

FINANCE



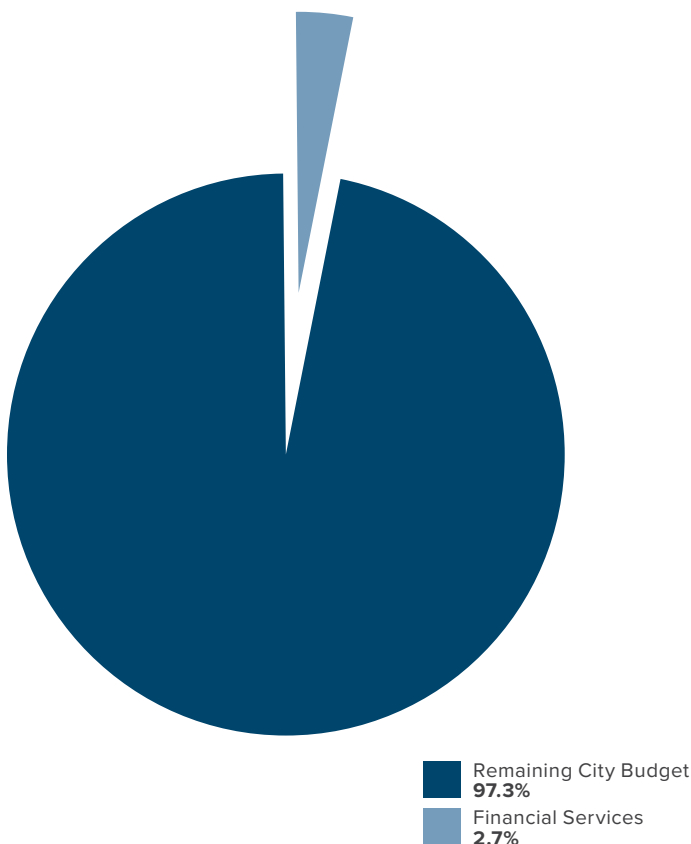
Operating Budget: \$ 574,000
Capital Budget: \$0
Staffing Complement: 5.6 FTE (Full-time equivalent)
Supports Strategic Focus Areas:
Corporate Excellence &
Economic Prosperity

OVERVIEW

Financial Services provides inter-departmental support and public interfaces that promote the effective, efficient and transparent operation of the City.

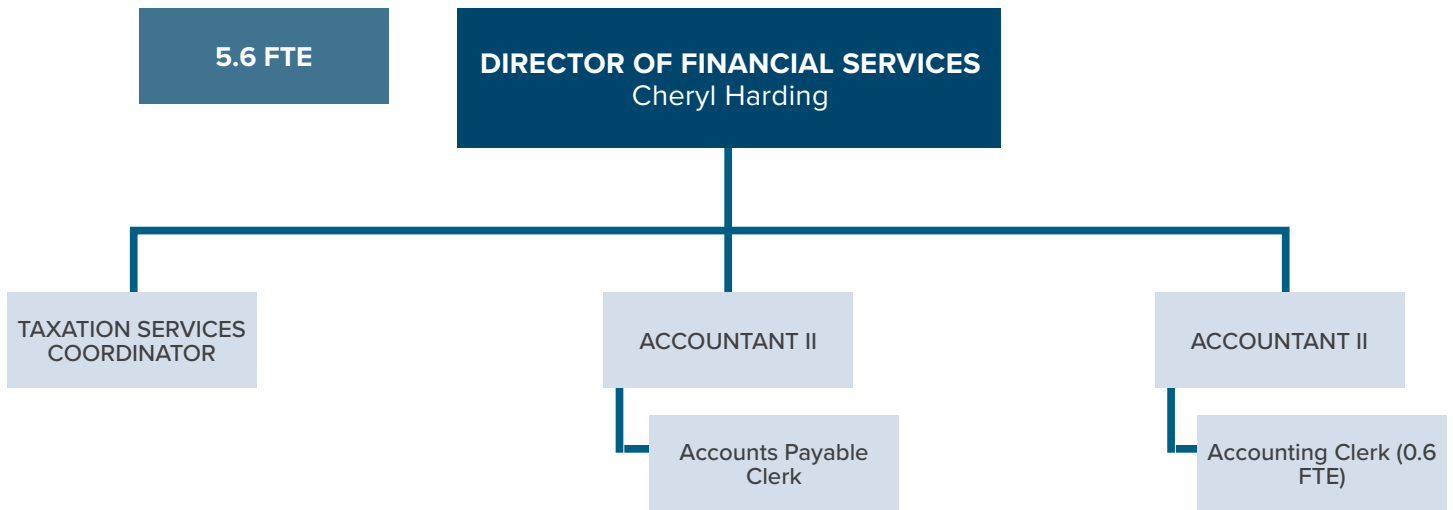
Our department provides financial services to City Council, City departments and citizens which involves the safeguarding and administration of the City's \$215 million of financial and non-financial assets and \$34 million of annual operating costs (includes operating expenses, debt servicing and reserve savings). Key department functions that support the day to day operations include: the provision of accounting, financial policy development and implementation, banking & investments, budget & business planning, debt management, long-term financial planning, processing of accounts payable and receivable. Completion of the financial yearend, levying and collecting municipal taxes and utility fees and annual budget remain the core components of our annual cycle. Finance is also responsible for the external annual reporting of financial activities to the province.

DEPARTMENT'S SHARE OF CITY BUDGET



FINANCE

STAFFING COMPLEMENT



AT A GLANCE

INDICATOR/MEASURE	2016	2015	2014	2013
NUMBER OF TAX FOLIOS	7,238	7,045	7,002	6,890
NUMBER OF FOLIOS CLAIMING HOME OWNER GRANT	5,384	5,170	5,108	5,008
% OF FOLIOS CLAIMING ELECTRONIC HOME OWNER GRANT	29%	25.1%	23.2%	19.4%
CURRENT YEAR TAXES OUTSTANDING	1.9%	2.2%	2.0%	2.9%
\$ AMOUNT OF ACCOUNTS PAYABLE (AP) INVOICES	\$32.8M	\$32.5M	\$35.3M	\$35.4M
NUMBER OF INVOICES PROCESSED (APPROX.)	3,900	3,900	4,500	4,000
% OF A/P PAYMENTS PROCESSED BY ELECTRONIC FUNDS TRANSFER	54%	46%	16%	2%
\$ OF PURCHASING CARD TRANSACTIONS	\$310K	\$263K	\$304k	\$267

2017 ACHIEVEMENTS

- **DEBT MANAGEMENT POLICY.** Created a more robust policy to provide guidance on the quality of decisions and goals regarding debt issuance practices demonstrating the City's commitment to long-term capital and financial planning.
- **SURPLUS POLICY.** Established a formal policy on the appropriate level of accumulated operating budget surplus for purposes of mitigating current and future risks such as revenue shortfalls and unanticipated expenditures in order to protect taxpayers and employees from unexpected changes in financial condition.
- **GOVERNMENT FINANCE OFFICERS CANADIAN AWARD FOR FINANCIAL REPORTING.** This award was received in recognition of going beyond the minimum requirements of generally accepted accounting principles as set by the Public Sector Accounting Board for the Canadian Institute of Chartered Accountants and was the outcome of the combined efforts of the Finance team and the Communications division.
- **CITY'S CHART OF ACCOUNTS.** Re-development of the City's chart of accounts is expected to be completed by the end of 2017. The new structure will provide a sound, methodical and efficient basis for effective financial and operational reporting.
- **BANKING, AUDIT AND INVESTMENT SERVICES.** RFP process was conducted for these third party services resulting in either budget savings or re-affirming the quality service of current providers.
- **VADIM ICITY UPGRADE.** A significant upgrade to the general financial system was completed in the early part of the year through the combined efforts of the Finance and IT teams.

- **ASSET MANAGEMENT PLANS (AMPS).** Completion of AMPs for all asset categories was completed through the combined efforts of all City departments.
- **UNQUALIFIED 2016 AUDIT OPINION.** The City received an unmodified audit report related to its 2016 financial statements, representing a culmination of significant effort to record, analyze and report financial activity and results for 2016.

KEY CHALLENGES FOR 2018

- **LONG RANGE INFRASTRUCTURE PLANNING.** Implementing recommendations from the recently completed Asset Management Plans is the next major step towards addressing the funding gaps in managing the city's infrastructure



KEY INITIATIVES 2018

DIVISION	INITIATIVE	TARGET
FINANCIAL SERVICES	PURCHASE CARD UPGRADE. The City's online purchase card program will be upgraded to provide access to workflow management, enhanced reporting and more intuitive navigation.	Q1
	FINANCIAL REPORTING. Improve iCity management reports utilizing scheduling, emailing and linking features where possible. Provide budget managers training and self-serve access affording them the tools to more efficiently monitor and manage their budget activity.	Q2
	CASH HANDLING AUDIT. Evaluate controls over cash handling to ensure the City's funds are accounted for, an adequate separation of duties exists and that funds are adequately safeguarded and deposited in a timely manner.	Q3
	ASSET CONDITION ASSESSMENT DATA. Incorporate condition assessment data to Asset Management database and update targeted reserve savings values for the Roads asset category and other categories as they become available.	Q3
	ASSET MANAGEMENT POLICY. Develop a policy that articulates Council's commitment to asset management which includes policy statements to guide staff in carrying out the City's business strategies, plans and activities. The policy is intended to clearly outline integration of asset management within the City to ensure it is co-ordinated, cost-effective and organizationally sustainable.	Q4
	SYSTEM CHANGES. Develop enhanced reporting tools for management of budget activities resulting from significant software system changes over the last two years.	Q1-Q4
	PROCEDURAL DOCUMENTATION. Develop or update existing documentation reflecting current processes, particularly those affected by recent system implementations such as Tempest and OMS to provide a sufficient reference tool for staff.	Q1-Q4
CROSS DEPARTMENTAL COLLABORATION	BILLING, PERMITTING, LICENSING & TAXATION SYSTEM (BLITS) PHASE 3. Provide financial process support to Community Services and Information Services in the implementation of the Municipal Permit and Prospero portion of this 3 phase project.	Q2
	SAFETY AND SECURITY WEB (SSW). Support existing committees to tackle SSW actions as appropriate; bring SSW actions to existing community partnerships and to discuss and strategize at their network tables.	Q1-Q4
	LONG TERM STRATEGIC PLAN. Start of a two year process to complete a cross organization plan integrated into the various engagement initiatives and planning efforts through the City departments culminating in a 25 year strategic vision for the community.	Q1-Q4
	WEBSITE UPDATE. Update the Financial Services section of the newly refreshed website.	Q3

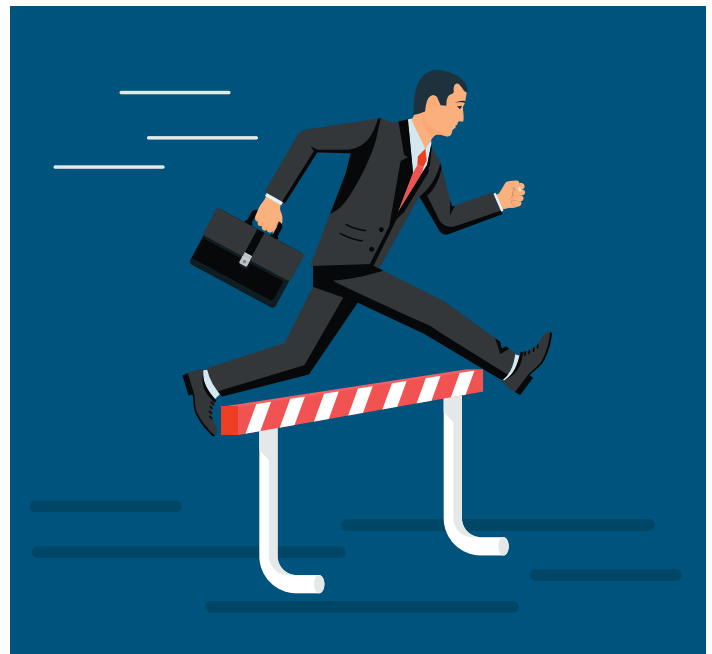
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PROPOSED OPERATING BUDGET

	2017 APPROVED BUDGET	2018 PROPOSED BUDGET	2018 PROPOSED CHANGES	2019 PROPOSED BUDGET	2020 PROPOSED BUDGET	2021 PROPOSED BUDGET	2022 PROPOSED BUDGET
REVENUE							
FINANCE FEES AND CHARGES	\$(41,500)	\$(43,500)	\$(2,000) -4.8%	\$(43,500)	\$(43,500)	\$(43,500)	\$(43,500)
	\$(41,500)	\$(43,500)	\$(2,000) -4.8%	\$(43,500)	\$(43,500)	\$(43,500)	\$(43,500)
EXPENSES							
FINANCIAL SERVICES	567,200	574,000	6,800 1.2%	593,000	601,800	610,400	619,400
	567,200	574,000	6,800 1.2%	593,000	601,800	610,400	619,400
NET OPERATING EXPENSES	\$525,700	\$530,500	\$4,800 0.9%	\$549,500	\$558,300	\$566,900	\$575,900

KEY BUDGET CHANGES FOR 2018:

SALARY AND BENEFITS	21,800
PROFESSIONAL DEVELOPMENT	(1,000)
AUDIT FEES	(14,000)
OTHER	(2,000)
CHANGE IN NET OPERATING EXPENSES	\$4,800



FINANCE

PROPOSED CAPITAL BUDGET

DEPARTMENT	PROJECT #	PRIORITY	2018	2019	2020	2021	2022	TOTAL
FINANCIAL SERVICES								
FINANCE BUDGET SYSTEM SOFTWARE \$6K	18-IS-100	3			110,000			110,000
FINANCIAL SERVICES TOTAL					110,000			110,000
GRAND TOTAL					110,000			110,000

Project Priority Column: 1=Imperative (Must Do); 2=Essential (Should Do); 3=Important (Could Do); 4=Desirable (Other Year)

