

CORPORATE SERVICES

Corporate Services is the hub and core of the Town's administration. They provide professional services and advice to support how the municipality functions while helping the operational departments deliver their services. This department supports the overall administration of the organization, including the Finance, Clerks, and Information Technology divisions. All these functions provide the systems, information and human capital needed to operate effectively and efficiently.

Priority Areas and Objectives

Operational Effectiveness

- Advance cybersecurity and training initiatives to protect the Town's digital ecosystem
- Invest in technology to support operational effectiveness

Service Excellence

- Advance digitization and process improvement initiatives
- Enhance customer service

Financial Sustainability

- Manage budget and business planning processes
- Monitor and maintain the financial performance of the municipality

Department Overview

Core Customers

- Residents
- Council and Staff

Core Community Partners

- Residents
- Neighbouring municipalities
- Regulatory agencies

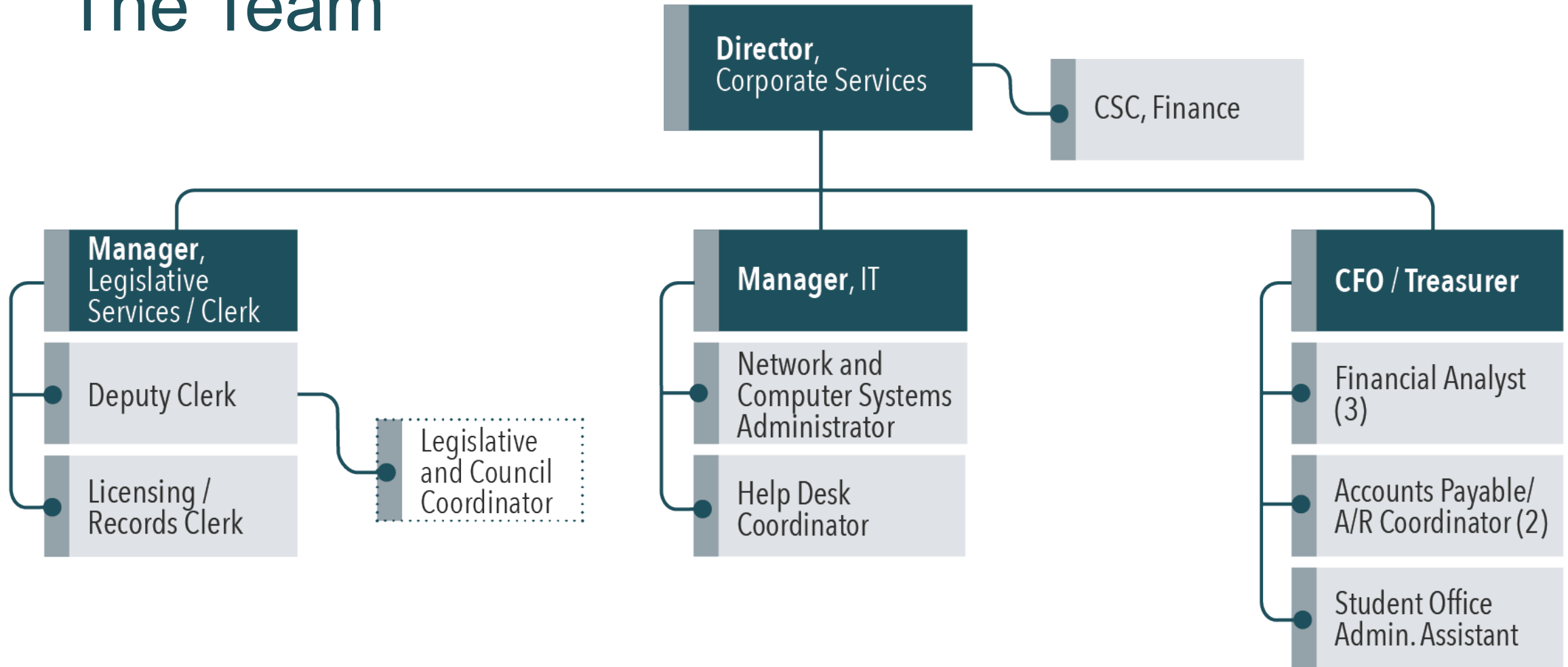
Divisions

- Information Technology
- Clerks
- Finance

Staffing Plan

	2024	2025 (Proposed)
Permanent Full Time	14	15
Permanent Part Time	0	0
Temporary / Seasonal	1	1
Total Employees	15	16

The Team



CORPORATE SERVICES

Future Proposed Department Personnel

Job Title	Description	Budget	Year
AP/AR Coordinator	Expand frontline finance staff to meet customer service demands of growth and appropriately resource Property Tax, Water Billing, and Accounts Payable duties.	\$99K	2026
Reprofile Financial Analyst to Supervisor	Reprofile an existing position to better align duties with organizational practice, encourage staff growth and development, and meet changing regulatory and business needs.	\$16K	2026
IT Analyst	Digital Transformation, increased software platforms and hardware / devices as technology advances.	\$140K	2030
Finance Support	Respond to growth and anticipated changes to business needs with an additional FTE.	\$122K	2032
Reprofile Financial Analyst to Supervisor	Create dual supervisors within the Finance Division in order to match best practices in comparator municipalities and allow further development of specialized knowledge.	\$21K	2032

CORPORATE SERVICES

Major Initiatives for 2025

Goal	Description	Budget Ask	Priority	Outcome
Taxicab / Rideshare Licensing Review	Review legislative requirements and County wide approach to licensing regime. Engagement with licencees, current and potential. Work with area Clerks to coordinate.	\$0K 2025	High Operating	Adopt By-Law
Financial Platform - Capital	Preliminary review for the replacement of Keystone finance software with new cloud platform that is capable of connecting to other Town systems for increased efficiency and accuracy. Will also impact operating budget by \$100K annually starting in 2026. Included in Special Levy at 0.16%.	\$0K 2025-2026: \$350K Total	High Capital	RFP Completed
Implementation Ward Boundary/ Council Composition Direction	Following 2024 direction from Council implement a Ward Boundary and Council Composition review. Funds added for minimal communications and engagement support. Impact on taxation of 0.01%.	\$3K 2025	Medium Operating	Council Direction Implemented

DIVISION

Information Technology

The Information Technology Division is responsible for ensuring the Town's IT systems effectively meet the needs of all Town departments to deliver services, including troubleshooting and resolving IT issues as well as providing related training.

Services Managed

- Designing, implementing, and operating the IT infrastructure - 16 locations
- Managing the Town's hardware procurement and implementation - 400 devices
- Software lifecycle management
- Automation Enhancements
- Cybersecurity
- Providing training to all users
- Helpdesk support - 1000 tickets per year
- Supporting Police Services - 135 hours per year on average

What Governs This Work

- *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*
- Canada's Anti-Spam Legislation
- *Personal Information Protection and Electronic Documents Act*
- Federal/Provincial Police IT Guidelines including NPSNet Connection Authorization Change/Request
- Municipal Purchasing/Procurement Policies
- IT and Mobile Device Acceptable Use Policy
- Internal Operating Policies and Procedures
- Government of Canada Cyber Security Controls for Small/Medium Organizations

INFORMATION TECHNOLOGY

Emerging Trends

Strengths, Opportunities, Aspirations and Results

1. Security requirements for all users including remote/work evolution.
2. IT Asset Management.
3. Optimizing how we use technology.
4. Town staffing increases, including the ongoing Aquatic & Wellness Centre build, has increased the number of devices and labour required and forecast by IT staff.



INFORMATION TECHNOLOGY

Division Highlights for 2025

Goal	Description	Budget	Priority	Outcome
Business Support Services	Support for other Divisions IT business objectives: New public website, AWC design and implementation, SSPS server hardware replacement, Financial ERP review, SSPS offsite data recovery.	\$0K 2025	Base Operating	Objectives Supported
O.C.W.A. Security Audit	Assist OCWA in performing audit to ensure security meets Town and industry standards.	\$0K 2025	Base Operating	Audit Completed
M365 Enterprise Licensing Migration	M365 Enterprise licensing migration including data loss prevention, auditing and compliance. Increased automation for archiving and retention of critical data/onboarding/offboarding of staff. Impact on taxation of 0.23%.	\$50K 2025-2033: \$478K Total	High Operating	Licensing Upgraded
Upgrade to Cloud Enabled Printing	Ability to print to any Town printer from anywhere to accommodate and support staff as they work from home and flexible locations. Impact on taxation of 0.02%.	\$5K 2025-2033: \$48K Total	High Operating	Service Deployed

INFORMATION TECHNOLOGY

Division Highlights for 2025

Goal	Description	Budget	Priority	Outcome
Permit Central	Permit Central allows engineering to manage and apply for permits for road closures and other related items. Procuring this cloud platform will lessen the reliance staff, while streamlining permits. Impact on taxation of 0.03%.	\$7K 2025-2033: \$70K Total	High Operating	Platform Launched
Microsoft Copilot A.I.	Trial of Microsoft CoPilot AI assistant to automate recurring tasks, simplify workflows and generate content for time saving/efficiency increase where applicable. Impact on taxation of 0.03%.	\$7K 2025-2033: \$69K Total	Medium Operating	Trial Completed

DIVISION

Clerks

This group supports Council and administers committee and Council meetings, while serving as a liaison between Council and the public. They are also responsible for corporate records management (paper and digital), vital statistics, and licensing in accordance with by-laws and provincial legislation/regulations.

Services Managed

- Council and Committee meeting management - 73
- Establish and manage framework for Governance Documents and ensure public access
- Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) requests (6 requests)
- Licenses - Business (14 issued), marriage (51 issued), and lottery licensing (22 issued)
- Burial permits (209 issued)
- Noise By-law Exemptions (8 requests processed)
- Commission documents (136 documents commissioned)
- Livestock Evaluations submitted (2*)
- Conducting the Municipal and School Board Election
- Records management (over 300,000 records and growing)

What Governs This Work

- Accessibility for Ontarians with Disabilities Act
- Development Charges Act
- Dog Owners Liability Act
- Municipal Act
- Planning Act
- Line Fences Act
- Animal Control By-law
- Municipal Elections Act
- Municipal case law
- Ontario Heritage Act
- Wildlife Damage Regulations Act
- Tile Drainage Act
- Records Retention By-law
- Highway Traffic Act
- MFIPPA
- Municipal Conflict of Interest Act

CLERKS

Emerging Trends

Strengths, Opportunities, Aspirations and Results

1. Continued improvements in how Council, Committees, the CAO, Senior Leadership, and the Management Team are supported by the Division.
2. The implementation of an electronic filing system is an area for ongoing and continuous improvement.
3. Continued focus on ensuring legislative compliance with all applicable Acts and fostering public trust and confidence in local government.
4. Growing people through the management of work-life balance and minimizing work-related stress while meeting the expanding needs of a growing municipality.



CLERKS

Division Highlights for 2025

Goal	Description	Budget	Priority	Outcome
Facility Donation Policy	Develop a Facility Donation Policy relative to receiving donations for facility builds.	\$0K 2025	High Operating	Adopt Policy
Municipal Asset Naming Policy	Develop a Municipal Asset Naming Policy. Includes facilities and non-road assets.	\$0K 2025	High Operating	Adopt Policy
Municipal Road Naming Policy	Develop a Road Naming Policy for Council consideration and adoption.	\$0K 2025	High Operating	Adopt Policy
Stop Gap Policy Review	The Stop Gap Policy is intended to remove barriers to accessibility at privately owned businesses by supplying deployable entry ramps. Policy review every five years.	\$0K 2025-2030: \$0K Total	Medium Operating	Council Report
Council Leave Policy Review	Review this statutory policy and report to Council on any recommended updates. Review every five years.	\$0K 2025-2030: \$0K Total	Medium Operating	Council Report
Fence Viewers	Review the services provided to implement the Line Fence Act to best serve the public.	\$0K 2025	Medium Operating	Council Report

CLERKS

Division Highlights for 2025

Goal	Description	Budget	Priority	Outcome
Delegation of Powers Policy (2024)	Review, refine and adopt Delegation policies. Review every five years. This is carried forward from 2024 as part of the Governance Document Updates.	\$0K 2025	High Operating	Adopt Policy
Community Contributions	Re-evaluate the Community Donation policy to encompass all forms of Community Contributions. Implementation for Community Contributions as part of the 2026 Business Plan.	\$0K 2025	High Operating	Adopt Policy

DIVISION

Finance

Finance controls, manages, and efficiently and effectively administers the Corporation's financial accounting and data processing functions in planning and budgeting, accounting, investment and fund management, asset management, tax and water revenue, risk management, and procurement.

Services Managed

- Property tax administration (Over 10,000 properties, 20,000 invoices and four due dates)
- Water billing and collection (Approximately 8,200 accounts and 49,200 invoices per year)
- Accounts receivable
- Accounts payable (Approximately 10,000 invoices per year)
- Purchasing and Procurement (Over 50 formal, competitive procurements per year of varying complexity)
- Business planning inc. budgeting (Over 3,000 accounts)
- Investment and fund management (Average cash and investments of over \$50M)
- Financial performance monitoring (7 departments, 17 divisions, 70 program areas managed by over 20 separate financial managers/supervisors)
- Statutory and contractual compliance reporting
- Provides external customer support to all customers and ratepayers

What Governs This Work

- Public Sector Accounting Standards
- *Municipal Act*
- *Assessment Act*
- *Development Charges Act*
- *Employment Standards Act*
- *Electricity Act*
- O. Reg 588/17 Asset Management Planning
- Federal and Provincial funding agreements and grant agreements
- MFIPPA
- *Town By-laws and policies that governs our work*

FINANCE

Emerging Trends

Strengths, Opportunities, Aspirations and Results

1. Growing organizational complexity and growing number of services delivered at the municipal level impact the level of internal financial and procurement support required.
2. Increased pressure to deliver increased value and customer service resulting in constantly changing use of technology and automation.
3. Accounting standards continue to evolve and are becoming more uniform globally for public sector standards.
4. Legislative requirements are increasing, including asset management regulation deadlines, energy reporting requirement changes and increasing audit standards around IT infrastructure.



FINANCE

Division Highlights for 2025

Goal	Description	Budget	Priority	Outcome
Transition Citywide to CityWorks for T.C.A Reporting	Transition of Tangible Capital Asset reporting to Asset Management team in 2024 through 2026. Includes policy development in 2025 to support the transition in 2026.	\$0K 2025-2026: \$0K Total	Base Operating	Policy Developed
Support For A.W.C.	Support for the funding, purchasing, payments and financial accounting set up for the construction and ongoing operations of the AWC. Includes consideration of HST treatment and other legislative obligations.	\$0K 2025-2026: \$0K Total	Base Operating	Debenture Complete
Risk Management Policy	Create a risk management policy, including recommendations for the level of required insurance minimums in agreements with third parties.	\$0K 2025	Base Operating	Policy Adopted
Investigate Citizen Engaged Business Planning	Investigate a Citizen Engaged Business Plan for 2026 working with FlashVote tool through Strategic Initiatives.	\$0K 2025	Base Operating	Input Incorporated

FINANCE

Division Highlights for 2025

Goal	Description	Budget	Priority	Outcome
Signing Authority Policy	Develop a Signing Authority Policy for the corporation in the areas of banking, payroll, purchasing/contracts, leases, etc.	\$0K 2025	Base Operating	Policy Adopted
Launch Water Meter Platform	Change billing processes and make use of the meter data portal.	\$0K 2025	Base Operating	Data Portal Launched
E-Billing and Pre-Authorized Payment Campaign	Create a communication push and investigate possible incentives to encourage customers to use e-billing and pre-authorized payments as a payment method for tax and water Impact on taxation of 0.00%.	\$1K 2025	Base Operating	Campaign Completed
Development Charges Background Study	Update the Development Charges Background Study. Funded by Tax Stabilization Reserve.	\$20K 2025-2026: \$40K Total	Base Operating	Forecasts Complete
Increase Westario Dividend	Increase Westario dividend from \$100K to \$200K. Reduction in tax of 0.47%.	\$(100K) 2025-2033: \$(900K) Total	Base Operating	Increase Revenue

FINANCE

Division Highlights for 2025

Goal	Description	Budget	Priority	Outcome
M.P.A.C. Reassessment Cycle (2023)	MPAC Reassessment Cycle - Consultant and Print/Design - Every 4 years. Funded by Tax Stabilization Reserve. Carryover project of \$20K.	\$0K 2025	Base Operating	Values Updated
2026-2034 Business Plan	Working with all Departments, continue to develop an annual long-term Business Plan and budget for the corporation.	\$0K 2025	Base Operating	Plan Approved
Water/Wastewater By-law Implementation (2023)	Adapt internal procedures to follow changes in the new Water/Wastewater By-law. The Water/Wastewater By-law is updated every five years.	\$0K 2025-2029: \$0K Total	Base Operating	Procedures Created
Customer Portal for Water and Property Tax Billing	Investigate options for a water and property tax billing customer portal in connection with a new ERP system and implementation of Sensus Analytics (water meter portal).	\$0K 2025-2027: \$0K Total	Base Operating	Options Investigated

FINANCE

Division Highlights for 2025

Goal	Description	Budget	Priority	Outcome
Financial Performance Monitoring	Regularly meet with departments and engage in performance monitoring with the goal of accurate and timely quarterly reporting to Council.	\$0K 2025-2033: \$0K Total	Base Operating	Reports Delivered
Provincial Changes Results in Loss of O.C.I.F Funding	Transfer from Tax Stabilization Reserve to Future Capital Reserve to offset reduced revenue from OCIF funding changes. Impact on taxation of 2.61%.	\$556K 2025-2033: \$10,028K Total	Base Operating	Reduced Revenue

CORPORATE SERVICES

Key Performance Indicators

Operational Effectiveness

Performance Measure(s)	2023 Actual	2024 Forecast	2025	2026	2027
% of applications completed online 70%	New 2024	66%			
# of total cyber-attacks/threats detected	216	742			
% of attacks blocked	100	100			
ToSS vulnerability risk index to municipal benchmark average of 18	18.6	17.8			
% of staff who have completed training / refresher training sessions 100%	100	100			
% completion of scheduled replacements within budget (Annual) 100%	100	100			
Reduce TOMRMS folders without retention schedule	New 2024	100			

CORPORATE SERVICES

Key Performance Indicators

Financial Sustainability

Performance Measure(s)	2023	2024	2025	2026	2027
Reduce Full-Year budget variance from prior year	\$2,040,976	(201,547) (Q2)			
Time to deliver monthly reports to 14 business days	22	20			
Increase percentage of e-billing (Water)	47%	50%			
Increase percentage of Pre-Authorized-Payment (PAP – Water)	42%	43%			
Increase percentage of Vendors on EFT (Payables)	New 2024	25%			
Reduce number of error readings on water meters	215	210			

CORPORATE SERVICES

Key Performance Indicators

Service Excellence

Performance Measure(s)	2023 Actual	2024 Forecast	2025	2026	2027
% of inquires answered by Tier 1 without Tier 2 support	New 2024	50%			
# of total zero queue calls answered (increase over time and reduce calls going to voicemail)	60%	72%			

CORPORATE SERVICES

2024 Operating Budget

	<u>2024 Budget</u>	<u>Forecast</u>	<u>2025 Budget</u>	<u>YOY Change</u>
6.0.000 Corporate Services	(22,282,241)	(11,524,981)	(21,970,947)	311,294
6.1.000 Information Technology	910,357	866,037	1,150,867	240,509
6.1.125 Information Technology	910,357	866,037	1,150,867	240,509
6.2.000 Clerks	724,988	732,688	879,061	154,073
6.2.110 Council	315,650	310,483	328,230	12,581
6.2.127 Clerks	401,117	410,045	529,601	128,484
6.2.160 Election	2,100	2,100	4,400	2,300
6.2.270 Animal Control	6,121	10,059	16,829	10,709

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CORPORATE SERVICES

2024 Operating Budget

	<u>2024 Budget</u>	<u>Forecast</u>	<u>2025 Budget</u>	<u>YOY Change</u>
6.3.000 Finance	(23,917,586)	(13,123,706)	(24,000,875)	(83,289)
6.3.100 Taxation	(23,715,388)	(23,790,394)	(23,721,326)	(5,938)
6.3.101 County Taxation		7,856,563		
6.3.102 English Public Taxation		2,684,620		
6.3.103 English Separate Taxtion		326,910		
6.3.104 French Public Taxation		7,053		
6.3.105 French Separate Taxation		13,903		
6.3.115 Corporate	(1,967,994)	(1,988,557)	(2,131,072)	(163,078)
6.3.120 Administration-Corporate Services	-	(5,311)	-	-
6.3.126 Finance	1,117,945	1,076,796	1,193,955	76,010
6.3.240 Saugeen Valley Conservation Authori	508,829	508,829	516,462	7,632
6.3.331 Transit	139,022	131,002	141,107	2,085
6.3.840 Port Elgin BIA		35,334		
6.3.845 Southampton BIA		19,547		