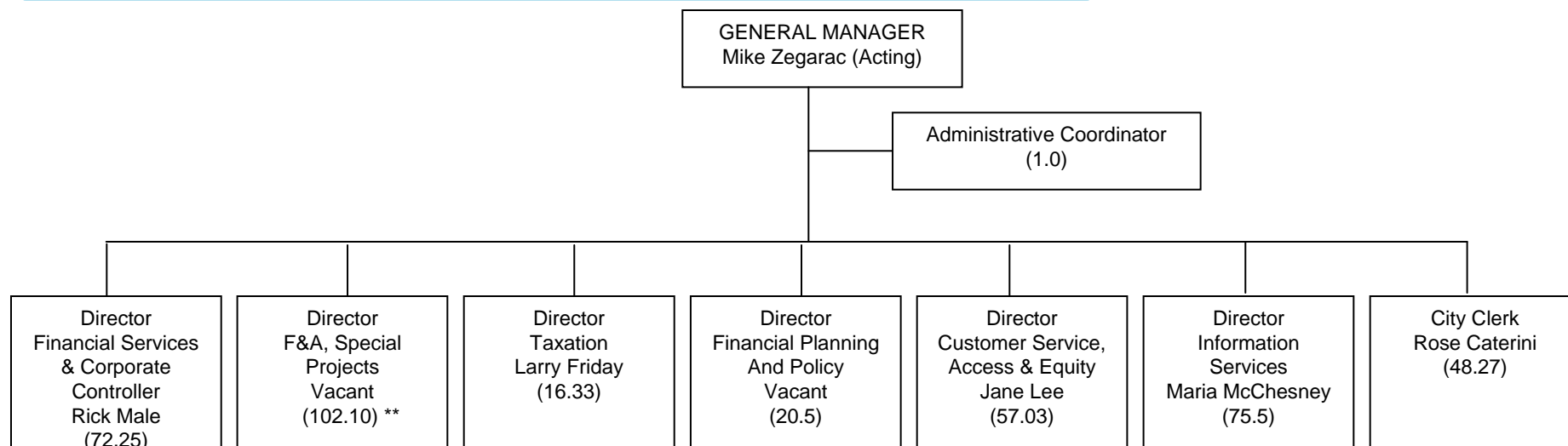


# Corporate Services



## OVERVIEW



Complement (FTE)	Management	Distributed Management* *	Other Staff	Distributed Staff**	Total	Staff to Mgt Ratio
<b>2012</b>	26.00	3.00	277.33	89.60	395.93	12.65:1
<b>2013</b>	26.00	3.00	275.38	89.60	393.98	12.59:1
<b>Change</b>	0.00	0.00	(1.95)	0.00	(1.95)	

\*\* Includes 92.60 FTE F&A staff whose budgets are included within operating departments

**2013 INITIATIVES**

- Enhance efficiency in POA Court Administration by scheduling phone-in early resolution requests (City Clerk)
- Call Handling Efficiency Review implementation (Customer Service)
- Implementation of Phase 1 of the Web Re-development (FP & P)
- Implementation of AODA regulations (Customer Service)
- Develop Debt Policy and Reserve Policies (FP & P)
- Common Address Data Base Phase 1 (Information Services)
- Automated Vehicle Location (AVL) system upgrade (Information Services)
- Endeavour to reduce Risk Management claims through re-organization and enhancement of departmental claim committees (Treasury Services)
- Implement accounts payable automated workflow for payment processing to minimize handling of paper invoices (Treasury Services)



**SERVICE DELIVERY REVIEW – SERVICE PROFILES**

- Corporate Services supports the following programs and related services (as defined by the Service Delivery Review<sup>1</sup>):

**Justice**

- Provincial Offences Administration

**Governance and Civic Engagement**

- Council - Legislative Support
- Vital Statistics Administration
- Municipal Elections Management

**Corporate Services**

- Access & Equity
- Financial Management
- Information Management & Records
- Information Technology
- Risk Management
- Citizen and Customer Service
- Printing and Distribution
- Corporate Services Departmental Support Services

<sup>1</sup> Service Profile Binder, General Issues Committee (October 18th, 2012)

**2013 NET OPERATING BUDGET BY DIVISION**

**Corporate Services**

	2012	2012	2013	2013 Preliminary vs.	
	Restated Budget	Projected Actual	Preliminary Budget	2012 Budget \$	%
Administration - Corporate Services	284,510	276,400	257,650	(26,860)	(9.4)%
City Clerk	1,894,390	2,013,040	2,068,150	173,760	9.2%
Customer Service, Access & Equity	4,382,160	4,210,800	4,409,670	27,510	0.6%
Financial Planning & Policy	529,990	522,850	561,520	31,530	5.9%
Information Services	7,446,480	7,127,030	7,723,490	277,010	3.7%
Treasury	4,925,280	4,833,120	4,989,650	64,380	1.3%
<b>NET LEVY</b>	<b>19,462,810</b>	<b>18,983,240</b>	<b>20,010,140</b>	<b>547,330</b>	<b>2.8%</b>

## 2013 GROSS - NET DEPARTMENTAL BUDGET

<b>Corporate Services</b>					
	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Restated	
				\$	%
<i>EMPLOYEE RELATED COSTS</i>	26,764,550	26,174,070	27,328,500	563,950	2.1%
<i>MATERIAL AND SUPPLY</i>	2,672,150	2,743,440	2,744,470	72,320	2.7%
<i>VEHICLE EXPENSES</i>	22,250	15,300	22,640	390	1.8%
<i>BUILDING AND GROUND</i>	1,071,780	1,243,260	1,233,360	161,580	15.1%
<i>CONSULTING</i>	198,940	171,180	187,900	(11,040)	(5.5)%
<i>CONTRACTUAL</i>	1,991,570	3,959,800	2,222,920	231,350	11.6%
<i>RESERVES / RECOVERIES</i>	(2,088,310)	(2,092,880)	(2,473,890)	(385,580)	(18.5)%
<i>COST ALLOCATIONS</i>	(5,066,400)	(5,058,820)	(5,194,590)	(128,190)	(2.5)%
<i>FINANCIAL</i>	914,300	1,117,930	1,100,570	186,270	20.4%
<b>TOTAL EXPENDITURES</b>	<b>26,480,830</b>	<b>28,273,280</b>	<b>27,171,880</b>	<b>691,050</b>	<b>2.6%</b>
<i>FEES AND GENERAL</i>	(6,441,190)	(6,582,220)	(6,557,910)	(116,720)	(1.8)%
<i>TAX AND RATES</i>	(133,000)	(148,520)	(140,000)	(7,000)	(5.3)%
<i>RESERVES</i>	(443,830)	(2,559,300)	(463,830)	(20,000)	(4.5)%
<b>TOTAL REVENUES</b>	<b>(7,018,020)</b>	<b>(9,290,040)</b>	<b>(7,161,740)</b>	<b>(143,720)</b>	<b>(2.0)%</b>
<b>NET LEVY</b>	<b>19,462,810</b>	<b>18,983,240</b>	<b>20,010,140</b>	<b>547,330</b>	<b>2.8%</b>



**2013 MAJOR COST DRIVERS**

- Significant pressures driving budget
  - Salaries, Wages, Benefits \$555,120 (Net = \$462,950)
  - Office Lease \$115,170 (Net = \$82,080)
  - Network & Software Contracts \$127,760 (Net = \$22,960)
  - Postage / Postage CA Recoveries \$74,200 (Net = \$68,060)



**2013 BASE BUDGET SAVINGS**

- Budget savings included in base budget:
    - Efficiencies (\$376,360)
    - Revenues (\$19,470)
- Total** **(\$395,830)**





**CHRONICALLY UNDER FUNDED SERVICES**

- Risk Management - insurance claim costs under funded by \$1 to \$2 million per year



## ADDITIONAL INFORMATION

### CORPORATE SERVICES VACANCIES (as at December 31, 2012)

Division	2012 Budget (FTE's)	Vacancies (FTE's) *	Vacancy Rate	2012 Preliminary Gapping Savings	
				Gross \$'s	Net \$'s
Corporate Services Administration	2.00	0.00	0.0%	\$ 5,600	\$ 5,600
City Clerk	48.27	0.00	0.0%	\$ (28,190)	\$ (34,300)
Customer Service, Access and Equity	57.65	0.00	0.0%	\$ 67,410	\$ 67,410
Financial Planning and Policy	21.50	1.00	4.7%	\$ 141,090	\$ 140,270
Information Services	75.50	5.00	6.6%	\$ 373,010	\$ 373,010
Treasury Services	97.41	1.00	1.0%	\$ (36,890)	\$ (60,480)
Total	302.33	7.00	2.3%	\$ 522,030	\$ 491,510

\* 6 full-time positions

\* 2 part-time positions (1 FTE)

( ) = over budget



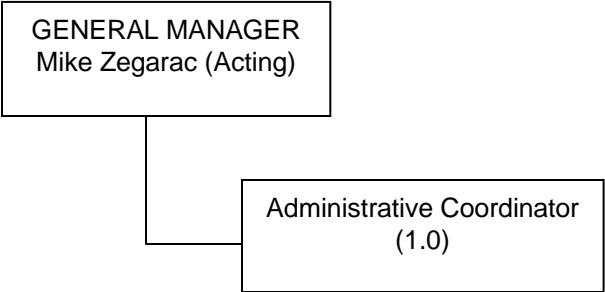
# 2013 Budget by Division



# Corporate Services Administration



**OVERVIEW**



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2012	1.00	1.00	2.00	1.00:1
2013	1.00	1.00	2.00	1.00:1
Change	0.00	0.00	0.00	

**2013 NET OPERATING BUDGET BY SECTION**

**Administration - Corporate Services**

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Budget	
				\$	%
General Manager	284,510	276,400	257,650	(26,860)	(9.4)%
<b>NET LEVY</b>	284,510	276,400	257,650	(26,860)	(9.4)%

## 2013 GROSS - NET DIVISIONAL BUDGET

### Administration - Corporate Services

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Restated	
				\$	%
<i>EMPLOYEE RELATED COSTS</i>	343,940	337,650	321,710	(22,230)	(6.5)%
<i>MATERIAL AND SUPPLY</i>	7,730	5,670	4,880	(2,850)	(36.9)%
<i>BUILDING AND GROUND</i>	340	340	270	(70)	(20.6)%
<i>CONSULTING</i>	2,470	2,470	2,470	0	0.0%
<i>CONTRACTUAL</i>	1,420	1,290	1,420	0	0.0%
<i>RESERVES / RECOVERIES</i>	41,160	41,290	40,610	(550)	(1.3)%
<i>COST ALLOCATIONS</i>	(116,260)	(116,260)	(117,420)	(1,160)	(1.0)%
<i>FINANCIAL</i>	3,710	3,950	3,710	0	0.0%
<b><i>TOTAL EXPENDITURES</i></b>	<b><i>284,510</i></b>	<b><i>276,400</i></b>	<b><i>257,650</i></b>	<b><i>(26,860)</i></b>	<b><i>(9.4)%</i></b>
<b><i>TOTAL REVENUES</i></b>	<b><i>0</i></b>	<b><i>0</i></b>	<b><i>0</i></b>	<b><i>0</i></b>	<b><i>0.0%</i></b>
<b><i>NET LEVY</i></b>	<b><i>284,510</i></b>	<b><i>276,400</i></b>	<b><i>257,650</i></b>	<b><i>(26,860)</i></b>	<b><i>(9.4)%</i></b>

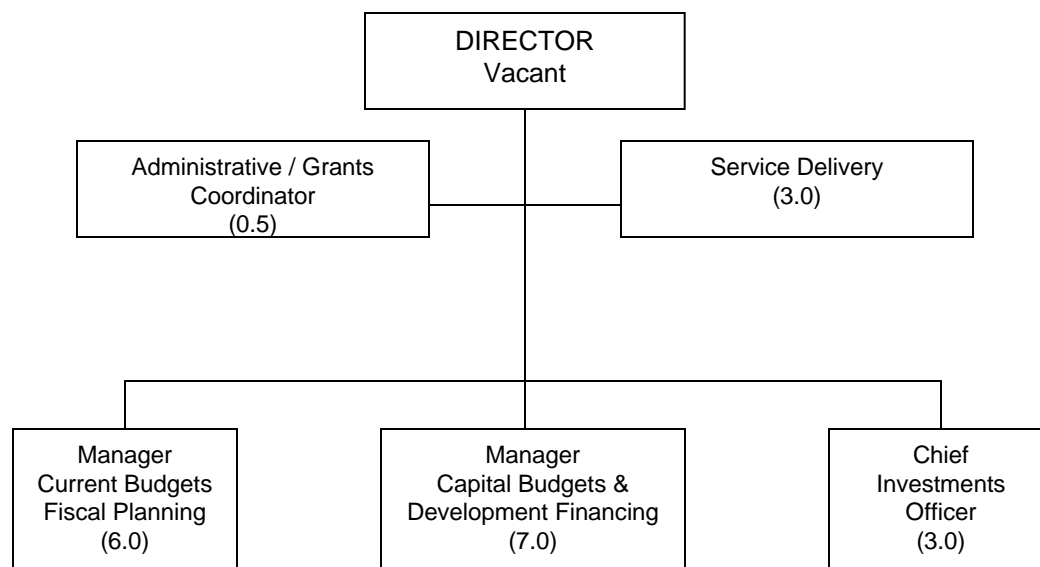
Note: There are no significant budget pressures that require disclosure.

# Financial Planning & Policy





**FINANCIAL PLANNING & POLICY**



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2012	4.00	16.50	20.50	4.13:1
2013	4.00	16.50	20.50	4.13:1
Change	0.00	0.00	0.00	

**PERFORMANCE METRICS / SERVICE LEVELS**

- Investment Fund Management: Hamilton leads all but one peer municipality in Gross ROI (Internal Portfolio) at 4.3% for 2011 (OMBI median is 3.25%)
- Financial Planning (Budgeting): Operating, Capital, and Rate budgets prepared annually; total budget approvals by Council complete by April each year. Variance reports on the Tax and Rate Budget, as well as Capital Project Status reporting occurs 3 times (Spring/ Summer/ Final) during the fiscal year
- Delivery of Service Profiles 2012
- Presentation of Web Re-development Strategy
- Fiscal/Financial Policies: All financial policies will be reviewed over a 5 year operating cycle or as required on an ad-hoc basis to ensure they meet organizational practices & mandates



**2013 NET OPERATING BUDGET BY SECTION**

**Financial Planning & Policy**

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Budget	
				\$	%
Capital Budget	0	0	0	0	0.0%
Current Budget	510,890	384,200	530,580	19,690	3.9%
Investments	(237,700)	(237,700)	(237,700)	0	0.0%
Administration Fin Policy & Plan	256,800	376,350	268,640	11,840	4.6%
<b>NET LEVY</b>	<b>529,990</b>	<b>522,850</b>	<b>561,520</b>	<b>31,530</b>	<b>5.9%</b>

**2013 GROSS - NET DIVISIONAL BUDGET**

<b>Financial Planning &amp; Policy</b>					
	<b>2012 Restated Budget</b>	<b>2012 Projected Actual</b>	<b>2013 Preliminary Budget</b>	<b>2013 Preliminary vs. 2012 Restated</b>	
				<b>\$</b>	<b>%</b>
<i>EMPLOYEE RELATED COSTS</i>	2,262,470	2,234,330	2,339,590	77,120	3.4%
<i>MATERIAL AND SUPPLY</i>	19,500	21,740	13,520	(5,980)	(30.7)%
<i>BUILDING AND GROUND</i>	8,580	3,590	2,960	(5,620)	(65.5)%
<i>CONSULTING</i>	17,000	27,000	15,000	(2,000)	(11.8)%
<i>CONTRACTUAL</i>	51,600	49,810	56,650	5,050	9.8%
<i>RESERVES / RECOVERIES</i>	(650,600)	(641,650)	(652,370)	(1,770)	(0.3)%
<i>COST ALLOCATIONS</i>	90,620	90,620	91,520	900	1.0%
<i>FINANCIAL</i>	246,890	273,210	248,530	1,640	0.7%
<b>TOTAL EXPENDITURES</b>	<b>2,046,060</b>	<b>2,058,660</b>	<b>2,115,400</b>	<b>69,340</b>	<b>3.4%</b>
<i>FEES AND GENERAL</i>	(1,257,570)	(1,271,310)	(1,275,380)	(17,810)	(1.4)%
<i>RESERVES</i>	(258,500)	(264,500)	(278,500)	(20,000)	(7.7)%
<b>TOTAL REVENUES</b>	<b>(1,516,070)</b>	<b>(1,535,810)</b>	<b>(1,553,880)</b>	<b>(37,810)</b>	<b>(2.5)%</b>
<b>NET LEVY</b>	<b>529,990</b>	<b>522,850</b>	<b>561,520</b>	<b>31,530</b>	<b>5.9%</b>

**2013 MAJOR COST DRIVERS**

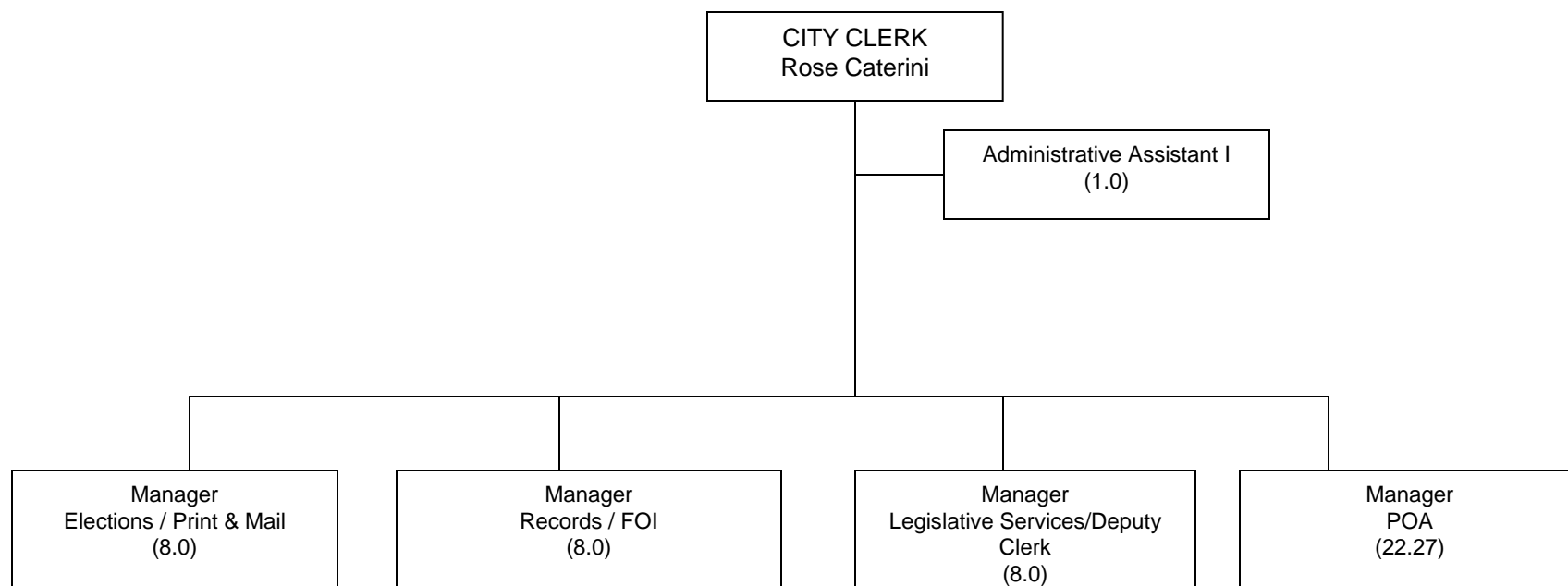
- Significant pressures driving budget
  - Salaries, Wages \$43,130 (Net = \$19,560)
  - OMERS Pensions \$24,940 (Net = \$12,770)
  - Government / Employer Benefits, WSIB \$10,390 (Net = \$5,610)
  - Advertising \$5,000 (Net = \$0)



# City Clerk



**CITY CLERK**



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2012	5.00	43.27	48.27	8.65:1
2013	5.00	43.27	48.27	8.65:1
Change	0.00	0.00	0.00	

**PERFORMANCE METRICS / SERVICE LEVELS**

- Provincial Offences Administration (POA)
  - 97,474 charges filed in 2012
  - net POA revenues \$7.65 million, \$550K over budget
  - 87,652 payment transactions in 2012
  - 2,762 requests to process credit card payments over the phone
  - First Attendance (Jan - Mar) and Early Resolution (Apr – Dec) scheduled in 2012 = 9,204
  - 9,708 trials scheduled
- Freedom of Information
  - received 144 applications for access to information under MFIPPA





**PERFORMANCE METRICS / SERVICE LEVELS**

- Records Management
  - responded to over 1,200 inquiries (i.e. assessment information, record searches including historical searches, certified copies of by-laws and other City documents, process pension documents)
  - processed 860 City Agreements for signature
  - processed over 1,500 file transfer requests from records storage facilities
  - received over 1,400 new boxes for storage
  - processed 4,750 death registrations
- Legislative Services
  - clerked 1,800 hours of Committee / Council meetings
  - prepared 2,130 agenda / minutes / reports
  - processed over 2,700 staff reports to committee



**2013 NET OPERATING BUDGET BY SECTION**

**City Clerk**

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Budget	
				\$	%
City Clerk - Admin	118,580	109,450	124,980	6,400	5.4%
Elections	365,430	362,430	384,340	18,910	5.2%
Legislative Support	786,120	747,700	815,310	29,190	3.7%
POA	0	0	0	0	0.0%
Print & Mail	291,350	525,340	397,020	105,670	36.3%
Records	332,910	268,120	346,510	13,600	4.1%
<b>NET LEVY</b>	<b>1,894,390</b>	<b>2,013,040</b>	<b>2,068,150</b>	<b>173,760</b>	<b>9.2%</b>

**2013 GROSS - NET DIVISIONAL BUDGET**

<b>City Clerk</b>					
	<b>2012 Restated Budget</b>	<b>2012 Projected Actual</b>	<b>2013 Preliminary Budget</b>	<b>2013 Preliminary vs. 2012 Restated</b>	
				<b>\$</b>	<b>%</b>
<i>EMPLOYEE RELATED COSTS</i>	3,727,900	3,731,660	3,840,290	112,390	3.0%
<i>MATERIAL AND SUPPLY</i>	866,370	968,450	980,960	114,590	13.2%
<i>VEHICLE EXPENSES</i>	16,370	14,310	16,620	250	1.5%
<i>BUILDING AND GROUND</i>	449,910	555,070	545,750	95,840	21.3%
<i>CONTRACTUAL</i>	116,660	84,280	116,660	0	0.0%
<i>RESERVES / RECOVERIES</i>	679,170	635,050	554,870	(124,300)	(18.3)%
<i>COST ALLOCATIONS</i>	(850,270)	(842,990)	(936,320)	(86,050)	(10.1)%
<i>FINANCIAL</i>	523,490	712,500	712,470	188,980	36.1%
<b>TOTAL EXPENDITURES</b>	<b>5,529,600</b>	<b>5,858,330</b>	<b>5,831,300</b>	<b>301,700</b>	<b>5.5%</b>
<i>FEES AND GENERAL</i>	(3,593,500)	(3,786,450)	(3,721,440)	(127,940)	(3.6)%
<i>RESERVES</i>	(41,710)	(58,850)	(41,710)	0	0.0%
<b>TOTAL REVENUES</b>	<b>(3,635,210)</b>	<b>(3,845,290)</b>	<b>(3,763,150)</b>	<b>(127,940)</b>	<b>(3.5)%</b>
<b>NET LEVY</b>	<b>1,894,390</b>	<b>2,013,040</b>	<b>2,068,150</b>	<b>173,760</b>	<b>9.2%</b>

**2013 MAJOR COST DRIVERS**

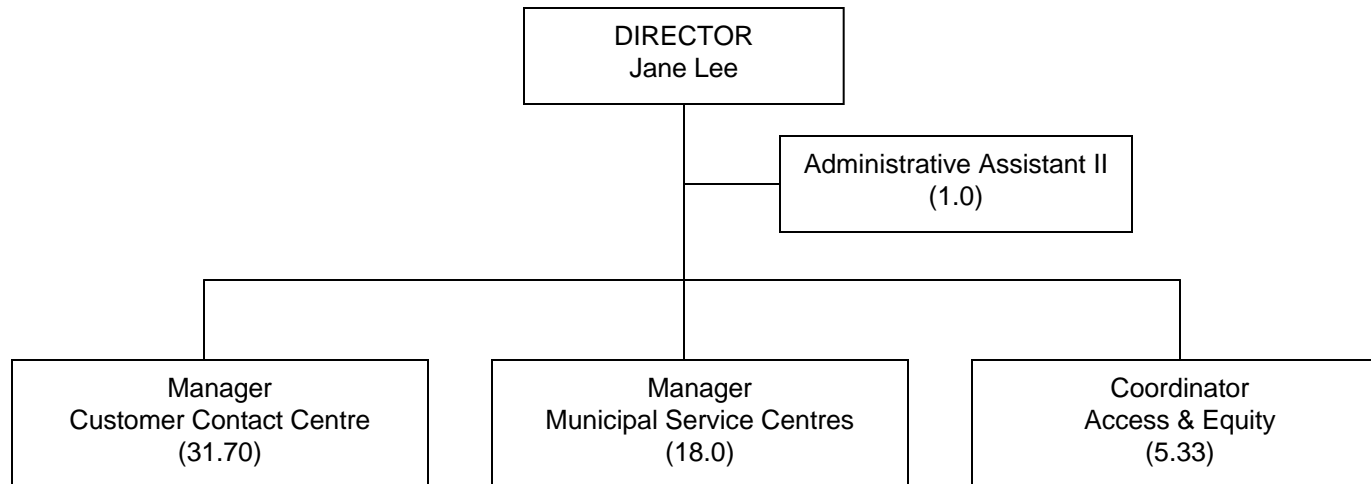
- Significant pressures driving budget
  - Judicial, Office Lease and ICON Transaction Fees for Provincial Offences Administration \$205,960 (Net = \$0)
  - Salaries, Wages, Benefits \$112,960 (Net = \$67,020)
  - Postage / Postage CA Recoveries \$63,320 (Net = \$58,080)
  - Ricoh Printer Chargeback \$50,580 (Net = \$51,050)



# Customer Service, Access & Equity



**OVERVIEW**



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
<b>2012</b>	3.00	54.65	57.65	18.22:1
<b>2013</b>	3.00	54.03	57.03	18.01:1
<b>Change</b>	0.00	(0.62)	(0.62)	

## PERFORMANCE METRICS / SERVICE LEVELS

- Maintaining service levels in all 3 sections
- Added services
  - Presto card sales (limited locations), payments for greenhouse rentals at Gage Park accepted at MSCs
  - Monitoring of Safety Line for Environmental Officers at CCC
- Achieved FTE reductions and corresponding savings in each year 2010 – 2013
- 2013 efficiencies offset budget pressures to result in 0.6% increase
- 0.62 FTE reduction achieved at Customer Contact Centre

## 2013 NET OPERATING BUDGET BY SECTION

### Customer Service, Access & Equity

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Budget	
				\$	%
Access & Equity	541,970	511,980	561,250	19,280	3.6%
Customer Service - Administration	264,900	268,200	273,800	8,900	3.4%
Customer Contact Centre	2,130,440	2,084,010	2,139,090	8,650	0.4%
Municipal Service Centre	1,344,850	1,296,560	1,335,540	(9,310)	(0.7)%
AODA Accessibility	100,000	50,060	100,000	0	0.0%
<b>NET LEVY</b>	<b>4,382,160</b>	<b>4,210,800</b>	<b>4,409,670</b>	<b>27,510</b>	<b>0.6%</b>





**2013 GROSS - NET DIVISIONAL BUDGET**

<b>Customer Service, Access &amp; Equity</b>					
	<b>2012 Restated Budget</b>	<b>2012 Projected Actual</b>	<b>2013 Preliminary Budget</b>	<b>2013 Preliminary vs. 2012 Restated</b>	
				<b>\$</b>	<b>%</b>
<i>EMPLOYEE RELATED COSTS</i>	4,094,860	4,027,150	4,160,460	65,600	1.6%
<i>MATERIAL AND SUPPLY</i>	94,490	91,330	84,840	(9,650)	(10.2)%
<i>BUILDING AND GROUND</i>	51,250	61,530	57,160	5,910	11.5%
<i>CONSULTING</i>	149,510	69,000	149,510	0	0.0%
<i>CONTRACTUAL</i>	52,060	48,850	47,550	(4,510)	(8.7)%
<i>RESERVES / RECOVERIES</i>	124,670	107,280	96,970	(27,700)	(22.2)%
<i>COST ALLOCATIONS</i>	(213,740)	(213,740)	(215,880)	(2,140)	(1.0)%
<i>FINANCIAL</i>	29,060	26,180	29,060	0	0.0%
<b>TOTAL EXPENDITURES</b>	<b>4,382,160</b>	<b>4,217,570</b>	<b>4,409,670</b>	<b>27,510</b>	<b>0.6%</b>
<i>FEES AND GENERAL</i>	0	(6,770)	0	0	0.0%
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(6,770)</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>NET LEVY</b>	<b>4,382,160</b>	<b>4,210,800</b>	<b>4,409,670</b>	<b>27,510</b>	<b>0.6%</b>

## 2013 MAJOR COST DRIVERS

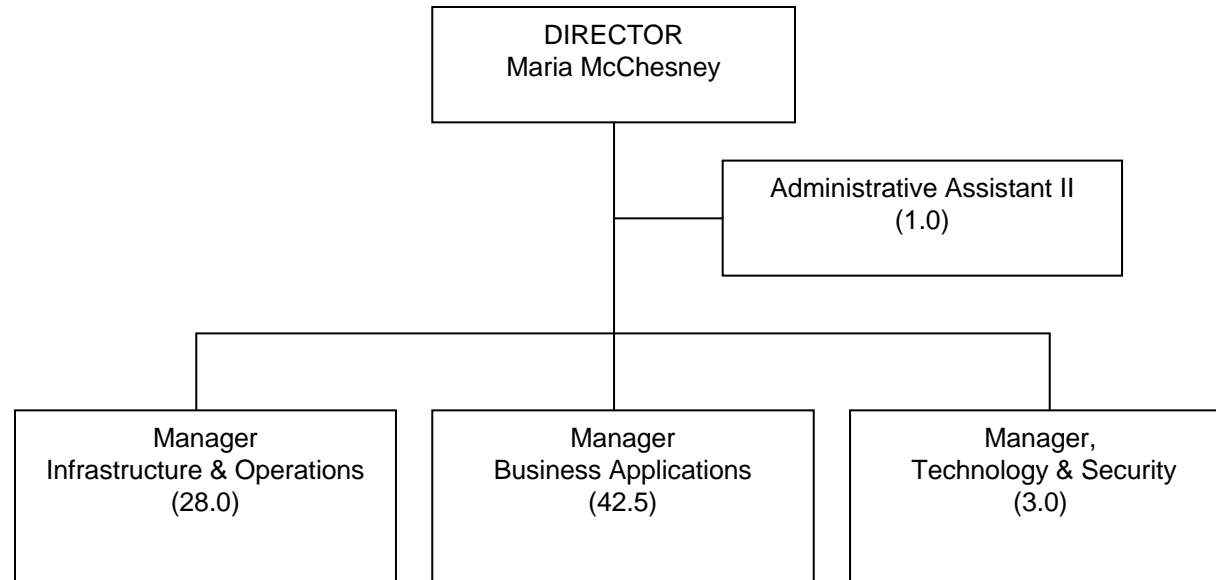
- Significant pressures driving budget
  - Salaries, Wages, Benefits \$72,460
  - Security for CCC and MSC \$8,560
  - Corporate Cost Allocations \$4,500  
(Ricoh Printers, Facilities, Agendas, Postage)



# Information Services



**OVERVIEW**



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2012	4.00	71.50	75.50	17.88:1
2013	4.00	71.50	75.50	17.88:1
Change	0.00	0.00	0.00	

**PERFORMANCE METRICS / SERVICE LEVELS**

- Email Messages:

	<u>Received</u>	<u>Accepted</u>	<u>% Rejected</u>
Year 2011	65,473,770	8,590,087	86.9%
Year 2012	95,184,552	9,067,321	90.5%

- Number of computers: 3,811
- Number of phones: 4,013
- Number of phone calls made: 11.3 million
- Number of terabytes in the Datacentre: 97TB



**2013 NET OPERATING BUDGET BY SECTION**

**Information Services**

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Budget	
				\$	%
Technology & Security	415,080	400,270	422,100	7,020	1.7%
Equipment and Maintenance	5,000	7,860	5,000	0	0.0%
Business Applications	4,516,430	4,393,690	4,664,900	148,470	3.3%
IS - Admin	(1,739,270)	(1,756,000)	(1,742,110)	(2,840)	(0.2)%
Infrastructure & Operations	4,249,240	4,081,200	4,373,610	124,370	2.9%
<b>NET LEVY</b>	<b>7,446,480</b>	<b>7,127,030</b>	<b>7,723,490</b>	<b>277,010</b>	<b>3.7%</b>

## 2013 GROSS - NET DIVISIONAL BUDGET

<b>Information Services</b>					
	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Restated	
				\$	%
<i>EMPLOYEE RELATED COSTS</i>	7,615,210	7,270,790	7,897,380	282,170	3.7%
<i>MATERIAL AND SUPPLY</i>	1,192,990	1,189,770	1,190,890	(2,100)	(0.2)%
<i>VEHICLE EXPENSES</i>	5,880	990	6,020	140	2.4%
<i>BUILDING AND GROUND</i>	139,050	155,120	124,950	(14,100)	(10.1)%
<i>CONSULTING</i>	0	820	0	0	0.0%
<i>CONTRACTUAL</i>	1,648,350	3,671,300	1,888,620	240,270	14.6%
<i>RESERVES / RECOVERIES</i>	218,820	213,570	5,130	(213,690)	(97.7)%
<i>COST ALLOCATIONS</i>	(3,126,000)	(3,125,710)	(3,157,230)	(31,230)	(1.0)%
<i>FINANCIAL</i>	19,500	19,500	21,000	1,500	7.7%
<b>TOTAL EXPENDITURES</b>	<b>7,713,800</b>	<b>9,396,150</b>	<b>7,976,760</b>	<b>262,960</b>	<b>3.4%</b>
<i>FEES AND GENERAL</i>	(267,320)	(176,780)	(253,270)	14,050	5.3%
<i>RESERVES</i>	0	(2,092,340)	0	0	0.0%
<b>TOTAL REVENUES</b>	<b>(267,320)</b>	<b>(2,269,120)</b>	<b>(253,270)</b>	<b>14,050</b>	<b>5.3%</b>
<b>NET LEVY</b>	<b>7,446,480</b>	<b>7,127,030</b>	<b>7,723,490</b>	<b>277,010</b>	<b>3.7%</b>



## 2013 MAJOR COST DRIVERS

- Significant pressures driving budget
  - Salaries, Wages, Benefits \$254,050
  - Network & Software Contracts \$127,760 (Net = \$22,960)

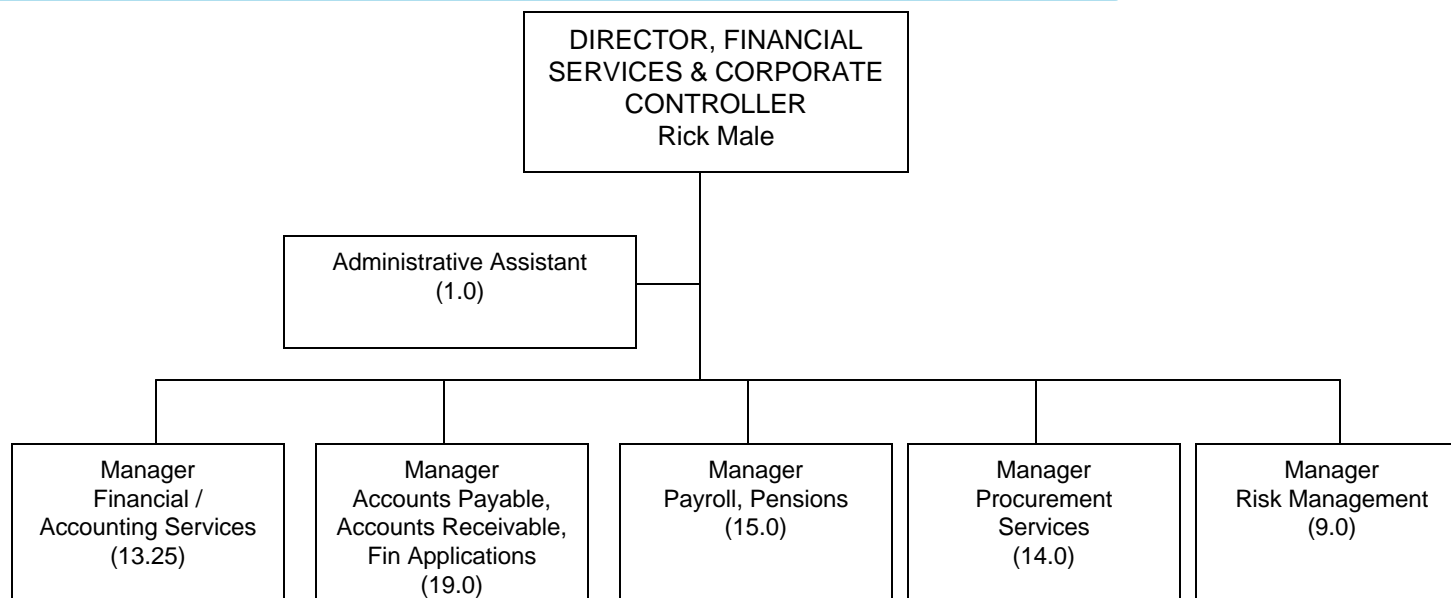




# Treasury Services



**TREASURY**



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2012	6.00	67.58	73.58	11.26:1
2013	6.00	66.25	72.25	11.04:1
Change	0.00	(1.33)	(1.33)	

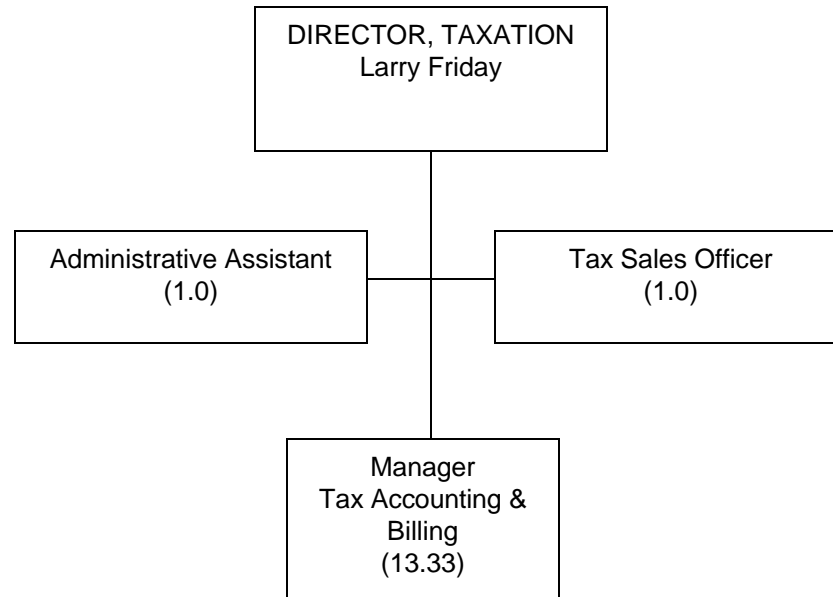
**PERFORMANCE METRICS / SERVICE LEVELS**

## Financial Services

- Number of Accounts Payable Invoice Lines Paid: 407,492
- Number of Accounts Receivable Invoice Lines Billed: 55,035
- Number of Purchase Orders Issued: 5,186
- Number of Procurement Contracts Issued: 216
  - Request for Proposals: 42
  - Request for Tenders: 158
  - Request for Pre-qualifications: 16
- Operating cost to produce a payroll cheque: \$3.23  
(OMBI average = \$5.08)
- Number of payments issued per Payroll FTE: 27,966  
(OMBI average = 20,444)
- Number of T4/T4a's issued per Payroll FTE: 1,571  
(OMBI average = 1,040)



**OVERVIEW**



Complement (FTE)	Management	Other	Total	Staff to Mgt Ratio
2012	2.00	14.33	16.33	7.17:1
2013	2.00	14.33	16.33	7.17:1
Change	0.00	0.00	0.00	

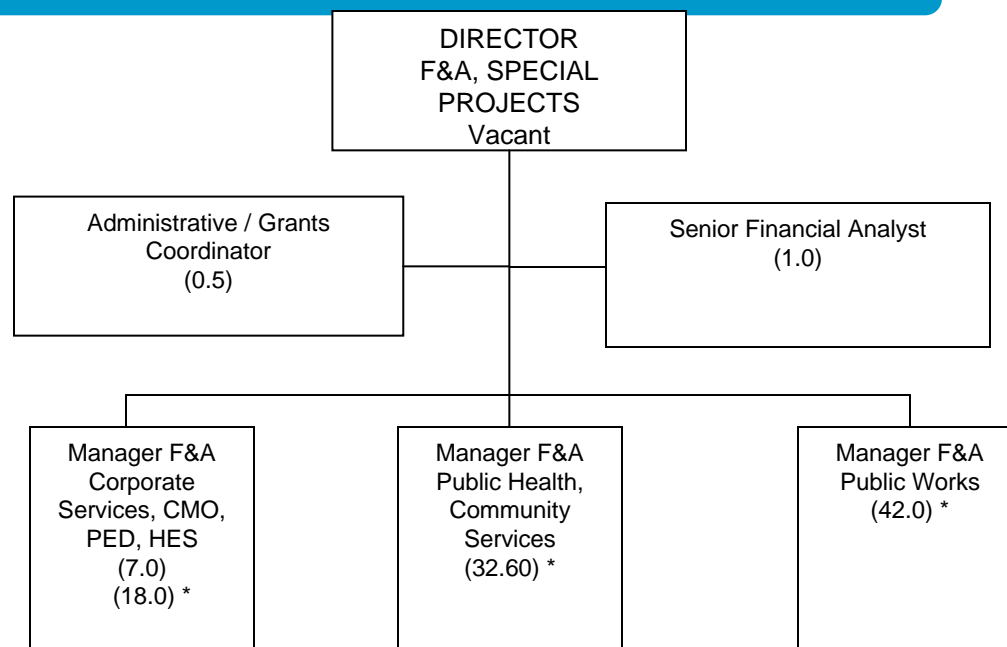
**PERFORMANCE METRICS / SERVICE LEVELS**

## Taxation

- Number of Tax Bills Issued: 167,761
- Number of Tax Reminder Notices: 22,000
- Number of Three Years in Arrears Letters Issued: 1,841
- Liens Registered: 400
- Liens Cancelled: 345
- Average \$'s to maintain a tax account: \$14.03  
(OMBI average = \$13.73)
- % of taxpayers paying via pre-authorized payment: 42%  
(OMBI average = 35%)
- Average % of taxes outstanding to total levied: 4.2%  
(OMBI average = 2.3%)



**TREASURY**



Complement (FTE)	Management	Distributed Management *	Other Staff	Distributed Staff *	Total	Staff to Mgt Ratio
2012	1.00	3.00	8.50	89.60	102.10	24.53:1
2013	1.00	3.00	8.50	89.60	102.10	24.53:1
Change	0.00	0.00	0.00	0.00	0.00	

\* Represents distributed staff whose budgets are in operating departments.

**PERFORMANCE METRICS / SERVICE LEVELS**

## Finance and Administration (F&amp;A)

- Annual Operating Budget Compilation
- 3 Budget Variance Reports each year
- Financial Transaction Processing (i.e. cost allocations, year-end accounts payable and revenue accruals)
- Number of Accounts Payable invoices processed: 183,000
- Monthly Account Analysis / Reconciliations
- Purchase Requisition Processing
- Payroll Processing / Attendance Management (i.e. timesheets, overtime, absence forms)



**2013 NET OPERATING BUDGET BY SECTION**

**Treasury**

	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Budget	
				\$	%
Administration - Treasury	836,830	798,330	752,780	(84,040)	(10.0)%
Taxation	680,710	730,590	688,550	7,840	1.2%
Financial Services	3,407,740	3,304,210	3,548,320	140,580	4.1%
<b>NET LEVY</b>	<b>4,925,280</b>	<b>4,833,120</b>	<b>4,989,650</b>	<b>64,380</b>	<b>1.3%</b>



**2013 GROSS - NET DIVISIONAL BUDGET**

<b>Treasury</b>					
	2012 Restated Budget	2012 Projected Actual	2013 Preliminary Budget	2013 Preliminary vs. 2012 Restated	
				\$	%
<i>EMPLOYEE RELATED COSTS</i>	8,720,170	8,572,490	8,769,060	48,900	0.6%
<i>MATERIAL AND SUPPLY</i>	491,070	466,480	469,380	(21,690)	(4.4)%
<i>BUILDING AND GROUND</i>	422,650	467,610	502,270	79,620	18.8%
<i>CONSULTING</i>	29,960	71,900	20,920	(9,040)	(30.2)%
<i>CONTRACTUAL</i>	121,480	104,290	112,020	(9,460)	(7.8)%
<i>RESERVES / RECOVERIES</i>	(2,501,530)	(2,448,420)	(2,519,100)	(17,570)	(0.7)%
<i>COST ALLOCATIONS</i>	(850,750)	(850,750)	(859,260)	(8,510)	(1.0)%
<i>FINANCIAL</i>	91,650	82,580	85,800	(5,850)	(6.4)%
<b>TOTAL EXPENDITURES</b>	<b>6,524,700</b>	<b>6,466,170</b>	<b>6,581,090</b>	<b>56,400</b>	<b>0.9%</b>
<i>FEES AND GENERAL</i>	(1,322,800)	(1,340,910)	(1,307,820)	14,980	1.1%
<i>TAX AND RATES</i>	(133,000)	(148,520)	(140,000)	(7,000)	(5.3)%
<i>RESERVES</i>	(143,620)	(143,620)	(143,620)	0	0.0%
<b>TOTAL REVENUES</b>	<b>(1,599,420)</b>	<b>(1,633,050)</b>	<b>(1,591,440)</b>	<b>7,980</b>	<b>0.5%</b>
<b>NET LEVY</b>	<b>4,925,280</b>	<b>4,833,120</b>	<b>4,989,650</b>	<b>64,380</b>	<b>1.3%</b>

**2013 MAJOR COST DRIVERS**

- Significant pressures driving budget
  - Office Lease \$82,890 (Net = \$82,080)
  - Salaries, Wages, Benefits \$59,510 (Net = \$53,800)
  - Tender / Proposal Process Fee \$18,450
  - Legal Services Cost Allocation \$12,470 (Net = \$0)

