FINANCIAL & DATA SERVICES
2018 ANNUAL REPORT

Mark Merritt, CPA, CA,
General Manager & Chief Financial Officer
Financial & Data Services

General Manager & CFO

Administrative Coordinator

Information Systems

Finance

System Controls/Audit/Security/CFO & CIO (GM)
2018 Budget Allocation

165.4 Million Budget Allocation (2018)

<table>
<thead>
<tr>
<th>$ millions</th>
<th>Operating Budget</th>
<th>10 Year Capital Budget</th>
<th>TOTAL Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Tax</td>
<td>Rate</td>
<td>Total</td>
</tr>
<tr>
<td>2016</td>
<td>$100.4</td>
<td>$19.8</td>
<td>$120.2</td>
</tr>
<tr>
<td>2017</td>
<td>$103.1</td>
<td>$20.9</td>
<td>$124.1</td>
</tr>
<tr>
<td>2018</td>
<td>$109.2</td>
<td>$21.0</td>
<td>$130.2</td>
</tr>
</tbody>
</table>
## Financial & Data Services Budget Summary 2018

<table>
<thead>
<tr>
<th></th>
<th>Admin</th>
<th>Finance</th>
<th>IS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>982,900</td>
<td>8,543,500</td>
<td>2,163,310</td>
<td>11,689,710</td>
</tr>
<tr>
<td><strong>Less: Interdepartmental Charges</strong></td>
<td>-</td>
<td>26,320</td>
<td>(562,600)</td>
<td>(536,280)</td>
</tr>
<tr>
<td><strong>Net Expenditures</strong></td>
<td>982,900</td>
<td>8,569,820</td>
<td>1,600,710</td>
<td>11,153,430</td>
</tr>
<tr>
<td><strong>Less: Revenue</strong></td>
<td>(266,000)</td>
<td>(5,179,340)</td>
<td>(103,200)</td>
<td>(5,548,540)</td>
</tr>
<tr>
<td><strong>NET IMPACT</strong></td>
<td>716,900</td>
<td>3,390,480</td>
<td>1,497,510</td>
<td>5,604,890</td>
</tr>
</tbody>
</table>

## Staff Complement 2011-2018

### Full Time Equivalent (FTE)

<table>
<thead>
<tr>
<th>Division</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>*2</td>
</tr>
<tr>
<td>Finance</td>
<td>15.33</td>
<td>15.33</td>
<td>15.33</td>
<td>15.33</td>
<td>15.33</td>
<td>16.33</td>
<td><strong>17.33</strong></td>
<td>16.33</td>
</tr>
<tr>
<td>Information Systems</td>
<td>7.66</td>
<td>7.66</td>
<td>7.66</td>
<td>7.66</td>
<td>7.65</td>
<td>7.65</td>
<td>*<strong>8.33</strong></td>
<td>8.33</td>
</tr>
</tbody>
</table>

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* no data available from 2011-2017 due to a Corporate Reorganization that occurred November 2018

** temporary staff increase for the Business Application Software

***increase in IS staffing in 2017 is the result of the addition of a temporary Computer Technician Position
FINANCE

Charmaine Corlis, Treasurer
FINANCE

CORPORATE PURPOSE: To administer the financial operations of the County ensuring effective internal controls, fiscal planning and management reporting.

2018 HIGHLIGHTS

• Completed the Asset Management financial reporting for remaining asset categories to meet Federal Gas Tax Requirements
• Key stakeholder and participants in implementation of new Business Application Software: focusing on Phase1 financial components
• Initiated the required update of the current Development Charges by-law and rates, completed Spring 2019
• Focused effort on property tax collection given high % of arrears
• Improved cash management policy/procedures including cash handling, Electronic Funds Transfer (EFT) payments, Pre-authorized Payment (PAP) and other electronic payment options
• Moved an additional 660 payments to EFT
• Increased PAP for taxes by an additional 261 property owners
• Established a Policy for the Hydro Legacy Fund-Haldimand Futures Fund for the use of the proceeds and annual reporting of the fund’s proceeds, interest and use- applied retroactively for 2017 year end.
FINANCE

2018 PROPERTY TAX LEVY
$63,757,390
($61,268,870 in 2017)

NUMBER OF ACCOUNTS BILLED IN 2018
22,311
(21,647 in 2017)

2018 Water & Wastewater Metered User Rates Revenue
$12,012,090
($11,991,160 in 2017)

Number of Accounts Billed in 2018
9,680
(9,388 in 2017)

$75,769,480 combined 2018 Budget
## Accounts Payable

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invoices Processed Per Month</td>
<td>1,811 average</td>
<td>1,896 average</td>
</tr>
<tr>
<td>Invoices Entered per Year</td>
<td>21,729</td>
<td>22,750</td>
</tr>
<tr>
<td>Cheques issued per month</td>
<td>570 average</td>
<td>526 average</td>
</tr>
<tr>
<td>Automatic deposits</td>
<td>2,375</td>
<td>3,035</td>
</tr>
<tr>
<td>Invoices Paid by FTE</td>
<td>14,019</td>
<td>14,677</td>
</tr>
</tbody>
</table>

## Accounts Receivable

- **Number of Invoices per Month**: 374 (354 average in 2017)

## Property Taxes

- **Total Tax Accounts**: 22,311 (21,647 in 2017)
- **Tax accounts in Arrears**: 3,139 or 14% (2,927 or 13.5% in 2017)
- **Percentage of Payments by Mortgage Company**: 16%
- **Tax payments made by pre-authorized Payments (PAP)**: 4,752 or 21.3% (4,491 or 20.7% in 2017)
## Audited Consolidated Financial Statements

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Assets</td>
<td>$171.0 M</td>
<td>$192.0 M</td>
</tr>
<tr>
<td>Liabilities</td>
<td>$102.8 M</td>
<td>$111.4 M</td>
</tr>
<tr>
<td><strong>Net Financial Assets</strong></td>
<td><strong>$69.0 M</strong></td>
<td><strong>$80.6 M</strong></td>
</tr>
<tr>
<td>Non-Financial Assets (TCA primarily)</td>
<td>$442.3 M</td>
<td>$454.1 M</td>
</tr>
<tr>
<td>Accumulated “surplus” (per PSAB definition)</td>
<td>$511.3 M</td>
<td>$534.7 M</td>
</tr>
</tbody>
</table>
FINANCE

CORPORATE PURPOSE: To administer the financial operations of the County ensuring effective internal controls, fiscal planning and management reporting.

2019 PRIORITIES

• Completed Development Charges Update with new rates effective May 14th
• Develop standardized Industry Water and Wastewater Capital Cost Sharing Agreements
• Business Application Software (BAS) development, design and implementation – refinements to current implementation and Phase 2
• Update Cost of Development Model (COD) for planned development in Caledonia area
• Review and develop process for reporting/valuing donated capital assets
• Review payment options for all supplies and utilities to establish direct deposits or preauthorized payment plans
• Implement Prompt Payment Terms for AP to meet Construction Act requirements
CORPORATE PURPOSE: Plan, build and sustain the technology and information environments that support municipal service delivery. Collaborate with leadership team and staff to develop portfolios of initiatives in alignment with the overall strategic goals of the County.

- Upgrade / Implementation of software solutions:
  - BAS project: Extensive, multi-year project replacing financial & HRMS systems & multiple other interfaced solutions
    - Phase 1 – Core Financials went live November, 2018
    - Preparation for continued implementation – budgeting, property taxes, purchasing, HRMS, eTimesheets
  - CityView “Digital Collaboration” project (with Planning and Building/By-law Divisions)
    - Phase 1 – upgrade and migration to CityView “Workspace” went live Fall, 2018; implementation of document management solution to support digitization of building records in progress
    - Migration of corporate databases to new version of SQL (HRMS, CityView)
- Central Administration Project — technology is a key focus requiring I.S. Division involvement in the functional design and planning of the building, plus mobile technology and online services
- Redesign of Corporate website — went live in December, 2018
  - AODA compliant; responsive (for tablet / computers / mobile phones)
  - Web streaming of Council Meetings live
- Deployment of “portable device strategy” including “2-in-1” devices (1st year of 5 year plan); Mobile device replacement (168 corporate smartphones)
- Data Centre infrastructure upgrade project – replacement and consolidation of core infrastructure including main firewalls & routers to provide connectivity redundancy including SCADA – in progress
- Application efficiencies / automation; improved workflows, business processes
- Continued implementation, monitoring, and support of SCADA SDMS and WAN system
Information Systems

Manager, Information Systems

- Coordinator, Systems Support
- Developer / Software Analyst
- Network Support Analyst (x2)
- Desktop Support
- DBA / Application Support
- Computer Technician (contract)
- Students
  - 3 co-op terms

1,045,279 Website visits

12% Increase in website visits since 2015

Website visits using a mobile device = 58.5% of sessions

Average webpage visits per capita = 23

6,755 HelpDesk Requests

56% increase in 5 years!

1,117 Outlook Mailboxes

40% in 5 years!

56% increase in 5 years!
WiFi Access Points

Avg. # devices connected to WiFi per day: 1772

98

78%

External email Statistics (May 2018 - May 2019)

Received 784,691

666,678 blocked

85% of incoming messages blocked (bounced, viruses, spam & rejected)

43.13 TB (TeraBytes)

Total data storage

3.7% since 2018

Avg. users’ storage space (H drive) (was 1.53 GB in 2017)

1.79 GB

Avg. users’ mailbox size (was 1.62 GB in 2017)

1.87 GB

“Connected” Devices Supported:

340 Desktop phones

50 Network switches

29 Tablets

442 Computers

26 Multi-function units

2 Plotters

110 Virtual servers

104 IP Security cameras

73 Routers / firewalls

9 Projectors

70 sites connected to Wide Area Network (WAN)
## Information Systems

<table>
<thead>
<tr>
<th>Corporate Application System</th>
<th>Number of licenses / type (concurrent users, etc.)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NEW Business Application Solution licenses</strong></td>
<td>Diamond foundation layer = 60 concurrent desktop; + unlimited web access; Pearl - unlimited concurrent; Questica (budgeting) = 25 users; Paramount - 200 named; MyStaffingPro - 27 named; Rockton Data Auditor; HRISmyWay - 1000</td>
</tr>
<tr>
<td>Vailtech - Financial System</td>
<td>Unlimited concurrent</td>
</tr>
<tr>
<td>StarGarden – Human Resource Management System</td>
<td>Unlimited concurrent</td>
</tr>
<tr>
<td>CityView – By-law tracking, Permitting, Inspections, Planning</td>
<td>35 concurrent</td>
</tr>
<tr>
<td>ActiveNet – Facility Booking</td>
<td>8 concurrent</td>
</tr>
<tr>
<td>ActiveNet – Point of Sale</td>
<td>4 concurrent</td>
</tr>
<tr>
<td>ActiveNet – Program Registration</td>
<td>8 concurrent</td>
</tr>
<tr>
<td>Symphony – Library automation / circulation</td>
<td>Unlimited concurrent</td>
</tr>
<tr>
<td>ESRI ArcGIS</td>
<td>1 basic single, 4 standard concurrent</td>
</tr>
<tr>
<td>AutoCAD – drafting software</td>
<td>2 AutoCAD Civil concurrent; 6 AutoCAD Map concurrent; 1 AutoCAD Lite concurrent</td>
</tr>
<tr>
<td>Stone Orchard – cemetery management</td>
<td>5 concurrent</td>
</tr>
<tr>
<td>FMW – budgeting software</td>
<td>30 Operating concurrent; 20 Capital concurrent</td>
</tr>
<tr>
<td>Crystal Reports</td>
<td>5 named</td>
</tr>
<tr>
<td>CMS 400 – website content management system</td>
<td>20 named</td>
</tr>
<tr>
<td>Microsoft Office 2013</td>
<td>450 licenses</td>
</tr>
<tr>
<td>Cassie – library public access computer administration</td>
<td>30 licenses</td>
</tr>
<tr>
<td>PointClickCare – patient care / documentation</td>
<td></td>
</tr>
<tr>
<td>StaffScheduleCare – Grandview staff scheduling</td>
<td></td>
</tr>
<tr>
<td>Sysco Synergy – Grandview dietary software</td>
<td></td>
</tr>
<tr>
<td>Autoscale – waste disposal / scale software</td>
<td></td>
</tr>
<tr>
<td>iMedic – electronic patient care reporting (EMS)</td>
<td></td>
</tr>
<tr>
<td>WinFluid – bulk water</td>
<td></td>
</tr>
</tbody>
</table>
Information Systems – 2019 Priorities

CORPORATE PURPOSE: Plan, build and sustain the technology and information environments that support municipal service delivery. Collaborate with leadership team and staff to develop portfolios of initiatives in alignment with the overall strategic goals of the County.

- Continuation of upgrade / implementation of software solutions:
  - BAS project: Extensive, multi-year project replacing financial & HRMS systems & multiple other interfaced solutions
    - Go-live for Payroll scheduled for Fall, 2019
    - Continued implementation – budgeting, purchasing, Payroll, HRMS, eTimesheets
    - Integrations with other solutions to use central source of core data (ie. Property data shared to CityView, GIS)
  - CityView “Digital Collaboration” project (with Planning and Building/By-law Divisions; Citizen & Legislative Services)
    - Completion of document management solution to support digitization of building records
    - Property integration with core solution (BAS)
    - CityView “Portal” – implementation of basic functionality integrated into the new website in preparation for implementation of “electronic plans review” / online submittal (future paperless solution)

- Migration of corporate databases to new version of SQL
2019 Priorities Continued...

• Central Administration Project – technology is a key focus requiring I.S. Division involvement:
  • Design / procurement / implementation and administration of networking, wireless connectivity, audio-visual infrastructure;
  • Completion of data centre infrastructure redesign and relocation; ISP redesign; security – cameras / access control; Library self-service “hubs”
  • Movement / setup of all technology items from other offices

• Enhancements to new website – preparing for future online services—in conjunction with BAS, CityView, and Library self-service “hubs”