

Re: Item No. 7

# FINANCE & ASSET MANAGEMENT

2022/23 Budget & Business Plan  
Committee of the Whole on Budget  
February 4, 2022



## MISSION

We provide financial and strategic leadership through advice, governance, customer-focused services and policy.

## SERVICE AREAS

### **Chief Financial Officer / Executive Director - Jerry Blackwood**

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

### **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

### **Procurement - Jane Pryor**

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

### **Asset Management Office - Crystal Nowlan**

Manages assets to minimize the total costs of owning and operating to provide the desired service level; coordinates and oversees the multi-year Capital budget, accounting and projections

## SERVICE AREAS

### **Corporate Planning & Performance - Wendy Lines**

Supports business units in strategic and business planning, performance reporting and benchmarking. Provides leadership, support, and guidance through continuous improvement engagements, change management, implementation of Lean Six Sigma methodologies, and encouraging the practice of continuous improvement.

### **Accounting & Financial Reporting - Dave Harley**

Provides financial support and analysis to business units through the budgeting process, financial projections and daily operations. Responsible for the operational accounting of the Halifax Regional Municipality, creation and reporting of financial statements and other financial reporting requirements, as well as the Accounts Payable and payroll functions of the municipality.

### **Customer Contact Centres - Kim Jollimore**

Provides customers with easy access to information about municipal service by phone, in-person, or on-line. Customers can call 311 toll-free from anywhere in the municipality and access a wide range of municipal information and services in more than 150 languages.

ABOUT US

GRANTS ISSUED (FINANCE)

**1000**

TAX RELIEF (FISCAL)

**\$6M**

RESIDENTIAL ASSESSMENT

**\$44.1B**

EMPLOYEES TRAINED IN  
PERFORMANCE EXCELLENCE

**529**

EMPLOYEES TRAINED IN  
LEAN SIX SIGMA

**267**

TAX ACCOUNTS MANAGED

**165K**

TRANSACTIONS PROCESSED  
AT THE CUSTOMER SERVICE  
CENTRES

**42K**

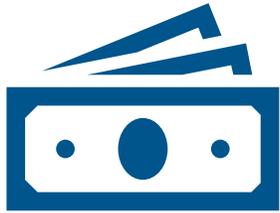
VALUE OF TRANSACTIONS  
PROCESSED AT THE  
CUSTOMER SERVICE CENTRES

**\$102M**

CALLS RECEIVED AT THE  
CUSTOMER CONTACT  
CENTRE

**342K**

SUCCESSSES



Implementation of online Tax Certificate request system



Email Telephony implemented at 311 offering enhanced and more accessible service



2021 Resident Survey – 88 per cent of residents said they have a good or very good quality of life



Cost Analysis and Restructuring

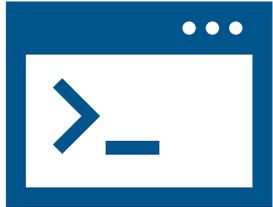


Tax Relief for Non-Profit Housing



Redesign Capital Planning Process

SUCSESSES



Strategic Snapshot (Public Facing Dashboard) launches February 2022



Social Value in Procurement established April 2021



Capital Budget Visualization



Advancement of HR & Finance Business Transformation Program



Mandatory Vaccine Policy for Suppliers Launched January 2022



New approach to reach more communities with the 2021 Resident Survey

## CURRENT & PLANNED INITIATIVES

### COUNCIL PRIORITIES

#### PROSPEROUS ECONOMY

- Prepare for Commercial Tax Changes

#### COMMUNITIES

- Redesign of Community Grants



## CURRENT & PLANNED INITIATIVES

### ADMINISTRATIVE PRIORITIES

#### RESPONSIBLE ADMINISTRATION

- Long-term Financial Planning
- Tax and Fee Revenue Strategy
- Core Process Review
- Community Visioning Document
- Long-term Capital Planning
- Asset Data Management
- Revenue Replacement Project



## CURRENT & PLANNED INITIATIVES

### ADMINISTRATIVE PRIORITIES

#### SERVICE EXCELLENCE

- Procurement Redesign
- SAP Release Strategy
- Service Performance Evaluation and Dashboards
- Budget Process Service Excellence Project
- Benefits Realization Tracking
- After-Hours-Service Delivery for Urgent Calls





## CURRENT & PLANNED INITIATIVES

### DIVERSITY & INCLUSION

- Optimizing the Affordable Access Program
- Community Visioning Document
- Accessible Service Delivery Enhancements



## CURRENT & PLANNED INITIATIVES

### **SUSTAINABLE FINANCING STRATEGY** RESPONSIBLE ADMINISTRATION - FINANCIALLY PREPARED

#### HalifACT Financing Strategy

- Support the development of a financing strategy to operationalize the HalifACT climate action plan over 30 years.

## KEY PERFORMANCE INDICATORS

4.9% 

Debt Charges/Total Expenditures

83% 

Customer Contact Centre Quality

15 

Average Collection Period (Days)

72%  74% in 2018

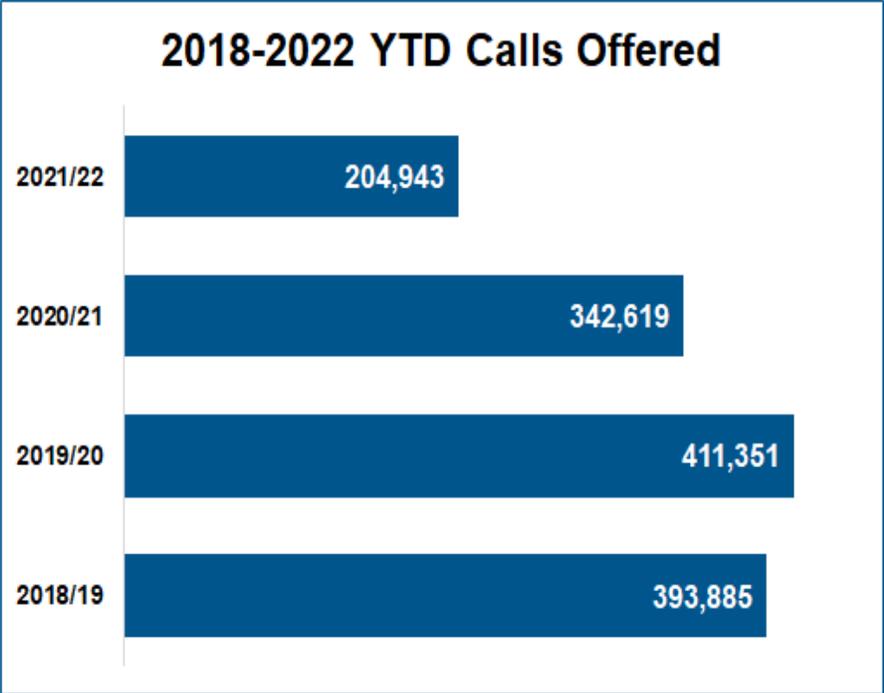
Per cent of respondents feel that they receive good value for their tax dollars

110M 

Customer Service Centre Revenue Processed

# KEY PERFORMANCE INDICATORS

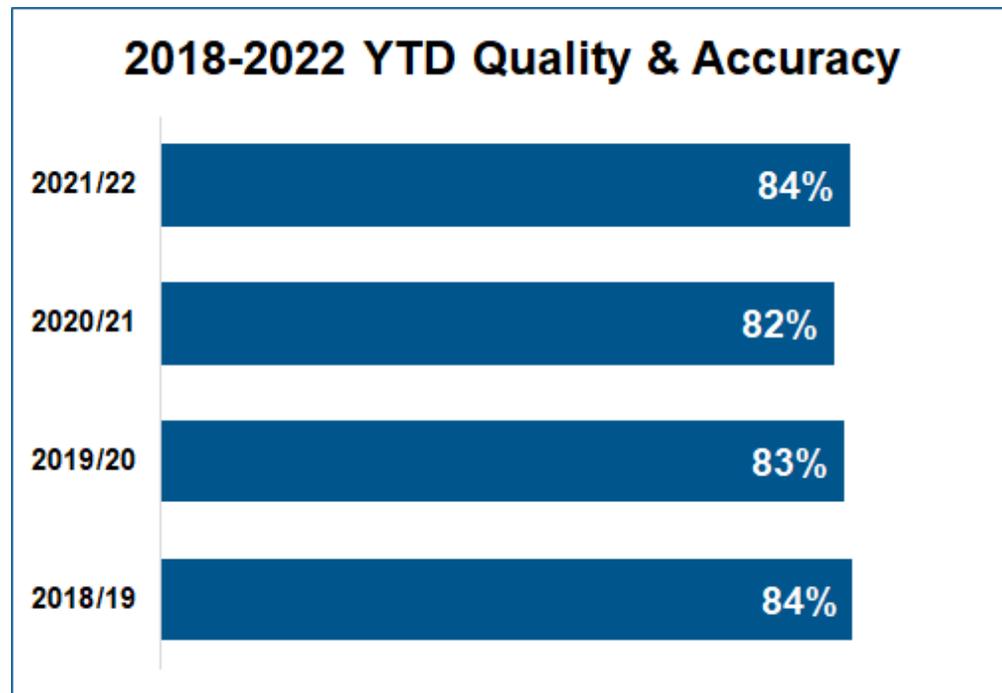
## 311 – CALL VOLUME



- Call volume is consistent year-over-year for the seven-month period. Weather conditions over the next four to five months will influence total annual volume
- Year to date, 28 per cent of calls have been handled by the IVR
- Customer Contact Centres continue to proactively identify and implement strategies to improve overall customer satisfaction

## KEY PERFORMANCE INDICATORS

### 311 – QUALITY AND ACCURACY



- 2018/19 was benchmark year
- Measures accuracy and quality of service
- Target: 80 per cent
- Year to date: 84 per cent
- Improving quality of service delivery, drives higher customer satisfaction and increases confidence in the services provided by the municipality

## OPERATING BUDGET

## OVERVIEW

Expenditures	2020/21 Actual	2021/22 Budget	2021/22 Projections	2022/23 Budget	Δ 21/22 Budget	Δ %
Compensation and Benefits	\$ 16,026,625	\$ 17,578,805	\$ 16,773,527	\$ 17,915,200	\$ 336,395	1.9
Office	65,010	90,445	109,785	99,095	8,650	9.6
External Services	656,305	761,750	698,830	1,021,635	259,885	34.1
Supplies	12,869	21,700	20,900	23,000	1,300	6.0
Materials	(1,314)	-	-	-	-	
Building Costs	452	-	5,500	-	-	
Equipment & Communications	50,643	71,300	89,100	71,300	-	-
Vehicle Expense	876	-	550	-	-	
Other Goods & Services	297,222	518,300	551,945	596,100	77,800	15.0
Interdepartmental	6,570	21,000	22,800	21,300	300	1.4
Other Fiscal	(10,826)	-	-	-	-	
<b>Total Expenditures</b>	<b>17,104,432</b>	<b>19,063,300</b>	<b>18,272,937</b>	<b>19,747,630</b>	<b>684,330</b>	<b>3.6</b>

Revenues	2020/21 Actual	2021/22 Budget	2021/22 Projections	2022/23 Budget	Δ 21/22 Budget	Δ %
Fee Revenues	\$ (2,847,560)	\$ (2,776,300)	\$ (3,416,300)	\$ (3,516,300)	\$ (740,000)	26.7
Other Revenue	(364,331)	(676,400)	(464,300)	(690,330)	(13,930)	2.1
<b>Total Revenues</b>	<b>(3,211,891)</b>	<b>(3,452,700)</b>	<b>(3,880,600)</b>	<b>(4,206,630)</b>	<b>(753,930)</b>	<b>21.8</b>
<b>Net Total</b>	<b>\$ 13,892,540</b>	<b>\$ 15,610,600</b>	<b>\$ 14,392,337</b>	<b>\$ 15,541,000</b>	<b>\$ (69,600)</b>	<b>(0.4)</b>

## OPERATING BUDGET

## SERVICE AREA OVERVIEW

Service Area	2020/21 Actual	2021/22 Budget	2021/22 Projections	2022/23 Budget	Δ 21/22 Budget	Δ %
Admin - Finance	\$ 703,175	\$ 835,800	\$ 834,290	\$ 1,287,735	\$ 451,935	54.1
Asset Management	972,191	1,217,800	1,263,900	1,334,500	116,700	9.6
Corporate Planning	1,118,301	1,385,500	1,258,597	1,541,900	156,400	11.3
Financial Policy & Financial Planning	917,748	1,034,900	906,500	992,900	(42,000)	(4.1)
Financial Reporting	3,591,928	4,180,700	3,851,600	4,006,000	(174,700)	(4.2)
Procurement	4,657,334	4,671,650	4,835,415	5,036,865	365,215	7.8
Revenue	(513,029)	(458,950)	(1,043,010)	(1,329,900)	(870,950)	189.8
Customer Contact Centres	2,444,893	2,743,200	2,485,045	2,671,000	(72,200)	(2.6)
<b>Net Total</b>	<b>\$ 13,892,540</b>	<b>\$ 15,610,600</b>	<b>\$ 14,392,337</b>	<b>\$ 15,541,000</b>	<b>\$ (69,600)</b>	<b>(0.4)</b>

## OPERATING BUDGET

## STAFF COUNTS

Full Time Equivalent	2021/22 Budget FTE	Transfers (+/-)	Changes (+/-)	2022/23 Budget FTE	\$ Budget Change
Operating	326.3	(99.7)	3.0	229.6	357,747.0
Capital	32.0	(32.0)	-	-	N/A
<b>Total</b>	<b>358.3</b>	<b>(131.7)</b>	<b>3.0</b>	<b>229.6</b>	<b>\$ 357,747</b>

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

## SUMMARY OF CHANGES – TRANSFERS

- Corporate Real Estate had 22 positions which transferred from Finance & Asset Management (FAM) to Corporate & Customer Services (CCS)
- Information Technology had 155.1 positions which transferred from FAM to Information Technology (IT)
- Corporate Planning had six positions which transferred from CCS to FAM
- Customer Contact Centres had 39 positions which transferred from CCS to FAM

## OPERATING BUDGET

### STAFF COUNTS

#### SUMMARY OF CHANGES

- At the beginning of July 2021, the Organizational Performance Excellence division moved from Corporate & Customer Services to Finance & Asset Management to merge with Corporate Planning; becoming the Corporate Planning & Performance division
  - This integrated team increased by 2.6 FTE
  - Procurement increased by one FTE
  - Revenue increased by one FTE
  - Asset Management increased by one FTE
  - Financial Reporting decreased by two FTE
  - Fiscal Policy and Financial Planning decreased by 0.2 FTE
  - Customer Contact Centres decreased by 0.4 FTE

## OPERATING BUDGET

## SUMMARY OF CHANGES

Change Description / Service Impact	Amount
<b>Approved 2021/22 Budget</b>	<b>\$15,610,600</b>
Compensation Changes:	
New positions and salary adjustments (includes 3 new FTE)	336,395
Revenue Adjustments:	
Decrease in salt sale revenue	132,300
Other revenue adjustments	(34,200)
Increase in tax sale admin fees and revenue	(152,000)
Increase in tax certificate revenue	(700,000)
Other Budget Adjustments:	
Increase in consulting fees	190,000
Increase in salt attendant contract	83,000
Increase in membership dues and training	43,700
Other minor adjustments	31,205
Total Proposed Changes	\$ (69,600)
<b>2022/23 Budget</b>	<b>\$ 15,541,000</b>

## OPERATING BUDGET

## OPTIONS UNDER BUDGET

Options Description / Service Impact	One-time / On-going	2022/23 Amount
<p><b>Responsible Administration - Community Focused</b></p> <p><b>20-Year Community Vision</b> Enhanced, best-practice approaches are coming to the municipality's budget and business planning processes. The municipality is undertaking a 20-year Community Vision to understand the unique perspective of our diverse communities. This information will be used to cast mid-range plans and budgets with the view to a longer-term perspective of how our community wants to grow and evolve.</p>	One Time	\$275,000
<b>Total Proposed Reductions / Revenue Increases</b>		<b>\$275,000</b>

**OPERATING BUDGET**

**FINANCIAL RISKS**

<b>Risk Details</b>	<b>One-time / On-going</b>	<b>2022/23 Amount</b>
Tax sale certificate revenue was increased to reflect the strong housing market; if the housing market does not perform as expected there will be loss of revenue.	One-time	\$700,000
<b>Total Risk</b>		<b>\$700,000</b>

