

Corporate Services Department

July 12 , 2022

Our Focus

- Customer
- Value
- Simplicity
- Our People



Information
Technology

Financial Services



To provide an exceptional small-town experience in a big way.



Human Resources

Recreation

Customer Services

Corporate Services

- Multi-Year Focus
 - Affordability
 - Self sustaining entities plus Niagara South Coast Tourism Association (NSCTA) and Canal Days
 - Sponsorships, partnership, philanthropy
 - User Fees
 - Growth
 - Asset Management Planning
 - Environment
 - Risk Management
 - Data Management (Cloud first strategy, linking financial and non-financial data)
 - Smart City
 - Employer of Choice
 - Culture and core competency development
 - Accessibility standards
 - Community building
 - Parks and Recreation master plan implementation
 - Self serve customer service

Our Mission: To provide an exceptional small-town experience in a big way.

Recreation: Anchored in success

Operationalized the City's major recreation facilities administering numerous permits to provide safe programming opportunities for residents, youth groups, and visitors.

- Vale Health & Wellness Centre - return of minor hockey program for boys and girls
- TA Lannan Sports Complex - youth soccer and baseball, and adult softball
- Sugarloaf Marina
- Nickel & Centennial Cedar Bay Beaches
- Tennis and Pickleball

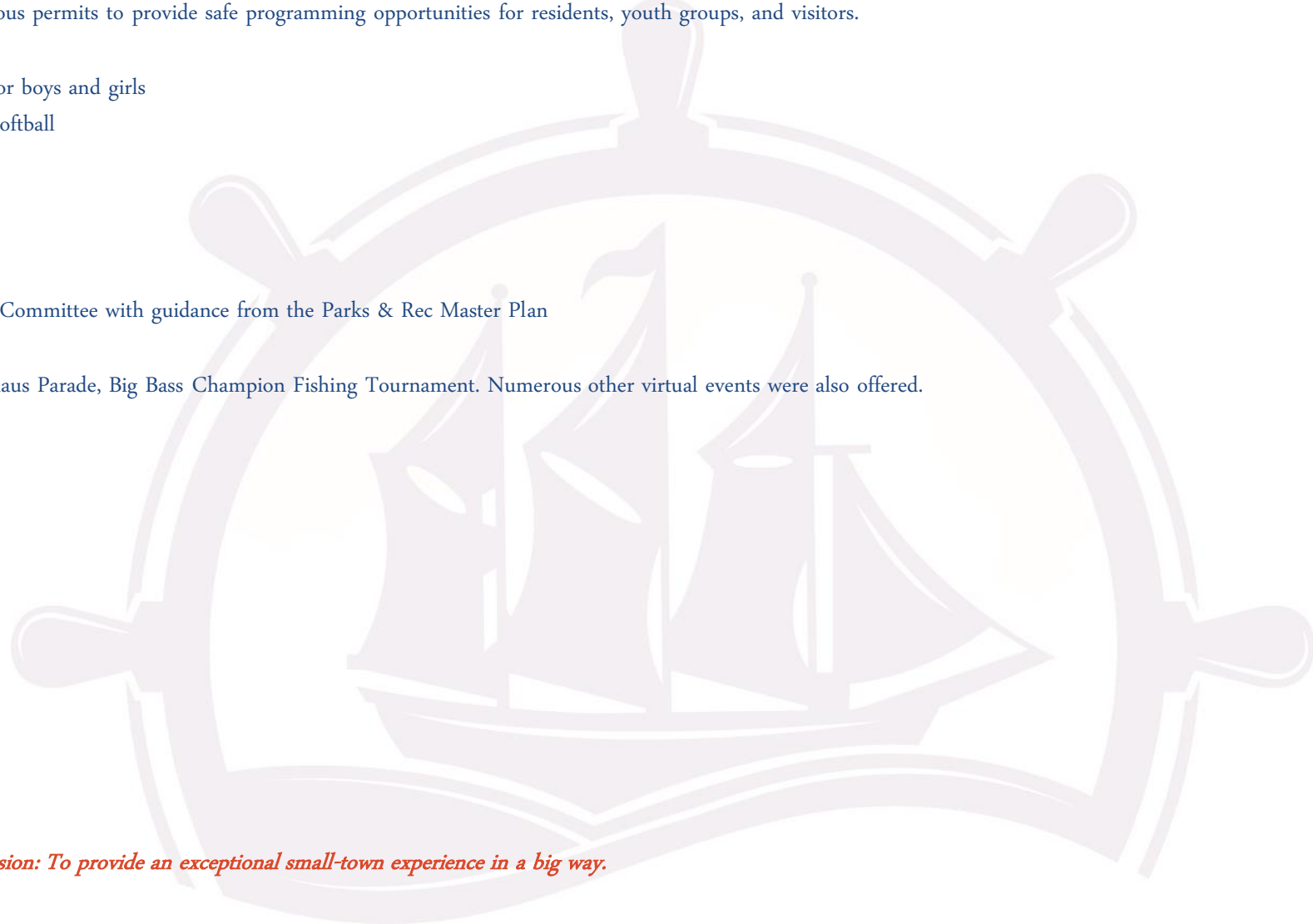
Cross departmental collaboration through the Recreation Implementation Committee with guidance from the Parks & Rec Master Plan

Return to in-person Events; Moonlight Flicks and reverse lighted Santa Claus Parade, Big Bass Champion Fishing Tournament. Numerous other virtual events were also offered.

Staff development and training.

New Sports Wall of Fame at the VHWC, new lobby at the Marina.

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Recreation: Deckhands in action

Vale Health & Wellness Centre

- 45 annual permits, leagues, camps, and tournaments facilitating over 30,000 participants and visitors at the VHWC campus
- YMCA – return to operations with a new membership pricing model with options for a la carte programming drop-in programs, day passes, and swimming lessons

Nickel Beach

- 8,967 beachfront parking passes representing over 35,000 visitors
- 4,155 #PORTicipate passes issued to date

Sugarloaf Marina

- 525 seasonal boaters
- 620 transient boaters
- 310 seasonal boat ramp passes
- 1,170 daily boat ramp passes

New CSRs at the VHWC and Marina resulting in an enhanced level of customer service



Recreation: Propelling forward

- #PORTicipate Pass evolution to include additional incentives for residents including free recreation public programs and free Canal Days parking
- Nickel Beach project development including new washroom facilities, operations of Splashtown inflatable water park, and a Niagara resident beach pass
- Sugarloaf Marina - new larger storage yard, update policies, boater contracts and waivers, new fee schedule for slips and storage, update signage, and marina grounds beautification
- Canal Days; new #PORTicipate Sponsorship Package, new City and Rec Zones incorporated in the West St. footprint, partnership with the BIA for an artisan vendor area
- Track usage across all recreation facilities to identify capacity and potential need for growth and expansion due to anticipated population increase through new housing developments
- Continue work with Parks & Rec Sub-Committee identifying park infrastructure upgrades and potential surplus lands to allocate for development

Our Vision: A vibrant waterfront community embracing growth for future generations.

Customer Service: Anchored in success

- Internal Knowledgebase for Customer Service
- Policy & Procedure Review for Customer Service
- Improved Telephone System for Operations Centre and By-law division
- Intranet introduced (The Bridge)
- Customer Service high call driver messaging introduced
- Centralized certificate of insurance tracking
- Dedicated shared Operations inbox and email address
- Customer Service break schedule to have appropriate coverage for citizen inquiries.
- Introduced Virtual City Hall
- Introduced the ability to take credit card payments online and in-person at City Hall for Water, Tax, Parking and Invoices
- Collaborated with multiple departments to launch NRT on Demand.
- Improved service levels for Citizens who contact City Hall by phone.
- Implemented target timelines in the CRM tool to increase service levels for work orders completed by departments.

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Customer Service: Deckhands in action

Customer Service

- 6040 (60%) Citizen inquiries resolved by Customer Service on First Contact
- 18,110 total number of calls received by Customer Service division
- 2 minutes 45 seconds average conversation time
- 90.7% of all calls received by Customer Service answered in the first 20 seconds
- 8% abandonment rate on calls to Customer Service

City Wide (CRM Tool)

- 10,035 total number of service requests
- 1,640 total number of workorders
- Largest source of service requests are generated by Phone (7,312)
- Top 5 Service Request Type: Tax Bill inquiry, Water Bill inquiry, PORTicipate pass inquiry, COVID-19 inquiry, Beach Refund/Cancellation request
- Top 5 Work Order Types: Water line flushing, Stone shoulder maintenance, Hydrant inspections, Curb box repair

Self Serve

- 263 Virtual City Hall accounts
- 1,063 Paperless billing accounts to date vs approximately 9,000 accounts
- 261 online service request submitted by Citizens via portcolborne.ca
- \$30,515.35 total amount of credit card payments
- Pre-authorized payments: 2021 Tax – 2193, Water – 1063 ; 2022 Tax – 2455, Water 1481



Customer Service: Propelling forward

- Virtual City Hall – E-billing incentive
- Pre-authorized payment incentive
- E-Commerce payment forms on the City's website
- Online donations and donation receipts
- City Wide – Mobile Application
- 2022 PORTicipate pass program
- Email subscription marketing
- Internal knowledgebase for all City Staff
- Website governance
- Convert all PDF forms online to be fillable PDF forms
- Quality model for Customer Service
- Reviewing office functions to prevent unnecessary duplications in work/functions
- Customer service integration at VHWC and the Marina
- Bang The Table – citizen engagement platform

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Financial Services: Anchored in success

- Budget Development
 - Format & Timing
- Policy Development
 - Procurement Policy & Templates
- Financial Reporting
 - New Year-end Surplus/(Deficit) Report
 - Audited Financial Statements
 - Tri-Annual Reporting to Council
 - New Internal Financial Reports
 - Phase 2 – New Account Structure
- Billings
 - Storm Sewer Boundary Change
 - Monthly Water Billings
 - Pre-Authorized Payment (PAP) for Water and Wastewater Billings
- Updated User Fees



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Financial Services: Deckhands in action

- Total Budget = \$44,203,496
- Invoices Issued
 - 18,022 Tax
 - 48,636 Water
 - 200 Other (note: more non-tax and water billings are direct pay)
- 68,505 Payments Received
- Vendor Payments
 - 8,172 Invoices Processed
 - 3,521 EFT Payments Issued
 - 1,262 Cheque Payments Issued
- 1,163 Journal Entries Recorded



Financial Services: Propelling forward

- Budgeting
 - Business Plan Document to Support Budget Development
 - Multi-Year Budget for Corporate Services
 - Updated Asset Management Plan
- Financial Reporting & Analysis
 - Phase 3 – New Account Structure
 - Development of New Internal Financial Reports
 - Analyze Overhead Allocation Methodology
 - Analyze Bulk Water Operations
 - Property Tax Review
- Procurement
 - Purchasing Card Contract Review
 - Purchasing Card Process Review
 - Online Procurement
 - Insurance Review
- User Fee Reviews/Updates
 - Building
 - Cemetery
 - Planning



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Human Resources: Anchored in success

- Rolled out SMART goal setting process for all staff
- Finalized Competency Based Performance Development Program, and associated training program with a May roll out
- Implemented Applauz online recognition program
- Re-established CUPE joint job evaluation committee, which meets weekly to complete the job evaluation process
- Updated and improved the onboarding program to LinkedIn learning rollout to help create a learning culture and provide ongoing learning opportunities
- Utilization of HR Downloads System for Corporate Training and onboarding
- Ongoing COVID-19 policy development and workplace monitoring



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Human Resources: Deckhands in action

- Budget
 - Personnel Budget – \$17.4 million
 - 39% combined of Levy and Rate Budget
- Health and Safety
 - 7 workplace accidents (no lost time)
 - 1 vehicle incident
- Staffing
 - 156 FTEs
- 216 Headcount (includes Volunteer Fire and Council Members)
- Recruitment
 - 57 Internal moves
 - 53 external hires
 - 8 retirements



Human Resources: Propelling forward

- City-wide succession plan
- Leadership Development Program
- Establishment of a Diversity and Inclusion Committee
- AODA Compliance – Accessible Documents and Customer Service
- Creation and implementation of diversity and inclusion plan
- Bi-Annual Workplace Survey in September 2022
- Establishment of a Wellness Committee to focus on wellness initiatives in the workplace
- Creation of a Corporate Negotiation strategy for future rounds of Collective Bargaining



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Information Technology: Anchored in success

- Implemented a computer system back-up processing and storage repository
- Upgrades to the City's access control (card access to facilities) and surveillance software to the latest versions
- Lifecycle replacement of workstations (desktops, laptops, tablets, displays, printing fleet, and associated equipment)
 - Leverage collaborative purchasing opportunities (e.g. MGS VOR, OECM)
- Upgrade and lifecycle replacement of network infrastructure (routers, firewalls, switches, wireless access points) at various City facilities
 - Wireless Internet access implemented for Market Square/King George Park
- Updated mobile device guidelines policy
 - Paving the way for migrating cellular services to Rogers – leveraging the MGS VOR pricing model
- Supported the implementation of Virtual City Hall

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Information Technology: Deckhands in Action

- 1,550 requests for IT assistance from staff
- 1.2 million emails received
 - 43% blocked – spam related
 - 1% blocked – malicious/virus related
- Fostering cloud-first approach for business applications
 - 52% Cloud – was 26% in 2021
 - 48% On-premises – was 73% in 2021



Information Technology: Propelling forward

- Continuing to work with divisions to evolve business applications with a cloud-first strategy and integrations between systems
 - Culmination of the legacy Domino System Review – data migration strategy underway
- Enabling and leveraging Microsoft cloud services
- Support the data management needs of the organization
 - Enterprise Resource Planning
 - Combining financial and non-financial information to support decision making
- Modernizing meeting room technology, including audio/visual improvements in Council Chambers and Committee Room 3
- Upgrade and lifecycle replacement of network infrastructure (routers, firewalls, switches, wireless access points) at various City facilities
 - Deploying improved connectivity and wireless Internet access at City facilities
- Increasing capacity and security for remote access in support of the City's work from home policy
- Video Surveillance program to protect municipal facilities and patrons, discourage illegal or inappropriate behaviour including vandalism or other actions that may violate laws and regulations

Thank you

