



CORPORATE SERVICES DEPARTMENT 2026 – 2028 BUSINESS PLAN

[Presently Vacant – Recruitment Underway] – Updated May 27/26
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; Customer Service; and, Information Technology.

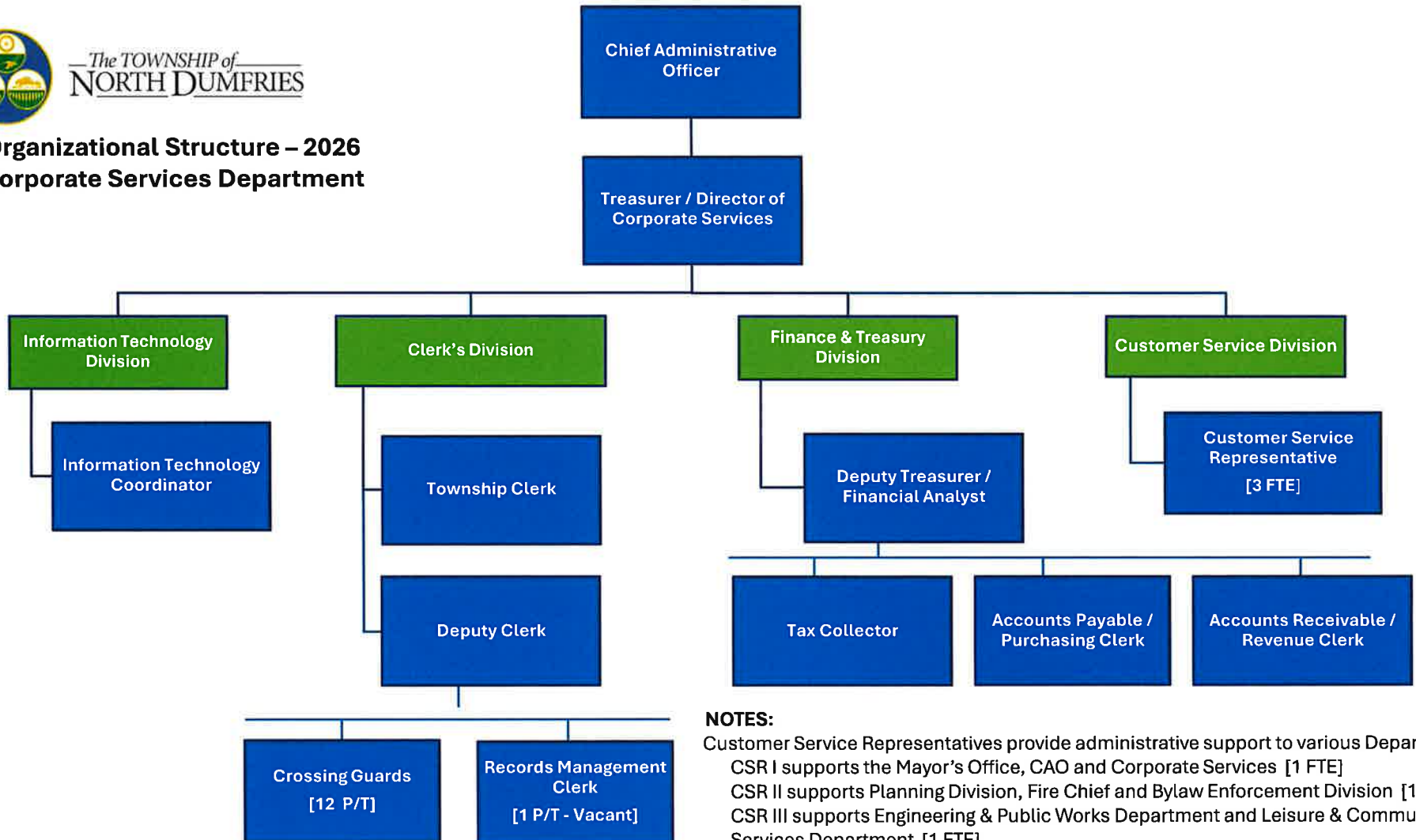
The *Treasury / Finance Division* is responsible for financial and fiscal management policies and programs including: taxation, assessment revenues and recoveries; accounts receivable / payable; accounting; budget development and monitoring; financial reporting; audit and year end reconciliation; co-ordination 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.



The TOWNSHIP of
NORTH DUMFRIES

Organizational Structure – 2026 Corporate Services Department



NOTES:

Customer Service Representatives provide administrative support to various Departments.
CSR I supports the Mayor's Office, CAO and Corporate Services [1 FTE]
CSR II supports Planning Division, Fire Chief and Bylaw Enforcement Division [1 FTE]
CSR III supports Engineering & Public Works Department and Leisure & Community Services Department [1 FTE]



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Overview (Continued)

The *Customer Service Division* represents the first point of contact for members of the Public through in-person inquiries, calls for service through the Township telephone network, Corporate email account or inquiries posted through the Township's website. The Division also provides administrative support to ensure the efficient operation of the Township Municipal Offices and Corporate Departments. In this capacity, the Customer Service Representatives will support management and other staff members in various Township Departments through a variety of tasks related to organization and communication.

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.

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



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Goals (Continued)

- 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

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



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Policy Guidelines for Service Delivery (Continued)

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

Key Issues & Challenges

- Continuing the update to the 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



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- Asset Management Regulations with new requirements for reporting Assets and Long-Term financial requirements for asset renewal and the development of a financial strategy to implement the Asset Management Plan.
- Ensuring continual compliance with major changes in legislation arising from changes introduced from the Provincial Government

2026 – 2028 Goals

Year 2026

- Continue to grow and promote electronic payment options inclusive of cash receipts and mortgage payments
- Continue to update and refine, 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)
- Review, and where necessary, update Elections Sign By-law 2592-18
- Finalize the modernization of the Township's website with enhanced interaction / information exchange opportunities with a focus on elevated customer service elements, e-commerce and AODA compliance



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Year 2026 (Continued)

- 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
- Finalize the delivery method and the associated policies for presentation to Council attributed to the 2026 Municipal Election. Deliver the 2026 Municipal Election
- In coordination with the Office of the Chief Administrative Officer, develop and commence with the roll-out of the Council Orientation Program for the 2026 – 2030 Term of Council
- Review, and where necessary, update Sale & Disposition of Surplus Property By-law 2726-15 and Procurement By-law 3265-21
- Assess partnership opportunities for the successor to the Grand River Accessibility Advisory Committee (GRAAC) for presentation and a decision from Council

Year 2027

- 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.
- Develop an Information Technology Strategy for the 2028 to 2032 time period
- Launch the new format as the successor to GRAAC as approved by Council in 2026



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Year 2027 (Continued)

- Under the direction of Council and its preferred governance model, advertise and recruit for new Committees of Council
- In coordination with the Chief Administrative Officer, continue the on-boarding, orientation and education of the new Term of Council
- Review, and where necessary, update Procedural By-law 3470-24

Year 2028

- Implement Phase 1 from the Information Technology Strategy completed in 2027
- Continue with the advancement of the Asset Management Plan and the associated financial strategy
- Initiate Phase 3 of the Corporate Records Management Strategy
- In consultation with the external Auditor, revisit and where necessary, update and revise internal financial controls and procedures (ongoing)