

2018 Business Plan: Chief Financial Office

1. DIVISIONAL OVERVIEW

The Chief Financial Office establishes and manages the fiscal and financial framework for the County from a strategic and operational perspective. This division supports administration in being sound stewards of the County's financial resources by administering effective financial controls and processes and investing wisely on behalf of the residents

The Financial Planning and Reporting department focuses on excellence in financial management and best practices; assists in planning for the future from a financial perspective; and, supports other County service areas and corporate decision-making through technical and financial analysis and advice.

The Assessment and Strategic Financial Services Department supports the provision of equitable and accurate assessment values to appropriately distribute the property tax responsibility within the community and ensures assessment practices are in compliance with the *Municipal Government Act*, Assessment and Taxation Regulations, and Provincial Audit Standards. This department also provides leadership in regards to the financial software system, property tax and other revenue management, and compliance with legislation.

2. KEY ACCOMPLISHMENTS

- Government Finance Officers Association of the United States and Canada (GFOA) Award
 - 2016 marked the 18th year in a row Parkland County has received the Canadian Award for Financial Reporting by the GFOA, this time for our annual financial report for the fiscal year ended December 31, 2015. The Canadian Award for Financial Reporting program was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports.
- Assessment Review Completed
 - An Assessment Department review was conducted in 2016 to identify opportunities and improvements. Work continues on the implementation of recommendations, with over 50% of the accepted recommendations implemented to-date, with a new department structure created in 2017.
- Canada Post Addressing Changes
 - In 2015, Parkland County Council passed a resolution which allowed County Administration and Canada Post to improve and convert rural addressing in the Acheson area to urban style street names and numbers. The urban addressing system to be used is an extension of the existing street/avenue system within the City of Edmonton Winterburn Industrial Area. Acheson is progressing and still working through previous years' changes

3. DIVISIONAL KEY PERFORMANCE INDICATORS:

- % of residential properties assessed per year
- Annual municipal property tax increase
- Average time to respond to complaints
- % of Residents on Tax Instalment Plan
- Debt Limit (Debt to Provincial Debt Limit)

- Operating costs for governance and service management as a percentage of total municipal operating costs
 - (Salaries, Wages & Employee Benefits as a % of Total Operating Expenses)
- Investment Rate of Return (weighted average)

4. KEY AREAS OF FOCUS, PROJECTS AND INITIATIVES FOR 2018

	Title	Summary	Lead
1	ERP Upgrade (Led by Information Services)	This project will upgrade Microsoft Dynamics AX 2012 to Microsoft Dynamics 365	Information Services, with support from Chief Financial Office
2	Municipal Government Act Changes	New MGA requirements for municipalities to adopt, at minimum, three-year operating plans and five-year capital plans. This will require significant resources from Financial Planning and Reporting.	Ongoing