

## Finance Services Department Business Plan 2022

**Service Areas:** Financial Reporting & Planning; Financial Services & Procurement; Taxation Services

**Department 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
<ul style="list-style-type: none"> <li>Continue to maintain a proactive and sustainable Council-endorsed Financial Strategy.</li> </ul>	<p><b>Goal:</b> Economic Prosperity and Financial Stewardship</p> <p><b>Theme:</b> Financial Strategy</p> <p><b>Strategy:</b> 1</p>	<p>Infrastructure Investment</p> <p>Reserve Funds</p> <p>Debt Management</p> <p>Revenue Sources</p> <p>Operating Costs</p>
<ul style="list-style-type: none"> <li>Work with other levels of government to advocate for and address issues important to Oshawa including key infrastructure needs and renewal.</li> </ul>	<p><b>Goal:</b> Economic Prosperity and Financial Stewardship</p> <p>Accountable Leadership</p> <p><b>Theme:</b> Safe and Reliable Infrastructure Develop and Leverage Relationships</p> <p><b>Strategy:</b> 1 and 5 (under first goal and theme) and 1 (under second goal and theme)</p>	<p>Infrastructure Investment</p> <p>Reserve Funds</p> <p>Debt Management</p> <p>Revenue Sources</p> <p>Operating Costs</p>

Strategy	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<ul style="list-style-type: none"> <li>• Strategically manage and sufficiently fund the City's present and future assets by advancing such matters as:               <ul style="list-style-type: none"> <li>• Undertake the development of Phase 2 of the Asset Management Plan per Ontario Regulation 588/17 Asset Management Planning for Municipal Infrastructure</li> <li>• Maintain an updated Development Charges Background Study and By-law</li> <li>• Investigate the establishment of a Community Benefit Charge in accordance with legislation</li> </ul> </li> </ul>	<p><b>Goal:</b> Accountable Leadership Economic Prosperity and Financial Stewardship</p> <p><b>Theme:</b> Our Corporate Culture Demands Excellence and Respect</p> <p><b>Strategy:</b> 1</p>	<p>Infrastructure Investment Reserve Funds</p>
<ul style="list-style-type: none"> <li>• Maximize revenue opportunities through the implementation of the Municipal Accommodation Tax.</li> </ul>	<p><b>Goal:</b> Accountable Leadership Economic Prosperity and Financial Stewardship</p> <p><b>Theme:</b> Our Corporate Culture Demands Excellence and Respect</p> <p><b>Strategy:</b> 1</p>	<p>Revenue Sources Reserve Funds Infrastructure Investment</p>

Strategy	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<ul style="list-style-type: none"> <li>• Ensure cost effective and fairly priced quality programs and services that are responsive to Community needs through:               <ul style="list-style-type: none"> <li>• Spearhead the creation of a new Grant Committee that will be responsible for the development of the new Grant Program as approved in FIN-21-60</li> <li>• Examining the cost recovery models of various programs offered by the City</li> <li>• Annual Review and updates to the General Fees and Charges By-law</li> </ul> </li> </ul>	<p><b>Goal:</b> Accountable Leadership Economic Prosperity and Financial Stewardship</p> <p><b>Theme:</b> Our Corporate Culture Demands Excellence and Respect</p> <p><b>Strategy:</b> 1</p>	<p>Operating Costs Revenue Sources</p>
<ul style="list-style-type: none"> <li>• Employ strategic methods of procurement to ensure the City receives competitive, transparent, effective, value for money purchasing contracts through:               <ul style="list-style-type: none"> <li>• Refining current practices to ensure the City can take advantage of new technologies, streamlined contract administration, improved customer service and vendor outreach</li> </ul> </li> </ul>	<p><b>Goal:</b> Accountable Leadership Economic Prosperity and Financial Stewardship</p> <p><b>Theme:</b> Our Corporate Culture Demands Excellence and Respect</p> <p><b>Strategy:</b> 1</p>	<p>Operating Costs</p>

Strategy	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy
<ul style="list-style-type: none"> <li>• Proactively apply for public sector funding and pursue private sector partnerships by:               <ul style="list-style-type: none"> <li>• Implementing a Grants Management Policy and Procedure to increase stewardship over grant application/agreement process, apply more rigour to the grant process and maximize grant funding for the City.</li> </ul> </li> </ul>	<p><b>Goal:</b> Economic Prosperity and Financial Stewardship</p> <p><b>Theme:</b> Responsible Taxation</p> <p><b>Strategy:</b> 4</p>	<p>Operating Costs Infrastructure Investment</p>
<ul style="list-style-type: none"> <li>• Continue to ensure fairness, equity and transparency in municipal tax administration through:               <ul style="list-style-type: none"> <li>• Policy and legislative compliance;</li> <li>• Effective networking with external agencies;</li> <li>• Assessment base management strategies; and</li> <li>• Public engagement.</li> </ul> </li> </ul>	<p><b>Goal:</b> Economic Prosperity and Financial Stewardship</p> <p><b>Theme:</b> Responsible Taxation</p> <p><b>Strategy:</b> 4</p>	<p>Operating Costs Revenue Source</p>