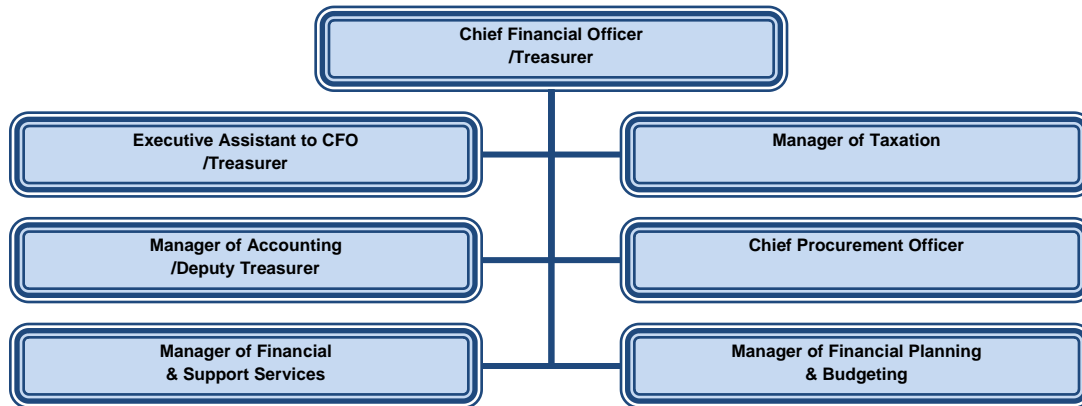


Appendix A

Finance Department Summary Preliminary Business Plan

Mandate

The Finance department delivers financial services through five sections. Finance staff provide tax billing and collection services, accounting, payroll and financial information system support services, purchasing and procurement services, budgeting, financial planning, risk management and insurance services and financial and support services.



Overview

The department delivers financial services within a framework of sound policies and internal controls. All sections provide financial advice, develop financial policies and procedures and provide support for fiscal governance.

Services

Tax Billing and Collection

- Ensures all lands and buildings are taxed appropriately and expedite tax collection for these properties
- Ensures valuation of property assessments are maximized and picked up in a timely fashion by Municipal Property Assessment Corporation and manages the collection efforts on Failed Tax Sale Properties

Accounting

- Oversee general accounting activities, internal control systems and financial benchmarking
- Processes Accounts Receivable invoices, collections and customer inquiries and manages the contract with Greater Sudbury Utilities for Water and Wastewater billing and collection.
- Processes vendor invoices through Accounts Payable and ensures timely payment
- Oversees the City's Payroll processing including all statutory reporting and payments

Appendix A

- Coordinates internal and external reporting including the City's Annual Consolidated Financial Statements and Annual Financial Report, as well as coordinates program audits.
- Responsible for the financial information system (PeopleSoft Finance)

Purchasing

- Plans, develops and coordinates the City's procurement activities in conjunction with operating departments

Financial Planning and Budgeting

- Leads the City's annual operating and capital budgets
- Prepares Tax Policy
- Manages the City's financing strategies including Development Charges Background Studies, Asset Management Plans and the City's Long Term Financial Plan
- Manages the City's insurance and risk management program
- Manages, develops and implements investment plans for the City

Financial Support Services

- Provides financial support to Infrastructure Services, including timekeeping, budgeting and inventory management
- Manages the City's activity based computerized maintenance management system (CMMS)

2016 Accomplishments

- Developed and implemented a new budget document
- Completed upgrade of HCM PeopleSoft to version 9.2
- Completed conversion for the computerized maintenance management system (CMMS)
- Updated a variety of internal policies and procedures
- Implemented the public reporting of Employee Travel and related expenses

Strategic Issues and Opportunities

- Preparation of Asset Management Plans and a New Long Term Financial Plan during 2016, which will become the foundation for future financial decisions. These plans will enhance decision making by describing the long term needs to support and enhance services and the costs and choices associated with decisions.

Appendix A

- Continue to develop and delivery timely financial information to the organization
- Continue to develop sound policies and procedures for strong internal controls including compliance monitoring

Key Deliverables in 2017

- Development and implementation of pilot project for Punch Card Time relating to Payroll for selected department
- Fit gap and upgrade of PeopleSoft Finance to version 9.2
- Establish processes and procedures to enable data collection and reporting of Key Performance Indicators (KPI) based on the developed business plans
- Delivery of the Long Term Financial Plan which will guide Council in developing future strategies
- Utilization of the contract management module in PeopleSoft to track spending on multi-year contracts