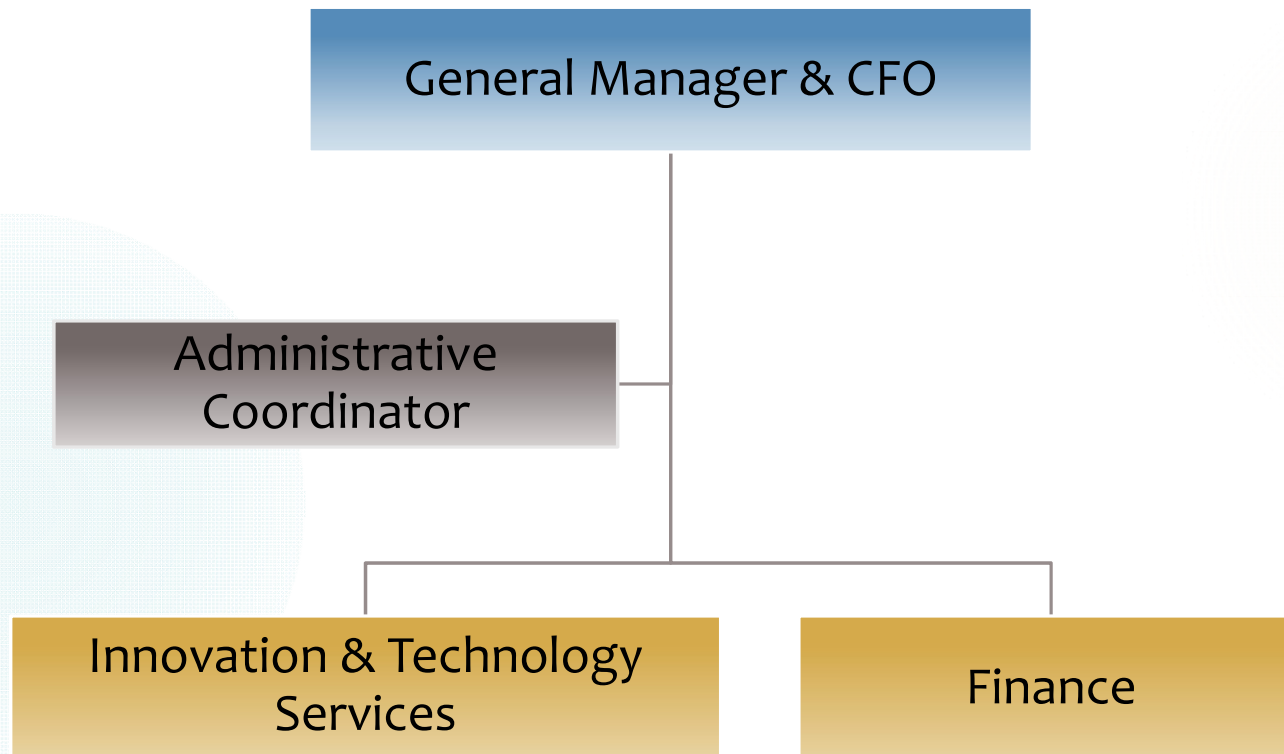


Financial & Data Services 2021 Annual Presentation

MARK MERRITT, CPA, CA,
GENERAL MANAGER & CHIEF FINANCIAL OFFICER



Financial & Data Services



2021 Highlights

Implemented the ITS
Re-Organization.

IT Governance

Developed an IT Governance Framework focused on setting up formal practices for IT initiatives that serve the organization. The IT Governance Meetings began in fall of 2021.

Initiated Finance Re-Alignment

- New PFT & TFT Staff for 2022
- Staff development opportunities
- Commitment for continuous improvement opportunities.

Oversee financial analysis/review for Corporate Priority Initiative:

- Norfolk Water Supply

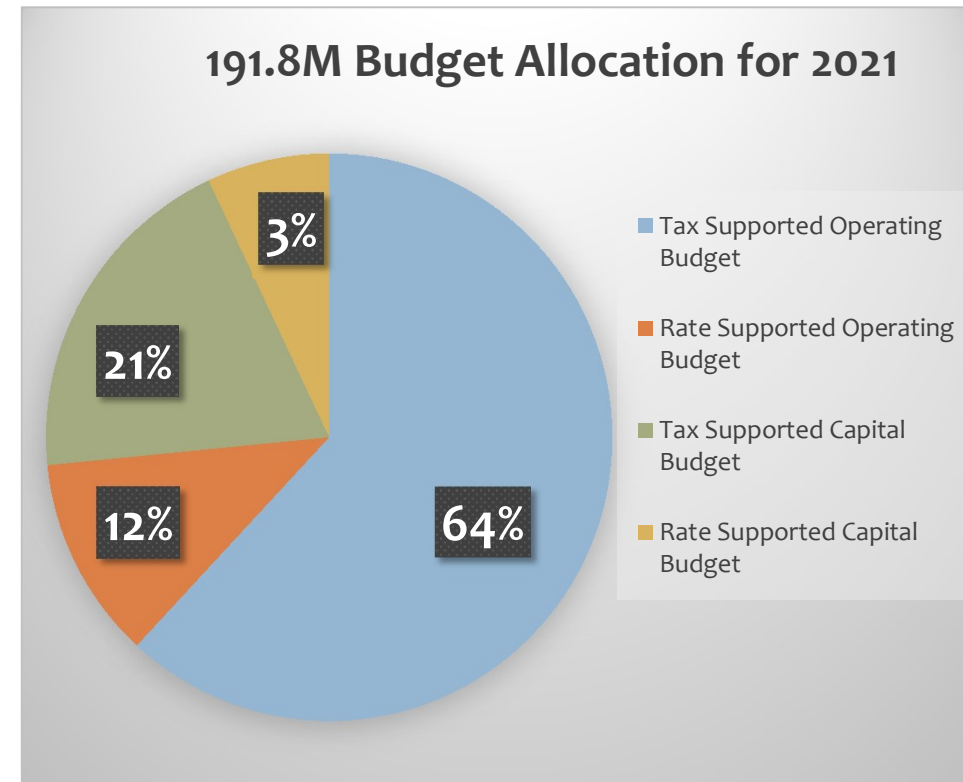
Virtual City Hall Project Initiated

The Citizen Portal allows residents to view their property information, tax billing, historical information, and make payments on line.



2021 Budget Figures

\$ millions	Operating Budget			Capital Budget			TOTAL Expenditures
	Tax	Rate	Total	Tax	Rate	Total	
2019	\$113.4	\$21.7	\$135.1	\$30.7	\$13.5	\$44.2	\$179.3
2020	\$117.3	\$21.9	\$139.2	\$37.1	\$13.3	\$50.4	\$189.6
2021	\$122.4	\$22.2	\$144.6	\$40.1	\$7.1	\$47.2	\$191.8



Financial & Data Services Administration Budget Summary 2021

	Admin	Finance	ITS	Total
Total Expenditures	282,950	1,443,960	4,317,580	6,044,490
Less: Interdepartmental Charges	-	(303,560)	(882,790)	(1,186,350)
Net Expenditures	-	1,140,400	3,434,790	4,575,190
Less: Revenue	-	(405,280)	(1,740,100)	(2,145,380)
NET IMPACT	282,950	735,120	1,694,690	2,712,760

Division	2018	2019	2020	2021
FDS Administration	2	2	2	2
Finance	15.33	16	16	16
Innovation & Technology Services	8.33	9	10	12
Total FTE	26.66	27	28	30

ITS Re-Org 2021 resulted in 2 new FTE's
ITS Re-Org 2020 added Temporary FTE



FDS 2022 Priorities

Facilitate the implementation of VCH, primarily for property tax and EBilling

Review Financial Reporting – establish parameters and standards

Treasurer Recruitment

Development Charges update as a result of legislated changes

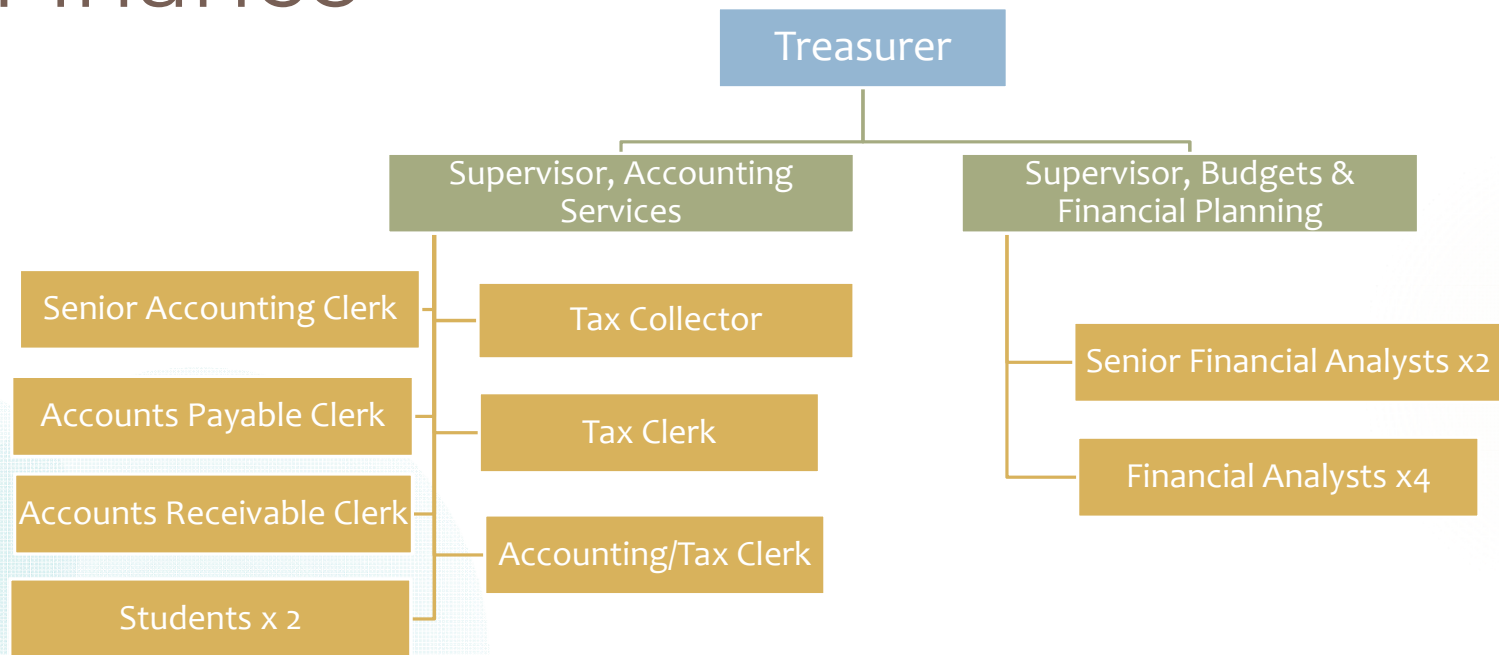
Finance Division

TREASURER

CORPORATE PURPOSE: TO ADMINISTER THE FINANCIAL OPERATIONS OF THE COUNTY, ENSURING EFFECTIVE INTERNAL CONTROLS, FISCAL PLANNING, AND MANAGEMENT REPORTING.



Finance



Finance 2021 Highlights

Established payment parameters and funding to comply with Development Charges front ending agreements

Approval of Water Financial Plan
(required every 5 years)

Annual Credit Rating
(affirmed at AA-Stable)

Focus on team building and communication improvements.

Continued work on implementing software and refining processes.

2021 Property Taxes



2021 Property Tax Levy **\$72,553,300**

- in 2020 was \$69,823,910

14.9%

Payments made by Mortgage Company

- was 15.4% in 2020

5,142 or 21.8%

Tax payments made by pre-authorized payments (PAP)

- was 5,048 or 21.9% in 2020

23,551 Total Tax Accounts

- was 23,057 in 2020

10.7% Taxes Owing (\$) in Arrears

- was 8.82% in 2020



Accounts Payable

Accounts Payable	2020	2021
Invoices Processed per month	1,612 average	1,499 average
Invoices Processed per year	19,347	17,987
Cheques issued per month	196 average	147 average
Automatic deposits (EFT's & Wire) per month	485 average	496 average

Accounts Receivable

442 Average Number of Invoices per Month

- was 532 in 2020

\$12,965,900

2021 Water & Wastewater Metered User Rates Revenue

- was \$12,572,700 in 2020

10,200 Average Number WWW of Accounts

- was 9,898 in 2020

Finance – 2022 Priorities

AP streamline and
improve processes

Review Financial
Reporting

VCH and eBilling
Implementation for July
2022 tax billing

Assist with pCards
implementation, policies
and processes.

Improve internal
reporting

Move up external
reporting timelines

Update Development
Charges and Parkland
Dedication fees to comply
with new regulations for
Jan 1, 2022.

Continue to work on
implementing software
and refining processes
along the way.

Established funding
parameters for changes to
use of Cemetery Care and
Maintenance Funds.

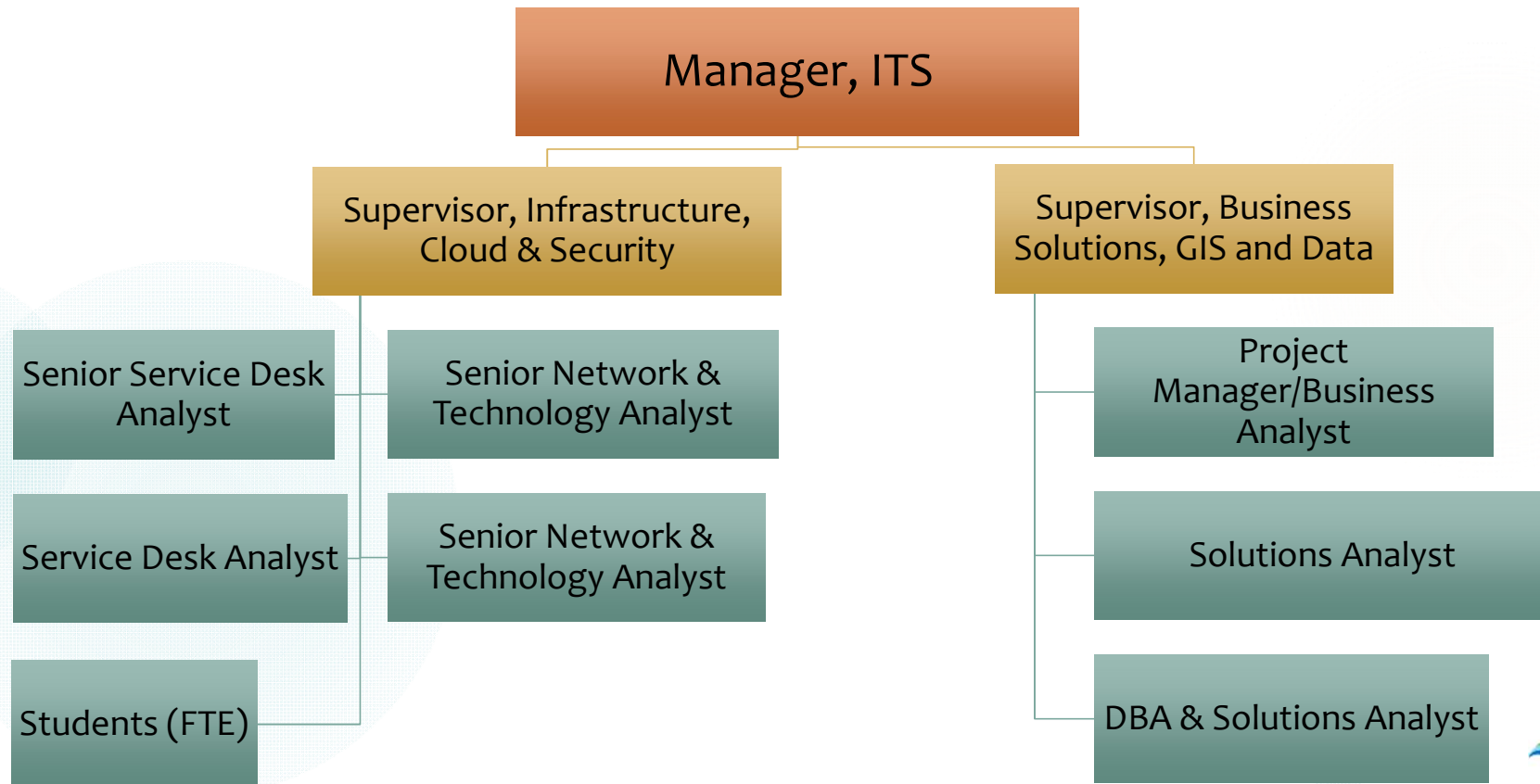
Innovation & Technology Services

PARIS METROPOULOS, MANAGER

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.



Innovation & Technology Services



2021 ITS Highlights

IT Re-Org

Develop &
Implement an
IT Governance
Framework

Develop a
Cybersecurity &
Risk Program

Business Solutions
(BAS, Cityview, Web
Services)

2021 ITS Highlights

Work from Anywhere
Environment

VPN, Zoom, Citrix,
Softphones (virtual desk
phone)

IT Service Desk
Modernization

Infrastructure
and Operations
Technology

Desktop &
Laptop Annual
Refresh

2021 Service Desk Statistics (2 FTE's)



Processed 6,384 IT Helpdesk Tickets

... of those 631 were
Staff Change Notifications
tickets

IT Helpdesk Tickets	2021
Tickets per year	6,384
Average Tickets per month	532
Tickets per 1 FTE	266



246 mobile devices

2021 Infrastructure Statistics (2 FTE's)



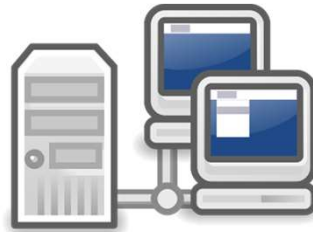
229 SCADA

504 Corporate
Network Endpoints



560

Endpoint
Computing
(2-n-1's &
desktops)



139

Servers Managed



150,000

Emails
Processed



90,000

Blocked
Emails



85 TB
of DATA

Protected and
backed up each day

This
equates to
approx.
42,500
movies!



2022 ITS Priorities

Cybersecurity
Program and
Awareness Training

Microsoft Office
Upgrade

Annual Desktop,
Laptop & Cell Phone
Refresh

BAS Project
transition planning

CityView Portal

Upgrade of SQL
Servers

Develop
telecommunication
and hardware
policies

Continuation of
developing IT
Governance

Questions?