

FINANCE DEPARTMENT MONTHLY REPORT

To: Colin Smith, CAO

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Date: February, 2018

Month: January 2018

Section 1: Operational Dashboard

Metric	Current Period	Prior Period	Annual Result	Trend
Debt Ratio (beginning of year)	12.00% Jan 1, 2018 (Preliminary Estimate)	15.75% Jan 1, 2017	Increasing To calculate for Jan 1, 2018 upon completion of audited 2017 financial statement	Stable
Accounts Receivable (significantly past due accounts only)	\$240,000 (Jan/18)	\$188,000 (Dec/17)	Stable	Slight increase (Director working with NEW clerk to collect accounts)
Accounts Payable processed (Jan 18 vs. Dec '17)	\$1,757,351 (350 cheques)	\$3,504,180 (334 cheques)	-	-
% of Water & Sewer Bills sent electronically (quarterly Feb '18 vs. Nov '17)	11.3% (678 out of 6,022)	10.0%	Gradual growth in e-billing	Stable (clerk/receptionist is promoting this option at the municipal payments counter)

Section 2: Status of Department's Operational Priorities for 2018

Priority	Status
Lead the Town in the development of a long range capital Asset Management Plan (AMP)	<p>The AMP Plan document along with the Asset Management Policy will be presented to Council as part of the process to engage Council leading up to the Financial Planning Session scheduled for April 30 (see next section).</p> <p>The Director initiated the process to seek additional funding towards further development of the AMP. While the Town is eligible to make application again after March 31, 2018, the Director has been informed</p>

Priority	Status
	<p>that, due to the popularity of this AMP funding program, it would be unlikely the Town would receive additional funding at this time. The AMP Plan document along with the Asset Management Policy will be presented to Council as part of the process to engage Council leading up to the Financial Planning Session scheduled for April 30 (see next section).</p>
<p>Long Term Financial Planning and Managing Debt Ratio</p>	<p>On Feb 12, 2018 Council adopted the resolution to submit an <i>Application for Authorization to Borrow</i> for capital projects in 2018. This is the initial step in planning with the actual borrowing to take place upon completion of the capital projects later in 2018 when costs are known with certainty. The Application has been forwarded to the MCBB. A notice will appear in the local newspaper (required by legislation) in the next few weeks advising local residents of this intention to borrow.</p> <p>Staff have started to work on developing an updated long term financial plan. This plan will include a property tax rate strategy and scenarios for recommended prioritization of capital projects over the next ten (10) years. This plan will, of course, include significant Council input during preparation followed by formal adoption by Council. It is proposed that the input from Council will include a workshop to thoroughly review and discuss capital project priorities and timelines for the next decade. The date and time of this workshop is scheduled for April 30 in the evening.</p> <p>The debt ratio calculation noted in the metrics table above shall be updated as soon as the financial statements for fiscal year ended December 31, 2017 are finalized.</p> <p>Monitoring and managing the debt ratio is one of the most important objectives for the Director of Finance. He will ensure the best combination for utilization of capital reserves, capital financed from operations and project funding grants from senior levels of government in order to minimize the necessity for using long term debt to achieve long term asset management. The current objective is to maintain a debt ratio lower than 16% with continued vigilance in this area.</p>
<p>Technology Options</p>	<p>The Director and staff are continually exploring opportunities to enhance internal and external customer service. Most recently staff have worked with our Communications Department, Engineering staff and Web Site developer to implement a plan to process requests for certain Town Services such as sidewalk curb cutting for driveway access and swimming pool fill ups and accept payments through the Town website.</p>

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

2017 Financial Statements and External Audit

The finance and accounting staff are finalizing the information necessary to prepare the financial statement for the fiscal year ended December 31, 2017.

The external auditors return to the Town Hall to conduct the audit in the first week of March.

The audited financial statements shall be presented to Council during late March and submitted to the Province and our banking institution after approval at the first RCM in April.

Training and Development

The Director continues to seek opportunities to learn more about issues related to his role with the Town. The most recent include:

- i) EMO – Incident Command System (ICS) – The Director, a member of the EMO Committee, recently successfully completed and earned a Certificate for this introductory course related to Emergency Measures operations. This course provides an overview of the ICS methodology to be deployed by the Town during emergency situations in which the Emergency Operations Center would be activated.

Employee Engagement

The Director continues to contribute to the ongoing initiative to ensure employees are actively engaged and knowledgeable of Town plans and activities. This included contribution to an “all employee” information session on February 6.