

## Corporate & Financial Services Department

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### About the Corporate & Financial Services Department

The Corporate & Financial Services Department is responsible for serving both the internal supportive needs of the Town's administration as well as the external needs of our stakeholders in the core areas of Information Technology, Human Resources and Financial Services. In doing so, this Department is also charged with fulfilling the statutory roles of the Municipal Treasurer as set out in the *Municipal Act* of Ontario.

Internally, our clients include the Mayor and Council, the Chief Administrative Officer, Directors of each department, and all departmental staff. We provide them with operational business and technical support for technology and systems used, human capital advice along with policy support, training and recruiting. Our financial services include providing advice, reporting and business information, process support and controls, and strategic corporate financial planning. We ensure statutory compliance in financial, legislative and employment matters. The Department also coordinates the annual corporate business planning and budget process from start to finish.

Externally, the Department serves ratepayers, the public, prospective employees, vendors and various government ministries and agencies. Among the services provided are the administration and collection of tax and water bills, dissemination of general financial information, vendor and contractor payments, statutory and accountability reporting and corporate recruitment services.

### Services That We Provide

The Department has four functional groups, each with a manager reporting to the Director resulting in five accountability divisions as follows:

- Office of the Director & Treasurer
  - Departmental leadership and support (Policy, Planning and Management)
  - Key liaison to Council, the Chief Administrative Officer and all other department Directors
  - Fulfill statutory role of Municipal Treasurer
- Corporate Accounting
  - Accounts Payable
  - Payroll
  - Securities and Deposits of Others
  - Utility & Taxation Revenue and Account Administration
  - Assessment Amendment Processing
  - Accounts Receivable and Cashiering

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- Financial Planning
  - Budgeting and Business Planning
  - Long Term Financial Planning
  - Capital Asset Accounting and Coordination
  - Reserves and Reserve Funds
  - Cash and Investment Portfolio Management
  - Support services for client business units
- Human Resources
  - Human Resource Policy and Management
  - Recruitment
  - Training and Development
  - Occupational Health and Safety
  - Employee & Labour Relations
  - Support services for client business units
- Information Technology Services
  - Applications and Business Support
  - Data Management
  - Network, Infrastructure and Security Systems
  - Technical Support and Help Desk for Internal Clients

### Key Objectives for 2012

#### Improved Operational Efficiency

- Complete implementation of purchasing cards
- Implement electronic timesheets for payroll
- Deploy a monthly financial reporting / feedback mechanism to enable enhanced fiscal management ability at the operating department level
- Deploy a real time ten-year capital planning tool for use by asset managers

#### Positioning for our Future

- Implement priority activities and programs identified in the approved IT Strategic Plan
- Refine reporting capabilities of the long-term financial planning tool
- Review and refine values and timing of projects in ten-year capital plan for both existing and growth assets
- Complete renewal of job evaluation tool and review of compensation system

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### Client Service and Satisfaction

- Implementation of a modernized vacation policy
- Undertake activities to continuously improve the experience of all our clients and make our services more accessible, with more helpful information available on-line
- Participate and support initiatives for implementation of improved client services at Town Hall through the pending *We Can Help* centre

### Initiatives that advance the Strategic Plan in 2013

#### Community Goal: Supporting an exceptional quality of life for all

- Continue to coordinate the corporate review of development applications and growth management initiatives with internal and external stakeholders in a comprehensive and timely manner to ensure stable economic growth and public interest is served.
- Develop an efficient listing of conditions of approval related to development applications and update the Town's subdivision agreement template.
- Establish a protocol and guidelines for plaques associated with heritage properties.
- Formalize Heritage Permit Application Process in accordance with the *Ontario Heritage Act*.

#### Economy Goal: Enabling a diverse, creative and resilient economy

- Initiate the review and update of the Town's Comprehensive Zoning By-law.
- Complete Promenade Streetscape Study.
- Hold two round table discussions with the development industry

#### Natural Environment Goal: Supporting environmental stewardship and sustainability

- Implement approved 2C Secondary Plan
- Coordinate the implementation of the Corporate Environmental Action Plan

### Key Performance Measures

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<b>Measure</b>	<b>2009 Result</b>	<b>2010 Result</b>	<b>2011 Target</b>	<b>2011 Result</b>	<b>2012 Target</b>
Network availability	n/a	n/a	99%	99%	99.9%
Sick Days per Year per Employee	8.1	6.7	5.5	5.64	5.5
Employee Turnover Full-Time Staff	11.7%	8.4%	6.0%	4.23%	6.0%

**Full-Time Approved Complement:**

	Starting <u>Approved</u>	2012 <u>Request</u>
• Office of the Director	2FT	-
• Corporate Accounting	8FT	-
• Financial Planning	4FT	-
• Human Resources	5FT (+1 C)	1 Contract deletion
• Information Technology Services	9FT	1 Contract FT
	28FT+1	28FT+1

**2012 Budget Highlights:**

Corporate & Financial Services is a department comprised of 5 Divisions.

The net cost by division follows:

<b>Corporate &amp; Financial Services</b>	2010 Actual	2011 Actual (unaudited)	2011 Budget (adjusted)	<b>2012 Final Budget</b>	2012 Budget vs 2011 Budget Fav / (UnFav)	
					\$	%
Office of the Director						3.1%

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	320,500	271,300	279,100	270,500	8,600	
Corporate Accounting	220,300	271,700	327,800	346,300	(18,500)	(5.6%)
Financial Planning	345,900	414,700	413,300	393,900	19,400	4.7%
Information Technology/Communications	1,228,800	1,264,500	1,390,100	1,533,400	(143,300)	(10.3%)
Human Resources	626,850	642,200	696,100	614,500	81,600	11.7%
<b>NET DEPARTMENT COST</b>	<b>2,742,350</b>	<b>2,864,400</b>	<b>3,106,400</b>	<b>3,158,600</b>	<b>(52,200)</b>	<b>(1.7%)</b>

The overall departmental costs and revenues are as follows:

Corporate & Financial Services	2010 Actual	2011 Actual (unaudited)	2011 Budget (adjusted)	2012 Final Budget	2012 Budget vs 2011 Budget Fav / (UnFav)	
					\$	%
Personnel Costs	2,105,800	2,323,300	2,422,900	2,535,600	(112,700)	(4.7%)
<b>Other Costs:</b>						
Software Maintenance & Support	172,000	144,800	200,000	185,000	15,000	7.5%

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Telecommunications Costs	173,700	160,100	190,100	183,100	7,000	3.7%
Software Licenses	98,800	99,100	82,000	85,000	(3,000)	(3.7%)
Contracts	84,300	98,800	106,200	80,200	26,000	24.5%
Consulting	35,300	31,500	63,000	66,000	(3,000)	(4.8%)
HR Advertising	67,100	44,400	55,000	50,000	5,000	9.1%
Personnel Administration <sup>1</sup>	-	41,500	55,000	40,000	15,000	27.3%
I.T. Courses & Seminars	14,900	14,300	16,300	35,000	(18,700)	(114.7%)
All Other Expenditures	149,600	48,800	54,900	41,700	13,200	24.0%
<b>Total Other Costs</b>	<b>795,700</b>	<b>683,300</b>	<b>822,500</b>	<b>766,000</b>	<b>56,500</b>	<b>6.9%</b>
<b>Total Expenditures</b>	<b>2,901,500</b>	<b>3,006,600</b>	<b>3,245,400</b>	<b>3,301,600</b>	<b>(56,200)</b>	<b>(1.7%)</b>
<b>Revenues:</b>						
Ownership Changes	(79,700)	(69,900)	(80,000)	(76,000)	(4,000)	(5.0%)
Tax Certificates	(51,100)	(46,800)	(47,000)	(47,000)	-	-
Other Revenues	(28,350)	(25,500)	(12,000)	(20,000)	8,000	66.7%
<b>Total Revenues</b>	<b>(159,150)</b>	<b>(142,200)</b>	<b>(139,000)</b>	<b>(143,000)</b>	<b>4,000</b>	<b>2.9%</b>
<b>Net</b>	<b>2,742,350</b>	<b>2,864,400</b>	<b>3,106,400</b>	<b>3,158,600</b>	<b>(52,200)</b>	<b>(1.7%)</b>

<sup>1</sup> Legal Costs related to Human Resources moved from Legal Services in 2011

**Office of the Director of Corporate & Financial Services/Treasurer Division**

**Division Overview:**

The Office of the Director of Corporate & Financial Services/Treasurer Division of the Corporate and Financial Services Department provides policy, planning and oversight administration for the Department. The Director is the Council appointed Municipal Treasurer and fulfils and complies with all statutory responsibilities and roles set out and required in the *Municipal Act* of Ontario and any other applicable legislation. Often referred to as the Chief Financial Officer, the Treasurer provides financial information and strategic financial advice to the Chief Administrative Officer and directly to Council as they require or request, as

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well as providing advice and recommendations with regard to the administrative functional areas of Information Technology Services and Human Resources.

### Expenditures:

The Division's expenditure budget has decreased 3.1% over the prior year. Personnel costs represent 89.2% of the net divisional budget. Salaries and benefits experienced an overall increase of 3.1%, with increases due to step rate progression of applicable staff, corporate increases for salary grid adjustment and benefits cost increases. Cost recoveries from the water and sewer fund for activities and support efforts provided by this Department are made within the appropriate Division. The Office of the Director of Corporate & Financial Services/Treasurer has a recovery amount of \$29,700.

All other expenditure items have been reviewed and adjusted; reduced where possible with a net reduction of non-personnel expenses of nearly \$16,000 or 35%.

Consulting costs have been provided for the following activities:

	<u>2011</u>	<u>2012</u>
General provision for specialized assistance	10,000	10,000

### Revenues:

There are no revenues attached directly to the Office of the Director of Corporate and Financial Services/Treasurer.

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**Office of the Director & Treasurer Staff Complement:**

2 Full-Time

Director of Corporate & Financial Services/Treasurer  
Administrative Assistant

**2012 Divisional Highlights:**

Office of the Director (Treasurer)	2010 Actual	2011 Actual (unaudited)	2011 Budget (adjusted)	2012 Final Budget	2012 Budget vs 2011 Budget Fav / (UnFav)	
					\$	%
Personnel Costs	265,800	237,000	233,700	<b>241,000</b>	(7,300)	(3.1%)
Other Expenditures	54,700	34,300	45,400	<b>29,500</b>	15,900	35.0%
Total Expenditures	320,500	271,300	279,100	<b>270,500</b>	8,600	3.1%
Revenues	-	-	-	-	-	-
Net	320,500	271,300	279,100	<b>270,500</b>	8,600	3.1%



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### **Corporate Accounting Division**

#### **Division Overview:**

The Corporate Accounting Division of the Corporate & Financial Services Department provides corporate activities for accounting, accounts payable, accounts receivable and payroll, as well as issuance and collection of all tax and water utility bills and administration of related client accounts.

Costs related to the provision of services for the water and sewer utility fund are incurred in the division budget, such as salaries and office supplies. Apportioned costs are then recovered through a cost recovery charge back also noted in the Expenditure section of the budget. This recovery includes elements of all services of the Department provided to the water and sewer utility activities, including a portion of staff salaries.

#### **Expenditures:**

The Division's expenditure budget has increased 4.8% over the prior year. Personnel costs represent 91% of the divisional gross expenditure budget. Salaries and benefits increased 5.5%, net of recoveries, with all increases due to step rate progression of applicable staff, corporate increases for salary grid adjustment, job evaluation changes, and benefits cost increases.

Cost recoveries from the water and sewer fund have increased 4.5% to better reflect activity levels and support efforts provided by the Division and Department as a whole.

A provision for \$18,000 has been formally set out as consulting to assist with the defense and resolution of major assessment appeals, a reduction from the \$20,000 included last year. All other expenditure items have been reviewed and adjusted and reduced where possible.

Consulting costs have been provided for the following activities:

	<u>2011</u>	<u>2012</u>
Defense/resolution of major assessment appeals	20,000	18,000

#### **Revenues:**

Revenue expectations have been increased 2.9% to reflect a growing activity level.

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**Corporate Accounting Division Staff Complement:**

8 Full-Time

Manager of Accounting and Revenues  
Accounting Supervisor  
Payroll Coordinator  
Accounts Payable Coordinator  
Revenue Administrator  
Senior Revenue Clerk  
Revenue Clerk  
Water/Wastewater Billing & Collection Administrator

**2012 Divisional Highlights:**

Corporate Accounting	2010 Actual	2011 Actual (unaudited)	2011 Budget (adjusted)	2012 Final Budget	2012 Budget vs 2011 Budget Fav / (UnFav)	
					\$	%
Personnel Costs	350,500	352,200	422,000	<b>445,400</b>	(23,400)	(5.5%)
Other Expenditures	28,500	61,700	44,800	<b>43,900</b>	900	2.0%
Total Expenditures	379,000	413,900	466,800	<b>489,300</b>	(22,500)	(4.8%)
Revenues	(158,700)	(142,200)	(139,000)	<b>(143,000)</b>	4,000	2.9%
Net	220,300	271,700	327,800	<b>346,300</b>	(18,500)	(5.6%)

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### **Financial Planning Division**

#### **Division Overview:**

The Financial Planning Division of the Corporate & Financial Services Department provides corporate activities for reporting, financial planning, investment portfolio control, as well as capital asset management accounting. This division is responsible for driving the annual corporate operating and capital budgets, as well as developing and maintaining long-term financial plans and capital forecasts.

#### **Expenditures:**

The Division's expenditure budget has decreased 4.7% over the prior year. Personnel costs represent 98.6% of the net divisional budget. Salaries and benefits increased, with all increases due to step rate progression of applicable staff, corporate increases for salary grid adjustment and benefits cost increases. Off-setting these increases was a higher recovery for the services of this Division to water and sewer and to the Building Services group to better reflect actual activities and services of staff. This results in a net decrease of personnel costs of 4.6%. All other expenditure items have been reviewed and adjusted; reduced where possible. No other significant changes or new items are included.

#### **Revenues:**

This Division has no sources of revenue.

#### **Financial Planning Division Staff Complement:**

4 Full-Time

- Manager of Financial Planning
- Financial Analyst/Budget Supervisor
- Financial Analyst/Cashflow & Investment Supervisor
- Capital Asset Management Coordinator

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**2012 Divisional Highlights:**

Financial Planning	2010 Actual	2011 Actual (unaudited)	2011 Budget (adjusted)	2012 Final Budget	2012 Budget vs 2011 Budget Fav / (UnFav)	
					\$	%
Personnel Costs	342,300	410,800	407,200	<b>388,500</b>	18,700	4.6%
Other Expenditures	3,600	3,900	6,100	<b>5,400</b>	700	11.5%
Total Expenditures	345,900	414,700	413,300	<b>393,900</b>	19,400	4.7%
Revenues	-	-	-	-	-	-
Net	345,900	414,700	413,300	<b>393,900</b>	19,400	4.7%

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### Human Resources Division

#### **Division Overview:**

The Human Resources Division of the Corporate & Financial Services Department provides corporate supportive activities for recruiting of full- and part-time staff, benefits administration, corporate staff training, legislative compliance and occupational health and safety, and employee/labour relations.

While general staff training expenses are included in each departmental budget, the Human Resources Division is responsible for corporate staff training initiatives, providing programs and courses of general application to most employees. Funding of this corporate training is provided in the Corporate Expenses Budget.

#### **Expenditures:**

The Human Resources Division's budget has decreased from 2011 by 11.7% overall.

Personnel costs represent 76.4% of the net budget and are themselves reduced by 8.9% from 2011, with salaries and benefits of existing staff with increases due to step rate progression of applicable staff, corporate increases for salary grid adjustment and benefits cost increases, but all off-set by a discontinuation of a contract position. All other expenditure items have been reviewed and adjusted; reduced where possible.

Consulting and Contracts costs have been provided for the following activities:

	<u>2011</u>	<u>2012</u>
General Provision	18,000	13,000
Contract 24-hour Employee Assistance Program	25,000	13,000
Occupational Health Nurse/Ergonomist as needed	5,000	5,000
Labour/Employment Law Advisory Services and other advisory support consultant services	<u>55,000</u>	<u>40,000</u>
	<b>\$103,000</b>	<b>\$71,000</b>

#### **Revenues:**

The Human Resource Department does not budget to receive any revenues directly.

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**Human Resources Division Staff Complement:**

5 Full-Time

- Manager of Human Resources
- Senior Human Resources Consultant
- Human Resources Generalist
- Human Resources Assistant
- HR Information System (HRIS) Clerk

**2012 Divisional Highlights:**

Human Resources	2010 Actual	2011 Actual (unaudited)	2011 Budget (adjusted)	2012 Final Budget	2012 Budget vs 2011 Budget Fav / (UnFav)	
					\$	%
Personnel Costs	426,500	513,400	514,600	<b>468,700</b>	45,900	8.9%
Other Expenditures	200,400	128,800	181,500	<b>145,800</b>	35,700	19.7%
Total Expenditures	626,900	642,200	696,100	<b>614,500</b>	81,600	11.7%
Revenues	(50)	-	-	-	-	-
Net	626,850	642,200	696,100	<b>614,500</b>	81,600	11.7%

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### **Information Technology Services Division**

#### **Division Overview:**

The Information Technology Services Division of the Corporate & Financial Services Department provides technical solutions and expertise to meet the strategic goals of the business, its employees and the community. This is accomplished by providing corporate support and coordinating activities for the acquisition, installation, maintenance and security of all corporate software and hardware of all computerized data and information systems and technology. This also includes all wired and wireless voice and data communications systems and devices. Capital projects with a technology component require the participation of staff from this Division.

#### **Expenditures:**

The Division's budget has increased by 4% year over year excluding identified new items. Salaries and benefits for existing staff increased 11.7% with all increases due to step rate progression of applicable staff, corporate increases for salary grid adjustment and benefits cost increases, as well as the annualization of a new position added but only part year funded in 2011.

Approved in this budget is a request for a new Applications Support Specialist to assist with supporting client systems, and capital project implementations, with this position being budgeted only from April 1, 2012 forward. Software maintenance costs have decreased by \$15,000 to better reflect actuals. Licenses have also increased by \$3,000 to reflect the need to acquire software licenses to support the software used by staff while performing their job function. Simply stated, additional users of corporate applications equates to more software licenses required. Non-compliance with terms of licensing agreements can result in severe financial penalties for the Corporation and administrators.

Telecommunications costs have been reduced by \$7,000 or 3.7% to reflect actual usages and improved rates. Efforts will continue to ensure support contracts and initiatives remain current and of necessity to the Corporation.

The ITS Division continues to fine-tune their operations to support and maintain ongoing initiatives and priorities within the Corporation. The addition of the Applications Support Specialist position will provide the ITS group with an additional dedicated applications support resource to assist with implementation and operation of newer corporate IT projects and systems. The additional resource benefits the Corporation by providing more IT staff time to dedicate to these corporate priority projects, resulting in more projects getting completed than in previous years, particularly the large Cityview and WAMS asset management projects.

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The budget for consulting dollars has increased by \$25,000 on a one-time basis to support the upgrade and corporate training for the Microsoft Office 2010 Suite of office productivity tools used by all corporate workstations. This upgrade will ensure compatibility with some of the newer systems being installed in the Town, and ensures staff have access to the most efficient office tools available.

Consulting costs have been provided for the following activities within the operating budget:

	<u>2011</u>	<u>2012</u>
General Provision	15,000	10,000
Contract Assistance – corporate projects related	16,000	26,000
Microsoft Office 2010 conversion training		15,000
	<b>\$ 31,000</b>	<b>\$51,000</b>

### Revenues:

There are no revenues applicable for the Division.

### Information Technology Services Division Staff Complement:

9 Full-Time plus 1 Contract Request

- Manager of Information Technology Services
- Database Administrator
- Client Services Administrator
- ITS Helpdesk & Telecom Support Technician
- Network/Security Administrator
- Network Operations Technician
- Business Solutions Administrator
- Applications Analyst
- Applications Support Specialist
- Applications Support Specialist (2012 contract request)

### 2012 Divisional Highlights:

Information Technology & Telecommunications	2010 Actual	2011 Actual (unaudited)	2011 Budget	2012 Final Budget	2012 Budget vs 2011 Budget Fav / (UnFav)	
					\$	%
Personnel Costs	720,700	809,800	845,400	<b>992,100</b>	(146,700)	(17.4%)
Other Expenditures	508,100	454,700	544,700	<b>541,300</b>	3,400	0.6%
Total Expenditures	1,228,800	1,264,500	1,390,100	<b>1,533,400</b>	(143,300)	(10.3%)