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# 2019 Business Plan & Budget

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## Finance

### Prior Year Accomplishments

#### Economic Innovation & Prosperity

- Provided financial expertise and support for various projects.
- Assisted Economic Development with applications for funding and statutory reporting.
- Continued to monitor and review operational results highlighting economic metrics, opportunities and threats.

#### Sustainable Infrastructure & Services

- Overall, the financial health of the County continued to improve in 2018.
- New debt is anticipated to be assumed in 2018 as provided for in the long-term financial plan. The County's cash position continues to remain healthy, fully funding reserves and liquidity needs.
- Continued to realize improved investment yields from longer term maturities aligned with future years' cash flow requirements.
- Continued asset management software implementation project completing final user acceptance testing and parallel testing with anticipated go-live in first quarter of 2019.
- Completed review of all reserve accounts as part of asset management plan implementation towards upcoming recommendations for adoption of a comprehensive reserve policy in 2019 aligned with new asset management policy.
- Updated area specific Development Charges and DC Background Study for Cobourg East Area.
- Established Council approved target levy and dedicated infrastructure levy increases for 2019 budget and 2020-2028 forecast under the Long Term Financial Planning Framework.
- Led and coordinated the development of budgets and long term plans for all County departments.
- The 2019 budget process was kept to the advanced schedule and should have approval in early 2019.
- Updated the 10-year long term financial plan including debt and reserve funding plans.
- Completed RFP for banking services realizing preferential banking fees and interest rates.



- Completed system automation for uploading of Waste tipping fee accounts receivable from Waste Management Software into finance Great Plains accounting software for billing purposes.
- Supported the development, planning and implementation of operating department master plans and projects such as the Transportation Master Plan.
- Continued to work with the Housing department to conduct operational reviews for non-profit housing providers and completed annual financial reviews for the non-profit housing providers scheduled for the year.
- Commenced compliance reviews of new affordable housing provincially funded projects under Contribution Agreements with the County.
- Provided financial guidance and procurement/risk expertise on various large capital projects inclusive of the GPL Rebuild Committee and new shared emergency bases construction.

### **Thriving & Inclusive Communities**

- Facilitated a Long Term Financial Planning Framework Open House for enhanced public engagement. Compiled stakeholder survey results recognizing public input as a key component in the County's long-term financial planning framework.
- Utilizing data compiled from a review on property tax vacancy rebate financial impacts, facilitated a Public Information Centre and stakeholder survey for public input on elimination of the Vacancy Property Tax Rebate Program and subsequent application to the Ministry of Finance for discontinuation of the program.
- Provided insight and participated in the Northumberland Affordable Housing Committee towards development of an Affordable Housing Strategy.
- Continued to advance the shared services initiative for procurement including chairing the joint purchasing group, developing a purchasing schedule and identifying all opportunities for joint purchasing.
- Completed 15 joint purchasing initiatives with municipal partners.
- Assisted and coordinated various purchasing and contractual agreements for member municipalities.
- Administered and provided oversight and guidance of the procurement process and construction contract for the Trent Hills Emergency Base as a shared services initiative.
- Completed Shared Facility Agreement for Trent Hills Emergency Base with the Municipality of Trent Hills.
- Continued to build and maintain strong communications with all County departments and member municipalities by working routinely with member municipality staff to assist with the management of vendor issues, site meetings, bid document sharing, electronic procurement management (e.g. web advertising), procurement process management and general advice on procurement issues.



- Continue to be actively involved in groups and associations such as the Ontario Public Buyers, National Institute of Government Purchasing, MFOA and Northumberland Inter-municipal Treasurers Committee.
- Jointly with Housing Department, administered various funding initiatives for rent supplement and housing allowance programs – 128 units.
- Finance department participated in several committees and organizations including:
  - Municipal Finance Officer Association (MFOA)
  - Government Finance Officers Association (GFOA)
  - Financial Management Institute of Canada
  - Federation of Canadian Municipalities (Asset Management Planning)
  - MCMA Collections Committee
  - Ontario Public Buyers Association
  - National Institute of Government Purchasing
  - Eastern Ontario Purchasing Cooperative
  - Northumberland County Treasurers Association
  - Northumberland County Agriculture Advisory Group
  - Eastern Ontario Treasurers Association
  - EOWC Treasurers
  - Health & Wellness Committee
  - Joint Health & Safety Committee
  - Kawartha Cooperative purchasing group
  - Risk Management Society of Canada

## **Organizational Excellence**

- Completed the realignment of Finance staff responsibilities after facilitating a detailed departmental review with staff providing for expanded support services to all County Departments.
- Implemented internal cash receipts audit function and facilitated initial site documentation visits.
- Succession planning and staff development
  - Recruited replacement staffing for Finance Administrative Clerk, Accounts Payable Clerk and Accounts Receivable Clerk
  - Ongoing initiatives to support staff in pursuing education and training, Finance staff completed various courses in accounting and purchasing to further enhance the skill sets within the team
  - Staff completion of white and yellow belt LEAN training
  - Staff enrollment in current intake of the Loyalist Managing and Leading in a Municipal Environment program



- Staff attended various courses and conferences to continue to develop skills, build networks, and identify best practices opportunities.
- Facilitated Loyalist College training for the Managing and Leading in a Municipal Environment Program the Essentials of Financial Management module.
- Continued to document and update standard operating procedures and policies.
- Jointly, through the Northumberland Treasurers Inter-municipal Committee, completed a formal tax policy review with adoption of recommendations in 2018 tax policies.
- Assisted the Communications Department with providing financial data and metrics for the 5<sup>th</sup> annual Financial Report. This is a key communication tool for public transparency and accountability providing an overview of the 2017 Financial Statements, priorities and accomplishments, as well as various historical trends and overall analysis.
- Presented highlights of the 2018 budget and long-term financial plan to seven member municipalities and all County staff.
- Completed revisions to the Procurement Bylaw to incorporate legislative changes from the Canadian Free Trade Agreement (CFTA) and the Canada-European Union Comprehensive Economic and Trade Agreement (CETA) with subsequent Council approval.
- Continued to realize efficiencies under the new Procurement Bylaw resulting in improved procurement processes, reporting and timeliness of purchases resulting in opportunities for beneficial pricing.
  - Process for evaluating vendors formalized as policy under bylaw
  - Improved flexibility for staff to make purchases within budget and procurement authorities
  - Quarterly Council reporting for tender awards vs budget on staff purchases made within parameters of procurement authorities under bylaw
- Received rebate based on purchases made under group purchasing card program.
- Monitored expenditures on a monthly and quarterly basis for each operating unit and produced timely monthly financial statements for operating departments.
- Presented quarterly financial updates to Council.
- Prepared and submitted regular reports for various Ministries and other agencies:
  - Ontario Works,
  - Homelessness Prevention program,
  - Child Care budgets,
  - Social Housing Service Manager Annual Information Return, Rent Supplement programs,
  - Rent bank program,
  - Affordable Housing,
  - Ministry of Health and Long Term Care – Paramedic budgeting, forecasting and annual results,
  - MIS submissions for the Golden Plough Lodge,
  - Ministry of Health and Long Term Care - Golden Plough Lodge annual audited report,



- Ministry of Municipal Affairs – Financial Information Return,
- Non-profit housing and,
- Additional ad hoc reporting
- Worked with other municipal partners and Provincial Ministries to broaden our ability to collect POA fines.
- Continued practice of reducing audit work by following expanded year-end processes completed ‘in-house’ such as the continuity schedules for financial statements, working papers, Financial Information Return, and fixed asset verification.
- Annual audit was completed with a ‘clean’ audit opinion.
- 9<sup>th</sup> consecutive year of increased cash flow from collections.
- Continued to manage collection files under one database allowing for improved identification and collection of multiple fines under same offenders.
- Continued to work closely with operating departments and insurance provider to mitigate risk. In particular, continued to see insurance and legal claims below industry averages.
- Managed approximately 60 formal tenders/RFPs.
- Supported County departments on various legal matters and legal claims acting as liaison with lawyers and ensuring risk mitigation.
- Assisted County departments for development of detailed RFP specifications for large scale construction projects such as GPL rebuild and shared emergency facilities.
- Processed approximately 1,800 invoices per month and issued approximately 450 cheques and 140 EFTs each month.

## **2019 Service Objectives & Initiatives**

### **Economic Innovation & Prosperity**

- Provide ongoing support to Economic Development initiatives to maximize all funding, revenue and business attraction opportunities.
- Monitor all economic risks throughout the year to the organization including impacts from possible inflationary pressures.
- Monitor legislative changes for opportunities and threats to the County.
- Work with Communications and all County departments to pursue possible funding opportunities.

### **Sustainable Infrastructure & Services**

- Continue the implementation project of the asset management software in support of the approved 2014 asset management plan. Go-live period quarter one 2019.
- Update 2014 asset management plan with 2019 long-term capital planning models



- Establish strategic asset management policies jointly with Transportation Department aligned with pending municipal asset management planning policy regulations requirements for July 1, 2019.
- Commence design and implement procedures to ensure the ongoing collection and recording of asset management data for life cycle modeling and reporting to meet July 1, 2021 regulations for an updated asset management plan for core assets
- Compile data for consideration of possible County wide Development Charges in light of needs arising from growth
- Complete a reserve policy for Council approval to align with asset funding strategy.
- Continue to prepare the annual budget within the advanced timelines and enhance the overall budget process as it matures and becomes more formalized.

### **Thriving & Inclusive Communities**

- Continue to assist Social Housing in development of an Affordable Housing Strategy.
- Continue to advance and expand the shared services initiative for procurement with member municipalities and the Eastern Ontario purchasing group.
- Provide leadership and guidance to the joint purchasing group to ensure its continued success. Continue to identify all opportunities for joint purchasing and work collaboratively with member municipalities on purchasing projects in 2019.
- Continue to build and maintain strong communications with all County departments and member municipalities.
- Continue to be actively involved in groups and associations such as the Ontario Public Buyers, National Institute of Government Purchasing, MFOA and Northumberland Treasurers Inter-municipal Committee.

### **Organizational Excellence**

- Continue to support staff training opportunities.
- Continue to cross-train positions within the Finance department for staff development and business continuity.
- Complete roll out of formal internal cash receipts audit program for all County departments post documentation visits
- Continue to conduct operational financial reviews for non-profit housing providers.
- Re-write investment policy to align with investment strategy to be developed in conjunction with the investment services provider.
- Implement improvements to the risk management process including the online tool for claims management.
- Continue to monitor and expand automated purchase order process through additional training for operating departments and monitoring.



- Continue to expand the scope and functionality of the purchasing system modules inclusive of contract management.
- Continue to identify new opportunities to enhance POA collections as legislation evolves.
- Continue to actively work with other municipal partners and Provincial Ministries to broaden our ability to collect POA fines.
- Further enhance communications to other departments and staff through the Finance webpage with more information available on processes and requirements.
- Complete the 6<sup>th</sup> annual financial information report with the Communications Department.
- Continue to provide excellent service to internal and external stakeholders.

## **Long Term Plan & Strategic Objectives**

### **Economic Renewal & Prosperity**

- Provide financial expertise and support for various projects.
- Monitor all economic factors, risks and opportunities for the County ensuring mitigation of risks and financial due diligence.

### **Sustainable Infrastructure & Services**

- Continue to expand use of current technology including asset management software.
- Provide timely and accurate financial information to all stakeholders.
- Implement software to support the development of annual budgets and long term plans
- Continuous improvement of internal controls.
- Implement strategies and recommendations identified through the asset management plan
- Complete the transition of all yearend reporting from the auditors to internal staff.

### **Thriving & Inclusive Communities**

- Continue to support shared services initiatives with member municipalities and possibly other Eastern Ontario municipalities.
- Work closely with internal and community partners to provide financial expertise.

### **Organizational Excellence**

- Ongoing participation in corporate training and mentoring programs.
- Continue staff training, development and cross-training.

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## 2019 Business Plan & Budget

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### Court Services (POA)

#### Prior Year Accomplishments

##### Economic Innovation & Prosperity

- Procedural enhancements made to provide advanced notification to clients at risk of MTO plate denial and/or license suspension has resulted in proactive efforts on behalf of clients to ensure payment continuity and also a decreased workload for County Collection staff.
- Consistent application of Ministry (MTO) License Suspension and Plate Denial provisions by staff have enhanced client accountability and increased legitimacy for POA Court dispositions.

##### Sustainable Infrastructure & Services

- Enhanced the use of Court Administration Management Software (CAMS) for Trial Notices and Disclosure requests, which has resulted in decreased workload through increased efficiency.
- Identified and eliminated costly annual analog recorder service contract (IT ticket submitted for installation of digital recording capability).
- Implemented Liberty Recorder software confirmation of Court Session Times (resulting in court cost savings).
- Installed network printer in the POA courtroom – should provide for increased courtroom efficiency and decreased court time/cost.
- Initiated cross-training of court clerks (2) as back up for the Financial Analyst and Court Reporter positions – enhanced business continuity.

##### Thriving & Inclusive Communities

- Reestablished our (POA) seat at the Ministry of the Attorney General (MAG), Lower Courts Management Advisory Committee (LCMAC) – providing a voice for Northumberland County on all matters related to the Provincial Court (i.e – Part III download).





- Established a Protocol with stakeholders for notification to the POA court administration in relation to serious matters involving Death or Serious Bodily Harm – intended to further support victims and family of those injured or deceased, through the court process
- Member in good standing of the Municipal Court Managers Association (MCMA).
- Member in good standing of the Ontario Municipal Taxation and Revenue Association (OMTRA).

### **Organizational Excellence**

- Successful recruitment of new Court Services Manager (vacancy).
- Successful recruitment of new Court Services Clerk (transfer out).
- Staff security procedures verified in cooperation with Cobourg Police Service and Ministry of the Attorney General (MAG) – Physical/Facility adjustments and installations made to enhance staff security.
- Standard Operating Procedures (SOPs) maintained to reflect on-going changes in POA and Collection procedures.
- Public Reminders posted in relation to Respectful Workplace – promoting positive staff/client relationships (in cooperation with Communications Department).

## **2019 Service Objectives & Initiatives**

### **Economic Innovation & Prosperity**

- Exploration of alternative payment options (Interac debit, etransfer,) which should enhance revenue generation.
- Implementation of CAMS system upgrades and functionality for improved efficiencies.
- Review of administrative workload to provide enhanced support of Collection Process by POA clerical staff – intended to promote increased Collection revenue through LEAN process.
- Building increased capacity for the POA Collection Process, through administrative support of investigative actions in coordination with the implementation of enhanced collection measures through small claims court (Certificates of Default, Writs, Garnishment, Liens) and/or Tax Roll actions (as deemed appropriate).
- Enhanced efficiencies through implementation of technology jointly with County IT Department for:



- Install of Liberty software and upgrades (to allow for simple court time cost verification and to address identified software performance issues)
- Install of Liberty Docket Import Utility Software (Eliminates duplication of lengthy process, thereby reducing court time/expense)
- Activation of automated CAMS Trial notice and disclosure functionality (to eliminate court administration responsibilities for court disclosure on behalf of stakeholder agencies)
- Activation of automated CAMS uploads of Resolution and Trial Dates from ICON (to eliminate unnecessary and time-consuming duplication)
- Replacement of the ICON server (IT project initiated Fall 2018)
- Install of computer hardware, with Liberty Recording Software (JP Intake records)

### **Sustainable Infrastructure & Services**

- Continued interaction with Municipal and Provincial POA partnerships, to monitor the evolution of the POA Part III download of responsibilities.
- Preparation for the recruitment process, hiring and training of a full-time Paralegal/Prosecutor (subject of 2019 Issue Paper) with capacity to assist current solicitor/prosecutor in relation to Part III download, facilitate succession in relation to the retirement of the current solicitor/prosecutor (anticipated in 2021), and with capacity to assist with Small Claims court Collection process.
- Continued cross-training, SOP and development of staff skills – providing enhancements for business continuity.
- Transition from obsolete analog (tape) recording of JP Intake records to digital (Liberty System) for reduced administrative workload, data integrity and cost.

### **Thriving & Inclusive Communities**

- Exploration of alternative payment options (Interac/Visa debit, etransfer,) in addition to current “credit only” options for remote payment. Will eliminate obstacles to convenient payment for a client base that may experience limited credit options.
- Continued active involvement in LCMAC, MCMA and OMTRA committees ensuring County’s voice in Court/Collection related issues.



## **Organizational Excellence**

- LEAN training for staff being scheduled to enhance a culture of efficiency within Court Services.
- Completion of office upgrades and reorg to reestablish team meeting/conference room, maintain integrity of the Provincial Court (noise), establish acceptable workspaces for all staff, and support efficient workflow and utilization of office technology.

## **Long Term Plan & Strategic Objectives**

### **Economic Innovation & Prosperity**

- Continue to use all available enhanced fine enforcement mechanisms to pursue the collection of defaulted POA fines.
- Exploration of shared service agreements with lower tier municipalities to enhance enforcement and prosecution of by-laws

### **Sustainable Infrastructure & Services**

- Continued enhancement of Prosecution staffing to ensure succession planning and business continuity within Court Services.
- Expand the use of Court Administration Management software.
- Provide timely and accurate information to defendants, representatives and judicial staff.
- Continue to implement controls, processes and manage risks associated with POA Court Administration as outlined in the POA Self-Assessment Tool provided to the municipalities by the Ministry of the Attorney General.

### **Thriving & Inclusive Communities**

- Continue to share best practices and work collaboratively with other Ontario Court offices to ensure the public have access to a consistent level of customer service and information.
- Work closely with internal partners to ensure we are meeting the responsibilities for operational services as set out in the Memorandum of Understanding between the Province and the County.



## **Organizational Excellence**

- Ongoing participation in corporate training and mentoring programs.
- Continue staff training, development and cross-training.

## 2019 Issue Paper

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### Municipal Prosecutor (Paralegal)

#### **Purpose**

Staff proposes hiring of a qualified Paralegal as a Municipal Prosecutor to work in alignment with and under the direct supervision of the current contracted POA Municipal Prosecutor/Solicitor. The proposed position will fulfill identified business continuity and succession requirements, as well as prepare the County for the anticipated Provincial download of POA Part III prosecutions in the latter part of 2019/2020.

#### **Background**

##### **Part III Download**

In the fall of 2000, POA Court administration and the prosecution of Part 1 offences in this jurisdiction were transferred through agreement and established MOUs, from the Province to Northumberland County as the local service provider.

Historically, since that download, Part I prosecutions have been conducted by the current Municipal Prosecutor/Solicitor under contract with the County of Northumberland since 2000.

Responsibility for the prosecution of Part III offences from that time to the current date has remained with the Provincial Ministry of the Attorney General (MAG). Administered through the local MAG Crown Attorney's office, prosecution of all Part III offences has historically been conducted by the Provincial Prosecutor, who has operated in a shared arrangement of approximately 20%, 20% and 60% respectively, in the Northumberland County, City of Kawartha Lakes, and Peterborough jurisdictions.

There is a Provincial cost for the Provincial Prosecution service which is offset at least partially through monthly charges back to the municipalities (as detailed in "Financial Impact" below). It should be noted that provincial monthly charges are largely subsidized; based on court time alone, are not at a market rate, and do not reflect preparation time for prosecution (which may be significant for complex Part III matters).



In December 2017, Bill 177 – the “Stronger, Fairer Ontario Act (Budget Measures) 2017” was passed by the Provincial Legislature, and provided authority for a transfer of Part III administration and prosecutions from the Province to municipalities.

It should be noted that under the proposed legislation, serious POA matters (involving serious bodily harm or death, the Sex Offender Registry, and those of a larger political implication) shall remain with the Provincial Crown Attorney’s office; however, such matters represent a small percentage of the Part III matters to be considered for download.

Provincial consultations are also ongoing to formulate proposed legislation to structure the download, which does not provide for an exact time frame or process for the download. The Province has indicated that the download will occur within two years of proclamation which would suggest a target date for last quarter 2019 or early in 2020.

Despite uncertainty in relation to scheduling of the download, some implications are still self-evident to staff. The download of Part III matters will:

- increase the Municipal prosecution workload in relation to the significant additional case preparation, disclosure, resolution meetings and court time required
- increase POA administrative workload in relation to the scheduling and notifications required

Part III matters generally tend to be more complex and involved than Part I matters, but are subject to similar provisions of the *Provincial Offences Act* - with familiar process and procedures for POA administration and the Municipal Prosecutor to manage.

Staff members are currently of the opinion that a LEAN approach to increase administrative efficiencies and capacity through process review and IT initiatives under the new POA Manager, should be sufficient to offset the anticipated increase in administrative workload. This LEAN project has already been initiated in ongoing consultation with administrative staff, County IT staff, and the Niagara Region (who created and service CAMS – Court Administrative Management Software).

Municipal Prosecution capacity cannot, however, be enhanced internally in this manner and will require an increase in staffing capacity to manage the increased workload.



## **Cessation of contracted Municipal Prosecutor/Solicitor services**

In June of 2018, the current Municipal Prosecutor/Solicitor announced his intention to eliminate prosecution services from his law practice by the end of the year 2020.

As mentioned above, the current Municipal Prosecutor/Solicitor has been on contract with the County of Northumberland since 2000, fulfilling the role of both a Solicitor and Municipal Prosecutor for Part I matters.

Prosecution of Part I matters requires specialized skills involving an understanding of the variety of applicable Provincial Statutes and Regulations as well as a detailed understanding of process and procedures afforded under the Provincial Offences Act. It requires experienced engagement in the informal, pre-trial resolution process employed in Northumberland County to minimize court time/expense, as well as the ability to expertly conduct courtroom prosecutions as unresolved matters proceed to trial. It hinges on strong interpersonal skills, legal expertise and courtroom ability that must be mentored through education and experience.

There is also a requirement that, as per *Schedule I – Standards for Prosecutions by Municipalities* appended to the Memorandum of Understanding between the Provincial Attorney General and Northumberland County (schedule “A” – Bylaw 50-00), section 2.2 ....  
*“The Municipal Partner shall ensure that any of its prosecutors acting under the Transfer Agreement who are not lawyers are supervised by or report to the city solicitor or another lawyer designated for this purpose ...”*

As a lawyer, the current Municipal Prosecutor/Solicitor has the capacity to fulfill both the roles of Municipal Prosecutor and Supervising Solicitor and he has indicated his willingness to mentor and supervise a paralegal in the proposed role of an additional Municipal Prosecutor. This capacity would facilitate the necessary transitions for our POA Court Services, through the Part III download and also provide for succession as the current Municipal Prosecutor/Solicitor moves into retirement from active prosecution, in 2020.

Hiring of only an accredited paralegal as recognized by the Law Society further ensures that the qualifications, professional skills and standards necessary to address Corporate liability concerns are in place, as the County continues to fulfill its responsibilities under the existing MOU with the Ministry of the Attorney General.



Looking beyond 2020, at the time of the current Municipal Prosecutor/Solicitor's retirement with one full-time Paralegal in place as an experienced Municipal Prosecutor, a needs assessment would be initiated to determine whether a second, full or part time (paralegal) Municipal Prosecutor will be required to manage the caseload - thereby continuing to satisfy the need to ensure business continuity, future succession, and (perhaps) provide increased capacity for an enhanced collection process (in support of the Collection Services Manager).

The current Municipal Prosecutor/Solicitor has also offered that despite moving into retirement from prosecution, he might continue to be contracted as a Supervising Solicitor for one or both (paralegal) Municipal Prosecutors, until such time as other arrangements are made by the County (e.g. – a Corporate Solicitor is hired). This will be a matter for discussion in the form of an Issue Paper prepared for the 2020 departmental budget.

## **Consultation/Options**

Peterborough recently moved to employ two full-time Paralegal Prosecutors, operating under the supervision of their (Peterborough) Corporate Solicitor. Consultation with the Court Services Manager has indicated that they are well positioned to accommodate the Part III download, and to ensure business continuity and succession in the future. The 2018 salary range for their municipal prosecutor is \$82,522-\$92,232 across 6 steps with a job description comparable to the proposed Northumberland Prosecutor.

City of Kawartha Lakes currently employs two full-time Paralegal Prosecutors, with one currently on leave and returning to half-time employment prior to the Part III download. Consultation with their Court Services Manager has indicated that they will be monitoring workload once the Part III download occurs. Succession planning and business continuity remain a consideration which might potentially necessitate a return to full-time for the half time position. The 2018 salary range for their municipal prosecutor is \$77,347-\$90,485 across 5 steps with a job description comparable to the proposed Northumberland Prosecutor.

Consultation with the existing Municipal Prosecutor/Solicitor for Northumberland County confirms that he will experience increased workload with the Part III download, attributable to increased court prep, resolution meetings, disclosure, mentoring and supervision of the proposed (Paralegal) Municipal Prosecutor position. He confirms that he has no capacity to assume Part III prosecutions on his own and in addition to the Part I prosecutions he currently manages. Contract negotiations with the existing Municipal Prosecutor are on-going.

Staff would suggest that there is no viable option other than to hire a full-time (paralegal) Municipal Prosecutor to accommodate the Provincial Part III download and further to ensure business continuity and succession planning for the future.





## Financial Impact

Job description and evaluation of the proposed Municipal Prosecutor (Paralegal) position has not yet been conducted. Initial estimates have been provided by Human Resources, suggesting classification as a Level G position with a salary range for 2019 as follows:

- \$78,952 with benefit, merit and COLA costs of \$29,075 to total \$108,027 (entry)
- \$98,699 plus benefit, merit and COLA costs of \$30,691 totaling \$129,390 (top)

This position will be funded through the County levy. However, with the download, the monthly “cost-back” for a Provincial Prosecutor would cease ... at an annualized amount of approximately \$12,000 (average of \$13,860 for 2015, \$13,106 for 2016, and \$9,141 for 2017).

IT “startup” costs for the new position: \$3,450 (current estimate from the Director of Information Technology).

For 2019, the financial impact to the budget is \$62,804  $((\$108,027 + \$129,390)/2) * 1/2$  plus \$3450) to show 1/2 of one year of expense in the first year plus IT costs, as it is anticipated that the position would not be filled until the third quarter.

For 2020 and thereafter the net change to the 2018 base budget would be \$106,709 (\$118,709 less \$12,000 for provincial prosecutor costs). All figures are inclusive of benefits.

Office space adjustments for the new position should be minimal, but may include the need for a single dividing wall to enable creation of 2 independent office spaces from the current single oversized municipal prosecutor office.

## Risk Considerations

### Increased workload for the existing Municipal Prosecutor/Solicitor:

- mentoring and supervising the new Paralegal and assuming Part III prosecutions represents a change in the existing contract role
- Cannabis legalization in October 2018 may result in increased Provincial Prosecutions for Cannabis control violations (similar to the Liquor License Act)
- Current contract review (questionnaire being completed) – may indicate reasonable increase requirement
- Succession planning re existing solicitor/prosecutor retirement may necessitate interim contract for supervising solicitor post-retirement from prosecution in 2021



## **Business Continuity and Succession Planning:**

- Northumberland County has been at considerable risk historically with only a single Municipal Prosecutor in place.
- No immediate replacement would be available for the specialized knowledge, skills and ability required should the current Municipal Prosecutor become unable to fulfill his duties for an extended period of time.
- There is a significant potential for loss of revenue and inability to fulfill Provincial MOU obligations should the sole Municipal prosecutor become not able to fulfill his duties.

## **Duties as assigned:**

- consideration of ability to manage workload to include future capacity for enhanced Collection process
- Potential for shared service agreements with member municipalities, for the provision of by-law enforcement prosecution and court services

## **Impacts to Member Municipalities/Partners**

There should be little or no experienced impact to member municipalities/partners, however new MOU's and respective By-Laws will have to be created/updated.

## **Included in 2018 Long Term Plan: YES/NO**

NO – Both the December 2017 enactment of Bill 177 - “Stronger Fairer Ontario Act”, and the recently announced retirement plans of the current contracted Prosecutor (for the end of 2020) were not anticipated for 2018 planning.