

FINANCE, ASSET MANAGEMENT & ICT

2021/22 Budget & Business Plan
Committee of the Whole on Budget
February 10, 2021



MISSION

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

SERVICE AREAS

Chief Financial Officer – Executive 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) – Chad MacDonald

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 - Renée 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 and benchmarking, as well as 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

\$35.0M

INDUSTRIAL LOTS SOLD

51 acres

INDUSTRIAL LOTS SOLD

\$17.3M

LEASES UNDER MANAGEMENT

450K sq.ft.

TAX ACCOUNTS MANAGED

160K

COIN PROCESSED

\$8.3M

GRANTS (FISCAL)

\$1.142M

TAX RELIEF (FISCAL)

\$5.0M

RESIDENTIAL ASSESSMENT

\$46.0B

SUCCESSSES



COVID-19 Response –
Procurement collaboration with
EMO to procure & distribute PPE
to business units



COVID-19 Response –
Leasing & tenant services supported
business unit Return to Work Plans



COVID-19 Response –
Recast operating budget to
reduce expenditures by \$45M



COVID-19 Response –
Deployment of technology & virtual
Regional Council meetings via MS
Teams



Coordinated a balanced 4-year
capital budget virtually with a
team of 70+ municipal staff



COVID-19 Response –
Procurement successfully moved to
electronic submissions of bids
resulting in increased efficiencies

SUCCESSSES



Establish Cyber Security Framework



Citizen Engagement: 2020 Municipal Budget Survey – 300% increase in response from 2019



HR & Finance Business Transformation Program kick-off



Non-Profit & Housing Tax Relief



Social Procurement – 020-004-ADM approved. Social Value Procurement will leverage resources, relationships and advance social values



Introduced Fiscal Sustainability Strategy and Strategic Initiatives Funding Plan

CURRENT & PLANNED INITIATIVES

COUNCIL PRIORITIES

- Sufficient supply of industrial lands inventory
- Redesign of Community Grants



CURRENT & PLANNED INITIATIVES

ADMINISTRATIVE PRIORITIES

- 20-year community vision
- Commercial taxation
- Service-centred budget and reporting
- Risk Management Framework
- Performance Management Framework
- Long-term capital planning
- Corporate Accommodations Program
- Digital strategy
- Diversity & Inclusion Framework



KEY PERFORMANCE INDICATORS

4.7% 

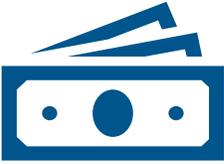
Debt charges/Total expenditures

97% 

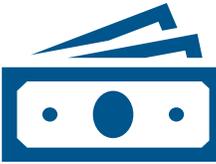
ICT Service Desk – customer satisfaction

15 

Average collection period (days)

110K 

Number of invoices processed on an annual basis

8K 

Processing payroll – T4s produced each year

OPERATING BUDGET

OVERVIEW

Summary of Expenditures & Revenue								
Expenditures	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
Compensation and Benefits	\$25,787,794	\$27,556,500	\$26,283,550	\$25,417,302	\$28,559,505	\$ 2,275,955	8.7	3.6
Office	6,332,331	6,987,200	6,251,350	6,318,562	7,040,845	789,495	12.6	0.8
External Services	4,797,873	5,453,100	5,014,750	5,233,401	6,217,450	1,202,700	24.0	14.0
Supplies	12,045	15,000	11,500	16,100	19,500	8,000	69.6	30.0
Materials	3,916	15,000	-	-	-	-	-	(100.0)
Building Costs	873,174	876,100	837,750	908,450	856,250	18,500	2.2	(2.3)
Equipment & Communications	2,458,520	2,355,500	2,110,600	2,078,554	2,536,900	426,300	20.2	7.7
Vehicle Expense	(87)	-	-	-	-	-	-	-
Other Goods & Services	4,579,583	4,747,900	4,007,900	3,966,376	4,353,550	345,650	8.6	(8.3)
Interdepartmental	(398,596)	(310,000)	(314,000)	(640,669)	(81,600)	232,400	(74.0)	(73.7)
Other Fiscal	(544,377)	(409,200)	(409,200)	(320,700)	(391,500)	17,700	(4.3)	(4.3)
Total Expenditures	43,902,178	47,287,100	43,794,200	42,977,376	49,110,900	5,316,700	12.1	3.9

Revenues	2019/20	2020/21	2020/21	2020/21	2021/22	2021/22	June	March
	Actual	March Budget	June Budget	Projections	Budget	Δ 2020/21 June Budget	Budget Δ %	Budget Δ %
Fee Revenues	(4,646,060)	(5,824,900)	(5,077,100)	(4,756,600)	(5,231,200)	(154,100)	3.0	(10.2)
Other Revenue	(859,402)	(938,100)	(853,000)	(560,065)	(691,400)	161,600	(18.9)	(26.3)
Total Revenues	(5,505,462)	(6,763,000)	(5,930,100)	(5,316,665)	(5,922,600)	7,500	(0.1)	(12.4)
Net Total	\$38,396,716	\$40,524,100	\$37,864,100	\$37,660,711	\$43,188,300	\$ 5,324,200	14.1	6.6

Note: "March Budget" is the pre COVID budget presented to Council and was not adopted. "June Budget" is the recast budget for COVID that Regional Council approved as the 2020/21 budget.

OPERATING BUDGET

SERVICE AREA OVERVIEW

Service Area	2019/20 Actual	2020/21 March Budget	2020/21 June Budget	2020/21 Projections	2021/22 Budget	2021/22 Δ 2020/21 June Budget	June Budget Δ %	March Budget Δ %
Admin - Finance	\$ 1,015,002	\$ 850,200	\$ 786,500	\$ 695,750	\$ 835,800	\$ 49,300	6.3	(1.7)
Corporate Planning	406,458	485,700	563,700	606,070	698,600	134,900	23.9	43.8
Procurement	4,493,098	4,696,600	4,291,100	4,398,745	4,671,650	380,550	8.9	(0.5)
Fiscal Policy & Financial Planning	1,212,846	1,024,400	998,200	905,300	1,034,900	36,700	3.7	1.0
Revenue	(639,131)	(1,055,000)	(392,400)	(335,692)	(458,950)	(66,550)	17.0	(56.5)
Financial Reporting	3,795,754	4,237,300	3,868,000	3,585,410	4,180,700	312,700	8.1	(1.3)
Information Technology	22,842,726	25,197,400	23,026,700	22,611,278	26,844,400	3,817,700	16.6	6.5
Asset Management	831,371	1,214,200	1,093,100	989,800	1,217,800	124,700	11.4	0.3
Corporate Real Estate	4,438,593	3,873,300	3,629,200	4,204,050	4,163,400	534,200	14.7	7.5
Net Total	\$38,396,716	\$40,524,100	\$37,864,100	\$37,660,711	\$43,188,300	\$ 5,324,200	14.1	6.6

OPERATING BUDGET

STAFF COUNTS

Full Time Equivalent	2020/21 Approved	2021/22 Planned Change (+/-)	2021/22 Planned
Full Time	322.2	3.0	325.2 *
Seasonal, Casual & Term	7.1	(6.0)	1.1 **
Total	329.3	(3.0)	326.3

*Full Time Equivalent changes: 2 Position Management Coordinators transferred to Human Resources (HR). There are 5 new positions included: 1 - Procurement (Storeperson) and 4 – ICT (2 Service Desk Analysts, 1 System Administrator and 1 Sr Service Desk Analysts).

**Seasonal, Casual, & Term changes: 2 positions transferring to Transportation and Public Works (TPW) – Project Director Cogswell Interchange and Project Manager Cogswell Interchange. The following term positions ended: HRM Internship Audit Program, Service Delivery Analyst, HRM Internship Jr. Policy & Business Analyst and HRM Internship Accommodations Services.

OPERATING BUDGET

SUMMARY OF CHANGES

Change Description / Service Impact	Amount
Approved 2020/21 June Budget	\$ 37,864,100
Compensation Changes:	
New Positions/salary adjustments (includes increase in overtime and 5 new FTE)	2,276,000
Revenue Adjustments:	
Decrease in facilities rental revenue	162,700
Decrease in By-law F300 revenue	66,300
Transfer Bell & Sackville parking revenue to TPW	58,000
Other revenue adjustments	(43,000)
Increase in tax sale admin fees and revenue	(74,000)
Increase in tax certificate revenue	(162,500)
Other Budget Adjustments:	
Increase in contract services	871,400
Increase in computer equipment refresh	554,000
Microsoft Licenses	400,000
Increase in professional and consulting fees	302,500
Budget transfer for LED software costs (Itron), sim cards and data plan from TPW	282,000
Increase in leased facilities costs	203,100
Increase in computer software and license costs	183,900
Increase in membership dues and training	124,600
Increase in printing costs (new contract)	114,000
Budget transfer for Safe Fleet Seon Software costs from Transit	55,500
Other minor adjustments	(50,300)
Total Proposed Changes	\$ 5,324,200
Proposed 2021/22 Budget	\$ 43,188,300

OPERATING BUDGET

OPTIONS OVER BUDGET

Options Description / Service Impact	One-time / On-Going	2021/22 Amount
Increase non-profit tax rebate for affordable housing from 25% to 50% starting in fiscal 21/22	On-going	446,000
Total Proposed Increases / Revenue Decreases		\$ 446,000

