



## **COUNTY OF PERTH**

Corporate Services Department

Finance Division

### **2017-2019 Business Plan**

September, 2016

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# Business Plan 2017-2019

## Finance

September, 2016

Questions can be forwarded to the Deputy Treasurer or Director of Corporate Services.

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### Preamble

The financial system of any organization is a key tool to ensure that business objectives are carried out in accordance with the policies set forth by Council and all legislative requirements. Strategic financial management allows for greater collaboration by improving data access and providing information and analytic tools to business units for enhanced decision making.

### Service Strategy

To provide a system of financial management and reporting that allows Council to fulfill its fiduciary duty, and to provide timely and relevant financial data to County departments to enable effective management decisions.

We are committed to supporting staff, investing in capacity building, and identifying and modelling behaviours which demonstrate:

- Collaboration, mutual respect and productive working relationships.
- Courteous, respectful and effective communication.
- Innovation and creativity.
- A commitment to excellence, professional development and a strategic approach to achieving results.
- Personal drive and integrity.

### Key Customers

- Taxpayers / Citizens
- County Council
- County departments and staff
- Member municipalities
- Suppliers / Vendors
- Partner Municipalities

- Provincial Ministries

## **Core Businesses/Services**

- Administration of annual budget
- Administration of procurement policies
- Advice on financial legislative obligations
- Reserve and reserve fund administration
- Financial impacts and analysis
- Investments and borrowing
- Financial & tax policies and procedures
- Insurance claims
- Financial institutions and other stakeholder relations
- Software support for financial system
- Administration of employee payroll
- Coordination of Asset Management

## **Legislated Standards**

- Municipal Act, SO 2001, c.25, and related Ontario Regulations
- Public Sector Accounting Board Handbook
- County of Perth By-laws & Policies
- Eligible Investment O. Reg. 438/97, as amended
- Municipal Freedom of Information and Protection of Privacy Act
- Personal Information Protection and Electronic Documents Act, 2000, c.5
- Income Tax Act
- Wages Act
- Canada Pension Plan Act
- Employment Insurance Act
- Ontario Municipal Employees Retirement System Act, 2006, c.2
- Employment Standards Act, SO 2000, c.41

## Program Maps

Accounting	Financial Planning/Policy	Financial Analysis
Accounts Payable	Financial Policy Development	Variance Reports
Accounts Receivable	Taxation Policies & By-laws	Analytics
Payroll	Risk Management	Business Intelligence
Capital Assets	Budget	Audit

Investment Management
Cash Flow Management
Reserve/Reserve Funds
Borrowing & Financing

## Key Linkages with Strategic Plan

Finance is linked with every program and service within the Corporation through the ongoing processing of financial obligations and through the provision of financial and budgetary services. As such, its actions link with **Goal 1: Ensure residents are being served by an efficient, cohesive, accessible and comprehensive service delivery model, of the County’s 2012-2017 strategic plan, adopted August 16, 2012.**

As well, through the development of taxation policies as an upper tier government, in which adoption of tax ratios and tax parameters affect the distribution of tax burden amongst the various tax classes of the lower tier municipalities, its actions also link to **Goal 2: Create an environment that supports and engages a diverse range of local businesses.**

## Achievement of 2016 Program

2016 Goals / Objectives	Achieved	Comments
Update Asset management system to allow efficiencies in preparing and analyzing the Asset Management Plan	Partially	Asset management plan update will be completed by year end. Finance will begin the quest to assist in the training and internalization of policies, procedures, methodologies, and reporting, which will be necessary at all levels of the organization to fully implement asset management within the organization.
Policy Development	No	Present policies to Council to strengthen the County's financial framework and sustainability have been delayed due to staff changeover and other major projects within Finance Division.
Continue the review of forms & processes for online electronic transaction	No	Working in conjunction with the Website Enhancement project to continue work into 2017 and onward.
Cash Flow and Investment Management	No	Development of investment policy by year end will allow the organization to segregate funds from the working funds to achieve a greater return on investment currently and into the future. Cash Flow Management process and procedures will continue to be developed in the future and will be an ongoing task for the Finance Division.

Finance's achievements in 2016 have been delayed with many goals not being achieved or going to be achieved by end of 2016. With a major shift of people within the Finance division in 2016 has delayed goals in 2016 to concentrate on major initiatives within the division. Asset Management has become a major component of the activities of finance in the development of procedure, methodologies and training and will continue in the future until the project of asset management is completed. This

can be seen in the future goals and objectives of the division in the future.

## Major Initiatives for 2017, 2018, 2019

2017 Goals / Objectives		Comments
County's Comprehensive Asset Management Plan update – Roadmap program		Year 2 of the implementation of the asset management proposal and refining the asset management plan of the County – Roadmap program Roadmap program will assist in utilizing the CityWide suite of software and determining process and procedures to aid in developing the overall framework of asset management within the County.
Policies – Development		Strengthen the County's financial framework and sustainability, (i.e. investments, financing & debt, grants, reserves).
Banking Services Review		The organization will be looking at bank services to ensure to evaluate our payment processes and supporting bank products to enhance products and services while highlighting ways to run our business better.
Payroll Solutions Review		Look at solutions to supply an integrated financial suite of applications, training, data conversion services and on-going support for payroll function of the County.
Updated Strategic Plan		Development of a new Strategic Plan in conjunction with our member municipalities to assist in making more focused and strategic decisions into the future by setting the priorities and goals for the County.

2018 Goals / Objectives		Comments
County's Comprehensive Asset Management Plan update		Continue to refine the asset management plan of the County
Payroll Solutions Review - Implementation		Based on the outcome of the payroll solutions review, implementation of the new processes, if any, will take time to integrate with our current systems.
Implementation of Strategic Plan – Goals and Initiatives		Continued development and implementation with Stakeholders who are demanding greater leadership, accountability and decisive action for continuous improvement practices on municipal funding as well as spending activities around issues such as infrastructure needs.
Policies – Implementation. Development of process and procedures linking policies to practice.		Strengthen the County's financial framework and sustainability, (i.e. investments, financing & debt, grants, reserves). New Policies will drive process and procedure development of the Finance Division with the policy framework in place to enhance the way the finance and all Department and Divisions do business.

2019 Goals / Objectives		Comments
County's Comprehensive Asset Management Plan update		Continue to refine the asset management plan of the County
Policies – Implementation. Development of process and procedures linking policies to practice.		Process and procedure development will utilize the policy framework to enhance the way the finance and all Department and Divisions do business.

## Program Delivery Plan

How will the program be delivered and at what level?

- .45 FTE Director of Corporate Services & Treasurer
- 1 Deputy Treasurer
- 1 Financial Analyst
- 1 Finance & Payroll Clerk
- Office hours 8:30 a.m. to 4:30 p.m., Monday to Friday

What changes will impact program delivery in the future?

- Changes Mandated by Other Levels of Government
  - Amendments to Municipal Act, SO 2001
  - Amendments to Public Sector Accounting Handbook (PSAB)
  - Changes to Generally Accepted Accounting Principles (GAAP)
  - Changes to other Acts and Regulations
- Direction Received from County Council and CAO
  - Structure of County operations
  - Policy decisions
  - Service demands from other departments
  - Council priorities
- Major Project Outcomes
  - Asset Management Plan implementation
  - Procurement process implementation
  - Investment policy development (Cashflow and investment management)
  - Strategic plan update

## Financial Allocation/Deployment Plan

Service	FTE Requirements by Year			
	2016	2017	2018	2019
<b>Finance Division</b>				
<b>Total Program FTE Requirements</b>	<b>3.45</b>	<b>3.45</b>	<b>3.45</b>	<b>3.45</b>

### FTE Variances

- No changes in FTEs forecasted

### Training and Development

- Capital Asset Management Training to assist in development of benchmarks and processes within the framework of the County
- Procurement training – Bids and Tenders
- Website Enhancement Training
- Project Management Training
- Continuation of management training program for supervisory staff
- Training to familiarize new staff with municipal operations and processes
- Various training workshops pertinent to positions as need/opportunity arises

### Comments

The County updated the Asset Management Plan of the County in 2016. This major project will be in the forefront of initiatives of the Finance Division with assistance of other Divisions throughout the organization to continue to refine the asset management of the County with the development of process and procedures. Comprehensive Asset Management Plan of the County will again be a major focus for Finance and other supporting Divisions in 2017. This will support the related capital budget and assist in providing management and Council with better information for decision making on the long term plan of the County. This County will be working with a Consultant throughout

2017 to assist in this matter.

Included in the 2017 budget and based on AMCTO training provided to council and staff it was consensus amongst leadership team that a centralized resource to assist with the development, documentation and processes around procurement was highly sought after. With this an addition of a contract Procurement and Risk Management Coordinator position to assist in this project has been added as a one-time cost to the 2017 budget.

Other budget activities as listed in the 2017-2019 Finance Division budget reflect no change in the ongoing operations of the Division.