



CORPORATE SERVICES DEPARTMENT 2022 – 2024 BUSINESS PLAN

Christina Brox, CA, CPA
Treasurer / Director of Corporate Services

Overview

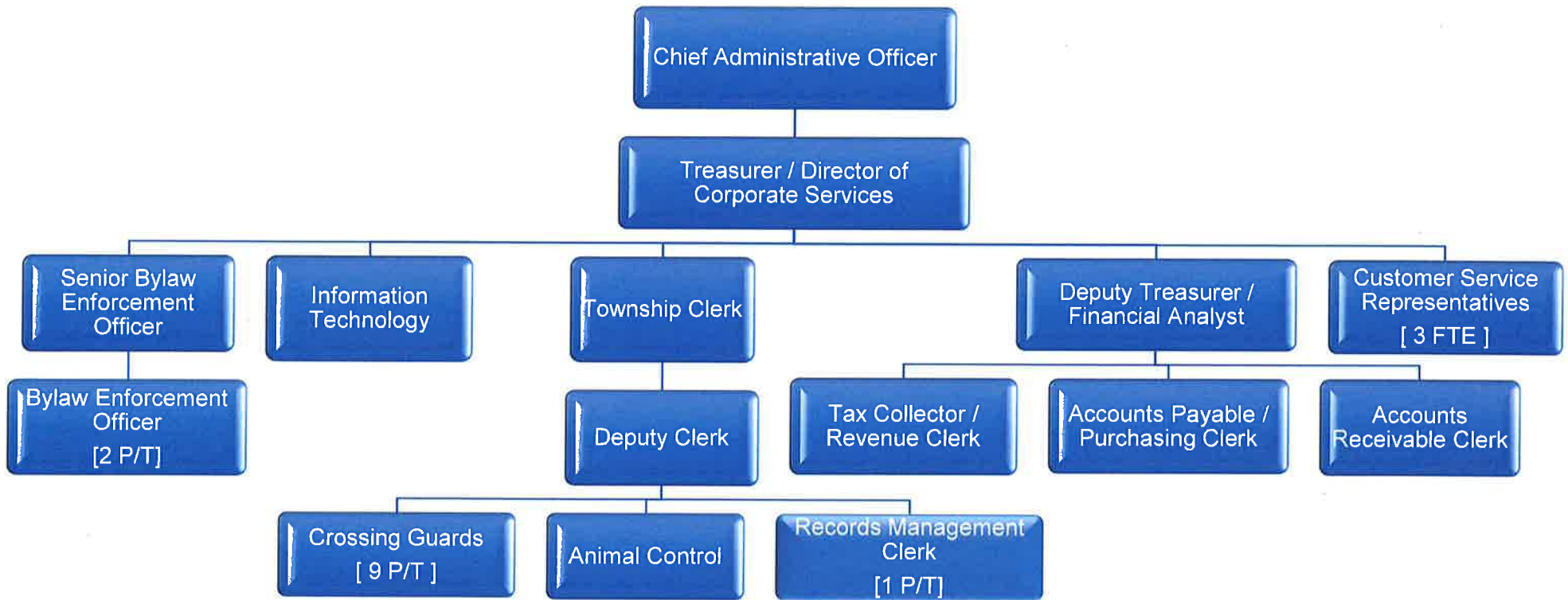
The Corporate Services Department is responsible for fulfilling the statutory duties of the Clerk and Treasurer as defined by the *Municipal Act*, other Provincial legislation and associated Township By-laws. The Department through its various functions is responsible for advising, assisting and supporting Council and the Chief Administrative Officer in developing policies and strategic goals for all Township Departments. The Department is also responsible for supporting and assisting all Township Departments and providing timely and effective information to both external and internal customers.

The Corporate Services Department is divided into four Divisions, namely: Treasury / Finance; Clerks; By-law Enforcement; and, Information Technology.

The *Treasury / Finance Division* is responsible for financial and fiscal management policies and programs including: taxation, assessment revenues and recoveries; accounts receivable / payable; accounting; budget development and monitoring; financial reporting; audit and year end reconciliation; co-ordination of procurement services; payroll and benefits administration; investment services; banking; long term financing and administration of debt management practices; administration of the Corporation's insurance program; co-ordination of the asset management program inclusive of a financial implementation strategy; and, internal financial control measures.

The *Clerks Division* is responsible for the delivery of services including: Council secretariat; co-ordination of Advisory Committees of Council; administration and delivery of the Municipal election and by-elections; Commissioner of Oaths; licensing; administration of the Township's Municipal Freedom of Information and Protection of Privacy (MFIPPA) program; vital statistics registry; Corporate records management; accessibility co-ordination in accordance with the Accessibility for Ontarians with Disabilities Act; school crossing guard program; and, animal control services.

CORPORATE SERVICES DEPARTMENT 2022
Township of North Dumfries



Notes:

School Crossing Guards work on a Part Time basis for the period extending between September to June

Customer Service Representatives provide administrative support to the Development Services, Fire Department / Emergency Management, Engineering & Public Works, Leisure & Community Services, and, Corporate Services Departments

Animal Control is provided through a Contract with the Humane Society of Kitchener Waterloo Stratford Perth for programs related to Dogs at Large, Vicious Dogs & small wildlife services

Information Technology is provided through a Contract with an external service provider to deliver IT support and coordination

Records Management Clerk [up to 24 hours per week]



CORPORATE SERVICES DEPARTMENT 2022 – 2024 BUSINESS PLAN

Overview (Continued)

The *By-law Enforcement Division* is responsible to administer, investigate complaints, and where appropriate, enforce a wide range of Municipal By-laws as adopted by Council.

The *Information Technology Division* is responsible for the design, implementation and maintenance of the Corporation's hardware and software network and systems; network analysis and co-ordination; network architecture design; the integration of business enterprise systems; and, self-help / technical support to Staff.



CORPORATE SERVICES DEPARTMENT 2022 – 2024 BUSINESS PLAN

Mission Statement

A dedicated team of professional and technical staff that are committed to develop, co-ordinate and implement broad organization wide systems and procedures to enhance legislative compliance, fiscal responsibility and leverage technology opportunities to improve Corporate performance.

Goals

- Promote good governance, accountability and transparency
- Promote proactive and responsible fiscal management
- Provide effective stewardship of financial resources and appropriate safeguarding of assets
- Provide reliable and sound financial strategies to ensure long term sustainability and the timely replacement / rehabilitation of assets
- Preserve and facilitate access of Township records and material
- Ensure optimization of Information Technology use in the Corporation to increase capacity and productivity
- Promote positive relations with North Dumfries residents, employees and other stakeholders.

Policy Guidelines for Service Delivery

Municipal Act

Municipal Affairs Act



CORPORATE SERVICES DEPARTMENT 2022 – 2024 BUSINESS PLAN

Assessment Act
Municipal Property Assessment Corporation Act
Municipal Tax Assistance Act
Assessment Review Board Act
Payment in Lieu of Taxes Act
Provincial Land Tax Act
Municipal Elections Act
Accessibility for Ontarians with Disabilities Act
Vital Statistics Act
Municipal Freedom of Information and Protection of Privacy Act
Highway Traffic Act
Statutory Powers Procedures Act
Applicable Regulations and Codes affiliated with the above Acts
Various Township By-laws, Policies and Procedures
Procedural By-law
Procurement By-law
Public Sector Accounting Board practices and procedures
Generally Accepted Accounting Principals (Canada)
Corporate Fiscal Policies & Strategies
Internal Corporate Financial Controls
Education Act
Occupational Health & Safety Act
Lottery and Gaming Act
Employment Standard Act / Pay Equity



CORPORATE SERVICES DEPARTMENT 2022 – 2024 BUSINESS PLAN

Key Issues & Challenges

- Continued updating of Financial Software and integration with software for other Municipal Functions as it relates to maintenance of Financial data (Recreation and Planning / Building Invoicing), including on-going training & development
- Improving Financial Reporting both internally and externally for the Corporation.
- Building and retaining a skilled workforce that is multi-faceted in its approach and philosophy
- Developing a Corporate records management system (paper and digital) to ensure timely and consistent access to materials
- Identifying technology gaps and establishing new systems to improve efficiencies and productivity
- Asset Management Regulations with new requirements for reporting Assets and Long-Term financial requirements for asset renewal.
- Ensuring continual compliance with major changes in legislation arising from changes introduced from the Provincial Government

2022 – 2024 Goals

Year 2022

- Updating Tangible Capital Asset Policy with input from the Township's auditors

CORPORATE SERVICES DEPARTMENT 2022 – 2024 BUSINESS PLAN

- Continue work on Phase 1 of Ontario Regulation 588/17 with respect to the development of an integrated Asset Management Plan and associated financial funding strategy
- Test, evaluate, and where necessary make adjustments, to the rollout of the next phase of electronic procurement with digital RFP and RFT submissions by vendors that was undertaken in the 2nd half of 2021.
- Continue to elevate and promote electronic payment options inclusive of cash receipts and mortgage payments
- Implement, in co-ordination with the Leisure & Community Services Department and the Engineering & Public Works Department, the Life Cycle Analysis Review of all Township facilities and the Linear Infrastructure Network designed to inform the 10 Year Capital Forecast and the Township's Asset Management Plan
- Continue with the rollout of Phase 1 of the Corporate Records Management program
- In consultation with the external Auditor, revisit and where necessary, update and revise internal financial controls and procedures (ongoing)

Year 2022 (Continued)

- Review, and where necessary, update Clean Yards By-law 2349-09, Property Standards By-law 2392-09, Roads Use By-law 3093-19, Mobile Food Vendors By-law 1758-98, and, Noise By-law 2609-14
- Continued monitoring and assessment of the Backyard Hens Pilot Project with a reporting to Council on conclusions / recommendations
- Continue to redevelop the Township's website with enhanced interaction / information exchange opportunities with a focus on elevated customer service elements



CORPORATE SERVICES DEPARTMENT 2022 – 2024 BUSINESS PLAN

- Continue to update hardware and software as required for all Departments including securing / maintaining the integrity of data, and, the appropriate Information Technology architectural network to ensure fully supported integration amongst software platforms
- Deliver the 2022 Municipal Election along with the associated internal and Council candidate training, communication strategy, etc for a hybrid election (internet and in-person voting)
- Under the direction of Council, assess and where necessary update, the role, function, responsibilities and composition of Township Advisory Committees
- In consultation with the Office of the Chief Administrative Officer, present for discussion with Council the framework of an Information Technology Strategy for the next five (5) year period (2024 to 2028) with the inclusion of information arising from the Joint Service Delivery Review completed with the Townships of Woolwich, Wellesley & Wilmot

Year 2023

- Initiate Phase 2 of the Corporate Records Management program
- Continue to promote electronic payment options, including an assessment of an electronic tax bill for property owners, with potential implementation of a customer self serve portal through the website.
- Review, and where necessary, update Fire Arms By-law 700-83, Sign By-law 2491-12, Salesperson, Hawkers & Pedlars By-law 1374-92, and, Parks By-law 2985-18
- Evaluate and confirm Level of Service Standards for the By-law Enforcement Division



CORPORATE SERVICES DEPARTMENT 2022 – 2024 BUSINESS PLAN

- Introduce E-commerce options into the website for broadened services such as Recreation, Public Works, Licensing, etc
- Develop an Information Technology Strategy for the 2024 to 2028 time period
- Prepare a RFP for Auditor Services for the 2024 – 2029 time period

Year 2024

- Review, and where necessary, update Procedural By-law 3130-20, Sale and Disposition of Surplus Property By-law 2726-15, and, Open Air Burning By-law 2316-08
- Implement Phase 1 from the Information Technology Strategy completed in 2023
- Continue with the advancement of the Asset Management Plan and the associated financial strategy
- Initiate Phase 3 of the Corporate Records Management Strategy
- Retain a consultant to update the Corporate website
- In consultation with the external Auditor, revisit and where necessary, update and revise internal financial controls and procedures (ongoing)
- Prepare a Request for Proposal for Animal Control Services for the 2025 – 2028 time period