

Robert W (Bob) Finlay, RPA, APA, CMA(ANZ)
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**Registered Professional Accountant, Accredited Professional Accountant, Certified Accounting Practitioner,
Certified Management Accountant (ANZ), Certified Global Business Analyst, Author, and Instructor**

Competencies:

Management Accounting	Compliance Reporting	Financial Analysis
Financial Reporting	Forensic Investigations	Performance Measurement
Planning\Budgeting	Taxation\Tax Audit	Training\Development

Sectors:

Manufacturing	Consulting	Not for Profit
Public Accounting	Government	Adult Education
Retail	Installation Service Contractors	

Selected Accomplishments

Advisory Services:

Identified and actioned the opportunity to strengthen an incorporated partnership through the division of assets and operations; re-establishing operations within 3 new separate and distinct corporate entities.

Identified and implemented the re-organization and distribution of shares within a group of closely held small business corporations to reflect the transfer of ownership within a multi-generational family business.

Identified and secured sinking fund financing to facilitate the leveraged buy-out of disinterested minority shareholders in a family held CCPC (Canadian Controlled Private Corporation)

Reviewed staffing requirements and actioned the upgrading of client staff skills in an adversarial environment including the negotiation and financial settlement with long-term staff facing redundancy and retirement.

Identified and implemented post growth recovery solutions for a CCPC (Canadian Controlled Private Corporation) experiencing cash-flow pressures arising from construction holdbacks in a high-dollar low margin construction contract environment.

Controllership:

Managed the accounting and financial management challenges of a variety of businesses with revenue ranges of \$8MM to \$57MM CAD.

Identified formulas and methodologies to segregate the impact of price, growth, and productivity on operations performance, linking tactical decisions to changes in net income.

Business Acquisitions\Reorganizations\Turnarounds:

Identified and actioned business reorganizations (ITA Sec 85 Rollovers) separating manufacturing operations from engineering and design divisions with the goal of protecting intellectual property assets.

Identified and implemented capital investment and capital repatriation strategies to reverse declining sustainable growth rates. Designed, developed, and implemented business recovery programs which assured the continuity of operations through debt restructuring and the sale of minority interests to employees.

Identified assets of questionable value during the audit of a client's business acquisition resulting in the recovery of 25% of the enterprise acquisition cost

Information Systems Project Leader:

Managed the replacement or retrofit of financial, manufacturing and communications management hardware, software, and operating systems. This Y2K project was delivered on time, on budget without interruption to manufacturing operations and communications systems.

Forensic Investigations:

Conducted investigations and provided litigation support on questionable business expense transactions within the entertainment management industry; identified recoverable expenses in excess of \$1MM CAD.

Investigated high-profile criminal cases leading to positive outcomes as evidenced by savings of more than \$500K CAD in anticipated provincial government expenditures and the re-direction of claim files to more appropriate resources.

Identified and investigated questionable business operations and/or transactions bringing cases to positive outcomes as evidenced by recoveries in excess of \$100K CAD in taxes and more compliant taxpayer behaviors.

Author\Editor, Lecturer, Guest Speaker, and Panelist

Authored and/or lectured management and technical/analytical training programs:

Cost Accounting I – ACCT 3252: Job Order Costing, Process Costing, Separating Variable and Fixed Costs in Contribution format.

Cost Accounting II – ACCT 4253: Using cost information for planning and controlling, budgets, Cost Volume Profit relationships, Standard Costs and Variance Analysis

Business Finance I – ACCT 5282: Financial Management Roles, Financial Statement Analysis, Time Value of Money, Capital Budgeting, Valuations of Bonds and Shares, The Relationship of Risk/Return, and Investment Decision Sensitivity in Response to Interest Rate Changes

Business Finance II – ACCT 6202: Cost of Capital, Risk and Options Pricing, Raising Equity Capital, Debt Financing, Capital Structure, Payout Policy, Financial Modelling and Pro Forma Analysis, Working Capital Management and Short-Term Financial Planning

Professional History

R Walter Finlay and Associates, Whitby, Ontario

www.rwfinlay.com

2005 – Present

A professional practice offering management accounting, business consulting and information systems services.

Principal

Major Projects during this period:

On behalf of our Owner-Managed Business Clients:

Controllership Services, Compilation Services, Year-End Financial Reporting, Tax Strategy, Commodity and Income Tax Compliance, Tax Audit or Review Responses, Forensic Investigations, Cost Accounting, Cost Recovery and Pricing Strategy, Systems Development and Implementation, Business Ownership Transition

On behalf of York University Foundation (*...now York University Division of Advancement*):

Financial Analyst Services – Planning, Budgeting, Financial Reporting and Year-End Preparation

On behalf of Robert Half Management Resources:

Sr Business Analyst Services at Whitby Mental Health Centre (*now Ontario Shores Mental Health Centre*)

Controller at Central LHIN (Local Health Integration Network)

Durham College – Center for Professional and Part Time Learning (*formerly School of Continuing Education*),

Oshawa, Ontario

www.durhamcollege.ca

2018 – 2020 (*Concurrent with the operations of R Walter Finlay and Associates*)

Course Author and Lecturer

Cost Accounting I – ACCT 3252 Winter 2018 and 2019 (In Class)

Job Order Costing, Process Costing, Separating Variable and Fixed Costs in Contribution format

Preparation and presentation of lectures, assignments, tests and examinations and grading of same

Cost Accounting II – ACCT 4253 Spring 2018 and 2019 (In Class)

Using cost information for planning and controlling, budgets, Cost Volume Profit relationships, Standard Costs and Variance Analysis

Preparation and presentation of lectures, assignments, tests and examinations and grading of same

Business Finance I – ACCT 5282 Winter 2020 (D2L Course Author)

Financial Management Roles, Financial Statement Analysis, Time Value of Money, Capital Budgeting, Valuations of Bonds and Shares, The Relationship of Risk\Return, and Investment Decision Sensitivity in Response to Interest Rate Changes

Business Finance II – ACCT 6202 Spring 2020 (D2L Course Author)

Cost of Capital, Risk and Options Pricing, Raising Equity Capital, Debt Financing, Capital Structure, Payout Policy, Financial Modelling and Pro Forma Analysis, Working Capital Management and Short-Term Financial Planning

Durham College – School of Continuing Education Distance Learning, Oshawa, Ontario www.durhamcollege.ca

2010 (*Concurrent with managing R Walter Finlay and Associates*)

Course Author and Lecturer

Managerial Cost Accounting II – ACCT 6200 Spring 2010 (Online – Ontario Learn)

A continuation of cost accounting concepts emphasizing the use of management accounting techniques to aid management in planning, directing, and controlling an enterprise.

Preparation and presentation of lectures, assignments, tests and examinations and grading of same through the Ontario Learn network.

UNIPAC – An ITW Company (now Seliq Sealing Products Inc), Aurora, Ontario,

A manufacturer of closure liners (process cost shop) with revenues of more than \$57MM CAD, 100+ employees and three manufacturing facilities totaling approximately 125K square feet

Assistant Controller (...reporting directly to the General Manager International Operations)

PDQ Yachts Inc, Whitby, Ontario

A manufacturer of sail and motor yachts (Job Cost Shop) with revenues of more than \$8MM CAD, 60+ employees, two manufacturing facilities of more than 50K square feet

Finance Manager (Controller) and Office Manager

Ontario March of Dimes (now March of Dimes Canada), Toronto, Ontario,

An established multi-program non-profit Transfer Payment Agency Organization (TPAO) with revenues of more than \$50MM CAD, 1400+ employees, eight regional program offices, administrative offices and approximately 70 service sites throughout Ontario

Provincial Financial Analyst ...concurrent with:

Provincial Office Financial Services Coordinator (Controller) ...promoted from:

Provincial Budget Coordinator

Bernard Athletic Knit and Enterprises Limited, Toronto, Ontario

An established apparel manufacturer with revenues exceeding \$18MM CAD, 220+ employees and a 100K square foot manufacturing facility.

Controller and IT Manager

AFG Adams Finlay Group, Oshawa, Ontario

A financial management and information technology consulting partnership serving clients across Canada and the USA

Senior Consultant and Partner

Durham College – Durham Management Centre, Whitby, Ontario

www.durhamcollege.ca

Management, Microcomputer and Certificate Series training for Durham College corporate, institutional, government and NGO clients

Lecturer\Course Author (...concurrent with the operations of AFG Adams Finlay Group)

Major Projects during this period:

Developed and presented management and technical\analytical training programs i.e., Investigative Financial Analysis (The Ontario Legal Aid Plan) and Business Management of a Power Plant as a Strategic Business Unit, (Ontario Hydro Pickering -Eastern Nuclear Training Division)

Presented Ontario Management Development Program (OMDP) certificate courses, Canadian Bankers' Association courses on Information Technology, Supervisory Management, Organizational Productivity Accounting and New Business Ventures,

Canada Customs and Revenue Agency (now Canada Revenue Agency), Toronto, Ontario

Auditor – Tax Avoidance Section ...on secondment from:

Auditor – Field Audit

Armel, Bennet, Gold and Watson, Chartered Accountants, Toronto, Ontario

Senior Accounting\Audit staff

John C Bailey, Chartered Accountant, Toronto, Ontario
Senior Accounting\Audit staff

Weibe, Baker, Proche Trustees in Bankruptcy, Toronto, Ontario
Weibe, Baker, Proche Chartered Accountants, Toronto, Ontario
Receivership Manager ...on secondment from:
Senior Accounting\Audit Staff

Thomson Newspapers Ltd, Toronto, Ontario
Accountant Special Projects ...promoted from:
Accountant Financial Reporting ...promoted from:
Accountant Internal Audit

Education\Technical Skills

MBA Candidate, (current...with expected completion September/October 2024) CalWest University, Northridge, California
[Sponsored by The Institute of Certified Management Accountants - Dr. Janek Ratnatunga, DipM UK MBA PhD FCA CPA CBA, President) www.calwest.org

APA, Accredited Professional Accountant. An honorary fellowship designation granted to RPA members with a particular distinction in accountancy. The Society for Professional Accountants of Canada, Mississauga, Ontario
www.rpacanada.org

CGBA, Certified Global Business Analyst Institute of Certified Management Accountants, Victoria, Australia
www.cmaweblines.org

CMA, Certified Management Accountant, Institute of Certified Management Accountants, Victoria, Australia
[Dr. Janek Ratnatunga, DipM UK MBA PhD FCA CPA CBA, Chair Business Accounting, Faculty of Business and Economics at Monash University (now President CalWest University) – *Membership Sponsor*]
www.cmaweblines.org

CAP, Certified Accounting Professional, The Society for Professional Accountants of Canada, Mississauga, Ontario
www.rpacanada.org

FCBA, Certified Business Analyst (Fellow), The Academy of Finance and Management Australia, Victoria, Australia
(Dr. Janek Ratnatunga, DipM UK MBA PhD FCA CPA CBA, Chair Business Accounting, Faculty of Business and Economics at Monash University and Leon Duval MBus CA CBA, President ICMA Australia - *program instructors*)
www.afmaglobal.com

RPA, Registered Professional Accountant, The Society for Professional Accountants of Canada, Mississauga, Ontario
www.rpacanada.org

Synchronous Flow Management and Theory of Constraints Certificate, R B Vollum and Associates, Huntingdon Valley, Pennsylvania, USA
www.rbvolum.com

ISO 9000:1994 Essentials for Service Certificate, Isotac Enterprises Inc, Mississauga, ON

Consulting and Training Management Certificate, Durham College, Oshawa, ON

Training and Development Certificate, Durham College, Oshawa, ON

Accounting Certificate, Revenue Canada Taxation (now Canada Revenue Agency), Toronto, ON

Commercial Accounting Certificate, Centennial College, Toronto, ON

Community Volunteering and Professional Activities

The Society for Professional Accountants of Canada (RPA), Mississauga, Ontario

1. Ethics Committee
 - Current Committee Chair
2. ESG Committee
 - Current Active Member
3. Education Committee
 - *Past Member*

The Performance Measurement Association (PMA), Cambridge, UK

An academic-practitioner association advancing the knowledge and insights in the theory and practice of performance measurement and management.

- *Past Member*

The Steering Committee for an International Business Resource Centre in Durham Region,

A committee, operating under the guidance of the Durham Region Economic Development Office, formed to explore and oversee the implementation of a business resource centre for those members of the Durham Region business community wanting to develop business outside Canada.

- *Past Member*

Ontario March of Dimes Investors Group Golf Classic, Toronto, ON

- *Past Participant, Staff Volunteer – Annual Fundraising Event*

Star Time Variety Club Telethon, Toronto, ON

- *Past Participant, Staff Volunteer – Annual Fundraising Event*

Security Clearances

Security Clearances

Canada Revenue Agency (NDA\Privacy Act Agreement on all case files)

Ontario Hydro (NDA on course development materials, Radiation Safety Clearance)

Ontario Legal Aid Plan (NDA on all case files)