



2020 - 2023
DEPARTMENT
BUSINESS PLAN
Corporate Finance

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MESSAGE FROM THE DIRECTOR



Corporate Finance provides stewardship for Strathcona County finances and assets. We achieve this by coordinating, consolidating and managing financial information, while providing services to colleagues to support a decentralized operational environment. We strive for the right balance between providing flexibility for the diverse operating requirements and upholding standards and legislative compliance.

The staff in Corporate Finance are committed to providing quality core services and customer support. In addition to maintaining services, there will be a focus on improving processes to align with modernized software solutions. Existing programs will be formalized and developed such as internal reviews and coordinated payment options. Business transformation will be achieved through a combination of people, processes and technology.

As the financial function transforms, it will be important to maintain programs by ensuring compliance with Public Sector Accounting Standards (PSAS) updates, Payment Card Industry standards, and Municipal Government Act (MGA) legislation. Regular, planned review of financial policies will ensure ongoing alignment to current practices. Development of financial strategies identified in the Long-Term Financial Sustainability Framework will be required to support planning for the future of the municipality.

Corporate Finance staff are knowledgeable and professional. They are dedicated individuals who come together as a team to provide an unending commitment to the success of Strathcona County. This, coupled with partnerships with our financial colleagues throughout the organization, allows for collaboration, innovation and enables us to meet challenges head on with successful results.

Laura Probst, CPA, CGA, CLGM

Director, Corporate Finance

PLANNING FOUNDATION

STRATHCONA COUNTY VISION

Living in Strathcona County

Strathcona County, located in the heart of Alberta, is an energetic and thriving community. A leader in North America's petroleum industry and a champion for advancing diverse agricultural business, we use our energy to power our new tomorrow.

We are a specialized municipality and work cooperatively with our urban and rural residents to govern as a single municipality. Proud of our distinct governance model, we promote and demonstrate our achievements.

We are a welcoming place to live and attract people of all ages, cultures and walks of life to join us. Families thrive in our dynamic, caring and safe community.

We strive to be a model of ecological integrity, protecting our environment and preserving our agricultural heritage.

Investment in infrastructure, quality services, cultural and recreational programs, and facilities is a priority and sets us apart.

Becoming Canada's most livable community

CORPORATE MISSION

We are committed to working collaboratively, efficiently and effectively to provide quality service delivery to citizens, business, and industry alike.

CORPORATE VALUES

Our values help to form our organizational identity and define our culture.

Integrity	We demonstrate ethical standards and behaviours We display honest behaviour at all times We do what we say we will do
Respect	We treat others with care and dignity We pay attention to each other We welcome a variety and diversity of ideas
Safety	We consistently demonstrate safe work practices We build an environment of openness and trust We make it safe for each other to voice opinions or concerns
Fairness	We consider how our actions might affect others We treat everyone impartially and equitably We are willing to share the reasoning behind our thinking and decisions
Cooperation	We support, assist and learn from each other We give credit to others for their contributions We compromise when needed to achieve common goals

DEPARTMENT MISSION STATEMENT

In the spirit of building strong relationships through teamwork in a positive and innovative environment, Corporate Finance is dedicated to:

Stewardship and communication

Stewarding Strathcona County's financial resources, ensuring compliance and providing transparent communication on behalf of taxpayers

Quality information

Providing meaningful information, analysis and planning for Administration and Council to support decision-making

Collaborative leadership

Providing collaborative leadership and maintaining financial standards for the organization

Service excellence

Providing professional service and support to departments, external stakeholders, and the community

DEPARTMENT OVERVIEW

Corporate Finance is a central support department that coordinates, consolidates and manages Strathcona County's finances, while providing service to colleagues to support a decentralized operational environment. The Corporate Finance team maintains high standards of professionalism, ethical conduct and integrity. The Municipal Government Act (MGA), internal policies, and the Public Sector Accounting Standards (PSAS) govern and guide our financial functions.

Corporate Finance has three core business functions that it performs on behalf of Strathcona County: Financial Reporting, Treasury and Risk Management, and Financial Coordination. The department is structured to align with these functions; a manager leads each team, with specific focus. In addition, Corporate Finance is responsible to steward Fiscal Services which contains those financial activities that are corporate in nature and cannot be associated with any one operational area.

DEPARTMENT CORE BUSINESS FUNCTIONS AND PROGRAMS

FINANCIAL REPORTING

The Financial Reporting branch serves the organization through corporate financial reporting, assuring compliance with municipal financial regulations and overseeing the corporate system of internal controls. Maintaining the integrity of corporate financial information is essential through each program area. An ongoing priority is to provide transparent communication to Council and the community. Specific Priority Based Budget programs under the Financial Reporting core function include:

- Financial reporting, compliance, and controls
- Tangible capital asset financial management
- Accounts payable

2020 – 2023 FORECAST

Looking forward, Financial Reporting's focus will be to deliver quality core services within the defined program areas by:

- Preparing the financial statements, leading the corporate audit process, and implementing ongoing improvements based on the audit findings
- Compiling and reporting other financial information including the financial information return, the statistical information return, management reporting, annual report, Council expense reporting, federal and provincial grant reporting, and other financial information requests
- Developing process, executing and monitoring corporate disbursements including procurement cards (corporate credit cards), payment vouchers and purchase orders
- Stewarding and administering key financial activities and components within the enterprise resource planning (ERP) system including internal controls and processing daily interface transactions

In addition, Financial Reporting will be focusing on the following projects:

- Partnering with the Strathcona County Business Transformation team to implement process and efficiency improvements and system modernization objectives (2019 – 2021+)
- Developing and implementing a formal corporate internal controls program by working collaboratively with departments to form a new internal controls review working group, defining key control objectives, assessing existing processes, and making continuous improvements to safeguard assets (2019 – 2021+)
- Representing Corporate Finance on the Class Application Replacement project in support of an inter-departmentally integrated solution which meets minimum control and compliance requirements and a successful overall implementation (2019 – 2021)
- Representing Corporate Finance on the Smart Bus/Smart Fare regional capital project in support of the development of strong financial processes and controls (2019 – 2021)
- Leading the planning and implementation of the upcoming Public Sector Accounting Standard (PSAS) changes to ensure ongoing compliance and achieve unqualified audited financial statements (2019 – 2022)

TREASURY AND RISK MANAGEMENT

The Treasury and Risk Management branch serves the organization by working within a broad framework of policies and principles to effectively manage cash flow activities including debenture financing and other funding sources, investments, reserves, deferred revenue, banking and accounts receivable. As steward of these programs, Treasury and Risk Management facilitate effective and efficient financial management within business operations and supports strategic decision-making. Additionally, a comprehensive insurance management program minimizes the risk of loss that arises out of Strathcona County operations. Recognizing, identifying and controlling exposure to financial risk continues to be a priority. Specific Priority Based Budget programs under the Treasury and Risk Management core function include:

- Treasury management and accounting
- Financial risk management
- Accounts receivable

2020 – 2023 FORECAST

Looking forward, Treasury and Risk Management's main focus will be to deliver quality core services within the defined program areas by:

- Managing the reserve funds and deferred revenue activity, aligning with corporate processes to ensure appropriate accounting, approvals and strategies that meet the County's operational and future needs
- Managing the County's banking, payment method options and debenture financing requirements
- Managing the investments and cash flows ensuring appropriate internal controls and optimal performance
- Participating in corporate risk management including formalizing a corporate approach, assessing and controlling the risk of accidental loss throughout the organization, and managing the administration and resolution of insurance claims
- Stewarding security deposits and letters of credit, in addition to reviewing contracts for funding authorities and insurance documents
- Developing process, executing and monitoring corporate accounts receivable invoicing including ambulance billing, Family and Community Services programs and facility meeting room bookings

In addition, Treasury and Risk Management will be focusing on the following projects:

- Partnering with the Strathcona County Business Transformation team to implement process and efficiency improvements and system modernization objectives (2019 – 2021+)
- Leading the Payment Card Industry project and developing ongoing annual compliance requirements (2019 – 2021+)
- Partnering with Financial Planning to develop multi-year funding strategies for the business planning and budget cycles (2019+)
- Developing and improving financial strategies as identified in the Long-Term Financial Sustainability Framework (2019 – 2022+)
- Representing Corporate Finance on the Class Application Replacement project in support of an inter-departmentally integrated solution which meets minimum control and compliance requirements and a successful overall implementation (2019 – 2021)
- Representing Corporate Finance on the Smart Bus/Smart Fare regional capital project in support of the development of strong financial processes and controls (2019 – 2021)

- Implementing Public Sector Accounting Standards (PSAS) changes that affect treasury management, such as financial instruments (2019 – 2022)

FINANCIAL COORDINATION

The Financial Coordination branch serves the organization through coordination of financial considerations such as chart of accounts management, levies and grants, financial policies, Fiscal Services, and financial services including accounting support, training and advice. Specific Priority Based Budget programs under the Financial Coordination core function include:

- Accounting services, policies, and support


2020 – 2023 FORECAST

Looking forward, the Financial Coordination branch's main focus will be to deliver quality core services within the defined program area by:

- Stewarding and administering key financial activities and components within the enterprise resource planning (ERP) system including the approval systems and the chart of accounts.
- Coordinating the periodic review and update of Corporate Finance policies to ensure ongoing alignment with legislative and operational requirements
- Collaborating with corporate stakeholders in the management of development levy principles, processes, and supporting tools
- Coordinating corporate grants management processes to promote compliance with grant agreements and ongoing alignment of pursued grant opportunities with community priorities

In addition, Financial Coordination will be focusing on the following projects:

- Partnering with the Strathcona County Business Transformation team to implement process and efficiency improvements and system modernization objectives (2019 – 2021+)
- Partnering with Planning and Development Services to review existing processes, tools and bylaws for offsite development levies to ensure they are in alignment with the policy approved by Council on July 23, 2019 (2019 – 2021+)
- Identifying key workload metrics for the Corporate Finance department, and implementing processes and tools for the tracking of metrics to better support



decisions regarding internal service levels, workload planning and resource allocation (2019 – 2021+)

DEPARTMENT ANNUAL CAPITAL IMPROVEMENTS

DEPARTMENT SUPPORT ROLES (ANNUAL CAPITAL INITIATIVES)

This table illustrates the initiatives that this department will be expected to support during the 2020 – 2023 Business Plan timeline. Lead departments are responsible for providing clear plans to support departments. These plans are to advise support departments on particulars of the support required and timing.

INIT/AUTO #	Annual capital initiative	Description	Department lead	Timeframe
AUTO 1309 1310 1311 1312 1313	Annual Information Technology Corporate Infrastructure Replacement Program - Municipal	To support computer and technology infrastructure components remain current and able to deliver on services and reduce risk of service interruptions.	Information Technology Services	Ongoing
AUTO 1284 1285 1286 1287 1288	Annual Facility Capital Lifecycle Program	To maintain safe, functioning and operating County facilities.	Facility Services	Ongoing
AUTO 1793 1866 1867 1868 1869	Annual Vehicle and Equipment Capital Refurbishment Program	To rebuild engines and transmissions to extend unit life cycles by two to four years and reduce costs.	Fleet Services	Ongoing
AUTO 1214 1215 1216 1217 1218	Annual Vehicle and Equipment Fleet Replacements	To maintain vehicle suitability, availability, reliability and safety for the delivery of essential services.	Fleet Services	Ongoing
AUTO 1091 1298 1299 1300 1301	Annual Fleet Transit Replacements	To maintain vehicle suitability, availability, reliability and safety for the delivery of essential services.	Fleet Services	Ongoing

INIT/ AUTO #	Annual capital initiative	Description	Department lead	Timeframe
AUTO 1797 1862 1863 1864 1865	Annual Transit Refurbishment Program	To rebuild buses to extend unit life cycles by seven to ten years and realize a reduction of 65% of the purchase cost.	Fleet Services	Ongoing

DEPARTMENT IMPROVEMENT INITIATIVES

BUSINESS EXPENSE POLICY REVIEW AND UPDATE (INIT 8)

To comply with corporate policy direction, Corporate Finance will lead the corporate-wide review and update of HUM-001-026: Employee Business Expense policy in 2021 by engaging key representatives from across the organization. This will ensure the updates to the policy meet current operational requirements, while also continuing to ensure reasonable and responsible use of public resources.

Linkage to corporate business plan organizational excellence goal and result(s):

Goal 9: Continuously improving the way we work, as one organization, in an agile and sustainable manner

- Ensures compliance with regulations, laws, procedures, and policies
- Supports development of employee capacity through training and development

Department role:

Lead: Corporate Finance

Support: All departments

Timeframe:

Start time: Q1 2021

End time: Q4 2021

CORPORATE PAYMENT OPTIONS REVIEW (INIT 38)

Currently there is inconsistent payment options offered to customers by various departments utilizing multiple payment card services. An opportunity exists to improve the customer experience, minimize costs, and simplify administration, thereby allowing for corporate standards, documentation, and training.

Linkage to corporate business plan organizational excellence goal and result(s):

Goal 9: Continuously improving the way we work, as one organization, in an agile and sustainable manner

- Leverages tools (i.e. technology, equipment) to assist in service delivery
- Supports continuous improvement

Department role:

Lead: Corporate Finance

Support: All departments

Timeframe:

Start time: Q1 2022

End time: Q4 2022

ASSET RETIREMENT OBLIGATIONS (INIT 117)

A new standard, as per the Public Sector Accounting Standards, is effective December 31, 2022, ensuring that liabilities associated with the retirement and disposal of tangible assets (buildings, equipment, and infrastructure) owned by Strathcona County, are reflected in the financial statements.

Linkage to corporate business plan organizational excellence goal and result(s):

Goal 9: Continuously improving the way we work, as one organization, in an agile and sustainable manner

- Supports long term financial sustainability
- Supports infrastructure management
- Supports insight-driven/evidence-based decision making
- Ensures compliance with regulations, laws, procedures and policies
- Supports integrated planning
- Collaborates with departments

Department role:

Lead: Corporate Finance

Support: Facility Services, Planning and Development Services, Utilities, Recreation Parks and Culture, Procurement Services

Timeframe:

Start time: Q2 2020

End time: Q2 2023

ENTERPRISE RISK MANAGEMENT PROGRAM (INIT 14)

This Fiscal Services initiative is to develop a formal Enterprise Risk Management program and develop a framework to address corporate risk identification, risk mitigation, prioritization and alignment with resources/ strategy planning.

Linkage to corporate business plan organizational excellence goal and result(s):

Goal 9: Continuously improving the way we work, as one organization, in an agile and sustainable manner

- Supports insight-driven/evidence-based decision making
- Supports continuous improvement
- Collaborates with departments

Department role:

Lead: Fiscal Services

Support: All departments

Timeframe:

Start time: Q1 2021

End time: Q4 2023

DEPARTMENT SUPPORT ROLES (IMPROVEMENT INITIATIVES)

This table illustrates the initiatives that this department will be expected to support during the 2020 – 2023 Business Plan timeline. Lead departments are responsible for providing clear plans to support departments. These plans are to advise support departments on particulars of the support required and timing.

INIT/AUTO #	Improvement initiative	Description	Department lead	Timeframe
AUTO 1003	Strathcona County Business Transformation (SCBT) Project	To transform and align people, process and technology in four of the County's core business functions of finance, human resources, procurement and contract management. Included in process and technology are utility billing and property tax. Included in technology is corporate asset management.	SCBT project	Q3 2017 – Q3 2020
INIT 90	Enterprise Strategic Portfolios Implementation	To operationalize enterprise strategic portfolios to ensure corporate -wide management oversight and decision making accountability.	Corporate Planning	Q2 2018 – Q4 2021
INIT N/A	Recreation Software Replacement	To adopt a modernized recreation software platform.	Recreation, Parks and Culture	Q1 2019 – Q4 2020
AUTO 1787	Fleet Lifecycle Replacement Program	To replace vehicles that reached the end of their lifecycle with new units to reduce costs and improve productivity.	Fleet Services	Q1 2019 – Q4 2021
INIT 89	Performance Measurement Maturity Improvements and Service Level Review	To improve the County's performance measurement maturity and to review service levels.	Corporate Planning	Q1 2019 – Q4 2022
INIT 24	Fleet Management Software (FMS) Upgrade and Fuel Module	To implement Fleet Management Software fuel module upgrade	Fleet Services	Q1 2019 – Q3 2023
INIT 30	Digital Workplace Program	To establish a single, integrated, modern electronic content and collaboration technology platform that will replace several isolated software applications that exist today.	Information Technology Services	Q1 2019 – Q4 2021

INIT/ AUTO #	Improvement initiative	Description	Department lead	Timeframe
INIT 66	New Occupational Health and Safety (OHS) Legislation Implementation	To be fully compliant with the new OHS legislation coming into effect June 1, 2018.	Human Resources	Q1 2019 – Q1 2023
INIT 65	Benefits Review	To conduct a full review of the benefits plan.	Human Resources	Q2 2019 – Q4 2021
AUTO 1823	OHS / Disability Management Technology Project	To create a digital workflow system to address information on the County's OHS and DM areas.	Human Resources	Q2 2019 – Q3 2021
INIT 86	Corporate Inclusion and Diversity Training	To develop staff skills and knowledge to help create and maintain an inclusive work environment and promote inclusion within the community through citizen interactions	Human Resources and Intergovernmental Affairs	Q1 2019 – Q4 2022
INIT 63	Succession Planning Strategy	To develop a succession planning strategy	Human Resources	Q3 2019 – Q4 2022
INIT 26	Enterprise - Wide Communications Review	To conduct an enterprise - wide review of communications services.	Communications	Q1 2021 – Q4 2021
INIT 32	Program Based Budgeting and Reporting Framework	To develop and / or transition to a program based budgeting framework.	Corporate Planning	Q3 2021 – Q4 2024
INIT 104	Municipal Emergency Management and Business Continuity Management Systems Integration	To properly interconnect and update department business continuity and municipal emergency response plans.	Emergency Services	Q1 2020 – ongoing
INIT 67	Corporate Learning and Development	To establish and provide oversight for a corporate training framework that will prioritize needs, options, resources and audiences, and provide train-the-trainer supports for department level subject matter experts who will deliver the training.	Human Resources	Q1 2021 – Q4 2022

INIT/ AUTO #	Improvement initiative	Description	Department lead	Timeframe
INIT 127	Festival Place Ticketing System Replacement	To improve the current Festival Place ticket ordering and sales.	Recreation, Parks and Culture	Q3 2020 - Q4 2021

DEPARTMENT STRATEGIC INITIATIVES

DEPARTMENT SUPPORT ROLES (STRATEGIC INITIATIVES)

This table illustrates the initiatives that this department will be expected to support during the 2020 – 2023 Business Plan timeline. Lead departments are responsible for providing clear plans to support departments. These plans are to advise support departments on particulars of the support required and timing.

INIT/ AUTO #	Strategic initiative	Description	Department lead	Timeframe
INIT 3	Event and sport tourism initiatives - 2021 summer special Olympics in Alberta	To host the 2021 Summer Special Olympics.	Recreation, Parks and Culture	Q1 2019 - Q4 2021
00313-SCT	Smart Fare/ Smart Bus Technology Implementation	To implement regional Smart Fare and Smart Bus technology to improve the customer experience in cooperation with Edmonton Transit System and St. Albert Transit	Transit	Q1 2016 - Q4 2021

APPENDIX 1: STRATHCONA COUNTY GOALS AND RESULTS

STRATEGIC GOALS (EXTERNAL COMMUNITY FACING)

Goal 1: Build strong communities to support the diverse needs of residents

- Opportunities for meaningful connections within communities
- Diverse and inclusive communities
- Appropriate access to the social service system through partnerships affordable basic municipal services
- Programming meets the changing needs of residents
- Opportunities to be healthy and active

Goal 2: Manage, invest and plan for sustainable municipal infrastructure

- Efficient and effective multi-modal transportation network
- Safe, reliable utility infrastructure
- Innovative “smart” infrastructure
- Accessible cultural, recreational and social infrastructure
- Accessible, reliable internet connectivity
- Partnerships enhance infrastructure investment opportunities

Goal 3: Cultivate economic diversification, within the petro-chemical industry and beyond, through a business-friendly environment

- Strategic partnerships promote business growth and retention
- Planning supports strategic development
- Critical physical and technology infrastructure supports business, industry, and agriculture
- Investment attraction and retention focus on downstream, value-added industry
- Strengths and innovation provide a competitive advantage, and support attraction and diversification
- Growth opportunities increase through regional brand and economic development strategies

Goal 4: Ensure effective stewardship of water, land, air and energy resources

- Appropriate and effective use of agricultural land
- Natural areas and resources balance value for current and future generations
- Municipal buildings deploy efficient technology where appropriate
- Growth and development balanced with recognition and protection of the biosphere (Beaver Hills)
- County uses best practice approach to waste management

Goal 5: Foster collaboration through regional, community and governmental partnerships

- Improved regional land use and resource management planning
- Regional assets leveraged for mutual benefit
- Innovation and lifelong learning opportunities occur through collaboration with educational institutions
- Community partnerships leveraged to expand the County's ability to respond to the changing needs of the community

Goal 6: Provide facilities and services that are available and accessible to residents

- Connected, accessible multi-modal transportation network, including trails
- Available, accessible and affordable recreational opportunities
- Diverse, affordable neighbourhoods, amenities and housing opportunities
- Enhanced community interaction and connectedness
- Accessible community and cultural events, entertainment, shopping and dining opportunities

Goal 7: Provide opportunities for public engagement and communication

- Community is informed about County decisions
- Community – urban and rural – satisfied with opportunities to provide input
- Community is confident in how tax dollars are managed

- Public engagement efforts and information sharing mechanisms are innovative and accessible

Goal 8: Foster an environment for safe communities

- Law enforcement, emergency and social services respond to community risk
- Proactive safety education and community involvement
- Utility infrastructure provides safe, clean water, manages wastewater treatment, and provides effective storm-water management
- Citizens feel safe to express themselves in ways that represent their values, beliefs, and lifestyles
- Transportation network, including trails, allows people and goods to move safely and efficiently

CORPORATE ORGANIZATIONAL EXCELLENCE GOAL (INTERNAL FACING)

Goal 9: Continuously improving the way we work, as one organization, in an agile and sustainable manner

- Collaborates with regional, community and government partners
- Integrates information and technology
- Supports long term financial sustainability
- Supports infrastructure management
- Supports workplace culture that builds trust and promotes employee contribution
- Supports development of employee capacity through training and development
- Supports insight-driven/evidence-based decision making
- Supports continuous improvement
- Ensures compliance with regulations, laws, procedures and policies
- Supports integrated planning
- Leverages tools (i.e. technology, equipment) to assist in service delivery
- Engages stakeholders in decision making
- Communicates to stakeholders about County programs and services
- Collaborates with departments