

Finance Services Department Business Plan 2020

Service Areas: Financial Reporting & Planning, Financial Systems & Financial Systems Development, Purchasing Services, Taxation Services

Mission Statement: To provide collaborative and progressive support services that respect equity, compliance and fiscal responsibility.

Strategy	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
1. Continue to maintain a proactive and sustainable Council-endorsed Financial Strategy. An update to the Financial Strategy will commence in 2020.	Goal: Economic Prosperity and Financial Stewardship Theme: Financial Strategy Strategy: 1	Infrastructure Investment Reserve Fund Debt Management Revenue Sources Operating Costs

Strategy	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
2. Proactively work with other levels of government to advocate for and address issues important to Oshawa including key infrastructure needs and renewal.	Goals: Economic Prosperity and Financial Stewardship, and Accountable Leadership Themes: Safe and Reliable Infrastructure Develop and Leverage Relationships Strategies: 1 and 5 (under first goal and theme) and 1 (under second goal and theme)	Infrastructure Investment Reserve Fund Debt Management Revenue Sources Operating Costs

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<p>3. Strategically manage and sufficiently fund the City's present and future assets by advancing such matters as:</p> <ul style="list-style-type: none"> • Update of the Development Charges Background Study and Implementation of a new By-law • Establish the Community Benefit Charge in accordance with impending legislation • Continuing to advance the implementation of the Asset Management Plan per Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure 	<p>Goal: Accountable Leadership Economic Prosperity and Financial Stewardship</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy: 1</p>	<p>Infrastructure Investment Reserve Funds</p>

Strategy	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>4. Maximize revenue opportunities through the investigation of a Storm Water Management Fee as part of the Durham Region Climate Change initiative and Council approved Financial Strategy.</p>	<p>Goal: Accountable Leadership Economic Prosperity and Financial Stewardship</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy: 1.</p>	<p>Revenue Sources Reserve Funds Infrastructure Investment</p>

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<p>5. Ensure cost effective and fairly priced quality core programs and services that are responsive to Community needs through:</p> <ul style="list-style-type: none"> • Completing the review of the City's grant programs through the Finance Committee • Examining the cost recovery models of various programs offered by the City • Review and updates to the General Fees and Charges By-law 	<p>Goal: Accountable Leadership Economic Prosperity and Financial Stewardship</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy: 1.</p>	<p>Operating Costs Revenue Sources</p>

Strategy	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<p>6. Employ strategic methods of procurement to ensure the City receives competitive, transparent, effective, value for money purchasing contracts through:</p> <ul style="list-style-type: none"> • An update to the Purchasing By-law in 2020 • Examining alternative forms of source selection methods such as negotiated RFP's, greater utilization of contract bundling and ongoing collaborative purchasing efforts with neighbouring municipal partners • Refining current practices to ensure the City can take advantage of new technologies, streamlined contract administration, improved customer service and vendor outreach 	<p>Goal: Accountable Leadership Economic Prosperity and Financial Stewardship</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy: 1.</p>	<p>Operating Costs</p>