

# Branch — Corporate Accounting and Treasury

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## Introduction

The Corporate Accounting and Treasury Branch provides corporate level financial services, strategic and technical advice related to the development of, or refinement of financial policy/directives in the areas of performance reporting, the City's annual report, and accounts payable/receivable. It is also responsible for compliance with changes to the Chartered Institute of Chartered Accountants and Public Sector Accounting Board standards through its involvement with the City's external audit process. It facilitates the coordination and compliance of debenture borrowing through Alberta Capital Finance Authority and ensures accuracy of all actual operating and capital transactions through the City's general ledger. The Branch provides oversight and transactional assurances with respect to ticket administration, photo enforcement program, cash operations, and coin processing and financial services from a corporate perspective. In addition, the Branch ensures effective and efficient use of financial components/modules within the City's enterprise system (SAP) and oversees the coordination of the Enterprise Risk Management program. Activities of the Chief Economist are also included within this Branch.

### Highlights for 2013 include:

- Focusing on continuous improvement in the areas of financial processes through leveraging technology, process enhancements, and human resources
- Facilitating the implementation of the Operating & Capital Budget System



# Branch — Corporate Accounting and Treasury

## Approved 2013 Budget – Branch Summary

(\$000)

	2011 Actual	2012 Budget	2013 Budget	\$ Change '12-'13	% Change '12-'13
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, Permits, etc.	\$ 1,267	\$ 1,372	\$ 1,179	\$ (193)	(14.1)
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<u>1,267</u>	<u>1,372</u>	<u>1,179</u>	<u>(193)</u>	(14.1)
<b>Expenditure &amp; Transfers</b>					
Personnel	9,104	10,176	10,514	338	4.2
Materials, Goods & Supplies	763	705	728	23	3.5
External Services	761	905	1,138	233	25.7
Fleet Services	-	-	-	-	-
Intra-municipal Services	(118)	381	332	(49)	(36.5)
Utilities & Other Charges	220	287	298	11	3.8
Transfer to Reserves	-	-	-	-	-
Subtotal	10,730	12,454	13,009	555	4.5
Intra-municipal Recoveries	-	(1,364)	(1,550)	(186)	13.6
<b>Total Expenditure &amp; Transfers</b>	<u>10,730</u>	<u>11,090</u>	<u>11,459</u>	<u>369</u>	3.3
<b>Net Operating Requirement</b>	<b>\$ 9,463</b>	<b>\$ 9,718</b>	<b>\$ 5,280</b>	<b>\$</b>	<b>5.8</b>
<b>Full-time Equivalent</b>	122.0	123.8	121.8	(2.0)	

## Budget Changes for 2013

(\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc. ( \$193)

Decrease of \$200 due to reduction in third party remittance processing services, offset by a small increase of \$7 in administration fees due to inflations.

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## Budget Changes for 2013

(\$000)

### Expenditures & Transfers - Changes

#### Personnel \$ 338

Increase of \$418 due to movement within salary ranges, changes in benefits and settlement of union contracts, offset by \$80 decrease as a result of positions transferred to Assessment & Taxation.

#### Material, Goods & Supplies \$23

Increased due to inflation.

#### External Services \$233

Increase of \$139 related to reallocation from Intra-municipal Services, increase of \$62 related to implementation of Enterprise Risk Management and \$32 in various areas related to volume increases and inflation.

#### Intra-municipal Services ( \$49)

Decrease due to reallocation to External Services.

#### Utilities & Other Charges \$11

Increase due to inflation.

#### Intra-municipal Recoveries (\$186)

Increase in cost recovery from the Office of Traffic Safety based on projected volume. This recovery is partially offset by an increase in external services.

### Full-time Equivalent - Changes

Through analysis of Treasury Operations from an efficiency perspective, 2.0 vacant FTEs were determined not to be required and were subsequently transferred to the Assessment Branch to address resourcing constraints.

# Branch — Corporate Accounting and Treasury

## Approved 2013 Budget – Program Summary (\$000)

### Program Name - Corporate Accounting and Reporting

#### Results to be Achieved

Corporate Accounting is responsible for annual financial reports and compiling inputs for the City's annual budgets and reports according to legislated requirements, and facilitating external audit processes.

Service Standards	Resources (\$000)	2011	2011	2012	2013
		Actual	Budget	Budget	Budget
Financial reports (annual, tax, audit) must be in compliance with PSAB and CICA standards, requirements and timelines. Reports ensure that the City is accountable and transparent. They serve Council and Committees' needs for accurate and timely information for decision-making. This program is involved with debt and funding strategies which contribute to City's financial sustainability.	<b>Revenue &amp; Transfers</b>	\$ 249	\$ 249	\$ 256	\$ 263
	<b>Expenditure &amp; Transfers</b>	2,634	2,779	3,105	3,292
	<b>Net Operating Requirement</b>	\$ 2,385	\$ 2,530	\$ 2,849	\$ 3,029
	<b>Management</b>		1.0	1.0	1.0
	<b>Exempt</b>		6.0	7.0	7.0
	<b>Union</b>		14.0	14.0	14.0
	<b>Temporary</b>		-	0.8	0.8
	<b>Full - Time Equivalents</b>		21.0	22.8	22.8

#### 2012 Services

- Coordinate legislative financial reporting, liaise with external auditor, coordinate quarterly performance financial reporting
- Provide accounting and reporting services for investments, debt, pension benefits, and taxation
- Provide full accounting & financial services to non-profit housing programs; liaison to external bodies (EPCOR, AGA, Northlands)
- Coordinate corporate programs (PAYGO, franchise fees, investments & dividends) & projects(reserves review, private vehicle)

#### Changes in Services for 2013

- This program will continue to incorporate any changes to public sector accounting standards to ensure compliance
- Will play an integral role in the evolution of enhanced financial processes such as the general ledger optimization initiative
- Will lead the development of the CRL accounting/reporting framework

### Program Name - Financial Process Management

#### Results to be Achieved

Financial Process Management is responsible for managing continuous business improvement initiatives within the department as well as within the Corporation. It is also responsible for coordinating Enterprise Risk Management (ERM) for the Corporation.

Service Standards	Resources (\$000)	2011	2011	2012	2013
		Actual	Budget	Budget	Budget
Continuous business improvement initiatives are put forward by business units and a Statement of Work and Schedule are mutually agreed upon. Processes and findings are documented and recommendations are provided to the manager for implementation. Coordinate activities of Enterprise Risk Management and produce Risk Registers for management who is responsible for mitigating the specific risk.	<b>Revenue &amp; Transfers</b>	\$ -	\$ -	\$ -	\$ -
	<b>Expenditure &amp; Transfers</b>	2,333	2,581	1,560	1,659
	<b>Net Operating Requirement</b>	\$ 2,333	\$ 2,581	\$ 1,560	\$ 1,659
	<b>Management</b>		1.0	1.0	1.0
	<b>Exempt</b>		8.0	8.0	8.0
	<b>Union</b>		3.0	3.0	3.0
	<b>Temporary</b>		-	-	-
	<b>Full - Time Equivalents</b>		12.0	12.0	12.0

#### 2012 Services

- Develop Enterprise Risk Management (ERM) framework
- Manage the Operating & Capital Budget Procurement Project
- Conduct business improvement reviews and produce recommendations for continuous improvement

#### Changes in Services for 2013

- This program will evaluate continuous business improvement opportunities corporate-wide
- The Enterprise Risk Management (ERM) framework will be deployed through the Ways Plans
- This program will facilitate the implementation of the Operating & Capital Budget System
- This program will facilitate the implementation of the SAP Fit/Gap recommendations

# Branch — Corporate Accounting and Treasury

## Approved 2013 Budget – Program Summary (\$000)

### Program Name - Treasury Management

#### Results to be Achieved

Oversight & control of the City's cash handling/processing operations, accounts payable/receivable, collections, bulk coin, cash control, remittance processing, Bylaw Ticket administration, ensuring compliance with, & amendments to City policy/directives, preliminary reviews & information line for the Photo Enforcement Ticketing System (PETS).

Service Standards	Resources (\$000)	2011	2011	2012	2013
		Actual	Budget	Budget	Budget
All cash handling sites use up to date & approved procedures, spot checks & integrity tests for compliance. Ensure compliance with Payment Card Industry (PCI). Efficient & effective processing of accounts payable/receivable. Same day processing for remittances, bulk coin within 1 day. Max 5-day response on all bylaw ticket appeal inquiries. Review 1 & 2 for Photo Enforcement processed within 5 days of upload to system.	<b>Revenue &amp; Transfers</b>	\$ 1,018	\$ 1,097	\$ 1,116	\$ 916
	<b>Expenditure &amp; Transfers</b>	5,763	6,122	6,425	6,508
	<b>Net Operating Requirement</b>	\$ 4,745	\$ 5,025	\$ 5,309	\$ 5,592
	<b>Management</b>			1.0	1.0
	<b>Exempt</b>		6.0	5.0	5.0
	<b>Union</b>		83.0	83.0	81.0
	<b>Temporary</b>		-	-	-
	<b>Full - Time Equivalent</b>		89.0	89.0	87.0

#### 2012 Services

- Accounts Payable process review, as well as governance and oversight reviews for accounts payable/receivable
- Payment Card Industry compliance project & development of the administrative framework for the ongoing PCI compliance program
- Increase compliance and protection of City assets through updating procedures for the bulk coin centre & Cash Handling Handbook
- Review 1 and 2 for the Photo Enforcement Ticketing System (PETS), assist in the information line for photo enforcement appeals

#### Changes in Services for 2013

- Focus on spot checks, integrity testing for cash handling compliance, & improvements to the Cash Handling Handbook
- Ongoing PCI compliance program /program manager will be established; Resources will be redirected internally for this program
- Increase efficiency & effectiveness of accounts payable/receivable through process, governance and oversight reviews

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