

CORPORATE SERVICES

Vision Statement:

To protect and strengthen the financial, human and reputational assets of the Town by providing stellar service that responds to and anticipates the needs of our community, our elected officials, staff and other service delivery partners.

Mission Statement:

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

- Specialized, forward-thinking services that foster excellent, responsive and accountable government;
- A work environment that will attract and retain the best talent to deliver on Council's priorities.

November 2020

2021 BUSINESS PLAN



CORPORATE SERVICES

DEPARTMENT OVERVIEW:

Corporate Services represents critical functions related to Accounting, Revenue and Taxation, Purchasing & Risk Management, Information Services and Human Resources that in turn support and enhance the delivery of effective, efficient and economical municipal services.

Each of these functional areas is supported by highly skilled people 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. Human Resources staff oversees all aspects of payroll, including compensation strategies.

Information Technology Services manages the Town's technical infrastructure including implementing, maintaining, securing, trouble-shooting and upgrading hardware and software, providing support to users, and planning for future technology. Technology can range from common desktop products to highly specialized software in addition to the infrastructure needed to deliver and safeguard this technology. Staff also works in partnership with departments to explore opportunities to improve efficiency and effectiveness through technology.

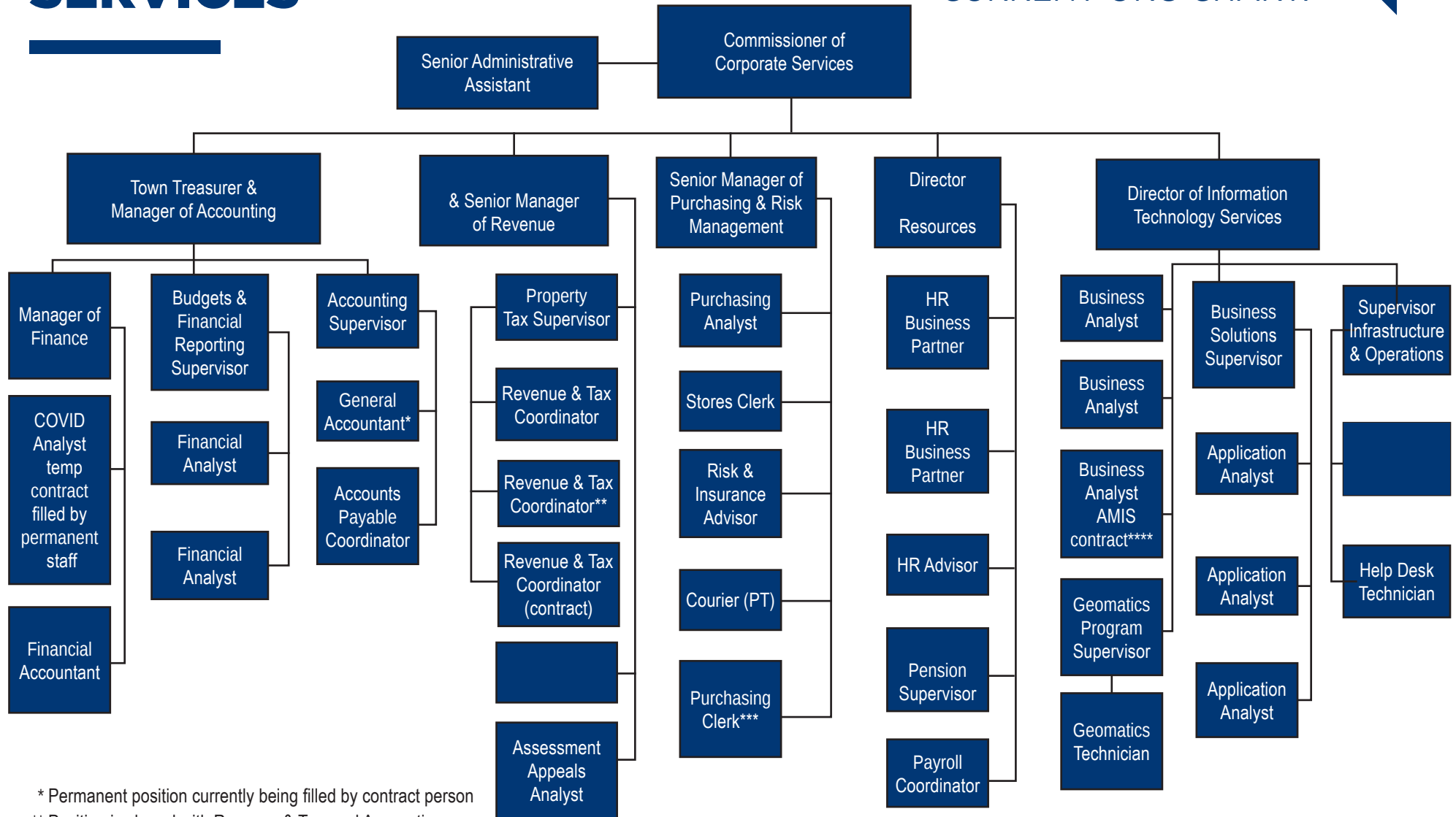
Purchasing & Risk Management oversees the procurement of goods and services for the Town as per established policies, ensuring that the process is fair, transparent, ethical and efficient while also delivering the best value. In addition, Purchasing and Risk Management staff are responsible for managing the Town's insurance and risk management program, electricity and natural gas contracts, the corporate purchasing cards, inventory for Public Works, mail distribution, the internal courier, print room operations and the disposal of surplus goods.

Treasury consists of Accounting and Revenue and Taxation. Through the careful short and long-term management of the Town's revenue, assets and expenditures, prudent oversight of the investment portfolio, and comprehensive and reliable reporting, staff in these sections ensure that the municipality is fiscally sustainable, accountable and legislatively compliant.



CORPORATE SERVICES

CURRENT ORG CHART: ◀



* Permanent position currently being filled by contract person

** Position is shared with Revenue & Tax, and Accounting

*** Position is shared with Accounting

**** Position has dotted line reporting to Senior Manager, Climate Change & Asset Management - Office of the CAO

CORPORATE SERVICES

Supports and 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. Human Resources staff oversees all aspects of payroll, benefits and disability management, and compensation strategies.

▶ HUMAN RESOURCES CORE ACTIVITIES:

- Reports on HR-related activity and provides professional advice on personnel matters
- Manages the recruitment and onboarding of new staff
- Administers the compensation package including payroll and benefits
- Delivers training and development, including the health, safety and wellness program
- Assists with employee and labour relations activities
- Promotes employee engagement
- Assists in managing performance
- Develops and maintains the succession planning program
- Provides support re: organizational design
- Ensures legislative compliance

CORPORATE SERVICES



► HUMAN RESOURCES 2020 ACCOMPLISHMENTS/SUCCESSIONS:

- Researched, made recommendations and managed all aspects of the Town's COVID-19 response and recovery strategy as relating to employee relations including the introduction of a COVID leave and the release and recall of part-time staff.
- Expanded and adapted the 'Work from Home' program to reflect corporate direction to support staff working from home on a more permanent basis.
- Successfully adapted HR operations to enable the continuation of service within the constraints of the emergency declaration.
- Launched the mental wellness program "Not Myself Today" providing mental health supports and resources for supervisors, staff and their families.
- Introduced new training category, 'Municipal Matters', and facilitated a unique learning opportunity for staff in the areas of financial education and retirement planning.
- Leveraged new Town technology available to record training sessions for viewing at a later date by staff who were not able to attend live sessions. This will expand the reach of the training program where recording is allowable.
- Supported departments in grievances and arbitration hearings.

CORPORATE SERVICES

HUMAN RESOURCES ENVIRONMENTAL SCAN:



Challenges:	- State of emergency due to the COVID-19 pandemic led to a series of rapid legislation changes and constraints placed upon the workplace that created a hectic and sometimes uncoordinated response due to changes happening in real time. - Due to the rapid advancement of the pandemic orders, no time to carefully plan for staff to work from home and ensure that appropriate policies and procedures were in place. - Aging workforce and working through a pandemic resulted in a total of 16 people deciding to retire in 2020.
Opportunities:	- Pandemic emergency provided the opportunity to discover new uses for technology to provide services to departments (for example, Zoom interviews, remote onboarding). - The pandemic forced HR to rethink how we communicate to and engage with staff who are working remotely to ensure they stay connected to their coworkers and workplace. There is the opportunity to adapt our communication methods for all staff groups, some of whom don't work in an office environment with access to traditional communication means (email, HUB). - Spacing considerations at Town Hall and more staff working from home is leading to a push for less paper and more electronic approvals and filing.

CORPORATE SERVICES

HUMAN RESOURCES WORKPLAN:



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1. Full time Fire Association Contract Renewal Negotiations	Support the Fire management in the negotiations of a new collective agreement.	- Director of Human Resources	A new contract that contains terms acceptable to the Association and management and stays within the funding approved by Council.	- Fiscal & Corporate Management
2. Non-Union Salary Survey	Carried over from 2020, conduct a review of our non-union salaries against those municipalities with similar demographics or that are within our Region.	- Director of Human Resources	The review will determine whether the Town continues to offer competitive salaries or whether we have fallen behind. Part of our retention and attraction philosophy.	- Fiscal & Corporate Management
3. Diversity, Inclusion and Equity Scan of Human Resources practices	This will entail looking at current HR practices, policies and procedures through the lens of DI&E to ensure that none of our staff are being unfairly disadvantaged. This will be done with the help of a consultant.	- Director of Human Resources	The scan will show any problematic areas with the current policies and give the Town the chance to correct these.	- Fiscal & Corporate Management

CORPORATE SERVICES

▶ HUMAN RESOURCES STAFFING IMPACT:



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

CORPORATE SERVICES

▶ HUMAN RESOURCES PERFORMANCE INDICATORS:

Operational	Target
Time to fill vacancies remains the same as in prior years.	- No change

Quality of Life	Target
Turnover statistics.	- Maintain a full-time turnover rate of below 7% in 2021

CORPORATE SERVICES

Manages the Town's technical infrastructure including implementing, maintaining, securing, trouble-shooting and upgrading hardware and software, providing support to users, and planning for future technology.

Technology can range from common desktop products to highly specialized software in addition to the infrastructure needed to deliver and safeguard this technology. Staff also works in partnership with departments to explore opportunities to improve efficiency and effectiveness through technology.

► INFORMATION TECHNOLOGY SERVICES

CORE ACTIVITIES:

- Provides progress updates on the Corporate Technology Strategic Plan and professional advice on information technology
- Manages the Help Desk service
- Protects systems through appropriate cyber security
- Supports computer hardware and software including specialized business applications
- Provides connectivity and support for network and wireless services
- Ensures sufficient data storage and backup
- Provides business analysis in identifying technical solutions
- Provides technology project management and support

CORPORATE SERVICES



► INFORMATION TECHNOLOGY SERVICES 2020 ACCOMPLISHMENTS/SUCCESSSES:

- Completed key infrastructure upgrades to support business needs and continuity:
 - Deployed mobile equipment and expanded technologies to support staff work from home required by COVID-19
 - Replaced core network switches
 - Replaced corporate edge switches at all facilities
 - Implemented upgraded WiFi at all facilities
 - Refreshed PCs (including upgrades/replacements of Win 7 PC's)
 - Upgraded corporate phone system
 - Provided greater access to mobile devices
 - Implemented networking equipment at Acton Indoor Pool
 - Mobile equipment for Enforcement staff
 - Equipment for Fire EOC
- Developed the business continuity strategy to provide directions on future enhancements
- Provided project support and implementation of the following:
 - Centrac's system implementation for managing traffic lights
 - Office 365
 - Website re-development (Town and Tourism sites)
 - AMANDA 7 upgrade
 - Construction Inspection Software
 - Data Closet Security
 - Asset management system
- Developed requirements for:
 - Asset management system
 - Data Centre Fire Suppression
 - Fire's records management system



CORPORATE SERVICES

► INFORMATION TECHNOLOGY SERVICES ENVIRONMENTAL SCAN:

Challenges:

COVID-19 Impacts:

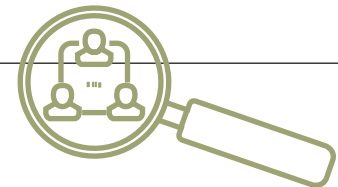
- Need to continue to scale up ability for staff to work from home and introduce enabling technologies that will allow staff to seamlessly work regardless of their location.
- Need to continue to transition service channels away from in-person and augment with digital offerings via website or other mechanisms.

Cyber-attacks:

- Providing sufficient protection against cyber-attacks is a challenge for all organizations. In the 2020 Cyber Threat Defense Report, 81% of organizations reported having been compromised by a cyber-attack in the past 12 months with malware, ransomware and spear phishing being the highest threat categories.
- Requires continued investment in technical controls, staff training and monitoring.

Financial impact of annual subscription services:

- Increasing number of software services delivered over the cloud. Systems that have recently migrated to the cloud include: website management, Office 365, Tax System.
- One-time funding in the Capital Budget for software must convert to an ongoing operating budget item.
- Need to continue to prepare financially for this transition as subscriptions increase.

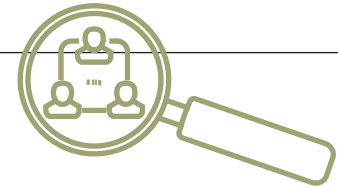


CORPORATE SERVICES

► INFORMATION TECHNOLOGY SERVICES ENVIRONMENTAL SCAN (continued):

Opportunities:

- The Corporate Technology Strategic Plan identifies priorities, sequencing and the required resourcing to streamline processes, improve productivity and enhance customer service.
- The CTSP references greater integration of systems, increased use of cloud-based and other contractual services, and investment in foundational infrastructure for expanded web services.
- Cloud-based services will reduce physical and digital storage space needed and staff time to maintain/troubleshoot.
- Digitization of existing processes will improve internal efficiencies and enable an improved customer experience with less in-person interaction required and more flexible hours to initiate services requests.



CORPORATE SERVICES

► INFORMATION TECHNOLOGY SERVICES WORKPLAN:

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1. Asset management information system implementation	In collaboration with impacted departments, implement Asset Management system.	- Information Technology Services	Improved asset management processes and data leading to efficiencies in operations and better decision making regarding asset repair and replacement.	- Transportation - Climate Change & Environment - Fiscal & Corporate Management
2. Digitization of building and planning processes	Implementation of systems and redesign of processes to enable Building and Planning processes to be digitized.	- Information Technology Services	Efficiencies in provision of service, improved data collection and reporting.	- Shaping Growth - Fiscal & Corporate Management
3. Office 365 collaboration tools implementation	Selective implementation of various tools to improve corporate collaboration and interaction with external agencies.	- Information Technology Services	Improved efficiency of collaboration between internal staff and teams as well as external agencies. Tools such as MS Teams, Sharepoint online are anticipated.	- Fiscal & Corporate Management
4. GIS Strategy	Consultation and generation of a GIS strategy, informing directions and roadmap for further development of this platform for the future.	- Information Technology Services	Efficiency gains through use of more advanced GIS tools and data driven decision making.	- Shaping Growth - Climate Change & Environment - Fiscal & Corporate Management

CORPORATE SERVICES

► INFORMATION TECHNOLOGY SERVICES WORKPLAN (continued):

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
5. Work from home technologies	Review of Technologies and implementation of enhancements to improve work from home experience.	- Information Technology Services	Efficiency gains through use of more advanced GIS tools and data driven decision making.	- Climate Change & Environment - Fiscal & Corporate Management
6. FireHouse system replacement	Replace core functionality of the existing FireHouse records management system with a new system.	- Information Technology Services	Improved efficiencies of operations and data for decision making.	- Fiscal & Corporate Management

CORPORATE SERVICES

► INFORMATION TECHNOLOGY SERVICES

STAFFING IMPACT:

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



CORPORATE SERVICES

► INFORMATION TECHNOLOGY SERVICES PERFORMANCE INDICATORS:

Operational	Target
High Resolution Rate of Help Desk requests.	- >90% resolved within expected time frame
Quality of Life	Target
n/a	- n/a

CORPORATE SERVICES

Oversees the procurement of goods and services for the Town as per established policies, ensuring that the process is fair, transparent, ethical and efficient while also delivering the best value.

In addition, Purchasing & Risk Management staff are responsible for managing the Town's insurance and risk management program, electricity and natural gas contracts, the corporate purchasing cards, inventory for Public Works, mail distribution, the internal courier, print room operations and the disposal of surplus goods.

PURCHASING & RISK MANAGEMENT CORE ACTIVITIES:

- Reports on purchasing activity and provides professional advice on purchasing matters
- Issues tenders, quotes and proposals
- Manages bids through online platform (bidsandtenders.ca)
- Negotiates vendor contracts; manages contracts and reviews/documents performance
- Manages the insurance and risk management program
- Oversees the procurement of electricity and natural gas
- Disposes of surplus assets
- Manages inventory for Public Works
- Administers the corporate purchasing card program
- Provides mail, internal courier and print room services
- Ensures compliance with trade agreements

CORPORATE SERVICES



► PURCHASING & RISK MANAGEMENT 2020 ACCOMPLISHMENTS/SUCCESSES:

- Researched and maintained inventory of COVID-19 related products (masks, sanitizer, gloves)
- Implemented the use of scanning and attaching receipts electronically through US Bank Visa platform
- Implemented and trained all staff on on-line approvals through US Bank Visa platform
- Managed the Emergency Support Group and implemented online screening for all staff and public
- Developed and issued the Emergency Staff Handbook and provided training
- Comprehensive review of insurance policy



CORPORATE SERVICES

► PURCHASING & RISK MANAGEMENT ENVIRONMENTAL SCAN:

Challenges:	- Continue to research, purchase and maintain sufficient inventory of COVID-19 related supplies including cleaning and PPE. - Continue to seek greater clarity about a social procurement approach and expected outcomes. - Increasing number of insurance claims involving lawyers add to the complexity.
Opportunities:	- Pursue networking and other educational opportunities to expand knowledge around best financial and risk management practices; introduce a corporate risk management approach. - Leverage the e-Bidding platform Bids&Tenders Pro to include an automated and more efficient way of managing contracts, bonds and vendor performance. - Incorporate best practices in inventory with implementation of Asset Management System.



CORPORATE SERVICES

PURCHASING & RISK MANAGEMENT WORKPLAN:



Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1. Implementation of AMIS system	Member of implementation team for AMIS for Stores Inventory.	- Purchasing & Inventory	Best practices for inventory management. Increased efficiency and effectiveness.	- Shaping Growth - Fiscal & Corporate Management
2. Preparation and development of RFP for Insurance	Hire consultant to work with staff on the review current insurance policy and options to incorporate into the development of RFP to be issued in early 2022.	- Risk Management	Cost effective solution for insurance.	- Fiscal & Corporate Management
3. Reviewing technology	Includes smaller projects such as upgrading Bids&Tenders, acceptance of electronic bonds and online contract renewals.	- Purchasing	Improve efficiency and effectiveness.	- Fiscal & Corporate Management
4. Review of Courier services and practices	Need to review all departments needs for courier service and current model including purchase of electric vehicle.	- Purchasing	Meet the internal needs of all departments and increase the use of scanning of documents.	- Climate Change & Environment - Fiscal & Corporate Management
5. Review and development of RFP for photocopiers	Review the needs for printing, copying, faxing and scanning for all departments.	- Purchasing & Print Room	Meet the internal needs of all departments for the next 5 years.	- Fiscal & Corporate Management

CORPORATE SERVICES

► PURCHASING & RISK MANAGEMENT STAFFING IMPACT:



	+/- FTE Estimates	Service Delivery Area
Full Time	+ .2	Purchasing/Accounting (change permanent part-time (28 hours/week) to permanent full-time).
Part Time	0	
Contract	0	

CORPORATE SERVICES

► PURCHASING & RISK MANAGEMENT PERFORMANCE INDICATORS:

Operational	Target
Number of contract bids issued for recurring services.	- +10%

Quality of Life	Target
Reduce number of addendums within bid documents.	- Maximum of 3 (addendums) per bid

CORPORATE SERVICES

Through the careful short and long term management of the Town's revenue, assets and expenditures, prudent oversight of the investment portfolio, and comprehensive and reliable reporting, staff in these sections ensure that the municipality is fiscally sustainable, accountable and legislatively compliant.



► TREASURY: ACCOUNTING, REVENUE & TAXATION CORE ACTIVITIES:

- Provides financial information and analysis and professional advice on financial matters
- Produces annual financial statements and financial information returns
- Coordinates the Capital and Operating Budgets
- Develops and updates the Long Range Financial Plan
- Manages cash flow, capital borrowing and investments
- Maintains the accounting of fixed assets
- Provides life cycle costing and financial planning for the asset management program
- Sets tax rates; bills and collects for property taxes and manages the property tax base
- Administers the tax rebate and deferral plans
- Protects the Town's property tax base through active participation in assessment review
- Administers the Development Charges Background Study and By-law
- Processes accounts receivable and payable
- Manages charitable donations
- Provides community group loan oversight
- Ensures legislative compliance

CORPORATE SERVICES



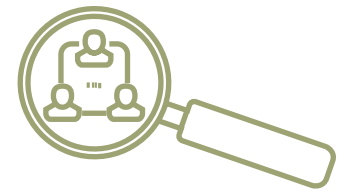
► **TREASURY: ACCOUNTING, REVENUE & TAXATION** 2020 ACCOMPLISHMENTS/SUCCESSSES:

- Actively participated in Assessment Review Board's new appeal process, ensuring that the Town is appropriately represented
- Awarded tender and began implementation of new tax software 'Central Square'
- Provided tax relief options to assist ratepayers during COVID-19 closures
- Favourable findings from Federal Gas Tax Audit
- Completed a review of incoming receipts which provided a number of opportunities for future efficiency and control improvements
- Wider acceptance of incoming receipts through Electronic Fund Transfer (EFT)

CORPORATE SERVICES

► TREASURY: ACCOUNTING, REVENUE & TAXATION ENVIRONMENTAL SCAN:

Challenges:	- Revenue and Taxation staff filling two roles, implementation of new tax software and daily operational tax services in old tax system. - Additional government reporting requirements re: COVID-19. - Reduced assessment growth re: COVID-19 slow down/construction interruption.
Opportunities:	- New functionality of tax software will allow for improved customer service. - Improved efficiencies gained from remote working – reduces some paper heavy transaction processes.



CORPORATE SERVICES

TREASURY: ACCOUNTING, REVENUE & TAXATION WORKPLAN:

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
1. Work with IS to smoothly transition to a new tax software solution.	Train affected staff as well as test and implement system. Advise Council, staff and the public of any new self-help features.	- Revenue & Taxation - Informations Services	Increased efficiencies and fewer errors due to the elimination of manual processes. Opportunity to introduce convenient online services for taxpayers.	- Fiscal & Corporate Management
2. Incoming Receipts	Roll out of process efficiency improvements and enhanced controls.	- Accounting	Improved controls time saved from efficiencies gained in processing.	- Fiscal & Corporate Management
3. Develop a new DC Study/By-law and Community Benefits Charge Strategy/Bylaw	Work with consultants to ensure new DC Study bylaw (for hard services including transit) as well as a Community Benefits Charge Strategy bylaw (for soft services).	- Accounting	Completed DC background study and by-law (including transit) and CBC Strategy, bylaw by legislated deadline.	- Fiscal & Corporate Management
4. PS 3280	Commence the 2 year long implementation of PS3280 (Asset retirement obligations).	- Accounting	Meet Public Sector Accounting Board Standards for financial reporting.	- Fiscal & Corporate Management
5. Ministry of Health and Long Term Care reporting	Improve accuracy of year end reporting to MHLTC through the introduction of a March 31 year end process.	- Accounting	Clean ARR audit (Annual Reconciliation Report) for Seniors programs funded through the MHLTC.	- Fiscal & Corporate Management

CORPORATE SERVICES

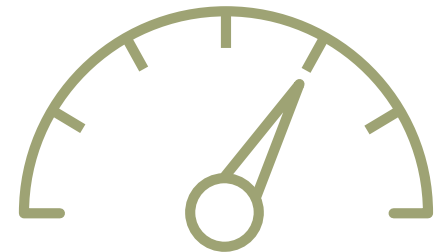
► TREASURY: ACCOUNTING, REVENUE & TAXATION WORKPLAN (continued):

Project/Initiative	Description	Division Lead	Key Outcomes	Strategic Alignment
6. COVID-19 Reporting	Prepare reports on COVID-19 related costs and reduced revenues as they relate to grants received from the MMAH and MoT.	- Accounting	Obtain maximum available funding.	- Fiscal & Corporate Management
7. Land and Assets Assumption Valuations	Develop an appropriate strategy and template to value assumptions of lands and assets from developers and receipt of donated lands.	- Accounting	Ensure correct accounting of donations from a PSAB perspective. Ensure appropriate level of due diligence prior to transfer of assets.	- Fiscal & Corporate Management
8. Policies & Procedures	Document and update the Town's accounting policies and procedures.	- Accounting	Optimal operating procedures with correct balance of internal controls.	- Fiscal & Corporate Management

CORPORATE SERVICES

► TREASURY: ACCOUNTING, REVENUE & TAXATION STAFFING IMPACT:

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



CORPORATE SERVICES

► TREASURY: ACCOUNTING, REVENUE & TAXATION PERFORMANCE INDICATORS:

Operational	Target
Limit assessment appeal loss.	- No greater than 10% of the current assessed value.
Quality of Life	Target
n/a	- n/a

2021 Operating Budget Overview

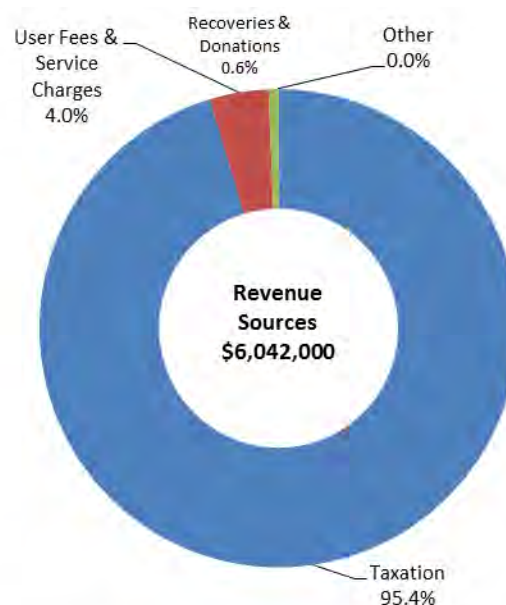
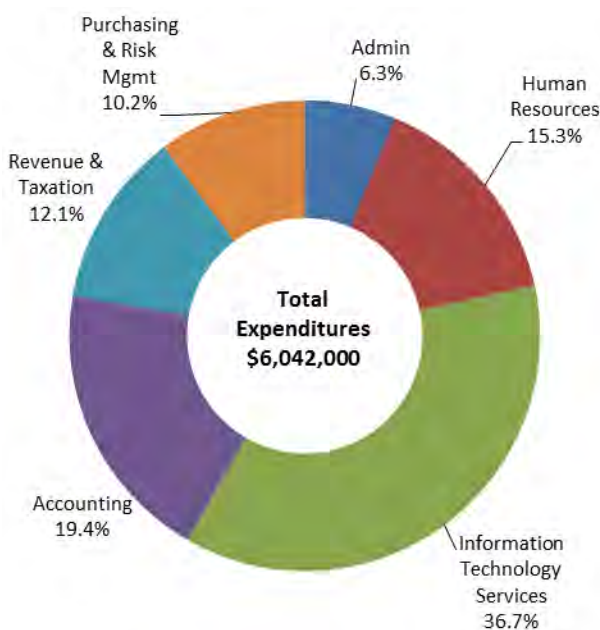
Corporate Services represents critical functions related to Accounting, Revenue and Taxation, Purchasing and Risk Management, Information Technology Services (ITS), and Human Resources that in turn support and enhance the delivery of effective, efficient and economical municipal services.

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

2021 Operating Budget Highlights

The proposed Corporate Services Operating Budget for 2021 is \$6,042,000 in gross expenditures and \$5,761,300 in net expenditures supported from the general tax levy. This represents a 4.9% increase over the 2020 budget.

	2020		2021					2021 vs. 2020	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Expense	5,775,700	5,696,741	5,966,500	15,500	60,000	-	6,042,000	266,300	4.6%
Revenue	(283,700)	(351,000)	(280,700)	-	-	-	(280,700)	3,000	(1.1%)
Total Net Expenditures	5,492,000	5,345,741	5,685,800	15,500	60,000	-	5,761,300	269,300	4.9%



	2020		2021					2021 vs. 2020	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change	
Division									
Administration									
Expense	376,700	387,674	379,500	-	-	-	379,500	2,800	0.7%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	376,700	387,674	379,500	-	-	-	379,500	2,800	0.7%
Human Resources									
Expense	910,500	904,673	923,900	-	-	-	923,900	13,400	1.5%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	910,500	904,673	923,900	-	-	-	923,900	13,400	1.5%
Information Technology Services									
Expense	2,048,300	1,955,707	2,143,100	15,500	60,000	-	2,218,600	170,300	8.3%
Revenue	(2,700)	(2,500)	(2,700)	-	-	-	(2,700)	-	0.0%
Net Expenditures	2,045,600	1,953,207	2,140,400	15,500	60,000	-	2,215,900	170,300	8.3%
Accounting									
Expense	1,192,400	1,110,794	1,174,100	-	-	-	1,174,100	(18,300)	(1.5%)
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	1,192,400	1,110,794	1,174,100	-	-	-	1,174,100	(18,300)	(1.5%)
Revenue & Taxation									
Expense	678,200	777,641	729,500	-	-	-	729,500	51,300	7.6%
Revenue	(278,000)	(348,000)	(278,000)	-	-	-	(278,000)	-	0.0%
Net Expenditures	400,200	429,641	451,500	-	-	-	451,500	51,300	12.8%
Purchasing & Risk Management									
Expense	569,600	560,253	616,400	-	-	-	616,400	46,800	8.2%
Revenue	(3,000)	(500)	-	-	-	-	-	3,000	(100.0%)
Net Expenditures	566,600	559,753	616,400	-	-	-	616,400	49,800	8.8%
Total									
Expense	5,775,700	5,696,741	5,966,500	15,500	60,000	-	6,042,000	266,300	4.6%
Revenue	(283,700)	(351,000)	(280,700)	-	-	-	(280,700)	3,000	(1.1%)
Total Net Expenditures	5,492,000	5,345,741	5,685,800	15,500	60,000	-	5,761,300	269,300	4.9%

The \$269,300, or 4.9%, net increase to the Corporate Services Operating Budget is largely related to the base change in compensation and benefits. The following major budget changes are included in the Corporate Services Operating Budget for 2021:

- \$141,800 or 2.6%, represents the base change in compensation and benefits for the current staff complement. This includes previously approved contract adjustments, performance increments, job evaluation changes, a phased in 1 % proposed economic adjustment, and expected inflationary adjustments associated with the Town's benefit provider.
- Increases to ITS service maintenance contracts totals \$55,000. This increase reflects inflationary increases to existing contracts, increasing website fees, and increases to the GIS subscription service.
- The Information Technology Services division is requesting \$35,000 to enter into an Enterprise Advantage Program with ESRI Canada as outlined in the proceeding pages. This program will provide cost effect and efficient access to experts and is crucial to the development of the Town's GIS platform.

- To continue the delivery of expected services, the 2021 budget includes \$25,000 necessary for the ongoing improvements to the Town of Halton Hills website. These improvements will enhance overall usability for the public and staff and ensure the website remains AODA compliant. Details on this budget inclusion can be found in the proceeding pages.

Budget Inclusion 2021

Position/Program	Budget Impact	Effective Date
Town of Halton Hills Website	\$ 25,000	January 1, 2021

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Corporate Services	Information Technology Services

Description of Services to be Performed:
The Town of Halton Hills website redesign project was launched on June 17, 2020. An upgrade of the website was recommended due to new legislation defined by the Accessibility for Ontarians with Disabilities Act which enforces all web content and web documents to be accessible by January 1, 2021. In addition, new e-services and an easy-to-use content management system were implemented, to improve overall usability for all residents and staff members. Ensuring that the Town's website stays up-to-date will require consistent annual investments into feature upgrades from the website host Esolutions. This is estimated at \$20,000 annually. Additionally, the province of Ontario has implemented a law requiring bi-annual accessibility compliance reports. The screening tool to complete this report costs \$10,000 annually, and the Town website will need to provide 50% of this cost to equal \$5,000. Planning for anticipated upgrades to the website will allow the Town to stay current and ensure residents always have access to the most updated information and technology.

Budget Impact:		
Expenditures:		Account & Notes:
Salary & Benefits		
Supplies & Services		
Other	25,000	
Total	\$ 25,000	
Revenue:		
Fees		
Grants		
Other		
Total	\$ -	
Net Cost	\$ 25,000	

Budget Inclusion 2021

Position/Program	Budget Impact	Effective Date
ESRI Canada GIS Enterprise Advantage Program (EAP)	\$ 35,000	January 1, 2021

Approved by Council? Yes ☐ No ☒

Included in Budget? Yes ☒ No ☐

Department	Division
Corporate Services	Information Technology Services

Description of Services to be Performed:
The Information Technology Services division is requesting that the Town enters into an Enterprise Advantage Program (EAP) agreement with the Town's GIS platform vendor, ESRI Canada. This is an annual subscription where a senior Enterprise GIS Strategic Advisor is assigned to the Town to maximize the return on investment from the Town's GIS platform. Through the EAP, the Town's relationship with ESRI will move from basic software support (resolving software bugs), to providing access to professional, technical, training and support services. The Strategic Advisor will work to: conduct an annual planning, strategy, and maturity assessment; advise on GIS techniques/best practices, architectures and implementation/upgrades; and engage ESRI specialists. The EAP provides cost effective and efficient access to technical and subject matter experts which is crucial to the development of the Town's GIS platform. Additional benefits to the program include the supply of stable, performant applications and timely, responsive service delivery. The EAP can be used towards professional services and training.

Budget Impact:		
Expenditures:		
Salary & Benefits		Account & Notes:
Supplies & Services		
Other	35,000	
Total	\$ 35,000	
Revenue:		
Fees		
Grants		
Other		
Total	\$ -	
Net Cost	\$ 35,000	

Corporate Services
Capital Forecast 2021 - 2029

Project No.	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
HUMAN RESOURCES												
2200-10-2101	Succession Plan - Training/Dev Support	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
2200-22-0102	Salary Survey			40,000			40,000					80,000
2200-22-0103	Employee Engagement Survey		40,000			42,000			44,100			126,100
2200-22-0104	Benefits Review					50,000						50,000
2200-22-0105	Council Compensation Survey		15,000			15,000						30,000
Subtotal		15,000	70,000	55,000	15,000	122,000	55,000	15,000	59,100	15,000	15,000	436,100
INFORMATION TECHNOLOGY SERVICES												
2300-04-0101	Technology Refresh	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	1,200,000
2300-05-0107	GPS AVL System	32,700										32,700
2300-05-3202	Citizen Engagement-Tax System	115,000										115,000
2300-10-1501	Geospatial Data	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
2300-10-2104	Online Building Services Pilot	1,100,000										1,100,000
2300-04-0102	Corporate Server and Data Storage Refresh		25,000		25,000		25,000		25,000			100,000
2300-04-2201	Customer Service Technology Infrastructure		50,000									50,000
2300-05-2101	ITSM Solution		50,000									50,000
2300-05-2102	Business Continuity Solution Implementation		50,000									50,000
2300-05-2103	Enterprise Content Management Implementation		500,000									500,000
2300-05-2104	BI - Implement BI Technologies		50,000									50,000
2300-05-2105	HRIS Implementation		50,000									50,000
2300-05-2106	Open Data Implementation		15,000									15,000
2300-05-2201	AMANDA Planning		575,000									575,000
2300-09-1601	Large Scale Plotter - Printer		45,000									45,000
2300-10-1908	HUB Review Strategy		39,300									39,300
2300-10-1909	Corporate Collaboration Strategy		53,500									53,500
2300-10-2001	Enterprise Content Management Strategy		30,000									30,000
2300-10-2002	BI reporting & Dashboarding Strategy		25,000									25,000
2300-10-2003	HRIS Strategy		20,000									20,000
2300-10-2102	GP Fit/Gap Analysis		50,000									50,000
2300-10-2103	BI - Pilot BI Technologies		10,000									10,000
2300-10-2105	Corporate Compute and Storage Evergreen		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	180,000
2300-10-2106	Customer Service Strategy		100,000									100,000
2300-10-2108	Point of Sale System Discovery		35,000									35,000
2300-10-2110	AMPS Technology Implementation		50,000									50,000
2300-22-1601	Technology Strat Plan Update		50,000				50,000					100,000
2300-05-0103	Microsoft Licensing			180,000				180,000				360,000
2300-05-2301	Implement Customer Service Strategy Recommendations			350,000								350,000
2300-04-2001	Corporate Network Equipment Replacement					100,000						100,000
2300-04-2002	Corporate WiFi Replacement					30,000						30,000
2300-05-2001	Firewall Replacement					25,000						25,000
Subtotal		1,382,700	2,027,800	685,000	180,000	310,000	230,000	335,000	180,000	155,000	155,000	5,640,500

**Corporate Services
Capital Forecast 2021 - 2029**

Project No.	Project Name	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total
ACCOUNTING, REVENUE & TAXATION												
2400-10-2001	Development Charges Study and Community Benefit Charge					150,000						150,000
2400-10-2102	PS3280 Implementation	80,000	80,000									160,000
2500-22-0105	Long Term Financial Plan		75,000					75,000				150,000
2500-22-0102	User Fee Review		20,000					20,000				40,000
Subtotal		80,000	175,000	-	-	150,000	-	95,000	-	-	-	500,000
PURCHASING												
2600-06-0101	Photocopier/Fax/Printers		182,000					182,000				364,000
Subtotal		-	182,000	-	-	-	-	182,000	-	-	-	364,000
TOTAL CORPORATE SERVICES		1,477,700	2,454,800	740,000	195,000	582,000	285,000	627,000	239,100	170,000	170,000	6,940,600

2021 Capital Budget and 2022 – 2030 Forecast Highlights

The Corporate Services capital portfolio largely consists of the development and management of the Town's information technology, in accordance with the Council-approved Corporate Technology Strategic Plan (CTSP). Well-run municipalities rely on technology to be effective, increase the productivity and efficiency of their staff, and provide services that satisfy customers with their simplicity and convenience. These capabilities are even more important as the Town responds to COVID-19 and implements guidelines such as social distancing. The short-term goal of the capital program focuses on the modernization of corporate-wide systems and the transformation of business processes to improve service delivery and deliver on efficiencies. The Corporate Services 10-year capital plan is \$6,940,600 with \$1,477,700 proposed for 2021. The following summarizes key components of the Capital Forecast:

- As per the CTSP, a \$4,095,500 investment in IT over the next three years including hardware replacement and upgrades, as well as service improvement projects that will modernize service delivery.
- \$1,869,000 for lifecycle replacement of corporate IT infrastructure and printers.
- \$1,100,000 in 2021 for an online building solution that will support a building permits portal and electronic plans review.
- \$500,000 in 2022 for enterprise content management implementation which will manage the organization's documents in electronic format allowing documents to be searched, stored and managed in a more efficient manner
- \$500,000 for financial planning including the updating of the Development Charge Study and the development of a Community Benefits Charge Strategy, preparing for implementation of the PS3280 accounting standard, Long Range Financial Plan updates and user fee reviews.

- \$436,100 for investment in human resources, which include training support for the succession planning program and the salary survey done every three years to ensure that the Town can continue to retain and attract high calibre talent.

Corporate Services 2021 Capital Budget

Page No.	Project No.	Project Name	2021 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
170	2300-10-2104	Digitization of Application Processes	*1	1,100,000	1,100,000	-	-	1,100,000	-	-
171	2300-05-3202	Citizen Engagement-Tax System	*2	115,000	115,000	-	-	115,000	-	-
172	2300-05-0107	AVL Phase 3 – Winter Maintenance Vehicles Camera Implementation	*3	32,700	32,700	-	-	32,700	-	-
173	2300-04-0101	Technology Refresh	4.60	120,000	120,000	120,000	-	-	-	-
174	2200-10-2101	Succession Plan - Training/Dev Support	4.00	15,000	15,000	15,000	-	-	-	-
175	2300-10-1501	Geospatial Data	3.80	15,000	15,000	-	-	15,000	-	-
176	2400-10-2102	PS3280 Implementation	3.20	80,000	80,000	-	-	80,000	-	-
2021 Total				1,477,700	1,477,700	135,000		1,342,700		

* Please note, these projects were assessed by the Corporate Technology Governance Committee under a separate scoring matrix and were ranked by priority in sequential order.

Please refer to the proceeding Capital Project Information sheets for details on 2021 capital projects.

2021 Capital Project Information Sheet

Project No. 2300-10-2104	Project Name Digitization of Application Processes		2021 Budget \$1,100,000
Department Corporate Services		Division Information Services	Project Manager Murray Colquhoun
Service Category Administration		Funding Sources Technology Replacement Reserve	
Target Start Date January 2021		Amount \$1,100,000	
Target Completion Date December 2021			
Future Period Capital Requirements Operating Impact		Project Phase Study/Design Phase ☐ Construction Phase ☐	
Description			
Scope: The scope of this project is to complete an online digitized solution that will support a Building/Engineering/Planning permits portal and electronic plans review. This architecture will need to integrate with existing back-end systems to provide operational efficiencies and improve the Town's current on-line service capability.			
Deliverables: This project will be executed in 4 phases that include: • Phase 1: Define Technology Architecture • Phase 2: Procurement and Technical Implementation • Phase 3: Pilot with one service area • Phase 4+: Repeat implementation for other service areas			
Benefits: The benefits of this project include technology architecture that will support current and future requirements for on-line services for all Town departments and an electronic plans submission solution that integrates with back-end office systems, eliminating the need for duplicate data entry, manual reconciliation and enables operational efficiencies and improves customer service.			
Risks If Not Implemented: In the absence of system(s) for handling these processes in a digitized manner, processes are executed largely based on manual steps, paper handling and manual sign-offs.			
Additional Information:			

2021 Capital Project Information Sheet

Project No. 2300-05-3202	Project Name Citizen Engagement-Tax System		2021 Budget \$115,000
Department Corporate Services		Division Information Services	Project Manager Murray Colquhoun
Service Category Administration		Funding Sources Capital Replacement Reserve	
		Amount \$115,000	
Target Start Date January 2021			
Target Completion Date December 2021			
Future Period Capital Requirements Operating Impact		Project Phase	
		Study/Design Phase	☐
		Construction Phase	☐

Description	
Scope:	The objective of this project is to expand the functionality of the Town's new tax system to enable online/self-service options to residents.
Deliverables:	The deliverables will be a subscription to and implementation of Central Square's Citizen Engagement Portal and the development of the Town's website to integrate with the new online system.
Benefits:	The benefits of the project will be an enhanced taxpayer experience by offering online and self-serve options in an online system that integrates seamlessly with the existing Town website. There will be increased operational efficiency and effectiveness through expanded functionality and reduced reliance on manual processes.
Risks If Not Implemented:	The risks if this project is not implemented include an inability for staff to efficiently offer and support remote options to property owners. Taxpayers have come to expect online services for many Town functions, especially tax related items. The Town needs the tools in place to offer these services.
Additional Information:	

2021 Capital Project Information Sheet

Project No. 2300-05-0107	Project Name AVL Phase 3 – Winter Maintenance Vehicles Camera Implementation		2021 Budget \$32,700
Department Corporate Services		Division Information Services	Project Manager Murray Colquhoun
Service Category Administration		Funding Sources Capital Replacement Reserve	
Target Start Date January 2021		Amount \$32,700	
Target Completion Date December 2021			
Future Period Capital Requirements Operating Impact		Project Phase Study/Design Phase ☐ Construction Phase ☐	
Description			
Scope:	The purpose of this project is to install a windshield based dual camera system with continuous HD video and event/exception recording, with the option of adding two or more auxiliary cameras in all twenty-one (21) of the plow vehicles. This solution should use a cellular service with SD card backup that connects to a secure cloud storage feature that can be fully integrated with the existing Geotab solution. This integration will allow staff to view and download automatically sent snapshots and video clips of critical incidents and important exceptions directly to the existing MyGeotab portal staff are already using. This solution will prove a visual record of any event that requires further investigation.		
Deliverables:	Starting in the winter season of 2021, a dashboard camera system that is fully supported by the existing Geotab solution will be installed in one vehicle for 30 days. After the successful completion of this 30-day trial a full implementation of the remaining 20 Winter Maintenance vehicles will be completed to be fully operational Q1 2022.		
Benefits:	The Town will realize the following benefits: • Improve our risk management practices. • Proactively try to prevent accidents. • Stabilize insurance premiums by reducing frivolous claims. • Immediate notification of exceptions (accidents and or critical incidents) through text or email. • Click a button to start reviewing snapshots and of video clips		
Risks If Not Implemented:	Currently there are no camera's in place in any Town vehicle to collect/record visual information of any incident that vehicle may be a part of. This presents a risk as litigation and insurance claims against the Town are increasing.		
Additional Information:			

2021 Capital Project Information Sheet

Project No. 2300-04-0101	Project Name Technology Refresh		2021 Budget \$120,000
Department Corporate Services		Division Information Services	Project Manager Murray Colquhoun
Service Category Administration		Funding Sources Base Capital Budget	
Target Start Date April, 2021		Amount \$120,000	
Target Completion Date December, 2021			
Future Period Capital Requirements Annual		Project Phase Study/Design Phase ☐	
Operating Impact \$0		Construction Phase ☐	
Description			
Scope:	This project involves the 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. A budget increase is being requested to recognize a move away from like for like replacements, recognizing the need for staff to have more mobile computing solutions, i.e., laptops instead of desktops, which are more expensive. All new equipment will be deployed with the Windows 10 operating system.		
Deliverables:	Continue the established program of replacing IT hardware on a regular cycle that corresponds with its warranty cycle.		
Benefits:	Improved performance of computer equipment resulting in faster processing and increased mobility of workforce through more deployment of mobile computing devices.		
Risks If Not Implemented:	Staff efficiency will be impacted should we not replace aged, out of warranty equipment. Recovery from computer failure will be delayed due to lack of warranty support.		
Additional Information:			

2021 Capital Project Information Sheet

Project No. 2200-10-2101	Project Name Succession Plan - Training/Dev Support		2021 Budget \$15,000
Department Corporate Services	Division Human Resources	Project Manager Laura Lancaster	
Service Category Administration		Funding Sources Base Capital Budget	Amount \$15,000
Target Start Date	January 2021	Project Phase Study/Design Phase ☐ Construction Phase ☐	
Target Completion Date	December 2021		
Future Period Capital Requirements	Annual		
Operating Impact	\$0		
Description			
Scope:	This objective of this project is to provide ongoing funding for the next phase of succession planning. The Town's succession planning process is a strategy for ensuring business continuity in the event that critical positions become vacant. The process also prepares staff for advancement opportunities. This funding will be used for employee training and development for high potential employees identified as potential successors for critical positions.		
Deliverables:	The strategic development of selected high potential employees allows the Town to plan for upcoming vacancies to ensure business continuity for positions identified as critical to the corporation.		
Benefits:	There are several advantages for both employers and employees to having a formal succession plan: - o A formal process allows the employer to track development of potential successors for critical positions in order to prepare for vacancies in a strategic way; - o Employees are better prepared to advance, which increases job satisfaction; - o Development investments will result in more experienced and knowledgeable staff; - o When retirements occur, there is a reduced risk of knowledge loss and business interruption; - o Lower recruitment costs		
Risks If Not Implemented:	Not having a formalized succession plan in place could result in loss of knowledge and experience from skilled and specialized employees, increased workload and low employee morale in the event of a departure, employee turnover, and/or additional recruitment costs.		
Additional Information:			

2021 Capital Project Information Sheet

Project No. 2300-10-1501	Project Name Geospatial Data		2021 Budget \$15,000
Department Corporate Services		Division Information Services	Project Manager Murray Colquhoun
Service Category Administration		Funding Sources Technology Replacement Reserve	Amount \$15,000
Target Start Date April 2021		Project Phase Study/Design Phase ☐ Construction Phase ☐	
Target Completion Date September 2021			
Future Period Capital Requirements Annual			
Operating Impact \$0			
Description			
Scope: The objective of this project is to acquire geospatial data (aerial/ortho imagery, lidar, elevation, environs demographics etc.) is acquired at regular intervals so current data is available to staff, consultants and the public through various Geomatics applications (MapLinks, Desktop GIS & CAD etc.). To improve operational efficiencies and reduce the cost to purchase, where possible geospatial data is acquired through partnerships with the Region, local municipalities and the Conservation Authorities.			
Deliverables: Deliverables include data acquisition of aerial/ortho imagery, lidar, elevation, environs demographics etc. which will be added to the database at regular intervals to ensure currency.			
Benefits: Participating in the Halton Purchasing Group lowers costs and the time/effort in acquisition. Additionally, geospatial data provides current and accurate data for staff to make informed decisions. These datasets are essential to many operational areas.			
Risks If Not Implemented: Without the updated data, staff will lack the required information to do their job effectively, and will be making decisions based on outdated data that is potentially in conflict with data from other agencies.			
Additional Information:			

2021 Capital Project Information Sheet

Project No. 2400-10-2102	Project Name PS3280 Implementation		2021 Budget \$80,000
Department Corporate Services	Division Accounting	Project Manager Moya Leighton	
Service Category Administration		Funding Sources Capital Replacement Reserve	Amount \$80,000
Target Start Date	January 2021		
Target Completion Date	December 2022		
Future Period Capital Requirements	\$80,000	Project Phase	Study/Design Phase ☐
Operating Impact	\$0		Construction Phase ☐

Description	
Scope:	A new Public Sector Accounting Standard for Asset Retirement Obligations will be effective for the Town's 2022 year end. This standard addresses the recognition, measurement, presentation and disclosure of legal obligations associated with the retirement of tangible capital assets in production use. Work needs to commence in advance of the reporting deadline due to the lengthy process of identifying asset retirement obligations and calculating estimated values. In addition, a review of legal agreements will need to be undertaken to determine if any obligations exist with respect to asset retirements. A project timeline prepared for the Town estimates the work required will span through 2021 and 2022.
Deliverables:	Full review of all legal obligations associated with Asset Retirement with an estimated value in advance of the December 2022 reporting deadline.
Benefits:	Completion of the Town's 2022 Financial Statements in compliance with Public Sector Accounting Standards.
Risks If Not Implemented:	The Town will be unable to complete the 2022 Financial Statements, which will have an impact on reputation and future funding.
Additional Information:	

