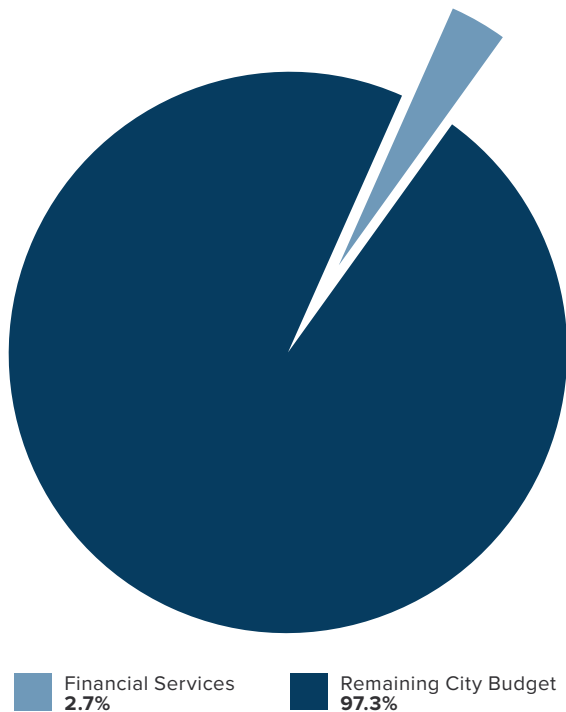


FINANCIAL SERVICES

Operating Budget:	\$555,200
Capital Budget:	\$0
Staffing Complement:	5.6 FTE (Full-time Equivalent)
Supports Strategic Focus Areas:	Corporate Excellence & Economic Prosperity

DEPARTMENT'S SHARE OF CITY BUDGET



OVERVIEW

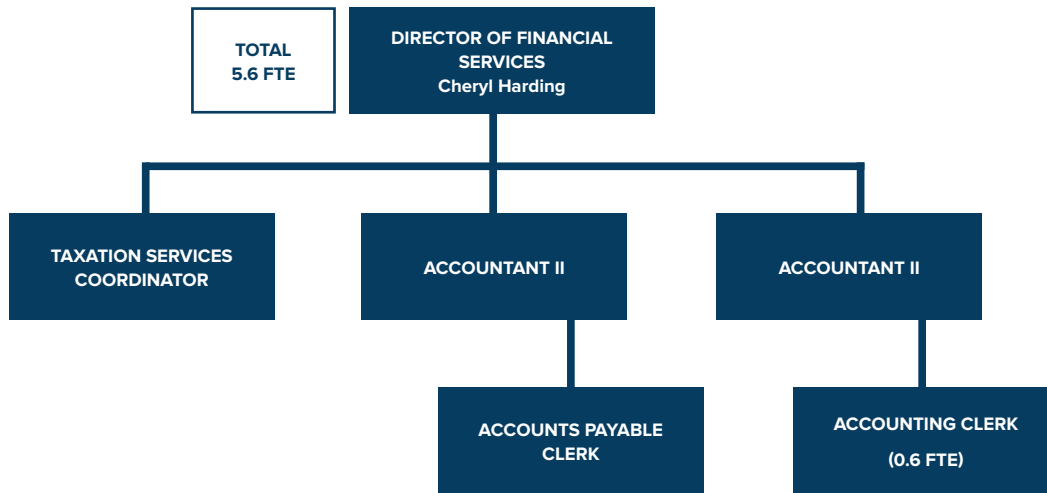
Financial Services provides inter-departmental support and public interfaces that promote the effective, efficient and transparent operation of the City. We provide financial services to City Council, City departments and citizens which involves the safeguarding and administration of the City's \$225 million of financial and non-financial assets and \$39 million of annual operating costs (includes operating expenses, debt servicing and reserve savings).

Key department functions include: the provision of accounting; financial policy development and implementation; banking and investments; budget and business planning; debt management; long-term financial planning; and 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.

FINANCIAL SERVICES

INDICATOR/MEASURE	2017	2016	2015	2014	2013
NUMBER OF TAX FOLIOS	7,244	7,238	7,045	7,002	6,890
NUMBER OF FOLIOS CLAIMING HOME OWNER GRANT (HOG)	5,422	5,384	5,170	5,108	5,008
% OF FOLIOS CLAIMING ELECTRONIC HOG	35.9%	29%	25.1%	23.2%	19.4%
CURRENT YEAR TAXES OUTSTANDING	1.9%	2.5%	2.2%	2.0%	2.9%
\$ AMOUNT OF ACCOUNTS PAYABLE (AP) INVOICES	\$29.9M	\$32.8M	\$32.5M	\$35.3M	\$35.4M
NUMBER OF AP INVOICES PROCESSED (APPROX.)	5,600	3,900	3,900	4,500	4,000
% OF AP PAYMENTS PROCESSED BY ELECTRONIC FUNDS TRANSFER	72%	54%	46%	16%	2%
\$ OF PURCHASING CARD TRANSACTIONS	\$444K	\$310K	\$263K	\$304K	\$267K
NUMBER OF BANKING DEPOSITS	4,014	2,216	1,771	N/A	N/A

STAFFING COMPLEMENT





FINANCIAL SERVICES

2018 ACHIEVEMENTS

- **Purchase Card Upgrade.** The City's online purchase card program was upgraded to provide enhanced reporting.
- **Financial Reporting.** Management reports have been developed in support of the re-organized chart of accounts for more efficient financial reporting. Budget managers have been provided training and given self-serve access to afford the ability of more efficient monitoring of budget activity.
- **Asset Management Policy.** Further demonstrating Council's commitment to asset management, a policy was developed to guide staff in carrying out the City's business strategies, plans, and activities. The policy outlines the integration of asset management within the City to ensure it is co-ordinated, cost-effective, and organizationally sustainable.
- **Procedural Documentation.** Updating of procedural documents is an ongoing process which continues and follows the recent system implementations such as Tempest and OMS.
- **Billing, Permitting, Licensing & Taxation System (Blits) Phase 3.** Provided finance support where needed to Community Services and Information Services departments in the implementation of the Municipal Permit and Prospero portion of this 3 phase project.
- **Website Update.** Supported the upgraded website project by updating the relevant Financial Services pages.
- **Post-Implementation of Chart of Accounts Redevelopment and Engagement of New Audit Firm.** These two functions created significant additional workload in 2018 due to the need throughout the year to update all worksheets to conform to the new chart of accounts and additional time required during the yearend audit in working with and assisting the new auditors.
- **EOC Activations and Training Sessions.** (identified mid-year).
 - o Participated in EOC activated to support Harris Road gas leak and evacuation.
 - o Participated in EOC activated to support and manage the Freshet 2018 potential flooding.
 - o Various Emergency Operations Centre training sessions held throughout the year as well as the EOC debrief session.

DEFERRED PROJECTS

As a result of priorities that emerged throughout the year, the following 2018 business plan initiatives were deferred:

- **Asset Management Condition Assessment Data.** Incorporation of condition assessment data to the asset management database along with updating the target reserve savings has been added to the 2019 key initiatives.
- **Cash Handling Audit.** Evaluation of controls over cash handling to ensure the City's funds are accounted for, adequate separation of duties exists and ensuring funds are safeguarded adequately and deposited in a timely manner has been added to the 2019 key initiatives.

FINANCIAL SERVICES

KEY CHALLENGES FOR 2019

- **Asset Management Planning.** Sound asset management practices are required to support sustainable service delivery. Continued progress in asset management planning while balancing the trade-offs between available resources and the services desired by the community is an ongoing challenge.

KEY INITIATIVES 2019

DIVISION	INITIATIVE	TARGET
FINANCE	ASSET CONDITION ASSESSMENT DATA. Incorporate condition assessment data to the Asset Management database and update targeted reserve savings values for the asset categories as they become available.	Q2-Q4
	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
	BUDGET SOFTWARE RFP. Develop and issue an RFP for the acquisition and replacement of an integrated budgeting system planned for 2020.	Q3
CROSS-DEPARTMENTAL COLLABORATION	PURCHASING POLICY UPDATE. Support the purchasing office in reviewing and updating the policy where needed in support of open, transparent, fair, and accountable purchasing processes that result in best value for money spent and applying strong financial controls to the process.	Q3
	SOFTWARE UPGRADE. Provide financial process support to Recreation and IT in the Intelligenz software upgrade and integrated payment processing implementation.	Q4
	COUNCIL POLICY REVIEW. Support the Corporate Office in the review, update, and/or reaffirmation of existing financial policies.	Q1-2
	RECREATION MASTER PLAN. Support Recreation in the development of the master plan.	Q1-2
	COUNCIL AND COMMITTEE GOVERNANCE REVIEW. Support the Corporate Office in implementing recommendations from the report being presented to the new Council.	Q1-3
	STAFF TRAINING AND DEVELOPMENT. Support Human Resources initiative of continuing to work with staff to build capacity, improve customer service, and develop a positive working culture.	Q1-4



FINANCIAL SERVICES

PROPOSED OPERATING BUDGET

	2018 ADOPTED BUDGET	2019 PROPOSED BUDGET	PROPOSED CHANGES FOR 2019		2020 PROPOSED BUDGET	2021 PROPOSED BUDGET	2022 PROPOSED BUDGET	2023 PROPOSED BUDGET
REVENUE								
FINANCE FEES AND CHARGES	\$(43,500)	\$(44,900)	\$(1,400)	-3.2%	\$(44,900)	\$(44,900)	\$(44,900)	\$(44,900)
	(43,500)	(44,900)	(1,400)	-3.2%	(44,900)	(44,900)	(44,900)	(44,900)
EXPENSES								
FINANCIAL SERVICES	576,800	600,100	23,300	4.0%	612,900	625,500	638,500	652,000
	576,800	600,100	23,300	4.0%	612,900	625,500	638,500	652,000
NET OPERATING EXPENSES	\$533,300	\$555,200	\$21,900	4.1%	\$568,000	\$580,600	\$593,600	\$607,100

KEY BUDGET CHANGES FOR 2019:

SALARY AND BENEFITS	22,700
OTHER	(800)
CHANGE IN NET OPERATING EXPENSES	\$21,900

PROPOSED CAPITAL BUDGET

DEPT NAME	PROJECT #	PROJECT NAME	PRIORITY	2019	2020	2021	2022	2023	TOTAL
FINANCIAL SERVICES	18-IS-100	FINANCE BUDGET SYSTEM SOFTWARE \$6K 180018	3	\$-	\$130,000	\$-	\$-	\$-	\$130,000
FINANCIAL SERVICES TOTAL				\$-	\$130,000	\$-	\$-	\$-	\$130,000

