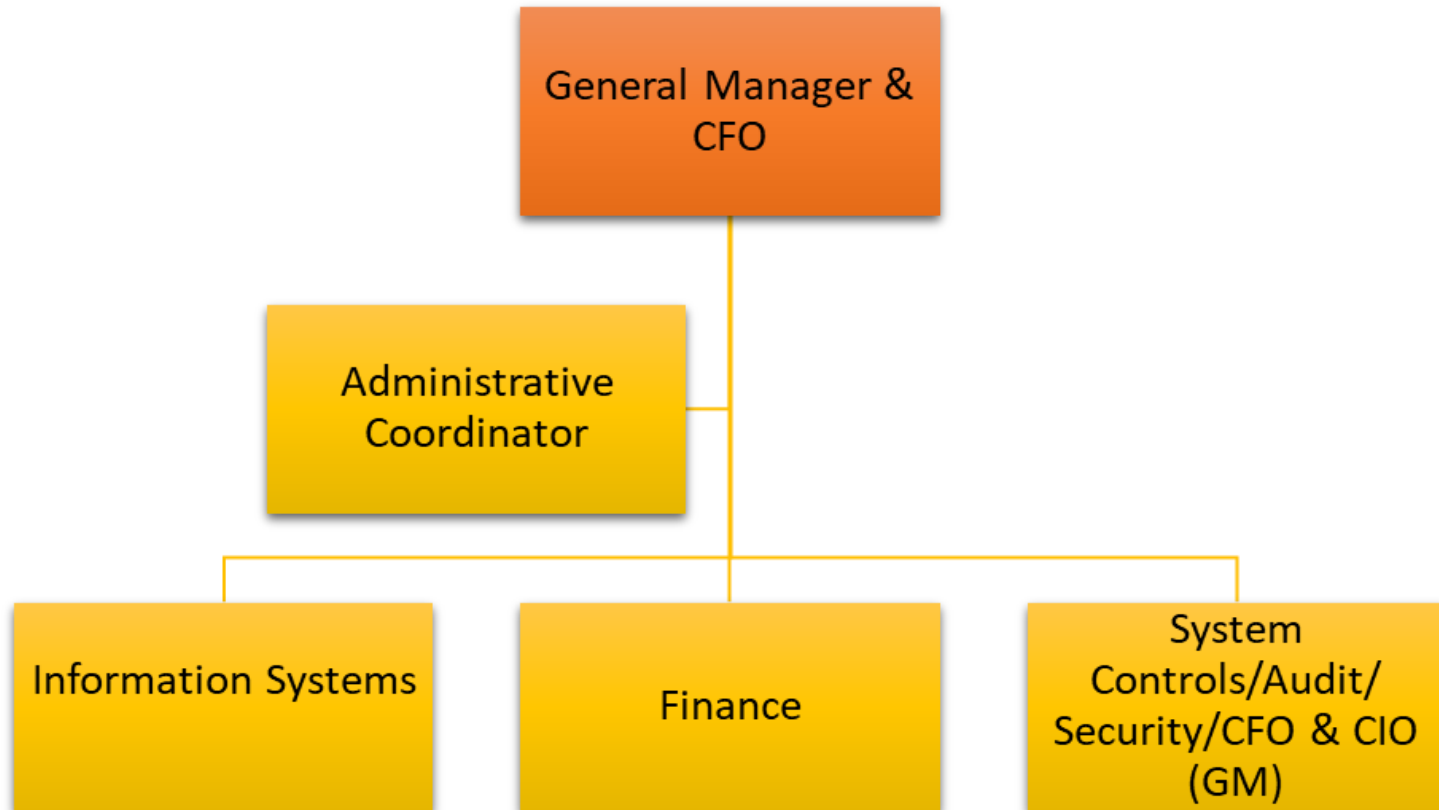# FINANCIAL & DATA SERVICES 2018 ANNUAL REPORT

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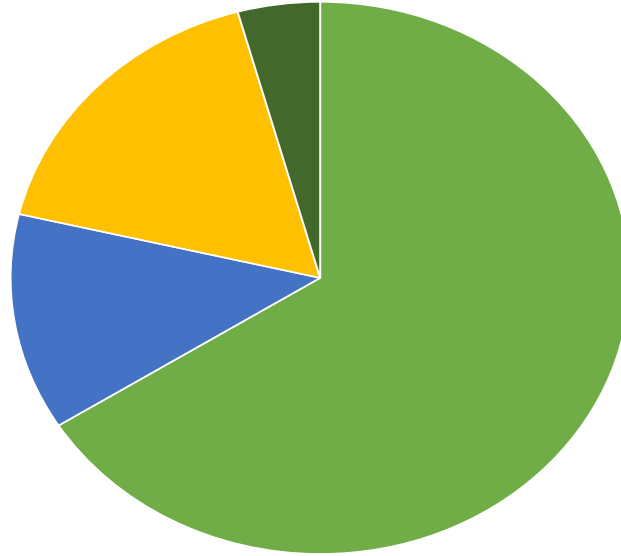
General Manager & Chief Financial Officer

Financial & Data Services

2018 Budget Allocation

165.4 Million Budget Allocation (2018)

- Tax Supported Operating Budget
- Rate Supported Operating Budget
- 10 Year Tax Supported Capital Budget
- 10 Year Rate Supported Capital Budget

$ millions	Operating Budget			10 Year Capital Budget			TOTAL
	Tax	Rate	Total	Tax	Rate	Total	Expenditures
2016	$100.4	$19.8	$120.2	$38.1	$7.1	$45.2	$165.4
2017	$103.1	$20.9	$124.1	$22.4	$12.3	$34.7	$158.8
2018	$109.2	$21.0	$130.2	$28.1	$7.1	$35.2	$165.4

HALDIMAND COUNTY
A GRAND EXPERIENCE

Financial & Data Services Budget Summary 2018

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

Staff Complement 2011-2018
Full Time Equivalent (FTE)

Division	2011	2012	2013	2014	2015	2016	2017	2018
Administration	-	-	-	-	-	-	-	*2
Finance	15.33	15.33	15.33	15.33	15.33	16.33	**17.33	16.33
Information Systems	7.66	7.66	7.66	7.66	7.65	7.65	***8.33	8.33
Total FTE	**22.99**	**22.99**	**22.99**	**22.99**	**22.98**	**23.98**	**25.66**	**26.66**

* 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

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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

Treasurer

Supervisor, Accounting Services

Supervisor, Budgets & Financial Planning

Tax Collector

Sr. Accounting Clerk

Sr. Financial Analyst (x2)

Financial Analyst (x4)

Tax Clerk

Accounting/Tax Clerk

Accounts Receivable Clerk

Accounts Payable Clerk

Summer Students

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

HALDIMAND COUNTY
A GRAND EXPERIENCE

FINANCE

Accounts Payable	2017	2018
Invoices Processed Per Month	1,811 average	1,896 average
Invoices Entered per Year	21,729	22,750
Cheques issued per month	570 average	526 average
Automatic deposits	2,375	3,035
Invoices Paid by FTE	14,019	14,677

Accounts Receivable
Number of Invoices per Month
374
(354 average in 2017)

Property Taxes

22,311
Total Tax Accounts
(21,647 in 2017)

Tax accounts in Arrears
3,139 or 14%
(2,927 or 13.5 % in 2017)

16%
Percentage of Payments by Mortgage Company

4,752 or 21.3%
Tax payments made by pre-authorized Payments (PAP)
(4,491 or 20.7% in 2017)

HALDIMAND COUNTY
A GRAND EXPERIENCE

Audited Consolidated Financial Statements

	2016	2017
Financial Assets	$171.0 M	$192.0 M
Liabilities	$102.8M	$111.4 M
Net Financial Assets	**$69.0 M**	**$80.6 M**
Non-Financial Assets (TCA primarily)	$442.3 M	$454.1 M
Accumulated "surplus" (per PSAB definition)	$511.3 M	$534.7 M

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

INFORMATION SYSTEMS

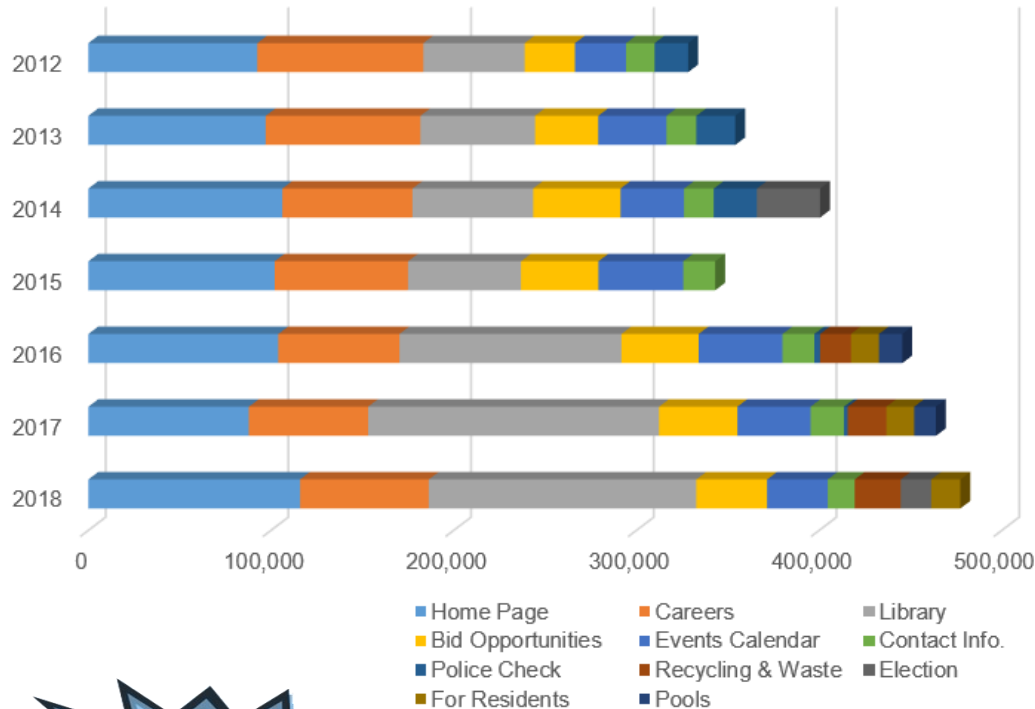Wilma Koziello, Manager

Information Systems
2018 Highlights

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

TOP COUNTY WEBSITE PAGES VISITED

Legend:
- Home Page
- Careers
- Library
- Bid Opportunities
- Events Calendar
- Contact Info.
- Police Check
- Recycling & Waste
- Election
- For Residents
- Pools

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
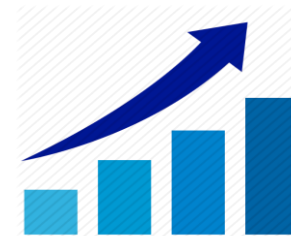
6,755 HelpDesk Requests

56% increase in 5 years!
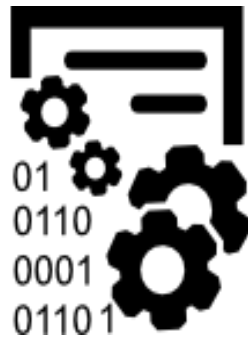
1,117 Outlook Mailboxes

40% in 5 years!

HALDIMAND COUNTY — A GRAND EXPERIENCE
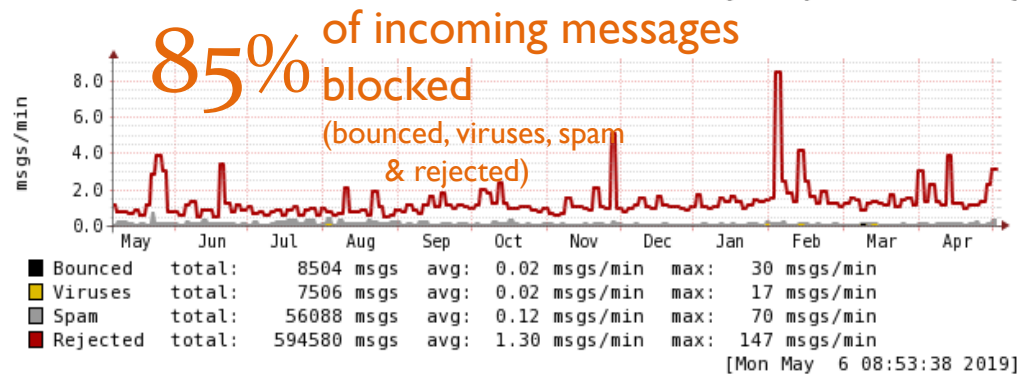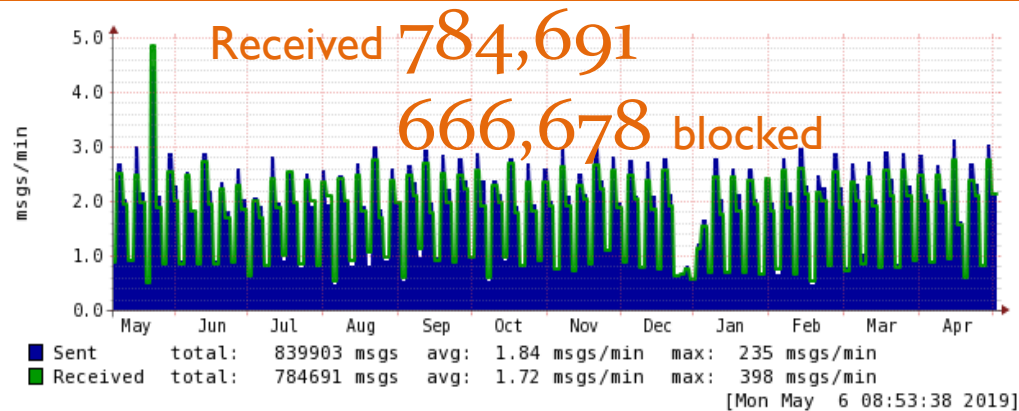
13

98 WiFi Access Points

78% ↗

Avg. # devices connected to WiFi per day: **1772**

43.13 TB (TeraBytes) Total data storage

3.7% ↗ since 2018

```
01
0110
0001
01101
```

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

External email Statistics (May 2018 - May 2019)

Received **784,691**

666,678 blocked

	total:		avg:		max:	
■ Sent	total:	839903 msgs	avg:	1.84 msgs/min	max:	235 msgs/min
■ Received	total:	784691 msgs	avg:	1.72 msgs/min	max:	398 msgs/min

[Mon May 6 08:53:38 2019]

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

	total:		avg:		max:	
■ Bounced	total:	8504 msgs	avg:	0.02 msgs/min	max:	30 msgs/min
■ Viruses	total:	7506 msgs	avg:	0.02 msgs/min	max:	17 msgs/min
■ Spam	total:	56088 msgs	avg:	0.12 msgs/min	max:	70 msgs/min
■ Rejected	total:	594580 msgs	avg:	1.30 msgs/min	max:	147 msgs/min

[Mon May 6 08:53:38 2019]

"Connected" Devices Supported:

340 Desktop phones

50 Network switches

29 Tablets
26 Multi-function units
140 Printers

442 Computers

2 Plotters

110 Virtual servers
73 Routers / firewalls

104 IP Security cameras

168 Smart Phones

9 Projectors

70 sites connected to Wide Area Network (WAN)

HALDIMAND COUNTY — A GRAND EXPERIENCE
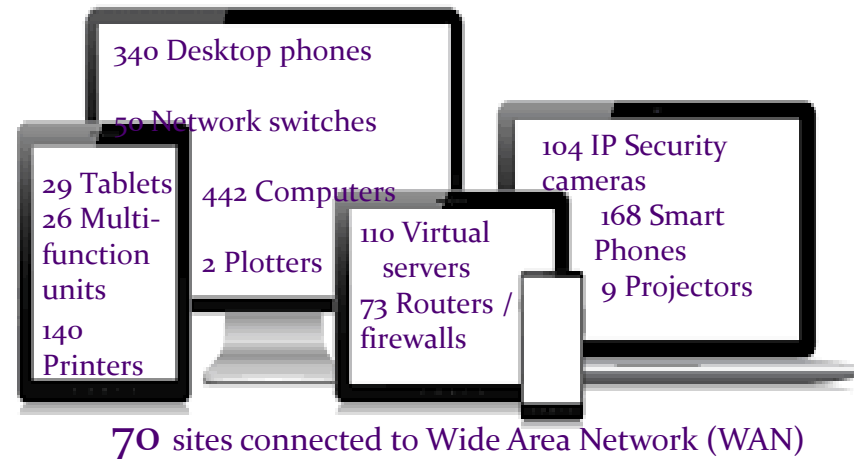
Information Systems

Corporate Application System	Number of licenses / type (concurrent users, etc.)
NEW Business Application Solution licenses	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
Vailtech - Financial System	Unlimited concurrent
StarGarden – Human Resource Management System	Unlimited concurrent
CityView – By-law tracking, Permitting, Inspections, Planning	35 concurrent
ActiveNet – Facility Booking	8 concurrent
ActiveNet – Point of Sale	4 concurrent
ActiveNet – Program Registration	8 concurrent
Symphony – Library automation / circulation	Unlimited concurrent
ESRI ArcGIS	1 basic single, 4 standard concurrent
AutoCAD – drafting software	2 AutoCAD Civil concurrent; 6 AutoCAD Map concurrent; 1 AutoCAD Lite concurrent
Stone Orchard – cemetery management	5 concurrent
FMW – budgeting software	30 Operating concurrent; 20 Capital concurrent
Crystal Reports	5 named
CMS 400 – website content management system	20 named
Microsoft Office 2013	450 licenses
Cassie – library public access computer administration	30 licenses
PointClickCare – patient care / documentation	
StaffScheduleCare – Grandview staff scheduling	
Sysco Synergy – Grandview dietary software	
Autoscale – waste disposal / scale software	
iMedic – electronic patient care reporting (EMS)	
WinFluid – bulk water	

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"