

Town of Riverview
FINANCE AND IT DEPARTMENT MONTHLY REPORT



To: Colin Smith, CAO

Prepared by: Shannon Parlee, CPA (Director of Finance & Information Technology)

Date: April 22nd, 2024

Month & Year: April 2024

Section 1: Operational Dashboard

Metric	Current Period	Prior Period	Annual Result	Trend
Debt Ratio	{Budget} 2024 8.18%	{Actual} 2023 8.42%	Stable	Healthy Position
Accounts Receivable (Significantly past due accounts only, i.e., 270 days+)	\$276,413 March '24	\$241,125 February '24	<p>The balance is up compared to the previously reported month for this aging category, but overall, the total A/R is down.</p> <p>The department continues to see the total A/R balance consistently decline each month; the total balance is at its lowest since the Town resumed collection efforts post-Covid. The balance as of writing this report (4/17/2024) is \$256,180. Although it appears as though the current period is higher, it is due to the timing of the most recent billings. If we look at March 31st, 2023, one year ago, the balance was significantly higher at \$396,144, therefore showing how significant the balance has declined in just one year.</p>	<p>The balance in total has decreased.</p> <p>Collection efforts have shown progress with the balance declining in total significantly since collections efforts have resumed and new ways have been introduced in monitoring and managing collections.</p>

			Director Parlee monitors the aging categories, but also the overall balance to see true change, which has been consistently declining showing collections are improving.	
Accounts Payable Processed (March vs. February 2024)	\$2,124,523 (477 Cheques)	\$2,502,156 (414 Cheques)	Results are as expected . Large, planned settlements for both months relating to capital projects and normal operations per budget.	Consistent with our understanding of billing trends and schedules of payments.
% Of Residential Water & Sewer bills sent electronically (February '24 vs. November '23)	21.30% (1,320 of 6,296)	21.02% (1,320 of 6,279)	Improving over time. Residential bills are sent out quarterly in February, May, August, and November.	Update from most recent February quarterly billing. Slight increase from previous quarter. Continually showing improvement however, still plenty of progress to be made.

Section 2: Status of Department's Operational Priorities for 2024

Priority	Status
Oversight and Management of the Finance & IT functions to align with the Service Excellence expectations of the Town's Strategic Plan	<p><u>Budget vs Actuals</u></p> <p>Director Parlee provided a detailed YE report last month to council that accompanied the audited financial statements that were presented by BakerTilly. The auditors are in the final stages of releasing the audited statements. The department did distribute the first quarter end statements for 2024. Director Parlee will provide a detailed analysis of the F/S for the next COW for year-to-date results. Operationally, the finances are tracking well so far in the year, no concerns.</p> <p>As council would have noticed, there have been some capital projects that have gone over budget. Director Parlee has met with the necessary parties to discuss plans. Council did approve an additional \$200,000 towards improving Hillsborough road pedestrian access, however, that project was another \$400k+ above budget thereby requiring financial management. Director Parlee will manage the budget</p>

	<p>overall and if need be, defer identified projects, such as the LED replacement lights on Gunningsville Blvd for \$420,000, if necessary. Director Parlee can also shift some CCBF (Gas Tax) funding planned in the Utility fund over to the General Fund if needed since projects in that fund have been on or bellow budget.</p> <p><u>Debt Ratio</u></p> <p>The 2023 debt ratio landed at 8.42% (compared to budget of 8.97%), which equates to a healthier more manageable debt load. 2024 is budgeting for an 8.18% debt ratio.</p>
<p>Asset Management (Capital & Inventory)</p>	<p>Director Parlee continues to work on plans to develop stronger controls and maintenance around asset management by working with relevant staff, such as the Supervisor of Municipal Facilities & Assets and the Accounting Supervisor.</p> <p>There was a successful launch of the AM committee in 2023, has continued into 2024. Director Parlee also attended several meetings and webinars on the topic throughout 2023 and has more planned for 2024 (one already having been attended in Q1). Objectives for 2024 will include goals related to asset management. A particular focus will be on inventory management including exploring possible solutions for an improved tracking system. Director Parlee plans to make inventory management the first process area to focus on with the new Information Protection and Compliance Administrator (new hire discussed below). The next meeting is set this month with the Supervisor of Municipal Facilities & Assets to discuss goals for 2024 and plan some committee meetings.</p> <p>These objectives align with the Strategic Plan of strong financial management of the Town’s Assets and in creating a sustainable plan for the long term.</p>
<p>Operational Process Improvements & Internal Controls</p>	<p>There are several items on Director Parlee’s objectives for 2024 related to process improvements and internal controls. Some exciting items being looked at is a Transparency Dashboard for the Town, Budget Software, revamping/updates to policies that are outdated, a Chart of Accounts deep dive, and working with Tri-Community staff on updating the Codiac Transpo billing formula. Council can look forward to updates throughout the year on these objectives. Refer below for an update on budget software.</p> <p>Director Parlee along with staff - Pam LeBlanc (AR Clerk) and Ashly Barron (Communications Manager) – had a successful launch of a new e-billing campaign in Q1. Since Director Parlee last reported, communications launched a social media campaign, which was successful. This initiative is aimed at encouraging residents to sign up for e-billing to reduce paper and increase efficiencies for both residents and Town staff. A quarterly draw will occur where one lucky resident will win a full rebate on that bill (\$228 value).</p>

Section 3: Other Notable Developments & Highlights for Council's Attention

2023 Financial Statements and External Audit

Last month, Council was given a financial statement presentation by the Town's audit firm, BakerTilly. The F/S were formally approved at the last April RCM. Director Parlee is working with the audit firm through the final stages of the audit. Council can expect to get their copy of the audited F/S for fiscal 2023 this month.

In conjunction with the audit, Director Parlee has been working with Communications on the financial pieces required for the 2023 Annual Report. Part of the Annual Report is the audited F/S as well as other financial analysis such as how property taxes are spent and the investment the Town makes into existing infrastructure.

Department Staffing

As part of a structural reorganization, the replacement for the records management person will now report to the Finance & IT Department. The role will see an expansion to include skills for process improvement and IT related functions, thereby reporting directly to the IT Manager. Director Parlee along with the IT Manager have been working with HR to fill this role, which was reported on last month. The department held various interviews with candidates, narrowed it down to three for a second process/assessment. The department is very pleased to announce that we have selected a candidate and are currently working on the final steps to hire this person. Director Parlee and the IT Manager have a lot of great ideas on how to utilize this newly expanded role to improve processes throughout the town to gain value and efficiencies.

Continuous Improvement: Budget Software

Director Parlee is very excited to share that the Town has secured budget software. This will greatly increase collaboration and efficiencies between the departments and provide valuable tracking and insight into the Town's finances. This initiative aligns with Director Parlee's focus on continuous improvement, by fostering solutions to improve our current processes to gain value and efficiency. Director Parlee is excited to use this software for the 2025 budget and will spend time working with the software's implementation manager over the next several months to get things set up, have training and transition from the current excel heavy process to this software. This software will also achieve Director Parlee's goals of making the budget more visual and professional looking, which will provide some valuable data analysis and create more ease in the digestion of the information.

TransAqua AGM

Director Parlee attended the TransAqua AGM March 22nd, along with some council members. It was a great opportunity to engage in the review of their financials and listen to their plans going forward, as well as network and make connections with people.