

Finance, Asset Management & ICT

2019/20 – 2020/21 Multi-Year Budget and Business Plan

Mission: Leading Financial and Technological Stewardship

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

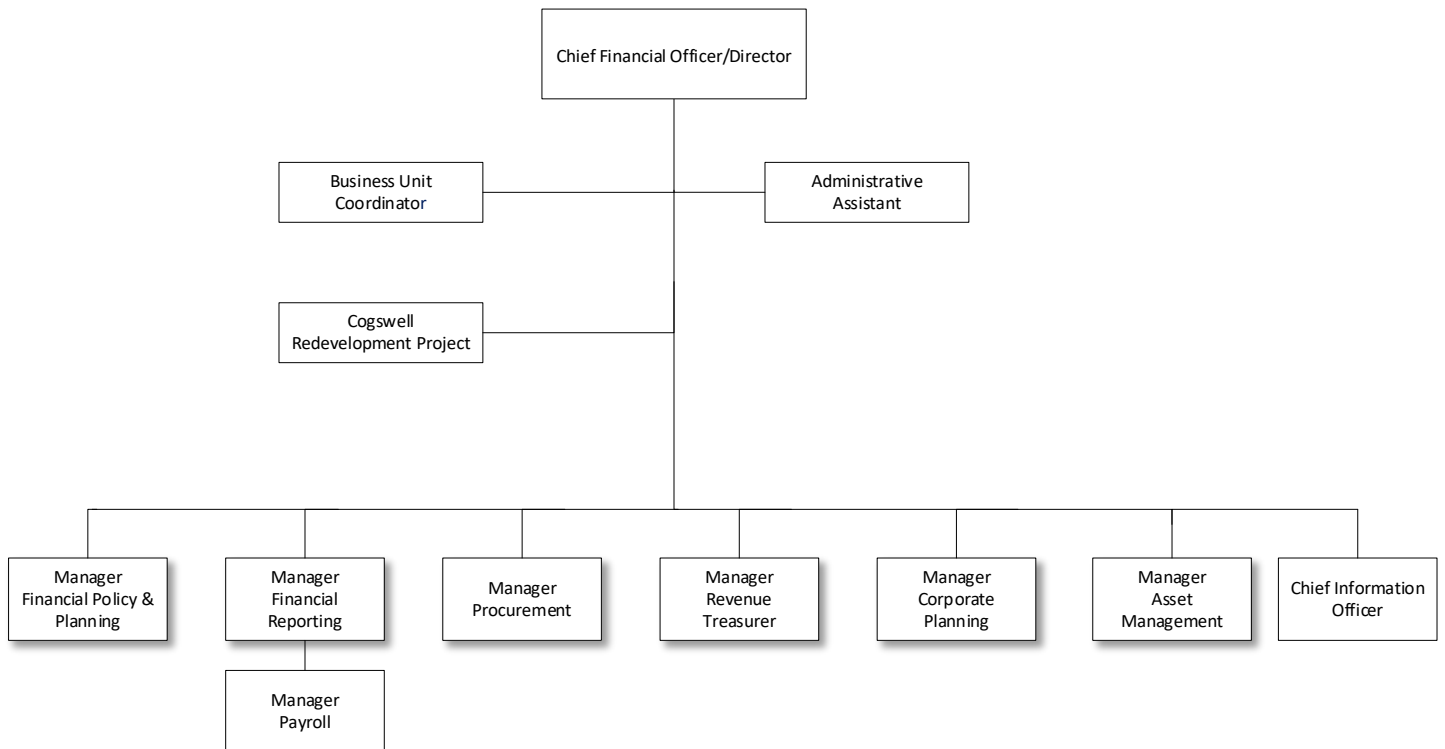
We provide and support timely acquisition and disposal of all municipal assets.

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 Excellence - Service Improvements
- Social Development - Social Infrastructure
- Economic Development - Supply of Industrial, Commercial, and Institutional Lands
- Financial Stewardship - Risk Management Framework
- Financial Stewardship - Strategic, Multi-year Business and Budget Plans
- Financial Stewardship - Financial Position

This is achieved through leadership of financial stewardship activities and providing services and advice to internal clients, Regional Council and residents of Halifax. 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. ICT will focus on improved internal and external processes and tools to support business units in their service delivery, including proactive solutions and infrastructure monitoring.



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2018/19 Budget	Change (+/-)	2019/20 Budget
Full Time	308.6	6.6	315.2
Seasonal, Casual and Term	5.5	-	5.5
Total	314.1	6.6	320.7

Business Unit Tax Allocation

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

* Based on an average tax bill for a single-family home (assessed at \$241,400 in 2019)

Multi-Year Initiatives (2019/20 – 2020/21)

Financial Stewardship - Risk Management Framework

Risk Management Framework

Develop a risk management framework with the appropriate governance model to anticipate, manage, and mitigate enterprise and corporate risk. This requires each business unit to assign risk subject matter experts to be trained to develop and maintain operational risk registries.

Financial Stewardship - Strategic, Multi-year Business and Budget Plans

Review and Validate Services, Service Levels and Standards

All existing services will be reviewed to validate current service levels and service standards; business units will be responsible for providing updated information to the service catalogue and FAM&ICT will evaluate the effectiveness of enhancing this information with Municipal Benchmarking Network Canada information. In addition, FAM & ICT will undertake a budget and business plan review to inform a customer-centric service delivery model.

Financial Stewardship - Financial Position

Enhance Management Reporting to Support Operational Decision-making

Business units require enhanced management reporting to support decision making. To support this initiative an organizational needs assessment will be conducted and jurisdictional scans of both the public and private sector; the outcome of which will be a discrete list of reports to be developed and provided to the business units.

Business Case Process

Implement a robust business case process that assesses risk, and evaluates financial and non-financial benefits of projects, services, and programs. Based on criteria business units will be responsible for submitting business cases for evaluation and ranking before assignment within capital process.

Accurate Projections

Working with business units provide credible and explainable projections for revenue, compensation and operations to inform responsible decision making and increase transparency.

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:

1. Updating the Business/Industrial Park Functional Plan (2019/20 deliverable)
2. Informing capital plans (2019/20 deliverable)
3. Initiating secondary planning process for Ragged Lake (2019/20 deliverable)
4. Amending zoning at Aerotech Business Park (2020/21 deliverable)
5. Addressing access to Phase 13 Burnside (2020/21 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 3-4 years, starting in mid-2019. Phased release of the newly created land parcels for high value residential/mixed use buildings will occur in the following 4-5 years. In 2019/20, staff will:

1. Complete the RFP process for the construction services contract in Q1 2019, following presentation of the 90% design to Regional Council.
2. Initiate demolition of existing interchange infrastructure and commence reconstruction in Q2 2019.

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, ICT will continue to advance critical initiatives including the ICT Strategic Plan, IT Asset Management, and Enterprise Content Management Strategy to drive exceptional service delivery to customers through technology enhancements.

Diversity & Inclusion

All HRM business units are undertaking initiatives to advance diversity and inclusion to foster innovation and support an improved understanding of the community. Over the next two years, Finance & Asset Management will focus on incorporating related Diversity Framework efforts into business planning practices and tools to ensure corporate focus and tracking of these efforts, certifying all hiring managers under the "Hiring Managers Certification Program", and supporting the employee self identification survey.

Finance, Asset Management & ICT Budget

Key Capital Investments

Regional Council Outcome Supported	Capital Project Name	2019/20 Gross Budget	2019/20 OCC	2020/21 Gross Budget
Service Delivery				
Innovation	Revenue & Financial Accounting Management Solution	4,500,000	229,000	900,000
	SAP Procurement	2,500,000		500,000
	ICT Infrastructure Recap	1,875,000	35,000	1,225,000
	Corporate Scheduling	965,000	84,000	1,220,000

Operating Budget

Budget by Service Area

Service Area Budget Overview						
Service Area	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Director's Office	737,936	906,800	946,900	947,500	40,700	935,000
Fiscal Policy & Financial Planning	1,527,822	1,634,800	1,615,800	1,584,900	(49,900)	1,584,900
Financial Reporting	3,908,081	4,073,100	3,940,470	4,175,500	102,400	4,175,500
Revenue	(515,619)	(793,700)	(759,800)	(836,700)	(43,000)	(836,700)
Corporate Planning	478,119	392,200	376,900	388,700	(3,500)	388,700
Procurement	4,251,820	4,456,100	4,528,400	4,797,200	341,100	4,794,900
Corporate Real Estate	3,721,968	4,833,700	4,615,300	4,673,400	(160,300)	4,568,000
Asset Management	432,687	594,600	582,300	616,300	21,700	616,300
Information Technology	18,150,051	23,423,600	20,910,655	24,412,200	988,600	24,676,700
Net (Surplus)/Deficit	32,692,865	39,521,200	36,756,925	40,759,000	1,237,800	40,903,300

Summary of Changes - Proposed Budget

Description	Change Description / Service Impact	2019/20 Planned	Amount
2018/2019 Approved Budget			\$ 39,521,200
Compensation	Salary increases (includes additional 5.6 FTE's)	1,417,800	1,417,800
Budget Adjustments	Savings in Software, Licenses and Printing costs	(239,300)	(180,000)
	Increase in Revenues and Recoveries	(188,400)	
	Increase in External Services for service enhancements	149,900	
	Increase in Building/Facility Leasing costs	83,000	
	Other expenses	14,800	
Total Proposed Changes			1,237,800
Proposed 19/20 Budget			\$ 40,759,000

Summary of Expense & Revenue

Summary of Expense & Revenue						
Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Compensation and Benefits	23,411,555	25,763,600	24,169,696	27,181,400	1,417,800	27,122,100
Office	6,165,518	6,549,900	6,173,978	6,341,600	(208,300)	6,357,100
External Services	2,591,026	5,422,600	4,494,729	5,551,000	128,400	5,872,700
Supplies	10,323	15,200	15,600	15,000	(200)	15,000
Materials	27,391	35,000	63,017	15,000	(20,000)	15,000
Building Costs	610,046	815,900	792,850	898,900	83,000	916,100
Equipment & Communications	1,866,170	2,141,500	2,281,704	2,151,500	10,000	2,185,000
Vehicle Expense	289		500			-
Other Goods & Services	3,980,727	4,751,700	4,533,344	4,747,000	(4,700)	4,576,400
Interdepartmental	(319,050)	(243,800)	(333,906)	(359,700)	(115,900)	(359,700)
Other Fiscal	(77,261)	(562,900)	(316,900)	(426,800)	136,100	(436,800)
Total	38,266,735	44,688,700	41,874,612	46,114,900	1,426,200	46,262,900
Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
Fee Revenues	(4,491,232)	(4,699,500)	(4,626,500)	(4,796,400)	(96,900)	(4,800,100)
Other Revenue	(1,082,638)	(468,000)	(491,187)	(559,500)	(91,500)	(559,500)
Total	(5,573,870)	(5,167,500)	(5,117,687)	(5,355,900)	(188,400)	(5,359,600)
Net (Surplus)/Deficit	32,692,865	39,521,200	36,756,925	40,759,000	1,237,800	40,903,300

FINANCE, ASSET MANAGEMENT & ICT SERVICE AREA PLANS (2019/20 - 2020/21)

Director's Office

Director's Office Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Financial Stewardship
<p>Oversight of the Financial Stewardship Strategic Initiatives Working with business unit peers, the Director's Office will develop a budget and business planning process that is streamlined, predictable and reflects best practise.</p>
Our People
<p>Developing and Supporting FAM & ICT Leaders To develop and support its leaders, FAM & ICT will commit to creating career paths for key roles, create a succession plan committee, and provide development and succession opportunities. [Est. Compl. Q3 19/20]</p>
<p>Enhancing FAM & ICT Workplace Culture To enhance its workplace culture, FAM & ICT will develop an internal rewards and recognition program. [Est. Compl. Q4 19/20]</p>
<p>Improve FAM & ICT Employee Engagement To improve its employee engagement, FAM & ICT will develop an employee action plan in support of survey results. [Est. Compl. Q2 19/20]</p>
<p>FAM & ICT Diverse and Inclusive Environment To advance diversity and foster innovation in our environment, FAM & ICT will certify all hiring managers under the "Hiring Managers Certification Program" and support the employee self identification survey. [Est. Compl. Q1 20/21]</p>
<p>FAM & ICT Healthy Workforce To create a safety and wellness culture that results in improved health and reduction in injuries and lost time, FAM & ICT will complete "Working Mind" training and support the Health and Wellness survey. [Est. Compl. Q3 19/20]</p>
Service Excellence
<p>FAM & ICT Service Delivery Model Improvements To advance performance excellence through process improvement and technology utilization, FAM & ICT will undertake a budget and business plan service review to inform a customer-centric service delivery model. FAM&ICT will continue with performance excellence training of front line staff and money belt training for finance staff. [Est. Compl. Q2 19/20]</p>

Finance Divisions

Finance, which includes the three divisions of Financial Policy and Planning, Financial Reporting and Payroll, and Revenue, 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 Halifax.

Services Delivered:

Financial Policy and Planning

Governance and Engagement - Fiscal Responsibility

Budget Coordination - Development of the annual Operating, Capital, and Reserve budgets for the Municipality to ensure the fiscal sustainability of the municipality.

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

Regional Council Report Review & Support - Provide support and financial review to the Regional Council report process.

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 Reporting

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.

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

Position Management - Maintains Organizational Management structure in SAP. Prepares and reconciles wage model budget.

Revenue

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 ensures that investments are made in accordance with the HRM Investment Policy and manages changes to the policy through consultation with the HRM Investment Policy Advisory Committee.

Service Delivery Measures

Finance Divisions Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Taxation					
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%	1.1%	1.2%
Current Year's Tax Arrears as a Percent of Current Year Levy	3.1%	3.0%	3.0%	3.0%	2.2%
Operating Cost to Maintain Property Tax Accounts per Property Tax Account Serviced	\$14.65	\$14.63	\$14.70	\$14.65	\$13.69
General Revenue					
Percent of Billings Outstanding Over 90 Days at Year End	3.38%	1.0%	2.0%	2.0%	12.0%
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	\$23.46	\$24.71	\$24.75	\$24.75	\$24.67
Average Collection Period (Days)	17	13	15	15	42
% of Resident Inquiries Completed Within 2 Business Days	98.8%	98.4%	98.0%	98.0%	N/A

* Municipal Benchmarking Network Canada

The Revenue service levels and costs are comparable to the MBNC median. A new Revenue management system implementation will allow for lower costs and expedited service, however, until the system is implemented we expect costs and service levels to remain consistent.

Finance Divisions Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
Financial Reporting					
Operating Cost per Payroll Direct Deposit or Cheque	\$3.30	\$3.31	\$3.40	\$3.51	\$4.71
Total Number of Invoices Processed per \$1,000,000 of Municipal Purchases (Operating and Capital) for Goods and Services	287	240	233	239	242
Accounts Payable Operating Cost per Invoice Processed	\$6.12	\$7.37	\$7.00	\$6.94	\$6.62
Number of Invoices Processed per Accounts Payable FTE	11,663	9,502	9,519	10,020	12,847
Percent of Invoices Paid Within 30 Days	73.5%	55.0%	55.0%	75.0%	70.4%

* Municipal Benchmarking Network Canada

Performance Analysis

Operating Cost per Payroll Direct Deposit or Cheque

Costs are increasing slightly, primarily as a result of wage increases.

Total Number of Invoices Processed per \$1,000,000 of Municipal Purchases (Operating and Capital) for Goods and Services:

Projecting a modest increase in the value of each invoice and minor increases in the number of invoices.

Accounts Payable Operating Cost per Invoice Processed

Slight reduction in costs related to increase in vacancies and an increase in the number of invoices processed.

Percent of Invoices Paid Within 30 Days

In 2018/19, the process was changed to reduce the number of invoices requiring a purchase order, which should reduce the delays in processing the invoices and payments. However, the changes have not been made early enough to affect the percentages for 2018/19. In 2019/20, we expect the process to get back to normal and that this will result in an increase in the percentage.

Finance Divisions Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Economic Development - Promote and Maximize Growth
<p>Prepare for Commercial Tax Averaging for 2020-21 Depending on final Regional Council direction, Financial Policy & Planning will (1) prepare to introduce a system of commercial tax averaging for 2020-21; (2) conduct additional research and/or requests for legislative changes. [Est. Compl. Q3 20/21]</p>

Governance and Engagement - Fiscal Responsibility
<p>PCI (Payment Card Industry) Compliance Program The implementation of the PCI (Payment Card Industry) compliance program will help ensure that as HRM adopts electronic payment technologies, appropriate controls and safeguards are in place to secure and protect customer card data. . [Est. Compl. Q4 19/20]</p>
Governance and Engagement - Municipal Governance
<p>Cash Management Audits FAM Revenue will enhance internal audits of cash handling units. This will strengthen internal controls, help standardize process and ensure best practices are followed across all cash handling units. [Est. Compl. Q4 19/20]</p>
Financial Stewardship – Financial Position
<p>Enhance Management Reporting to Support Operational Decision Making To support the goal of optimizing HRM's financial position, Financial Reporting will consult with business units to provide improved management reports. Work includes conducting a needs assessment with the business units and jurisdictional scan, identifying reports to be developed, and working with ICT to develop these reports. [Est. Compl. Q4 19/20]</p>
<p>Accurate Projections Program To support the goal of optimizing HRM's financial position, Financial Reporting will provide tools and training to business unit staff to improve the accuracy of their financial projections (both operating and capital). Work includes establishing a training program on predictive modeling and the attributes involved in making sound projections. Key performance indicators will be established including expected quarterly accuracy targets. [Est. Compl. Q4 19/20]</p>
Service Excellence - Performance Excellence
<p>Money Belt Training To support the benefits realization framework and business case process, working with Organizational Performance Excellence FAM & ICT will train staff in deriving benefits for business cases and performance improvement initiatives [Est. Compl. Q4 19/20]</p>
<p>SAP/Hana - Review Processes and Reports FAM&ICT will review what management reports, processes, procedures and training would provide the highest customer service under SAP/Hana (implementation and ongoing use). [Est. Compl. 20/21]</p>
<p>Financial Analytics To strengthen the organization's financial analytical capabilities, Financial Policy & Planning will review and refine the following practices: - Reviewing the "Financial Impact" section of Council reports; - Audit and Finance procedures around in-year budget changes [Est. Compl. Q3 19/20]</p>
Service Excellence - Inclusive Community Engagement
<p>FAM & ICT Community Outreach To ensure consistent, inclusive, and innovative engagements, Financial Policy & Planning seek guidance from Corporate Communications' Community Outreach Initiative as it conducts engagements related to Grants, Tax Relief, and Commercial Taxation. [Est. Compl. Q4 19/20]</p>

Corporate Planning

Corporate Planning is committed to supporting 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 tightly integrated with HRM's budgeting processes; and that cross-collaboration is maximized to achieve multi-jurisdictional strategic priorities.

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.

Service Excellence - Service Improvements

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

Service Delivery Measures

Corporate Planning Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned
Operational Risk Registers - Compliance to objective	-	-	-	100%
Service Catalogue Refresh - Participation Rate	-	-	-	50%

Operational Risk Registers - Compliance to Objective

The success of the implementation of a robust risk management framework is dependent on the adoption and implementation of operational risk registers at the business unit level. Corporate Planning is targeting completion of the roll out of this performance metric by Q4 19/20.

Service Catalogue Refresh - Participation Rate

A service catalogue refresh is foundational work required to articulate HRM services and related service delivery standards and also to understand the cost of services related to these standards. The success of this initiative is dependent on active participation of business units in completing this work therefore the performance metric is targeting 50% participation by Q4 19/20.

Corporate Planning Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Governance and Engagement - Public Engagement
<p>Citizen Survey To support the Council Priority Outcome of Public Engagement, the 2020 Citizen Survey will be conducted in partnership with Corporate Communications with an effort to ensure a representative sample of HRM's diverse communities are included. [Est. Compl. 20/21]</p>
Financial Stewardship - Risk Management Framework
<p>Risk Management Framework - Operational Risk Governance To support the goal of anticipating, mitigating and managing organizational risk, the Corporate Planning Office will work with business units to incorporate operational risk into HRM's Enterprise Risk Management Framework through the establishment of a governance model and development of operational risk registries. [Est. Compl. Q2 19/20]</p>
<p>Risk Management Framework - Maturity Assessment To support the goal of anticipating, mitigating and managing organizational risk, the Corporate Planning Office will undertake a maturity assessment and gap analysis and develop actions plans to reach the desired state. [Est. Compl. Q4 19/20]</p>
Financial Stewardship - Strategic, Multi-year Business and Budget Plans
<p>Corporate Service Catalogue Review and Update 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. [Est. Compl. Q4 20/21]</p>
<p>Corporate Performance Management Solution - Phase 1 Supported by the Information Technology division, the Corporate Planning Office will undertake an opportunity assessment for a Corporate Performance Management Solution and begin work on a business intelligence reporting environment. Corporate key performance indicators will also be confirmed. [Est. Compl. Q4 19/20]</p>
<p>Corporate Performance Management Solution - Phase 2 Supported by the Information Technology division, the Corporate Planning Office will establish a business intelligence solution for reporting on available corporate key performance indicators. [Est. Compl. 20/21]</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

Procurement Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median* 2017
% of inventory on contract	36%	49.4%	56.7%	60%	NA
Percent of Goods and Services Purchased (Operating and Capital) Through a Centralized Procurement Process	55%	71.7%	75%	80%	65.0%
Operating Costs for Centralized Purchasing per \$1,000 Municipal Purchases (Operating and Capital) for Goods and Services Through a Procurement Process	\$7.83	\$5.27	\$5.68	\$5.50	\$5.52

* Municipal Benchmarking Network Canada

% of inventory on contract

Project was on hold for a few months due to staffing issues. Goal is 60% for 2019/20.

Procurement Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Governance and Engagement - Municipal Governance
<p>Response to AG's Audit of Procurement - Phase 2 Phase two in 2019/20 will include monitoring compliance to process and responding to any new recommendations from the follow-up audit expected between May 2018 and October 2019. [Est. Compl. Q4 19/20]</p>
<p>Procurement Card Audit Response Procurement will address the recommendations that result from the Auditor General's Audit of Procurement Cards (PCards). [Est. Compl. Q4 19/20]</p>
<p>Amendments to Procurement Policy Working with business units and the vendor community Procurement will identify changes required to the Procurement Policy and seek approval of Regional Council. [Est. Compl. Q4 19/20]</p>
Social Development - Equity and Inclusion
<p>Procurement Social Policy Lens To ensure societal concerns are considered in decisions, Procurement will incorporate a social policy lens to the public procurement process. [Est. Compl. Q3 19/20]</p>
Service Excellence - Performance Excellence
<p>SAP Release Strategy - Revisions Procurement, supported by ICT, will make required revisions to Release Strategy based on proposed SAP upgrade to S4Hanna, to reflect the move to position-based security roles, and to incorporate award levels as outlined in the Procurement Policy. [Est. Compl. Q4 20/21]</p>

2019/20 – 2020/21 Deliverables with Estimated Completion

Fleet Focus Review Project

Procurement and the Asset Management Office, will participate in the project to address issues related to the Fleet Focus software. [Est. Compl. Q4 19/20]

Procurement Service Model Review

In consultation with business units Procurement will develop a service model that best meets customer needs while considering structure and staffing needs. [Est. Compl. Q4 19/20]

Goods Received Process Improvement

To advance performance excellence through process improvement and technology utilization, Procurement will complete Value Stream Mapping and process improvement related to Goods Received. [Est. Compl. Q4 19/20]

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

Corporate Real Estate Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned
Property Acquisitions	\$2.1m	\$5.15m	\$12.5m	~\$6.0m
Property Disposals	\$1.1m	\$3.1m	\$3.3m	~\$47m
Industrial Park Sales	52.0 acres	17.69 acres	43.68 acres	30 acres
Industrial Park Acres (Gross Revenue)	\$12.8m	\$5.1m	\$10.9m	\$8.5m

The supply of Industrial, Commercial and Institutional Lands is a Regional Council priority outcome under Economic Development to ensure that there are sufficient industrial, commercial and institutional lands available to meet economic opportunities and growth of the commercial tax base. The risk is that there will not be sufficient land in the right locations available to support economic growth resulting in loss of economic opportunities. The sale of municipally-owned industrial park inventory is highly dependent upon the economic climate and real estate market demand cycles. HRM has been maintaining a multi-year supply of industrial lot inventory to meet these needs and with a standard transaction policy in place for lot sale, HRM can offer and deliver a predictable transaction timeline.

Corporate Real Estate Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Economic Development - Supply of Industrial, Commercial and Institutional Lands
Supply of Industrial Lands - Business/Industrial Park Functional Plan HRM will maintain and/or expand its industrial land base to ensure a 20-year supply of land. In support, Real Estate will update the Business/Industrial Park Functional Plan. [Est. Compl. Q4 19/20]
Supply of Industrial Lands - Capital Plans HRM will maintain and/or expand its industrial land base to ensure a 20-year supply of land. In support, Real Estate will plan long term capital plans to support build out of Phase 13 Burnside. [Est. Compl. Q4 19/20]
Supply of Industrial Lands - Ragged Lake Secondary Planning HRM will maintain and/or expand its industrial land base to ensure a 20-year supply of land. In support, Real Estate will complete necessary background reports on Ragged Lake expansion and introduce and initiation report to Regional Council for the secondary planning process for Ragged Lake. [Est. Compl. Q4 19/20]
Supply of Industrial Lands - Burnside Zoning HRM will maintain and/or expand its industrial land base to ensure a 20-year supply of land. The re-zoning of existing Burnside including future Phase 13 Burnside is well advanced with public Open House in January 2019. The servicing and zoning of the future Phase 14 Lands has not yet commenced. [Est. Compl. Q4 19/20]
Supply of Industrial Lands - Burnside Phase 13 Access HRM will maintain and/or expand its industrial land base to ensure a 20-year supply of land. In support, Real Estate will enter into a cost sharing agreement with the Province who will be constructing and providing access to municipal lands at Phase 13 Burnside. [Est. Compl. 20/21]
Supply of Industrial Lands - Aerotech Zoning HRM will maintain and/or expand its industrial land base to ensure a 20-year supply of land. In support, Real Estate will submit an application for rezoning to Planning & Development for Aerotech Business Park. [Est. Compl. 20/21]
Governance and Engagement - Fiscal Responsibility
Corporate Accommodations Plan Implementation - Years 1 / 2 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. 19/20 deliverables include renovation 6th floor Alderney Gate; initiate space planning for Alderney 2, 3 & 5; and P&D renovations Mellor Avenue. 20/21 deliverables include HRFE Admin & Prevention and Alderney Gate 5th Floor.

Social Development - Equity and Inclusion

Corporate Accommodations Strategy

To ensure inclusive and equitable access to municipal offices, Corporate Real Estate will consider the needs of all occupants and visitors through sensitive and thoughtful design of each space to be renovated.

Design features include use of hard surface flooring, widened corridors, lower counter heights, employee wellness rooms which also serve as prayer rooms or lactation rooms, universal/gender neutral locker rooms & washrooms with accessible showers. All workstations and office suites allow a 5ft turn radius for accessibility and include ergonomic features such as a height adjustable worksurfaces, fully articulating dual monitor arms and adjustable keyboard trays. [Est. Compl. Q4 19/20]

Service Excellence - Performance Excellence

Real Estate Service Improvement Initiative

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

1. Complete update and replace 1997 policy with new Administrative Order for industrial park transaction policy.
2. Complete Design Manual for industrial park site development guidelines for industry and purchasers.
3. Develop updated service menu and web content for Corporate Real Estate for clients.
4. Improve turnaround of legal agreements through more use of standard agreements.
5. Continue Performance Excellence and PMP training for select staff. Est. Compl. Q4 19/20]

Asset Management Office

The Asset Management Office is committed to supporting Regional Council priorities. It ensures that citizen services are enabled by a portfolio of assets that is proactively, effectively, and efficiently managed.

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 Budget Support – This service supports 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 (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
Service Delivery - Service to our People
<p>Enterprise Asset Management (EAM) In 2019/20, the Asset Management Office will continue to expand asset management (AM) methodology implementation and EAM capabilities, including data governance, and guidance for evidence-based decision-making. Functionality within EAM systems will expand where business processes are ready to progress, and will partner to identify performance excellence opportunities. [Est. Compl. Q4 19/20]</p>
<p>Asset Data Management In 2019/20, the Asset Management Office will continue to work with business partners to facilitate asset roles and responsibilities and provide guidance improve asset data quality, including increasing recorded asset condition ratings. [Est. Compl. Q4 19/20]</p>
<p>Asset Management Plans Upon having Council approve the Corporate Asset Management Policy, the Asset Management Office will begin work with each asset group to develop lifecycle intervention documents, Asset Management Plans. This will also serve as a basis to build a State of Infrastructure Report. [Est. Compl. Q3 20/21]</p>
Financial Position - Financial Stewardship
<p>Develop Capital Project Business Case Process To support the goal of optimizing HRM's financial position, the Asset Management Office will develop the capital project business case template, establish the appropriate governance model, train and support business units in the business case development, and integrate into the operational and business planning process. The Asset Management Office will continue the Capital Reform work begun in 2018/19 which implemented the Capital Prioritization Framework. The 2019/20 work will focus on integrating lessons learned from the 2018/19 process including improvements to capital governance. Aim is to implement business case processes for new projects and improve the capital projections process. [Est. Compl. Q4 19/20]</p>
Service Excellence - Performance Excellence
<p>Fleet Focus Interface Improvement EAM Steering Committee approved to move this capital project forward. The Asset Management Office will undertake an impact assessment to understand the timing implications between the Fleet Focus interface and the SAP HANA upgrades, establish a project team, and development interface requirements. This important project impacts 3 business units [Est. Compl. Q4 20/21]</p>

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 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, and support of Emergency Services applications and the corporate email system along with the supporting systems.

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.

Service Delivery Measures

Information, Communication, and Technology Performance Measures	2016/17 Actual	2017/18 Actual	2018/19 Projected	2019/20 Planned	MBNC Median ⁽¹⁾ 2017
ICT Service Desk – Inbound Contact Volume ⁽²⁾	33,223	27,673	28,231	28,600	NA
ICT-Service Desk – Customer Satisfaction ⁽³⁾	98%	93%	97%	97%	NA
Number of Visitor Sessions to Municipal Website per Capita ⁽⁴⁾	22.1	20	13.8	13.5	14.5
Number of Information Technology Devices per Total Supported Municipal Full Time Equivalent (FTE)	0.92	0.97	TBD	TBD	0.98
Total Cost for Information Technology per Supported Municipal Full Time Equivalent (FTE)	\$6,425	\$7,336	Not Available	Not Available	\$4,003

(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.

(4) Population - 425,871(16/17), 431,701 (17/18 and future years)

Technology is a key enabler for optimizing business processes, service to citizen, and evidence based transparent reporting. As HRM continues to advance towards a smarter city, ICT has increased the technical footprint across HRM to support frontline data entry and access to information. The increased footprint has numerous impacts such as the increase seen year over year for devices per FTE and costs between 2016 and 2017. As several major business transformation projects get underway (Permitting and Licensing, Parking, Recreation, and internal administration advancements for HR and Finance which is foundational to optimal municipal operations) it is expected that the technology costs and devices will continue to increase throughout the transition to support secure digital customer service.

Information, Communication & Technology (ICT) Key Deliverables (2019/20 – 2020/21)

2019/20 – 2020/21 Deliverables with Estimated Completion
<p align="center">Service Delivery - Innovation</p> <p>Enterprise Content Management (ECM) Implementation Plan (5 year) and Employee Intranet Delivery & Implementation (Est Compl: 19/20)</p> <p>1) The volume of content generated by Halifax's growing number of IT-enabling business solutions has warranted the need for an Enterprise Content Management solution (ECM) that will better support the capture, storage and delivery of information across the organization; citizens and businesses will benefit through access to more timely and accurate information.</p> <p>To address this need, a 5 year plan will be developed to drive implementation of ECM across the organization.</p> <p>2) In parallel, an innovative quick-win initiative will be kicked off to use the selected ECM technology to redevelop Halifax's Intranet solution</p>

2019/20 – 2020/21 Deliverables with Estimated Completion
<p>SAP Optimization, Enhancements and Solution Implementations (Est Compl: 21/22)</p> <p>To ensure SAP, one of Halifax's key underlying and foundation technologies, can continue to support the delivery of transformational services to citizens and businesses, ICT is undertaking a portfolio of SAP initiatives that will enable ongoing and necessary technology optimizations and enhancement implementations.</p>
Service Delivery - Service to our People
<p>Service Delivery on the Web (Est Compl: 20/21)</p> <p>Customer service is a key focus for HRM and the corporate website is key to providing exceptional customer service. The transformation of the corporate website will provide citizens with digital solutions to services to allow them to interact with the municipality in an innovative and streamlined manner.</p>
<p>Customer Relationship Management (CRM) Delivery and Implementation - Preparation Phase. (Est Compl: 20/21)</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. The corporate CRM roadmap reflects a multi-year Implementation plan with 4 distinct phases / releases. The largest of those is the "Preparation" phase which is a foundational component that supports 3 customer facing releases.</p>
Governance and Engagement - Fiscal Responsibility
<p>ICT Strategic Plan (Est Compl: 21/22)</p> <p>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. Through both short and long-term planning, ICT will work with the Executive Steering Committee and their business unit teams to develop multi year technology plans (5 and 10-year plans) to drive exceptional service delivery to customers through technology enhancements</p>
<p>ICT Asset Management (Est Compl: 20/21)</p> <p>IT assets are pivotal to nearly every area of service delivery. IT 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.</p>
Governance and Engagement - Municipal Governance
<p>Cyber Security Framework (Est Compl: 20/21)</p> <p>Develop a cyber security framework for HRM that includes a dedicated leader and team, policies, processes, tools, education, and training to strength HRM technology in the tenets of availability, integrity, and confidentiality.</p>

Summary of Net Expenditures - Finance, Asset Management & ICT

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
C771 BID's Contributions Fund	107,000	107,000	107,000	107,000		107,000
* Grants	107,000	107,000	107,000	107,000		107,000
A810 Fiscal & Tax Policy	1,167,389	1,276,200	1,257,200	1,219,000	(57,200)	1,219,000
A811 Community Grants	253,433	251,600	251,600	258,900	7,300	258,900
** Fiscal Policy & Financial Plann	1,527,822	1,634,800	1,615,800	1,584,900	(49,900)	1,584,900
A301 Administration - Finance	648,149	756,800	807,600	797,500	40,700	785,000
A888 NAIG - FAM			12,200			
M351 Managers Contingency	89,787	150,000	127,100	150,000		150,000
** Admin - Finance	737,936	906,800	946,900	947,500	40,700	935,000
A311 Revenue - Administration	236,338	371,900	268,900	327,200	(44,700)	327,200
A312 Coin Room	174,986	204,700	164,100	278,000	73,300	278,000
A313 Cash Management	397,675	404,100	404,100	419,500	15,400	419,500
A314 General Revenue	(47,365)	(555,200)	(499,200)	(404,800)	150,400	(404,800)
A316 Taxation	(1,590,398)	(1,607,100)	(1,529,300)	(1,582,900)	24,200	(1,582,900)
A325 Collections	105,374	161,200	204,900	67,000	(94,200)	67,000
A360 Parking Meters	207,772	226,700	226,700	59,300	(167,400)	59,300
** Revenue	(515,619)	(793,700)	(759,800)	(836,700)	(43,000)	(836,700)
A302 Corporate Planning	478,119	392,200	376,900	388,700	(3,500)	388,700
** Corporate Planning	478,119	392,200	376,900	388,700	(3,500)	388,700
A321 Accounting Administration	450,856	504,700	577,300	570,200	65,500	570,200
A322 Payment Processing	629,139	588,900	586,300	635,900	47,000	635,900
A323 Accounting Ctrl's/Rpt	532,974	536,900	763,750	761,600	224,700	761,600
A324 Accounting Svce Del	858,931	876,900	657,550	689,400	(187,500)	689,400
* Accounting	2,471,900	2,507,400	2,584,900	2,657,100	149,700	2,657,100
A615 Payroll Ctrl's & Rptg	423,635	476,400	361,240	488,000	11,600	488,000
A616 Payroll Service Delivery	782,348	781,100	735,030	708,100	(73,000)	708,100
A617 Payroll Processing	230,198	308,200	259,300	322,300	14,100	322,300
* Payroll	1,436,181	1,565,700	1,355,570	1,518,400	(47,300)	1,518,400
** Accounting and Payroll	3,908,081	4,073,100	3,940,470	4,175,500	102,400	4,175,500
A331 General Purchasing	724,990	763,100	847,629	773,200	10,100	770,900
A332 Inventory Management	286,437	397,200	372,565	407,600	10,400	407,600
A333 BTC Inventory	552,498	523,800	538,416	613,500	89,700	613,500
A334 Corp Fleet & Gen Inv	568,391	590,400	504,685	537,700	(52,700)	537,700
A335 Procurement PSRs	603,980	585,700	632,414	616,600	30,900	616,600
A336 Procurement Staff	634,448	653,900	606,585	676,800	22,900	676,800
A337 Disp.of Surplus Equi	(852)					
A338 RLT Inventory	315,503	369,500	365,155	520,800	151,300	520,800
A339 Inventory Administration	566,426	572,500	660,951	651,000	78,500	651,000
** Procurement	4,251,820	4,456,100	4,528,400	4,797,200	341,100	4,794,900
A721 Chief Info Office	517,587	978,500	906,530	900,700	(77,800)	867,500
A726 ICT Digital Security				280,200	280,200	274,200
* Chief Information Office	517,587	978,500	906,530	1,180,900	202,400	1,141,700
A410 Business Intel/Data	1,440,693	1,776,900	1,316,284	778,000	(998,900)	778,000
A642 Portfolio Management	337,818	337,600	246,450		(337,600)	
A645 Strategic Plan/Deliv	146,863		13,200	485,500	485,500	485,500
A724 Enterprise Architect	379,570	687,600	518,587	875,400	187,800	1,024,800
A734 ICT Proj Mgmt (PMO)	1,005,226	1,036,900	1,033,150	1,547,900	511,000	1,547,900
* Strategic Planning & Delivery	3,310,170	3,839,000	3,127,671	3,686,800	(152,200)	3,836,200
A421 ICT Corporate Services	2,957,331	3,589,200	3,589,219	3,767,000	177,800	3,807,000
A723 ITSM-Info Tech Sys	1,522,953					
A732 Business App Mgt	5,513,412	8,740,000	7,039,538	6,226,800	(2,513,200)	6,381,100
A741 Svc Mgt & Ops Admin	112,890		13,200	486,000	486,000	486,000

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
A742 Technology Infrastructure	2,049,482	2,275,200	2,433,633	2,967,300	692,100	2,974,000
A743 ICT Asset Management	2,166,226	4,001,700	3,800,864	4,186,800	185,100	4,140,800
A744 ICT Corporate Solutions				960,900	960,900	960,900
A746 ICT GIS				949,700	949,700	949,000
* Service Management & Operations	<u>14,322,294</u>	<u>18,606,100</u>	<u>16,876,454</u>	<u>19,544,500</u>	<u>938,400</u>	<u>19,698,800</u>
** Information Technology	18,150,051	23,423,600	20,910,655	24,412,200	988,600	24,676,700
W701 Asset Management	<u>432,687</u>	<u>594,600</u>	<u>582,300</u>	<u>616,300</u>	<u>21,700</u>	<u>616,300</u>
** Asset Management	432,687	594,600	582,300	616,300	21,700	616,300
W500 Business Parks	3,116	220,900	85,500	67,700	(153,200)	67,700
W100 Real Est & Mgt Admin	870,722	1,091,100	1,098,100	595,800	(495,300)	595,100
W400 Acquisitions & Disposals	125,652	308,600	251,900	235,000	(73,600)	228,000
W955 Corporate Accommodations	55,624	100,000	100,000	50,000	(50,000)	50,000
W202 Commercial Leasing	<u>2,666,854</u>	<u>3,113,100</u>	<u>3,079,800</u>	<u>3,724,900</u>	<u>611,800</u>	<u>3,627,200</u>
** Corporate Real Estate	3,721,968	4,833,700	4,615,300	4,673,400	(160,300)	4,568,000
Net (Surplus)/Deficit	32,692,865	39,521,200	36,756,925	40,759,000	1,237,800	40,903,300

Summary Details - Finance, Asset Management & ICT

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6001 Salaries - Regular	19,353,013	20,296,100	20,542,599	21,742,300	1,446,200	21,742,300
6002 Salaries - Overtime	396,677	421,700	451,100	434,200	12,500	434,200
6005 PDP & Union Con Incr	(161,223)		(544,230)			
6051 Shift Agreements	2,255	2,200	2,200	2,200		2,200
6054 Vacation payout	68,237		22,698			
6099 Other Allowances	291		100			
6100 Benefits - Salaries	3,968,343	4,194,900	4,225,610	4,422,600	227,700	4,422,600
6110 Vacancy Management		(404,400)	(3,000)	(525,100)	(120,700)	(526,400)
6120 Comp OCC Budget Yr 1		727,500		526,000	(201,500)	468,000
6150 Honorariums	1,500	1,000	1,000	1,000		1,000
6152 Retirement Incentives	131,504	141,600	140,396	156,500	14,900	156,500
6154 Workers' Compensation	356,981	376,900	375,032	415,600	38,700	415,600
6155 Overtime Meals	485	2,000	2,250	2,000		2,000
6156 Clothing Allowance	2,116	4,100	4,100	4,100		4,100
6158 WCB Recov Earnings	(789)					
6199 Comp & Ben InterDept	(548,218)		(608,124)			
9200 HR CATS Wage/Ben	(159,645)		(442,583)			
9210 HR CATS OT Wage/Ben	28		548			
* Compensation and Benefits	23,411,555	25,763,600	24,169,696	27,181,400	1,417,800	27,122,100
6201 Telephone	1,253,576	1,217,600	1,250,300	1,355,000	137,400	1,366,000
6202 Courier/Postage	32,633	44,900	39,300	39,700	(5,200)	39,700
6203 Office Furn/Equip	17,054	31,900	35,400	34,600	2,700	35,200
6204 Computer S/W & Lic	4,133,956	4,412,400	4,097,808	4,156,900	(255,500)	4,160,800
6205 Printing & Reprod	668,452	774,500	685,745	687,200	(87,300)	687,200
6207 Office Supplies	58,517	63,000	62,643	63,100	100	63,100
6299 Other Office Expenses	<u>1,331</u>	<u>5,600</u>	<u>2,782</u>	<u>5,100</u>	<u>(500)</u>	<u>5,100</u>
* Office	6,165,518	6,549,900	6,173,978	6,341,600	(208,300)	6,357,100
6301 Professional Fees	179,579	261,800	304,500	240,300	(21,500)	240,300
6303 Consulting Fees	13,918	237,500	199,500	220,000	(17,500)	332,500
6304 Janitorial Services	9,630	7,000	10,000	10,000	3,000	10,200
6305 Property Appraisal	32,219	93,000	37,000	86,000	(7,000)	86,000
6306 Property Survey	36,332	47,500	69,000	49,500	2,000	54,500
6310 Outside Personnel	100,203		132,000			
6311 Security	20,607	43,000	1,170	2,000	(41,000)	2,000

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6312 Refuse Collection	808	500	500	500		500
6316 Real Property Disb	6,981	6,000	5,500	6,000		6,000
6399 Contract Services	2,190,748	4,726,300	3,735,559	4,936,700	210,400	5,140,700
* External Services	2,591,026	5,422,600	4,494,729	5,551,000	128,400	5,872,700
6401 Uniforms & Clothing	8,033	12,000	12,000	12,000		12,000
6402 Med & First Aid Supp		300	600	100	(200)	100
6404 Rec Prog Supplies	0					
6406 Bridge Tolls	248	300	300	300		300
6407 Clean/Sani Supplies	289	1,000	1,000	1,000		1,000
6409 Personal Protect Equ	1,604	1,600	1,600	1,600		1,600
6499 Other Supplies	149		100			
* Supplies	10,323	15,200	15,600	15,000	(200)	15,000
6504 Hardware	21,023	35,000	36,017	15,000	(20,000)	15,000
6517 Paint	581					
6519 Welding Supplies	1,433					
6599 Other Materials	4,354		27,000			
* Materials	27,391	35,000	63,017	15,000	(20,000)	15,000
6602 Electrical	2,301	2,000	4,400	4,000	2,000	4,100
6605 Municipal Taxes	444,506	640,000	610,000	717,000	77,000	738,600
6606 Heating Fuel	3,523	3,000	3,000	3,000		3,100
6607 Electricity	138,331	133,400	133,400	137,400	4,000	133,400
6608 Water		2,500	2,000	2,500		2,600
6609 Elevator & Escalator	219					
6610 Building - Exterior	103					
6611 Building - Interior	3,907	12,000	19,000	15,000	3,000	15,000
6612 Safety Systems	6,734	1,000	1,500	1,000		1,000
6613 Overhead Doors		1,000	1,000	2,000	1,000	1,000
6616 Natural Gas-Buildings	8,612	20,000	15,000	15,000	(5,000)	15,300
6617 Pest Management	1,648	1,000	3,550	2,000	1,000	2,000
6699 Other Building Cost	162					
* Building Costs	610,046	815,900	792,850	898,900	83,000	916,100
6701 Equipment Purchase	28,990	6,100	5,100	5,500	(600)	5,500
6702 Small Tools	326	1,300	1,300	1,300		1,300
6703 Computer Equip/Rent	1,070,560	1,214,000	1,276,471	1,320,000	106,000	1,350,000
6704 Equipment Rental			58,000	40,000	40,000	40,000
6705 Equip - R&M	53,854	81,500	72,913	12,600	(68,900)	12,600
6706 Computer R&M	371,203	465,600	491,920	398,100	(67,500)	400,600
6707 Plumbing & Heating	3,935	2,000	4,000	3,000	1,000	3,000
6708 Mechanical Equipment	2,549	1,000	2,000	1,000		1,000
6711 Communication System	334,755	370,000	370,000	370,000		371,000
* Equipment & Communications	1,866,170	2,141,500	2,281,704	2,151,500	10,000	2,185,000
6802 Vehicle R&M	289		500			
* Vehicle Expense	289		500			
6901 Membership Dues	228,549	291,200	331,283	345,000	53,800	295,000
6902 Conferences/Workshop	23,524	46,800	51,236	67,900	21,100	67,900
6903 Travel - Local	58,390	72,700	65,450	73,900	1,200	73,900
6904 Travel - Out of Town	46,506	61,900	45,100	81,400	19,500	81,400
6905 Training & Education	117,703	191,800	170,444	205,300	13,500	199,300
6906 Licenses & Agreements	785	800	800	800		800
6908 Medical Examinations	40					
6909 Cost of Sales	500		600			
6910 Signage	26,280	25,000	5,000	25,000		25,000
6911 Facilities Rental	3,252,158	3,802,000	3,623,800	3,811,100	9,100	3,697,700
6912 Advertising/Promotio	67,348	70,200	60,200	52,900	(17,300)	52,700

Expenditures	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
6913 Awards		3,700	2,500	4,100	400	4,100
6917 Books and Periodicals	1,271	3,500	2,100	3,200	(300)	2,200
6918 Meals	7,255	7,200	11,459	7,600	400	7,600
6919 Special Projects	113,422	137,000	116,200	30,000	(107,000)	30,000
6933 Community Events	1,686	1,700	1,700	1,700		1,700
6936 Staff Relations	29,627	25,000	21,500		(25,000)	
6938 Rewarding Excellence	1,539	10,200	9,072	36,100	25,900	36,100
6999 Other Goods/Services	4,143	1,000	14,900	1,000		1,000
* Other Goods & Services	3,980,727	4,751,700	4,533,344	4,747,000	(4,700)	4,576,400
7009 Internal Trfr Other	(249,052)	(247,800)	(242,206)	(295,000)	(47,200)	(295,000)
7010 IntTrfr Insur Funds	(248)					
7013 Int Trf Extra Duty	2,412	4,000	4,000	4,000		4,000
7015 Int Trf FacilityRent	(68,700)		(68,700)	(68,700)	(68,700)	(68,700)
7099 Interdept Chargeback	(4,271)		(27,000)			
9911 PM Labour-Reg	810					
* Interdepartmental	(319,050)	(243,800)	(333,906)	(359,700)	(115,900)	(359,700)
8004 Grants				107,000	107,000	107,000
8008 Transf to/fr Reserve	(77,374)	(562,900)	(316,900)	(533,800)	29,100	(543,800)
8017 Bank Charges	113					
* Other Fiscal	(77,261)	(562,900)	(316,900)	(426,800)	136,100	(436,800)
** Total	38,266,735	44,688,700	41,874,612	46,114,900	1,426,200	46,262,900

Summary Details - Finance, Asset Management & ICT

Revenues	2017-18	2018-19	2018-19	2019-20		2020-21
	Actual	Budget	Projections	Budget	Δ 18-19 Bud.	Budget
4909 False Alarm Recovery	(325,487)	(905,000)	(750,000)	(750,000)	155,000	(750,000)
4951 By-Law F300 Revenue	(1,942,930)	(1,985,000)	(1,985,000)	(1,960,000)	25,000	(1,960,000)
5101 Parking Rentals	(77,850)	(60,000)	(75,000)	(75,000)	(15,000)	(75,000)
5102 Facilities Rentals	(1,064,844)	(1,102,100)	(1,050,000)	(1,046,300)	55,800	(1,048,000)
5151 Lease Revenue	(707,596)	(332,400)	(468,000)	(600,100)	(267,700)	(602,100)
5205 Tax Certificates	(224,130)	(210,000)	(206,500)	(220,000)	(10,000)	(220,000)
5229 Tax Sale Admin Fees	(148,395)	(105,000)	(72,000)	(145,000)	(40,000)	(145,000)
5450 Other Sales Revenue			(20,000)			
* Fee Revenues	(4,491,232)	(4,699,500)	(4,626,500)	(4,796,400)	(96,900)	(4,800,100)
5508 Recov External Parti	(1,005,507)	(420,000)	(452,487)	(504,500)	(84,500)	(504,500)
5600 Miscellaneous Revenue	(77,132)	(48,000)	(38,700)	(55,000)	(7,000)	(55,000)
* Other Revenue	(1,082,638)	(468,000)	(491,187)	(559,500)	(91,500)	(559,500)
** Total	(5,573,870)	(5,167,500)	(5,117,687)	(5,355,900)	(188,400)	(5,359,600)
Net (Surplus)/Deficit	32,692,865	39,521,200	36,756,925	40,759,000	1,237,800	40,903,300