



Corporate Services Committee Agenda

Thursday, October 12, 2017
9:30 a.m.
Council Chambers
County Administration Centre,
Walkerton

1. Declaration of Pecuniary Interest

2. Action Items

A. 2018 Budget

1. Planning and Development Organizational Chart
2. BruceWorX
3. Revised Departmental Budgets
 - ◆ Human Resources
 - ◆ Highways
 - ◆ Paramedic Services
 - ◆ Social Services and Housing
4. Consolidated Capital
5. Consolidated Operational
6. Consolidated Corporate

3. Information Items

4. Next Meeting

November 2, 2017

5. Adjournment



BruceWorX recognizes our shift to new collaborative technologies. The mandate is to introduce tools to activate a highly collaborative, efficient and flexible working environment across the organization. It will allow for applications to be deployed in a common environment and enhance the use of common/shared data with enabling technology, allowing business data to be used across the organization by all relevant stakeholders as appropriate to their roles and permissions.

Within this BruceWorX umbrella will of course be SharePoint but will also include new to the County technologies like Skype for Business and OneDrive for Business. Supported by a cross functional team we will introduce a modern and efficient way to do business.

"Office 365" refers to subscription plans that include access to Office applications, plus other productivity services that are enabled over the Internet (cloud services). Office 365 includes plans for use at home and for business. Office 365 plans for business include services such as Skype for Business, web conferencing and Exchange Online hosted email for business, and additional online storage with OneDrive for Business.

Our proposed Office 365 plan also includes SharePoint Online, Skype for Business PBX as well as other business beneficial software that will remain turned down during the initial implementation.

Skype for Business

Leveraging a cloud based phone system requires only a stable internet connection. Our investigations have shown we have sufficient bandwidth to have a quality Skype for Business voice solution. The 2018 budget does include \$20,000 increase in WAN costs to further improve our connection speeds between the major hubs to allow the video component of Skype for Business to be successful and will satisfy the County Strategic Plan of "Adopt the Ontario Tele-Networking (OTN) to meetings", voice, video, single and multi-attendant meetings. Five-digit dialing is also within scope to allow any County staff person to reach any other County staff person within the county with no long distance charges. This includes when we are offsite, any staff, if authenticated and running Skype for Business can be called, texted and video conferenced.

SharePoint Online

SharePoint is a web-based, collaborative platform that integrates with Microsoft Office. SharePoint is primarily sold as a document management and storage system, but the product is highly configurable and usage varies substantially between organizations. Using the Online version of SharePoint will allow all hosted corporate data and workflows to be accessible from any internet connected device, anywhere on the planet, once the end user is authenticated. SharePoint is more than document management, it can be digital asset management, workflows, teams, projects, dashboards, Intranets, Extranets and interface to other data-sources. It's a "world is your oyster" platform.

Office365

Also includes the full desktop version of the latest Office applications, which users can install across multiple computers and devices. The fully installed applications include: Word, Excel, PowerPoint, OneNote, Outlook, Publisher, and Access. (Publisher and Access are available on PC only.) And we can install them across multiple devices, including PCs, Macs, Android tablets, Android phones, iPad, and iPhone. When we have an active Office 365 subscription that includes the desktop version of Office, we always have the most up-to-date version of the applications.

All Office 365 plans are paid for on a subscription basis, monthly or annually on a per user count.

What is the Cloud

"The cloud" is a friendly way of describing web-based computing services that are hosted outside of our organization. When we use cloud-based services, a portion of our IT infrastructure resides off our property (off-premises), and is maintained, patched and secured by a third party (hosted), instead of residing on a server here (on-premises) that we maintain. With Office 365 for example, information storage, computation, and software are located and managed remotely on servers owned by Microsoft. Many services we use every day are a part of the cloud—everything from web-based email to mobile banking and online photo storage. Because this infrastructure is located online or "in the cloud," we can access it virtually anywhere, from a PC, tablet, smartphone, or other device with an Internet connection and feel totally confident in the security of our data.

Financial Impact	2018	2019
Available Reserves		
SharePoint	70,000	
Unified Communications	200,000	
Unspent Hardware Reserves or from Tax Stabilization Reserve	100,000	
Total Available Reserves	370,000	0
Expenditures		
Airwatch	48,000	48,000
Wide Area Network (WAN)	20,000	20,000
Firewall	17,000	17,000
Handsets	100,000	
Consulting Services	100,000	
Office 365 Corporate Subscription	320,000	320,000
Total Expenditures	605,000	405,000
Net Cost	235,000	405,000

The net increase of \$170,000 in Year 2 (2019) will be offset by the reduction in Capital Requirements as was identified in the Corporate Services 5 Year Capital Forecast.

Summary of Budget Totals	2017	2018	2019	2020	2021	2022
Land	0	0	0	0	0	0
Equipment	0	0	0	0	0	0
Technology/Communications	907,885	843,000	520,000	520,000	520,000	520,000
Vehicles & Machinery	0	15,000	0	0	0	0
Furniture and Fixtures	15,259	5,000	2,000	2,000	2,000	2,000
Building	461,420	236,000	74,000	44,000	44,000	54,000
Bridges & Culverts	0	0	0	0	0	0
Roads Paved	0	0	0	0	0	0
Roads Unpaved	0	0	0	0	0	0
Traffic Signals	0	0	0	0	0	0
Trails Program	0	0	0	0	0	0
Expenditures	1,384,564	1,099,000	596,000	566,000	566,000	576,000
Transfer to Reserves	192,500	173,000	223,000	223,000	223,000	223,000
Total Expenditures	1,577,064	1,272,000	819,000	789,000	789,000	799,000
Total Revenues	893,258	352,000	65,000	35,000	35,000	45,000
Net Levy Requirement	683,806	920,000	754,000	754,000	754,000	754,000

Prepared by: Bettyanne Cobean Director of Corporate Services

October 6, 2017



Committee Report

To: Warden Mitch Twolan
Members of the Corporate Services Committee

From: Bettyanne Cobean, C.M.O.
Director of Corporate Services

Date: October 12, 2017

Re: 2018 Budget

Recommendation:

That the Corporate Services Committee recommends that the 2018 budget be adopted reflecting a 3.54 % increase to the levy in the total amount of \$44,956,399 distributed according to the following table; and,

That a by-law be adopted establishing the levy and corresponding tax ratios and tax rates.

Department	2017	2018	Increase	%
Planning & Development	3,692,920	3,726,102	33,182	0.90
Paramedic Services	5,178,496	5,484,582	306,086	5.91
Museum	1,520,908	1,608,737	87,829	5.77
Library	3,228,675	3,397,915	169,240	5.24
Corporate Services	4,266,520	4,663,646	397,126	9.31
CAO	1,075,539	922,568	-152,971	-14.22
Long Term Care	3,437,867	3,519,239	81,372	2.37
Highways	12,469,853	12,799,315	329,462	2.64
Human Resources	820,830	954,860	134,030	16.33
Social Services & Housing	6,316,636	6,353,247	36,611	0.58
Non Departmental	1,413,147	1,526,188	113,041	8.00
Total	43,421,391	44,956,399	1,535,008	3.54

Background:

Committee received the draft operational and capital budgets on September 28th and 29th. The draft consolidated budget presented generated a levy increase of 5.1%.

Committee members directed staff to reconsider the budgets and recommended a target of 3-3.5%. Additionally, there were certain items highlighted for further review or clarity.



1. Corporate Services (Information Technology Services Division) Detailed plan for costing of BruceWorX as it will relate to 2019 and beyond, ongoing subscription costs.
 - A report is attached describing the project and an analysis of costs
2. Health Services (Paramedic) Chesley Station upstaffing to 24/7 is not included in the draft budget
 - A report related to this proposal and to review other geographic locations that were identified during the budget discussions including Sauble Beach and the Huron/Bruce border will be introduced by the Director of Health Services to the Health Services Committee in the near future
3. Health Services (Long Term Care) Cladding Project is not included in the draft budget.
 - A report addressing this capital project will be introduced by the Director of Health Services to the Health Services Committee in the near future including the financial requirements.
4. Transportation - Equipment and Housing and Capital projects - review required
 - The Transportation capital budget has been reduced by \$340,000
 - Transfer to Bridge Reserve -\$100,000
 - Equipment Reserves - \$40,800
 - Paved Roads -\$184,000
 - Transfer from Reserves +\$15,200
5. Planning and Development - Request for Departmental Organizational Chart
 - The chart is attached to this report for your information.
6. Health Services (Paramedic) Port Elgin Station - the budget includes a transfer of \$250,000 with \$50,000 being spent in 2018 for architect, engineering
 - The budget has been amended to delete the \$200,000 transfer to reserves and \$50,000 remains in the capital budget funded from the levy to begin the preliminary work in 2018.



7. Provincial Subsidy for Paramedic Services does not reflect any increase in 2018. Notification from the Ministry of the 2017 funding has not yet been received
 - The budget has not been amended to increase the Provincial Funding

8. Social Services and Affordable Housing - consider additional investment to the Affordable Housing program.
 - To support the need for growth in Affordable Housing, the \$200,000 final year commitment to the Grey Bruce Regional Health Centre can be funded from the Tax Stabilization Reserve (TSR) and the \$200,000 redirected to the Affordable Housing Capital Reserves.

These adjustments generated a reduction of \$540,000 to the levy and accommodated an additional \$200,000 investment to Affordable Housing.

Further review of the budgets by Directors brought forward four additional recommendations:

Department	Description	Reduction
Human Resources	Summer Student	\$10,842
Human Resources	Transfer to Reserves for future Payroll System replacement	\$40,000 Consideration should be made in 2018 to create this reserve should there be available funds in the Tax Stabilization Reserve or reassign the Health & Safety Vehicle Reserve that may not be required for the intended purpose.
Planning & Development	Transfer to Reserves For Trails Infrastructure replacement	\$65,000 Consider transfer from the TSR in 2018
	Capital Expenditures financed from reserves	\$11,500
Museum	Visitor Service Desk	\$7,026 finance from the TSR
Subtotal/		\$134,368
Other Adjustments	Transportation/Health Services	\$540,000
Total Adjustment		\$674,368



A \$38,000 funding request for the Museum Roofing Project to be completed in 2019 has been deleted from the budget but will be reintroduced to Committee for consideration in 2018. Once the 2017 external audit is complete, a report will be presented with respect to reallocation of funds from the Tax Stabilization Reserve to finance this project and Transfers to Reserves for Human Resources and Planning and Development that have been removed from this budget.

Financial/Staffing/Legal/IT Considerations:

The revised version of the consolidated budget will require a \$1,535,008 or 3.54% increase. Operations increased \$763,831 or 2.27% while Capital increased \$771,177 or 7.84%. Should Committee choose to only invest a further \$100,000 to the Affordable Housing portfolio the consolidated increase would be reduced to 3.30%.

A 1% increase in the levy equals \$434,000. While we have no details on the expected assessment, growth that will be applied to the 2018 taxable assessment for taxation purposes we are confident that prior year budget investments will contribute to a noticeable increase.

Interdepartmental Consultation:

The Senior Management Team met and reviewed the priorities and adjustments. This budget invests in the long term goals of Bruce County and includes the investment in people resources with the additional headcount in Human Resources, Library and Museum. It recognizes a shift to new collaborative technologies with the implementation of BruceWorX while supporting the infrastructure deficit with a \$200,000 increase in the Affordable Housing portfolio.

Link to Strategic Goals and Elements:

Goal # 2- Leverage Technology

Goal # 6- Explore alternate options to improve efficiency, service

Approved by:

Kelley Coulter
Chief Administrative Officer

Summary of 2018 Budget Submissions
Thursday, October 12, 2017

	Operational	Operational	Operational	Operational	Capital	Capital	Capital	Capital	Approved	Consolidated	Consolidated	Consolidated
	Approved	Sep-20	\$	Percentage	Approved	Sep-20	\$	Percentage	Consolidated	Oct-17	\$	Percentage
	2017	2018	Change	Change	2017	2018	Change	Change	2017	2018	Change	Change
Planning & Development	3,613,397	3,681,703	68,306	1.89	79,523	44,399	- 35,124	- 44.17	3,692,920	3,726,102	33,182	0.90
Paramedic Services	4,577,596	4,824,682	247,086	5.40	600,900	659,900	59,000	9.82	5,178,496	5,484,582	306,086	5.91
Museum	1,492,520	1,585,993	93,473	6.26	28,388	22,744	- 5,644	- 19.88	1,520,908	1,608,737	87,829	5.77
Library	2,853,975	3,035,715	181,740	6.37	374,700	362,200	- 12,500	- 3.34	3,228,675	3,397,915	169,240	5.24
Corporate Services	3,582,714	3,743,646	160,932	4.49	683,806	920,000	236,194	34.54	4,266,520	4,663,646	397,126	9.31
CAO	1,067,539	922,568	- 144,971	- 13.58	8,000	-	- 8,000	- 100.00	1,075,539	922,568	- 152,971	- 14.22
Brucelea	1,422,781	1,448,693	25,912	1.82	156,373	97,000	- 59,373	- 37.97	1,579,154	1,545,693	- 33,461	- 2.12
Gateway	1,690,078	1,751,522	61,444	3.64	168,635	222,024	53,389	31.66	1,858,713	1,973,546	114,833	6.18
Transportation	6,779,257	6,913,171	133,914	1.98	5,690,596	5,886,144	195,548	3.44	12,469,853	12,799,315	329,462	2.64
Human Resources	809,825	952,360	142,535	17.60	11,005	2,500	- 8,505	- 77.28	820,830	954,860	134,030	16.33
Social Services and Housing	4,287,364	3,967,783	- 319,581	- 7.45	2,029,272	2,385,464	356,192	17.55	6,316,636	6,353,247	36,611	0.58
Non Departmental	1,413,147	1,526,188	113,041	8.00	-	-	-	-	1,413,147	1,526,188	113,041	8.00
Total	33,590,193	34,354,024	763,831	2.27	9,831,198	10,602,375	771,177	7.84	43,421,391	44,956,399	1,535,008	3.54