

# HALIFAX

P.O. Box 1749  
Halifax, Nova Scotia  
B3J 3A5 Canada

## Item No. 6

Budget Committee  
January 15, 2020

**TO:** Chair and Members of Budget Committee  
(Standing Committee of the Whole on Budget)

**SUBMITTED BY:**

Original Signed by 

Jacques Dubé, Chief Administrative Officer

**DATE:** December 20, 2019

**SUBJECT:** Proposed 2020/21 Finance Asset Management and ICT Budget and Business Plan

---

### **ORIGIN**

As per Administrative Order 1 and the Budget and Business Plan consultation schedule presented to Regional Council on June 4, 2019, staff is required to present the draft 2020/21 Business Unit Budget and Business Plans to the Budget Committee for review and discussion prior to consideration by Regional Council.

### **LEGISLATIVE AUTHORITY**

Halifax Charter, section 35 (1) The Chief Administrative Officer shall (b) ensure that an annual budget is prepared and submitted to the Council.

### **RECOMMENDATION**

It is recommended that the Budget Committee direct the CAO to prepare the Finance Asset Management & ICT 2020/21 Budget and Business Plan, incorporating Regional Council's fiscal direction as per the January 7, 2020 Budget Committee meeting and as proposed in the accompanying presentation, and furthermore to prepare Over and Under items for that Plan as directed by Regional Council's Committee of the Whole on Budget.

## **BACKGROUND**

As part of the design of the 2020/21 Budget and Business Plan development process, the Budget Committee is reviewing each business unit's budget and proposed plans, in advance of completing detailed HRM Budget and Business Plan preparation.

At the October 29, 2019 Committee of the Whole meeting, Regional Council considered the 2020/21 Strategic Priorities Plan and at the November 12, 2019 session of Regional Council, confirmed and directed the CAO to proceed to prepare the 2020/21 Budget and Business Plan in support of Council's Priority Outcomes, consistent with the Outcome Plans as presented in Attachment C of the 2017-2021 Multi-year Priority Outcome Update.

## **DISCUSSION**

Staff has prepared the proposed 2020/21 Finance Asset Management & ICT Budget and Business Plan consistent with the 2020/21 Strategic Priorities Plan approved on November 12, 2019.

Following direction from the Budget Committee, staff will proceed to prepare the detailed Budget and Business Plan for inclusion in the proposed 2020/21 HRM Budget and Business Plan documents to be presented to Regional Council's Committee of the Whole, as per the process and schedule approved on June 4, 2019.

As part of the Budget process, Regional Council will be provided with a list of possible service increases and decreases that will allow them to more fully direct changes to the budget.

## **FINANCIAL IMPLICATIONS**

The recommendations in this report will lead to the development of a proposed 2020/21 Budget. There are no immediate financial implications from this recommendation. The broader financial implications will be discussed and debated as the budget is developed in more detail.

## **RISK CONSIDERATION**

Although there is no immediate risk related to financial decisions, there may be risks associated with individual decisions during the budget debate that could favour short-term results over longer term strategic outcomes. Individual decisions made during budget debate will however, be considered for both short- and long-term impacts to levels of service, asset condition, and cost.

In addition, the administration seeks to reduce these risks in three ways: by providing Regional Council with several fiscal options to assist in the achievement of longer-term strategic outcomes, by assessing both corporate and capital project risk, and by providing the opportunity to draw Regional Council's attention to project or program related risks when reports are presented for consideration.

HRM implemented Enterprise Risk Management in 2015. Corporate and operational risks are evaluated annually during the business planning process and mitigating strategies are implemented to reduce the overall risk to the organization. Project related risk is evaluated during the capital planning process. Project managers use the same risk assessment tools as those used to assess corporate risk to rate each discrete project.

### **COMMUNITY ENGAGEMENT**

An extensive public engagement was undertaken for the 2020/21 Budget over the month of September. This engagement included nine community pop-up events and on-line survey through the Shape Your City community engagement portal. The results of the Shape Your City Budget engagement were provided in an information report presented to Reginal Council on October 29, 2019.

The 2020/21 budget consultation process also seeks to solicit public comment on community priorities. Members of the public are invited to provide feedback following each business unit budget and business plan presentation. Furthermore, members of the public may use the "Budget Allocator" located on the Shape your City Webpage to offer opinions on spending priorities.

### **ENVIRONMENTAL IMPLICATIONS**

N/A

### **ALTERNATIVES**

The Budget Committee can choose to amend the Budget and Business Plan as proposed in the accompanying presentation through specific motion, and direct staff to proceed to prepare the Budget and Business Plan for inclusion in the proposed 2020/21 HRM Budget and Business Plan documents.

### **ATTACHMENTS**

Attachment 1 - FAM&ICT 2020/21 Budget and Business Plan Presentation

Attachment 2 - FAM&ICT 2020/21 Draft Budget and Business Plan

---

A copy of this report can be obtained online at [halifax.ca](http://halifax.ca) or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Bruce Fisher, Manager Financial Policy & Planning, 902.490.4493

Report Approved by: Original Signed  
Jane Fraser, Director of Finance, Asset Management and ICT/CFO, 902.490.4630

---

# FINANCE, ASSET MANAGEMENT & ICT

2020/21 Budget & Business Plan  
Committee of the Whole on Budget  
January 15, 2020



## MISSION

We lead financial and technological stewardship through advice, governance, customer-focused services and policy.

## SERVICE AREAS

### Chief Financial Officer- Director's Office - Jane Fraser

Providing leadership and stewardship of the FAM&ICT business unit while providing high-quality financial information and advice to Council, Executive, Senior Management and staff.

### Information, Communications & Technology (ICT) - Sarah Teal

ICT is the steward of both enterprise solutions, and cybersecurity to maintain confidentiality, integrity, and availability of solutions and data for optimal business function

### Financial Policy & Planning - Bruce Fisher

Accountable for financial planning; coordination of the multi-year operating and reserve budgets; financial support and oversight; grants support and taxation policy.

### Revenue, Treasurer - Renee Towns

Accountable for tax and general revenue billings, collections, cash management, banking and the investment portfolio

## SERVICE AREAS

### Procurement - Jane Pryor

Coordinates the acquisition of goods, services, coordination and administration of contracts; surplus storage and disposal; and management and warehousing of inventory.

### Corporate Planning - Wendy Lines

Supports business units in strategic business planning, performance reporting & benchmarking and risk management.

### Asset Management Office - Crystal Nowlan

Managing assets to minimize the total costs of owning and operating to provide the desired service level; coordination and oversight of the multi-year Capital budget, accounting and projections.

### Accounting & Financial Reporting - Dave Harley

Provides operating accounting, projection and financial reporting, revenue and expenditure analysis and payroll.

### Corporate Real Estate - Peter Stickings

Real property acquisitions and disposals; industrial park development and sales; lease and accommodation management; and real estate advisory services.

ABOUT US

PROPERTY TRANSACTION VALUE

**\$57M**

LEASES UNDER MANAGEMENT

**450K sq.ft.**

GRANTS (FINANCE)

**\$157K**

INDUSTRIAL LOTS SOLD

**46 acres**

TAX ACCOUNTS MANAGED

**160K**

TAX RELIEF (FISCAL)

**\$6M**

INDUSTRIAL LOTS SOLD

**\$12M**

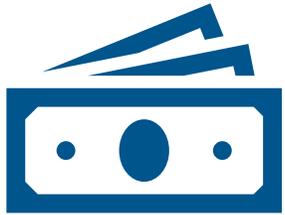
COIN PROCESSED

**\$8.8M**

RESIDENTIAL ASSESSMENT

**\$44.1B**

SUCCESSSES



Investment Policy Changes



Halifax Civic Innovation  
Outpost



2020/21 Budget and Business  
Plan Consultation



Cost Analysis and  
Restructuring



Tax Relief for Non-Profit  
Housing



Redesign Capital Planning  
Process

SUCCESSSES



HfxALERT – for internal and external notifications



Established a Cyber Security Team



Launch French Language Microsite – Halifax.ca



Advancement of HR & Finance Business Transformation Program



Capital Budget Visualization



Strategic Surplus Property Disposal  
Sale of major urban sites to drive economic development and revenue.

## CURRENT & PLANNED INITIATIVES

### ADMINISTRATIVE PRIORITIES

#### FINANCIAL STEWARDSHIP

2020/21

- Long-term Financial Planning – to support long-term sustainable and resilient financial planning
- Capital Funding Framework - Long-term Capital Plan
- 20-Year Strategic Vision - undertake a deep dive on elements of Service Delivery with Community.
- Corporate Service Catalogue Review and Update
- Risk Management Framework

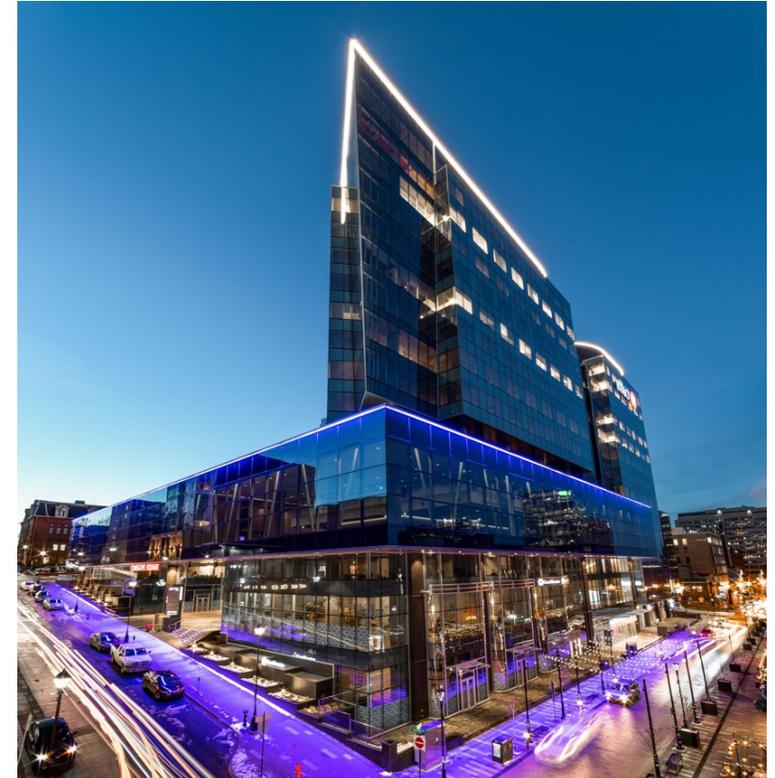


## CURRENT & PLANNED INITIATIVES

### ADMINISTRATIVE PRIORITIES SERVICE EXCELLENCE

2020/21

- Procurement Redesign – Design and implement an enhanced service delivery model
- Budget Process Service Excellence Project
- Real Estate Service Improvement Initiative



## CURRENT & PLANNED INITIATIVES



### DIVERSITY & INCLUSION

2020/21

- Procurement Social Policy Lens
- Corporate Accommodations Strategy– Visitor Needs
- Hiring Managers Certification Program



## CURRENT & PLANNED INITIATIVES

### COUNCIL PRIORITIES

2020/21

#### SERVICE DELIVERY

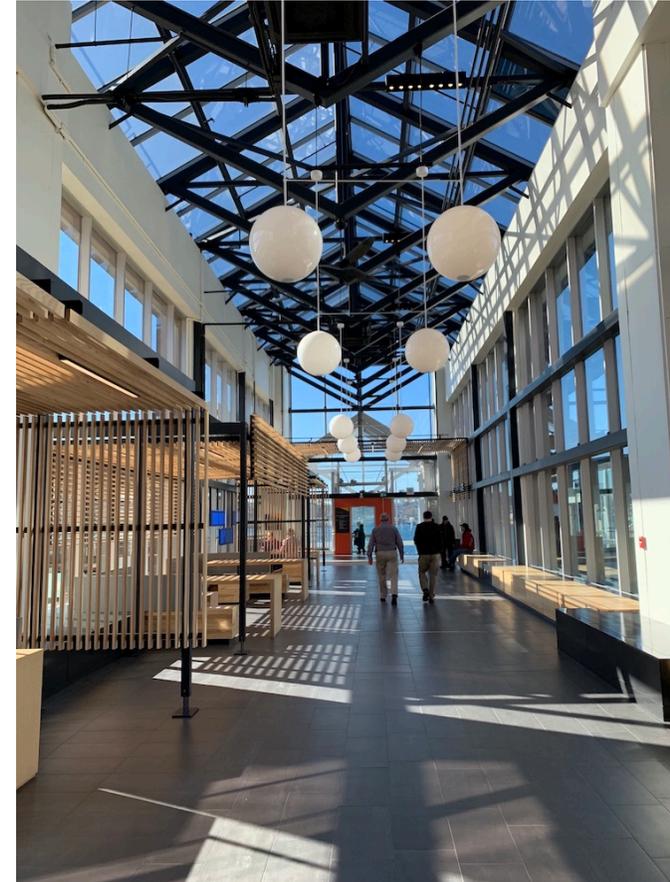
- Service Innovation and Transformation

#### GOVERNANCE & ENGAGEMENT

- Procurement Policy-Phase 2 Audit
- Corporate Accommodations Program

#### ECONOMIC DEVELOPMENT

- Burnside Phase 13 Development



## KEY PERFORMANCE INDICATORS

4.9%



Debt Charges/Total Expenditures

97%



ICT Service Desk-Customer Satisfaction

15



Average Collection Period (Days)

73%



Increase from 65%

Percent of respondents feel that they receive good value for their tax dollars

10,148



Increase from 9,923

Number of Invoices Processed per Accounts Payable FTE

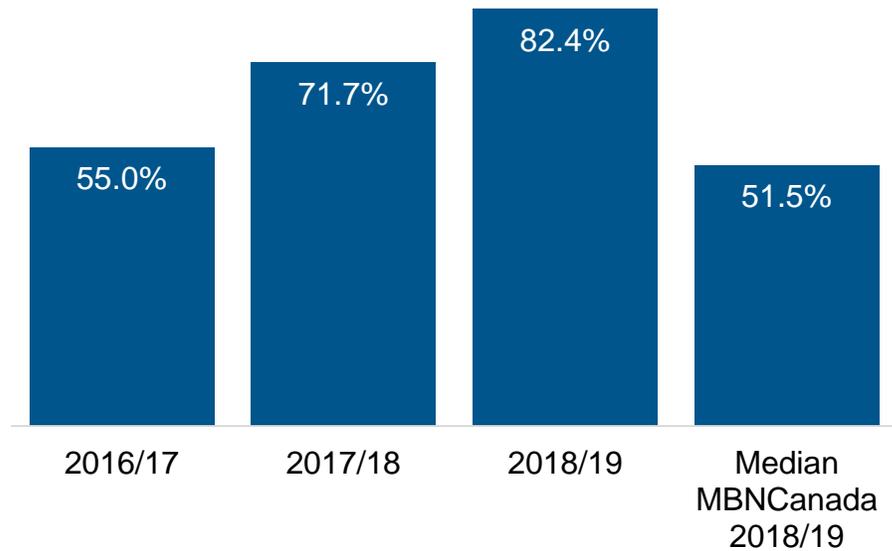
83%



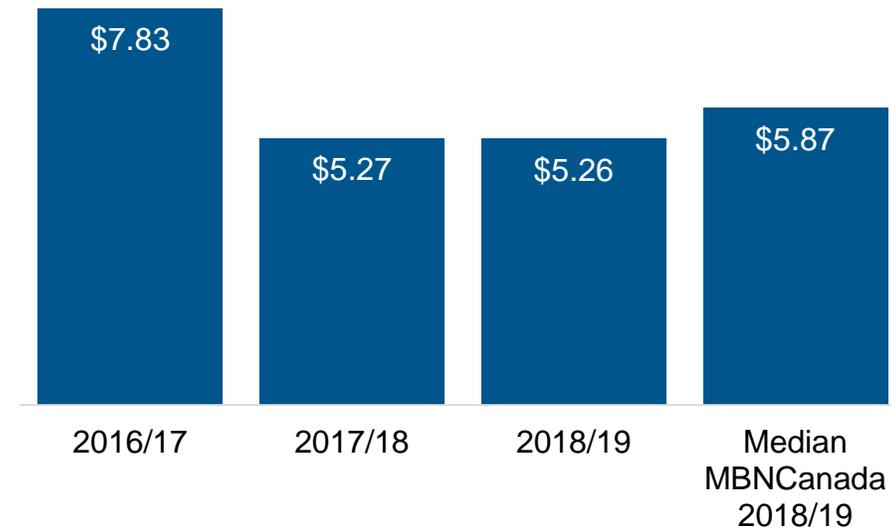
Percent of respondents feel that the Halifax Regional Municipality provides sufficient tools and information to allow for meaningful participation and engagement with the municipality

# KEY PERFORMANCE INDICATORS

PERCENT OF GOODS AND SERVICES PURCHASED THROUGH A CENTRALIZED PROCUREMENT PROCESS<sup>1</sup>



OPERATING COST FOR CENTRALIZED PURCHASING PER \$1000 MUNICIPAL PURCHASES<sup>2</sup>



For 2019/20, the goal is to maintain or improve performance

<sup>1</sup> HRM increased by 10.7% (71.7% to 82.4%) while MBNCanada Median decreased by 13.5% (65% to 51.5%)

<sup>2</sup> HRM decreased by 0.2% (\$5.27 to \$5.26) while MBNCanada Median increased by 10.8% (\$5.30 to \$5.87)

## OPERATING BUDGET

## OVERVIEW

Summary of Expenditures & Revenue						
Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Compensation and Benefits	\$ 24,128,735	\$ 27,181,400	\$ 26,161,451	\$ 27,558,400	\$ 377,000	1.4
Office	5,929,598	6,341,600	6,438,715	6,379,900	38,300	0.6
External Services	3,977,402	5,551,000	5,497,400	5,253,100	(297,900)	(5.4)
Supplies	7,566	15,000	16,126	15,000	-	-
Materials	30,232	15,000	17,300	15,000	-	-
Building Costs	780,492	898,900	882,600	876,100	(22,800)	(2.5)
Equipment & Communications	2,284,816	2,151,500	2,310,082	2,185,000	33,500	1.6
Vehicle Expense	918	-	100	-	-	-
Other Goods & Services	4,439,901	4,747,000	4,618,495	4,747,900	900	-
Interdepartmental	(370,552)	(359,700)	(362,586)	(310,000)	49,700	(13.8)
Other Fiscal	(365,793)	(426,800)	(532,900)	(252,200)	174,600	(40.9)
<b>Total Expenditures</b>	<b>40,843,317</b>	<b>46,114,900</b>	<b>45,046,783</b>	<b>46,468,200</b>	<b>353,300</b>	<b>0.8</b>

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Fee Revenues	(4,591,563)	(4,796,400)	(4,830,700)	(5,120,900)	(324,500)	6.8
Other Revenue	(555,014)	(559,500)	(643,670)	(610,100)	(50,600)	9.0
<b>Total Revenues</b>	<b>(5,146,577)</b>	<b>(5,355,900)</b>	<b>(5,474,370)</b>	<b>(5,731,000)</b>	<b>(375,100)</b>	<b>7.0</b>
<b>Net Total</b>	<b>\$ 35,696,740</b>	<b>\$ 40,759,000</b>	<b>\$ 39,572,413</b>	<b>\$ 40,737,200</b>	<b>\$ (21,800)</b>	<b>(0.1)</b>

## OPERATING BUDGET

## SERVICE AREA OVERVIEW

Service Area Budget Overview						
Service Area	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Admin - Finance	\$ 862,678	\$ 947,500	\$ 1,079,700	\$ 852,100	\$ (95,400)	(10.1)
Corporate Planning	373,002	388,700	422,400	410,700	22,000	5.7
Procurement	4,463,571	4,797,200	4,738,918	4,696,600	(100,600)	(2.1)
Fiscal Policy & Financial Planning	1,611,140	1,584,900	1,271,400	1,181,400	(403,500)	(25.5)
Revenue	(815,005)	(836,700)	(815,700)	(1,055,000)	(218,300)	26.1
Financial Reporting	3,858,255	4,175,500	4,104,600	4,237,300	61,800	1.5
Information Technology	20,360,511	24,412,200	23,500,045	24,294,600	(117,600)	(0.5)
Asset Management	564,631	616,300	836,000	1,214,200	597,900	97.0
Corporate Real Estate	4,417,956	4,673,400	4,435,050	4,905,300	231,900	5.0
<b>Net Total</b>	<b>\$ 35,696,740</b>	<b>\$ 40,759,000</b>	<b>\$ 39,572,413</b>	<b>\$ 40,737,200</b>	<b>\$ (21,800)</b>	<b>(0.1)</b>

## OPERATING BUDGET

## STAFF COUNTS

Full Time Equivalent	2019/20 Approved	2020/21 Planned Change (+/-)	2020/21 Planned
Full Time	315.2	7.0	322.2
Seasonal, Casual & Term	5.5	1.6	7.1
<b>Total</b>	<b>320.7</b>	<b>8.6</b>	<b>329.3</b>

Full Time Equivalent – Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position.

## OPERATING BUDGET

## SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2019/20 Budget</b>	<b>\$ 40,759,000</b>
Compensation Changes:	
New Positions/salary adjustments (includes 7 net new FTE)	377,000
Revenue Adjustments:	
Increase in tax certificate revenue	(280,000)
Other revenue adjustments (lease revenue, external recoveries, minor adjustments)	(95,100)
Other Budget Adjustments:	
Increase in facility leasing costs (facility rentals, transfers)	232,800
Increase in computer software and license costs	135,500
Other minor adjustments	62,200
Savings in membership dues (MBN Canada)	(50,800)
Savings in printing costs	(105,500)
Savings in external services (consulting fees, contract services)	(297,900)
<b>Total Proposed Changes</b>	<b>\$ (21,800)</b>
<b>Proposed 2020/21 Budget</b>	<b>\$ 40,737,200</b>

## OPERATING BUDGET

## OPTIONS OVER BUDGET

Options Description / Service Impact	One-time / On-Going	2020/21 Amount
ICT - Partnership with VOLTA would not be achievable	On-going	125,000
ICT - New Microsoft Licenses	On-going	520,000
Corporate Planning - Citizen Survey	Multi-year	75,000
<b>Total Proposed Increases / Revenue Decreases</b>		<b>\$ 720,000</b>

## OPERATING BUDGET

---

### **PRESSURES**

- Real estate facilitates rental revenue increase relies on finding new lease revenue that may not materialize.
- New lease cost for Duke replacement is unknown and may be higher than estimated.
- Increase in tax certificate revenue may not be as high as estimated.
- Long Term
  - Commercial Assessment
  - Interest rate - investment income and economic activity





# FINANCE, ASSET MANAGEMENT & ICT

2020/21 BUDGET AND BUSINESS PLAN

**MISSION** WE LEAD FINANCIAL AND TECHNOLOGICAL STEWARDSHIP THROUGH ADVICE, GOVERNANCE, CUSTOMER-FOCUSED SERVICES AND POLICY.

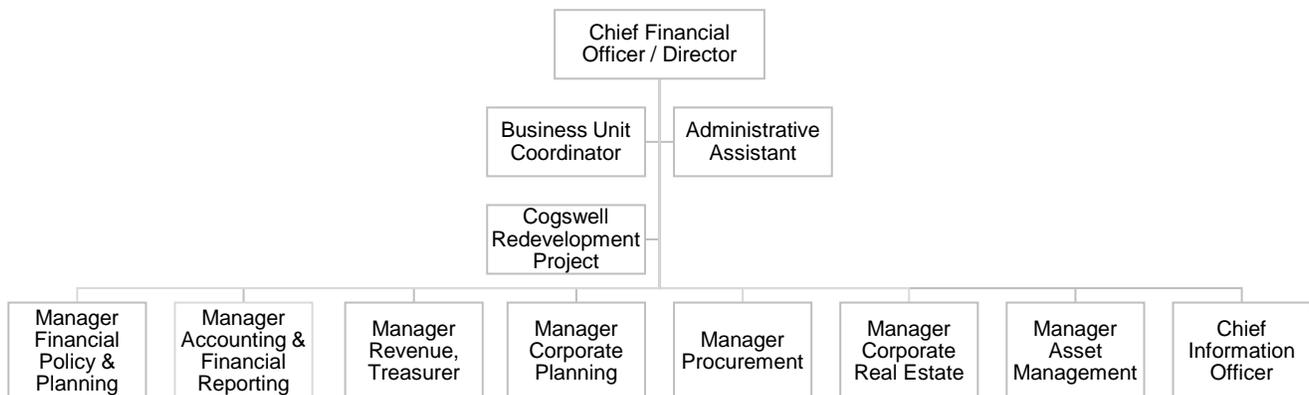
## FINANCE, ASSET MANAGEMENT & ICT OVERVIEW

Finance, Asset Management & ICT is committed to advancing Regional Council and administrative priority outcomes of:

- Governance and Engagement - Fiscal Responsibility
- Service Excellence - Service Delivery- Service Improvements
- Social Development - Social Infrastructure
- Economic Development - Supply of Industrial, Commercial, and Institutional Lands
- Financial Stewardship - Risk Management Framework; Strategic, Multi-year Business and Budget Plans; and Sustainable Financial Position.

This is achieved through leadership of financial stewardship activities and providing services and advice to internal clients, Regional Council and residents of the Halifax Regional Municipality. Corporate Planning provides support to the organization by assisting business units in strategic and operational decision-making; performance management and maximizing collaboration on Regional Council's priorities. Corporate Real Estate and Asset Management improves the way that our municipal assets are managed within HRM. Information, Communication & Technology focuses on improved internal and external processes and tools to support business units in their service delivery, including proactive solutions and infrastructure monitoring.

## FINANCE, ASSET MANAGEMENT & ICT ORG CHART



FUNDED FULL TIME EQUIVALENTS (FTES)

Funded FTEs	2019/20 Budget	Change (+/-)	2020/21 Budget
Full Time	315.2	7.0	322.2
Seasonal, Casual and Term	5.5	1.6	7.1
<b>Total</b>	<b>320.7</b>	<b>8.6</b>	<b>329.3</b>

*Includes full & part-time and permanent positions. Calculated value based on the normal working hours of each position. (draft)*

BUSINESS UNIT TAX ALLOCATION

**Table to be updated in final draft.**

Tax Allocation	2018/19 Budget	2019/20 Budget	2020/21* Budget
Percent of the average tax bill spent on Finance & Asset Management & ICT	7.6%	7.7%	<b>7.7%</b>
Average tax bill amount spent on Finance, Asset Management & ICT	\$147.00	\$151.50	<b>\$153.10</b>

\* Based on an average tax bill for a single-family home (assessed at \$241,400 in 2020)

**STRATEGIC INITIATIVES (2020/21)**

FINANCIAL STEWARDSHIP - RISK MANAGEMENT FRAMEWORK

**Risk Management Framework**

In an effort to better anticipate and manage risks, the municipality is evolving its Risk Management Strategy by developing a comprehensive Enterprise Risk Management Program which will assess risk at a corporate, operational, and project level. Governance, training, monitoring, and reporting are the focus this year.

FINANCIAL STEWARDSHIP - STRATEGIC, MULTI-YEAR BUSINESS AND BUDGET PLANS

**20-Year Strategic Vision**

To engage our diverse communities in a long-term vision of HRM, Corporate Planning will develop a public engagement process using several outreach methods to begin the dialogue with Regional Council on the development of a long-term (20 year) strategic vision for the municipality. This strategy will be used by successive Regional Councils to create 4-year mid-range plans and by the administration to align capital and operational budget/priorities.

**Long-Term Capital Planning**

To improve the accuracy of long-term capital project reporting, cost projection reporting has been improved to better integrate with project progress reporting. The municipality continues to develop additional analysis and trending techniques to better inform management and Regional Council. Focus is on a long-term Capital

Funding Framework, developing and establishing an initiative with HRM business units to collect and record asset condition, and criticality levels for major asset classes.

**Development of Capital Funding Framework:**

Finance will review debt and reserve policies and other revenue and funding sources and their relationship to financial sustainability and a long-term capital plan.

FINANCIAL STEWARDSHIP - FINANCIAL POSITION

**Long-term Financial Planning**

To support long-term sustainable and resilient financial planning, Financial Policy and Planning will provide a twenty-year financial model that considers economic, demographic, environmental, technological and settlement pattern influences.

ECONOMIC DEVELOPMENT – SUPPLY OF INDUSTRIAL, COMMERCIAL, AND INSTITUTIONAL LANDS

**Supply of Industrial Lands**

To ensure that there are sufficient industrial, commercial and institutional lands available to provide economic opportunities, HRM will maintain and/or expand its industrial land base to ensure a 20-year supply of land. Key activities and initiatives for the next two years will include:

- Detailed Design for Burnside Phase 13 and contribution to Provincial Interchanges to Phase 13 via the Burnside Connector;
- Ragged Lake Secondary Planning Background Studies;
- Introduce initial report to Regional Council for next steps in Secondary Planning Process for Ragged Lake; and
- Amending zoning at Aerotech Business Park (2021/22 deliverable).

ECONOMIC DEVELOPMENT – FOCUS ON THE REGIONAL CENTRE

**Cogswell Redevelopment Program**

The Cogswell Redevelopment Program is a significant "City Building" project intended to transform lands supporting aging, underutilized transportation infrastructure (Cogswell Interchange) into a vibrant, mixed use neighbourhood, reintegrating the historic fabric of downtown and the waterfront with the north end of the city. Demolition of existing infrastructure and its replacement with a new at-grade street network, parks and open spaces, and development blocks are estimated to take three to four years. Phased release of the newly created land parcels for high value residential/mixed use buildings will occur in the following four to five years. In 2020/21, staff will:

- Complete the tender process for the construction services contract;
- Initiate demolition of existing interchange infrastructure and commence reconstruction; and
- Develop and launch a comprehensive communication plan for traffic and business disruption.

## SERVICE DELIVERY - INNOVATION

**Service Innovation and Transformation**

Technology is changing the way citizens and businesses expect to engage with the municipality. There is an expectation for streamlined services which can be leveraged through a multitude of channels to meet the needs of citizens, businesses, visitors and governing bodies - our customers. Through both short and long-term planning, Information, Communication, and Technology (ICT) will continue to advance critical initiatives including the ICT Strategic Plan, Cybersecurity, IT Asset Management, Innovation District in collaboration with external stakeholders and universities, Agile Value Delivery and Digital Service Delivery with a focus on User Centric Design to drive exceptional service delivery to customers by improving our people, processes and technology.

## DIVERSITY &amp; INCLUSION

**Finance, Asset Management & ICT Diverse and Inclusive Environment**

To advance diversity and foster innovation in our environment, the business unit will continue to certify all hiring managers under the "Hiring Managers Certification Program". In addition, focus will continue executing deliverables identified in the business unit's Diversity and Inclusion Framework.

**FINANCE, ASSET MANAGEMENT & ICT BUDGET**

## KEY CAPITAL INVESTMENTS

Regional Council Outcome Supported	Capital Project Name	2020/21 Gross Budget (\$)	2020/21 OCC (\$)
Service Delivery			
Service to our People	Cyber Security	920,000	880,000
	ICT Infrastructure Recap	950,000	222,500
	Application Recapitalization	300,000	15,000
	ICT Business Tools	70,000	150,000
	IT Service Management	300,000	78,000
	Business Intelligence Program	50,000	280,000
	Web Transformation	250,000	180,000
	Corporate Scheduling	1,220,000	262,500
	CRM Software Replacement	450,000	125,000
	Enterprise Content & Records Management	500,000	180,000

Regional Council Outcome Supported	Capital Project Name	2020/21 Gross Budget (\$)	2020/21 OCC (\$)
Service to our Business	Revenue & Financial Accounting Management Solution	3,301,000	1,329,000
	Procurement Transformation	1,567,000	
	Fleet SAP Interface Upgrades	595,000	
	Finance Optimization	135,000	

## OPERATING - BUDGET BY SERVICE AREA

Service Area Budget Overview						
Service Area	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Admin - Finance	\$ 862,678	\$ 947,500	\$ 1,079,700	\$ 852,100	\$ (95,400)	(10.1)
Corporate Planning	373,002	388,700	422,400	410,700	22,000	5.7
Procurement	4,463,571	4,797,200	4,738,918	4,696,600	(100,600)	(2.1)
Fiscal Policy & Financial Planning	1,611,140	1,584,900	1,271,400	1,181,400	(403,500)	(25.5)
Revenue	(815,005)	(836,700)	(815,700)	(1,055,000)	(218,300)	26.1
Financial Reporting	3,858,255	4,175,500	4,104,600	4,237,300	61,800	1.5
Information Technology	20,360,511	24,412,200	23,500,045	24,294,600	(117,600)	(0.5)
Asset Management	564,631	616,300	836,000	1,214,200	597,900	97.0
Corporate Real Estate	4,417,956	4,673,400	4,435,050	4,905,300	231,900	5.0
<b>Net Total</b>	<b>\$ 35,696,740</b>	<b>\$ 40,759,000</b>	<b>\$ 39,572,413</b>	<b>\$ 40,737,200</b>	<b>\$ (21,800)</b>	<b>(0.1)</b>

## OPERATING - SUMMARY OF CHANGES - PROPOSED BUDGET

Change Description / Service Impact	Amount
<b>Approved 2019/20 Budget</b>	<b>\$ 40,759,000</b>
Compensation Changes:	
New Positions/salary adjustments (includes 7 net new FTE)	377,000
Revenue Adjustments:	
Increase in tax certificate revenue	(280,000)
Other revenue adjustments (lease revenue, external recoveries, minor adjustments)	(95,100)
Other Budget Adjustments:	
Increase in facility leasing costs (facility rentals, transfers)	232,800
Increase in computer software and license costs	135,500
Other minor adjustments	62,200
Savings in membership dues (MBN Canada)	(50,800)
Savings in printing costs	(105,500)
Savings in external services (consulting fees, contract services)	(297,900)
Total Proposed Changes	\$ (21,800)
<b>Proposed 2020/21 Budget</b>	<b>\$ 40,737,200</b>

## OPERATING- SUMMARY OF EXPENSE &amp; REVENUE

Expenditures	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Compensation and Benefits	\$ 24,128,735	\$ 27,181,400	\$ 26,161,451	\$ 27,558,400	\$ 377,000	1.4
Office	5,929,598	6,341,600	6,438,715	6,379,900	38,300	0.6
External Services	3,977,402	5,551,000	5,497,400	5,253,100	(297,900)	(5.4)
Supplies	7,566	15,000	16,126	15,000	-	-
Materials	30,232	15,000	17,300	15,000	-	-
Building Costs	780,492	898,900	882,600	876,100	(22,800)	(2.5)
Equipment & Communications	2,284,816	2,151,500	2,310,082	2,185,000	33,500	1.6
Vehicle Expense	918	-	100	-	-	-
Other Goods & Services	4,439,901	4,747,000	4,618,495	4,747,900	900	-
Interdepartmental	(370,552)	(359,700)	(362,586)	(310,000)	49,700	(13.8)
Other Fiscal	(365,793)	(426,800)	(532,900)	(252,200)	174,600	(40.9)
<b>Total Expenditures</b>	<b>40,843,317</b>	<b>46,114,900</b>	<b>45,046,783</b>	<b>46,468,200</b>	<b>353,300</b>	<b>0.8</b>

Revenues	2018/19	2019/20	2019/20	2020/21		
	Actual	Budget	Projections	Budget	Δ 19/20 Budget	Δ %
Fee Revenues	(4,591,563)	(4,796,400)	(4,830,700)	(5,120,900)	(324,500)	6.8
Other Revenue	(555,014)	(559,500)	(643,670)	(610,100)	(50,600)	9.0
<b>Total Revenues</b>	<b>(5,146,577)</b>	<b>(5,355,900)</b>	<b>(5,474,370)</b>	<b>(5,731,000)</b>	<b>(375,100)</b>	<b>7.0</b>
<b>Net Total</b>	<b>\$ 35,696,740</b>	<b>\$ 40,759,000</b>	<b>\$ 39,572,413</b>	<b>\$ 40,737,200</b>	<b>\$ (21,800)</b>	<b>(0.1)</b>

## FINANCE, ASSET MANAGEMENT & ICT SERVICE AREA PLANS (2020/21)

### FINANCIAL POLICY AND PLANNING

Financial Policy and Planning develops and refines tax and fiscal policies related to HRM's fiscal management, debt policy and commercial tax, manages the operating and reserve budget processes and provides financial advice and analysis to ensure long-term fiscal sustainability.

#### GOVERNANCE AND ENGAGEMENT - FISCAL RESPONSIBILITY

##### **Budget Coordination**

Development of the annual Operating and Reserve budgets for the Municipality to ensure the fiscal sustainability of the municipality.

##### **Financial Stewardship**

Enable the long-term financial sustainability of the municipality through the development, enhancement and implementation of best practice tools and methods.

##### **Tax and Fiscal Policy Development**

The review and development of principles and policies to guide taxation and fiscal policy that is sustainable in the long term.

#### SOCIAL DEVELOPMENT - SOCIAL INFRASTRUCTURE

##### **Grants and Contributions Program Support**

Provision of leadership and support in the policy and program delivery regarding grants.

#### FINANCIAL POLICY AND PLANNING KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
<b>Economic Development - Promote and Maximize Growth</b>
<b>Prepare for Commercial Tax Averaging for 2021/22</b> (Target: March 31, 2022) In support of allowing commercial properties time to adjust to assessment increases, the municipality is designing and implementing commercial tax averaging for the 2021/22 fiscal year.
<b>Financial Stewardship – Multi-year Business and Budget Plans</b>
<b>Long-term Financial Planning</b> (Target: March 31, 2021) To support long-term sustainable and resilient financial planning, Financial Policy and Planning will provide a twenty-year financial model that considers economic, demographic, environmental, technological and settlement pattern influences.

**2020/21 Deliverables with Estimated Completion**

**Financial Stewardship-Financial Position**

**Reserve Review** (Target: September 30, 2021)

Finalize the Reserve Review Project and align with capital funding framework.

## ACCOUNTING & FINANCIAL REPORTING

Accounting and Financial Reporting is committed to supporting Regional Council and administrative priorities through leadership of financial stewardship activities and providing services and advice to internal customers, Regional Council, and residents of the municipality.

### Services Delivered

#### GOVERNANCE AND ENGAGEMENT - FISCAL RESPONSIBILITY

##### **Accounts Payable Payment Processing**

This service is responsible for the accurate and timely processing and payment of HRM invoices.

##### **Accounting Controls and Reporting**

This service is responsible for preparing consolidated financial statements and accurate and timely management reports.

##### **Revenue and Expenditure Reporting and Analysis**

This service provides oversight of accounting functions and maintains effective internal controls.

##### **Regional Council Report Review & Support**

Provide support and financial review to the Regional Council report process.

##### **Service Delivery**

Responsible for assisting business units with budget, projections, and revenue and expenditure review and analysis.

##### **Payroll Services**

Provide payroll administration services to HRM and Agencies, Boards, and Commissions

##### **Financial Advisory Services**

The provision of advisory services and support to HRM Business Units across a wide-spectrum of finance-related issues

SERVICE DELIVERY MEASURES

<b>Financial Reporting Performance Measures</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Projected</b>	<b>2020/21 Planned</b>	<b>MBNC Median* 2018</b>
Operating Cost per Payroll Direct Deposit or Cheque	\$3.31	\$3.60	\$3.17	\$3.30	\$4.84
Total Number of Invoices Processed per \$1,000,000 of Municipal Purchases (Operating and Capital) for Goods and Services	240	265	268	271	244
Accounts Payable Operating Cost per Invoice Processed	\$7.37	\$7.39	\$7.34	\$7.32	\$6.93
Number of Invoices Processed per Accounts Payable FTE	9,502	9,923	10,042	10,148	13,614

\* *Municipal Benchmarking Network Canada*

OPERATING COST PER PAYROLL DIRECT DEPOSIT OR CHEQUE

Projected costs decrease in 2019/20 due to a reduction in the number of staff.

TOTAL NUMBER OF INVOICES PROCESSED PER \$1,000,000 OF MUNICIPAL PURCHASES (OPERATING AND CAPITAL) FOR GOODS AND SERVICES

Projecting a slight increase in the number of invoices processed for 2019/20.

ACCOUNTS PAYABLE OPERATING COST PER INVOICE PROCESSED

Projecting a reduction in costs related to vacancies and an increase in the number of invoices processed in 2019/20.

ACCOUNTING & FINANCIAL REPORTING KEY DELIVERABLES (2020/21)

<b>2020/21 Deliverables with Estimated Completion</b>
<b>Service Excellence - Performance Excellence</b>
<b>SAP/Hana - Review Processes and Reports</b> (Target: March 31, 2021) Financial Policy & Planning will review processes, procedures and reports to determine (1) what can be improved in the short-term and integrated into SAP/Hana; (2) what management reports, processes, procedures and training will be required for SAP/Hana (implementation and ongoing use).

### 2020/21 Deliverables with Estimated Completion

#### **Service Improvements - Financial Reporting** (Target: March 31, 2021)

To support performance excellence throughout the organization, Financial Reporting will work with business units to quantify project impacts. This will provide a better sense of the quantitative benefits of performance excellence projects.

#### **Budget Process Service Excellence Project** (Target: March 31, 2021)

The Budget Process Service Excellence Project is a combination of the previous three OPE projects which included 1) budget process, 2) wage model and 3) projections. In partnership with the OPE office these three facets of the budget process will be reviewed to learn more about our businesses' needs and those of the Finance team. This work will improve these core financial services while positioning the team as a true strategic partner.

## REVENUE

This division is accountable for tax and general revenue billings, collections, cash management, banking and the investment portfolio and establishing and overseeing the Payment Card Industry Data Security Standard compliance program.

### Services Delivered

#### GOVERNANCE AND ENGAGEMENT - FISCAL RESPONSIBILITY

##### **Cash Management**

This service provides receipts processing, coordination of banking services, monitoring of deposits, and administration of internal cash controls and Payment Card Industry (PCI) Compliance.

##### **Transit and Parking Meter Revenue Processing**

This service is responsible for processing, depositing, and safeguarding HRM's coin revenue.

##### **Collections**

This service is responsible for administration of delinquent accounts related to property tax and non-property tax revenues.

##### **General Revenue**

This service is responsible for the billing and administration of all non-property tax revenues.

##### **Taxation Services**

This service is responsible for the billing and administration of property tax revenues.

##### **Treasury Services**

This service has responsibility to make investments in accordance with the HRM Investment Policy and manages changes to the policy through consultation with the HRM Investment Policy Advisory Committee. The Investment Policy guides Treasury Services to make investments that produce a competitive rate of return while

keeping capital preservation and liquidity needs at the forefront. In addition, the service safeguards HRM's treasury assets.

#### SERVICE DELIVERY MEASURES

<b>Taxation Performance Measures</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Projected</b>	<b>2020/21 Planned</b>	<b>MBNC Median* 2018</b>
Percent of Prior Year's Tax Arrears Not Collected in the Current Year as a Percent of the Current Year Levy	1.1%	1.1%	1.1%	1.0%	1.2%
Current Year's Tax Arrears as a Percent of Current Year Levy	3.0%	2.5%	3.0%	3.0%	2.3%
Operating Cost to Maintain Property Tax Accounts per Property Tax Account Serviced	\$14.63	\$16.15	\$14.65	\$14.60	\$13.04

\* *Municipal Benchmarking Network Canada*

<b>General Revenue Performance Measures</b>	<b>2017/18 Actual</b>	<b>2018/19 Actual</b>	<b>2019/20 Projected</b>	<b>2020/21 Planned</b>	<b>MBNC Median* 2018</b>
Percent of Billings Outstanding Over 90 Days at Year End	1.0%	13%	2.0%	2.0%	9.7%
Bad Debt Write Off as a Percent of Billed Revenue	0.2%	0.2%	0.2%	0.2%	0.1%
Operating Cost of Accounts Receivable Function per Invoice	\$24.71	\$28.87	\$24.75	\$24.75	\$27.42
Average Collection Period (Days)	13	6	15	15	44
% of Resident Inquiries Completed Within 2 Business Days	98.4%	98.0%	98.0%	98%	NA

\* *Municipal Benchmarking Network Canada*

#### PERCENT OF BILLINGS OUTSTANDING OVER 90 DAYS AT YEAR END

\$961,617 owing from Department of Municipal Affairs at year end for cost sharing claim, increased receivables owing over 90 days to 1,209,461 from 208,310 the previous year.

#### AVERAGE COLLECTION DAYS

The 2018/19 result is impacted by a 6.5 million dollar receivable outstanding from April-August, which inflated the average outstanding receivable.

GENERAL

Measures are expected to remain constant for 2020/21 and the foreseeable future with the exception of the cost to maintain tax accounts and operating costs of accounts receivable, which are expected to decrease with the migration to a new tax system.

REVENUE KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
<b>Financial Stewardship – Financial Position</b>
<b>Revenue Replacement Project</b> (Target: March 31, 2021)  Pending completion of foundational technology upgrades, Revenue will replace the obsolete revenue management system with a new solution that will allow for enhanced customer self-service opportunities and new revenue streams.

## CORPORATE PLANNING

Corporate Planning supports Regional Council and administrative priorities by assisting business units in strategic planning; business planning; performance reporting, and benchmarking; outcome and accountability reporting; and risk management.

### Services Delivered

#### GOVERNANCE AND ENGAGEMENT - FISCAL RESPONSIBILITY

##### Strategic and Business Planning

This service provides guidance and support to business units in their strategic and operational planning and decision-making, ensuring that these processes are integrated with HRM's budgeting processes.

##### Enterprise Risk Management

This service is responsible for the development of governance of the Enterprise Risk Management framework and associated processes. The business unit is responsible for ensuring that risks are appropriately identified through the business planning process then, evaluated, and managed by the responsible business unit.

##### Public Engagement

Citizen Survey-This service involves the solicitation of public opinion on community priorities as well as the services provided by the municipality.

#### SERVICE EXCELLENCE - SERVICE IMPROVEMENTS

##### Performance Measurement

This service provides methods and tools that allow for the coordinated, focussed, and objective reporting on service performance, priority outcomes, and business plan accountability for the organization.

SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned
Operational Risk Registers - % of Business Units Managing Operational Risks through Corporate Practices	-	-	100%	80%

CORPORATE PLANNING KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
<p align="center"><b>Governance and Engagement - Fiscal Responsibility</b></p>
<p><b>Risk Management - Business Partners (under management agreements)</b> (Target: March 31, 2021)</p> <p>To support the goal of anticipating, mitigating and managing organizational risk, Corporate Planning will work with business units to extend enterprise risk management practice to facilities under management agreement.</p>
<p align="center"><b>Financial Stewardship – Strategic, Multi-year Business and Budget Plans</b></p>
<p><b>Corporate Service Catalogue Review and Update</b> (Target Date: March 31, 2021)</p> <p>To advance strategic, multi-year business plans and budgets that are equitable and sustainable, the Corporate Planning Office will develop a project charter and lead the review and updating of the corporate service catalogue including alignment of services with community outcomes.</p>
<p align="center"><b>Service Excellence - Performance Excellence</b></p>
<p><b>Corporate Performance Management Solution - Phase 2</b> (Target: March 31, 2021)</p> <p>Supported by the Information Technology division, the Corporate Planning Office will establish a business intelligence solution for reporting on available corporate key performance indicators.</p>

## PROCUREMENT

Procurement coordinates the acquisition of goods, services, coordination and administration of contracts; surplus storage and disposal; and management and warehousing of inventory.

## Services Delivered

### GOVERNANCE AND ENGAGEMENT - FISCAL RESPONSIBILITY

#### Inventory Management

Based on consultation with client business units, this service is responsible for stocking, storing, and issuing goods from warehouses, salt domes, and fuel depots. They also work with the Procurement staff on specifications for solicitations, as initiated by client business units for both stock and non-stock items. Staff are also responsible for the disposal of surplus HRM assets, excluding real estate.

#### Purchasing

In consultation with client business units, this service is responsible for the administration of the procurement policy for the purchase over \$1,000. They also monitor current trends on procurement practice and potential for HRM policy amendments. They work with industry to identify possible barriers to doing business with HRM.

### SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBNC Median* 2018
% of inventory on contract	49.5%	54.8%	58%	60%	NA
Percent of Goods and Services Purchased (Operating and Capital) Through a Centralized Procurement Process	71.7%	82.4%	83%	84%	51.5%
Operating Costs for Centralized Purchasing per \$1,000 Municipal Purchases (Operating and Capital) for Goods and Services Through a Procurement Process	\$5.27	\$5.26	\$5.20	\$5.15	\$5.87

\* *Municipal Benchmarking Network Canada*

#### % OF INVENTORY ON CONTRACT

% of inventory: The improved methodology shows more accurate numbers and there is no MBNC measure for this KPI as it is an HRM KPI

#### % OF GOODS AND SERVICES PURCHASED

HRM increased by 10.7% (71.7% to 82.4%) while MBNC Canada Median decreased by 13.5% (65% to 51.5%)

#### OPERATING COSTS FOR CENTRALIZED PURCHASING

HRM decreased by 0.2% (\$5.27 to \$5.26) while MBNC Canada Median increased by 10.8% (\$5.30 to \$5.87)

PROCUREMENT KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
<b>Governance and Engagement - Fiscal Responsibility</b>
<p><b>Phase 2: Response to Auditor General's Audit of Procurement</b> (Target: March 31, 2021)</p> <p>Phase 2 in 2020/21 will consist of providing data to the Auditor General's staff as they reaudit Procurement post 2018 audit report, and evaluating the actions taken to address the recommendations contained in their report.</p>
<p><b>Phase 2: Response to Auditor General's Audit of Procurement Cards</b> (Target: March 31, 2022)</p> <p>Phase 2 in 2021/22 will consist of providing data to the Auditor General's staff as they reaudit Pcards post the 2019 audit report, and evaluating the actions taken to address the recommendations contained in their report.</p>
<b>Service Excellence - Inclusive Community Engagement</b>
<p><b>Procurement using Social Policy Lens</b> (Target: March 31, 2022)</p> <p>Working with GREA to ensure societal concerns are considered in decisions, Procurement will incorporate a social policy lens in the public procurement process.</p>
<b>Service Excellence - Performance Excellence</b>
<p><b>Procurement Redesign</b> (Target: March 31, 2022)</p> <p>Procurement will design and implement an enhanced service delivery model with the goal of becoming a strategic business partner with HRM's business units in the procurement of goods and services. The model will improve customer service with internal and external clients, shorten the time to market and award with vendors, use strategic buying practices, and make better use of taxpayers' dollars. Implementation of the new service delivery model will occur in 2021/22.</p>
<p><b>SAP Release Strategy</b> (Target: March 31, 2022)</p> <p>Release Strategy will be part of the implementation of S4 Hanna and reflect award levels as outlined in the Procurement policy.</p>
<b>Financial Stewardship – Financial Position</b>
<p><b>Amendments to Procurement Policy</b> (Target: March 31, 2021)</p> <p>Working with the business units and vendor community, Procurement will identify the required amendments to the Procurement policy and seek approval of Regional Council once complete.</p>

## CORPORATE REAL ESTATE

Corporate Real Estate is committed to supporting Regional Council priorities through real property acquisition and disposal services; industrial park development sales and land management; valuation and appraisal; negotiation and lease management where HRM is either landlord or tenant; portfolio development, accommodations planning; and real estate advisory services.

### Services Delivered

#### ECONOMIC DEVELOPMENT – SUPPLY OF INDUSTRIAL, COMMERCIAL, AND INSTITUTIONAL LANDS

##### Industrial Park Development

This service is responsible for strategic planning and program delivery of industrial park inventory and the sale of the building lot inventory to the private sector for industrial/commercial development.

#### FINANCIAL RESPONSIBILITY – RESPONSIBILITY FOR RESOURCES

##### Acquisition and Disposal

This service is responsible for property acquisition and disposal for municipal purposes.

##### Leasing and Tenant Services

This service is responsible for acquiring leased properties to meet clients' requirements, leasing of municipal properties for use by third parties, managing financial and landlord/tenant contract functions, and accommodation and portfolio management services.

#### SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned
Property Acquisitions	\$5.15M	\$4.4M	\$10.5M	\$4.0M
Property Disposals	\$3.1M	\$3.7M	\$40M	\$27M
Industrial Park Sales Acres	17.69 acres	36.9 acres	46 acres	30 acres
Industrial Park Sales (Gross Revenue)	\$5.1M	\$9.03M	\$12.3M	\$8.2M

#### PROPERTY ACQUISITIONS

Land acquisition for 2019/20 included major acquisitions of parkland and property for a new fire station. Planned acquisition work for 2020/21 will include Integrated Mobility Plan (IMP) corridors and parkland acquisitions.

PROPERTY DISPOSALS

Property disposals for 2019/20 was anchored by the sale of 6067 Quinpool Road. Additional strategic disposals for 2020/21 are planned and will contribute to ~\$27M in 2020/21.

INDUSTRIAL LANDS

Industrial demand remained strong in 2019/20 and there will be a tightening of supply for 2020/21 as we await the Highway 107 extension and completion of access to Burnside Phase 13.

CORPORATE REAL ESTATE KEY DELIVERABLES (2020/21)

<b>2020/21 Deliverables with Estimated Completion</b>
<b>Economic Development – Supply of Industrial, Commercial and Institutional Lands</b>
<b>Supply of Industrial Lands - Aerotech Zoning</b> (Target: March 31, 2022) This deliverable is carried over from 2019/20 with HRM Planning and Development indicating that due to resourcing this re-zoning would need to be deferred and achieved through the 2019 Regional Plan Process. Key activities and Initiatives for 2021/22 will include: <ul style="list-style-type: none"><li>• Corporate Real Estate communicating and coordinating the requirements for Aerotech's land-use bylaws through Planning and Development for inclusion in the Regional Plan.</li></ul>
<b>Supply of Industrial Lands - Ragged Lake Secondary Planning</b> (Target: March 31, 2021) As directed by Regional Council in 2018, Corporate Real Estate will complete necessary background reports on Ragged Lake expansion and request Planning & Development to introduce an initiation report to Regional Council for the secondary planning process for Ragged Lake. Key activities and initiatives for 2020/21 will include: <ul style="list-style-type: none"><li>• Continuing to coordinate with Planning &amp; Development to determine background study requirements;</li><li>• Procuring consulting services for completion of background studies once the requirements are determined; and</li><li>• Advancing a recommendation report to Regional Council once the required background studies have been completed.</li></ul>
<b>Governance and Engagement - Fiscal Responsibility</b>

### 2020/21 Deliverables with Estimated Completion

#### **Corporate Accommodations Plan Implementation - Year 2 & 3** (Target: March 31, 2021)

The Corporate Accommodations Plan will reduce the size of the leased portfolio to achieve savings, provide modern healthy work environment, provide consistent standard for both space and work stations, creating efficiencies by reducing and reconfiguring of space. 20/21 deliverables include:

- Halifax Regional Fire & Emergency Admin and Prevention and Alderney Gate 5th Floor;
- Completion of projects from 19/20 - Alderney Gate 6th Floor and 7 Mellor Refresh; and
- Duke Lease Space - relocation and renovation.

### Service Excellence - Performance Excellence

#### **Real Estate Service Improvement Initiative** (Target: March 31, 2021)

Implementation of service delivery improvements to align with corporate priorities and to meet growing service demands.

- Introduce SLAs for balance of major client BU's.
- Web content review and updates for Corporate Real Estate; and
- Develop and Introduce Strategic Land Acquisition Planning Tool for Operational Business Units.

## ASSET MANAGEMENT OFFICE

The practice of managing assets to minimize the total costs of owning and operating assets while delivering desired service levels; coordination and oversight of the multi-year Capital budget, projections and accounting.

### Services Delivered

#### GOVERNANCE AND ENGAGEMENT – MUNICIPAL GOVERNANCE

##### **Asset Management Governance Support**

This service creates, updates, and provides ongoing support for the Asset Management Governance Model including framework, policies, and standards. It supports process owners in their roles and facilitates relationships between enabling stakeholders.

#### SERVICE EXCELLENCE – SERVICE IMPROVEMENTS

##### **Performance Reporting and Continuous Improvement Support**

This service provides leadership in evolving practices, technology, work coordination, and supports movement from reactive to proactive asset management. Effectiveness and outcome reporting are used to guide improvement.

#### FINANCIAL RESPONSIBILITY – FINANCIAL IMPACT

##### **HRM Asset Portfolio and Capital Budget Coordination**

This service supports capital budget submissions and coordinates with external funding programs to support asset management requirements.

## SERVICE EXCELLENCE – SERVICE DELIVERY

### Asset Management Process, Tools, and Training

The service provides expertise, technology, and training that enhance business units' ability perform effective asset management.

## ASSET MANAGEMENT OFFICE KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
<b>Financial Stewardship – Strategic, Multi-year Business and Budget Plans</b>
<b>Capital Accounting Policy</b> (Target: March 31, 2021) Current capital accounting policy and practices will be reviewed and updated to integrate asset management methodology to align with broader organizational enterprise asset management goals.
<b>Financial Stewardship – Financial Position</b>
<b>Asset Management Plans</b> (Target: March 31, 2021) In effort to transition asset lifecycle management to a more proactive, reliable, and sustainable state, the Asset Management Office will work towards establishing a corporate Asset Management Policy and develop Asset Management Plans for each major asset class. This will serve as a basis for long-term and short-term asset maintenance plans as well as a State of Infrastructure corporate report.

## INFORMATION, COMMUNICATION AND TECHNOLOGY (ICT)

ICT will focus on improved and external processes and tools to support business units in their service delivery, including proactive solutions, security, and infrastructure monitoring.

Information, Communication, and Technology is committed to providing customer service and technology expertise in support of Regional Council and administrative priorities. ICT is engaging HRM Executive to align corporate vision with technology architecture to drive the continued development of an HRM that is a digital service delivery organization.

ICT supports business units in their journey to performance excellence through improvements to systems and working to provide continuous improvement and ease of service for technology advancements. This includes access to devices and services, analysis of data for informed business decisions, and refinement of foundational business systems to drive business process improvements.

## Services Delivered

### SERVICE EXCELLENCE – PERFORMANCE EXCELLENCE

#### Service Desk - Break/Fix and Service Request Management

Service requests are filtered through the service request system or the ICT Service Desk to ensure that they are logged, assigned to the most appropriate group, monitored, resolved, and tracked for service performance monitoring and future predictive analysis to provide improved customer service.

#### Data Management and Analytics

This service comprises all the disciplines related to managing spatial and non-spatial data as a valuable resource and the application of business rules and tools to deliver information that allows business units to make informed decisions.

#### Personal Computing Services

This service provides mobile and personal computing technology.

#### Telecommunications Services

This service is responsible for providing telecommunications related services including voice, audio conferencing, mobile and radio, Internet, network, and remote access.

#### ICT Business Applications Management

This service is responsible for the operation, maintenance, and support of business applications that support the service delivery of HRM business units.

#### ICT Infrastructure Management

This service provides server, network, and security infrastructure to support the operation of and access to HRM business applications and ICT services. Also provided are the operation, maintenance.

#### Enable New and Enhanced Business Solutions

This service facilitates ICT customers' business success through the introduction of beneficial changes to process and technology. In partnership with customers, this service ensures joint responsibility for maximizing HRM investments.

#### Cybersecurity

The Cybersecurity Program protects HRM's networks, devices, programs, and data from attack, damage, or unauthorized access.

### SERVICE DELIVERY MEASURES

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBNC Median <sup>(1)</sup> 2018
ICT Service Desk – Inbound Contact Volume <sup>(2)</sup>	27,673	28,231	28,600	31,500	NA

Performance Measures	2017/18 Actual	2018/19 Actual	2019/20 Projected	2020/21 Planned	MBNC Median <sup>(1)</sup> 2018
ICT-Service Desk – Customer Satisfaction <sup>(3)</sup>	93%	97%	97%	97%	NA
Number of Visitor Sessions to Municipal Website per Capita <sup>(4)</sup>	8.9	9.6	10.9	10.6	11.0
Number of Information Technology Devices per Total Supported Municipal Full Time Equivalent (FTE)	0.97	1.0	0.97	0.97	1.00

(1) Municipal Benchmarking Network Canada- Note that the Median is an average of the supplied information from each municipality and does not represent a desired benchmark for HRM's optimal performance.

(2) Measures call volume, not performance. Over the next year, ICT will be developing more meaningful measures.

(3) Satisfaction rate reflects a 1-3% response rate from service desk surveys. Improved feedback methods are being investigated.

#### INBOUND CONTACT VOLUME

Expected increase in call volume due to historical trending. Net new solutions and increased users are driving additional support contracts. Examples expected for 2020/21 – Parking Technology Solution, Permitting, Licensing & Compliance Solution and MS Office 365.

#### CUSTOMER SATISFACTION

Expecting to maintain customer satisfaction by proactive Project Management, effective and timely issue escalation and resolution and improving internal processes/tools (e.g. ServiceNow workflows, efficient workflow of tickets to appropriate groups). Also increase in business unit touchpoints to review issues and action accordingly – overall continual service improvement.

#### WEBSITE VISITOR SESSIONS

Expected increase in website visitor sessions based on historical trending. Fiscal 2020-21 is projected to continue the upward trend due to some key events that will generate much interest in Halifax.ca. The events that will drive the increased visitor sessions will be Cogswell interchange project, North American Indigenous Games, the 2020 Fall Municipal Full Election, the implementation of the Parking Technology Solution, and the implementation of the 1<sup>st</sup> phase of the Permitting, Licensing & Compliance Solution.

Note that to correct a calculation error, the number sessions for 2017/18 has been restated.

INFORMATION, COMMUNICATION & TECHNOLOGY (ICT) KEY DELIVERABLES (2020/21)

2020/21 Deliverables with Estimated Completion
<b>Service Excellence - Performance Excellence</b>
<p><b>Human Resources and Finance Business Transformation Program</b> (Target: March 31, 2022)</p> <p>Administrative services Human Resources and the Finance, Asset Management &amp; ICT business units have indirect impacts on overall citizen service delivery such as:</p> <ul style="list-style-type: none"> <li>• Ensuring the organization has skilled resources through hiring and training to provide excellent service delivery to citizens.</li> <li>• The ability to calculate, collect and account for such revenue as property taxes, parking, permits and licensing, and recreation.</li> <li>• The ability for the organization to work with business units and the vendor community to procure the necessary goods and services required to operate service delivery for citizens.</li> </ul> <p>Over the next two years, Information, Communication &amp; Technology will collaborate to improve business process, user experience, and technology integration for Human Resources and the Finance, Asset Management &amp; ICT business units including:</p> <ul style="list-style-type: none"> <li>• Employee Central, Recruitment, and Onboarding (2020/21);</li> <li>• Learning Management System (2021/22); and</li> <li>• Revenue Management, Finance, and Procurement (2021/22).</li> </ul>
<p><b>Customer Relationship Management</b> (Target: March 31, 2023)</p> <p>To provide citizens and businesses with easy access to answers and services they need, when, where and how they choose, HRM will implement a new Customer Relationship Management solution, providing users with an innovative single point of entry experience. Work includes:</p> <ul style="list-style-type: none"> <li>• Complete data model for customer master data across all Business units and solutions. (2020/21);</li> <li>• Develop governance model. (2020/21);</li> <li>• Complete RFP for Service Provider (2020/21);</li> <li>• Customer Identity and Access Management solution (2021/22); and</li> <li>• Preparation Phase Implementation (2022/23).</li> </ul>
<b>Service Excellence – Service to our people</b>
<p><b>Digital Service Delivery</b> (Target: March 31, 2021)</p> <p>Service delivery is a key focus for HRM and this includes digital service delivery through the website, applications and other digital interfaces. Over the next year, Information, Communication &amp; Technology will focus on developing the strategy for digital services to plan better integrations and improved user experience.</p>
<b>Governance and Engagement – Fiscal Responsibility</b>

**2020/21 Deliverables with Estimated Completion**

**Information Technology Asset Management** (Target: March 31, 2021)

Information Technology assets are pivotal to nearly every area of service delivery. Information, Communication & Technology will continue its work on the definition and refinement of ongoing IT asset (hardware and software) lifecycle management processes. Management of defined assets will improve fiscal responsibility and service delivery and assist with minimizing risks and related costs of capital investments.

**Governance and Engagement - Municipal Governance**

**Cybersecurity Program** (Target: March 31, 2022)

A Cybersecurity program is being designed and developed to protect HRM's networks, devices, programs, and data from attack, damage, or unauthorized access. This includes continual review of policies, procedures, and practices are aligned with best practice frameworks to address constantly evolving cyber threats.

**Service Delivery - Innovation**

**Service Innovation and Transformation** (Target: March 31, 2022)

Technology is changing the way citizens and businesses expect to engage with the municipality. There is an expectation for streamlined services which can be leveraged through a multitude of channels to meet the needs of citizens, businesses, visitors and governing bodies - our customers. Innovation and Transformation efforts include:

- Establishing strategy and innovation capacity within Information, Communication & Technology (June 2020)
- Develop a culture of innovation by utilizing the Innovation Outpost at Volta in cooperation with Greater Halifax Partnership. Establishing two proof of concept projects to address business needs and deliver in non-traditional ways (i.e. agile) (2020/2021)
- Collaboration with Universities (higher learning): Incorporates potential partnerships with higher learning, creation of at least two term student internships with a focus on innovative initiative delivery and partner with a higher learning organization on a business intelligence / analytical initiative. (2020/2021)
- Building an understanding of different delivery models and methods through showcasing key projects which demonstrate an innovative, timely and value driven method for solution delivery. (2020/21)
- Developing foundational processes and technology strategies to enhance delivery of services and proactively address business needs. (2021/22)

**Service Excellence - Inclusive Community Engagement**

### 2020/21 Deliverables with Estimated Completion

#### **Technology Strategic Plan** (Target: March 31, 2022)

HRM has 11 distinct business units with additional partners such as Halifax Water and Halifax Libraries, who all have individual business needs. The business needs must be balanced with foundational corporate solutions to support service delivery to customers through progressive and stable technology. Information, Communication & Technology will continue to collaborate with Executive Steering Committee and their business unit teams to further the advancement of the Technology Strategic Plan to drive exceptional service delivery to customers.

Work includes:

- Establishing a strategy and innovation capacity within Information, Communication & Technology (June 2020)
- Developing a strategic plan governance model (2020/21)
- Developing strategic planning processes (2021/22)
- Implementing the strategic plan governance model (2021/22)
- Implementing strategic planning processes (2021/22)