining employee benefit information on both CIS and benefit carrier systems in compliance with the Town and carriers contracts, policies and procedures</li> <li>• Co-ordinate the annual negotiation of the Town's benefit costs with the Town's benefit consultants and benefit providers.</li> <li>• Keep abreast of all benefit changes, both within the Town and from other governments i.e. coverage's under OHIP</li> <li>• Assist and provide input on financial and administrative analysis for compensation proposals for benefit changes and negotiations as required</li> </ul>	<ul style="list-style-type: none"> <li>• Benefit booklets updated and provided to employees and their families bi-annually with amendments as required</li> <li>• Payment of benefit premiums by due dates 100% of the time.</li> <li>• Response to benefit questions and follow through on adjudication issues within 24 hours</li> <li>• Negotiate annual benefit contracts ensuring value for the Town</li> <li>• Execute benefit changes as negotiated within 30 days of notification</li> </ul>
Pension and Leave Services	<ul style="list-style-type: none"> <li>• Counsel, administer and assist employees with inquires regarding OMERS pension benefits, retirement planning, leaves of absence, maternity leaves</li> </ul>	<ul style="list-style-type: none"> <li>• Advise and administer OMERS pension plan, in compliance with polices and government legislation</li> <li>• Ensure retirees receive pension within 30 days of retirement</li> <li>• Contact and communicate to employees approaching or requesting leave periods, to ensure there is no disruption in benefits</li> </ul>

**Key Performance Indicators  
Payroll and Benefit Services**

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Timely and accurate compensation	<ul style="list-style-type: none"> <li>% of payroll deposits that appear in employee accounts by payday</li> <li># of grievances related to payroll and benefits processes</li> <li>average delay for retroactive payments (greater than 2 weeks)</li> </ul>	100% NIL 15	100% 1 29	100% NIL 15
Understanding of pension, benefits, tax issues and leave eligibility	<ul style="list-style-type: none"> <li># of employees, current and retired who have requested information on benefits, pension; payroll questions, and leave eligibility</li> <li>revised benefits booklet available by target date</li> <li># of benefit communicator newsletters issued, and retirement sessions held</li> </ul>	125 6-8 wks. 4 and 1	111 6 months 4 and 3	125 6-8 weeks 4 and 2
Morale of workforce is maintained and Town is seen as an employer of choice	<ul style="list-style-type: none"> <li>% of employees surveyed who report that they are: <ul style="list-style-type: none"> <li>✓ extremely satisfied</li> <li>✓ satisfied</li> <li>✓ unsatisfied with payroll and benefits administration</li> </ul> </li> <li>narrative describing media stories or awards describing Town as an employer of choice</li> </ul>	100%  one	N/A  nil	100%  one

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Town's programs operate without interruption	<ul style="list-style-type: none"> <li>description and magnitude of any work interruptions due to payroll, pension, benefits issues</li> </ul>	NIL	NIL	NIL
Fiscal sustainability	<ul style="list-style-type: none"> <li># of expense claims, and overtime allowances returned for non-compliance</li> <li># of CCRA Pier Report discrepancies</li> </ul>	NIL NIL	20 4	NIL NIL
100% Compliance with Legislation	<ul style="list-style-type: none"> <li># of penalties issued</li> <li># of amended T4's or tax forms re-issued</li> </ul>	NIL NIL	NIL 3 for 2008	NIL NIL

### Payroll and Benefit Services Budget Summary

	2009 Approved Budget	2009 YTD Actuals	2010 Base Budget	2009-2010 Base Budget Change (%)	2010 Recommended Adjustments	2010 2010 Budget	2009-2010 Change (%)	2011 Forecast Budget	2012 Forecast Budget
<b>By Expenditure Type</b>									
Salaries, Wages, Benefits	485,200	369,249	498,400	2.7%	0	498,400	2.7%	511,200	526,500
Purchased Services	4,600	2,296	4,800	4.3%	0	4,800	4.3%	4,900	4,900
<b>Gross Operating Expenditures</b>	<b>489,800</b>	<b>371,545</b>	<b>503,200</b>	<b>2.7%</b>	<b>0</b>	<b>503,200</b>	<b>2.7%</b>	<b>516,100</b>	<b>531,400</b>
Activity Revenue	0	35	0	0.0%	0	0	0.0%	0	0
<b>Tax Levy Requirement</b>	<b>489,800</b>	<b>371,510</b>	<b>503,200</b>	<b>2.7%</b>	<b>0</b>	<b>503,200</b>	<b>2.7%</b>	<b>516,100</b>	<b>531,400</b>
<b>By Service</b>									
Programs									
Payroll Services	489,800	371,510	503,200	2.7%	0	503,200	2.7%	516,100	531,400
<b>Service Total</b>	<b>489,800</b>	<b>371,510</b>	<b>503,200</b>	<b>2.7%</b>	<b>0</b>	<b>503,200</b>	<b>2.7%</b>	<b>516,100</b>	<b>531,400</b>

### Service Results Narrative:

Payroll and Benefits Services is responsible for centralized delivery of bi-weekly payroll for both salary and hourly employees and monthly payroll for retirees, as well as the administration of the Town's benefits programs. The service is expected to provide 100% accuracy and meet all timelines for payments to employees and remittances to agencies such as OMERS, Revenue Canada and benefit providers. Inquiries by employees are to be dealt with promptly and with a high level of customer service. Payroll Services is sensitive to and protects the confidentiality of employee records and inquiries with a high degree of professionalism.

### 2010 Plan

#### Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Payroll and Benefits Services	Adjust base budget for inflationary impact on salaries and benefits and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$13,400

### 2011 Plan

#### Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Payroll and Benefits	Adjust base budget for	Maintain current service	Ensure appropriate skilled	\$12,900

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Services	inflationary impact on salaries and benefits and purchased services	level	staff and resources to administer current program services	

## 2012 Plan

### Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Payroll and Benefits Services	Adjust base budget for inflationary impact on salaries and benefits	Maintain current service level	Ensure appropriate skilled staff to administer current program services	\$15,300

## Service: Revenue and Tax Collections

### Mission:

On behalf of property owners, Halton Region, Halton School Boards, local boards and users of public services, we bill and collect revenue and manage assessment to fund Town, Region and School Board programs.

### Purpose of Service:

The Revenue and Tax Collections service provides excellent customer service to the Town's taxpayers by providing timely and accurate billing and collection of property taxes and maintenance of taxpayer accounts. The division is also responsible for protecting the assessment base by actively reviewing and appealing assessment values that do not accurately reflect market values and therefore reduce the Town's revenue base. This division also provides revenue collection services for Town departments and maintains the corporate database of properties and ownership.

### Service: Revenue and Tax Collections

Activity	Responsibilities	Current Service Level
Tax Billing and Collection	<ul style="list-style-type: none"> <li>Timely and accurate billing and collection of property taxes and maintenance of taxpayer accounts</li> <li>Timely, effective and relevant communication with taxpayers</li> <li>Interpret annual tax regulations and initiate changes to tax processes to ensure legislative adherence</li> <li>Administer various tax programs including tax capping program for protected property classes</li> </ul>	<ul style="list-style-type: none"> <li>Assessment data and customer account information kept current (i.e. account database records kept current to reflect all adjustments; customer information kept current; all changes updated within five days after receipt of information)</li> <li>All relevant tax related information provided on website including applications for various tax programs and FAQ's maintained and revised as required</li> </ul>

Activity	Responsibilities	Current Service Level
	<p>and liaise with property owners relative to tax programs, deferrals and rebates</p> <ul style="list-style-type: none"> <li>• Deal and counsel delinquent realty tax accounts up to and including initiating and conducting property sales pursuant to Municipal Act requirements</li> <li>• Represent Town at Small Claims Court and Superior Court in all tax related matters</li> <li>• Revenue billed and collected on behalf of Town, Region, Boards of Education and various BIAs</li> </ul>	<ul style="list-style-type: none"> <li>• Comply with statutory legislative requirements relating to taxation issues. Adhere to deadlines relating to tax billing and collection as well as Town Customer Services Standards</li> <li>• Various payment options offered and actively marketed</li> <li>• Arrears notices issued bi-annually</li> <li>• Tax write-offs and ARB decisions processed within 30 days of receipt</li> <li>• Dedicated phone lines answered within three rings</li> <li>• Website and customer inquiries responded to within 24 hours, Town Web Tax Statement Program is available 24 hours a day</li> <li>• Departmental revenues processed and deposited within one day of receipt</li> <li>• Interim and final bills issued providing a minimum of 21 days' notice</li> <li>• Supplementary bills issued within five weeks of receipt of information from MPAC</li> </ul>
Assessment Management	<ul style="list-style-type: none"> <li>• Protect assessment base and maintain consistent market values applied to property</li> <li>• Represent Town of Oakville at Assessment Review Board Hearings, initiates Assessment Appeals on behalf of the Town, prepare evidence and cross examine witnesses.</li> <li>• Monitor MPAC service level and provide assessment growth estimates for budget purposes</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that any reduction to the assessment base is properly authorized, negotiate settlements on behalf of the Town and authorize Minutes of Settlement</li> <li>• Ensure that all new properties are accurately added to the assessment base in a timely manner</li> <li>• Review recent real estate sales and ARB decisions and appeal decisions when deemed necessary and/or advisable</li> </ul>
Other Collections	<ul style="list-style-type: none"> <li>• Provide Corporate Banking and Revenue Services and Corporate database of properties and ownership</li> <li>• Develop procedures and controls for the collection of payments in Town Operating departments</li> </ul>	<ul style="list-style-type: none"> <li>• Balance, process and apply on account cash/cheque payments received in Town Hall from various departments and satellite locations on a daily basis and ensure all receipts are deposited in a timely manner</li> <li>• On behalf of all Town departments and GIS, maintain corporate database of properties and ownership</li> </ul>

**Key Performance Indicators  
Tax, Revenue and Assessment Management**

<b>CUSTOMER BENEFITS/IMPACTS</b>	<b>INDICATORS</b>	<b>Target FY09</b>	<b>Actual/Projected FY 09</b>	<b>Target FY 10</b>
Accurate, timely and understandable tax bills	<ul style="list-style-type: none"> <li>• % of tax bills sent out observing legislated requirements</li> <li>• # of bills with errors</li> <li>• Average days from issuance of tax bill to receipt of cash</li> <li>• % of taxpayers surveyed who find the bills understandable</li> </ul>	<p>100% compliance</p> <p>Nil</p> <p>30 days</p> <p>2% increase to customer satisfaction</p>	<p>100% compliance</p> <p>Nil</p> <p>28 days</p> <p>TBD</p>	<p>100% compliance</p> <p>Nil</p> <p>28 days</p> <p>Complete a survey</p>
Flexible payment options	<ul style="list-style-type: none"> <li>• # of flex options</li> <li>• % of users payments by option type / total properties</li> <li>• Revenue received not immediately required, available for investment</li> <li>• # Applications for various rebate/deferral tax programs</li> </ul>	<p>Sustain available choice of plans</p> <p>Increase enrollment 2%</p> <p>2% increase to funds available for investment</p> <p>2% increase in uptake of programs</p>	<p>Complete</p> <p>Increased</p> <p>2.5%</p> <p>3.70% increase</p>	<p>Sustain existing Programs</p> <p>Increase enrollment additional 2%</p> <p>2.5 %</p> <p>Increase uptake of rebate programs by 2.5%</p>
Payment consultation for unique situations	<ul style="list-style-type: none"> <li>• # of properties registered for sale</li> <li>• % sold through municipal tax sale</li> </ul>	<p>Zero Registrations done by Feb 15<sup>th</sup> yearly</p> <p>0%</p>	<p>Completed by Feb 15<sup>th</sup></p> <p>No sales</p>	<p>Complete by Feb 10<sup>th</sup></p> <p>No sales</p>
Accessible tax bill information	<ul style="list-style-type: none"> <li>• # narratives describing information options for customers</li> <li>• % of calls / inquiries per tax bills issued</li> <li>• % of calls resolved on initial contact</li> <li>• # of hits on tax section of web site</li> </ul>	<p>Increase use of narratives by 5%</p> <p>5%</p> <p>90% initial resolution</p> <p>Increase over 2008</p>	<p>Complete</p> <p>Remains constant</p> <p>91% resolution</p> <p>N/A</p>	<p>Initiate E Post availability if funding provided</p> <p>Reduce calls</p> <p>92% resolution</p> <p>Increase over 2009</p>

	<ul style="list-style-type: none"> <li># of tax certificates issued on line</li> </ul>	Increase tax cert. revenue by 2%	Not attained due to market conditions	Increase of 2% over 2009
Maximizing revenue through assessment management	<ul style="list-style-type: none"> <li># of identified incorrect assessments</li> <li># of Town appeals launched</li> <li># of successful appeals launched by Town as a percent of total appeals</li> <li>Timeliness and value of additional assessment coming on stream</li> </ul>	<p>&gt;5% Advise MPAC within 30 days tax to increase value</p> <p>Decrease need of Town appeals by 5% over 2008</p> <p>Increase revenue through successful appeals by 75 % of value appealed</p> <p>Increase timeliness by 5% to ensure funds are available</p>	All initiatives put on hold as MPAC service level to municipalities has decreased significantly in 2008	<p>&gt;5% Advise MPAC within 30 days tax to increase value</p> <p>Decrease need of Town appeals by 5% over 2008</p> <p>Increase revenue through successful appeals by 75 % of value appealed</p> <p>Increase timeliness by 5% to ensure funds are available</p>

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Adequate revenue to fund programs and services	<ul style="list-style-type: none"> <li>Timely deposits of Town revenue</li> <li># of temporary borrowing</li> <li>Auditors review stating that collection processes are effective</li> <li>Value of tax write-offs</li> </ul>	<p>100% of the time</p> <p>Zero</p> <p>Clean Audit Report</p> <p>Below 2008 level</p>	<p>Complete</p> <p>N/A</p> <p>N/A</p> <p>N/A</p>	<p>Maintain 100% Compliance</p> <p>Zero</p> <p>Clean Audit Report</p> <p>Below 2009 level</p>
Upper tier government and school boards paid without need for borrowing	<ul style="list-style-type: none"> <li>Value and frequency of borrowings for this purpose</li> </ul>	Zero Borrowings	N/A	Zero Borrowings

## Revenue and Tax Collections Budget Summary

	2009 Approved Budget	2009 YTD Actuals	2010 Base Budget	2009-2010 Base Budget Change (%)	2010 Recommended Adjustments	2010 2010 Budget	2009-2010 Change (%)	2011 Forecast Budget	2012 Forecast Budget
<b>By Expenditure Type</b>									
Salaries, Wages, Benefits	948,000	687,511	920,900	(2.9%)	0	920,900	(2.9%)	999,500	1,029,600
Materials & Supplies	81,400	80,580	82,500	1.4%	0	82,500	1.4%	83,700	84,900
Purchased Services	30,900	13,094	33,800	9.4%	0	33,800	9.4%	34,200	34,500
Other Expenditures	17,500	13,797	17,500	0.0%	0	17,500	0.0%	17,500	17,500
Minor Capital & Transfer to Reserves	0	2,795	0	0.0%	0	0	0.0%	0	0
<b>Gross Operating Expenditures</b>	<b>1,077,800</b>	<b>797,777</b>	<b>1,054,700</b>	<b>(2.1%)</b>	<b>0</b>	<b>1,054,700</b>	<b>(2.1%)</b>	<b>1,134,900</b>	<b>1,166,500</b>
Activity Revenue	207,500	170,251	237,500	14.5%	0	237,500	14.5%	237,500	237,500
<b>Tax Levy Requirement</b>	<b>870,300</b>	<b>627,526</b>	<b>817,200</b>	<b>(6.1%)</b>	<b>0</b>	<b>817,200</b>	<b>(6.1%)</b>	<b>897,400</b>	<b>929,000</b>
<b>By Service Programs</b>									
Revenue & Tax Collections	870,300	627,526	817,200	(6.1%)	0	817,200	(6.1%)	897,400	929,000
<b>Service Total</b>	<b>870,300</b>	<b>627,526</b>	<b>817,200</b>	<b>(6.1%)</b>	<b>0</b>	<b>817,200</b>	<b>(6.1%)</b>	<b>897,400</b>	<b>929,000</b>

## Service Results Narrative:

The Revenue and Tax Collection service is expected to meet all legislative requirements and timelines regarding the billing and collection of property taxes. Annual taxes billed exceed \$300 million and include the tax requirements of the Region of Halton and Education taxes. Services are to be provided with a high degree of customer service and professionalism. All taxpayer inquires are to be responded to within 24 hours. Taxpayer information is expected to be current and kept confidential. The division actively manages collections, with professionalism and sensitivity, to ensure payments are received promptly.

## 2010 Plan

### Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Revenue and Tax Collection	Adjust base budget for inflationary impact on salaries and benefits, materials and supplies and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$30,500
Revenue and Tax Collection	Temporarily reduce base budget for staff vacancy adjustment	Maintain current service level	To reduce overall tax levy	(\$53,600)

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Revenue and Tax Collection	Increase base budget for new service fee to be charged for tax account changes	Maintain current service level	To ensure sufficient cost recovery for services	(\$30,000)

## 2011 Plan

### Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Revenue and Tax Collection	Adjust base budget for inflationary impact on salaries and benefits, materials and supplies and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$26,600
Revenue and Tax Collection	Reinstate budget for staff vacancy adjustment due to anticipated need for staff resources	Maintain current service level	Ensure appropriate skilled staff to administer current program services	\$53,600

## 2012 Plan

### Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Revenue and Tax Collection	Adjust base budget for inflationary impact on salaries and benefits, materials and supplies and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$31,600

## Service: Financial Planning and Policy

### Mission:

To provide the Corporation and its Departments with financial planning, policy and reporting services to ensure adequate financial resources in a fiscally sustainable manner for the delivery of Town services.

### Purpose of Service:

The Financial Planning and Policy service provides financial planning, budgeting, reporting, analysis and support to Town departments, Council and Senior Management. It is responsible for preparation of the annual multi-year operating budget and 10 year financial plan, reporting on financial performance to Council and Senior Management and providing ongoing financial support to departments to enable them to make better informed decisions, which create a budget that is aligned with Council's strategic priorities and legislative requirements. The service also includes development of financial policies to ensure the long-term financial sustainability of the Town's programs.

### Service: Financial Planning and Policy

Activity	Responsibilities	Current Service Level
Budget Development	<ul style="list-style-type: none"> <li>• Development of multi-year operating budget using the performance based program based budgeting methodology;</li> <li>• Development of 10 financial forecasts identifying capital and operating needs and development of a long-term financial plan to finance the 10 year needs;</li> <li>• Develop budget strategies and processes to provide departments and Council with the tools to develop long-term operating and capital budgets;</li> <li>• Maintenance of budgeting software system;</li> <li>• Coordinate public process for review of annual budget</li> </ul>	<ul style="list-style-type: none"> <li>• Operating and Capital Budgets approved by end of March</li> <li>• 10 Year Financial Plan and policy recommendations approved by Council</li> <li>• Annually review long-term plan and update Council on progress in implementing the long-term financial plan</li> </ul>
Management Reporting	<ul style="list-style-type: none"> <li>• Provide operating and capital variance reports to departments;</li> <li>• Report on financial performance to Council and Senior Management;</li> <li>• Provide analysis and support to departments in monitoring their performance against budget;</li> <li>• Monitor performance on corporate basis and provide proactive identification of emerging issues;</li> <li>• Projection of year-end budget variances</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly variance reports provided to Town Departments by tenth working day of month following</li> <li>• Monthly meetings with department heads to review progress and identify issues and actions to address</li> <li>• Monthly reports to EMT on Town's financial position, highlighting areas of concern</li> <li>• Quarterly Financial Report prepared for Council on progress to date in achieving budget objectives</li> </ul>

Activity	Responsibilities	Current Service Level
Financial Policy Development and Monitoring	<ul style="list-style-type: none"> <li>Undertake major financial studies as required and provide financial advice and financing strategies for all Master Plans;</li> <li>Review new legislation and funding opportunities to ensure Town is maximizing revenue opportunities from senior orders of government;</li> <li>Co-ordinate the full review/study of Town's Development Charge rates;</li> <li>Annual review of all major user fees to ensure appropriate cost recovery ratios</li> </ul>	<ul style="list-style-type: none"> <li>Co-ordinate full review/study of Town's Development Charge rates at a minimum every five years</li> <li>Annual review of all major user fees</li> <li>Annually analyze senior government budget and announcements and identify impacts/opportunities</li> </ul>

**Key Performance Indicators  
Financial Planning & Policy**

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Council and Senior Management informed of financial health of Corporation	<ul style="list-style-type: none"> <li>quarterly reports to Council by the 3<sup>rd</sup> ASC meeting following month / quarter end</li> </ul>	100%	100%	100%
Maintenance or enhancement of service delivery levels	<ul style="list-style-type: none"> <li>variance reports issued within 10 days of month end</li> <li>actual year end versus projected</li> </ul>	100% 2% Variance	100% 1% Variance	100% 2% Variance
Clear guidelines to assist with planning resources to deliver future service	<ul style="list-style-type: none"> <li>Number of budget submissions that meet guidelines</li> <li>Number of service cuts</li> </ul>	100% TBD	100% TBD	100% TBD
Accountability for financial resources	<ul style="list-style-type: none"> <li>Variations within 2% of budget</li> </ul>	90%	75%	90%

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Fiscally sustainable	<ul style="list-style-type: none"> <li>Competitive tax rates</li> </ul>	Tax increase in line with other GTA Municipalities	3.3% (total tax rate increase)	TBD
	<ul style="list-style-type: none"> <li>Stable and adequate reserve balances               <ul style="list-style-type: none"> <li>- Stabilization reserves</li> <li>- Equipment / building replacement reserves</li> <li>- Capital reserves</li> </ul> </li> </ul>	Stabilization Reserves of 5% - 10% of gross expenditures Equipment Reserves based on life cycle costing	3.9%	5%
	<ul style="list-style-type: none"> <li>Reasonable and stable debt levels</li> </ul>	Debt service levels below Council policy; ratio below \$1 debt to \$1 reserves	TBD	TBD
	<ul style="list-style-type: none"> <li>Predictable and reasonable tax and user fee increases</li> </ul>	Debt service levels below Council policy; ratio below \$1 debt to \$1 reserves	Achieved	Achieved
	<ul style="list-style-type: none"> <li>Maintenance of Service Levels</li> </ul>	Actual increase close to forecast	Fee increases were in line with forecast	Fee increases maintain cost recovery ratios
	<ul style="list-style-type: none"> <li>Resource allocations achieve desired outcomes (PB2)</li> </ul>	Department results indicate maintenance of current service levels	No reduction in service	Service Levels Maintained
		90% of performance targets/outcomes met	TBD	TBD

### Financial Planning and Policy Budget Summary

	2009 Approved Budget	2009 YTD Actuals	2010 Base Budget	2009-2010 Base Budget Change (%)	2010 Recommended Adjustments	2010 2010 Budget	2009-2010 Change (%)	2011 Forecast Budget	2012 Forecast Budget
<b>By Expenditure Type</b>									
Salaries, Wages, Benefits	672,400	502,064	689,600	2.6%	0	689,600	2.6%	707,300	728,400
Purchased Services	9,400	4,519	12,700	35.1%	0	12,700	35.1%	13,000	13,000
Minor Capital & Transfer to Reserves	0	(5,000)	0	0.0%	0	0	0.0%	0	0
<b>Gross Operating Expenditures</b>	<b>681,800</b>	<b>501,583</b>	<b>702,300</b>	<b>3.0%</b>	<b>0</b>	<b>702,300</b>	<b>3.0%</b>	<b>720,300</b>	<b>741,400</b>
<b>Tax Levy Requirement</b>	<b>681,800</b>	<b>501,583</b>	<b>702,300</b>	<b>3.0%</b>	<b>0</b>	<b>702,300</b>	<b>3.0%</b>	<b>720,300</b>	<b>741,400</b>
<b>By Service Programs</b>									
Financial Planning & Policy	681,800	501,583	702,300	3.0%	0	702,300	3.0%	720,300	741,400
<b>Service Total</b>	<b>681,800</b>	<b>501,583</b>	<b>702,300</b>	<b>3.0%</b>	<b>0</b>	<b>702,300</b>	<b>3.0%</b>	<b>720,300</b>	<b>741,400</b>

### Service Results Narrative:

The resources assigned to the Financial Planning and Policy program will enable it to provide ongoing financial support to departments including customized reports and analysis as well as proactive identification of issues which could have an impact on the Town's year-end financial results. In addition, it supports the creation of the Town's operating budget (\$194.4 million gross operating budget in 2009), 10 Year Financial Plan and the preparation of the Budget Discussion Document. It is responsible for ensuring public meetings are set up to ensure transparency in the budget process and provides responses to questions from the Budget Committee, Council and residents. The program also provides quarterly performance reports to Council. The Performance-Based Program-Based Budget methodology undertaken for 2010-2012 is aligned with Council's strategic priority to be accountable in everything we do. During 2009, Performance Measures were developed for all Town programs. In 2010 staff will be reporting on the measures included in the 2010 Budget Discussion Document.

### 2010 Plan

#### Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Financial Planning and Policy	Adjust base budget for inflationary impact on salaries and benefits and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$20,500

## 2011 Plan

### Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Financial Planning and Policy	Adjust base budget for inflationary impact on salaries and benefits and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$18,000

## 2012 Plan

### Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Financial Planning and Policy	Adjust base budget for inflationary impact on salaries and benefits and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$21,100

## Service: Development Financing and Investment

### Mission:

To manage cash flow for the Town to meet financial obligations and ensure prudent investment of Town financial resources.

In conjunction with service Departments, we review developer's plans in order to establish the developer's financial obligations to meet the Town's infrastructure needs, and determine the financial impact of development on Town resources.

## Purpose of Service:

The Development Financing and Investment service is responsible for managing all financial aspects of development applications and agreements, the review and assessment of the financial impacts of development in accordance with Local Service Guidelines and Planning and Development Charge legislation. Responsibilities also include administration of the Town's Development Charges By-law, administration of securities required through development agreements, cash-in-lieu of service payments, supervision fees and collection of development charges on behalf of the Town, Region and school boards.

The Development Financing and Investment service is also responsible for the management of the Town's Reserve, Reserve Funds, Trust Funds and Operating Working Funds in accordance with approved budgets and the Financial Control, Reserves and Investment Policies. Administration of these funds includes forecasting cash flow needs and investment of Town funds to maximize return. Portfolio management responsibilities include the accounting and reporting of portfolio performance in relation to industry benchmarks.

### Service: Development Financing and Investments

Activity	Responsibilities	Current Service Level
Cash and Investment Portfolio Management	<ul style="list-style-type: none"> <li>Manage the Town's Investment Portfolio and administer cash forecasting and management</li> </ul>	<ul style="list-style-type: none"> <li>Daily cash management and investment of funds</li> <li>Investment of available balances in instruments which may be held for future resale or matched to the anticipated need for cash</li> <li>Maximization of return within the guidelines of the Town's investment policy</li> </ul>
Reserves, Reserve/ Trust Funds and Debt	<ul style="list-style-type: none"> <li>Administer developer contributions, reserves, reserve funds and trust funds</li> </ul>	<ul style="list-style-type: none"> <li>Monthly reporting on reserves, reserve funds and trust funds</li> <li>Provide inputs to Quarterly Financial Report prepared for approval by Council on fund related activities to support budget objectives</li> </ul>
Development Financing	<ul style="list-style-type: none"> <li>Manage and account for the financial aspects of Development agreements</li> <li>Assess the financial impacts of proposed Development applications and development related strategies related to new development areas providing recommendations/conditions based on analysis and negotiate financing requirements with developers</li> <li>Administer the Development Charge By-laws of the Town, Region and school boards for the collection of Development charges payable at Building permit issuance under these by-laws</li> </ul>	<ul style="list-style-type: none"> <li>Security posted before permits issued and 60 days notice of renewals, issue letters of compliance within five days of receipt of request</li> <li>Establish and maintain the accounting for Developer agreements in accordance with GAAP and PSAB</li> <li>Ensure financial obligations of development agreements are met by developers</li> <li>Administer Town's Development Charges By-law, manage the collection of Development charges and legislated reporting requirements</li> <li>Administer security and developer deposits required through Site Plan and Development agreements</li> <li>Provide annual overview of Development Charge by-law to departments</li> </ul>
Debt	<ul style="list-style-type: none"> <li>Manage the Corporate Debt Function and coordinate the preparation of supporting legal documents</li> </ul>	Report on debt levels and compliance with policy and legislation

**Key Performance Indicators  
Cash management & Investments**

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Significant funds to meet financial obligations as they become due	• Number of temporary borrowings / overdrafts	Nil	Nil	Nil
	• Number of investments redeemed early to meet cash flow requirements	Nil	Nil	Nil
Generate revenue stream to supplement funding for operations	<ul style="list-style-type: none"> <li>• Meet or exceed budgeted investment income</li> <li>• Average daily balance in comparison to target</li> </ul>	Favourable Variance < \$1 MM Variance	\$1.8 Million 80% to target	\$1.0 Million 90% to target
Maximize investment returns while adhering to the investment legislation and policy	<ul style="list-style-type: none"> <li>• Comparison of portfolio to guideline / policy</li> <li>• Average return in comparison to benchmarks</li> </ul>	100% Compliance Meet or Exceed	100% Compliance Exceed	100% Compliance Exceed

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Good Credit rating	• AAA rating (Region of Halton)	Always	AAA	AAA
Preservation of principal funds	• Capital losses – value of	< \$10,000	None	None

**Key Performance Indicators  
Development Financing**

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY 09	Actual/Projected FY 09	Target FY 10
Knowledge of developer's financial responsibilities for Town owned infrastructure	• average time to complete financial review and advise Planning	10 Business days	< 10 Business days	10 Business days
	• # of securities drawn as a % of securities held	Nil	TBD	Nil
	• % of security draws versus deficiencies' costs	100%	TBD	100%

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY 09	Actual/Projected FY 09	Target FY 10
Adequate securities held	<ul style="list-style-type: none"> <li># of securities which were not adequate to fund deficiencies</li> </ul>	Nil	Nil	Nil
Development charges collected	<ul style="list-style-type: none"> <li>Inaccurate calculation of development charge</li> </ul>	Nil	1	Nil
	<ul style="list-style-type: none"> <li># of section 20 complaints</li> </ul>	Nil	2	Nil

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Growth pays for growth	<ul style="list-style-type: none"> <li>% of tax revenue funding for development projects</li> </ul>	<10% for Soft costs	TBD	TBD
Infrastructure is developed to Town standards	<ul style="list-style-type: none"> <li>narrative describing any development infrastructure variances to Town standards</li> </ul>	1 annual	TBD	TBD
	<ul style="list-style-type: none"> <li>\$ value of deficiencies funded</li> <li>Infrastructure repairs required before planned date</li> </ul>	Amt Req.  Nil		

### Development Financing and Investment Budget Summary

	2009 Approved Budget	2009 YTD Actuals	2010 Base Budget	2009-2010 Base Budget Change (%)	2010 Recommended Adjustments	2010 2010 Budget	2009-2010 Change (%)	2011 Forecast Budget	2012 Forecast Budget
<b>By Expenditure Type</b>									
Salaries, Wages, Benefits	337,700	263,171	347,100	2.8%	0	347,100	2.8%	356,000	366,700
Purchased Services	4,200	4,866	10,800	157.1%	0	10,800	157.1%	11,100	11,100
<b>Gross Operating Expenditures</b>	<b>341,900</b>	<b>268,037</b>	<b>357,900</b>	<b>4.7%</b>	<b>0</b>	<b>357,900</b>	<b>4.7%</b>	<b>367,100</b>	<b>377,800</b>
Activity Revenue	5,000	2,025	3,000	(40.0%)	0	3,000	(40.0%)	3,000	3,000
Other Revenue	0	0	100,000	0.0%	0	100,000	0.0%	100,000	100,000
<b>Tax Levy Requirement</b>	<b>336,900</b>	<b>266,012</b>	<b>254,900</b>	<b>(24.3%)</b>	<b>0</b>	<b>254,900</b>	<b>(24.3%)</b>	<b>264,100</b>	<b>274,800</b>
<b>By Service Programs</b>									
Development Financing & Investments	336,900	266,012	254,900	(24.3%)	0	254,900	(24.3%)	264,100	274,800
<b>Service Total</b>	<b>336,900</b>	<b>266,012</b>	<b>254,900</b>	<b>(24.3%)</b>	<b>0</b>	<b>254,900</b>	<b>(24.3%)</b>	<b>264,100</b>	<b>274,800</b>

## Service Results Narrative:

The Development Financing and Investment program provides financial support to the Planning and Development process with respect to the assessment of financial impacts of development proposals and identification of options to address the financing requirements of development agreements, within the confines of legislative requirements and Town policies. This includes ensuring that all development related proposals meet the financial requirements of the Town with regard to securities, provision of services or cash-in-lieu of services. In addition, it manages and reports on activities within the funds in accordance with the approved budget and Town Policy. It is further responsible for the administration and interpretation of the Development Charge Policy and is the first point of response in the case of appeals of the Town's by-law.

The Development Financing and Investment program also supports the maximization of return on the Town's Investment Portfolio through determination and active management of the Town's cash flow forecast to enable the Town to take advantage of investment opportunities in the market place which meet the guidelines in the Town's investment policy regarding security, liquidity and safety of principal. Returns are expected to meet benchmark returns for eligible securities.

## 2010 Plan

### Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Development Financing and Investment	Adjust base budget for inflationary impact on salaries and benefits, and adjust purchased services based on anticipated expenses for 2010	Maintain current service level	Ensure appropriate skilled staff to administer current program services	\$18,000
Development Financing and Investment	Adjust base budget to reflect cost of investment activity funded by investment revenue	Maintain current service level	To reduce overall tax levy	(\$100,000)

## 2011 Plan

### Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Development Financing and Investment	Adjust base budget for inflationary impact on salaries and benefits and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$9,200

## 2012 Plan

### Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Development Financing and Investments	Adjust base budget for inflationary impact on salaries and benefits and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$10,700

### Service: Purchasing and Risk Management

#### Mission:

To provide a comprehensive corporate procurement system to assist Departments in making sound procurement decisions enabling them to deliver their services.

We provide staff with tools and resources to recognise potential risk areas in order to mitigate damages and injuries, and effectively settle claims and litigation.

#### Purpose of Service:

The Purchasing and Risk Management service is responsible for developing and maintaining purchasing policies and procedures that ensure openness, accountability and transparency while protecting the financial best interests of the Town and obtaining the best value when procuring goods and services. The division ensures adherence to policies and procedures so that the Town's purchasing activities are fair and transparent. This service is also responsible for the annual negotiation of insurance coverage and management of the Town's insurance claims. Risk management services are provided to identify risk areas and reduce the Town's liabilities and potential for insurance claims. Centralized mail and print services are provided for Town departments.

#### Service: Purchasing and Risk Management

Activity	Responsibilities	Current Service Level
Purchasing Services	<ul style="list-style-type: none"> <li>Develop, maintain and ensure adherence to fair and transparent purchasing policies and procedures</li> <li>Manage and oversee all competitive procurement processes, provide bid analysis and support to client departments to ensure best overall value in all procurement decisions</li> <li>Management of annual service contracts to ensure best value is</li> </ul>	<ul style="list-style-type: none"> <li>Ensure openness, accountability and transparency while protecting the financial best interests of the Town and obtaining the best value when procuring goods and services</li> <li>Maintain timely and relevant policies and procedures by reviewing the by-law yearly</li> <li>Ensure fair treatment of all bidders. Documents are widely publicized so that vendors are fully aware of Town's procedures</li> <li>Semi-annual training sessions provided on procedures and limits for the tender process</li> </ul>

Activity	Responsibilities	Current Service Level
	<ul style="list-style-type: none"> <li>received from service contractor</li> <li>Oversee the administration of the Town's Purchasing Visa Card Program to ensure strict compliance with spending policy</li> <li>Enhance financial service offerings with decentralized purchasing and centralized management</li> <li>Compliance with targets as per the Purchasing by-law</li> </ul>	<ul style="list-style-type: none"> <li>Ensure, thorough training so that staff are apprised of the processes and rules surrounding the use of the Purchasing Visa Card</li> <li>Run and analyze monthly reports to ensure strict compliance with Purchase Card Policy, investigate and report misuse and non-compliance</li> <li>Currently manage approximately 130 annual competitive bid calls and 200 annual service contracts</li> <li>Clear documentation in place to protect against challenges</li> </ul>
Insurance and Claims Management	<ul style="list-style-type: none"> <li>Negotiate annual insurance renewal</li> <li>Manage the Town's insurance claims and identify risk areas</li> <li>Provide risk management advice and training to departments to minimize insurance claim risks</li> </ul>	<ul style="list-style-type: none"> <li>Insurance renewal to Council by mid-June of each year</li> <li>Claims forwarded to adjuster within 24 hours of receipt</li> <li>Investigate, track and negotiate settlement, when applicable, for approximately 400 insurance claims per year</li> <li>Advise client departments and provide workable solutions to prevent accidents in risk adverse areas</li> </ul>
Print Centre Operations	<ul style="list-style-type: none"> <li>Provide a centralized printing operation for Town Departments</li> </ul>	<ul style="list-style-type: none"> <li>Print jobs completed within 24 hours unless otherwise specified</li> <li>Assist client departments to find the best and most economical approach to printing their project utilizing both in-house expertise and contracted print services</li> </ul>
Internal/External Mail Services	<ul style="list-style-type: none"> <li>Manage the delivery and receipt of all non-electronic mail for town departments</li> </ul>	<ul style="list-style-type: none"> <li>Mail delivered daily to all departments</li> </ul>

**Key Performance Indicators  
Purchasing**

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY 09	Actual/Projected FY 09	Target FY 10
High quality goods and services provided in a timely and cost effective manner	<ul style="list-style-type: none"> <li>average time from Department request, through RFP process to issuance of PO or contract</li> </ul>	6 weeks	7 weeks	6 weeks
	<ul style="list-style-type: none"> <li>% sole sourced over total competitive bids</li> </ul>	> 5%	15%	> 5%

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY 09	Actual/Projected FY 09	Target FY 10
	<ul style="list-style-type: none"> <li>% of clients surveyed who report that purchasing service is;               <ul style="list-style-type: none"> <li>✓ extremely satisfactory</li> <li>✓ very satisfactory</li> <li>✓ satisfactory</li> <li>✓ unsatisfactory</li> </ul> </li> </ul>	50% 30% 20% 0%	N/A	50% 30% 20% 0%
PCOS that enables goods and services to be purchased directly by the requiring department in a timely and cost effective manner	<ul style="list-style-type: none"> <li>% of PCOS over total value of OU's &lt;5000</li> <li>value of annual rebate</li> <li>% of clients surveyed who report that PCOS service is;               <ul style="list-style-type: none"> <li>✓ extremely satisfactory</li> <li>✓ very satisfactory</li> <li>✓ satisfactory</li> <li>✓ unsatisfactory</li> </ul> </li> </ul>	<100% \$70,000  70% 30% 0 0	TBD TBD (March '10)  TBD	<100% TBD  70% 30% 0 0

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Compliance with financial administration procedures	<ul style="list-style-type: none"> <li>comments by Internal Audit regarding compliance</li> <li>legal challenges to Town purchasing policies and practices</li> <li># and type of infractions of PCOS system</li> <li># of open orders in CIS needing action quarterly</li> </ul>	0 0 >30 >100	1 0 12 (order splits) <100	0 0 >30 >100

**Key Performance Indicators  
Insurance and Risk Management**

CUSTOMER BENEFITS/IMPACTS	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Health, safety, risk and loss prevention knowledge	<ul style="list-style-type: none"> <li># of attendees at education programs</li> <li>list/description of educational programs</li> </ul>	<100 <5	100+ 5	<100 <5

	<ul style="list-style-type: none"> <li># of claims in targeted areas</li> </ul>	>20	<20	>20
Timely, respectful and courteous treatment of claimants	<ul style="list-style-type: none"> <li>average processing time by claim type</li> <li>% of claims forwarded to adjuster within 24 hours of receipt</li> <li># and nature of complaints about claims processing</li> </ul>	72 hours 100	72 hours 100	72 hours 100
		<10%	<10%	<10%

PROGRAM OUTCOMES	INDICATORS	Target FY09	Actual/Projected FY 09	Target FY 10
Town liability and overall insurance costs reduced	<ul style="list-style-type: none"> <li>cost of settlements</li> <li>total Town insurance cost</li> <li>Insurance policy costs compared to other government entities</li> </ul>	<\$600,000 <\$2,000,000 PAR	\$78,000 \$1,484,626 PAR	<\$600,000 <\$2,000,000 PAR
Reduction in # of claims	<ul style="list-style-type: none"> <li>% of successful claims by type and department</li> </ul>	70%	70%	70%

### Purchasing and Risk Management Budget Summary

	2009 Approved Budget	2009 YTD Actuals	2010 Base Budget	2009-2010 Base Budget Change (%)	2010 Recommended Adjustments	2010 2010 Budget	2009-2010 Change (%)	2011 Forecast Budget	2012 Forecast Budget
<b>By Expenditure Type</b>									
Salaries, Wages, Benefits	785,700	584,816	803,200	2.2%	0	803,200	2.2%	824,000	848,900
Materials & Supplies	98,600	70,720	92,500	(6.2%)	0	92,500	(6.2%)	93,800	95,100
Purchased Services	158,100	194,731	181,900	15.1%	0	181,900	15.1%	184,300	186,100
Minor Capital & Transfer to Reserves	15,500	11,729	15,500	0.0%	0	15,500	0.0%	15,500	15,500
<b>Gross Operating Expenditures</b>	<b>1,057,900</b>	<b>861,996</b>	<b>1,093,100</b>	<b>3.3%</b>	<b>0</b>	<b>1,093,100</b>	<b>3.3%</b>	<b>1,117,600</b>	<b>1,145,600</b>
Activity Revenue	20,600	27,081	22,600	9.7%	0	22,600	9.7%	22,600	22,600
Internal Recoveries	16,900	11,267	8,500	(49.7%)	0	8,500	(49.7%)	8,500	8,500
<b>Tax Levy Requirement</b>	<b>1,020,400</b>	<b>823,648</b>	<b>1,062,000</b>	<b>4.1%</b>	<b>0</b>	<b>1,062,000</b>	<b>4.1%</b>	<b>1,086,500</b>	<b>1,114,500</b>
<b>By Service</b>									
Programs									
Purchasing & Risk Management									
Purchasing Services/Insurance Management	594,000	430,536	610,600	2.8%	0	610,600	2.8%	626,500	645,300
Print Centre Operations	303,900	292,506	325,800	7.2%	0	325,800	7.2%	332,000	339,000
Internal/External Mail Services	122,500	100,606	125,600	2.5%	0	125,600	2.5%	128,000	130,200
<b>Service Total</b>	<b>1,020,400</b>	<b>823,648</b>	<b>1,062,000</b>	<b>4.1%</b>	<b>0</b>	<b>1,062,000</b>	<b>4.1%</b>	<b>1,086,500</b>	<b>1,114,500</b>

## Service Results Narrative:

The Purchasing and Risk Management service is to ensure compliance of all Town purchasing activity with the policies and procedures defined in the Town's purchasing by-law. Insurance claims are to be processed promptly and risk management activities and training initiated to reduce the Town's liabilities and insurance payouts. In 2010, additional focus will be placed on risk management, with the development of a Risk Management Committee and training programs.

## 2010 Plan

### Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Purchasing Services/Insurance Management	Adjust base budget for inflationary impact on salaries and benefits and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$16,600
Print Centre Operations	Inflation on salaries and benefits and increase in budgeted costs due to growth in Town	Maintain current service level	Ensure appropriate resources to administer current program services	\$13,500
Print Centre Operations	Remove internal print room recovery as no longer receiving recovery	Maintain current service level	Ensure appropriate resources to administer current program services	\$8,400
Internal/External Mail Services	Adjust base budget for inflationary impact on salaries and benefits, materials and supplies, and purchased services	Maintain current service level	Ensure appropriate resources to administer current program services	\$3,100

## 2011 Plan

### Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Purchasing Services/Insurance Management	Adjust base budget for inflationary impact on salaries and benefits and purchased	Maintain current service level	Ensure appropriate skilled staff and resources to administer current	\$15,900

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
	services		program services	
Print Centre Operations	Inflation on salaries and benefits and increase in budgeted costs due to growth in Town	Maintain current service level	Ensure appropriate resources to administer current program services	\$6,200
Internal/External Mail Services	Adjust base budget for inflationary impact on salaries and benefits, materials and supplies, and purchased services	Maintain current service level	Ensure appropriate resources to administer current program services	\$2,400

## 2012 Plan

### Base Budget Adjustments to Service

Activity/Responsibility	Reason for Adjustment	Service Level	Program Objective	Cost
Purchasing Services/Insurance Management	Adjust base budget for inflationary impact on salaries and benefits and purchased services	Maintain current service level	Ensure appropriate skilled staff and resources to administer current program services	\$18,800
Print Centre Operations	Inflation on salaries and benefits and increase in budgeted costs due to growth in Town	Maintain current service level	Ensure appropriate resources to administer current program services	\$7,000
Internal/External Mail Services	Adjust base budget for inflationary impact on salaries and benefits, materials and supplies, and purchased services	Maintain current service level	Ensure appropriate resources to administer current program services	\$2,200