

Finance

Business Plan - 2008/09

Mission: *Finance provides high quality advice, reporting, policy leadership, and effective financial systems and processes. Council and staff decision-making is based on appropriate, timely and complete financial information; and Council and the public have confidence that HRM's financial resources are managed with integrity and care.*

Business Unit Overview:

Finance leads HRM's Fiscal Accountability activities in support of the Executive Management Team's Priority Areas and provides direct services and advice to internal clients, Council and residents of HRM.

Director

S. Dale MacLennan, CA

Sr. Manager, Financial Services

Catherine Sanderson, CMA

Revenue, Accounting, Procurement & Stores Operations and Payroll Operations. These divisions are responsible for revenue identification, analysis, processing and collection, payment processing, accounting processing, financial monitoring & reporting, purchasing, inventory management, coordination of contracting for materials, services and supplies for HRM, contract management and technical support, payroll functions, and position management.

Revenue Operations Manager

Jerry Blackwood, CGA

Prepare billings, collect all revenues, administration of animal control and False Alarms By-Laws, Local Improvement charges, tax sales, parking regulations

Accounting Operations Manager

Debbi McCaig, MBA,
CMA

Accounts Payable Processing, Accounting Processing, Service Delivery and Financial Reporting, and Year-end audited financial statements, ensuring HRM complies with industry and legislative financial reporting requirements for Operating, Capital, Trust Funds and Reserves.

Procurement & Stores Operations Manager

Anne Feist, CPPB

Procurement services including purchasing, inventory, storage and disposal, coordination of contracts and contract management. Supply of eight (8) fuelling stations and four (4) salt sheds.

Payroll Operations Manager

Kevin Hislop

Responsible to provide all payroll related functions to HRM employees, Business Units and Boards and Commissions. Some of the services provided to clients include time and attendance tracking, payroll/benefits administration, bi-weekly payroll production, year end T4 production, labour and equipment costing, and provide policy/ collective agreement interpretation and monitoring as related to payroll issues.

Manager of Budget & Financial Analysis Paul Fleming	Manages the operating, capital and reserve budget processes, and provides customer service and stewardship support to Business Units through business analysis and financial consulting staff. Provides financial advice and analysis, ensuring compliance with HRM policies and legislation, in support of Council, EMT and Business Unit decision making.
Manager of Fiscal & Tax Policy Bruce Fisher, MPA, CMA	Develops, defines and refines policies related to fiscal management, financial planning, debt policy, and taxation. Provides strategic support to corporate policy initiatives such as Regional Planning. Leads HRM's Tax Reform and Multi Year Financial Strategy.
Manager of Corporate Reporting & Financial Policy Pamela Caswill, CA	Researches, analyses and recommends Generally Accepted Accounting Principles (GAAP) to be used by HRM and its related organizations as it relates to Public Sector Accounting Board recommendations as well as HRM internal policies. In conjunction with the Treasurer, the Investment team guides the long and short term investment policy of the Municipality and provides leadership and control to the overall process through cash management performance measurement. Leads the Disaster Financial Recovery claims process for losses incurred during Hurricane Juan and the February 2004 Blizzard.
Project Manager Revenue Replacement Tool Project Daya Pillay	Manages the implementation of a new revenue software installation integrated with SAP.
Summary of Business Unit Structure Changes:	None.

Core Operations and Services provided:

- Payment Processing
- Accounting
- FTE Position Management
- Financial Reporting
- Council Report Review and Support
- Payroll Operations
- Procurement & Stores Operations
- Inventory Control
- Corporate Financial Planning & Budget Process Management
- Bylaw Registration and Administration, eg: False Alarms, Parking Meters
- Revenue & Tax Billing and Collection
- Financial Analysis & Consulting

- Customer Services & Inquiries
- Parking Ticket Enforcement
- HRM Investments & Cash Management
- Banking Relationships & Coordination
- Disaster Financial Assistance Claims Support
- Financial Policy Development & Implementation

Permanent Full Time Equivalent (FTEs):

	2007/2008 Approved FTEs (April 1, 2007)	2008/2009 Approved FTEs (March 31, 2008)
Permanent FTEs	187	188

1 FTE transferred to Halifax Regional Police, 2 new FTEs (term to permanent / new positions) supporting operational requirements.

Financial Information:

Finance						
Summary of Budget by Business Unit Division						
	2006-2007	2007-2008	2007-2008	2008-2009	Change over	
	Actual	Budget	Actual Unaudited	Budget	Budget	%
Gross Budget	\$10,646,080.13	\$11,533,024.08	\$11,089,509.33	\$11,733,000.04	\$199,975.96	1.7%
Revenues	(\$6,569,590.77)	(\$8,001,057.00)	(\$11,687,835.99)	(\$8,148,000.00)	(\$146,943.00)	1.8%
Net Budget						
Administration - Finance	316,684	344,707	291,608	357,800	13,093	3.8%
Finance	1,174,801	1,386,394	1,320,139	1,289,200	(97,194)	-7.0%
Financial Services Admin	160,661	169,645	156,287	172,300	2,655	1.6%
Revenue	(3,555,921)	(4,894,671)	(8,711,073)	(4,973,900)	(79,229)	1.6%
Accounting	1,851,751	2,142,500	2,065,816	2,242,300	99,800	4.7%
Payroll Operations	908,232	1,214,260	1,149,151	1,242,000	27,740	2.3%
Procurement	2,856,142	3,164,732	3,090,657	3,255,300	90,568	2.9%
Revenue Replacement Project	364,140	4,400	39,087	0	(4,400)	-100.0%
Net Cost	\$4,076,489.36	\$3,531,967.08	(\$598,326.66)	\$3,585,000.04	\$53,032.96	1.5%

Analysis of Operating Budget Changes:

Operating Budget Change Details	(\$000's)
2007/8 Budget	3,532.0
1. Revenue increases, Fines & Fees, By-law F300 and Tax Sales & misc. other	(146.9)
2. Compensation and Benefits	492.8
3. Transfer to/fr Capital - Revenue Replacement Project	(310.0)
4. Office Costs (telephone, courier, office supplies, etc).	(12.2)
5. Professional Fees & Contract Services (PSAB Compliance)	29.8
6. Other Goods and Services (travel, training, Advertising)	(.5)
2008/09 Budget	3,585.0

Business Unit Goals (2008-11):

Strategic Goals
1. Goal - Practising Fiscal Responsibility
2. Goal - Leadership Development within Finance
3. Goal - Public Sector Accounting Board (PSAB) Compliance
Operational Goals
1. Goal - Effective Management of Corporate Finances
2. Goal - Delivery to Internal and External Clients
3. Goal - Support to Corporate Initiatives

Service Level Changes
Business Unit: Finance
<u>Increases In Services / new initiatives:</u> <ul style="list-style-type: none">• Governance Structure and Committee created to investigate revisions to the Multi Year Financial Strategy and to make recommendations to Council;• Tax Reform and other tax information - delivery of information to external clients through “How Your Municipal Tax Dollars Are Spent” document, tax bill inserts, and other communications forthcoming from the Tax Reform Committee’s Communication Strategy;• Revenue Tools Replacement Project - increase to productivity and efficiency with respect to cash management, collection of property taxes and other revenues, as well as alarms permits, licenses, etc;• Asset Management/Asset Accounting development and implementation to ensure compliance with PSAB requirements;• Green Procurement and Procurement Card roll-out communications, education and implementation; and• Price Agreement reviews.

Service Level Changes

Decreases In Services / Operational Pressures:

- Staff resources and availability is expected to decline due to training requirements associated with initial implementation of the Revenue Tools Replacement Project;
- Staff resources and availability is expected to decline from time to time during peak hours due to costing negotiations and implementation for two collective agreements which will expire in 08/09;
- Staff resources and availability is expected to decline from time to time during peak hours due to support required for the 2011 Canada Games;
- Staff resources and availability is expected to decline from time to time during peak hours due to support required for 2008 election; and
- Implementation of priority Business Systems and Control Group recommendations will impact staff availability.

Expected Services Not Being Delivered:

- Implementation of existing Business Systems and Control Group report recommendations are not resourced. A plan must be developed.

FTEs: (projected incremental FTEs / changes to FTEs (e.g. temporary to permanent)).

- 1 FTE, through Capital, to support the Corporate Asset Management Project (Accountant backfill)