

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

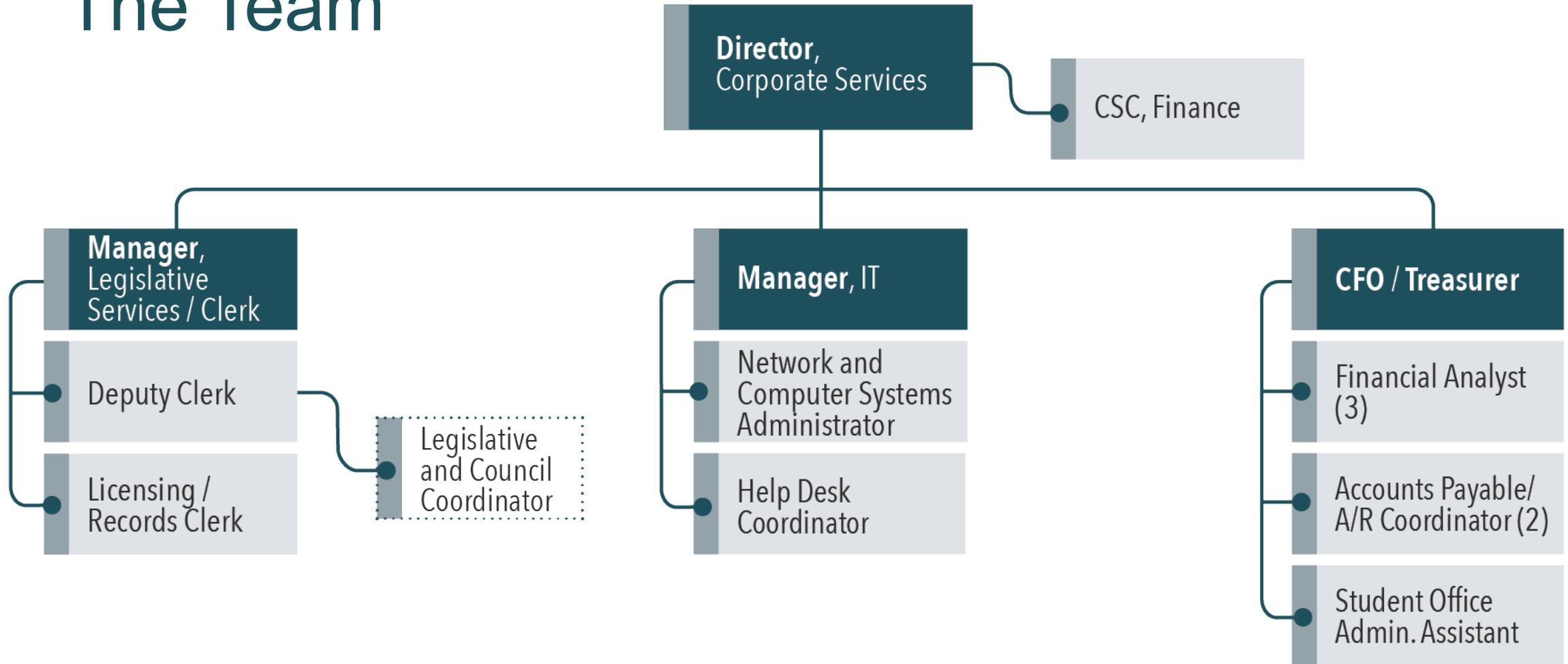
Divisions

- 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 | | |