

# DOLLARS AND \$ENSE PERSPECTIVE

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## MESSAGE FROM OUR PRESIDENT

Thanks to our capable staff, active members and creative partners we're well on our way to completing this year's work plan. Our new three year strategic plan will refocus resources on three things: being relevant to all of our members, becoming a centre for dialogue, and providing value to our members through partnerships.

### BEING RELEVANT TO ALL OF OUR MEMBERS

Whether you're just new to local government, mid-career and looking to make your mark, or a seasoned veteran wanting to give back, we have a program for you at GFOABC. With increasingly high expectations on your financial services team, we're responding by creating more opportunities for knowledge sharing to help you and your peers move together towards financial excellence. **It all starts with your participation** and we encourage you to continue taking advantage of our professional development opportunities and to engage through our annual survey or the Online Forum.

### BECOMING A CENTRE FOR DIALOGUE

Our membership includes leaders and innovators in local government finance. GFOABC will be leveraging that talent to become the centre for members, partners and government dialogue on local government finance. This starts with increasing our engagement with BC Government agencies and eventually promoting more alignment between our membership and provincial regulators.

### PROVIDING VALUE TO OUR MEMBERS THROUGH PARTNERSHIPS

Through your feedback we've realized that providing more targeted opportunities for collaboration between our members and partners will help generate more value for both parties. Over time we aim to increase cross partnership opportunities with our members and partners working together to develop and co-present their findings on emerging best practices.

On behalf of the Board, I want to extend my heartfelt gratitude to our amazing staff, Kala and Erica, for their enthusiasm, hard work and careful navigation of our operations. I'd like to thank the Board for their dedication, team work and willingness to innovate as we explore new ways to add value to our membership.

And thanks to all of you. GFOABC is thriving because of your participation. Best wishes for this holiday season to you and your families!

RICK DANYLUK, *President*

### BOARD OF DIRECTORS

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*Executive Director*

ERICA CHRISTIE

*Manager, Operations and Member Services*



## MESSAGE FROM OUR EXECUTIVE DIRECTOR

As the year draws to a close, Erica and I would like to take this opportunity to thank our members for their continued support and engagement. We would also like to express our sincere gratitude and appreciation for the leadership and guidance provided by our Board of Directors as well as the support provided by our committees. And last but not least, to our partners thank you for contributing to our success and seeing the value of being part of GFOABC.

In reflecting on the year that was, the annual conference in Kelowna provided a perfect backdrop. The conference theme, *Leadership & Resilience*, was underpinned by the devastating floods and fires that plagued much of the province in 2017. The conference opened with an incredibly humble presentation by Darby Allen—we heard from many that the presentation about his experience fighting the “beast” was a major highlight of the conference. The conference also provided the perfect opportunity and venue for more than two dozen municipal and regional district members from across the province to gather and provide feedback on the then draft Education Framework—an important guiding document for our 3-year development and strategic plans.

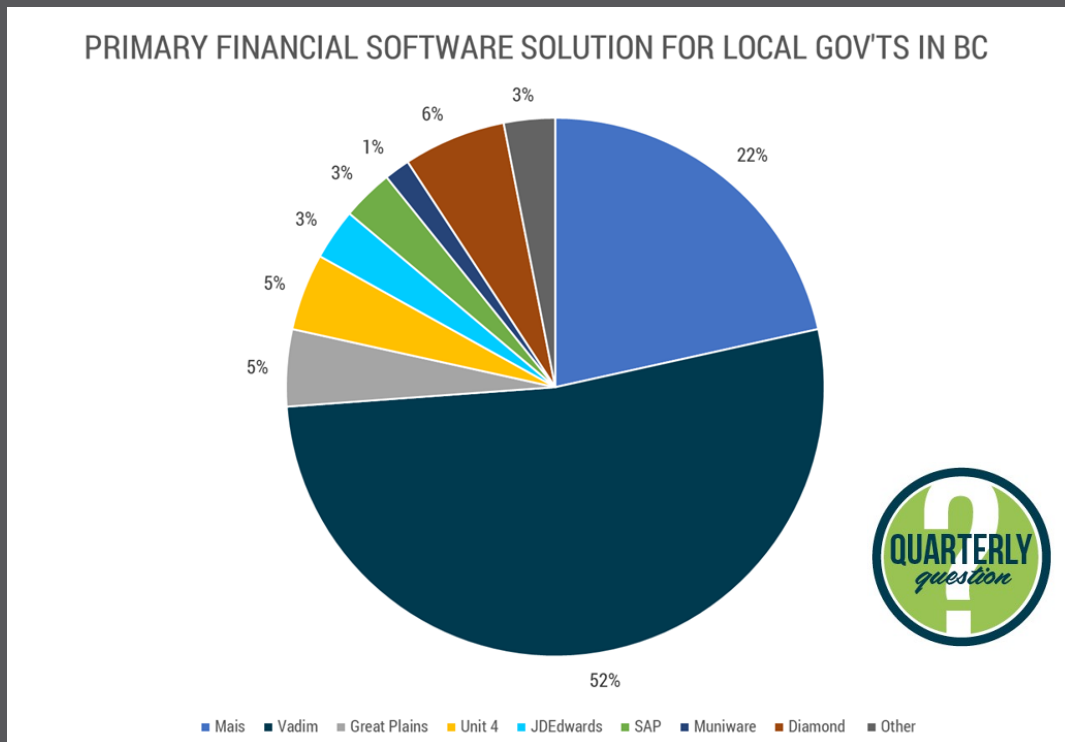
The year to come is expected to be no less busy and exciting. *Strategy & Innovation* is the underpinning theme of this year’s conference as well as a bit of a theme for GFOABC. With the 3-year Development Plan completed and strategic planning in progress, we are ready to hit the ground running. Development cost charges and long-term financial planning will both be on the program agenda as will the biennial two-day joint workshop with the CPABC—we will lead out the workshop with a new quarterly accounting and auditing webinar series.

Once again, thank you for your continued support. We look forward to another great year ahead and welcome your questions, comments and suggestions.

All the best for the holiday season.

KALA HARRIS, *Executive Director*

## QUARTERLY QUESTION



You can find the full report at the [GFOABC website](#).





**GFOABC**  
Better Together.

*Membership*  
**RENEWAL**

**RENEW & PAY  
ONLINE**

To Do:

- Renew membership  
December 1st
- Pay by December 31st

**IT'S THAT  
TIME AGAIN.  
HAS YOUR  
ORGANIZATION  
RENEWED?**

**OFFICE@GFOABC.CA**

**250.382.6871**



# Member FAQs



**GFOABC**  
Better Together.

## WHAT ARE THE BENEFITS OF BEING A GFOABC MEMBER?

- Member discounts on training, the annual conference, job postings and advertisements.
- Access to the secure online FORUM.
- Members only website access to MemberLINK.
- Monthly updates & quarterly newsletters.
- Earn continuing professional development hours by participating in GFOABC activities, such as committees, working groups, facilitating a workshop and much more.
- Complimentary registration to all GFOABC webinar forums – **NEW!**
- Access to our Temporary Support Program for short-term staffing solutions – **NEW!**

## WHAT ARE THE TYPES OF MEMBERSHIP AVAILABLE?

**Organizational Membership** *Municipal, Regional District and Improvement or other District*

GFOABC members are employed in a financial capacity in municipal, regional district or related government organizations. From accounting clerks to Chief Financial Officers, their roles include a combination of administration and financial management.

Organizational memberships are purchased by a local government and the fee is based on the size of the municipality's population or the amount of the annual budget for regional district and improvement or other district. These memberships allow for an unlimited number of members to participate from your finance team. These members are divided into two categories: voting and non-voting members. Each organization can designate up to a certain number of voting members while having an unlimited number of non-voting members

### **Affiliate**

GFOABC also has an affiliate classification that is comprised from sectors closely involved with local government finance, including auditors, bankers, lawyers, consultants, software suppliers and related sectors. Affiliate memberships can be purchased on an individual basis.

## WHAT IS A VOTING MEMBER?

A voting member is an employee of a member local government entitled to vote on member related issues such as the annual election for the Board of Directors, approval of financial statements, bylaws, etc.

## WHAT IS A NON-VOTING MEMBER?

A non-voting member is an employee of a member local government who is entitled to all membership privileges except for electing the Board of Directors and voting at the Annual Meeting. Membership privileges include access to the members' only portion of the website, including the forum and resource section, member pricing for events, complimentary webinars and regular updates.

## HOW DO I FIND OUT IF I AM A VOTING MEMBER?

Consult the primary contact in your organization or contact us at [office@gfoabc.ca](mailto:office@gfoabc.ca).

## WHO IS A PRIMARY CONTACT AND WHAT IS THEIR ROLE?

The primary contact is often the most senior finance officer at a member local government. It is the primary contact's duty to renew the membership, designate voting members and to keep GFOABC up to date regarding current voting and non-voting members.

## IS MY MEMBERSHIP UP TO DATE?

This can be verified by logging into your MyAccount or contacting the office.

## THE PRIMARY CONTACT NO LONGER WORKS HERE?

If the primary contact has changed, please contact the office at [office@gfoabc.ca](mailto:office@gfoabc.ca) or **250.382.6871**.

## WHAT IS MYACCOUNT?

MyAccount is a personal online profile that must be created by both members and non-members to register for events. A member must log in to their MyAccount to access member privileges such as the Forum and MemberLINK.

Please contact GFOABC with all your membership inquiries at [office@gfoabc.ca](mailto:office@gfoabc.ca) or **250.382.6871**.



# WHAT'S HAPPENING AT GFOABC

## INVESTORS' FORUM WEBINAR | REGISTER NOW

DECEMBER 18 | 9:30AM | FREE FOR MEMBERS

The Investors' Forum webinar, sponsored by the MFA, is an opportunity to receive information on the current market environment for those responsible for investing public funds.



## COMING SOON | ONLINE FORUM CONTEST

The online forum contest is back for another year!

For the month of January when you use the GFOABC online forum you have a chance to win great prizes.

[Read more.](#)

## QUARTERLY COLLECTORS' FORUM

January 23 | 9:00 AM | REGISTER NOW

The Collectors' Forum meets on the fourth Wednesday of every third month and is a free benefit of your GFOABC membership.

Please submit your round table questions to [doug.stein@shaw.ca](mailto:doug.stein@shaw.ca).



## TAX AND ASSESSMENT

12 MONTH WEBINAR SERIES | REGISTER NOW

Twelve great webinars at one great price. The next semi-annual registration is February 20, 2019.

Late registrations will receive all handouts and recordings to date.

## COMING SOON | SPRING PD | APRIL 2019

Property Taxation 101 & Customer Service

- Victoria
- Abbotsford
- Vernon
- Prince George
- Webinar



# SOCIAL PROCUREMENT

## PART 2: 2018 INNOVATIVE IDEA AWARD PROFILE

It is an honour to receive the GFOABC 2018 Innovative Idea Award for the development of the Village's Social Procurement Framework. Cumberland is the first municipality in British Columbia to adopt a framework that proactively leverages existing municipal spending to improve social outcomes in the community. Mayor and Council and Village staff are thrilled to receive recognition for this important work.

The addition of social procurement as a strategic priority for the Village and the advancement of social procurement motions at AVICC in 2016 and UBCM in 2017 has had a huge impact on procurement in British Columbia, starting with Cumberland's first in BC adoption of a Social Procurement Framework to the Province of BC's new Community Benefit Agreement.

### WHAT IS SOCIAL PROCUREMENT

In its purest form Social Procurement involves leveraging the spending that you're already doing as an organization to try and achieve social benefit for your community.

Social procurement seeks to further leverage tax dollars to achieve broad societal goals through the blending of social, environmental and economic considerations in public sector purchasing to deliver against two bottom lines:

- A commitment to purchasing the best value services and products, in keeping with the MEAT criteria, which is the Most Economically Advantageous Tender; and
- A commitment to leverage limited public resources to achieve strategic community outcomes.

Each year the Village of Cumberland spends millions of dollars procuring goods and services, professional services and construction services. The scale of the expenditures illustrates the potential positive impact that social procurement can have in a community. When spending taxpayer dollars, there is a desire for the Village to be a catalyst for positive social change.

### SUCCESSES IN CUMBERLAND

The creation of the Social Procurement Framework was a collaborative process involving significant input from Council, and the Framework

touches on a long list of goals and objectives important to the community, such as promoting a living wage, improving public spaces and stimulating social innovation.

The Village has been successful in including Social Procurement requirements into its procurement processes, and the community has received numerous tangible benefits, such as commitments for local hiring, offers for use of labour and equipment time, free youth camps and support provided to community organizations.

The first inclusion of social procurement in the Village tender process showed how the community benefit approach can deepen the relationship with the vendor and be a win for both parties.

The social procurement proposal from the successful vendor for a municipal utilities and road project provided the Village with use of their equipment and operator time towards another municipal project. The intent was to use the offer to save on costs for construction of a jump park. The budget for fill for this project was estimated at \$40,000, but because the vendor and the Village started the conversation early on, the vendor recognized an opportunity, and they leveraged the equipment and fill from the roads project, to deliver the fill for the jump park at a dramatically lower price. So part of the jump park project that should have cost the Village \$40,000 ended up costing \$7,000.

This is just one of the many examples of how social procurement has benefited the Village, and now, with the creation of Canada's first Municipal Community Benefit Hub by AVICC communities, members (including the Village) will benefit from additional knowledge and support resources for the implementation of strategic procurement within their communities.



**MICHELLE MASON CPA CGA** is the Financial Officer for the Village of Cumberland. Michelle credits Sandra Hamilton for designing Cumberland's Social Procurement Framework.

*This is the second article of a three part series profiling the 2018 Innovative Idea Award winners. The theme for the 2019 conference is Strategy and Innovation. Please contact GFOABC if you have an innovative financing idea you would like to share.*





# PERFORMANCE AUDITS

## A SUMMARY OF OUR OVERALL FINDINGS

During our first five-plus years of operation, the office of the Auditor General for Local Government has completed performance audits in six different topic areas. Here is a summary of four of these topics. Later articles will explore the audit topics on which we are currently completing work: Drinking Water and Emergency Management.

Whenever we complete a performance audit, we provide the Council/Board with a report on what the organization is doing well along with recommendations that may lead to improvements. We try to address areas of risk, often before any issues have become apparent.

**Operational Procurement:** We have completed six performance audits in this area. Overall, we found that all auditees had made efforts to obtain best value, but to varying degrees. We identified several local government policies and procedures that were out of date. We found areas where conflict of interest provisions needed to be improved. And we found examples of inconsistent adherence to existing policies. Local governments were reporting on very few procurement-related performance indicators to elected officials. Vendor performance evaluations were also limited.

**Policing Oversight:** We have completed five policing-related performance audits on overall budget oversight and level of understanding of the Municipal Police Unit Agreement (for local governments served by the RCMP) or the Police Act (for those with independent police departments). Generally, we found good communication and a positive working relationship between local governments and police services, as well as reasonable levels of understanding of RCMP agreements or the Police Act. We identified opportunities for cost containment, such as the recovery of costs for special events. We also made recommendations to strengthen policing-related planning, priority-setting and performance measurement.

**Capital Procurement and Asset Management:** We have completed six performance audits in this area. It will not surprise many people in local government that we had recommendations related to capital planning and asset management, including developing an organization-wide

capital asset management plan. We noted a need in some cases for staff to be better trained in order to effectively undertake and direct asset management activities. We also made recommendations on improving oversight and information for decision-making through better business cases, the identification of project alternatives and specifying risks associated with significant potential capital projects.

**Human Resources Risks in Small Local Governments:** We have completed five audits on this topic. Recommendations here varied. There was a general need for workforce planning to consider demographics, attrition, turnover, recruitment challenges and to plan more long term, looking three to five years out. We also noted a need to identify mission-critical roles and develop succession plans for them. And we found areas related to recruitment where documentation could be improved and where there could be more structure to staff orientation and performance appraisal practices.

This summary touches on our overall findings. I encourage you to read our audit reports to learn much more in detail, as well as our AGLG Perspectives series of booklets on good practices and tools to assist all local governments.

### GORDON RUTH, FCPA, FCGA



Gordon was previously the Executive Vice President of Certification and Operations for the Chartered Professional Accountants of BC. Mr. Ruth was also the Chief Executive Officer for the Certified General Accountants of BC for almost five years. He has held several positions in the public sector, ranging from the federal government to BC Hydro. He spent 15 years with the Greater Vancouver Regional District (now Metro Vancouver) where he became the Chief



# THE MFA'S INVESTING CORNER



## COMMON INVESTMENT QUESTIONS

### PERFORMANCE VS YIELD

Performance is a broad term used to describe the return or overall outcome of an investment. It is applicable to any type of security, and can be positive, neutral, or negative. There are many different ways to measure performance. Yield is one such measure, and reflects a forward-looking calculation of the anticipated income on an investment, excluding capital gains.

Specific to bonds, the yield is what an investor can expect to earn if they hold the bond until maturity. It is a function of the scheduled coupon payments (interest), which are fixed, and today's bond price (market value), which will fluctuate depending on market conditions. Therefore, while the interest income is guaranteed and known, the yield is not. For example, if the MFA Bond Fund purchased a five-year \$1000 par value bond with an annual coupon rate of 3%, the fund can expect to earn \$150 in interest at the end of five years, but the total yield will depend on how much was paid for the bond and, if we chose to sell the bond before maturity, how much we sold it for.

In contrast to yield, the return of a bond refers to its change in market value over a specific historical period, usually annual. Returns are backward-looking calculations of performance that includes both coupon payments and capital gains/losses. The return of a bond in the past has very little bearing on its yield today or in the future.

### ANNUALIZED VS NON-ANNUALIZED

An annualized rate of return is a return over any period that has been mathematically converted to a yearly rate. This presentation format allows investors to objectively compare the performance of different investments over varying periods. Generally, this method is used to scale down returns of over a year to 12 months.

In its simplest form, the annualized rate is the periodic rate multiplied/ divided by the number that would yield an equivalent 12-month figure using basic algebra. For instance, a 10% return over 24 months would equate to an annualized return of 5%. In practice however, compound interest is also taken into account and the formula becomes exponential.

It is important not to confuse annualized returns with annual returns. The former is the scaled, constant rate at which an investment grows each year to reach the ending valuation, while the latter is the actual rate of return year over year. For example, if an MFA Bond Fund investment of \$20,000 grows into \$25,550 in three years, it has an annualized return of 8.5%, but the annual returns could have been 10%, -5%, and 22%, or any combination of returns that would yield the same result.

Written by **KAREN KERR**, Vice President & Institutional Portfolio Manager & **EMILY SEWELL**, Institutional Portfolio Manager Assistant

### INVESTORS' FORUM WEBINAR

December 18th 9:30am PT – FREE TO MEMBERS

Please submit your round table questions to Shelley Hahn at [Shelley@mfa.bc.ca](mailto:Shelley@mfa.bc.ca) in advance of the webinar.

[REGISTER NOW](#)



# SO YOU HAVE A NEW COUNCIL, NOW WHAT?

If you believe in the stereotypical accountant, you will appreciate the desire for workday stability day in and day out. However, when it comes to local government professionals, election season can create chaos, leading many to coin it as the “silly season.” Election results can precipitate hasty changes in government personnel. Government finance officers are charged with being the steady hand that stewards the public organization’s finances, but new councils often arrive with the new ideals and agendas that helped them get elected or re-elected.

While change can be a positive for any organization, the question is, how can a finance officer help facilitate positive change without throwing away progress made in previous terms? The answer lies in educating council members, including how you bring your new council up to speed on past progress and the priorities. Let’s review some of the key items every new council should consider.

## WHAT IS YOUR STRATEGIC PLAN?

By definition, a strategic plan is a document used to communicate the organization’s goals to all parties, the actions needed to achieve those goals, and all other critical elements developed during the planning exercise. Your existing strategic plan is developed through a collaborative process with the goal of creating and articulating a vision of where your community needs to go over the next number of years. Ensuring that everyone understands this overall plan is critical. Before your new councilors start to work on their individual priorities, it is important they understand the organization’s existing goals, so they can integrate their priorities into the overall plan, or work with the new council to modify the strategic plan. It is important to ensure all council members have a comprehensive understanding of the priorities, so they work collaboratively for the same end goals. A strategic plan enables management and elected officials to articulate how the organization’s progress is scoring against your plan, which helps build credibility around the strategic planning process as a whole.

## HOW DID YOU DETERMINE YOUR FINANCIAL PLAN?

In reading media interviews with council candidates, a common question asked of them revolves around where the community/region can refocus their spending. The organization’s existing financial plan is the product of significant planning and deliberation by staff and council. Few readers will be fully aware of all the factors that were considered and debated before the finalizing the plan. As councilors head into budget workshops to review the upcoming financial plan, a retrospective review of the key matters in developing the last plan can add a lot of value to newly

elected officials. The review of last year’s financial plan not only helps councilors understand what the priorities were at the time, but also allows finance officers to set deliberate expectations for the next financial plan.

## WHAT ABOUT YOUR RESERVES?

Council members are frequently asked questions on why the public organization needs to increase taxes for a new initiative when there is so much “cash in the bank.” Understanding the need to save for future spending through reserve funds is critically important. It can be similar to saving for a large future purchase, but is unique in that local governments have many specific rules to follow in this area. To avoid misstatements and misunderstandings, council members are well served in answering tax increase and reserve fund questions, when they have a solid understanding of the reserve fund policy (how much will be set aside annually), and the strategic objectives attached to the various reserve funds.

## WHAT IS ASSET MANAGEMENT?

Although most people involved in local government understand asset management, we cannot take for granted the organization’s need to communicate the status of existing assets, the future priorities to accommodate replacements, plans for growth and new technology, and the additional asset decisions in the near future. Large capital projects are significant investments for communities, and the sooner new councilors are versed on the issues facing their community, the sooner the council as a collective can move forward. Many people, especially accountants, view change with skepticism as it brings uncertainty, but having a new group of people help govern your organization can be a very positive occurrence for your community. Being proactive in educating new council members on the matters above will help them, and the council, move forward in the same direction. This can make a significant and positive difference in driving positive outcomes for your community. Contact BDO to learn more about how we can assist you in advising and educating new councils

## MARIO PIRODDI CPA, CA, CISA | PARTNER, BDO CANADA



Mario is an assurance Partner in the Kamloops Office. He has nearly 20 years of experience providing assurance, accounting, and taxation services to municipal governments and public sector organizations, educational institutions, not-for-profit organizations and a variety of private sector organizations.





# CONSIDERATIONS FOR PS ACCOUNTING STANDARDS EFFECTIVE FOR DECEMBER 2018 YEAR ENDS

With the issuance of two important accounting standards, Section PS 3280 Asset Retirement Obligations and Section PS3400 Revenue, by the Public Sector Accounting Board this year, it may be easy to forget that five new accounting standards are effective for local governments in their December 31, 2018 financial statements.

Section PS 2200 Related Party Disclosures provides guidance on the disclosure of related party transactions. The standard is not prescriptive and judgment is necessary to apply the standard. Disclosure is recommended when the transaction amount is different than a market transaction value and the transaction is material to the financial statements. Some practical considerations include:

- How will processes be designed to capture complete information about all related party transactions during the year for analysis?
- What documentation will be prepared to provide an audit trail for items meeting disclosure requirements or for not identifying any items meeting disclosure requirements?
- Will declaration forms be requested from key management personnel and Council to demonstrate due diligence?
- What is considered a “significant” transaction that would require disclosure?

Section PS 3420 Inter-entity Transactions provides guidance on the measurement of transactions between related entities, including transactions similar to arm’s length transactions, assets or liabilities transferred for nominal or no consideration, and cost allocation and recovery. Generally, local governments that control other government organizations or government business enterprises will need to consider whether existing practices are different from the new standard.

Section PS 3210 Assets, Section PS 3320 Contingent Assets, and Section PS 3380 Contractual Rights are intended to improve consistency and comparability between financial statements. Appendix A of Section PS 3210 provides an illustrative decision tree that may be a useful reference point. Some areas of potential impact and considerations include:

- Major categories of unrecognized assets, which may include Crown land and resources, collections, or intangible assets, should be disclosed in the financial statements. The local government’s operations will have to be reviewed for any economic resources being used to deliver services but not recognized.
- Contingent assets such as insurance claims and litigation settlements require disclosure if the occurrence of the future event that confirms the asset is likely. Local governments should consider coordinating with resources and departments outside of finance like legal and human resources to identify items that may qualify.
- Contractual rights, including a description of their nature, extent, and timing, should be disclosed in the financial statements. Contractual rights are distinguished from assets as the past transaction or event has not yet occurred which results in control of the economic resource. A variety of different contracts may result in contractual rights. Lease arrangements, purchase of service contracts, and rights to future grants not yet received are common examples of contractual rights. Other considerations may be right-to-use, right-of-way, and license agreements which may also meet the definition. All contracts and agreements should be assessed in implementing the standard.

While implementation of these five standards is generally expected to be less onerous than the newly issued Asset Retirement Obligations and Revenue standards, local government finance officers should consider the implementation of the standards carefully and discuss the potential implications with their auditors.



**BRANDON MA** is a Partner with KPMG’s Public Sector Practice, and is KPMG’s Local Government Audit Leader in BC. He is focused on providing assurance and business advisory services to public sector organizations, including local governments, colleges and universities, health authorities, and not-for-profit organizations.





# COLLECTORS' CORNER

## REFLECTIONS OF A DIRECTOR OF FINANCE (TREASURER, FINANCE OFFICER, TAX COLLECTOR...)

Let's see.... *attend new council evening inaugural meeting* ✓... *send out October month end reports to Department Heads & Council* ✓...*send financial information to Engineering firm working on the Town's water/sewer/storm asset management plan* ✓...*attend Council orientation meeting after work for 4 hours* ✓...*hand out draft 2019 capital & operating budgets for review to Senior Managers* ✓...*update grant claim spreadsheet for the Airport terminal capital project* ✓...*analyze 2019 transit service budget received from BC Transit to present to Smithers Transit committee* ✓...*hold Finance Department meeting about upcoming year end* ✓... *prepare report to Council on proposed 2019 budget meeting dates* ✓...*prepare report and bylaw on Airport fees and charges (10th bylaw prepared this year)* ✓...*prepare ad to dispose of surplus equipment with a report to Council (57th report to Council this year)* ✓.

And that was just last week, which is what my work life has been like for the past 30 years. But I would not have had it any other way. I can honestly say that when I was going to university to be a teacher, and then later a Chartered Accountant, being a Director of Finance (DOF) for a municipality was not on the top of my career list. Fortunately, I became the Treasurer of the District of Tumbler Ridge in 1988 and have worked in local government finance ever since.

I have always been proud to say that I am a "Tax Collector". Jokingly I have often added the provision: "sort of like the Sherriff of Nottingham, but in a good way". Yes in a good way. I have never felt guilty in any way sending out tax notices to residents to have them pay taxes for valuable services. I have always felt that we in British Columbia are fortunate to have the kind of property taxation system we have in place. As I reflect on the past 30 years I remember the good old days when Lotus-1-2-3 was a miracle spreadsheeting software, when financial statements were unconsolidated and "M-Forms" (LGDE forms for all you new people) were completed by hand.

Since becoming the Director of Finance for the Town of Smithers in 1999 I have seen considerable changes in the municipal finance world: the Community Charter, consolidation of statements, Tangible Capital Assets (who could ever forget the implementation of TCA's???) and more and more and more annual reporting requirements. Whew! There are times when I think that we, as Directors of Finance, have had to be experts in accepting and implementing change, besides being organized multi-taskers and subtle diplomats (with ever changing councils and taxpayers).

As I start thinking about retirement in the future I feel very lucky to have had a career that I have enjoyed, one that has been so fulfilling and never boring. Although we, as DOF's, make a positive difference in our communities, at the end of the day it always has been, and always will be, about the people: staff we work with, fellow DOF's we talk with, Councils we make recommendations to, and the public, our customers. Throughout it all there have always been many things to be amused by. Case in point a recent gift from fellow senior managers. I have always been teased about using a calculator for every calculation - big and small. So they found me the perfect calculator - for all of the "big numbers" they said. As a "Treasurer" these are moments to treasure.



**LESLIE FORD** is the Director of Finance for the Town of Smithers.

**JOIN** Leslie and other Tax Collectors' at the Quarterly Collectors' Forum Webinar January 23, 2019.

[REGISTER NOW](#)

FREE for Members



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March 2019