



Corporate Services



OPERATING BUDGET:

\$1,812,800

CAPITAL BUDGET:

\$522,800

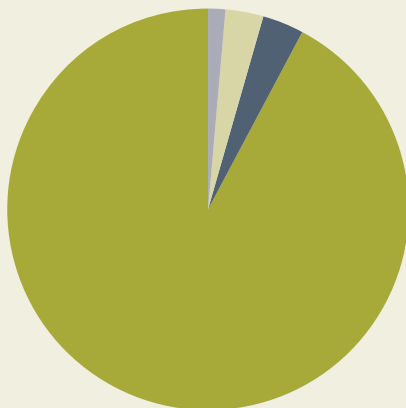
STAFFING COMPLEMENT:

11.32 FTE (Full-time equivalent)

SUPPORTS STRATEGIC FOCUS AREAS:

Principled Governance, Balanced Economic Prosperity, Community Spirit and Wellbeing, Transportation & Infrastructure Initiatives, Corporate Excellence

DEPARTMENT'S SHARE OF CITY BUDGET



- Communications 1.6%
- Human Resources 2.9%
- Information Technology 3.5%
- Remaining City Budget 92%

SOURCE: CITY OF PITT MEADOWS FINANCE DEPARTMENT

Corporate Services provides integral support services in the areas of Information Technology, Communications, Human Resources and Payroll.

DIVISIONS:

- **Information Technology (IT).** Provides leadership for the planning, development and management of the City’s information technology systems. A team of four IT specialists partner with all City departments to deliver business IT solutions for City programs and services, managing the overall investment in IT and optimizing and ensuring alignment with business objectives. More specifically, IT oversees business system implementation, process engineering, technology planning and disaster recovery, as well as all things related to desktop computing, network, IT security, data & server infrastructure, print operations, telephone and mobility.
- **Communications.** Works to enhance public trust; translate comprehensive issues into understandable and useful information; engage the right people at the right time and place; navigate the world of divergent community views and promote two-way dialogue. It strives to ensure that the public, employees, media, and residents have a clear understanding of the City’s policies, priorities and programs, while recognizing that effective civic engagement is a vital part to good governance. The department is responsible for strategic marketing, corporate communications and media relations. Services include: event support, photography, marketing and communications strategies and programs/campaigns, developing marketing collateral, issues management, website and social media administration, digital advertising oversight and report production.
- **Human Resources (HR) and Occupational Health & Safety.** HR supports a safe, healthy and engaged workforce through advisory services, and the development and implementation of programs and policies. HR encourages a positive workplace culture that enables the attraction and retention of the best talent available and supporting



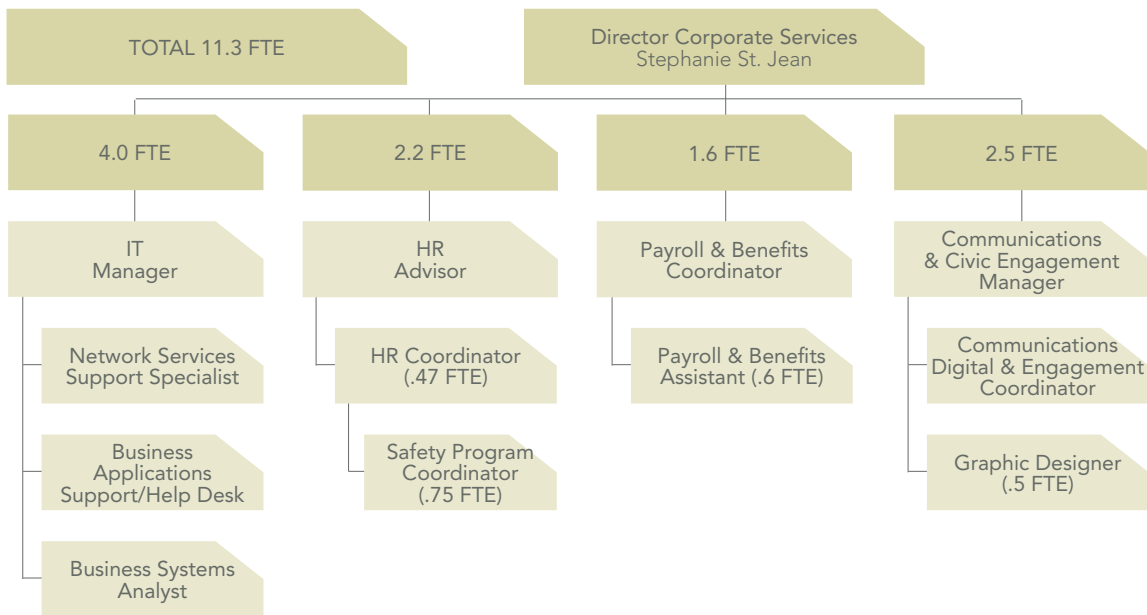
them as they meet and exceed expectations of residents and Council in the carrying out of all City business, services and roles. HR includes Occupational Health and Safety which provides a broad range of occupational safety and environmental protection services such as Health and Safety Consultations programs; health and safety program development; safe work procedures; Hazardous Materials Safety/WHMIS; ensures regulatory compliance; conducts workplace inspections, evaluations and investigations; and provides training.

- **Payroll and Benefits.** Responsible for the accurate and timely preparation and processing of biweekly and monthly payroll and benefits. It liaises with various service providers (e.g. benefits carriers, WCB, PensionsBC, etc.), government agencies, employee groups and senior officials, and ensures consistent application of policies and procedures, best practices and exceptional service.

ON A DAILY BASIS WE:

- Work internally with staff and externally with stakeholders to make information on City services, events or topics of public interest available and accessible via our website, social media, newsletters, news releases and other channels.
- Support City departments with their daily use of IT services and provide new and enhanced technology solutions that are cost-effective and focused on improving process and creating efficiency.
- Enhance and support the City’s online portfolio of digital services.
- Offer guidance and advice on the best use of current and future technologies.
- Optimize the progression of an individual as they move through the employee life cycle from recruitment to retirement.
- Process the payroll and benefits for City administrators, and
- Provide advice to managers and supervisors to support effective communications and cooperation with their staff.

STAFFING COMPLEMENT





DEFERRED PROJECTS

As a result of priorities that emerged throughout the year the following 2019 business plan initiatives were deferred:

Information Technology (IT)

- **TEMPEST Enhancements**
 - **eApply Fire Burn Permit** – Project is ongoing and will continue into 2020 because of unexpected technical challenges.
 - **E-COMM Permitting** – More planning is needed. Deferred until 2020.
- **Customer Service Complaint System** – Deferred until 2020.
- **Audio/Video Infrastructure Replacements** – Deferred until 2020 due to unplanned maintenance priorities.
- **Recreation Software Point of Sale (POS) Terminal Integration** – Deferred until 2020 due to contractor scheduling issues; and
- **Annex Facility Switch Redundancy** – Deferred to 2020 to capitalize on efficiencies gained by coinciding with firewall replacement project.

Human Resources

- **Strategic HR Operations Planning process** – Added to 2020 key initiatives.

INFORMATION TECHNOLOGY

KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Corporate Excellence Resources	PC Refresh. Replace 100 end-of-life PCs. Upgrade endpoint OS to Windows 10 and productivity software to Office 2016. Develop and implement PC imaging processes and ensure compatibility with other software and integration points. Provide corporate wide training on Windows 10 and Office 2016.	Q2
Corporate Excellence Resources	Leaf Switch Replacements. Replace all network leaf switches at City Hall, Annex, PMFRC, Works Yard, Fire Hall and SBCC. Increase capacity on leaf switches to accommodate new headcount and office space requirements.	Q2
Corporate Excellence Resources	VOIP Replacement and Unified Communications Rollout. (Continued from 2019) Replace the City’s core telephone systems and endpoints. Modernize all user tech and backend systems. Roll out unified communications features to end users including chat/messaging, presence, availability and others.	Q2
Corporate Excellence Resources	Server Room HVAC Replacements. Replace all HVAC units in main server room locations and IT closets. Network new devices so they can be monitored.	Q2
Corporate Excellence Resources	Corporate Firewall Replacements. Replace the City’s two Enterprise Firewalls.	Q2
Corporate Excellence Resources	Audio/Video Infrastructure Replacements. Replace screen, projectors and TVs in the Council Chambers.	Q3
Corporate Excellence Resources	Server Room Uninterrupted Power Supply (UPS) Replacements. Replace and network all UPS devices and battery packs (x7) in server rooms across City facilities.	Q3
Corporate Excellence Resources	Windows Server 2016 Upgrades. Move core enterprise applications onto Windows Server 2016 and SQL Server 2016 platforms.	Q4



INFORMATION TECHNOLOGY CONT'D

KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Corporate Excellence Resources	IT Security Strategic Planning. Plan how to best protect the City from cybercrime, and monitor, discover and respond to incidents. Begin to execute on that plan.	Q4
Corporate Excellence Resources	Cloud Computing Strategic Planning. Plan how, if, when the City should transition some IT services, systems, compute and/or data to Cloud locations. Identify priority areas and/or low-hanging fruit. Understand the benefits, constraints, challenges, costs and other aspects.	Q4
Corporate Excellence Resources	Operations Management System Upgrade – x2. Major release upgrades of the City's work order and asset management tracking software.	Q4

CROSS DEPARTMENTAL COLLABORATION INFORMATION TECHNOLOGY

KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Corporate Excellence Resources	Mobile Ticketing. Implement the mobile ticketing Tempest software module which will enable in-field ticketing for City bylaw officers with real-time connectivity to back-office Tempest software.	Q1
Corporate Excellence Resources	eApply Burn Permit. (Continued from 2019). Implement the Tempest eApply module for the Fire Burn Permit so that citizens can obtain fire burn permits entirely online. Explore opportunities to bring other permitting processes online.	Q2
Corporate Excellence Resources	Fire Hall Relocation. Relocate all Fire Hall technology and networking to a temporary location TBD.	Q2
Corporate Excellence Responsive	Budgeting Systems Software Implementation. Work with the Finance department to implement budget management software and integrate that software into required financial systems.	Q2
Corporate Excellence Resources	Agenda Management Platform Review. Working with Administrative Services, complete a performance review of the City's current online meeting and agenda management tool; assess its effectiveness in addressing the City's requirements in regards to agenda preparation, records management, online engagement, and managing all stages of the Council meeting lifecycle; determine objectives and strategies for operational improvements in 2021.	Q3
Corporate Excellence Responsive	Customer Service Complaint Tracking Software. Utilize the Tempest software to digitize the tracking and response of customer service complaints and inquiries.	Q4



CORPORATE COMMUNICATIONS

KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Corporate Excellence Accountability	Website and Optimized Reporting. Explore dynamic page capabilities for improved reporting e.g. OCP web interface.	Q1
Corporate Excellence Responsive	Policy Revision/Development. <ul style="list-style-type: none"> • Public Use of Municipal Billboards. • Cross Street Banners on Harris Road. • Media and Public Relations Communications; and • Social Media Usage. 	Q2
Principled Governance Community Voice	Civic Engagement. <ul style="list-style-type: none"> • Create staff user guidelines for engagement software and user training. • Explore tools available to enhance public engagement experience and encourage participation. 	Q3
Principled Governance Community Voice	Elevate the City’s Brand Identity. <ul style="list-style-type: none"> • Audit City assets to ensure cohesive look and feel and proper use of logo. • Create roll-out plan of newly designed City Parks’ signage. • Create and launch multi-phased community-pride building (i.e. Pitt Meadows Proud) communications campaign that includes video, collateral, swag etc. 	Q4

CROSS-DEPARTMENTAL COLLABORATION CORPORATE COMMUNICATIONS

KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Principled Governance Community Voice	Official Community Plan (OCP). Provide communications and engagement support throughout the OCP.	Q2
Corporate Excellence Employee Excellence	Safety Culture Campaign. Communications and Occupational Health and Safety to develop an internal marketing and communications plan to bolster existing OHS program communication and put safety top of mind of employees.	Q3
Principled Governance Community Voice	Engagement Opportunities. Work with various City departments to identify opportunities for community engagement. e.g. North Lougheed Study Area, new Fire Hall, Transportation projects, Parks, Recreation, Arts and Culture Master Plan, Tree Protection Bylaw etc.	Q4



HUMAN RESOURCES, OCCUPATIONAL HEALTH & SAFETY AND PAYROLL KEY INITIATIVES 2020

STRATEGIC PRIORITY	INITIATIVE	TARGET
Corporate Excellence Resources	Workplace Safety. Improve reporting and investigation of near misses (occurrences that had potential to injure but did not); monitor OHS statistics and evaluate performance.	Q1
Corporate Excellence Resources	Process Development. Develop an internal illness and injury claims management strategy and process to streamline effort and reduce error/redundancies with the goal to lowering the City's WorkSafe experience rating.	Q1
Corporate Excellence Employee Excellence	Foster Positive Organization Culture. e.g. Implement recommendations from employee engagement review.	Q2
Corporate Excellence Employee Excellence	Organizational Wellness Strategy. Develop strategy with targeted workshops and wellness opportunities for staff.	Q2
Corporate Excellence Resources	Hazard Identification and Risk Assessment. Develop new key safe work procedures e.g. crawl spaces-confined space.	Q3
Corporate Excellence Employee Excellence	Continue HRIS Integration. Work to ensure optimal use of newly implemented HR Information System. Includes training and development of work processes.	Q3
Corporate Excellence Responsive	Policy Revision/Development: <ul style="list-style-type: none"> • Confined Space. • Global Health and Safety. • Respectful Workplace. • Contractor Coordination. • Training and Development; and • Whistleblower/Serious Complaints. 	Q3
Corporate Excellence Resources	Maintain PACE Compliance Action Framework. For continuous improvement, specific focus on Biohazards program & Exposure Control Plan; Ergonomics program.	Q4
Corporate Excellence Employee Excellence	Exception Reporting. Conduct a review of time reporting practices of full time employees', technology compatibility and process to determine feasibility of moving to exception based reporting.	Q4



PROPOSED OPERATING BUDGET

	2019 ADOPTED BUDGET	2020 PROPOSED BUDGET	PROPOSED CHANGES FOR 2020		2021 PROPOSED BUDGET	2022 PROPOSED BUDGET	2023 PROPOSED BUDGET	2024 PROPOSED BUDGET
Expenses								
Human Resources	\$630,900	\$664,300	\$33,400	5.3%	\$680,300	\$695,200	\$709,900	\$725,100
Communications	352,700	363,300	10,600	3.0%	376,500	389,300	395,100	402,700
Information Technology	756,100	785,200	29,100	3.8%	821,000	835,800	849,400	859,400
	1,739,700	1,812,800	73,100	4.2%	1,877,800	1,920,300	1,954,400	1,987,200
Net Operating Expenses	\$1,739,700	\$1,812,800	\$73,100	4.2%	\$1,877,800	\$1,920,300	\$1,954,400	\$1,987,200

KEY BUDGET CHANGES FOR 2020:	
Salary and benefits	59,700
Main Support Systems	9,100
Other	4,300
Change in Net Operating Expenses	\$73,100

PROPOSED CAPITAL BUDGET

PROJECT #	PROJECT NAME	PRIORITY	2020	2021	2022	2023	2024	TOTAL
Corp Svcs - Communications								
15-CM-092	Website Refresh 170015	3	-	\$50,000	-	-	\$50,000	\$100,000
18-CM-094	City Banner Replacement 180014	2	-	-	-	-	7,200	7,200
20-CM-001	PMFRS to pittmeadows.ca	3	3,000	-	-	-	-	3,000
20-CM-004	Reception Area Photo Renewal	2	4,000	-	-	-	-	4,000
Corp Svcs - Communications Total			\$7,000	\$50,000			\$57,200	\$114,200



PROJECT #	PROJECT NAME	PRIORITY	2020	2021	2022	2023	2024	TOTAL
Corp Svcs - IT Total								
09-IT-001	PC Replacement - Desktops 990039	1	\$176,000	-	-	-	-	\$176,000
09-IT-020	Misc Computer Infrastructure Purchase 080020	3	55,000	\$28,000	\$28,000	\$28,000	\$28,000	167,000
10-IT-021	Server/SAN Refresh 080024	1	-	6,000	107,000	195,000	6,000	314,000
11-IT-003	WAN/LAN Upgrade - POE Switches 990040	1	70,000	75,000	-	-	-	145,000
11-IT-005	Printer & Peripherals Replacement 990046	2	-	-	125,000	30,000	-	155,000
11-IT-052	Smart Phone Replacement 110021	2	2,000	-	2,000	2,000	2,000	8,000
13-IT-075	UPS Replacement 130007	1	22,000	-	-	-	15,000	37,000
14-IT-082	Fiber Maintenance 150020	3	3,500	-	-	3,500	-	7,000
14-IT-084	Fire Apparatus Ruggedized Laptops 150002	1	-	-	20,000	-	10,000	30,000
15-IT-068	Fortinet Firewall Appliance Repl 150008	1	18,300	-	-	-	-	18,300
15-IT-074	Corporate WiFi Replacement 180016	2	-	-	-	-	15,000	15,000
15-IT-077	Tablet Refresh 150014	1	2,000	2,000	2,000	2,000	2,000	10,000
16-IT-101N	Server/SAN Warranty Contracts 170002	1	33,000	18,000	10,000	-	-	61,000
18-IS-100	Finance Budget System Software 180018	3	75,000	-	-	-	-	75,000
18-IT-106	Windows Server Upgrade 4K 180024	1	10,000	-	-	-	-	10,000
19-IT-001	PC Replacement - Laptops 190017	1	-	-	-	85,000	-	85,000
19-IT-002	AV Replacements 190018	2	8,000	-	15,000	-	-	23,000
19-IT-003	Tempest Improvements 190019	2	25,000	-	-	-	-	25,000
19-IT-008	Server Room AC Unit Replacement 190023	2	10,000	30,000	-	-	10,000	50,000
20-IT-001	PC Replacement - Monitors	1	6,000	6,000	6,000	6,000	6,000	30,000
20-IT-002	iPhone Refresh	2	-	15,000	-	-	-	15,000
Corp Svcs - IT Total			\$515,800	\$180,000	\$315,000	\$351,500	\$94,000	\$1,456,300



Decision Package: Payroll and Benefits Resourcing

ROLE DESCRIPTION:

Full Time, Regular Payroll and Benefits Assistant, CUPE

DEPARTMENT/DIVISION:

Corporate Services – Payroll & Benefits

SUBMITTED BY:

Stephanie St. Jean, Director of Corporate Services

ESTIMATED CAPITAL COST:

n/a

ESTIMATED OPERATING COST:

Ongoing: \$21,000

BACKGROUND/DISCUSSION

The Payroll & Benefits department (“PB”) is currently staffed by 1.6 FTE.

The 0.6 FTE was added in 2016/17 when the independent Parks & Recreation model was implemented in Pitt Meadows resulting in FTE growth from 102 to 124 (22% increase).

Since 2016/17:

- The department experiences higher than anticipated administrative load. As in many Parks & Recreation departments, there are a high number of younger, transitioning workers (e.g. students) and seasonal employees which results in more administrative processing than regular FT employees.
- Recreation Services no longer uses a third party contractor to source fitness instructors; with this change, the payroll department now processes system set up and payment directly to Fitness Instructors within the City payroll system.
- City payroll increased from 124 to 155 (additional 25% increase) largely due to direct payment of Fitness Instructors and not including Paid on Call (POC) firefighters.
- POCs are nearing full complement (32 paid monthly). There is a new Collective Agreement provision to backfill IAFF members with POC members, which increases payroll complexity. Also, similar to Recreation, there are additional administrative requirements that accompany transitioning members (volunteers who leave for example, to FT employment with other City fire departments).
- Technology change (OMS) resulted in a significant precision to our asset management program and also an increase of employee job transactions requiring review by Payroll.
- Implementation of 4 on/4 off for IAFF is time consuming to monitor and reconcile.
- Manual calculations for staff turnover, salary continuances, and employee leaves without pay, garnishees and payouts have increased.
- Increase in concurrent employees, i.e. employees in multiple positions, requires manual management of benefits, salary, % in lieu, variances between each job, increments, and seniority, e.g. as it is managed differently per the Collective Agreement and by category Casual/Auxiliary to Time Durated.
- Overtime in the Coordinator role continues to occur - due to deadlines that cannot be avoided particularly during year end and T4 time. Overtime is an expensive payment approach; budget has not been allocated, resulting in other important initiatives such as staff training being displaced.

RECOMMENDATION

THAT Council:

- A. Approve increasing the Payroll and Benefits Assistant position from .6 to 1.0 FTE in the amount of \$21,000 including benefits; OR
- B. Other.

EXECUTIVE SUMMARY

A number of changes such as: technology upgrades, increased staff levels, CRA reporting guidelines etc. have impacted the capacity of the Payroll and Benefits department. This decision package proposes increasing the regular FTE of the department in order to meet mandatory regular deadlines and those during heavy workload periods (i.e. year end, T4s, stat holidays, etc).



FINANCIAL IMPLICATIONS

COSTS	ONE-TIME		ONGOING	
	CAPITAL	OPERATIONAL	CAPITAL	OPERATIONAL
Base Salary				\$16,380
Employee Health and Other Benefits				4,620
Employee Set-up (including computer, phone, supplies etc.)				
Total Costs:				\$21,000

ALTERNATIVES

Work and deadlines need to be met therefore the alternative is to pay significant overtime rates which has the consequence of exceeding current budget, displacing other initiatives and placing a heavy burden on the 1.0 FTE and/or increasing the hours of the .6 FTE.