

# CORPORATE SERVICES

January 26, 2021

# WHO WE ARE



**Office of the  
City Clerk**



**Customer Service, POA &  
Financial Integration**



**Financial Planning,  
Administration and Policy**



**Financial Services  
and Taxation**



**Information  
Technology**



**Legal and  
Risk Management**

# WHAT WE DO



# 2020 HIGHLIGHTS

# A LOOK BACK AT 2020

Credit Rating

AA+

Call Consolidation



Funding Strategy



Performance  
Dashboards



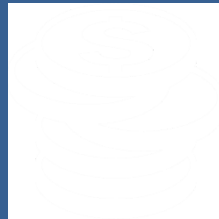
Strategic  
Initiatives



Financial  
Integration



Tax Program



Security Awareness



Customer Service  
Strategy



Routine Disclosure  
& Active  
Dissemination  
Policy



Provincial Policy  
Review



Virtual Meetings  
and Delegations



Multi-Year Budget  
Improvements



IT Strategy



Covid Response





**1,328**

Marriage  
Licenses Issued



**197**

FOI Requests  
Received



**593,047**

Phone Calls  
to the CCC



**86,736**

POA Charges  
Filed



**AA+**

S&P Global  
Credit Rating



**86%**

% of Malicious  
Emails Blocked



**95,216**

Citizens  
Served  
(MSC Only)



**43.8%**

Taxpayers  
Enrolled in PAP



**103**

Litigated Files  
Resolved



**2.94%**

Gross %  
Realized ROI  
(2019)

# OUR PEOPLE SURVEY

CONTINUOUS IMPROVEMENT



PERSONAL RECOGNITION



Give a Shout Out now »

MANAGING CHANGE



ENHANCE TRAINING



## Fiscal Health & Financial Management

- Identified and implemented alternative banking solutions for departments across the organization
- Developed a Cloud Strategy & Roadmap to better respond to new service delivery models
- Implemented digital workflows for PED's Open for Business Program for improved efficiencies in the processing of development applications
- Facilitated all proposal evaluations, vendor performance and vendor disputes virtually
- Updated Procurement Policy and reported on annual Fair Wage Complaints
- Implemented an upgrade to our IT Service Management tool, rebranded to IT Service Desk Online which included the implementation of 20 additional self-service options for corporate staff, as part of our IT Strategic Theme: Self Service Enablement



## Fiscal Health & Financial Management

- Development of an integrated financial management and delivery platform that allows for enhance reporting and tracking
- Expansion of the digital channel to support the delivery of property tax information (taxsupport email) and general service enquiries (askcity email)
- Introduction of enhanced court digital filings and early resolution service delivery

## Integrated Growth & Development

- Collaboration by Legal Services, Financial Planning, Administration and Policy and PED preparing responses to changes in Provincial legislation affecting Development Charges Act and Planning Act.
- Developed new DC interest policy

# 2020 HIGHLIGHTS

## A Healthy, Respectful & Supportive Workplace

- Collaboration between Accounts Payable and IT enabled City staff to process invoices remotely
- Collaborated with Public Health to source PPE and with Facilities to outfit Central Stores
- IT Service Desk implemented 20 additional self service options available to all city staff.

## Trust & Confidence in City Government

- Instituted virtual public meetings for the approval of Apportionment of Land Taxes and Municipal Act Appeals
- Implemented the Property Tax Assistance Measures as approved by Council
- Provided innovative channel solutions to overcome service delivery challenges in response to the COVID-19 Pandemic and the need to deliver services remotely
- Continuous improvement of our city IT infrastructure to improve reliability and reduce security risk.
- Enhanced Cash Handling Protocols through an internal compliance assessment process.

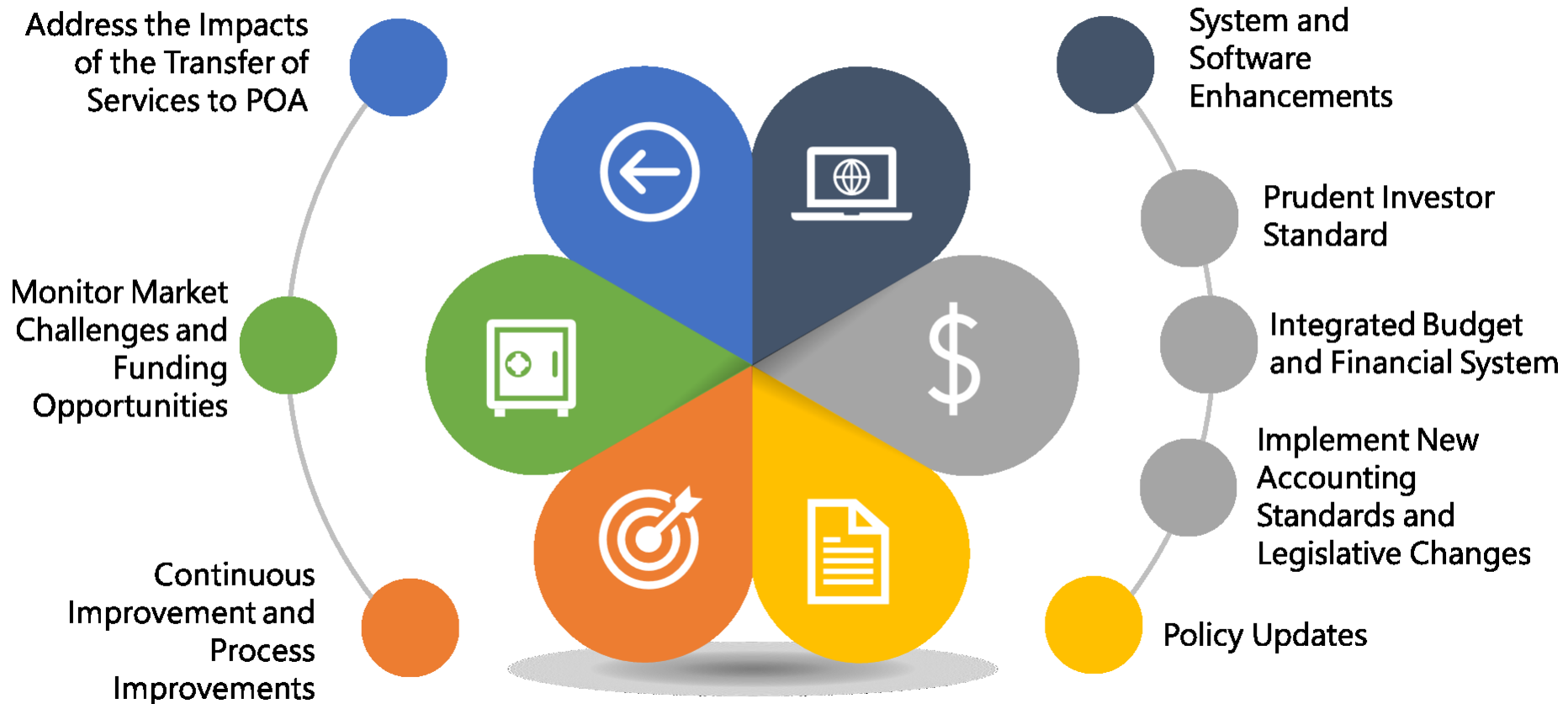
# COVID-19 RESPONSE



# LOOKING AHEAD

## 2021 - 2024

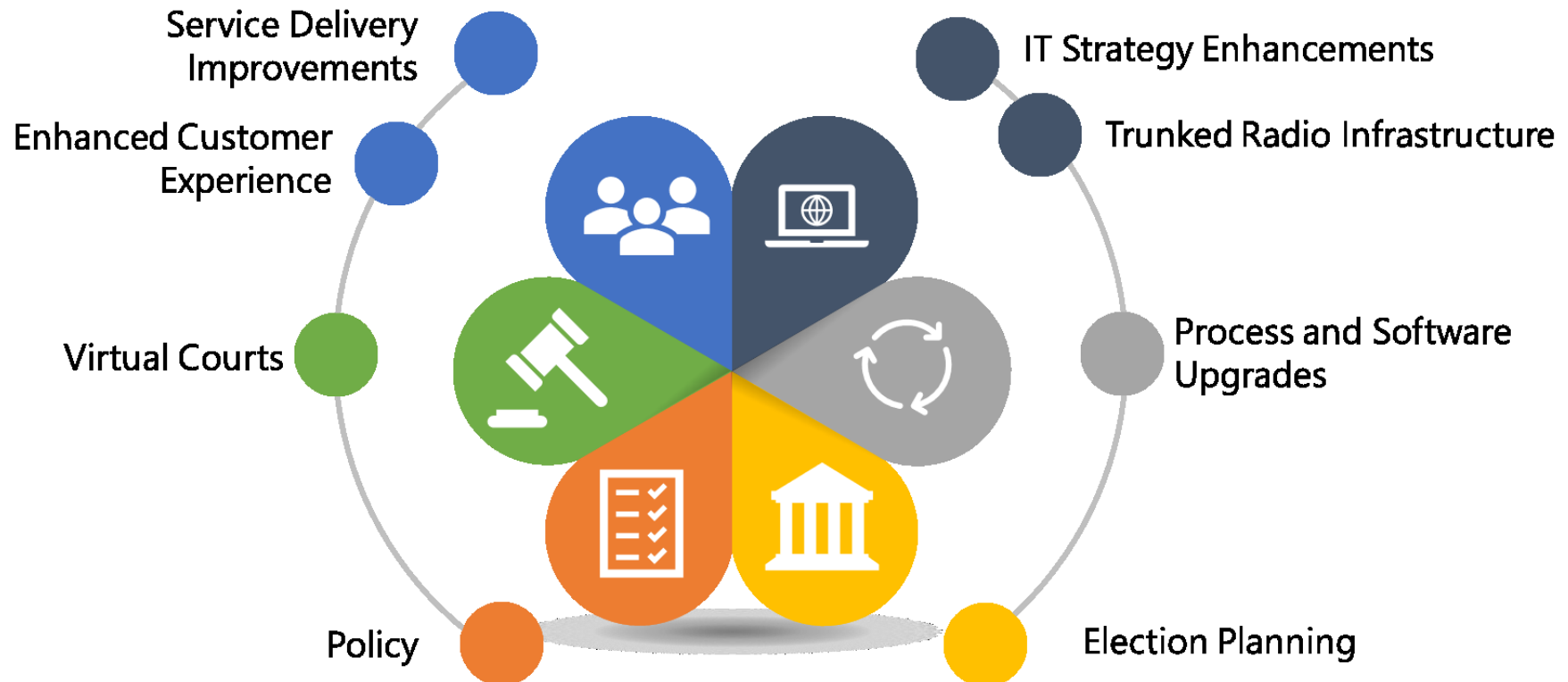
## Fiscal Health & Financial Management



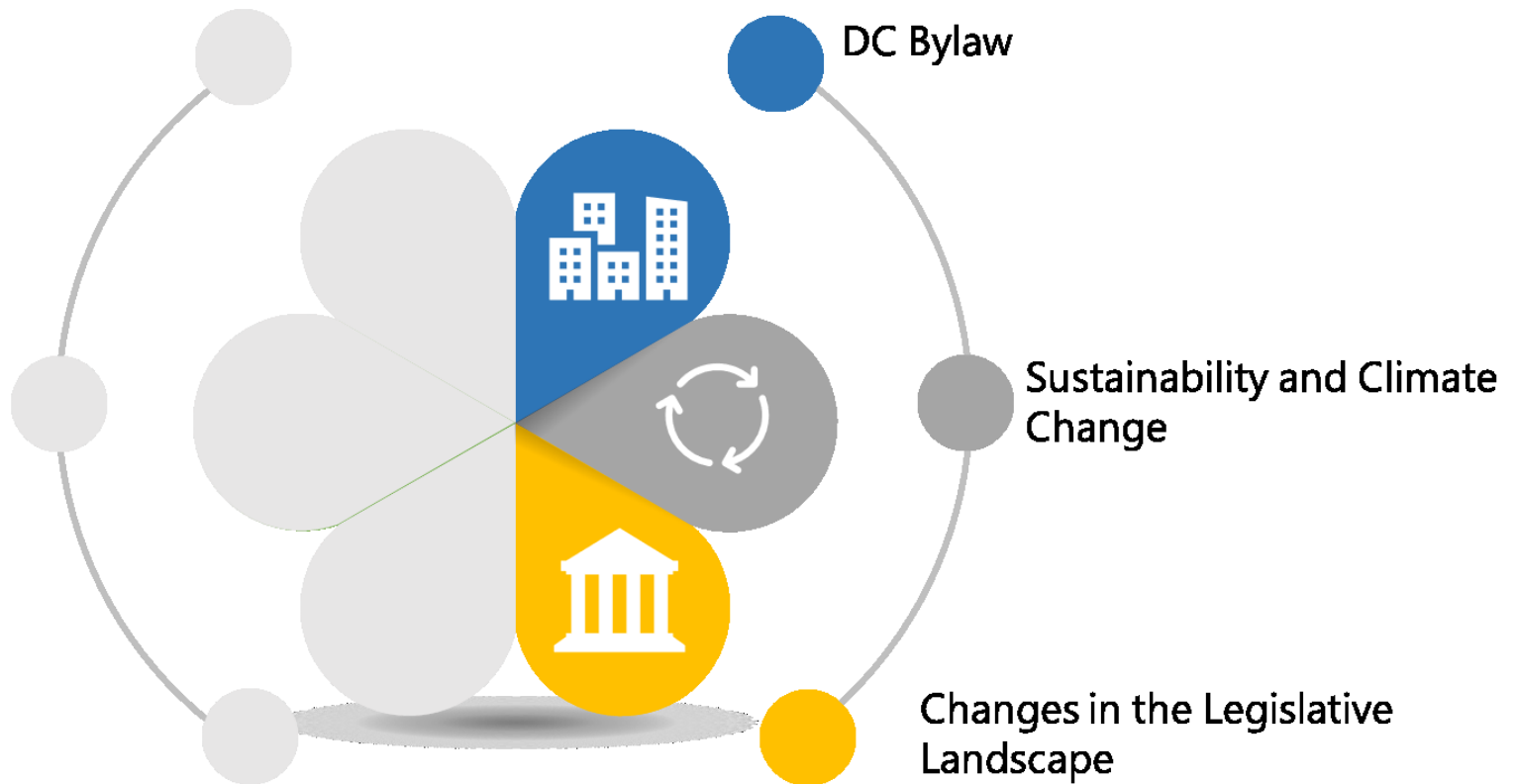
## A Healthy, Respectful & Supportive Workplace



## Trust & Confidence in City Government



## Integrated Growth & Development

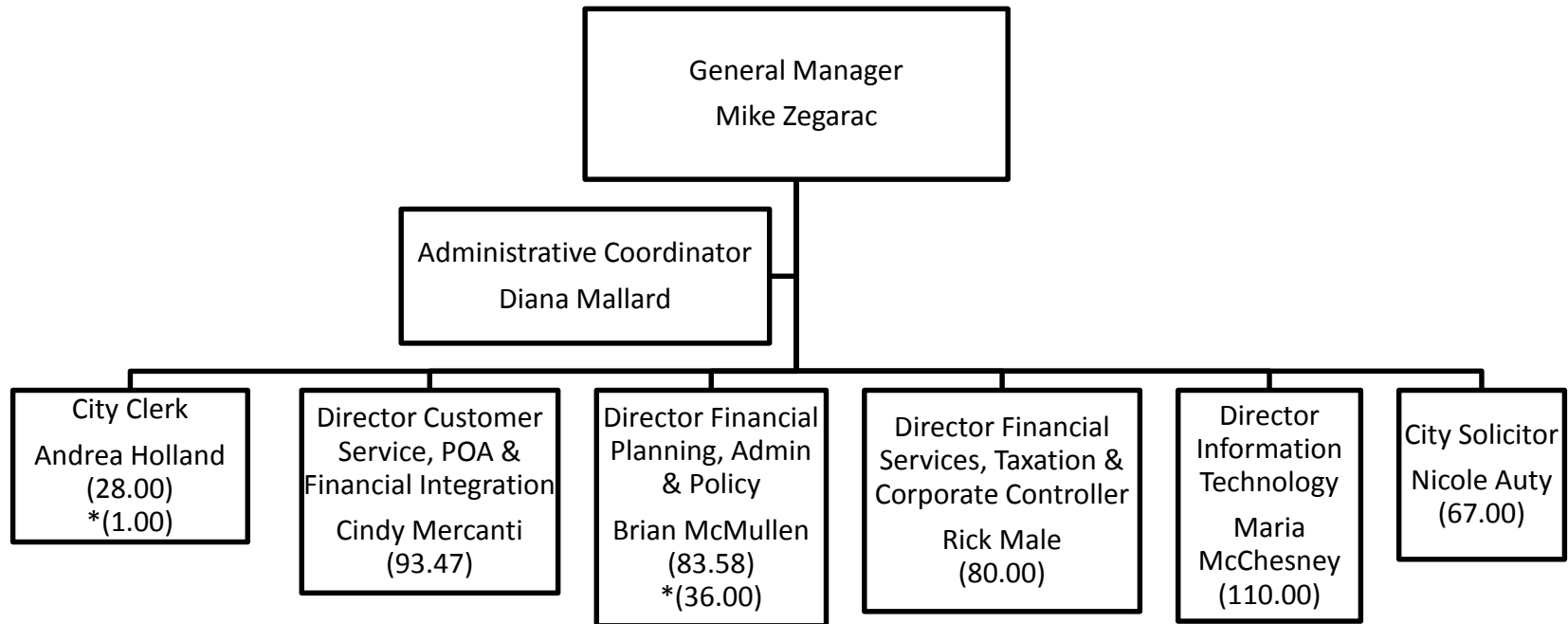




# 2021 PRELIMINARY TAX OPERATING BUDGET

## Corporate Services

# Organizational Chart



Complement (FTE)	Management	*Management Distributed	Other	*Other Distributed	Total	Staff to Management Ratio
<b>2020</b>	31.00	1.00	429.55	36.00	497.55	15.55:1
<b>2021</b>	30.00	1.00	434.05	36.00	501.05	15.16:1
<b>Change</b>	(1.00)	0.00	4.50	0.00	3.50	

\* Represents distributed staff whose budget are in operating departments.

# 2021 Operating Budget by Division

	2020 Restated Net	2021 Preliminary Gross	2021 Preliminary Net	2021-2020 \$	2021-2020 %
City Clerk's Office	2,737,880	3,448,500	2,862,900	125,020	4.6%
Customer Service, POA and Financial Integratio	5,541,080	12,236,250	5,665,070	123,990	2.2%
Financial Serv, Taxation and Corp Controller	4,152,040	7,298,820	4,083,010	(69,030)	(1.7%)
Legal Services and Risk Management	3,412,920	4,620,480	3,577,700	164,780	4.8%
Corporate Services - Administration	325,040	327,720	327,720	2,680	0.8%
Financial Planning, Admin & Policy	4,935,140	7,547,100	5,215,950	280,810	5.7%
Information Technology	13,709,510	14,856,760	14,088,050	378,540	2.8%
<b>Sub-Total Corporate Services</b>	<b>34,813,610</b>	<b>50,335,630</b>	<b>35,820,400</b>	<b>1,006,790</b>	<b>2.9%</b>
Business Case (Information Technology)	-	243,000	243,000	243,000	
<b>Total Corporate Services</b>	<b>34,813,610</b>	<b>50,578,630</b>	<b>36,063,400</b>	<b>1,249,790</b>	<b>3.6%</b>

# 2021 Departmental Budget Drivers

Item	Impact (\$000s)
Employee Related Net (Gross \$1.5M) – Merit, CBA, Benefit increases offset by recoveries	851

# 2021 Departmental Budget COVID-19 Impacts

Item	Impact (\$000s)
None built into the 2021 Corporate Services Budget	

# Multi-Year Outlook by Division

Preliminary	Multi-Year Outlook					
2021	2022		2023		2024	
Budget \$	Budget \$	% Change from 2021	Budget \$	% Change from 2022	Budget \$	% Change from 2023
City Clerk's Office	2,862,900	1.9%	2,971,500	1.9%	3,027,090	1.9%
Customer Service, POA and Fin'l Integration	5,665,070	2.1%	5,900,140	2.1%	6,006,390	1.8%
Financial Serv, Taxation and Corp Controller	4,083,010	2.7%	4,303,840	2.7%	4,418,120	2.7%
Legal Services and Risk Management	3,577,700	3.3%	3,813,910	3.2%	3,936,250	3.2%
Corporate Services - Administration	327,720	2.1%	341,610	2.1%	348,790	2.1%
Financial Planning, Admin & Policy	5,215,950	3.0%	5,516,310	2.7%	5,667,070	2.7%
Information Technology	14,088,050	1.0%	14,370,350	1.0%	14,517,330	1.0%
<b>Total Corporate Services</b>	<b>35,820,400</b>	<b>1.9%</b>	<b>37,217,660</b>	<b>1.9%</b>	<b>37,921,040</b>	<b>1.9%</b>

# Efforts to Reduce Budget Impacts



**Service  
Continuity**



**Digital  
Channels**



**Channel  
Alignment**



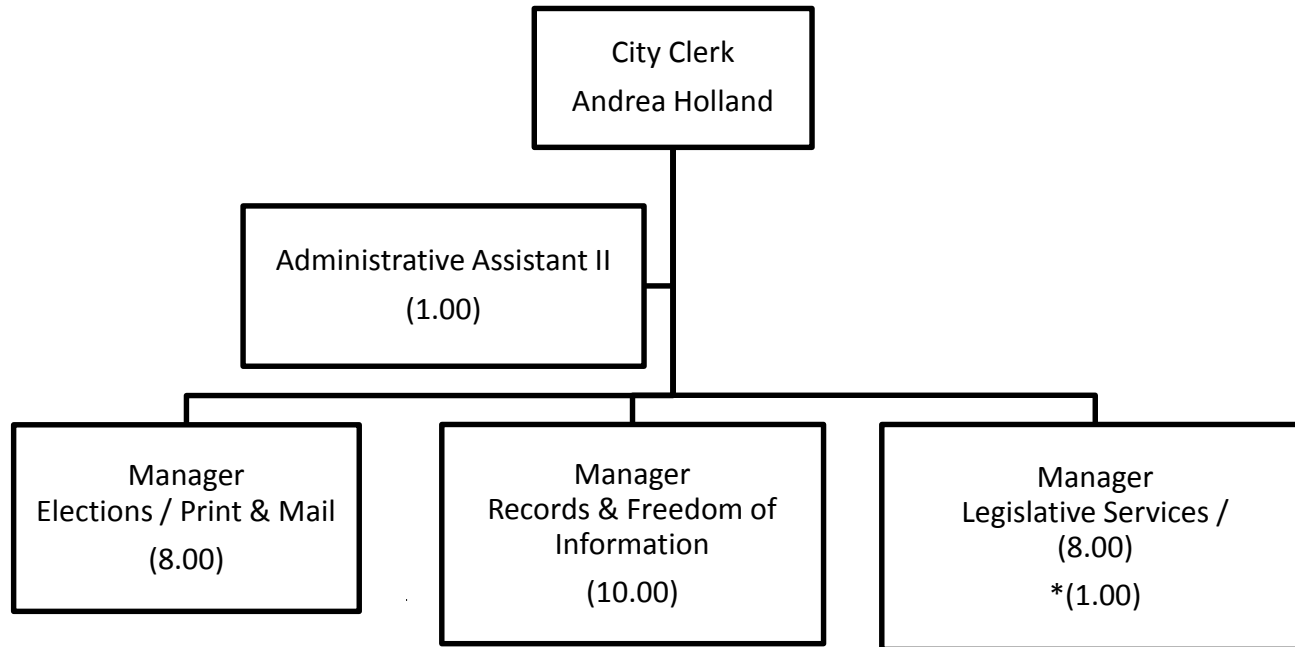
**Funding Access**

# 2021 PRELIMINARY TAX OPERATING BUDGET

## City Clerk's Office



# Organizational Chart



Complement (FTE)	Management	Other	*Other Distributed	Total	Staff to Management Ratio
<b>2020</b>	4.00	24.00	1.00	29.00	6.25:1
<b>2021</b>	4.00	24.00	1.00	29.00	6.25:1
<b>Change</b>	0.00	0.00	0.00	0.00	

\* Represents distributed staff whose budget are in operating departments.

# 2021 Operating Budget by Section

	2020 Restated Net	2021 Preliminary Gross	2021 Preliminary Net	2021-2020 \$	2021-2020 %
City Clerk - Admin	381,940	409,370	409,370	27,430	7.2%
Elections	631,480	711,480	711,480	80,000	12.7%
Legislative Support	905,080	905,660	855,660	(49,420)	(5.5%)
Print & Mail	424,050	393,450	393,450	(30,600)	(7.2%)
Records	395,330	1,028,540	492,940	97,610	24.7%
<b>Total City Clerk's Office</b>	<b>2,737,880</b>	<b>3,448,500</b>	<b>2,862,900</b>	<b>125,020</b>	<b>4.6%</b>














# 2021 Divisional Budget Drivers

Item	Impact (\$000)
Employee Related – Merit, CBA, Benefit increases	76
Increase in Lease and Service and other contracts	44
Increase in Facilities Recovery	38
Increase in Recovery for printing, postage and courier costs	(116)
Reduction in contribution from Election Reserve to assist with the sustainability of the reserve	44

# By The Numbers

## # of FOI Requests Received

YTD as of  
Dec. 31, 2020

2020	  	197
2019	   	262
2018	  	225
2017	  	220

## # of Committee & Council Meetings Supported

YTD as of  
Dec. 31, 2020

2020	 	186
2019	   	275
2018	  	215
2017	  	248



















## # of Civil Marriage Ceremonies Performed

YTD as of  
Dec. 31, 2020

2020	     	148
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## # of Marriage Licenses Issued

YTD as of  
Dec. 31, 2020

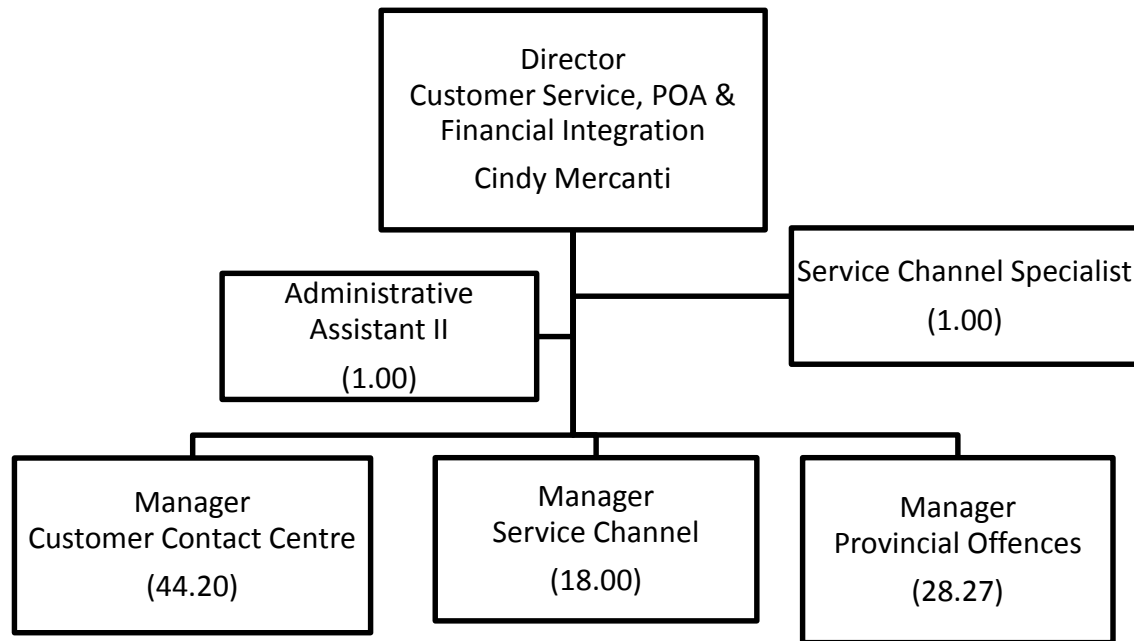
2020	  	1,328
2019	    	2,299
2018	    	2,255
2017	    	2,261

Note: New service that began August 24, 2020

# 2021 PRELIMINARY TAX OPERATING BUDGET

## Customer Service, POA & Financial Integration

# Organizational Chart



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2020	4.00	89.47	93.47	21.62:1
2021	4.00	89.47	93.47	21.62:1
Change	0.00	0.00	0.00	

# 2021 Operating Budget by Section

	2020	2021	2021	2021-2020	2021-2020
	Restated	Preliminary	Preliminary	\$	%
	Net	Gross	Net		
Customer Contact Centre	3,524,400	3,604,330	3,604,330	79,930	2.3%
Customer Service - Administration	294,480	302,390	302,390	7,910	2.7%
Provincial Offences Act	-	6,571,180	-	0	0.0%
Service Channel	1,722,200	1,758,350	1,758,350	36,150	2.1%
<b>Total Customer Service, POA and Fin'l Integration</b>	<b>5,541,080</b>	<b>12,236,250</b>	<b>5,665,070</b>	<b>123,990</b>	<b>2.2%</b>

# 2021 Divisional Budget Drivers

Item	Impact (\$000)
Employee Related	104
Increase in Computer Hardware/Lease costs	23



# By The Numbers



## CCC: # of Phone Calls

YTD as of  
Dec. 31, 2020

2020		593,047
2019		604,916
2018		590,688
2017		448,885





## MSC: # of Citizens Served

YTD as of  
Dec. 31, 2020

2020		95,216
2019		102,233
2018		103,473
2017		106,389


## POA: Early Resolution Part 1 Scheduled

YTD as of  
Dec. 31, 2020

2020		8%
2019		16%
2018		14%
2017		15%

## POA: # of Charges Filed

YTD as of  
Dec. 31, 2020

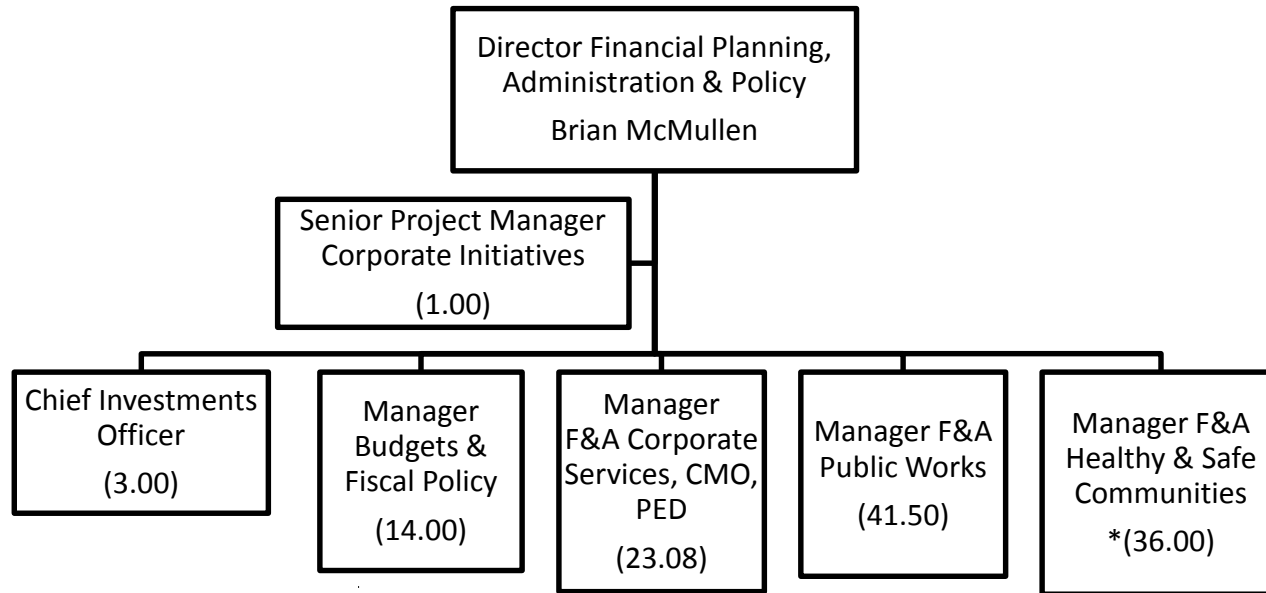
2020		86,736
2019		83,416
2018		79,839
2017		77,861

# 2021 PRELIMINARY TAX OPERATING BUDGET

## Financial Planning, Administration & Policy

34

# Organizational Chart



Complement (FTE)	Management	*Management Distributed	Other	*Other Distributed	Total	Staff to Management Ratio
<b>2020</b>	6.00	1.00	77.58	35.00	119.58	16.08:1
<b>2021</b>	5.00	1.00	78.58	35.00	119.58	18.93:1
<b>Change</b>	(1.00)	0.00	1.00	0.00	0.00	

\* Represents distributed staff whose budget are in operating departments

# 2021 Operating Budget by Section

	2020	2021	2021	2021-2020	2021-2020
	Restated	Preliminary	Preliminary	\$	%
	Net	Gross	Net		
Budgets & Fiscal Policy	580,230	1,686,550	621,500	41,270	7.1%
Administration Fin Policy & Plan	74,720	87,330	87,330	12,610	16.9%
Finance	4,399,540	4,718,640	4,624,080	224,540	5.1%
Investments	(119,350)	1,054,580	(116,960)	2,390	(2.0%)
<b>Total Financial Planning, Admin &amp; Policy</b>	<b>4,935,140</b>	<b>7,547,100</b>	<b>5,215,950</b>	<b>280,810</b>	<b>5.7%</b>

# 2021 Divisional Budget Drivers

Item	Impact (\$000)
Employee Related Net (Gross \$195K) – Merit, CBA, Benefits increases offset by charges to other depts	68
Caseware software licences	30
Computer Hardware/Lease Maintenance Recovery	41
Recovery for Finance & Admin costs reduction	114

# By The Numbers

## Debt Servicing Cost as a % of Property Tax Bill



## Credit Ratings



## Non Residential Assessment % of Total Assessment



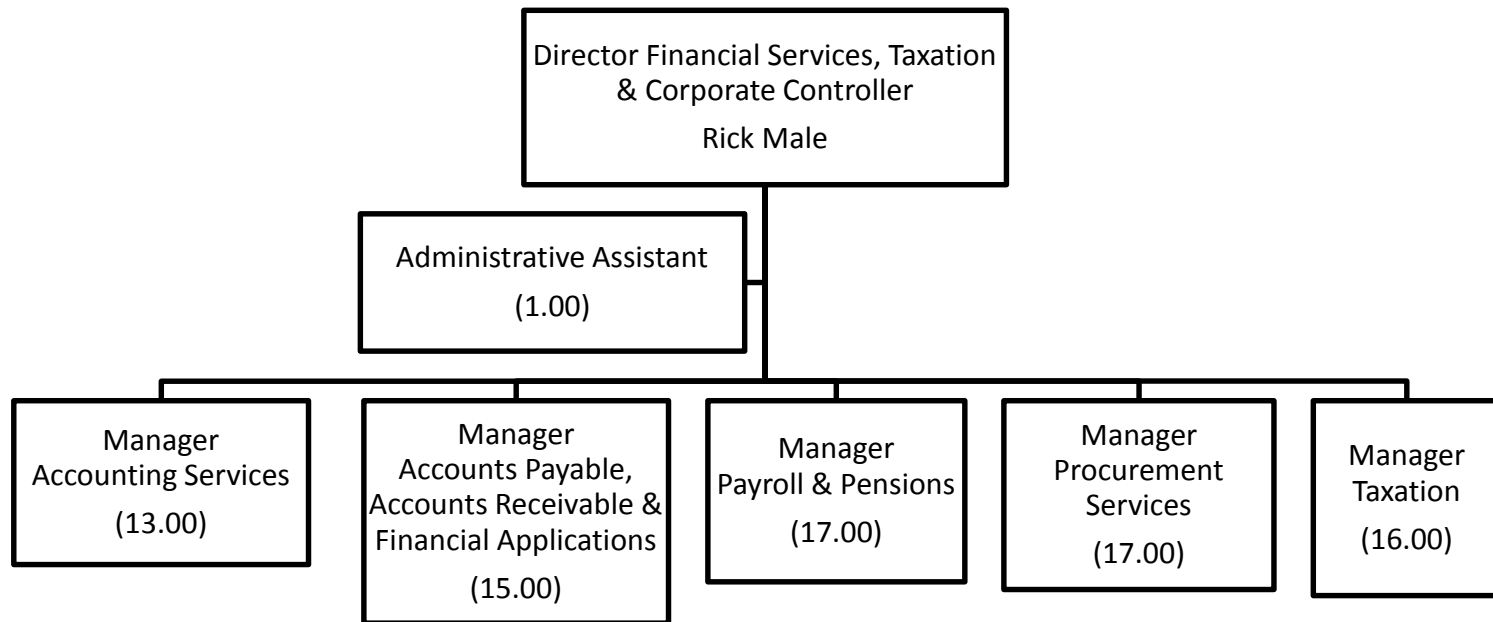
## Gross % Realized Return on Investments



# 2021 PRELIMINARY TAX OPERATING BUDGET

## Financial Services, Taxation and Corporate Controller

# Organizational Chart



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
2020	6.00	74.50	80.50	12.42:1
2021	6.00	74.00	80.00	12.33:1
Change	0.00	(0.50)	(0.50)	



# 2021 Operating Budget by Section

	2020 Restated Net	2021 Preliminary Gross	2021 Preliminary Net	2021-2020 \$	2021-2020 %
Accounts Payable	439,170	453,960	412,960	(26,210)	(6.0%)
Accounts Receivables	169,290	177,180	177,180	7,890	4.7%
Financial Accounting Services	686,880	1,181,800	725,100	38,220	5.6%
Financial Application Support	368,930	360,350	360,350	(8,580)	(2.3%)
Financial Services Admin	366,330	354,520	354,520	(11,810)	(3.2%)
Payroll and Pensions	947,760	1,094,050	967,160	19,400	2.0%
Procurement	892,390	1,161,320	902,750	10,360	1.2%
Taxation	281,290	2,515,640	182,990	(98,300)	(34.9%)
<b>Total Financial Serv, Taxation and Corp Controller</b>	<b>4,152,040</b>	<b>7,298,820</b>	<b>4,083,010</b>	<b>(69,030)</b>	<b>(1.7%)</b>

# 2021 Divisional Budget Drivers

Item	Impact (\$000)
Employee Related	184
Increase in printing, postage and courier costs	67
Increase in Computer Hardware/Lease costs	20
Increase in indirect recoveries for Financial Services costs	(58)
Increase in Arrears processing fees	(120)
Increase in Tax Transfer Fee	(198)
Reduction in Reserve recovery due to removal of 0.5 FTE	36

# By The Numbers

## % of Taxpayers Enrolled in Pre-Authorized Payment Plan (PAP)



2019 Municipal Benchmark: 45.0%

## Current Year's Tax Arrears as a % of the Levy

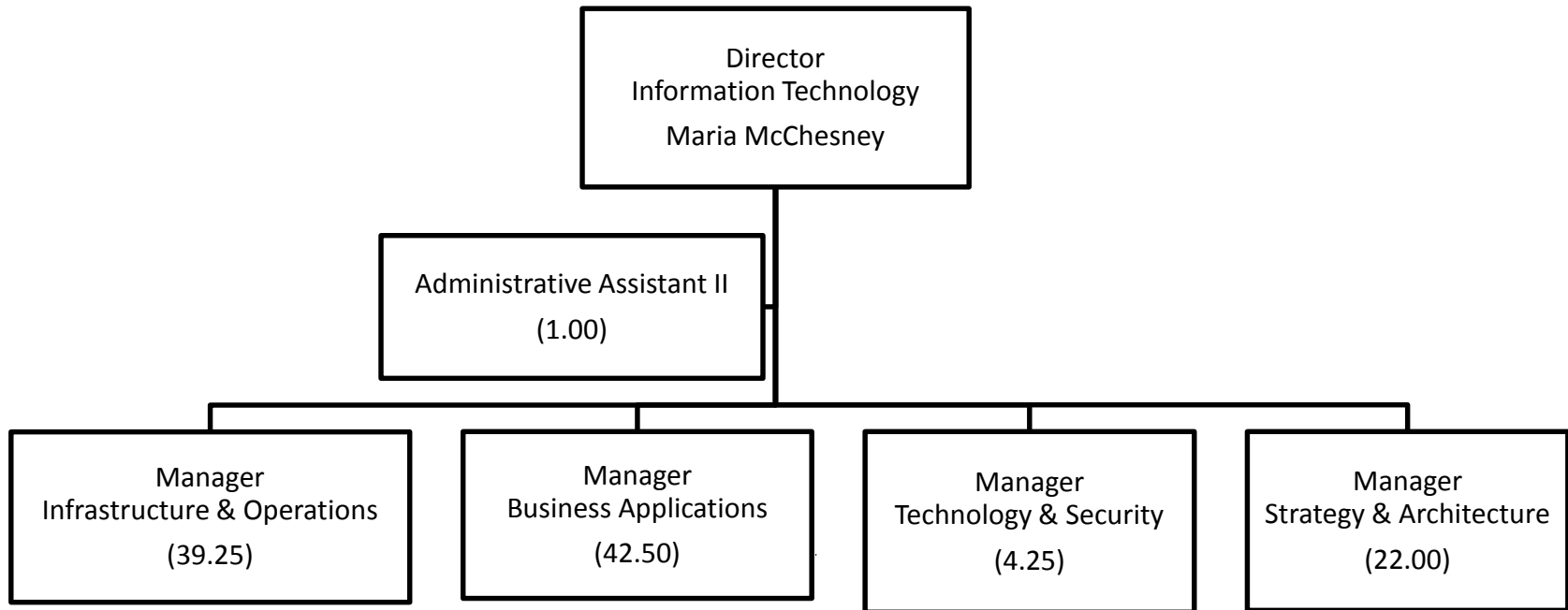


2019 Municipal Benchmark: 2.2%

# 2021 PRELIMINARY TAX OPERATING BUDGET

## Information Technology

# Organizational Chart



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
<b>2020</b>	5.00	105.00	110.00	21:1
<b>2021</b>	5.00	105.00	110.00	21:1
<b>Change</b>	0.00	0.00	0.00	

# 2021 Operating Budget by Section

	2020 Restated Net	2021 Preliminary Gross	2021 Preliminary Net	2021-2020 \$	2021-2020 %
Strategy and Architecture	2,449,430	2,790,860	2,790,860	341,430	13.9%
Business Applications	8,370,540	8,057,470	8,051,910	(318,630)	(3.8%)
Equipment and Maintenance	5,000	165,150	-	(5,000)	(100.0%)
Infrastructure & Operations	5,914,260	7,068,100	6,471,540	557,280	9.4%
IP Telephony	-	1,170	-	-	-
IT - Admin	(3,777,470)	(4,137,850)	(4,138,120)	(360,650)	9.5%
Technology & Security	747,750	911,860	911,860	164,110	21.9%
<b>Total Information Technology</b>	<b>13,709,510</b>	<b>14,856,760</b>	<b>14,088,050</b>	<b>378,540</b>	<b>2.8%</b>

# 2021 Divisional Budget Drivers

Item	Impact (\$000)
Employee Related – Merit, CBA, Benefit increases	287
Cost Allocations increases (Printers, Facilities)	73

# By The Numbers

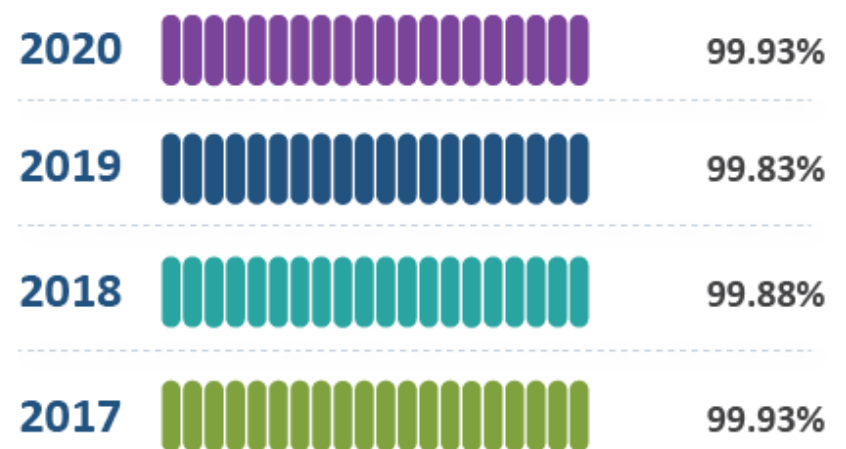
## % of Malicious Emails Blocked

YTD as of  
Dec. 31, 2020



## Average Network Availability (Uptime)

YTD as of  
Dec. 31, 2020



## # of WiFi Users (Public and Private locations)

YTD as of  
Dec. 31, 2020

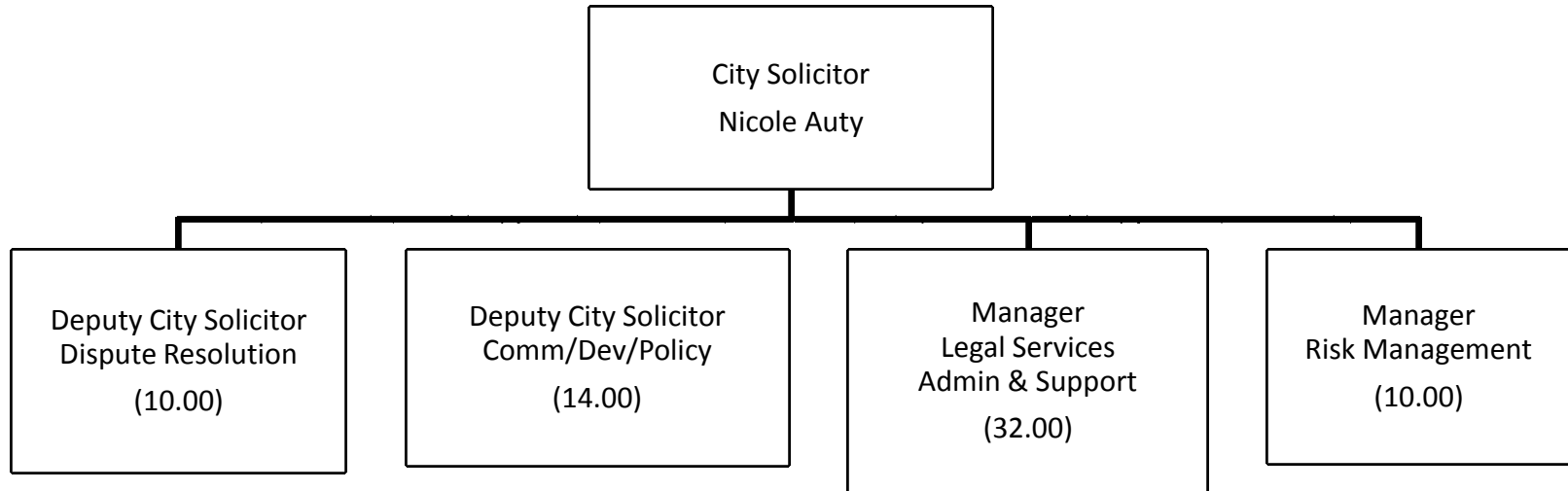




# 2021 PRELIMINARY TAX OPERATING BUDGET

## Legal Services and Risk Management

# Organizational Chart



Complement (FTE)	Management	Other	Total	Staff to Management Ratio
<b>2020</b>	5.00	58.00	63.00	12.6:1
<b>2021</b>	5.00	62.00	67.00	13.4:1
<b>Change</b>	0.00	4.00	4.00	

# 2021 Operating Budget by Section

	2020	2021	2021	2021-2020	2021-2020
	Restated	Preliminary	Preliminary	\$	%
	Net	Gross	Net		
Inhouse-Outside Counsel - City	3,412,920	4,620,480	3,577,700	164,780	4.8%
Risk Management, Administration	-	-	-	-	0.0%
<b>Total Legal Services and Risk Management</b>	<b>3,412,920</b>	<b>4,620,480</b>	<b>3,577,700</b>	<b>164,780</b>	<b>4.8%</b>

# 2021 Divisional Budget Drivers

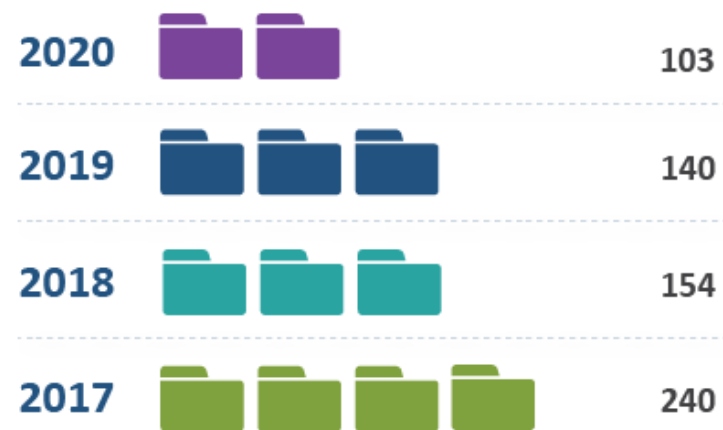
Item	Impact (\$000)
Employee Related net increase – (Gross \$566K) CBA, Merit, Benefit increases offset by recoveries	153

# By The Numbers

## # and Value of Procurement Contracts (Construction)

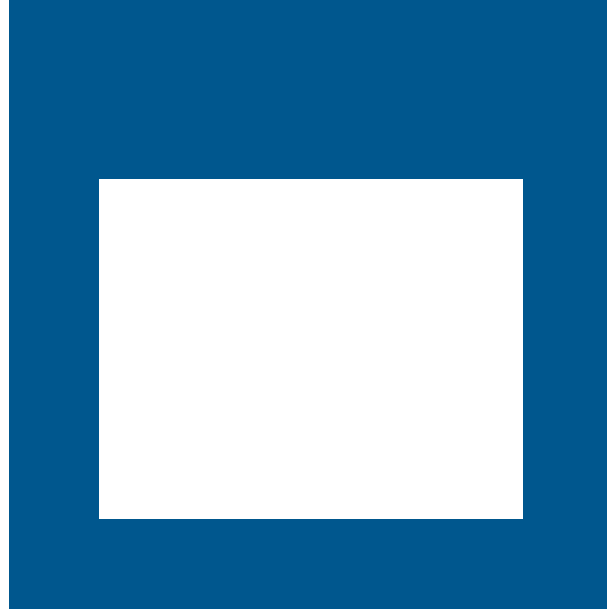


## # of Litigated Files Resolved



## # of Real Estate Transactions





THANK YOU