



**Municipality of Port Hope**  
56 Queen Street  
Port Hope, ON  
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**REPORT TO:** Council  
**FROM:** David Baxter - Director, Finance  
**SUBJECT:** Addition of Manager, Tax and Revenue  
**DATE:** October 19, 2021

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**RECOMMENDATIONS:**

Refer to Resolutions

**BACKGROUND:**

For a period of time Finance has been under significant pressures in maintaining and delivering on responsible service levels. This is primarily due to ongoing staffing challenges such as:

- 1) Normal departures
- 2) Long term disability
- 3) Maternity leaves
- 4) High level of turnover with temporary contract positions
- 5) Difficulty in recruiting specialized roles

On October 5<sup>th</sup>, Staff provided a report in closed session on Finance Staffing Challenges. In order to maintain property tax and other revenue operations, the Director of Finance and CAO recommend the hiring of a Manager, Tax and Revenue, that is in addition to the current approved staff complement.

This approach provides several advantages. A permanent role provides the opportunity to attract experienced and qualified candidates that we have not been able to attract during two attempts at hiring for an interim contract role during the current leave of absence. It also provides more stability as we have experienced a high level of turnover with limited time contract positions. A manager will provide support for the new revenue staff and will enable the Director to focus on their senior management role.

This approach also improves customer service by addressing some of the current process backlog and supporting quality controls. It will further enable two projects that the Municipality has received grant funding for but is unable to proceed without adequate staff capacity.

The position will enable the Municipality to complete the final property tax billings for the 2021 tax year and provide a resource to ensure the 2022 tax billing process which is about to begin with preparation of the interim tax billing, reducing the revenue risk to support operations.

This additional capacity would also be able to start addressing the growing tax arrears and utility arrears that are increasing during the pandemic and we have not had the staff resources to start addressing, as well as other operational challenge resolution projects.

Once the immediate needs are addressed and training completed this position would also enable us to start working on a significant revenue opportunity which is actively looking to increase the tax base by challenging current property assessments established by MPAC through an approach that supports property tax equity within our community. We were very successful with this several years ago but were only able to pursue this for a short period of time when we had additional capacity during a training period. This 'assessment base management' is a best practice done by many Municipalities that we should be doing but simply don't have the capacity to do. It would pay for itself within a few years, with ongoing revenue, and is a great opportunity to make some progress while offsetting the cost.

This additional position is not intended to be a permanent addition to the complement. Finance will soon be starting a service delivery review and once service delivery stability is achieved the organizational structure will be revisited and staffing complement can be adjusted through normal attrition.

**RESOURCE IMPLICATIONS:**

The salary for the Manager, Tax and Revenue, is \$81,291 - \$95,099 plus approximately 30% including statutory and other benefits.

**CONCLUSION:**

Staff seek approval to hire an additional Manager, Tax and Revenue, to facilitate maintaining operations and reduce risk in the future.

Respectfully submitted,

David Baxter,  
Director, Finance