

Department — Financial Services and Utilities

Introduction

Financial Services is undergoing an organizational change with budget of the former Client Financial Services and Corporate Accounting and Treasury Branches combined temporarily under Financial Services—Corporate Strategic Planning. The responsibilities have not fundamentally changed, but the functional alignment has been strengthened. The structure going forward will see these two areas of responsibility as separate branches with budget allocated on a program basis. The timing of the change to the branch structure and the submission deadline for budget did not allow for these changes to be reflected in this budget document. However, as a result of the functional review, the staff complement for these two areas combined has been reduced by 6 FTEs.

Financial Services and Utilities is a strong grouping of corporate services: Corporate Strategic Planning, Financial Services, and Assessment and Taxation with two significant operating areas: Drainage and Waste Management Services. The department plays a pivotal role in ensuring the long-term financial sustainability of the City.

Corporate Strategic Planning provides leadership and drives the integration and coordination of the City's strategic planning with an emphasis on ensuring the achievement of Council approved Strategic Goals and Outcomes. The alignment between planning and outcome achievement is focused through the performance measurement process lead by this Branch. Corporate Strategic Planning also plays a lead role in the evolution

and continued implementation of City infrastructure strategy through the development and use of a variety of innovative infrastructure asset management tools and by leading the capital budget process for the organization.

Financial Services ensures the organization is financially sound, accountable and transparent in managing public funds. Financial Services monitors the ever changing economic environment that the City operates in and supports the business of the City through development of financial strategies and recommendations to address challenges or to take advantage of opportunities in planning to effectively fund services, programs, and infrastructure.

Assessment and Taxation is responsible for the fair and transparent market value assessment of all property in the City. The resulting taxation funds over 55% of the City's budget.

The Sanitary and Stormwater Drainage Utilities oversee a network of sanitary, stormwater and combined sewers for the conveyance of wastewater and rainfall runoff from 240,000 customers. Drainage Design and Construction falls under the leadership of the Drainage Services branch, but at this time is not accounted for within the utilities' budgets. The Waste Management Services Utility provides for the collection, processing and disposal of refuse and recyclables from 324,000 homes.

The City utilities are fully funded through rates and program revenues and the utility budgets are presented separately.

| BRANCHES AND PROGRAMS | | | | |
|-------------------------|---|------------------------------------|----------------------------------|---------------------------|
| Assessment and Taxation | Corporate Strategic Planning | Financial Services | Drainage Services | Waste Management Services |
| Assessment Operations | Corporate Strategic Planning | Client Operations | Sanitary Drainage Utility* | Waste Management Utility* |
| Taxation | Performance Measurement | Corporate Accounting and Reporting | Stormwater Drainage Utility* | |
| | Infrastructure and Capital Planning and Budgeting | Operating Budget and Reporting | Drainage Design and Construction | |
| | Business Process Improvement | Investments | | |
| | Chief Economist | Treasury Management | | |

* The approved budgets for the three Utilities are presented in a separate Utility Budget binder.

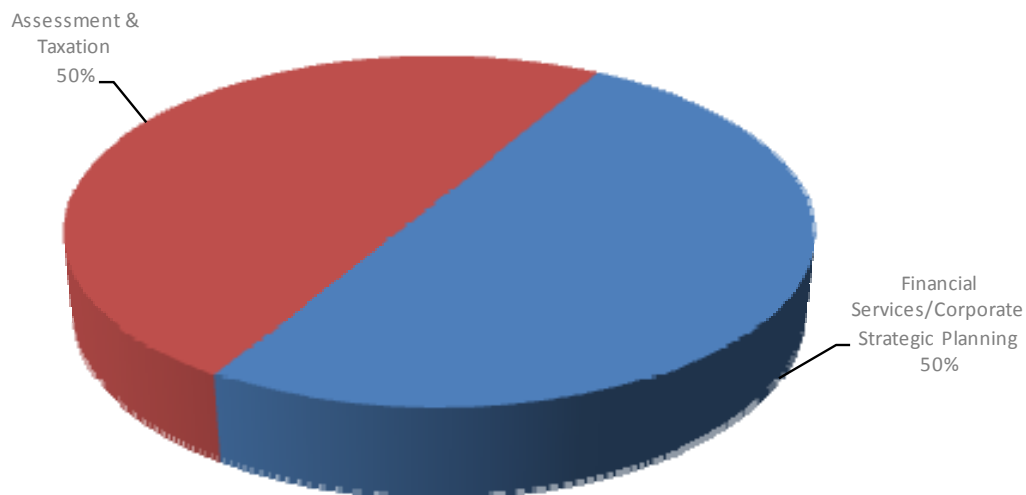
Department — Financial Services and Utilities

Approved 2014 Budget—Department Summary by Branch (\$000)

| | 2012 Actual | 2013 Budget | 2014 Budget | \$ Change '13-'14 | % Change '13-'14 |
|--|------------------|------------------|------------------|-------------------------|------------------------|
| Revenue & Transfers | | | | | |
| Financial Services/Corporate | \$ 1,358 | \$ 1,217 | 1,446 | \$ 229 | 18.8 |
| Strategic Planning | | | | | |
| Assessment & Taxation | 16 | - | - | - | - |
| Total Revenue & Transfers | <u>1,374</u> | <u>1,217</u> | <u>1,446</u> | <u>229</u> | 18.8 |
| Expenditure & Transfers | | | | | |
| Financial Services/Corporate | 19,073 | 22,036 | 22,747 | 711 | 3.2 |
| Strategic Planning | | | | | |
| Assessment & Taxation | 19,009 | 20,755 | 21,057 | 302 | 1.5 |
| Total Expenditure & Transfers | <u>38,082</u> | <u>42,791</u> | <u>43,804</u> | <u>1,013</u> | 2.4 |
| Net Operating Requirement | \$ 36,708 | \$ 41,574 | \$ 42,358 | \$ 784 | 1.9 |

* The department summary does not include the Utilities or Drainage Design and Construction.

Expenditures by Branch



Department — Financial Services and Utilities

Approved 2014 Budget—Department Summary by Category (\$000)

| | 2012 Actual | 2013 Budget | 2014 Budget | \$ Change '13-'14 | % Change '13-'14 |
|--|------------------|------------------|------------------|-------------------------|------------------------|
| Revenue & Transfers | | | | | |
| User Fees, Fines, Permits, etc. | \$ 1,358 | \$ 1,217 | 1,446 | \$ 229 | 18.8 |
| Grants | 16 | - | - | - | - |
| Transfer from Reserves | - | - | - | - | - |
| Total Revenue & Transfers | <u>1,374</u> | <u>1,217</u> | <u>1,446</u> | <u>229</u> | 18.8 |
| Expenditure & Transfers | | | | | |
| Personnel | 39,807 | 44,462 | 45,168 | 706 | 1.6 |
| Materials, Goods & Supplies | 1,262 | 1,564 | 2,193 | 629 | 40.2 |
| External Services | 343 | 2,051 | 2,269 | 218 | 10.6 |
| Fleet Services | - | - | - | - | - |
| Intra-municipal Services | 940 | 1,006 | 1,054 | 48 | 4.8 |
| Utilities & Other Charges | 965 | 1,325 | 1,191 | (134) | (10.1) |
| Transfer to Reserves | - | - | - | - | - |
| Subtotal | <u>43,317</u> | <u>50,408</u> | <u>51,875</u> | <u>1,467</u> | 2.9 |
| Intra-municipal Recoveries | <u>(5,235)</u> | <u>(7,617)</u> | <u>(8,071)</u> | <u>(454)</u> | 6.0 |
| Total Expenditure & Transfers | <u>38,082</u> | <u>42,791</u> | <u>43,804</u> | <u>1,013</u> | 2.4 |
| Net Operating Requirement | \$ 36,708 | \$ 41,574 | \$ 42,358 | \$ 784 | 1.9 |
| Full-time Equivalents | 470.6 | 464.5 | 458.5 | (6.0) | |

Budget details are provided at the Branch level

* The department summary does not include the Utilities or Drainage Design and Construction.

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