



Corporate Services

2026 Budget & Business Plan

CORPORATE SERVICES

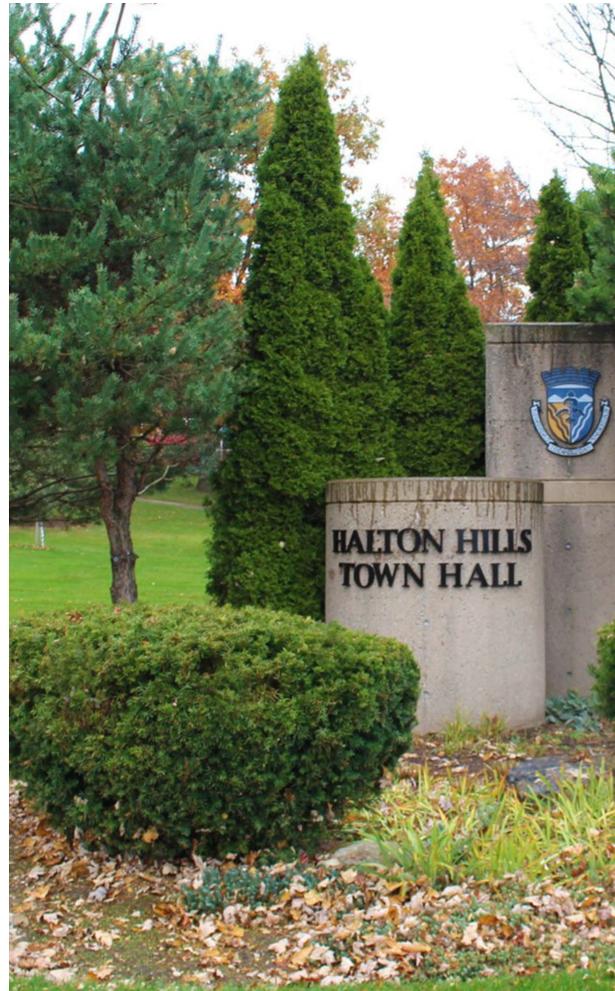
Vision Statement:

To protect and strengthen the Town's financial, human and corporate assets and provide exceptional service that is responsive and accountable to our community, elected officials, staff and business partners.

Mission Statement:

A team of professionals responsible for the municipality's core corporate services, dedicated to:

- Providing specialized forward-thinking services that foster excellent, responsive and accountable government;
- Providing a work environment that attracts and retains top talent; and
- Engaging and fostering collaboration with our partners to deliver on Council and corporate priorities.



CORPORATE SERVICES

DEPARTMENT OVERVIEW:

Corporate Services represents critical functions related to Human Resources, Information Technology Services and Finance, that in turn support and enhance the delivery of effective and efficient municipal services.

Each of these functional areas is supported by highly skilled staff who provide professional expertise, adopt best practices and manage resources essential to the successful operation of the municipality.

Human Resources builds a work force that is positively connected, healthy and productive through policies and programs that promote learning and development, safe work practices, awareness of applicable legislation, and a high degree of engagement. Ensures accurate and timely processing of payroll and manages the administration of employee benefits.

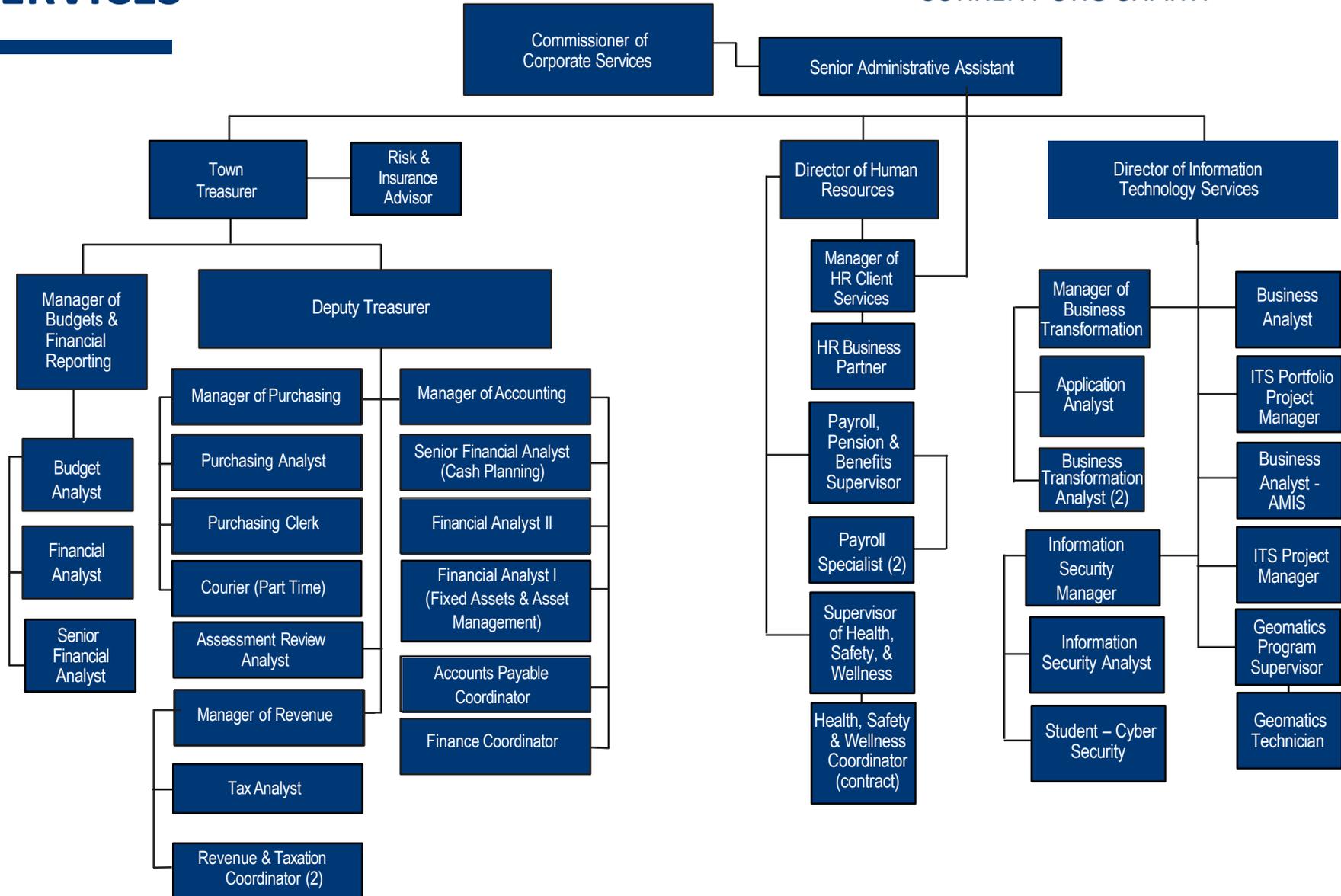
The **Information Technology Services Division (ITS)** is essential for managing and supporting our technology infrastructure and services. ITS handles network operations management, cybersecurity, application management, technical support, and Geographic Information Systems (GIS) for spatial data analysis. The division prioritizes security to protect data integrity and the Town from cyber threats. ITS also excels in project management, ensuring technology projects are completed on time, within budget, and aligned with organizational goals. By integrating these functions, ITS fosters innovation, addresses technical challenges, and drives strategic objectives, enhancing overall productivity and efficiency.

Finance is responsible for a range of functions, such as Accounting, Taxation, Financial Planning, Budgeting, Purchasing, Insurance, and Risk Management. Their main objective is to maintain the Town's fiscal sustainability, accountability, and compliance with legislation. This involves carefully managing the Town's finances, overseeing investments, generating accurate financial reports, and engaging in proactive fiscal planning. Additionally, the Finance team plays a vital role in the procurement process, ensuring fairness, transparency, ethics, and efficiency to provide the best value for the Town. They also take the lead in managing the risk management program and coordinating insurance claims to mitigate potential risks and safeguard the Town's interests and reputation.



CORPORATE SERVICES

CURRENT ORG CHART:



CORPORATE SERVICES

Supports and builds a workforce that is diverse, positively connected, safe, healthy, productive and highly engaged.

Develops policies and programs that promote learning and development, provide effective compensation, awareness and compliance of/with applicable legislation, and the on-going mitigation of risks to the corporation.

▶ HUMAN RESOURCES CORE ACTIVITIES:

- Promote employee well-being and ensure the workplace is healthy and safe for staff
- Provide professional guidance on HR-related employment matters to senior management and partner with business units to support them in meeting their short-term and long-term goals and objectives.
- Leverage existing and new technologies to streamline HR business processes.
- Manage the recruitment and onboarding of staff.
- Administer and ensure the Town's compensation package (base pay, pension and benefits) is competitive and equitable to attract and retain top talent and comply with legislation.
- Plan, create and deliver a comprehensive training and development program that includes skills development in leadership; technology; health, safety and wellness; equity, diversity and inclusion; municipal matters; and general learning.
- In partnership with business partners, achieve optimal bargaining agreements with labour partners.
- Develop and deliver effective disability management programs that support early and safe return to work.
- Deliver programs and strategies that promote employee engagement.
- Partner with business units to manage day-to-day HR-related employment issues including performance management.
- Develop and maintain the succession planning program.
- Work with senior management to plan, implement, and maintain organizational design.
- Ensure legislative compliance.
- Report on HR-related activity and metrics.

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▶ HUMAN RESOURCES PREVIOUS YEAR ACCOMPLISHMENTS/SUCCESSSES:

- Developed and implemented hearing loss prevention program in accordance with the *Occupational Health and Safety Act*.
- Completed application for multi-workplace joint Health and Safety Committee and successfully obtained approval from Ministry of Labour.
- Completed RFP process and selected vendor for Town's Health and Safety System.
- Developed and rolled-out Recruitment and Interview Guide to Town leaders.
- Developed improved job description and job evaluation process and tools and provided training to Town leaders.
- Implemented recommendations for the Town's 2024 Non-union Salary Review.
- Implemented recommendations from GPS Feedback Survey.
- Partnered with Consultant and Town's project partners to facilitate development of attraction and retention program.
- Participated in and developed interactive display and activities for Council Trade Show.
- Partnered with IT to generate an HR and Organizational file to assist third party billing partner for more efficient and accountable mobile device billing.
- Organized OMERS information sessions in the spring and fall.
- Provided training for management and administrative staff on the use of reports, including how to run reports, from Dayforce.
- In response ESA legislative changes, reviewed and implemented changes to PT Firefighter employment status and OMERS eligibility, and ensured compliance with employee pay process per *Employment Standards Act, 2000*.
- Developed policy outlining mandatory normal retirement age at 60 for part-time Firefighters to align with full-time firefighters under the *Fire Protection and Prevention Act* and for health and safety purposes.

CORPORATE SERVICES

▶ HUMAN RESOURCES ENVIRONMENTAL SCAN:



<p>Challenges:</p>	<ul style="list-style-type: none"> • Labour market challenges with specialized/technical positions that are more difficult to fill. Higher expectations from candidates with respect to total compensation package. • Required recruitment time for full-time positions. In 2024, 19.4 hours of HR time was required to recruit 1 position (this does not include time of staff in operating departments). In 2024, this equated to a total of 1,164 hours of HR staff time, or 64% of an FTE. • Gaps in the Town’s Health and Safety Programs as the Town is behind in some areas of compliance. • Increasing numbers and complexity of disability management claims, particularly those involving mental health or multiple medical diagnosis. • WSIB presumptive illness cases on the rise due to legislative changes. • Training for leaders re: compliance with workplace accommodations (opportunity). • Changing client needs with respect to Dayforce (increased demand for more support from Dayforce to meet client business needs). • Resourcing to meet the recommendations of the 2025-2029 HR Strategic Plan. • Data collection and analysis as required by senior Leaders and Council on key HR metrics to assist with decision making.
<p>Opportunities:</p>	<ul style="list-style-type: none"> • Develop an attraction and retention program to market the Town as a great place to work and brand the Town as the preferred employer. • Work on H&S compliance foundational programs – programs to be implemented, e.g., hearing protection program, respirator fit, asbestos identification and removal, etc.). • Provide a practical workplace harassment prevention training to all Town staff with the aim to reduce complaints through prevention and early intervention. • Develop/provide training on disability management (DM) and legal compliance for Town leaders to ensure effective and timely DM processes and minimize liability to the Town. • Seek feedback from Town departments for Dayforce (DF) reporting needs and provide training and guides to enable staff to extract data from DF for reporting and analysis. • Continue to work at completing the action items from the HR Strategic Plan based on HR’s available resources. Continue to look for opportunities to address resourcing issues. • Make improvements to HR metrics and analysis wherever possible, using existing technology and data that is relevant to the business and that facilitates effective decision-making.

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HUMAN RESOURCES KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	2025 Strategic Alignment
<p>1. Attraction and Retention</p>	<p>Attraction and Retention (A&R) was identified in the employee engagement survey as one of the top concerns for Town staff and leaders. The A&R project was launched to identify gaps in the Town’s attraction and retention efforts, tools, and program, and actions to fill those gaps.</p> <p>In collaboration with Senior Management A&R Project Champions, the Steering Committee and Working Group, develop a detailed Implementation Workplan, with actions, timelines, roles and responsibilities, resource needs, etc.</p>	<p>Human Resources in collaboration with the Senior Management A&R Project Champions, Steering Committee and Working Group</p>	<p>Recommendations on how the Town can improve its ability to attract qualified and motivated candidates and retain existing talent. These recommendations will be developed into a detailed implementation workplan with actions, timelines, roles, and responsibilities, resources etc., and tracked over time to measure the effectiveness of the A&R program.</p>	<p>Thriving Economy, Natural Areas and Heritage, Infrastructure and Asset Management, Safe and Welcoming Communities.</p> <p>The Attraction and Retention Project is aligned to the Town's strategic objectives as it ensures that the Town has a skilled, qualified and engaged workforce to perform the work that advances Council’s priorities.</p>
<p>2. Health and Safety</p>	<p>Modernize health & safety program by implementing a health and safety management system.</p>	<p>Human Resources</p>	<p>Better management of H&S incidents with electronic tracking, analysis and reporting.</p>	<p>Thriving Economy, Natural Areas and Heritage, Infrastructure and Asset Management, Safe and Welcoming Communities</p> <p>The implementation of a H&SMS is aligned to the Town's strategic objectives, as it ensures that the Town’s work environment is safe and secure so staff can continue to perform their duties efficiently and effectively. A robust health and safety program also acts as an attraction and retention tools for organizations.</p>

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HUMAN RESOURCES KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	2025 Strategic Alignment
<p>3. Development and implementation of a Respiratory Protection Program</p>	<p>Create and implement a program aimed at protecting health of workers coming into contact respiratory hazards.</p>	<p>Human Resources</p>	<p>Documented comprehensive program that outlines roles and responsibilities, hazard assessment, respirator selection, respirator fit testing, required training, etc.</p> <p>Employees will gain increased awareness of workplace respiratory hazards and means available to protect themselves.</p>	<p>Thriving Economy, Natural Areas and Heritage, Infrastructure and Asset Management, Safe and Welcoming Communities</p> <p>The implementation of a H&SMS is aligned to the Town's strategic objectives (above), as it ensures that the Town's work environment is safe and secure so staff can continue to perform their duties efficiently and effectively. A robust health and safety program is one of the attraction and retention tools for organizations.</p>
<p>4. Standard Operating Procedures (SOPs) for Payroll, Benefits & Pension Administration</p>	<p>Document current processes for administering payroll, benefits and OMERS in accordance with applicable legislation and Town practices.</p>	<p>Human Resources</p>	<p>Collection of SOPs for payroll, benefits and OMERS administration that staff in HR can refer to as needed.</p> <p>Ensures consistency of administration across the organization, and compliance with applicable legislation and regulations.</p>	<p>Thriving Economy, Natural Areas and Heritage, Infrastructure and Asset Management, Safe and Welcoming Communities</p> <p>The Town's total compensation program (which includes pay, benefits and pension), forms a key component in attracting and retaining talent. The administration of these components ensures fairness, consistency and compliance with legislation, all of which aids in making the Town an employer of choice.</p>

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HUMAN RESOURCES KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	2025 Strategic Alignment
5. Dayforce (DF) System	Increase knowledge of Dayforce for sharing with colleagues and Town leaders to enable greater self-service.	Human Resources	<p>Understanding and deeper use of features/functions of DF system.</p> <p>Providing tools and training to leaders and/or staff to better manage their business (e.g. running various DF reports, use of Schedules, etc.)</p>	<p>Thriving Economy, Natural Areas and Heritage, Infrastructure and Asset Management, Safe and Welcoming Communities</p> <p>The Town’s payroll system contains information essential to process employee pay, benefits and pension. It also assists leaders in the organization with managing their staff. Maximizing the functions of DF and teaching leaders how to access data and reports, assists them with the day to day and long-term planning of Town operations. This in turn contributes to the advancement of Council’s strategic priorities.</p>

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▶ HUMAN RESOURCES STAFFING IMPACT:

	+/- FTE Estimates	Service Delivery Area
Full Time	0	N/A

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▶ HUMAN RESOURCES PERFORMANCE INDICATORS:

Operational	Target
<ul style="list-style-type: none"> • Performance of Town's employment webpage. • Health and Safety incident data and performance of H&SMS. • Library of SOPs for Payroll, Pension & Benefits for HR staff to refer to as needed. • Expanded understanding and use of Dayforce. 	<ul style="list-style-type: none"> • Increased traffic to the Town's employment webpage. • Increased number of qualified job applicants. • Decreased health and safety incidents. • Faster response times to processing and managing workplace incidents. • Compliance with the Occupational Health and Safety Act. • Achieved efficiencies in administration of pay, benefits and pension and compliance. • Greater and faster access to workforce data in Dayforce for workforce management and planning.
Quality of Life	Target
N/A	<ul style="list-style-type: none"> • N/A

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The ITS division is a transformational force within the Town, delivering value and innovative solutions to the Town and its departments. They manage and secure the Town's technical infrastructure, including hardware, software, specialized enterprise systems, and Geographic Information Systems (GIS). The ITS team excels in supporting technology, with a strong focus on information security and project management, ensuring smooth technological transitions and optimized efficiency. By partnering with various departments, ITS explore opportunities to improve effectiveness through cutting-edge technology and optimization processes, keeping the Town at the forefront of innovation.

▶ INFORMATION TECHNOLOGY SERVICES

CORE ACTIVITIES:

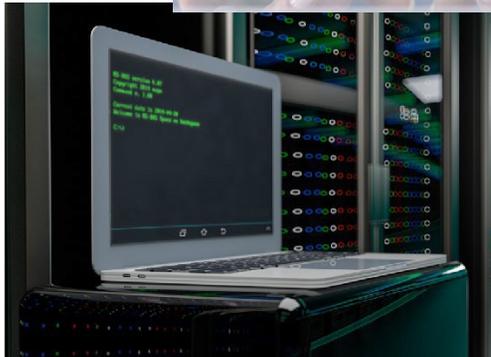
- **Technical Infrastructure Management:** Overseeing the implementation, upkeep, security, troubleshooting, and upgrading of the Town's hardware and software to ensure reliable and efficient operations.
- **User Support:** Assisting users by resolving technical issues and facilitating effective use of technology across departments.
- **Technology Planning:** Anticipating and preparing for future technological developments and the evolving needs of the Town, including advancements such as artificial intelligence.
- **Safeguarding the Town's information and systems** by designing, implementing, monitoring, and layering robust security controls, as well as conducting comprehensive privacy and security assessments.
- **Support for Specialized Business Applications:** Maintaining and assisting with specialized business applications tailored for various municipal functions.
- **Technical Project Management:** Leading internal and town-wide IT initiatives through the ITS Project Management Office, overseeing change management and business analysis to complete projects on schedule, within scope, and within budget.
- **Application Management:** Supervising the deployment, maintenance, and support of software applications used throughout the Town.
- **Geographic Information Systems (GIS) Management:** Administering GIS mapping data within municipal boundaries, ensuring departmental access to GIS resources, and supporting related projects.
- **Vendor Contract and Management:** Managing IT vendor relationships and contracts, ensuring compliance and quality performance to meet the Town's service and procurement standards.

CORPORATE SERVICES

INFORMATION TECHNOLOGY SERVICES PREVIOUS YEAR ACCOMPLISHMENTS/SUCCESSSES:

In 2025, the ITS department achieved several notable accomplishments:

- Mobile Device management and billing protocol reviewed and updated.
- Re-established Fire BAS remote connectivity for vendor allowing more flexibility.
- Rebuilt the Aurora Keyscan infrastructure into virtual environment with additional remote VPN capabilities allowing for faster response times related to perimeter access security at our Fire Houses.
- Windows 11 Migration (in-progress).
- Reorganization of ITS with the introduction of the Business Transformation and Client Support Services division with a stronger focus on customer service, bringing increased value to our partners.
- Introduced new Help Desk Software that will allow for better reporting, more end user empowerment, AI capabilities and alignment with SLA's improving how we work and provide services to the town.
- Advanced the Town's use of AI with the completion of Copilot 365 Phase 2 which delivered six business use cases, conducted a Prompt-A-Thon for staff to improve their use of AI prompts, and developed and implemented a responsible AI use framework, including executive training, and practical use cases.
- Digitization Building Business Process Review.
- Municipal presentations to the Municipal Information Systems Association (MISA) Executive conference about AI and our AI municipal journey as well on Tabletop Exercises at the annual MISA Information Security conference.
- GIS Current State Review helping to identify areas of improvement and to map out future plans.
- ISO 27001:2022 Gap Assessment Completion reinforcing our operational risk management and laying the groundwork for a robust Information Security Management System.
- Continued to mature our cybersecurity portfolio.
- ITS Project Management Office (PMO) created to centralize project alignment across all ITS divisions, project procedures, and common best practices.
- ITS Strategic Plan developed to provide a 5 year ITS roadmap that will align ITS initiatives with corporate objectives and governance.



CORPORATE SERVICES

▶ INFORMATION TECHNOLOGY SERVICES ENVIRONMENTAL SCAN:

Challenges:

Cybersecurity Vigilance and Staff Capacity

With the increasing frequency and sophistication of cyberattacks, ITS must maintain a proactive and adaptive security posture. This includes:

- **Continuous monitoring** of systems and networks,
- **Regular updates** to security protocols and tools,
- **Ongoing training** to ensure staff are equipped to handle emerging threats.

These efforts are essential to protect sensitive municipal data and uphold system integrity. However, they place **significant strain on ITS personnel**, who must stay current with threat intelligence, compliance standards, and evolving best practices. The demand for specialized skills and real-time responsiveness is growing, and without additional staffing or dedicated cybersecurity roles, the team risks burnout and operational gaps.

Data Governance and Enterprise Content Management (ECM)

The ECM Hub strategy project revealed significant challenges in document retention, duplication, and workflow inefficiencies. There is a pressing need for digitization of historical records, data classification, retention policies, improved training, and a governance model that supports secure and efficient content management. Without these improvements, we risk compliance issues, operational bottlenecks, and sustain maximum liability if a security breach occurs.

Technology Modernization and Readiness for Growth

The ITS division is actively supporting Vision Georgetown by modernizing the Town's development services. Through projects like the Amanda Citizen Portal, we're streamlining business processes in Planning, Building, and Engineering Development, making it easier for residents and staff to manage applications, permits, and approvals. These improvements lay the groundwork for future growth and align with the Town's strategic goals.

CORPORATE SERVICES

▶ INFORMATION TECHNOLOGY SERVICES ENVIRONMENTAL SCAN (continued):

<p>Challenges:</p>	<p>As Vision Georgetown accelerates, the demand for scalable, secure, and integrated digital infrastructure will grow exponentially. Without immediate action, ITS risks:</p> <ul style="list-style-type: none"> • Falling behind in service delivery and digital transformation, • Straining internal resources to meet future expectations, • Compromising system reliability and user experience, and • Undermining the Town’s ability to support smart growth and innovation. <p>At the same time, ITS is facing challenges with aging infrastructure and delayed upgrades. Key initiatives like the PBX phone system review remain unfunded, pushing critical improvements out to 2027 or later. Other modernization efforts, such as cloud migration, GIS renewal, and AI integration, require significant investment but lack the necessary funding. This puts pressure on the team to maintain outdated systems while trying to adapt them for future needs.</p> <p>Staffing Constraints and Role Expansion</p> <p>The ITS team is currently understaffed, which is making it difficult to deliver on the goals set out in the ITS Strategic Plan (CTSP 2025). Key roles like Cyber Security Analyst, Network Analyst, and Client Support Services Technician are needed to support modernization, cybersecurity, and reliable service delivery. The ITS strategic plan recommends gradually increasing staff to 3–4.5% of Town’s workforce, using flexible resourcing models, and ensuring projects have dedicated funding. Addressing these staffing gaps is essential to avoid burnout, reduce turnover, and minimize operational risks, so the Town can achieve its technology and growth objectives.</p>
<p>Opportunities</p>	<p>AI-Driven Service Optimization</p> <p>We have made significant strides in deploying Microsoft Copilot 365, with two phases already completed. The phase two initiative identified six business use cases and deployed 50 licenses, laying the groundwork for broader adoption. The opportunity lies in:</p> <ul style="list-style-type: none"> • Leveraging AI for predictive analytics • Integrating AI into citizen-facing services to improve responsiveness and personalization • Increasing user licenses to expand productivity improvement impact • Implementing business cases based on priority

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▶ INFORMATION TECHNOLOGY SERVICES ENVIRONMENTAL SCAN (continued):

Opportunities:

Enhancing the ITS Project Management Office (PMO)

Continuing to improve and optimize the ITS PMO presents a strategic opportunity to:

- Refine project execution and change management processes,
- Strengthen alignment between IT initiatives and organizational goals,
- Expand structured business analysis to support strategic planning,
- Promote best practices through training, documentation, and cross-team collaboration.

As the Town prepares for growth under Vision Georgetown, a more efficient and agile PMO will be essential to manage increasing project complexity and drive greater organizational effectiveness.

The newly developed ITS Strategic Plan provides a comprehensive roadmap for the next five years, including:

- A prioritized catalogue of technology projects
- Budget forecasting and resource planning
- Risk assessments and mitigation strategies
- Governance framework recommendations,
- Enterprise architecture planning and cloud transition guidance,
- Information security program enhancements.

This plan offers a structured path to modernize IT services, align with Council priorities, and support the Town's evolving digital needs.

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▶ INFORMATION TECHNOLOGY SERVICES KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	2025 Strategic Alignment
1. Digital Strategy	Continued from 2023, implementation of systems and redesign of processes to enable Building and Planning processes to be digitized.	ITS	This will include an online citizen portal, an improved folder structure, and a governance framework to ensure effective maintenance and long-term support.	Infrastructure and Asset Management: <ul style="list-style-type: none"> Ensure that Town assets, infrastructure and services keep pace with population and housing growth.
2. Actioning Corporate Technology Strategic Plan	The Corporate Technology Strategic Plan project has completed a comprehensive assessment of the organization's technological needs and direction for the next 5 years. With the planning phase now finalized, we are transitioning into the implementation phase to execute the approved recommendations and drive meaningful change.	ITS	The Corporate Technology Strategic Plan will include proposed enhancements to ITS governance structure, a comprehensive architectural review, modernization of core technologies, and improvements to enterprise project management practices.	Infrastructure and Asset Management: <ul style="list-style-type: none"> Ensure that Town assets, infrastructure and services keep pace with population and housing growth.
3. Information Security strategic 5-year Plan	This initiative focuses on the ongoing upkeep, technical support, and periodic enhancement of supported versions to mitigate security risks and ensure smooth operational performance.	ITS	The plan will outline a five-year strategy to improve IS procedures and guide cost-effective investments to ensure our data remains secure.	N/A

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▶ INFORMATION TECHNOLOGY SERVICES KEY INITIATIVES (continued):

Project/Initiative	Description	Division	Outcomes & Outputs	2025 Strategic Alignment
4. Enterprise system core platform and application maintenance	This initiative focuses on the ongoing upkeep, technical support, and periodic enhancement of supported versions to mitigate security risks and ensure smooth operational performance. The Town's core enterprise platforms and applications. By ensuring these systems are properly maintained and regularly upgraded.	ITS	Enterprise applications and supporting systems are maintained and operated on supported versions to mitigate security risks and ensure smooth operational performance.	Infrastructure and Asset Management: <ul style="list-style-type: none"> Ensure that Town assets, infrastructure and services keep pace with population and housing growth.

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▶ INFORMATION TECHNOLOGY SERVICES STAFFING IMPACT:

	+/- FTE Estimates	Service Delivery Area
Full Time	0	N/A
Part Time	0	N/A

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▶ INFORMATION TECHNOLOGY SERVICES PERFORMANCE INDICATORS:

Operational	Target
Citizen Portal Adoption Rate	Achieve agreed % using the online portal within the first 12 months of launch.
Digitized Process Completion	Reduce average average completion time for digitized Building and Planning applications compared to pre-digitization.
System Uptime Rate	Maintain at least 99.5% annual uptime for all core enterprise platforms and applications.
Security Patch Implementation	Apply critical security patches to supported application versions within 7 days of release, achieving compliance for 98% of updates.

Quality of Life	Target
N/A	N/A

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The Finance department plays a crucial role in maintaining the Town's fiscal sustainability, accountability, legislative compliance, and reputation. They achieve this through meticulous management of the Town's revenues, assets, and expenditures, as well as comprehensive and reliable reporting. Additionally, they oversee the investment portfolio and ensure a centralized and strategic procurement process for goods and services, promoting fairness, transparency, ethics, and efficiency. Furthermore, the Finance department manages risk management and insurance claims on behalf of the Town, further protecting its interests.

FINANCE CORE ACTIVITIES:

- Prepare the Town's annual budgets and forecasts
- Levy and collect taxes on behalf of the Town, Region, school boards and business improvement areas
- Provide guidance on the Town's financial strategies and Long Range Financial Planning initiatives
- Responsible for the purchasing and payment of services
- Manage the procurement process and compliance with the Purchasing Policy.
- Manage and oversee the accounting of financial assets
- Prepare the annual financial statements of the Town including the publication of the annual financial report.
- Manage cash flow, capital borrowing and investments
- Oversee the Development Charges Background Study and Community Benefits Charges Study
- Coordinate the processing of insurance claims
- Offer advice to senior management on potential risks and the necessary mitigation measures
- Maintain and improve financial software for more efficient operations.



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▶ FINANCE

PREVIOUS YEAR ACCOMPLISHMENTS/SUCCESSSES:

- Increased communication and transparency in the budget preparation process by introducing Council Workshops prior to tabling the budget.
- Completed the first phase of integrating data from the AMIS system into the budget prioritization process.
- Successfully completed the Canada Community Building Fund compliance audit
- Partnered with the communications team to create and launch a new webpage for claim submissions resulting in less public inquiries.
- Collaborated with communications to create a monthly infographic that provides a snapshot of claims activity.
- Leveraged annual insurance premium savings of approximately \$300K for the July 1, 2025, policy renewal – through an RFP process.
- Implemented the 2-year tax sale process as approved in the fall of 2024.
- Updated the Purchasing by-law to allow for greater flexibility in the Town's procurement process to allow us to remain resilient in the face of the US Tariffs.
- Obtained a clean audit for Fiscal 2024.

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▶ FINANCE ENVIRONMENTAL SCAN:



<p>Challenges:</p>	<ul style="list-style-type: none"> • Budget staff were reassigned to statutory financial reporting, necessitating a reduction in the frequency of management reporting and the compilation of critical decision-making information. • The new AMIS software is unable to integrate with the project costing module, resulting in duplicated effort in data creation and widening gaps in asset databases used for critical decision-making and financial reporting. • Inability to determine the full cost of program delivery due to the absence of a methodology for allocating corporate overhead and back-end service delivery costs to individual departments. • The current financial software system has reached end-of-life, with no available support for the project costing module. • Strong mayor powers legislation has reduced the role of Finance in the budget process, impairing its effectiveness. • Delays in growth, prior commitments to large capital projects, global economic uncertainty, tariffs, and pressure to increase spending have made it challenging to develop an affordable financing plan for the Town. • The current Development Charges (DC) background study is based on outdated construction costs, meaning collected charges will be insufficient to fully recover growth-related expenses.
<p>Opportunities:</p>	<ul style="list-style-type: none"> • Work is underway to conduct an environmental scan of the Town’s financial information needs and evaluate potential software solutions to replace Great Plains, including the project costing module. • A capital project to review corporate overhead costs, determine appropriate service levels, and establish charge-out rates enabling a full understanding of service and program delivery costs is being recommended for the 2026 budget.

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▶ FINANCE KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	2025 Strategic Alignment
1. Options to replace Financial Information System	Step 1 of 2 – Define financial information requirements and determine software options.	Accounting and Budgets	Documented list of Town’s financial information requirements; List of potential software options; critical analysis of each option - setting ground work for step 2 – vendor selection & software replacement.	N/A
2. DC Background Study	Update Town’s current DC background Study.	Budgets and LRFP	New DC bylaw that incorporates updated project costs and current legislation	N/A

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▶ FINANCE STAFFING IMPACT:

	+/- FTE Estimates	Service Delivery Area
Full Time	0	N/A
Part Time	0	N/A

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▶ FINANCE PERFORMANCE INDICATORS:

Operational	Target
Timeline to complete RFPs that do not require a report to Council	Less than 65 days.
Timeline to complete RFPs that require a report to Council.	Less than 120 days.
2025 Year End External Audit of Town's Consolidated Financial Statements.	Unqualified audit opinion.
Submission of 2025 Financial Information Return (FIR).	Before May 31, 2026.

Quality of Life	Target
N/A	N/A

CORPORATE SERVICES

Corporate Services represents critical functions related to Finance, Information Technology Services (ITS), and Human Resources that in turn support and enhance the delivery of effective and efficient municipal services. Each of these functional areas are supported by highly skilled staff who provide professional expertise and manage resources essential to the successful operation of the municipality.



Operating Budget Overview

Corporate Services	2025 Approved Budget	2026 Total Budget	2026 vs. 2025 Budget Change	
Revenue				
User Fees	(225,000)	(225,000)	-	0.0%
Licences and Permits	(123,500)	-	123,500	-100.0%
Recoveries	(38,100)	(38,100)	-	0.0%
Other Revenue	(600)	(600)	-	0.0%
Interdepartmental Reallocations	(2,500)	(2,500)	-	0.0%
Transfers from Reserves	-	(75,000)	(75,000)	0.0%
Revenue Total	(389,700)	(341,200)	48,500	-12.4%
Expenses				
Salaries & Benefits	6,509,710	7,124,100	614,390	9.4%
Professional Development & Fees	148,400	223,000	74,600	50.3%
Program Supplies	600	600	-	0.0%
General Supplies	1,300	3,800	2,500	192.3%
Repair and Maintenance	6,000	6,000	-	0.0%
Contracted Services and Agreements	1,728,800	2,133,000	404,200	23.4%
Professional Fees	93,100	86,000	(7,100)	-7.6%
Public Relations and Communication	1,500	1,500	-	0.0%
Administration and Office Expenses	39,900	32,800	(7,100)	-17.8%
Expenses Total	8,529,310	9,610,800	1,081,490	12.7%
Corporate Services Net Levy Impact	8,139,610	9,269,600	1,129,990	13.9%

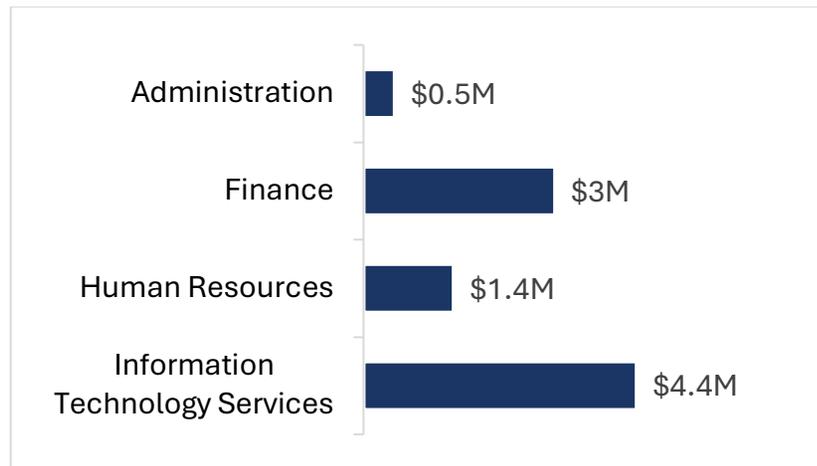
Operating Budget by Service

The Corporate Services department provides services through the Administration, Finance, Human Resources, and Information Technology Services Divisions.

Corporate Services	2024 Actuals	2025 Approved Budget	Base Budget	2026		Total Budget	2026 vs. 2025	
				OP Budget Request	One-Time OP Budget Request		Budget Change	
Administration								
Administration								
Revenue	-	-	-	-	-	-	-	0.0%
Expense	421,907	444,700	491,200	-	-	491,200	46,500	10.5%
Administration Total	421,907	444,700	491,200	-	-	491,200	46,500	10.5%
Administration Total	421,907	444,700	491,200	-	-	491,200	46,500	10.5%
Human Resources								
Human Resources								
Expense	1,170,140	1,228,753	1,365,700	52,000	-	1,417,700	188,947	15.4%
Human Resources Total	1,170,140	1,228,753	1,365,700	52,000	-	1,417,700	188,947	15.4%
Human Resources Total	1,170,140	1,228,753	1,365,700	52,000	-	1,417,700	188,947	15.4%
Finance								
Finance								
Revenue	(462,743)	(387,100)	(263,600)	-	-	(263,600)	123,500	-31.9%
Expense	2,917,386	3,066,442	3,275,500	-	-	3,275,500	209,058	6.8%
Finance Total	2,454,643	2,679,342	3,011,900	-	-	3,011,900	332,558	12.4%
Finance Total	2,454,643	2,679,342	3,011,900	-	-	3,011,900	332,558	12.4%
Information Technology Services								
Information Technology Services								
Revenue	(110,760)	(2,600)	(2,600)	-	(75,000)	(77,600)	(75,000)	2884.6%
Expense	3,606,897	3,789,415	4,351,400	-	75,000	4,426,400	636,985	16.8%
Information Technology Services Total	3,496,137	3,786,815	4,348,800	-	-	4,348,800	561,985	14.8%
Information Technology Services Total	3,496,137	3,786,815	4,348,800	-	-	4,348,800	561,985	14.8%
Corporate Services Total	7,542,827	8,139,610	9,217,600	52,000	-	9,269,600	1,129,990	13.9%

Operating Budget by Service

The 2026 operating budget for Corporate Services is proposed at \$9,610,800 in gross expenditures, with \$9,269,600 funded from the general tax levy to support the services performed by all divisions within the Corporate Services Department.



2026 Operating Budget Drivers

The \$1,129,990, or 13.9%, net increase to the Corporate Services operating budget includes various inclusions to support the effective and efficient delivery of services for the corporation. The following major budget changes are included in the Corporate Services operating budget for 2026:

Maintaining current service levels

- \$614,390 or 9.4% represents the base change in compensation and benefits for the current staff complement. This amount includes performance-based salary increases, the second year of a three-year non-union salary review, proposed economic increase of 2.0% for non-union, and updates to statutory and Town benefit-related costs.
- \$175,000 increase for annual service license fees associated with the Intrusion Detection and Prevention System which was implemented in 2025.
- \$55,000 increase from operating impacts added through budget amendments.
- \$42,100 increase for web hosting fees associated with the Town’s new unified website, currently under development.
- \$25,000 increase for annual SaaS subscription fees associated with the new Computer Helpdesk Management Software which was implemented in 2025.
- \$25,000 increase related to licensing and usage costs for the Town’s contracted payroll system provider.
- \$23,000 increase for cost escalations related to existing ITS service contracts.
- \$5,600 reduction in Corporate Services administrative costs to align with actuals (office supplies, training fees, etc.).

Transfers to/from Reserves

- \$123,500 base budget increase related to a decrease in contribution from the Growth Stabilization Reserve which provided a temporary funding source for the Senior Financial Analyst (Development Charges and Long Range Financial Plan) position. This position will be funded by an increase in assessment growth and will become part of the base budget going forward.

New Services and Efficiencies

- A \$52,000 budget request has been made related to the implementation of an Applicant Tracking module within the current Dayforce payroll system. This module is designed to enhance the recruitment process by automating key tasks such as posting job openings, tracking candidate progress, scheduling interviews, and streamlining communication throughout the process.

Zero Budget Impact

- A one time \$0 budget impact request has been made for a one year subscription to Info-Tech Research Group. This subscription will support improvements in IT strategy and operations through expert research, benchmarking and practical tools, with targeted guidance on IT service management review, governance model development, and technical architecture assessment. The one time cost of \$75,000 will be funded through a contribution from the Tax Rate Stabilization Reserve.

2026 Operating Budget Request

Position/Program	Ref No.	26-1
Applicant Tracking System (ATS) - Dayforce Module	Budget Impact	\$ 52,000
Approved by Council? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	FTE Impact	0.0
Included in Budget? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Effective Date	January 1, 2026
Department	Division	
Corporate Services	Human Resources	

Description of Services to be Performed:

The ATS is a cloud-based software that streamlines the recruitment process by automating tasks such as job postings, candidate tracking, interview scheduling, and communications between all parties throughout the process. The software uses AI to screen resumes, identify top candidates, and reduce manual work. An ATS will enable the Town to comply with changes to the Ontario Employment Standards Act taking effect in 2026 which requires employers to track and retain records of applications, job postings, and recruitment timelines in accordance to specified standards. Timely communications with candidates is required and is aided by a system that automates this process and retains copies of said communications. Large amounts of confidential recruitment data is better stored, managed and protected by an ATS. Service levels are expected to improve and the employee onboarding experience made more efficient, accurate, and seamless.

It is recommended that the Applicant Tracking System Dayforce module be approved as an on-going budget provision, and that the required funding be financed through a base budget increase of \$52,000.

Risk if not approved: If the ATS is not implemented, candidates will continue using an outdated application system, potentially viewing the Town as lacking modern tools/practices. The Town would also miss the opportunity to improve operational efficiency through automation, streamlined workflows, and better data integration across the recruitment and onboarding process.

Budget Impact:		
Expenditures:		Account & Notes:
Salary & Benefits	<input type="text"/>	<input type="text"/>
Supplies & Services	<input type="text"/>	<input type="text"/>
Other	52,000	Annual Dayforce Fees
Total	\$ 52,000	
Revenue:		
Fees	<input type="text"/>	<input type="text"/>
Grants	<input type="text"/>	<input type="text"/>
Other	<input type="text"/>	<input type="text"/>
Total	\$ -	
Net Cost	\$ 52,000	

2026 Operating Budget Request

Position/Program		Ref No.	26-2
Info-Tech Research Group Membership (One Time)		Budget Impact	\$ -
Approved by Council?	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	FTE Impact	0.0
Included in Budget?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Effective Date	January 1, 2026
Department		Division	
Corporate Services		Information Technology Services	

Description of Services to be Performed:

The proposed one time Info-Tech Research Group subscription will introduce a formalized process for gathering and applying research to support strategic decision-making, technology planning, and process improvement. Deliverables such as benchmarking reports, security best practices, and stakeholder-ready presentations will enhance the organization’s ability to make evidence-based decisions and align IT strategy with broader organizational goals. Specifically, the Info-Tech Research Group will assist with IT Service Management Review, ITS governance model creation and implementation, and a technical architectural review. These initiatives will be led by the ITS team, with strategic support and guidance from Info-Tech Research Group.

It is recommended that a one time budget provision of \$75,000 be approved for the Info-Tech Research Group subscription and that the required funding be provided from the Tax Rate Stabilization reserve, resulting in no tax impact.

Risk if not approved: Without the Info-Tech Research Group membership, the ITS Strategic Plan will be impacted as these projects are key initiatives within the plan that other initiatives will build on.

Budget Impact:		Account & Notes:	
Expenditures:			
Salary & Benefits			
Supplies & Services			
Other	75,000	Consultant and vendor services	
Total	\$ 75,000		
Revenue:			
Fees			
Grants			
Other	(75,000)	Tax Rate Stabilization Reserve	
Total	\$ (75,000)		
Net Cost	\$ -		

CORPORATE SERVICES

Capital Forecast 2026 - 2035

Project No.	Project Name	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
HUMAN RESOURCES												
2200-10-2101	Succession Plan-Training/Dev	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	135,000
2200-10-2201	Corporate Leadership Training Program	-	10,000	-	10,000	-	10,000	-	10,000	-	10,000	50,000
2200-22-0102	Non-union Salary and Position Titling Review	-	70,000	-	-	70,000	-	-	70,000	-	-	210,000
2200-22-0104	Benefits Review	-	50,000	-	-	-	-	50,000	-	-	-	100,000
2200-22-0105	Council Compensation Survey	-	-	-	15,000	-	-	-	15,000	-	-	30,000
2200-22-2201	Part-time Wage & Pay Equity Review	-	40,000	-	-	-	-	-	-	-	-	40,000
2200-22-2302	Human Resources Strategic Plan	-	-	-	60,000	-	-	-	-	-	60,000	120,000
Subtotal		-	185,000	15,000	100,000	85,000	25,000	65,000	110,000	15,000	85,000	685,000
INFORMATION TECHNOLOGY SERVICES												
2300-04-0101	Technology Refresh	190,000	190,000	255,000	190,000	190,000	190,000	255,000	190,000	190,000	190,000	2,030,000
2300-04-2001	Corp Network Equip Replacement	-	-	-	-	110,000	-	-	-	-	120,000	230,000
2300-04-2002	Corporate WiFi Replacement	-	-	-	-	33,000	-	-	-	-	36,000	69,000
2300-05-2001	Firewall Replacement	-	50,000	-	-	30,000	-	-	55,000	-	-	135,000
2300-05-2202	SAN Replacement	-	-	165,000	-	-	-	-	200,000	-	-	365,000
2300-05-2203	Backup Solution Replacement	-	60,000	-	-	-	-	60,000	-	-	-	120,000
2300-09-1601	Large Scale Plotter - Printer	-	-	-	-	45,000	-	-	-	-	-	45,000
2300-10-1501	Geospatial Data	15,000	15,000	15,000	50,000	15,000	15,000	15,000	50,000	15,000	15,000	220,000
2300-10-2105	Computer Server and Storage Evergreen Program	-	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	225,000
2300-10-2608	MS SQL upgrades	25,000	-	-	-	-	-	-	-	-	-	25,000
2300-10-2610	Backup and Recovery Implementation	100,000	-	-	-	-	-	-	-	-	-	100,000
2300-10-2611	Application Solution to Cloud	-	100,000	-	-	-	-	-	-	-	-	100,000
2300-10-2613	Copilot Phase 3	60,000	-	-	-	-	-	-	-	-	-	60,000
2300-10-2614	Application System Upgrades	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
2300-22-1601	Corporate Technology Strategic Plan	-	-	-	100,000	-	-	-	-	100,000	-	200,000
2310-10-2601	Information Security Strategic Plan	50,000	-	-	-	-	-	-	-	-	-	50,000
2310-10-2602	Security Program Initiative	100,000	-	-	-	-	-	-	-	-	-	100,000
Subtotal		640,000	540,000	560,000	465,000	548,000	330,000	455,000	620,000	430,000	486,000	5,074,000
FINANCE												
2400-10-2001	Development Charges Background Study & Community Benefits Charges By-law	-	-	-	-	242,000	-	-	-	-	350,000	592,000
2500-22-0102	User Fee Review	-	-	-	-	60,000	-	-	-	-	80,000	140,000
2500-22-2504	Administrative Overhead Service Level Allocation	130,000	-	-	-	-	-	-	-	-	-	130,000
2600-06-0101	Photocopier/Fax/Printers	-	200,000	-	-	-	-	200,000	-	-	-	400,000
2600-09-2201	Mail Folder-Stuff Machine Replacement	-	-	-	-	-	-	30,000	-	-	-	30,000
Subtotal		130,000	200,000	-	-	302,000	-	230,000	-	-	430,000	1,292,000
SUBTOTAL FUNDED		770,000	925,000	575,000	565,000	935,000	355,000	750,000	730,000	445,000	1,001,000	7,051,000

Project No.	Project Name	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total
UNFUNDED												
2200-10-2101	Succession Plan-Training/Dev	15,000	-	-	-	-	-	-	-	-	-	15,000
2300-05-2103	Enterprise Content Management Implementation	-	500,000	-	-	-	-	-	-	-	-	500,000
2300-05-2106	Open Data Implementation	-	15,000	-	-	-	-	-	-	-	-	15,000
2300-05-2201	AMANDA Planning	-	575,000	-	-	-	-	-	-	-	-	575,000
2300-05-2301	Implement Customer Service Strategy Recommendations	-	400,000	-	-	-	-	-	-	-	-	400,000
2300-10-1909	Corporate Collaboration Strategy	-	75,000	-	-	-	-	-	-	-	-	75,000
2300-10-2105	Computer Server and Storage Evergreen Program	25,000	-	-	-	-	-	-	-	-	-	25,000
2300-10-2503	AV Room Standardization	-	100,000	-	-	-	-	-	-	-	-	100,000
2300-10-2601	ITS Architectural Review	75,000	-	-	-	-	-	-	-	-	-	75,000
2300-10-2602	Change Management Framework	50,000	-	-	-	-	-	-	-	-	-	50,000
2300-10-2603	Enterprise PM Strategy and Software	100,000	-	-	-	-	-	-	-	-	-	100,000
2300-10-2604	Landline Assessment and Changes	25,000	-	-	-	-	-	-	-	-	-	25,000
2300-10-2605	Data and GIS Program Priorities	300,000	200,000	-	-	-	-	-	-	-	-	500,000
2300-10-2606	ITSM Service Review	100,000	100,000	-	-	-	-	-	-	-	-	200,000
2300-10-2607	Review and Set Up of Governance Model	50,000	-	-	-	-	-	-	-	-	-	50,000
2300-10-2609	Cloud Transition Strategy	50,000	-	-	-	-	-	-	-	-	-	50,000
2300-10-2612	Corporate Network Managed Service Provider	100,000	-	-	-	-	-	-	-	-	-	100,000
2300-10-2615	Business Continuity and Disaster Recovery	50,000	-	-	-	-	-	-	-	-	-	50,000
2300-10-2616	GPU to VDI	-	60,000	-	-	-	-	-	-	-	-	60,000
2300-10-2617	Electronic Content Management	-	150,000	-	-	-	-	-	-	-	-	150,000
2300-10-2618	Phone System (Teams)	-	100,000	-	-	-	-	-	-	-	-	100,000
2500-05-2701	Financial System Replacement	-	5,000,000	5,000,000	-	-	-	-	-	-	-	10,000,000
2500-05-2702	Capital Budget Analysis Tool (Replace PC)	-	2,000,000	-	-	-	-	-	-	-	-	2,000,000
SUBTOTAL UNFUNDED		940,000	9,275,000	5,000,000	-	15,215,000						
TOTAL CORPORATE SERVICES		1,710,000	10,200,000	5,575,000	565,000	935,000	355,000	750,000	730,000	445,000	1,001,000	22,266,000

2026 – 2035 Capital Budget & Forecast Highlights

The 10-year capital plan for Corporate Services supports initiatives which will provide the overall direction for the strategic, efficient, effective, and equitable management of the organization. The Corporate Services 10-year capital plan is \$22.3 million with \$770,000 in funded capital projects proposed for 2026. The following summarizes key components and highlights of the capital forecast:

- \$3.4 million for lifecycle replacement of corporate IT infrastructure and printers.
- \$1.7 million for technology enhancements and upgrades to improve and modernize service delivery.
- \$200,000 for a refresh to the Town’s Corporate Technology Strategic Plan, which will guide technology improvements and direction for the future.

- \$150,000 for the development of an Information Security Strategic Plan and Security Program Initiative that includes risk assessment, policy creation, compliance alignment, and a prioritized roadmap to strengthen cybersecurity, enhance threat detection, and improve incident response.
- \$862,000 for financial planning including \$592,000 for future updates to the Development Charge Background Study and Community Benefits Charge strategy to support growth, \$140,000 for a User Fee Review, and \$130,000 related to the Administrative Overhead Service Level Allocation project, which will assist with identifying the full cost of delivering specific programs and services.
- \$685,000 for investment in human resources, which include training support for the succession planning program as well as various salary surveys and pay equity reviews to improve the Town's ability to retain high-quality talent.
- The Unfunded Projects section outlines several key Corporate Services initiatives that currently lack dedicated funding but are vital to supporting the long-term operational and strategic management of the organization. The total estimated cost for these projects over the next decade is \$15.2 million. Among the largest projects in this section are the following:
 - \$10.0 million for the future replacement of the Town's financial system to assist with modernizing financial management and reporting functions.
 - \$2.0 million to replace the current project costing tool to enhance and improve financial tracking capabilities.
 - \$575,000 for enhancement of the AMANDA system's functionality to better support the needs of the Planning department.
 - \$500,000 for the implementation of an Enterprise Content Management system.
 - \$500,000 for modernization of the Town's geospatial infrastructure.
 - \$400,000 for the implementation of a customer service strategy.
 - The remaining \$1.2 million of unfunded projects primarily consists of various IT initiatives aimed at modernizing systems, enhancing digital service delivery, and improving operational efficiency across the organization.

2026 Capital Budget

Page No.	Project No.	Project Name	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
140	2300-04-0101	Technology Refresh	190,000	190,000	-	-	190,000	-	-
141	2300-10-1501	Geospatial Data	15,000	15,000	-	-	15,000	-	-
142	2300-10-2608	MS SQL upgrades	25,000	25,000	-	-	25,000	-	-
146a	2300-10-2610	Backup and Recovery Implementation	100,000	100,000	-	-	100,000	-	-
146b	2300-10-2613	Copilot Phase 3	60,000	60,000	-	-	60,000	-	-
143	2300-10-2614	Application System Upgrades	100,000	100,000	-	-	100,000	-	-
144	2310-10-2601	Information Security Strategic Plan	50,000	50,000	-	-	50,000	-	-
146c	2310-10-2602	Security Program Initiative	100,000	100,000	-	-	100,000	-	-
145	2500-22-2504	Administrative Overhead Service Level Allocation	130,000	130,000	-	-	130,000	-	-
2026 Total			770,000	770,000	-	-	770,000	-	-

Please refer to the proceeding Capital Project Information Sheets for details on the 2026 capital projects.

2026 Capital Project Information Sheet

Project	Technology Refresh	Project No.	2300-04-0101
Department	Corporate Services		
Project Manager	Pete Routledge	2026 Budget	\$ 190,000

Project Description

Replacement of IT equipment that is reaching end of warranty state with new equipment. All required programs and data will be reinstalled on replacement equipment. All new equipment will be deployed with the Windows 11 operating system.

Project Deliverables

Deliverables will include: Configured and secured devices with Windows 11 and endpoint protection, validated software compatibility, completed secure data migration, deployment plan with resource assignments/scheduling, secure disposal of decommissioned legacy equipment, updated asset inventory and documentation for lifecycle tracking.

Project Budget and 9-year Forecast

	Total	2026	2027	2028	2029	2030	2031-2035
Expenditures	2,030,000	190,000	190,000	255,000	190,000	190,000	1,015,000
Funding							
Tech Replace	2,030,000	190,000	190,000	255,000	190,000	190,000	1,015,000
Total funding	2,030,000	190,000	190,000	255,000	190,000	190,000	1,015,000

Impact on Operating Budget

	Total	2026	2027	2028	2029	2030	2031-2035
Operating Impact							

Operating Resources Required

FTE Impact 0.0

Service Attributes and Authorization

Division	Information Technology Services	Service Type	Supplemental/Support
Service Category	Administration		
Growth Related	No	Start Date	Jun-26
% Eligible DC/CBC	0%	End Date	Dec-26
Report/Strategy/Plan			
Disposition Recommendation No.			
Council Strategic Priority			

Asset Information

Asset Type	IT	Treatment	Replacement
Description	IT Infrastructure	Asset condition adjustment*	100%

*notes the asset functional condition after treatment

2026 Capital Project Information Sheet

Project	Geospatial Data	Project No.	2300-10-1501
Department	Corporate Services		
Project Manager	Pete Routledge	2026 Budget	\$ 15,000

Project Description

Geospatial data, including aerial and ortho imagery, lidar, elevation data, and census/demographics information, is regularly acquired to ensure the availability of current data for staff, town consultants, and the public. This data can be accessed through various geomatics applications, such as MapLinks, Desktop GIS, Enterprise Portal, ArcGIS Online and CAD.

Project Deliverables

Secure access protocols for geomatics platforms, data integrity and validation reports, centralized geospatial data repository.

Project Budget and 9-year Forecast

	Total	2026	2027	2028	2029	2030	2031-2035
Expenditures	220,000	15,000	15,000	15,000	50,000	15,000	110,000
Funding							
Tech Replace	220,000	15,000	15,000	15,000	50,000	15,000	110,000
Total funding	220,000	15,000	15,000	15,000	50,000	15,000	110,000

Impact on Operating Budget

	Total	2026	2027	2028	2029	2030	2031-2035
Operating Impact							

Operating Resources Required **FTE Impact** 0.0

Service Attributes and Authorization

Division	Information Technology Services	Service Type	Supplemental/Support
Service Category	Administration		
Growth Related	No	Start Date	Jan-26
% Eligible DC/CBC	0%	End Date	Nov-26
Report/Strategy/Plan			
Disposition Recommendation No.			
Council Strategic Priority			

Asset Information

Asset Type		Treatment	
Description		Asset condition adjustment*	
		<i>*notes the asset functional condition after treatment</i>	

2026 Capital Project Information Sheet

Project	MS Server and SQL Upgrades	Project No.	2300-10-2608
Department	Corporate Services	2026 Budget	\$ 25,000
Project Manager	Shane Hiebert		

Project Description

Support Microsoft Windows Services and SQL Server upgrades by assessing current configurations, planning version transitions, validating service dependencies, and executing upgrades with minimal downtime. Ensure documentation of procedures, rollback plans, and compliance with operational standards.

Project Deliverables

Deliverables will include: Documented upgrade and rollback procedures, comprehensive records of upgrade steps, validation checks, and fallback plans to ensure secure and recoverable transitions, updated system configuration baselines, revised and approved configurations for Windows Services and SQL Server environments post-upgrade.

Project Budget and 9-year Forecast

	Total	2026	2027	2028	2029	2030	2031-2035
Expenditures	25,000	25,000					
Funding							
Tech Replace	25,000	25,000					
Total funding	25,000	25,000					

Impact on Operating Budget

	Total	2026	2027	2028	2029	2030	2031-2035
Operating Impact							

Operating Resources Required **FTE Impact** 0.0

Service Attributes and Authorization

Division	Information Technology Services	Service Type	Supplemental/Support
Service Category	Administration		
Growth Related	No	Start Date	Jan-26
% Eligible DC/CBC	0%	End Date	Dec-26
Report/Strategy/Plan			
Disposition Recommendation No.			
Council Strategic Priority			

Asset Information

Asset Type	Treatment
Description	Asset condition adjustment*
	<i>*notes the asset functional condition after treatment</i>

2026 Capital Project Information Sheet

Project	Application System Upgrades	Project No.	2300-10-2614
Department	Corporate Services		
Project Manager	Pete Routledge	2026 Budget	\$ 100,000

Project Description

This project involves upgrading key application systems to ensure compatibility with current technologies, improve performance, and address security vulnerabilities. It includes system evaluation, stakeholder coordination, testing, and phased deployment to minimize disruption and support long-term operational efficiency.

Project Deliverables

Deliverables will include: upgraded application systems with enhanced security and compliance, system compatibility and performance assessment report, updated asset inventory and resource utilization summary, stakeholder coordination and deployment communication plan, post-upgrade validation and operational efficiency review.

Project Budget and 9-year Forecast

	Total	2026	2027	2028	2029	2030	2031-2035
Expenditures	1,000,000	100,000	100,000	100,000	100,000	100,000	500,000
Funding							
Tech Replace	1,000,000	100,000	100,000	100,000	100,000	100,000	500,000
Total funding	1,000,000	100,000	100,000	100,000	100,000	100,000	500,000

Impact on Operating Budget

	Total	2026	2027	2028	2029	2030	2031-2035
Operating Impact							

Operating Resources Required	FTE Impact	0.0
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Service Attributes and Authorization

Division	Information Technology Services	Service Type	Supplemental/Support
Service Category	Administration		
Growth Related	No	Start Date	Jan-26
% Eligible DC/CBC	0%	End Date	Dec-26
Report/Strategy/Plan			
Disposition Recommendation No.			
Council Strategic Priority			

Asset Information

Asset Type	Treatment
Description	Asset condition adjustment*
	<i>*notes the asset functional condition after treatment</i>

2026 Capital Project Information Sheet

Project	Information Security Strategy	Project No.	2310-10-2601
Department	Corporate Services		
Project Manager	Kevin Niklasch	2026 Budget	\$ 50,000

Project Description

Develop and deliver a comprehensive IT Security Strategy, including risk assessment, policy development, compliance alignment, and a prioritized roadmap for improving cybersecurity posture, threat detection, and incident response capabilities.

Project Deliverables

Risk assessment and threat landscape report. Security policy and compliance alignment framework. Prioritized cybersecurity roadmap with detection and response actions. Asset classification and protection strategy. Integrated metrics for monitoring security posture and resource impact.

Project Budget and 9-year Forecast

	Total	2026	2027	2028	2029	2030	2031-2035
Expenditures	50,000	50,000					
Funding							
Tech Replace	50,000	50,000					
Total funding	50,000	50,000					

Impact on Operating Budget

	Total	2026	2027	2028	2029	2030	2031-2035
Operating Impact							

Operating Resources Required **FTE Impact** 0.0

Service Attributes and Authorization

Division	Information Technology Services	Service Type	Supplemental/Support
Service Category	Administration		
Growth Related	No	Start Date	Jun-26
% Eligible DC/CBC	0%	End Date	Dec-26
Report/Strategy/Plan			
Disposition Recommendation No.			
Council Strategic Priority			

Asset Information

Asset Type	Treatment
Description	Asset condition adjustment*
	<i>*notes the asset functional condition after treatment</i>

2026 Capital Project Information Sheet

Project	Administrative Overhead Cost Allocation	Project No.	2500-22-2504
Department	Corporate Services	2026 Budget	\$ 130,000
Project Manager	Joey Vandermeer		

Project Description

Administrative and corporate costs are not currently assigned to program and service delivery departments. The full cost of providing services & delivering programs is unknown. Administration support FTE's by program/service volume also unknown. Calculation of an overhead cost will facilitate decision making.

Project Deliverables

Study that includes: overhead rate for cost of administration and non allocated corporate overheads. To be used in the budget process to create a service/program delivery budget and ensure administrative FTE level is sufficient to support program areas.

Project Budget and 9-year Forecast

	Total	2026	2027	2028	2029	2030	2031-2035
Expenditures	130,000	130,000					
Funding							
Strategic Plan	130,000	130,000					
Total funding	130,000	130,000					

Impact on Operating Budget

	Total	2026	2027	2028	2029	2030	2031-2035
Operating Impact							

Operating Resources Required **FTE Impact** 0.0

Service Attributes and Authorization

Division	Finance	Service Type	Supplemental/Support
Service Category	Administration	Start Date	Jan-26
Growth Related	No	End Date	Sep-26
% Eligible DC/CBC	0%		
Report/Strategy/Plan			
Disposition Recommendation No.			
Council Strategic Priority			

Asset Information

Asset Type	Treatment
Description	Asset condition adjustment*
	<i>*notes the asset functional condition after treatment</i>

2026 Capital Project Information Sheet

Project Back up and recovery implementation
Department Corporate Services
Project Manager Pete Routledge

Project No. 2300-10-2610
2026 Budget \$ 100,000

Project Description

Develop and implement a comprehensive backup and recovery system for critical infrastructure systems and replacement. This includes scheduled backups, secure offsite storage, disaster recovery planning, and regular testing to ensure data integrity and minimize downtime in the event of system failure or cyber incidents.

Project Deliverables

Backup and recovery policy with security and access controls. Scheduled backup procedures and secure offsite storage plan. Disaster recovery plan with defined roles and escalation paths.

Testing schedule with validation of recovery processes. Asset inventory and restoration prioritization strategy.

Project Budget and 9-year Forecast

	Total	2026	2027	2028	2029	2030	2031-2035
Expenditures	100,000	100,000	-	-	-	-	-
Funding							
Tech Replace	100,000	100,000					
Total funding	100,000	100,000	-	-	-	-	-

Impact on Operating Budget

	Total	2026	2027	2028	2029	2030	2031-2035
Operating Impact	125,000	25,000	25,000	25,000	25,000	25,000	-

Operating Resources Required Software licences **FTE Impact** 0.0

Service Attributes and Authorization

Division Information Technology Services **Service Type** Supplemental/Support
Service Category Administration
Growth Related No **Start Date** Mar-26
% Eligible DC/CBC 0% **End Date** Sep-26
Report/Strategy/Plan
Disposition Recommendation No.
Council Strategic Priority

Asset Information

Asset Type **Treatment**
Description **Asset condition adjustment***

2026 Capital Project Information Sheet

Project Copilot Phase 3
Department Corporate Services
Project Manager Pete Routledge

Project No. 2300-10-2613
2026 Budget \$ 60,000

Project Description

Deploy additional Copilot licenses to expand enterprise adoption. Focus on enabling advanced use cases across departments, integrating Copilot Studio for custom workflows, and capturing user feedback to refine governance, training, and support models for sustained productivity gains.

Advanced use case implementation summary. Documentation of high-impact scenarios enabled across departments, including outcomes and lessons learned. Integrated Copilot Studio workflows: Custom-built automations and workflows tailored to departmental needs and aligned with enterprise standards. User feedback and training insights report: A consolidated analysis of user input used to enhance training, support, and long-term adoption strategies.

Project Deliverables

Project Budget and 9-year Forecast

	Total	2026	2027	2028	2029	2030	2031-2035
Expenditures	60,000	60,000	-	-	-	-	-
Funding							
Tech Replace	60,000	60,000					
Total funding	60,000	60,000	-	-	-	-	-

Impact on Operating Budget

	Total	2026	2027	2028	2029	2030	2031-2035
Operating Impact	390,000	30,000	90,000	90,000	90,000	90,000	-

Operating Resources Required Software licences **FTE Impact** 0.0

Service Attributes and Authorization

Division Information Technology Services **Service Type** Supplemental/Support
Service Category Administration
Growth Related No **Start Date** Jan-26
% Eligible DC/CBC 0% **End Date** Dec-26
Report/Strategy/Plan
Disposition Recommendation No.
Council Strategic Priority

Asset Information

Asset Type **Treatment**
Description **Asset condition adjustment***

2026 Capital Project Information Sheet

Project Security Program Initiative
Department Corporate Services
Project Manager Pete Routledge

Project No. 2310-10-2602
2026 Budget \$ 100,000

Project Description

Develop and implement a robust security program encompassing sensitive workflow reviews in HR and Finance, risk and impact assessments, data classification review, vendor and SaaS security evaluations, impact assessments of on-prem applications, and supplier management. Engage external consultants to enhance policy, compliance, and incident response across all initiatives.

Vendor and SaaS security evaluation summary

Business continuity and disaster recovery plans. Assessment results and recommendations for third-party and SaaS provider security practices. Data classification and workflow review findings. Summary of current data handling practices and workflow vulnerabilities with improvement actions. Supplier management and governance plan. Defined approach for managing supplier security, performance, and compliance expectations.

Project Deliverables

Project Budget and 9-year Forecast

	Total	2026	2027	2028	2029	2030	2031-2035
Expenditures	100,000	100,000	-	-	-	-	-
Funding							
Tech Replace	100,000	100,000					
Total funding	100,000	100,000	-	-	-	-	-

Impact on Operating Budget

	Total	2026	2027	2028	2029	2030	2031-2035
Operating Impact	-	-	-	-	-	-	-

Operating Resources Required Software licences **FTE Impact** 0.0

Service Attributes and Authorization

Division Information Technology Services **Service Type** Supplemental/Support
Service Category Administration
Growth Related No **Start Date** Feb-26
% Eligible DC/CBC 0% **End Date** Dec-26
Report/Strategy/Plan
Disposition Recommendation No.
Council Strategic Priority

Asset Information

Asset Type **Treatment**
Description **Asset condition adjustment***