



CORPORATE SERVICES DEPARTMENT 2025 – 2027 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 three Divisions, namely: Treasury / Finance; Clerks; 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; animal control services, and, By-law Enforcement services.



CORPORATE SERVICES DEPARTMENT 2025 – 2027 BUSINESS PLAN

Overview (Continued)

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
- 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.



CORPORATE SERVICES DEPARTMENT

2025 – 2027 BUSINESS PLAN

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
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

CORPORATE SERVICES DEPARTMENT 2025 – 2027 BUSINESS PLAN

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
- 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



CORPORATE SERVICES DEPARTMENT

2025 – 2027 BUSINESS PLAN

2025 – 2027 Goals

Year 2025

- Continue to grow 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)
- Review, and where necessary, update Elections Sign By-law 2592-18, Salespersons, Hawkers & Peddlers By-law 1374-92, Fire Routes By-law 3092-19 and Open Air Burning By-law 2316-08.
- Continue to work in partnership with the other 6 Area Municipalities in Waterloo Region on a revised framework of a Fireworks Bylaw for the consideration of Council
- 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
- 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



CORPORATE SERVICES DEPARTMENT

2025 – 2027 BUSINESS PLAN

Year 2025 (Continued)

- Initiate establishing the delivery method and the associated policies for presentation to Council attributed to the 2026 Municipal Election

Year 2026

- 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 – 2029 Term of Council
- 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 Sign By-law 2491-12, Sale & Disposition of Surplus Property By-law 2726-15, Parks By-law 2985-18, and Procurement By-law 3265-21
- Evaluate and confirm Level of Service Standards for the By-law Enforcement Division for review by Council
- Develop an Information Technology Strategy for the 2027 to 2031 time period



CORPORATE SERVICES DEPARTMENT

2025 – 2027 BUSINESS PLAN

Year 2027

- Review, and where necessary, update Dog (Regulate Dogs, Dog Licensing & Dog Kennels) By-law 3160-20, Exotic Pets Bylaw 2612-21 and Procedural By-law 3470-24
- Implement Phase 1 from the Information Technology Strategy completed in 2026
- 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)