

CORPORATE SERVICES

Annual Department Update

City Council Meeting: April 25, 2023



PORT COLBORNE

Our Team



Bryan Boles
Director of Corporate
Services, Treasurer



Bryan Theal
Recreation



Wesley Adair
Information Technology



Mary Murray
Human Resources



Adam Pigeau
Financial Services



Jonathan Wright
Customer Service

Corporate Services at a Glance

What we do:

- Support our people
- Emphasize simplicity
- Provide value
- Ensure affordability
- Serve our community
- Consider the environment
- Oversee risk management
- Ensure accessibility
- Support community building
- Provide opportunities for community connections and recreation

Where we focus:

- Encouraging sponsorships, partnerships and philanthropy
- Overseeing user fees
- Managing assets
- Managing data
- Planning for growth
- Being an employer of choice
- Developing workplace culture and competencies
- Fostering self-sustaining entities
 - Niagara South Coast Tourism
 - Canal Days

RECREATION



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Recreation: Achievements & Successes

Pandemic Recovery

- Return to “normal” operations
- Welcomed residents, youth groups and visitors back to our facilities at full capacity
- Return to in-person events (City run and third-party)
- Strong participation for all recreation programming and events

Key Activities & Events

- Full season of youth hockey programs and tournaments
- Soccer, baseball, softball and YMCA camps
- YMCA extended hours of operation
- Upgrades at Sugarloaf Marina
- Grand opening of SplashTown Niagara
- Customer service upgrades at Vale Health & Wellness Centre



+40,000

Participants and visitors at the VHWC campus each month



9

Major in-person City-run festivals and events



19

Third-party community events supported by City staff

500



Pickleball passes

1,426



YMCA members

1,061

Swim passes



908

Swim lessons

Recreation: Current Projects & Activities

Vale Health & Wellness Centre

- Upgrades and efficiencies
- Roof repair
- Cooling tower replacement
- YMCA membership growth
- Upgrades to programs, classes and rental opportunities
- Continued focus on customer service
 - City customer service support available (property taxes, water bills, etc.)

Nickel Beach

- Off-beach parking facilities
- Washroom upgrades
- Grounds improvements
- Fowler Toad habitat
- Informational signage



New washrooms to be installed at Nickel Beach

Sugarloaf Marina

- Full-time recreation staff focusing on customer service
- Infrastructure upgrades
- Grounds beautification
- Aquatic weed harvesting



Customer Service desk now open at VHWC

Recreation: Community Events

City-Run Festivals & Events

- Top Hat Ceremony
- Easter Egg Hunt
- Canada Day
- Canal Days
- Touch-a-Truck
- Volunteer Appreciation BBQ
- Santa Clause Parade
- New Years Eve
- Home for the Holidays Residents Lighting
- SportsFest

Third-Party Community Events

- Downtown Easter Market
- Downtown Farmers Market
- PCDC Fishing Derby 23
- Budweiser Walleye CanAm Challenge
- Moonlight Flicks
- Canadian Bass Anglers Federation Tournament
- Big Bass Tournament
- Terry Fox Run
- Tugboat Santa Business lighting
- Optimist Club Canada Day Celebration
- Lions Carnival
- Downtown Cruise Night
- Canada Summer Games
- Myeloma Canada Ride
- Fall Fest
- Harvest Fest
- Sun Rype TriKids Triathlon
- Canada Summer Games

Summer Concert Series

- June 10, June 17, July 1, July 15, Sept 2, Sept 22

Recreation: Future Plans & Strategies

City-Run Events

- Canal Days continued collaboration with community partners, including BIAs and YMCA
- Plan to enhance KidsZone and Rec Zone programming
- Upgrades to the experience on West St

Community Events

- Continued support of third-party community events in collaboration with community partners
- Port Colborne concert series with five free concerts

Sponsorship

- Updates to PORTicipate sponsorship and advertising package
- Unique and memorable opportunities for sponsors



KidsZone at Canal Days



Easter Egg Hunt 2023

CUSTOMER SERVICE



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Customer Service: Achievements & Successes

Counter, Website & Phone Service Successes

- Introduced automated messages for common questions or concerns
- Continued to promote encourage residents to use Virtual City Hall
- Reduced phone wait times; reduced e-mail response wait times
- Introduced water meter repair/replacement appointment process
- Added e-commerce options for business licenses

Process & Information Sharing Achievements

- Supported continued use of the Bridge for internal communications and sharing of information
- Added AudienceView to provide exceptional customer service experience for residents booking tickets to or attending events
- Supported divisions using CityWide tools to help improve their processes and workflows, and to generate metrics that help manage, evaluate, and show the value of their work
- Coordinating with Corporate Communications to oversee website content governance strategy

Customer Service: Current Projects & Activities

Customer Service

 **15,670**

Calls received by the Customer Service division

 **4,354**

Citizen inquiries resolved on first contact

 **2:48**

Average conversation time

 **89.6%**

Caller had less than 20 second wait to speak to a representative

CityWide

8,204  **Service requests**

Most common:

- ✓ Nickel Beach
- ✓ Tax bill
- ✓ PORTicipate pass
- ✓ Beach refunds
- ✓ Water bill

5,121  **Work orders**

Most common:

- ✓ Hydrant winter inspection
- ✓ Hydrant regular inspection
- ✓ Hydrant flushing
- ✓ Road repair
- ✓ Leak detection

 **4,765**

Service requests generated by phone

 **1,535**


Service requests generated by email

Self-Serve Options

345  **Virtual City Hall accounts**

 **608**

Electronic billing accounts – property taxes

29% 

Accounts with pre-authorized property tax payments

 **638**

Electronic billing accounts – water/wastewater

26% 

Accounts with pre-authorized water/wastewater payments

 **252**

Online service requests submitted by residents

Customer Service: Future Plans & Strategies

Customer-Focused Initiatives

- Implement e-billing incentives through Virtual City Hall
- Continue incentives for pre-authorized payments
- Launch additional e-commerce options for applications, licenses and permits
- Implement the 2023 PORTicipate Pass program
- Convert all PDF application forms to fillable online forms, improving accessibility
- Collaborate with Corporate Communications to launch Let's Connect, Port Colborne – online citizen engagement platform

Process-Focused Improvements

- Provide residents with option for online donations and donation receipts
- Pursue mobile application integrations for CityWide
- Grow internal knowledge base for all City staff
- Implement a quality model for Customer Service
- Review office functions to prevent unnecessary duplication in work/roles
- Continue to integrate customer service at the Vale Health & Wellness Centre and Sugarloaf Marina

FINANCIAL SERVICES



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Financial Services: Achievements & Successes

Key Projects & Initiatives

- Completed four financial statement audits and one grant funding audit
- Collaborated with Water/Wastewater to improve water meter process and address backlog of broken meters
- Developed new cost allocation methodology for allocating shared costs across the City
- Approval of 2023 budget prior end of 2022
- Implementation of new payment card program



Crews worked to update and replace old water meters

Financial Services: Future Plans & Strategies

Taxes & Fees

- Updating user fees and charges
- Reviewing non-traditional industrial water and wastewater users
 - i.e. users that can pull water from canal vs those that don't (four companies)
- Reviewing vacant land charges and their application
- Undertaking a property tax assessment audit to review coding of classification of properties

Looking Ahead

- Preparing an insurance RFP for the end of June/early July
 - Current contract finishes at the end of December 2023
- Preparing a 2024 budget with multi-year forecast



HUMAN RESOURCES



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Human Resources: Achievements & Successes

Initiatives & Projects

- Bi-annual workplace survey complete – action planning in progress
- CUPE Joint Job Evaluation Committee (JJEC) job review – nearly complete
- Market review of benefits packages, resulting in significant savings
- Continued monitoring of COVID-19
- Increased HR presence at Public Works
- Completed full cycle of competency based performance development process
- Added a teambuilding component to student onboarding and student feedback survey

Culture & Morale Focus

- Creation of a Diversity, Equity and Inclusion plan and calendar of significant dates
- YMCA memberships for all full-time staff
 - 76 staff have joined
- Key initiatives and events:
 - Thanks A Munch
 - Coffee With the CAO
 - Quarterly Town Halls
 - Holiday Lunch
 - Applauz
 - LinkedIn learning

Human Resources: Current Projects & Activities



\$18 million

Personnel budget



189

Full-time equivalents (FTE)*



18

Internal moves



36%

Staff costs as a percentage of the total budget. Combined levy and rate.



247

Full headcount*



21

External hires



2

Retirements



6

Workplace accidents



1

Accident resulting in lost time



3

Vehicle incidents



*Excludes volunteer firefighters

INFORMATION TECHNOLOGY



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Information Technology: Achievements & Successes

Equipment & Software Upgrades

- Completed upgrades to the City's access control (card access to facilities) and surveillance software
- Completed migration to an integrated, next-generation email filtering to increase cybersecurity approach
- Lifecycle replacement of workstations (desktops, laptops, tablets, displays, printing fleet, and associated equipment)
 - Leveraged collaborative purchasing opportunities
- Upgraded and lifecycle replacement of network infrastructure (routers, firewalls, switches, wireless access points) at various City facilities

Geographic Information System (GIS)

- Functions migrated from Public Works to Corporate Services
 - Vision of enabling GIS services to support all City divisions
 - Implementing an enterprise GIS system to promote better data management
 - Creating self-serve GIS services, including web mapping applications
 - Collaboration with regional partners to exchange data

Information Technology: Current Projects & Activities



1,299

Requests for IT assistance from staff



1.56 million

Emails received



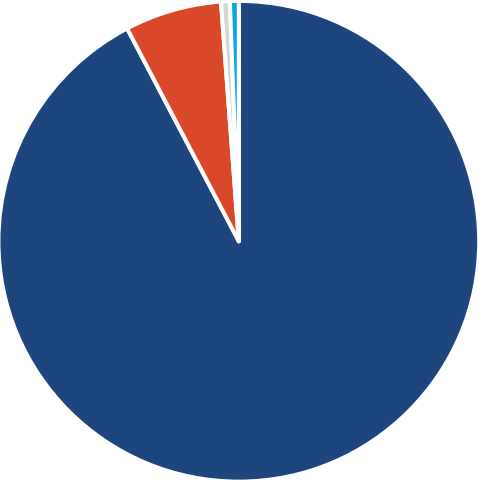
68%

Cloud use for business applications. Up from 52% in 2022



56%

Emails blocked for spam, phish and malicious reasons



Staff cybersecurity training and simulations had excellent compliance results.

- No action
- Viewed images
- Clicked link
- Completed form



Information Technology: Future Plans & Strategies

Data Management & Cloud Strategy

- Continuing to evolve business applications with a cloud-first strategy and integrations between systems
- Enabling and leveraging Microsoft cloud services
- Support the data management needs of the organization
 - Enterprise resource planning
 - Human capital management
 - Combining financial and non-financial information to support decision making
 - Looking at a shared service relationship opportunity for system acquisition and support with the City of Niagara Falls

Equipment & Security

- Modernizing meeting room technology, including audio/visual improvements in Council Chambers and Committee Room 3
- 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



Thank you!



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