Corporate Services Annual Report ~ 2017

Administration

- Departmental Administration
- Corporate Matters
- Policing
- Conservation Authorities
- Health & Social Services

Clerks

- Provincial Offences Act Administration
- Freedom of Information Requests
- Records Management
- Council Services
- Licensing
- Vital Statistics
- Municipal Elections
- Marriage Licences
- Support to Police Services Board

Finance

- Budgets
- Financial Planning
- Property Taxes
- Water & Sewer User Fees
- Accounts Payable
- Debt Management
- Accounts Receivable
- Revenues
- Financial Reporting
- Tangible Capital Assets
- Financial Policies

Human Resources

- Recruitment
- Retention
- Compensation & Benefit Administration
- Employee Services & Training
- Health & Safety
- WSIB Claims Administration
- Labour Relations
- Job Evaluation
- Employee Information Management
- Corporate Professional Development
- Employment Policies
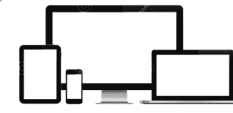
Information Systems

- Desktop Support
- Technology Training
- Application & Software Support
- Equipment Deployment & Maintenance
- Wide Area Network & Communications
- System Access & Security (incl. Disaster Recovery)
- Information Technology Management & Strategic Planning

Support Services

- Customer Service
- General Insurance
- Risk Management
- Procurement
- Real Property
- Legal Services Coordination
- Inventory Control
- Joint Services with Norfolk County
- Coordination of Municipal Performance Measures Data

Corporate

$158.8 Million Budget Allocation (2017)

- ■ Tax Supported Operating Budget
- ■ Rate Supported Operating Budget
- ■ 10 Year Tax Supported Capital Budget
- ■ 10 Year Rate Supported Capital Budget
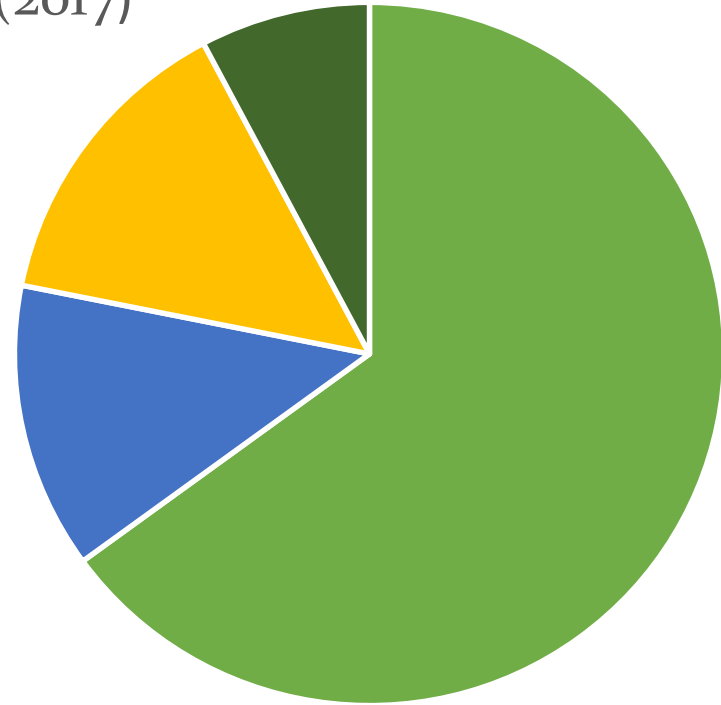
$ millions	Operating Budget			10 Year Capital Budget			TOTAL Expenditures
	Tax	Rate	Total	Tax	Rate	Total	
2015	$100.5	$19.8	$120.3	$24.8	$8.0	$32.8	$153.1
2016	$100.4	$19.8	$120.2	$38.1	$7.1	$45.2	$165.5
2017	$103.1	$20.9	$124.1	$22.4	$12.3	$34.7	$158.8

Average Residential Property Taxes to Fund Corporate Services Areas of Responsibility

	2016		2017		Change over 2016	
	$	%	$	%		
Financial Adjustments/Tax Allowances	$ 5	0.8%	$ 5	0.8%	$ 0	→
Corporate Services Admin	$ 11	1.6%	$ 11	1.7%	$ 0	→
Clerk's Office	$ 17	2.6%	$ 20	3.0%	$ 3	↑
Conservation Authorities	$ 19	2.8%	$ 21	3.1%	$ 2	↑
Human Resources	$ 24	3.6%	$ 23	3.4%	($ 1)	↓
Municipal Property Assessment Corp.	$ 25	3.8%	$ 26	3.9%	$ 1	↑
Information Systems	$ 31	4.7%	$ 33	4.9%	$ 2	↑
Public Health Services	$ 34	5.0%	$ 35	5.3%	$ 1	↑
Finance	$ 37	5.5%	$ 35	5.2%	($ 2)	↓
Governance	$ 41	6.2%	$ 41	6.0%	$ 0	→
Social Housing	$ 42	6.3%	$ 44	6.6%	$ 2	↑
Social Assistance & Child Care	$ 51	7.7%	$ 47	7.1%	($ 4)	↑
Support Services	$ 49	7.3%	$ 51	7.6%	$ 3	↓
Police	$ 279	42.1%	$ 280	41.9%	$ 1	↑
Total for Department	**$ 664**	**100.0%**	**$ 670**	**100.0%**	**$ 6**	↑

The average residential property paid $3,150 in taxes in 2017 of which $670 (21.3% of the total bill) is attributed to Corporate Services functions, as noted above.

Corporate Services Budget Summary

	Admin	Clerks	Finance	HR	IS	SS	Total
	$	$	$	$	$	$	$
Gross Expenditures	12,649,410	1,133,960	15,494,060	2,406,660	1,833,400	2,366,540	35,884,030
Less: Interdepartmental Charges	$ 16,620	(24,690)	(4,940)	(408,060)	(439,480)	(117,290)	(977,840)
Net Expenditures	12,666,030	1,109,270	15,489,120	1,998,600	1,393,920	2,249,250	34,906,190
Less: Revenue	(285,500)	(656,600)	(19,158,580)	(1,398,800)	(13,500)	(909,030)	(22,422,010)
NET IMPACT	$ 12,380,530	$ 452,670	$ (3,669,460)	$ 599,800	$ 1,380,420	$ 1,340,220	$ 12,484,180

Staff Complement 2010 – 2017
Full Time Equivalent (FTE)

Division	2010	2011	2012	2013	2014	2015	2016	2017
Administration	2.33	2.33	2.33	2.33	2.33	2.33	2.33	2.33
Clerks	12.28*	11.33	10.33	10.33	11.35*	10.33	10.33	10.33
Finance	15.33	15.33	15.33	15.33	15.33	15.33	16.33	17.33
Human Resources	8.16	8.28	8.28	8.28	8.28	8.28	9.00	9.00
Information Systems	7.66	7.66	7.66	7.66	7.66	7.65	7.65	**8.33
Support Services	11.33	12.33	12.65	12.65	12.65	12.65	12.65	12.65
Total FTE	57.09	57.26	56.58	56.58	57.60	56.57	58.29	59.97

*every 4 years, Clerks' Division staffing temporarily increases due to the Municipal Election

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

Corporate Services Administration

2017 HIGHLIGHTS

- Proven financial strength and resiliency in comparison to peers (BMA Study)

- Credit rating upgraded by S&P to AA "stable"

- Flexible and financially prudent strategies for management of risks, as well as responding to opportunities

- More flexible financial securities policy for subdivision developments

- Council workshops on hydro legacy fund and long-term fiscal strategies, including: reserves, investments, allowances

- OPP contract renewal

- BAS project participation (extensive administrative support)

Corporate Services Administration

2018 PRIORITIES

- Corporate interpretation and management of substantive legislative changes to employment conditions and WSIB entitlements

- Continue to provide administrative support and strategic input to the Business Application Software Project

- Hydro Legacy Fund Policy and Bylaw enacted

- Negotiate OPG water intake access agreement

- Advice and support to Police Services Board re: Police Services Act changes and OPP contract monitoring

- Finalize major outstanding litigation issues

- Succession planning

Clerks

CORPORATE PURPOSE: To deliver Council and Police Services Board secretariat services, licensing administration, and coordination of the municipal election. Also, to administer the requirements of the Clerk's Division for the County, including corporate records management, administration of the Municipal Freedom of Information and Privacy Protection Act and the administrative functions of the Provincial Offences Act (POA) and POA court in Haldimand County.
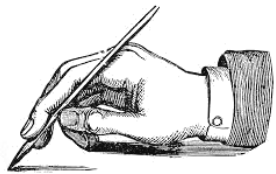
2017 HIGHLIGHTS

- Implemented electronic meeting management process for CIC, COW, Council and PSB

- Completed required reporting and procurement in advance of 2018 Municipal Election

- Delivered report writing and by-law drafting training to staff

- Implemented MTO licence plate denial process re: POA fine arrears

- Amended Procedural By-law and introduced other changes related to revised Municipal Act

- Completed Records Information Management training with all divisions resulting in more collaboration on corporate records inventories/retention schedules

- Revised divisional clerical resource requirements given vacancy due to Administrative Assistant retirement

Clerks

Clerk

Administrative Assistant

Council Secretariat for
34 Council & Committee Meetings
(37 in 2016)

Licensing Officer

Deputy Clerk / POA Supervisor

Division Support (x2)

Records Management Analyst

POA Admin Clerk / Court Monitor (x3)

Summer Student

29 FOI Requests Processed

121 Agreements Executed
(141 in 2016)

Clerks

957 Parking Tickets Processed
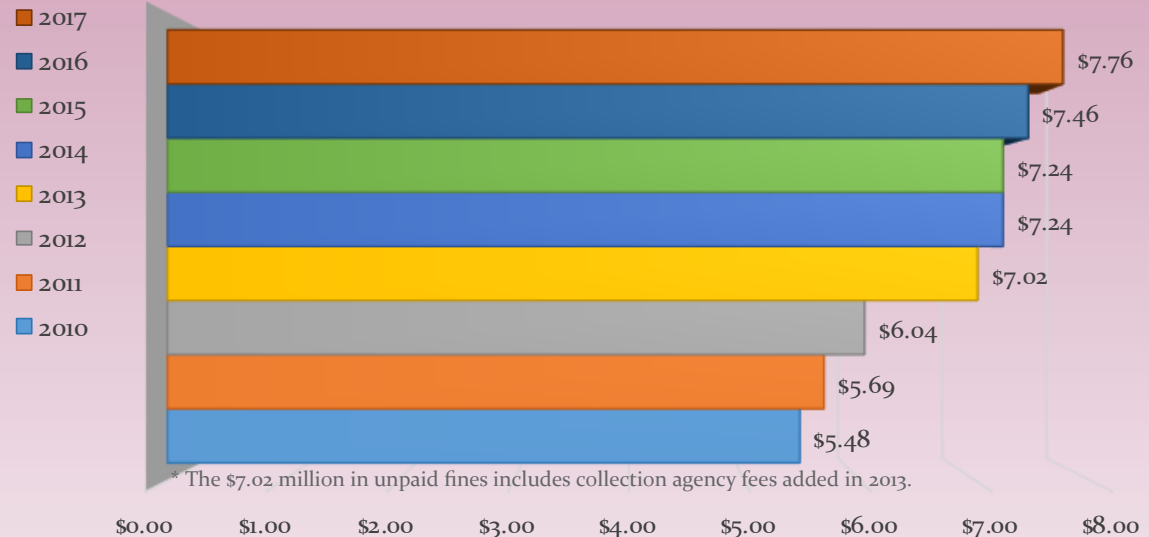(510 in 2016)

32 Civil Marriages Performed
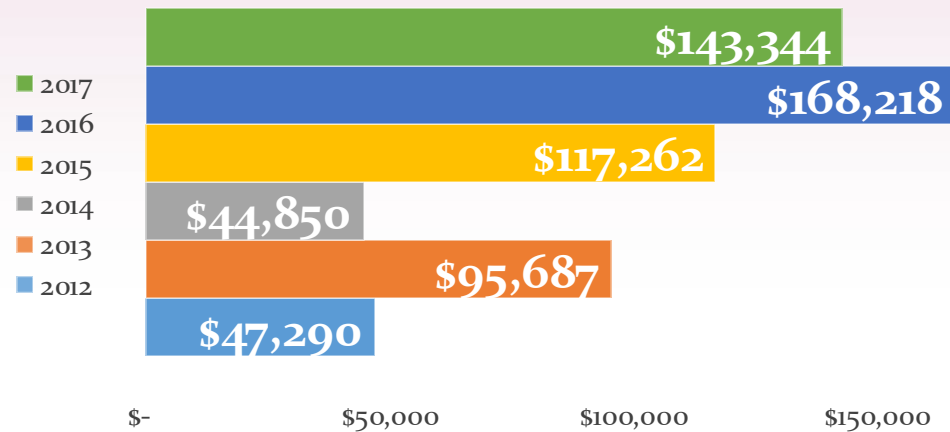(29 in 2016)

259 Business Licences Issued
(same as 2016)

199 Courtroom Operating Hours
(220 in 2016)

POA Fines Outstanding (Millions) *

Year	Value
2017	$7.76
2016	$7.46
2015	$7.24
2014	$7.24
2013	$7.02
2012	$6.04
2011	$5.69
2010	$5.48

* The $7.02 million in unpaid fines includes collection agency fees added in 2013.

$0.00 $1.00 $2.00 $3.00 $4.00 $5.00 $6.00 $7.00 $8.00

Staff POA Collection Initiative

Year	Value
2017	$143,344
2016	$168,218
2015	$117,262
2014	$44,850
2013	$95,687
2012	$47,290

$- $50,000 $100,000 $150,000

Clerks

CORPORATE PURPOSE: To deliver Council and Police Services Board secretariat services, licensing administration, and coordination of the municipal election. Also, to administer the requirements of the Clerk's Division for the County, including corporate records management, administration of the Municipal Freedom of Information and Privacy Protection Act and the administrative functions of the Provincial Offences Act (POA) and POA court in Haldimand County.

2018 PRIORITIES

- Successfully administer the 2018 Municipal Election, including the incorporation of legislative changes

- Transition tasks and duties within Division to achieve efficiencies

- Investigate required changes to Code of Conduct and hiring of Integrity Commissioner due to changes in the Municipal Act and Municipal Conflict of Interest Act

- Introduce amended Mobile Food Premises By-law to incorporate food trucks and use on municipal property

- Pilot POA arrears write-off project and policy

- Develop Draft Open Government Strategy

Finance

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

2017 HIGHLIGHTS

- Successfully implemented several new legislative and optional tax policies decisions including the phase out of vacancy rebate and discount for commercial and industrial vacant land programs

- Reviewed and implemented a policy for alternative options for security requirements for development/subdivision agreements

- Improved automated monthly variance reporting for all managers including transaction details

- Improved cash flow monitoring and investment management

- Moved an additional 500 payments to EFT—over 25% of all payments are now EFT

- Increased PAP for taxes by 1% or 225 additional property owners

Finance

Treasurer

Administrative Assistant

Supervisor, Accounting Services

Supervisor Budgets & Reporting

Tax Collector

Senior Accounting Clerk

Accounts Receivable Clerk

Senior Financial Analayst (x2)

Financial Analyst (x4)

Tax Clerk

Accounting / Tax Clerk

Accounts Payable Clerk

Summer Student

21,647 Total Tax Accounts

2,927 Tax Accounts in Arrears (13.5%)

5.3% Current Tax Receivables as % of current billings

20.7% of tax payments made by Pre-authorized Payments

14,019 Invoices Paid per FTE (14,085 in 2016)

21,729 Purchase Invoices Entered (21,832 in 2016)

2,375 EFT Payments Sent (1,898 in 2016)

4,244 Miscellaneous Revenue Invoices Issued (5,356 in 2016)

Percentage of General Revenues Billed **23%**

Finance

General Ledger	2016	2017
# of Accounts in Chart of Accounts—Active	6,759	7,138
Departments / Cost Centres	3,789	3,798
Number of current bank accounts	5	5
Accounts Payable		
Invoices Processed Per Month	1,819 average	1,811 average
Vendors (active in year)	2,272	2,241
Cheques issued per month	589 average	570 average
Automatic deposits	1,898	2,375
Accounts Receivable		
Customers on file	6,652	7,097
Number of invoices per month	446 average	354 average
Property Tax		
Taxable Properties	21,564	21,647
Number of PAP customers	4,264	4,491
Number of accounts in arrears	2,661	2,927

RATEPAYER IMPACTS	2016		2017	
	$	# of Billed Accounts	$	# of Billed Accounts
Property Tax Levy	59,616,750	21,564	61,268,870	21,647
Water & Wastewater Metered User Rates Revenue	11,526,620	9,084	11,991,160	9,388

Audited Consolidated Financial Statements		
	2015	2016
Financial Assets	$158.0 M	$171.0 M
Liabilities	$91.4 M	$102.8M
Net Financial Assets	**$66.6 M**	**$69.0 M**
Non-Financial Assets (TCA primarily)	$431.6 M	$442.3 M
Accumulated "surplus" (per PSAB definition)	**$498.2 M**	**$511.3 M**

Finance

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

2018 PRIORITIES

- Complete 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 Phase 1 financial components

- Initiate the required update of the current Development Charges by-law and rates

- 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

- Complete Industry/raw water cost recovery review

Human Resources

CORPORATE PURPOSE: To provide human resources management services related to salary and benefit administration, employee relations, health and safety, recruitment and retention, as well as training and development.

2017 HIGHLIGHTS

- Completion of upgrade and testing of Stargarden Human Resources software system

- Implemented Working Alone Guidelines

- Developed/implemented Cognitive Demands Analysis Form

- Developed 'Injured at Work' folder for workers and supervisors

- Implemented electronic T4s for all employees

- Successfully negotiated, ratified and completed retroactive pay in regards to ONA collective agreement

- Completed negotiation for SEIU and prepared material for the interest arbitration process

- Administered a Leadership Development Program, offered through Mohawk College

- Extensive preparation, review and analysis of new Provincial legislation—Bill 127 (Chronic Workplace Stress) and Bill 148 (employment standards)

Human Resources

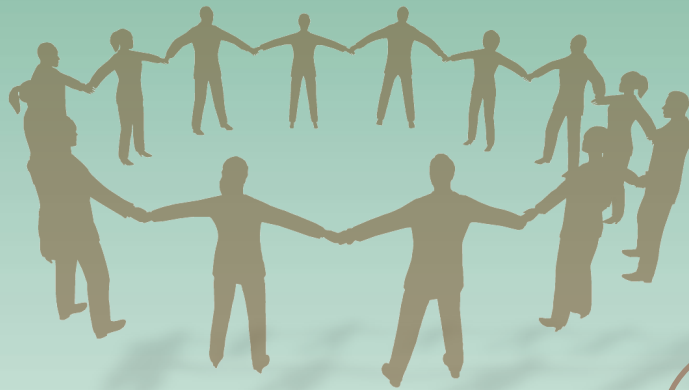**Manager, Human Resources**

Administrative Assistant

Coordinator, HR & Employment Services

Coordinator, HRIS/Benefits

Coordinator, Health & Safety

Coordinator, Payroll Services

HR Service Representatives (x3)

180 Job postings in 2017 (126 in 2016)

22 Employees Eligible to Retire Today! (14 in 2016)

90 Likely eligible to retire in the next 5 years (57 in 2016)

$1412.50
Total Cost of HR per T4 supported

219 Different Staff positions

4 Collective Agreements

22 Grievances Filed (14 in 2016)

8 Lost Time WSIB Claims (9 in 2016)

30 Training Sessions Hosted by HR (33 in 2016)

64% Training Compliance (75% in 2016)

Employee Turnover Haldimand County
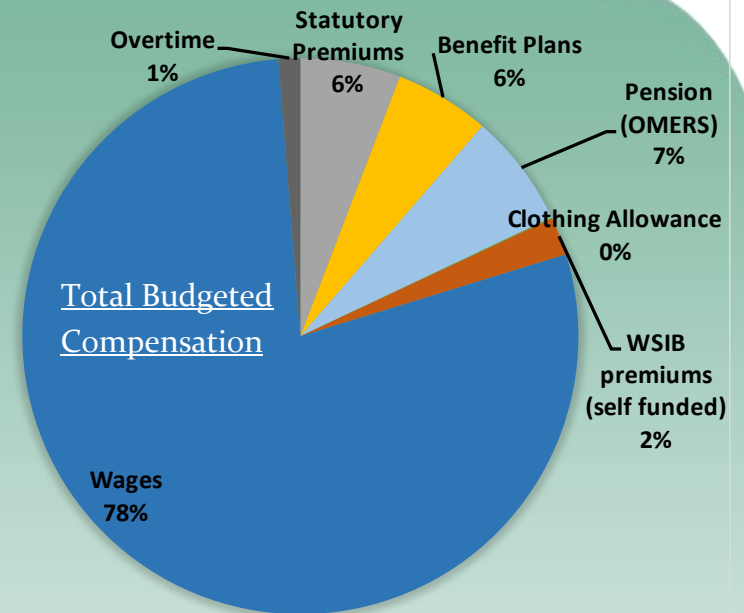**4.06%** (5.3% in 2016)

14.80% Employee Turnover Grandview Lodge (same as 2016)

Human Resources

Total Budgeted Compensation **$39.4 M**
($37.8 M in 2016)

466.70 Total Budgeted FTEs for Corporation (plus 274 Volunteer firefighters)

32% Total Operating Budget

Total Budgeted Compensation

- Wages 78%
- Overtime 1%
- Statutory Premiums 6%
- Benefit Plans 6%
- Pension (OMERS) 7%
- Clothing Allowance 0%
- WSIB premiums (self funded) 2%

Payroll / Personnel	2015	2016	2017
T4s issued per year	1075	1052	1053
# of permanent & temporary full-time staff	330	333	371
# of permanent & temporary part-time staff	331	343	393
Volunteer Firefighters	288	290	289
Records of Employment Issued	253	308	268
Sick Leave Claims Managed	74	81	65

60 Average paid sick hours per Full-time Employee
(64 in 2016)

Down 15% since 2012

Employee Assistance Plan Usage (New Cases)
36
*estimate

Human Resources

CORPORATE PURPOSE: To provide human resources management services related to salary and benefit administration, employee relations, health and safety, recruitment and retention, as well as training and development.

2018 PRIORITIES

- Bill 148 implementation
- WSIB/Non Occupational Claims Management with particular emphasis on mental stress (Traumatic, Chronic, PTSD and Bill 127) and Volunteer Firefighter presumptive disability
- BAS/CAP Projects input and participation
- Implement SEIU arbitration award
- ONA Negotiations for contract expiring March 31, 2018
- Implement Supervisor H&S Training package
- Review/revise Attendance Support Program for GVL
- Job Document Conversion Project
- Pay Equity compliance review and adherence to legislative changes
- Implement Computer Proficiency Assessment Tool for recruitment assistance
- Support corporate leadership development/succession planning
- Develop Career/Employment webpage through County website redesign
- Review/redesign Recruitment Policy and Orientation Package/Plan
- Review/revise Employee Code of Conduct based on legislative changes

Information Systems

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.

2017 HIGHLIGHTS

- Upgrade of software solutions:
  ◊ Migration of corporate databases (CityView) to SQL 2012
  ◊ Digium "VoIP" solution upgrade
  ◊ StarGarden (HRMS)
  ◊ Vailtech (Finance) - update to maintain currency pending Business Application Software project
- BAS project: Extensive, multi-year project replacing financial & HRMS systems and multiple other interfaced software systems
  ◊ Summer 2017 – solution selection
  ◊ Fall 2017 – began implementation – focused on core Financials for Phase 1
- 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
- CityView "digital collaboration" project - developed/scoped in collaboration with Planning, Building & Bylaw (in progress - phase 1 go-live scheduled for end of September, 2018)
- Redesign of Corporate website including replacement of web content management system in collaboration with Economic Development (in progress - go-live anticipated for June 2018)
- Application efficiencies / automation
- Continued implementation, monitoring, and support of SCADA SDMS and WAN system

Information Systems

344 On-line eLearning Technology Training sessions completed by staff
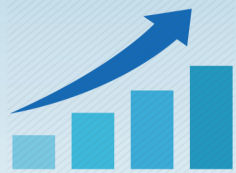
5,680 HelpDesk Requests
18% increase since 2015

12% increase Website Visits since 2015

476,115 Website visits using a mobile device (56% of sessions)

Average webpage visits per capita **=21**

1069 Outlook Mailboxes
42% since 2015

Manager, Information Systems

- Coordinator, Systems Support
- Developer / Software Analyst
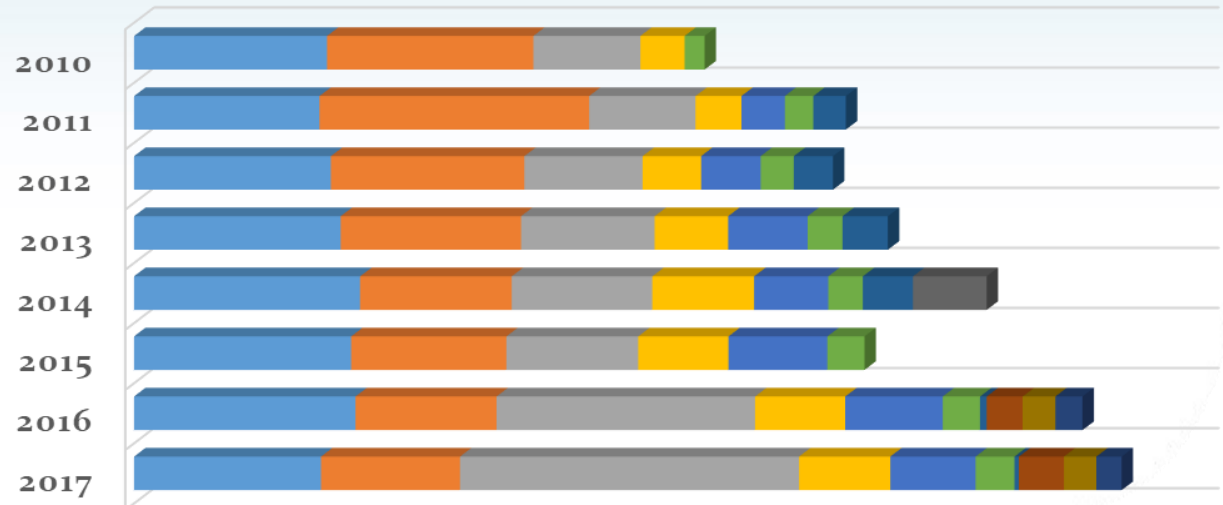- Network Support Analyst (x2)
- Desktop Support
- Coordinator, Application Support
- Computer Technician (contract)
- Student
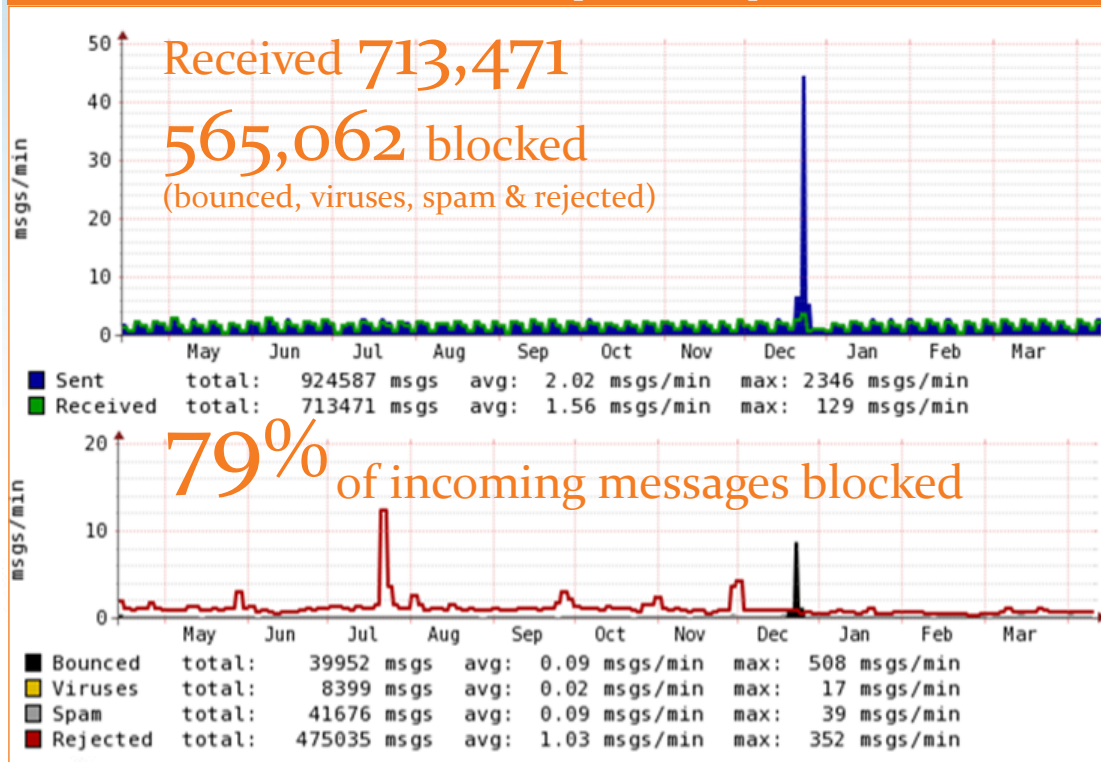
TOP COUNTY WEBSITE PAGES VISITED

- Home Page
- Careers
- Library
- Bid Opportunities
- Events Calendar
- Contact Info.
- Police Check
- Recycling & Waste
- Election 2014
- For Residents
- Pools

2010
2011
2012
2013
2014
2015
2016
2017

Information Systems

92 WiFi Access Points

67% since 2015

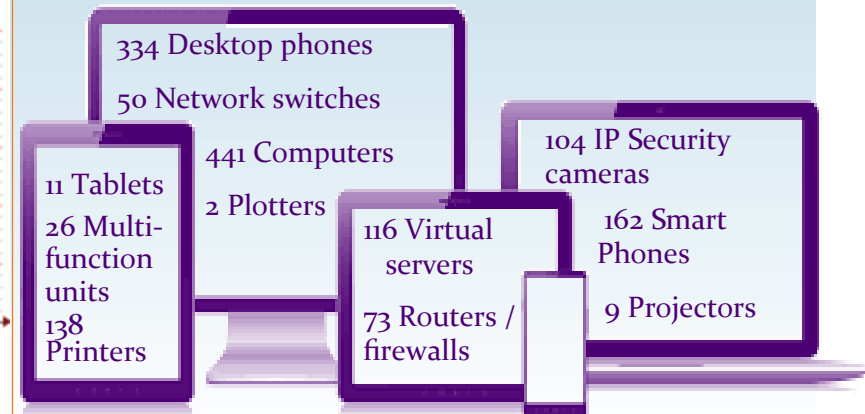Avg. # devices connected to WiFi per day: **1025**

41.6 TB (TeraBytes)
Total data storage used

Avg. users' storage space (H drive) (was 1.25 GB in 2016)
1.53 GB

Avg. users' mailbox size
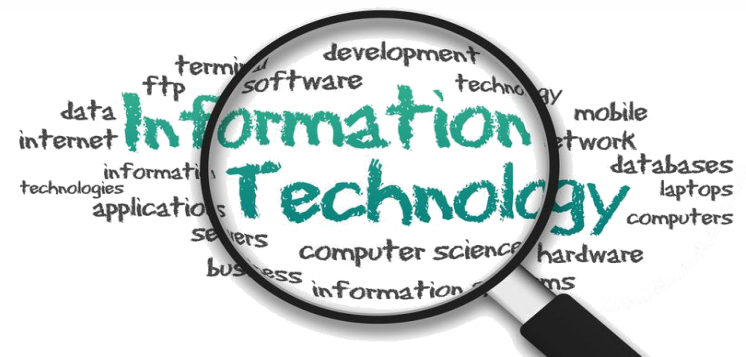**1.45** GB
(was 1.37 GB in 2016)

External email Statistics (Apr. 2017 - Apr. 2018)

Received **713,471**

565,062 blocked
(bounced, viruses, spam & rejected)

■ Sent	total:	924587 msgs	avg:	2.02 msgs/min	max: 2346 msgs/min
■ Received	total:	713471 msgs	avg:	1.56 msgs/min	max: 129 msgs/min

79% of incoming messages blocked

■ Bounced	total:	39952 msgs	avg:	0.09 msgs/min	max: 508 msgs/min
■ Viruses	total:	8399 msgs	avg:	0.02 msgs/min	max: 17 msgs/min
■ Spam	total:	41676 msgs	avg:	0.09 msgs/min	max: 39 msgs/min
■ Rejected	total:	475035 msgs	avg:	1.03 msgs/min	max: 352 msgs/min

"Connected" Devices Supported:

334 Desktop phones

50 Network switches

441 Computers

2 Plotters

11 Tablets

26 Multi-function units

138 Printers

116 Virtual servers

73 Routers / firewalls

104 IP Security cameras

162 Smart Phones

9 Projectors

70 sites connected to Wide Area Network (WAN)

Information Systems

Corporate Application System	Number of licenses / type (concurrent users, etc.)
NEW Business Application Solution licenses	Diamond foundation layer = 60 concurrent; Pearl - unlimited concurrent; MyStaffingPro - 27 named
Vailtech - Financial System	Unlimited concurrent
StarGarden – Human Resource Management System	Unlimited concurrent
Worktech – Work management	Unlimited concurrent
CityView – By-law tracking / Permitting / inspections / Planning	35 concurrent
CLASS – Facility Booking	8 concurrent
CLASS – Point of Sale	4 concurrent
CLASS – 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	

Information Systems

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.

2018 PRIORITIES

- Upgrade / Implementation of software solutions:
  - ◊ BAS project: Extensive, multi-year project replacing financial & HRMS systems & multiple other interfaced solutions
    - ∗ Go-live for core Financials scheduled for January 1, 2019
    - ∗ Continued implementation – core financials, 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" (go-live scheduled for September, 2018); implementation of document management solution to support digitization of building records
    - ∗ Phase 2 - implementation of "electronic plans review" module preparing for paperless solution for streamlining the review process while improving communications (begin implementation Fall, 2018)
    - ∗ Phase 3 - CityView "Portal" - preparation for online submittal and review process allowing clients to monitor the status of review processes in real time
  - ◊ Migration of corporate databases to new version of SQL
- Completion of Corporate website redesign; preparing for future online services; web streaming live council meetings
- Central Administration Project – technology is a key focus requiring I.S. Division involvement - mobile strategy; wireless connectivity; audio-visual infrastructure; additional citizen online services; Library self-service "hubs"
- Deployment of "portable device strategy" including "2-in-1" devices (5 year plan); roll-out of additional "dual" monitors
- Mobile device replacement (162 corporate smartphones)
- Data center infrastructure replacement / improvements - replacement and consolidation of core infrastructure including main firewalls & routers to provide connectivity redundancy including SCADA

Support Services

CORPORATE PURPOSE: To provide a variety of internal and external services which support the day-to-day operations of the Corporation.

2017 HIGHLIGHTS

- Implementation of Cyber Insurance and Municipal Volunteer Accident Insurance Policies

- Sold former Dunnville Satellite Office and relocated County staff to Forest Street, Dunnville

- Ongoing Progress with Corporate Priority Initiatives (Business Application Software project and co-lead for Central Administration Building project) including securing Architectural Consultant and finalizing design

- Completion of several property transactions to directly facilitate capital projects or development within the municipality (Cayuga Rail Trail, Cayuga Library & Heritage Centre, Old Mill Redevelopment, Walpole Roads Yard, CGC lease)

Support Services

Manager, Support Services

Administrative Assistant

Property Coordinator

Supervisor, Purchasing & Support Services

Risk Management & Insurance Coordinator

Customer Service Representatives (x7)

Student

126 *Formal Procurement Documents Reviewed*

177 *Online Auction Items Sold*

$140,590 *Revenue from Auction up 140% from 2016*

36,003 *Incoming Calls to CSR's* **91% live answer**
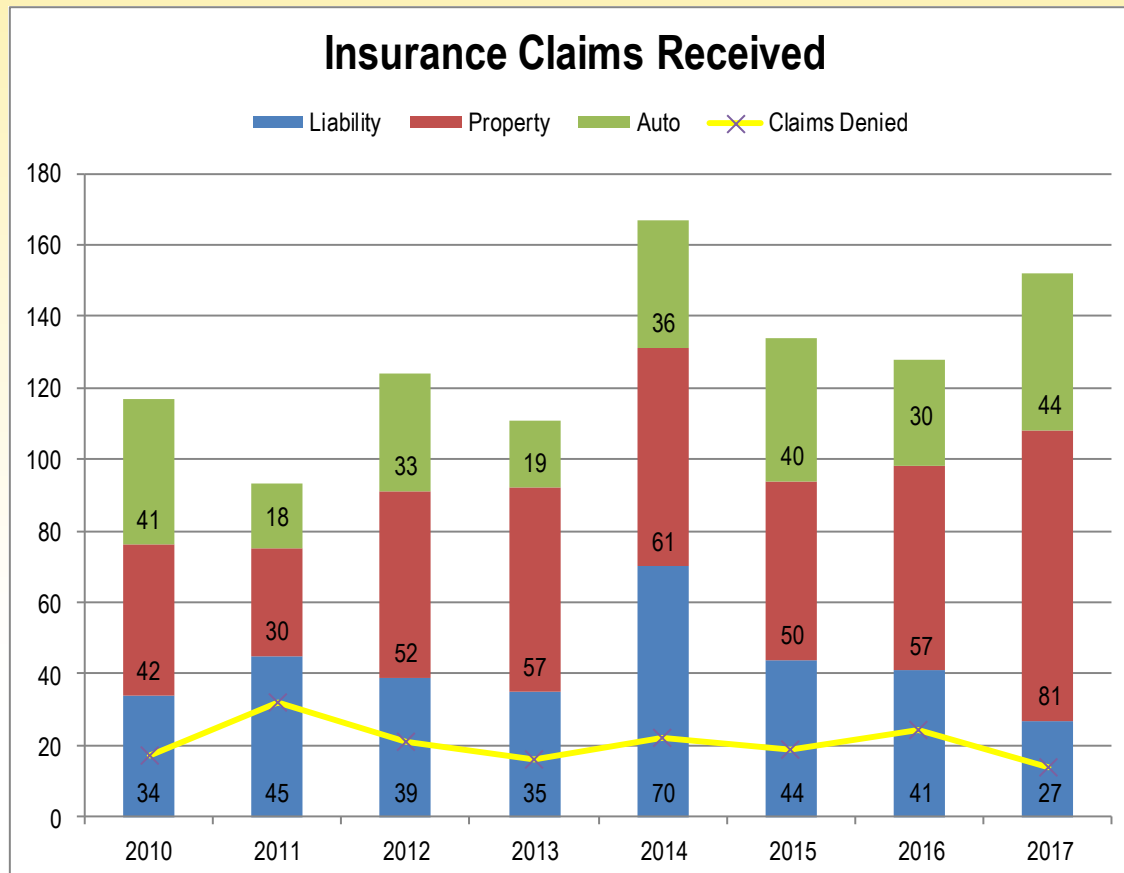
24,721 *Payments Processed by CSR's* **15% less than 2016** *(increase in online payments)*

1,300 *Licenses/ Permits issued by CSR's* **67%** *of permits issued are Burn Permits*

Support Services

CORPORATE PURPOSE: To provide a variety of internal and external services which support the day-to-day operations of the Corporation.

2018 PRIORITIES

- Continue key participation on Corporate Priority Initiatives such as the Business Application Software Project and the Central Administration Project (construction, sub-tenders, online customer services, MOU related to Library Hubs)

- Development and Implementation of Purchasing Card Program and Purchase Order System as part of overall BAS objective

- Standardization of Certificates of Insurance

- Introduction of Supplemental Risk Management Training Sessions

- Complete a bulk sale of County surplus property

- Finalize Sale of South Cayuga Community Hall

- Finalize Communication Tower Agreements with various stakeholders

- Assist with various real estate agreements to facilitate developments within the County (Capabilities Affordable Housing Project, Cayuga Rail Trail, Caledonia Fire Hall Land)