Corporate Services Annual Report 2016

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

$165.30 Million Budget Allocation (2016)

- Tax Supported Operating Budget
- Rate Supported Operating Budget
- 10 Year Tax Supported Capital Budget
- 10 Year Rate Supported Capital Budget
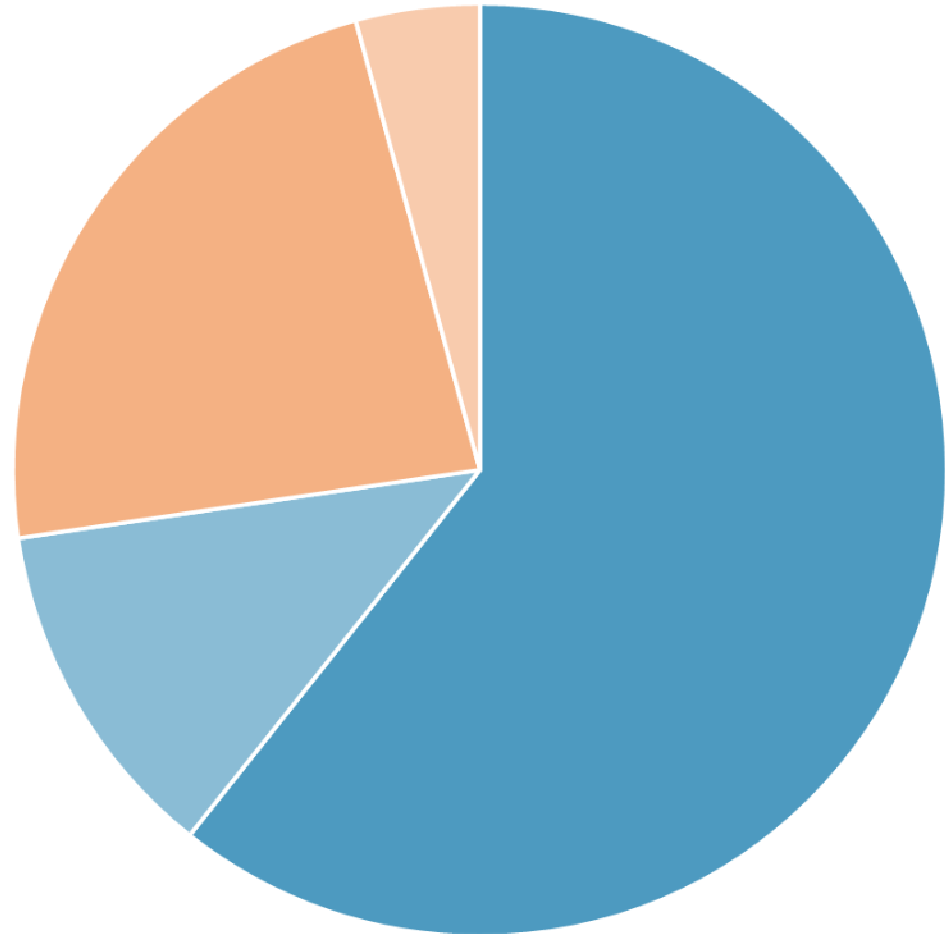
$ millions	Operating Budget			10 Year Capital Budget			TOTAL Expenditures
	Tax	Rate	Total	Tax	Rate	Total	
2015	$98.3	$19.8	$118.1	$24.8	$8.0	$32.8	$150.9
2016	$100.3	$19.8	$120.1	$38.1	$7.1	$45.2	$165.3

Corporate Services Budget Summary

	Admin	Clerks	Finance	HR	IS	SS	Total
	$	$	$	$	$	$	$
Gross Expenditures	12,505,740	1,130,190	14,502,580	1,997,930	1,747,480	2,271,280	34,155,200
Less: Interdepartmental Charges	$ 17,970	(24,400)	(6,910)	(377,300)	(413,340)	(113,230)	(917,210)
Net Expenditures	12,523,710	1,105,790	14,495,670	1,620,630	1,334,140	2,158,050	33,237,990
Less: Revenue	(199,850)	(661,370)	(15,767,430)	986,410	(15,500)	(855,400)	(16,513,140)
NET IMPACT	$ 12,323,860	$ 444,420	$ (1,271,760)	$ 2,607,040	$ 1,318,640	$ 1,302,650	$ 16,724,850

Staff Complement 2010 – 2016

Full Time Equivalent (FTE)

Division	2010	2011	2012	2013	2014	2015	2016
Administration	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
Finance	15.33	15.33	15.33	15.33	15.33	15.33	16.33
Human Resources	8.16	8.28	8.28	8.28	8.28	8.28	9.0
Information Systems	7.66	7.66	7.66	7.66	7.66	7.65	7.65
Support Services	11.33	12.33	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

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

Average Residential Property Taxes to Fund Corporate Services Areas of Responsibility

	2015		2016		Change over 2015	
	$	%	$	%		
Financial Adjustments/Tax Allowances	$ 6	0.9%	$ 5	0.8%	$ (0.95)	⬇
Corporate Services Admin	$ 10	1.6%	$ 11	1.6%	$ 0.33	⬆
Clerk's Office	$ 15	2.3%	$ 17	2.6%	$ 1.58	⬆
Conservation Authorities	$ 17	2.6%	$ 19	2.8%	$ 1.65	⬆
Human Resources	$ 21	3.2%	$ 24	3.6%	$ 2.82	⬆
Municipal Property Assessment Corp.	$ 25	3.8%	$ 25	3.8%	$ -	➡
Information Systems	$ 30	4.6%	$ 31	4.7%	$ 0.92	⬆
Public Health Services	$ 34	5.1%	$ 34	5.0%	$ (0.42)	⬇
Finance	$ 34	5.2%	$ 37	5.5%	$ 2.42	⬆
Governance	$ 40	5.8%	$ 41	6.2%	$ 0.94	⬆
Social Housing	$ 38	6.1%	$ 42	6.3%	$ 3.59	⬆
Support Services	$ 46	6.9%	$ 49	7.3%	$ 2.70	⬆
Social Assistance & Child Care	$ 55	8.4%	$ 51	7.7%	$ (4.14)	⬇
Police	$ 288	43.5%	$ 279	42.1%	$ (8.42)	⬇
Total for Department - 2016 Budget	**$ 661**	**100.0%**	**$ 664**	**100.0%**	$ 3.03	⬆

The average residential property pays $3,083 in taxes in 2016 of which $664 (21.5% of the total bill) is attributed to Corporate Services functions, as noted above.

Corporate Services Administration

2016 HIGHLIGHTS

- Investment Strategy to maximize returns and preserve principal value from HCUI divestiture
- Successful conversion of water/wastewater customer billing and collection services
- Credit rating upgraded by S&P to AA "stable"
- Continued responsive and financially resilient management of risks, including mitigation strategies for capital, operational and contingent liabilities
- Implemented Front End Financing of Development Policy
- Litigation files advanced (legacy matters, property tax, public & personnel)
- Council workshop on long-term fiscal strategies, including: reserves, investments, allowances

Corporate Services Administration

2017 PRIORITIES

- Provide input to corporate strategies for Central Administration Building and Business Application Software Projects

- Strategy for use of net proceeds from HCUI divestiture and unallocated 20% CVF

- Negotiate OPG water intake access agreement

- OPP contract renewal

- Finalize major litigation issues

- Implementation of updated Corporate Uniform Program

- Financial security policy for developments

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.

2016 HIGHLIGHTS

- Records and Information Management (RIM) Policy was approved
- Provided RIM training to all staff
- Procured and configured electronic meeting management
- Reported on ward boundaries and changes to the Municipal Elections Act
- Introduced report writing training
- Coordinated corporate review of the Mobile Food Premises by-law
- Introduced pilot Routine Disclosure process for Building Records
- Expanded electronic reporting to assist with POA arrears collection

Clerks

Clerk

Administrative Assistant

Council Secretariat for **37** Council & Committee Meetings

41 FOI Requests Processed

141 Agreements Executed

Licensing Officer

Deputy Clerk / POA Supervisor

Division Support (x2)

Records Management Analyst

POA Admin Clerk / Court Monitor (x3)
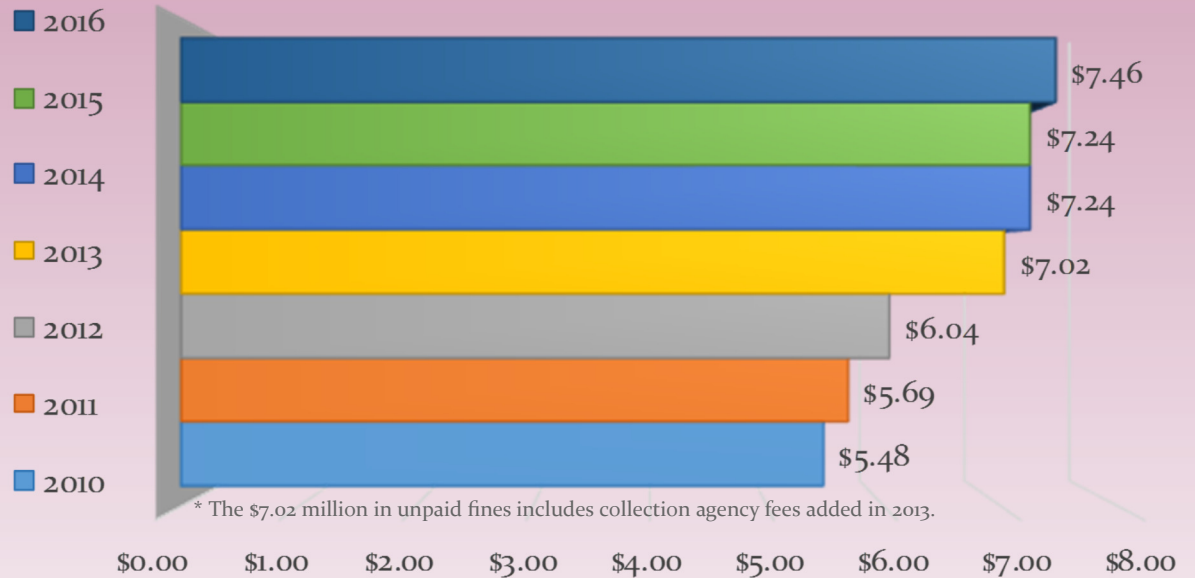
Summer Student

Clerks

510 Parking Tickets Processed

29 Civil Marriages Performed

259 Business Licences Issued

220 Courtroom Operating Hours

POA Fines Outstanding (Millions) *

- 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
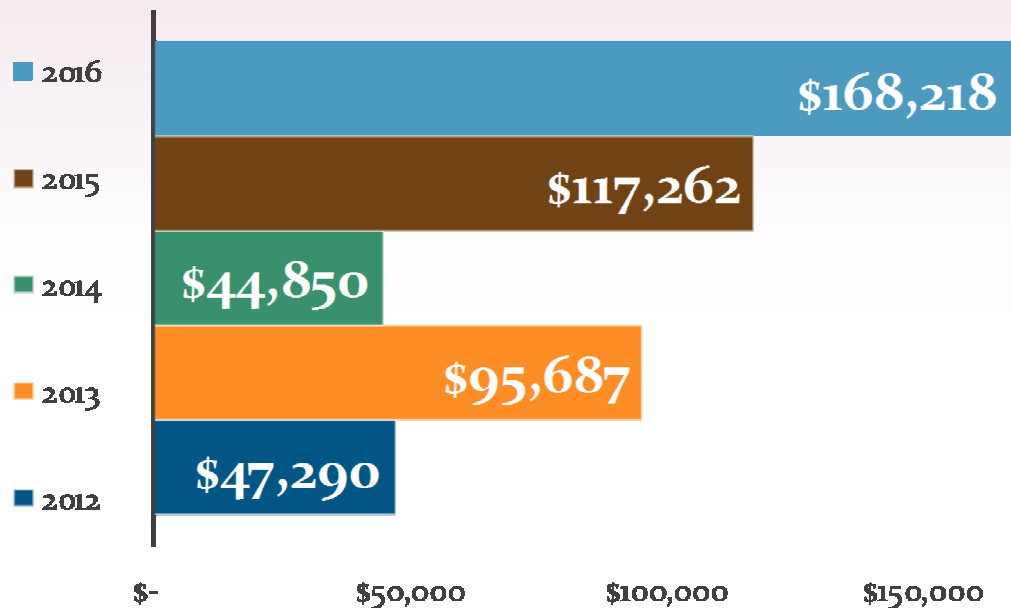
- 2016: $168,218
- 2015: $117,262
- 2014: $44,850
- 2013: $95,687
- 2012: $47,290

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

Clerks

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2017 PRIORITIES

- Implement electronic meeting management process for CIC, COW and Council meetings

- Prepare by-laws and procedures for 2018 Municipal election as required by revised legislation

- Deliver training for report and by-law drafting

- Review internal processes for potential efficiencies and to address Administrative Assistant vacancy

- Evaluate impact of changes to Provincial legislation re: Integrity Commissioner

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

Finance

2016 HIGHLIGHTS

- Successfully implemented new 3rd party water biller and have reduced billing and meter reading costs through efficiencies.

- Improved monthly variance reporting for all managers

- Implemented 2 new Finance administrative fees to start in 2017; anticipated annual revenue in excess of $120,000

- Improved cash flow monitoring and investment management

- Moved an additional 1,300 payments to EFT—over 20% of all payments are now EFT

- Increased PAP for taxes by 1% or 250 additional property owners

- US Steel appeal complete and have processed rebates for 2010 and 2013 (2014 outstanding pending review)

Finance

Treasurer

Administrative Assistant

21,564 Total Tax Accounts

10.7% Tax Accounts in Arrears (excluding US Steel)

5.3% Current Tax Receivables as % of current billings

19.8% of tax payments are made by Pre-authorized Payments

Supervisor, Financial System Implementation (Temporary Contract)	Supervisor, Accounting Services	Supervisor Budgets & Reporting	
Tax Collector	Senior Accounting Clerk	Accounts Receivable Clerk	Senior Financial Analyst (x2)
			Financial Analyst (x4)
Tax Clerk	Accounting / Tax Clerk	Accounts Payable Clerk	
		Summer Student	

14,085 Invoices Paid per FTE

21,832 Purchase Invoices Entered

1898 EFT Payments Sent

5,356 Miscellaneous Revenue Invoices Issued

Percentage of General Revenues Billed **26%**

Finance

General Ledger	2015	2016
# of Accounts in Chart of Accounts—Active	7,223	6,759
Departments / Cost Centres	2,996	3,789
Number of current bank accounts	6	5
Accounts Payable		
Invoices Processed Per Month	1,880 average	1,819 average
Vendors (active in year)	2233	2,272
Cheques issued per month	727.5 average	589 average
Automatic deposits	614	1,898
Accounts Receivable		
Customers on file	6,436	6,652
Number of invoices per month	483 average	446 average
Property Tax		
Taxable Properties	21,486	21,564
Number of PAP customers	4,008	4,264
Number of accounts in arrears	2,392	2,661

RATEPAYER IMPACTS	$	# of Billed Accounts	$	# of Billed Accounts
	2015		2016	
Property Tax Levy	57,460,200	21,486	$59,616,750	21,564
Water & Wastewater Metered User Rates Revenue	11,360,860	8,924	11,526,620	9,084

Audited Consolidated Financial Statements		
	2014	2015
Financial Assets	$137.3 M	$158.0 M
Liabilities	$94.8 M	$91.4 M
Net Financial Assets	**$42.5 M**	**$66.6 M**
Non-Financial Assets (TCA primarily)	$425.9 M	$431.6 M
Accumulated "surplus" (per PSAB definition)	**$468.4 M**	**$498.2 M**

Finance

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

2017 PRIORITIES

- Complete Asset Management Plans for remaining asset categories to meet Federal Gas Tax Requirements

- Preparation for new Business Application Software: review chart of accounts and improve integration and reconciliation with other software

- Continue to review revenue opportunities and update current fees and charges

- Improved cash management policy/procedures including:

  - Site specific cash handling procedures

  - Move to EFT payments for purchases/supplies for all vendors (on a volunteer basis)

  - Improve cash flow (increase PAP tax payments and use of 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.

2016 HIGHLIGHTS

- CUPE and UFCW Collective agreements negotiated, ending December 31, 2019
- Review of Policy Governing Non Union Employees and Wage Increases affecting all Non-Union Groups (including Council, Library, Volunteer Firefighters)
- Awarded contract for Employee Group Benefits / EAP for 5 year period, with options to renew
- Completed actuarial re: Post-Employment Benefits Reserve Fund
- Implemented the new WHMIS Global Harmonized System re: hazardous materials, including implementation of an Electronic Safety Data Sheet system
- Review and Implementation of Corporate Respect in the Workplace Policy, including new legislative requirements to program
- Developed Working Alone and Lockout Procedure Guidelines
- Participation on Business Application Software Review Project (Needs Analysis Portion)
- Initiated recommendations to minimize WSIB presumptive disability injuries and illnesses
- Improvements to WSIB claims tracking and forecasting of future expense liabilities

Human Resources

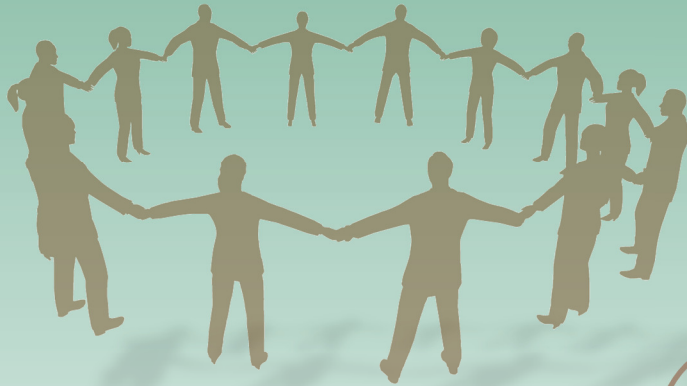**Manager, Human Resources**

Administrative Assistant

| Coordinator, HR & Employment Services | Coordinator, HRIS/Benefits | Coordinator, Health & Safety | Coordinator, Payroll Services |

HR Service Representatives (x3)

Job Posting

126 Job postings in 2016

14 Employees Eligible to Retire Today!

57 Likely eligible to retire in the next 5 years

$1286.99
Total Cost of HR per T4 supported

219 Different Staff positions

4 Collective Agreements

14 Grievances Filed

9 Lost Time WSIB Claims

33 Training Sessions Hosted by HR

75% Training Compliance

Employee Turnover Haldimand County
5.30%

14.81%
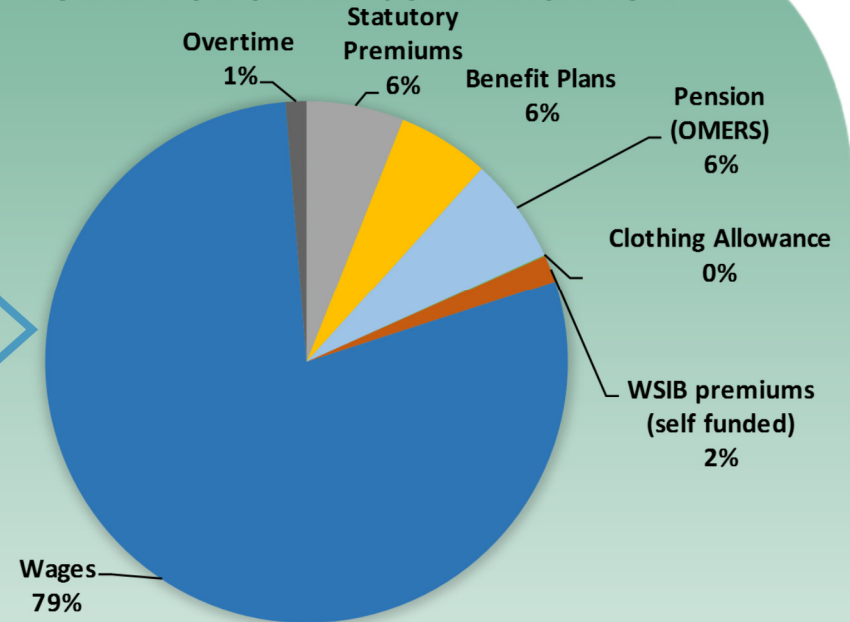Employee Turnover Grandview Lodge

Human Resources

Total Budgeted Compensation **37.8M**

461.24 Total Budgeted FTEs for Corporation (plus 290 Volunteer firefighters)

31% of Total Operating Budget

TOTAL BUDGETED COMPENSATION

- Overtime 1%
- Statutory Premiums 6%
- Benefit Plans 6%
- Pension (OMERS) 6%
- Clothing Allowance 0%
- WSIB premiums (self funded) 2%
- Wages 79%

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

64 Average paid sick hours per Full-time Employee

Down 15% since 2012

Employee Assistance Plan Usage (New Case) **31** **23%** Increase (since 2012)

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 PRIORITIES

- Negotiation / Retroactivity related to the renewal of the ONA and SEIU Collective Agreements

- Execute Star Garden Testing and Upgrade

- Complete Phase 1 and Continue onto Phase 2 of the Business Application Software Review (HRMS)

- Corporate recruitment and onboarding program, including Leadership Orientation

- Participate in the development of a Corporate Volunteer Program / Policy re: worker safety

- Update Professional Development, Conflict of Interest and Code of Conduct policies

- WSIB Presumptive Liability Claims management and PTSD Prevention Plan

- Provide better resources for injured employees and actively assist with the management of absences (occupational/non-occupational)

- Update Joint Health and Safety Committee Terms of Reference

- Review Job Evaluation processes and Pay Equity Plans in light of recent contract settlements

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.

2016 HIGHLIGHTS

- Upgrade of software solutions including:
  - ◊ Microsoft servers: Exchange (completed January 2017), SQL
  - ◊ Recreation programming & Facility registration (ActiveNet)
  - ◊ Symphony (Library collections software)
  - ◊ eScribe (meeting management system)
- Co-lead of Business Application Software project: RFP for consulting
- Deployment of replacement mobile devices
- Expanded VoIP telephone system to Libraries
- Assisted with IT needs and implementation for new construction / renovations (Dunnville Water & Wastewater, Dunnville Library)
- Application efficiencies / automation
- Continued implementation, monitoring, and support of SCADA SDMS and WAN system

Information Systems

19% ⬆ Website Visits since 2012

396,330 Website visits using a mobile device
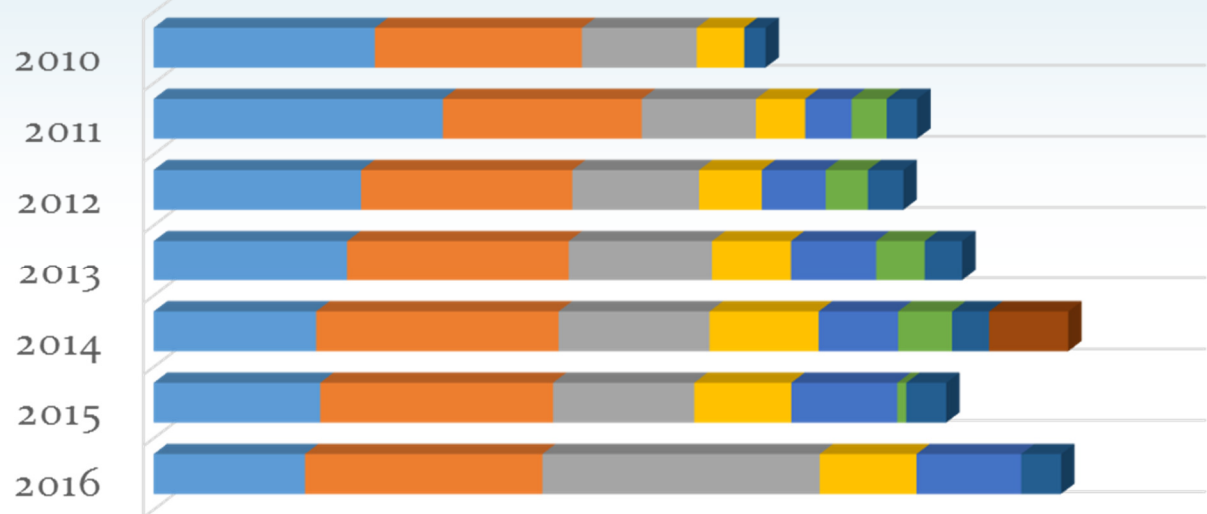
Average webpage visits per capita **20**

5,171 HelpDesk requests

74% ⬆ over 2012

30 In-house technology training sessions offered

956 Outlook Mailboxes

52% ⬆ since 2012

Manager, Information Systems

Coordinator, Systems Support	Developer/ Software Analyst	Network Support Analyst (x2)
Desktop Support	Student	Coordinator, Application Support

TOP COUNTY WEBSITE PAGES VISITED

- Careers
- Home Page
- Library
- Bid Opportunities
- Events Calendar
- Police Check
- Contact Info.
- Election 2014

2010
2011
2012
2013
2014
2015
2016

Information Systems

communication
support
computer
hardware
database
servers
Information Technology
internet
network
security
applications
software design

441 Computers Supported

60 WiFi Access Points

275% ↑ Since 2013

37.15 TB Total data storage (TeraBytes)

01 0110 0001 01101

Avg. users' storage space (H drive)
1.246 GB

Avg. users' mailbox size
1.37 GB

e-MAIL

2447 Avg. total emails received per day

1406 Avg. non-spam emails received per day

Percent of emails blocked **43%**

Information Systems

Corporate Application System	Number of licences / type (concurrent users, etc.)
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 licences
Cassie – library public access computer administration	30 licences
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.

2017 PRIORITIES

- Upgrade of software solutions:
  - ◊ Migration of corporate databases (CityView / Worktech) to SQL 2012
  - ◊ Digium "VoIP" solution upgrade
  - ◊ StarGarden - existing version end of life
  - ◊ Vailtech (Finance) update to maintain currency
- BAS project: Extensive, multi-year project replacing financial & HRMS systems and multiple other interfaced software systems
  - ◊ Summer 2017 – solution selection
  - ◊ Fall 2017 – begin implementation – focus on Finance and HRMS for Phase 1
- Central Administration Project – technology is a key focus requiring I.S. Division involvement, including more online services
- Redesign of Corporate website including replacement of web content management system in collaboration with Economic Development
- Completion of CityView mobile project - collaboration with Building & Bylaw

Support Services

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

2016 HIGHLIGHTS

- Implementation of new Insurance Policy/Provider
- Renegotiation of Caledonia Administration facility Lease
- Sale of former Byng Fire Station property
- Corporate Priority Initiatives (Business Application Software project and co-lead for Central Administration Building project)
- ActiveNet Program Registration and Facility Booking software utilization by CSR's
- Completion of several property transactions, road closures and conveyances to directly facilitate capital projects or development within the municipality

Support Services

Manager, Support Services

139 *Formal Procurement Documents Reviewed*

279 *Online Auction Items Sold* $58,500

Administrative Assistant

Property Coordinator

Supervisor, Purchasing & Support Services

Risk Management & Insurance Coordinator

Customer Service Representatives (x7)

Student

36,850 *Incoming Calls to CSR's* **94% live answer**
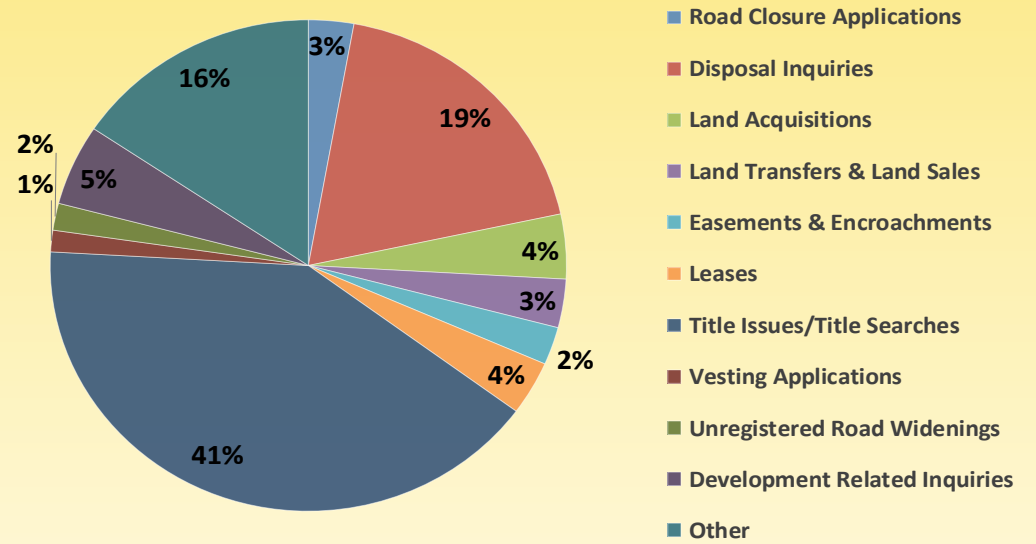
29,156 *Payments Processed by CSR's* **14%** over 2015

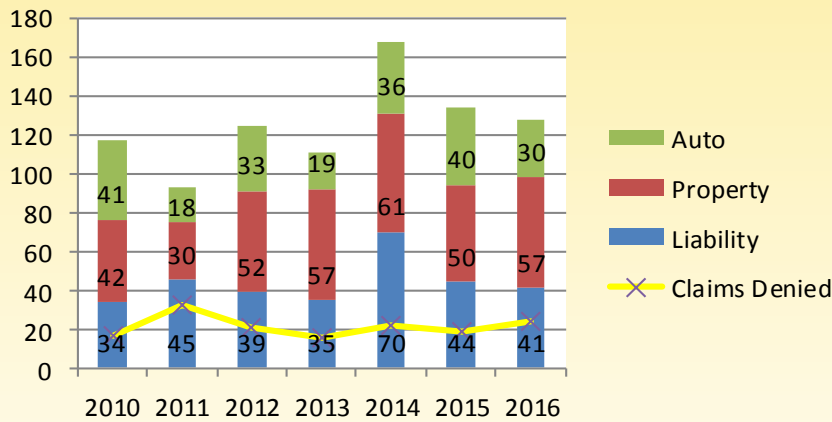**1,613** *Licenses/ Permits issued by CSR's* **59%** of permits issued are Burn Permits

Support Services

Insurance Claims Received

Bar chart with stacked bars for years 2010–2016 showing Auto (green), Property (red), Liability (blue) and a Claims Denied line (yellow).

Year	Auto	Property	Liability	Claims Denied
2010	41	42	34	
2011	18	30	45	
2012	33	52	39	
2013	19	57	35	
2014	36	61	70	
2015	40	50	44	
2016	30	57	41	

282 Property Matters Completed

Pie chart with percentages: 3%, 19%, 16%, 5%, 2%, 1%, 4%, 3%, 2%, 4%, 41%

- Road Closure Applications
- Disposal Inquiries
- Land Acquisitions
- Land Transfers & Land Sales
- Easements & Encroachments
- Leases
- Title Issues/Title Searches
- Vesting Applications
- Unregistered Road Widenings
- Development Related Inquiries
- Other

1,406 *Certificates of Insurance Maintained*

Facility User Insurance Program	2015	2016
Rentals Including Liability Insurance	1225	1285
Facility User Premiums	$7,500	$9,200

Support Services

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

2017 PRIORITIES

- Complete a bulk sale of County surplus property
- Finalize sale and relocation of Dunnville Satellite Office
- Development of Comprehensive Real Estate Policy and Procedures
- Third Party Lease development related to Accommodations Project
- Continue progress on Corporate Priority Initiatives such as the Business Application Software Project and the Central Administration Project (finalize design, online customer service improvements & Jarvis Library Community Hub pilot project)
- Review of Purchasing Card Policy and Procedures
- Standardization of Certificates of Insurance
- Development of Risk Management Manual and staff training