



Corporate Services

2022 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.



2022 BUSINESS PLAN



CORPORATE SERVICES

DEPARTMENT OVERVIEW:

Corporate Services represents critical functions related to Human Resources, Information Technology Services, Purchasing and Risk Management 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.

Information Technology Services manages the Town's technical infrastructure including implementing, maintaining, securing, troubleshooting 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.

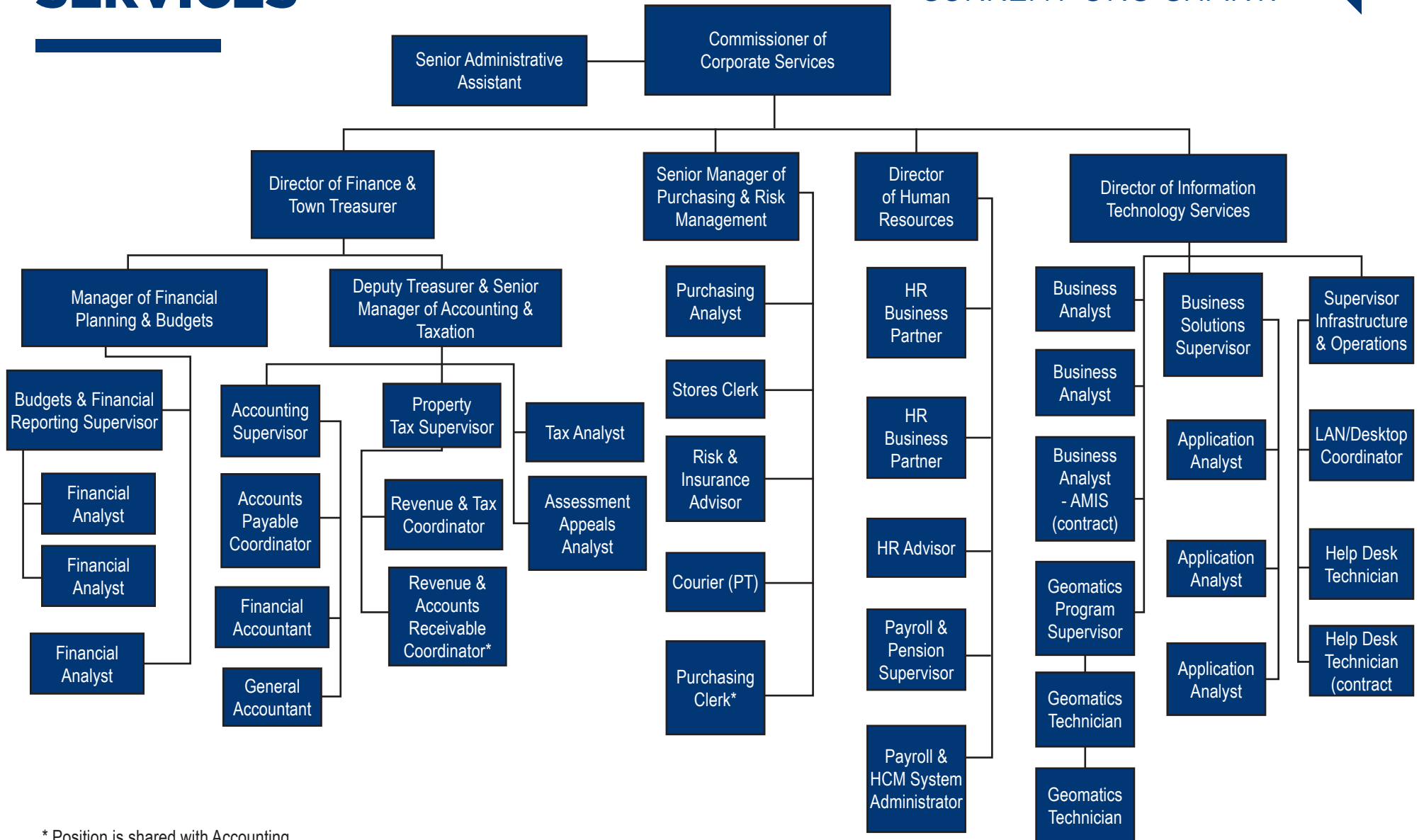
Purchasing & Risk Management provides a centralized and strategic procurement process for goods and services required by the Town ensuring that it is fair, transparent, ethical and efficient while also delivering the best value. Purchasing and Risk Management staff are also responsible for risk mitigation strategies, along with day-to-day operations, such as handling inventory for Public Works, mail and print room operations.

Finance consists of Accounting, Taxation and Financial Planning. Through the careful management of the Town's revenues, assets and expenditures, prudent oversight of the investment portfolio, and comprehensive, reliable reporting and forward-thinking fiscal planning, the Finance team ensures that the municipality is fiscally sustainable, accountable and legislatively compliant.



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CURRENT ORG CHART:



* Position is shared with Accounting

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Supports and builds a workforce 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 CORE ACTIVITIES:

- Reports on HR-related activity and provides professional advice on personnel matters to Senior Management.
- Manages the recruitment and onboarding of new staff.
- Administers and ensures the compensation package (payroll, pension and benefits) is competitive to attract and retain top talent.
- Delivers training and leadership development opportunities, including health, safety and wellness awareness.
- Assists with employee and labour relations activities including disability management and collective bargaining.
- Delivers programs and strategies that promote employee engagement.
- Assists in managing performance.
- Develops and maintains the succession planning program.
- Provides support re: organizational design.
- Ensures legislative compliance.

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▶ HUMAN RESOURCES 2021 ACCOMPLISHMENTS/SUCCESSSES:

- Researched, provided recommendations and managed all aspects of the Town's evolving response to the COVID-19 pandemic as it related to employee relations and ensured legislative compliance related to employment matters.
- Completed the non-union salary survey and pay equity review.
- Provided advice and recommendations for the Town's Return to the Office Strategy as it pertained to employment and logistics.
- Corporate health and safety policies were reviewed and revised.
- Implemented Document Management module in Dayforce to reduce the need for personnel-related paperwork.
- Transitioned learning and development opportunities to an on-line format.
- Supported departments in grievance and arbitration hearings.

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▶ HUMAN RESOURCES ENVIRONMENTAL SCAN:



<p>Challenges:</p>	<ul style="list-style-type: none"> - COVID-19 constraints continued to challenge how human resources traditionally delivered services to departments and employees. - A long-term in-office/work from home post-COVID strategy will require human resources to deliver traditional in-person training in a different format and deliver messages designed to promote safety, health and well-being in a meaningful and engaging way. - Tracking and implementing legislative changes throughout the pandemic which has been rapid and with little forewarning. - The COVID-19 pandemic consumed the majority of staff resources in this division throughout the year and some work projects that were previously scheduled had to be delayed until 2022.
<p>Opportunities:</p>	<ul style="list-style-type: none"> - COVID-19 provided the opportunity to re-imagine our workforce as a hybrid work from home/in-office environment which allowed for the consideration of qualified applicants who do not live within a daily commute distance from the Town. - Move towards a work environment that is less dependent on paper and can take advantage of electronic means to track staff changes. - On-line learning may reach more staff who can take the training when it is convenient to them.

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▶ HUMAN RESOURCES KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Council Compensation Review	Carried over from 2021, conduct a review of the compensation offered to Council measured against a group of comparator municipalities.	- Human Resources & Payroll	The review will determine whether the Town continues to offer competitive compensation to our Council members.	- Fiscal and Corporate Management
2. Equity, Diversity and Inclusion scan of human resources practices	Carried over from 2021, conduct a review of human resources practices and policies through the EDI lens to ensure that our staff is treated fairly and equitably. This will be done with the help of a consultant.	- Human Resources & Payroll	The scan will show any problematic areas with the current policies and give the Town the chance to correct.	- Fiscal and Corporate Management
3. Full Time Fire Association contract renewal negotiations	Support the Fire management in the negotiations of a new collective agreement.	- Human Resources	A new contract that contains terms acceptable to the Association and management and stays within the funding approved by Council.	- Fiscal and Corporate Management
4. Part time Recreation rate survey and pay equity review	Review the hourly rate offered to part-time Recreation staff as compared to the market and conduct a pay equity review that includes all part-time staff across the corporation.	- Human Resources & Payroll	The review will ensure our part time wages are in line with our comparators and further ensure that the Town meets its pay equity obligations.	- Fiscal and Corporate Management

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▶ HUMAN RESOURCES STAFFING IMPACT:



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

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▶ HUMAN RESOURCES PERFORMANCE INDICATORS:

Operational	Target
Maintain current 'time to fill vacancies' rate to ensure divisions are supported and fully staffed as soon as possible.	- No change
Quality of Life	Target
Turnover statistics.	- Maintain a full-time turnover rate of below 7% in 2022

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

Technology can range from common desktop products to highly specialized enterprise business systems 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 deployment, maintenance and support of mobile technology devices.
- Protects data and systems through appropriate cyber security measures.
- Manages the Help Desk service.
- 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.



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▶ INFORMATION TECHNOLOGY SERVICES 2021 ACCOMPLISHMENTS/SUCCESSSES:

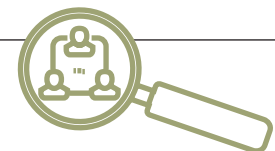
- Completed key infrastructure upgrades to support business needs and continuity:
 - Deployed mobile equipment and expanded technologies to support staff work from home required by COVID-19.
 - Replaced corporate firewall.
 - Implemented networking equipment at Acton Youth Centre.
 - Provided mobile equipment for enforcement staff.
 - Installed equipment for Fire EOC.
- Developed requirements for:
 - Growth tracking model.
- Provided project support and implementation of the following:
 - Property tax system.
 - Office 365 - collaboration tools.
 - Data centre fire suppression system.
 - Asset management system.
 - Fire's records management system.



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▶ INFORMATION TECHNOLOGY SERVICES ENVIRONMENTAL SCAN:

<p>Challenges:</p>	<p>COVID-19 Impacts:</p> <ul style="list-style-type: none"> - Support rapid process change in collaboration with business areas to enable new ways of working to provide continued customer service while working remotely. - The nature of technology support and the reliance on technology has changed with staff regularly working from home . This has required ITS to handle a higher volume of support calls and a higher urgency for many of these calls. - A high volume of new equipment has been required to be purchased and deployed to support work from home initiatives. <p>Cyber-attacks:</p> <ul style="list-style-type: none"> - Providing sufficient protection against cyber-attacks is a challenge for all organizations. In the 2021 Cyber Threat Defense Report, 86% 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.
<p>Opportunities:</p>	<ul style="list-style-type: none"> - The Corporate Technology Strategic Plan identifies priorities, sequencing and the required resourcing to streamline processes, improve productivity and enhance customer service. - COVID-19 enabled some rapid advancements in use of technologies that reduced staff commute times, improved collaboration capabilities and efficient service delivery through web or other electronic mechanisms. - Significant efficiency improvements anticipated through the implementation of an Asset Management Information System.



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▶ INFORMATION TECHNOLOGY SERVICES

KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. Asset Management Information System implementation	Continued from 2021, 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	Continued from 2021, 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.	- Fiscal & Corporate Management
3. GIS Strategy	Carried over from 2021, 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.	- Fiscal & Corporate Management
4. FIREHOUSE system replacement	Continued from 2021, 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

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▶ INFORMATION TECHNOLOGY SERVICES

STAFFING IMPACT:

	+/- FTE Estimates	Service Delivery Area
Full Time	+1.0	<p>Geomatics Data Analyst</p> <p>A Geomatics Data Analyst position is required to support the increasing Geomatics data function in the Town in preparation for Vision Georgetown and the continued development in the Premier Gateway. All areas of the Town leverage Geomatics data to enable business operations and decision making improvements while providing support for studies and public meetings. Tracking growth in the Town, supporting the Asset Management Program, enabling mobile technology for field crews, tracking Economic Development, and maintain multiple data sets related to property within the Town are some of the functions that this position will support.</p>
Part Time	0	
Contract	+0.5	<p>AMIS contract extension</p> <p>The contract extension is required to continue to support the implementation of the Asset Management Information System that is currently being implemented.</p>



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▶ 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

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Purchasing & Risk Management provides a centralized and strategic procurement process for goods and services required by the Town ensuring that it is fair, transparent, ethical and efficient while also delivering the best value.

Purchasing and Risk Management staff are also responsible for risk mitigation strategies, along with day-to-day operations, such as handling inventory for Public Works, mail and print room operations.

► 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.

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► PURCHASING & RISK MANAGEMENT 2021 ACCOMPLISHMENTS/SUCCESSSES:

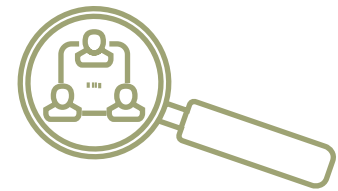
- Participated as key member of Asset Management Information System implementation team.
- Transitioned to include insurance broker in Risk Management portfolio.
- Provided purchasing support including issuance, facilitation and award of bids.



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► PURCHASING & RISK MANAGEMENT ENVIRONMENTAL SCAN:

<p>Challenges:</p>	<ul style="list-style-type: none"> - Continue to seek greater clarity about a social procurement approach and expected outcomes. - Increasing number of insurance claims involving lawyers add to the complexity.
<p>Opportunities:</p>	<ul style="list-style-type: none"> - Pursue networking and other educational opportunities to expand knowledge regarding best risk management practices; introduce a corporate risk management approach. - Incorporate best practices in inventory with implementation of asset management system.



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► PURCHASING & RISK MANAGEMENT

KEY INITIATIVES:



Project/Initiative	Description	Division	Outcomes & Outputs	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. Review of Courier Services and practices	Review all department courier service needs and review 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
3. 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

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► PURCHASING & RISK MANAGEMENT

STAFFING IMPACT:



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

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► 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

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Through the careful management of the Town's revenues, 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.



► FINANCE CORE ACTIVITIES:

- Provides financial information, analysis and professional advice on financial matters.
- Produces financial statements and the annual Financial Information Return.
- Coordinates the annual Capital and Operating Budget process.
- 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 property taxes.
- Administers tax rebate and deferral plans.
- Protects the Town's property tax base through active participation in assessment reviews and on-going collaboration with MPAC.
- Administers the Development Charges Background and Community Benefit Charges Studies.
- Processes accounts receivable and payable.
- Manages the issuance of charitable donation receipts.
- Provides oversight on community group loans.
- Ensures legislative compliance.

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► FINANCE

2021 ACCOMPLISHMENTS/SUCCESSSES:

- Accurate and timely reporting of COVID-19 financial impacts.
- Successful implementation of new property taxation software and GP 2018 upgrade.
- Launch of Long-Range Financial Plan as key financial decision-making tool.
- Year end audit effectively completed remotely with clean audit report.

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▶ FINANCE ENVIRONMENTAL SCAN:

<p>Challenges:</p>	<ul style="list-style-type: none"> - Growing number of emerging issues requiring financial oversight. - Decreasing flexibility in available funding options as Town is in a low growth period. - Increasing burden to generate reports requiring solid information, that is difficult to create.
<p>Opportunities:</p>	<ul style="list-style-type: none"> - Corporate review and/or tracking of emerging issues to ensure allocation of appropriate staff resources. - Leverage newly launched long range financial plan as a decision-making tool to manage affordability and sustainability. - Optimize software reporting options and staff appropriately.



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▶ FINANCE KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. PSAB 3280 Asset Retirement Obligation	Undertake a review of all TCAs to determine if retirements costs will be applicable.	- Revenue & Taxation - Information 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 Revenues	Implement controls and improvements identified by KPMG.	- Accounting	Efficiencies to encourage consistency and accuracy and reduce work-load.	- Fiscal & Corporate Management
3. Development Charges Background Study	Work with the consultants to create the DC background study and associated by-law along with a CBC by-law.	- Financial Planning	Approved DC and CBC rates that recover the maximum allowable growth costs.	- Shaping Growth - Fiscal & Corporate Management
4. Property taxation customer portal	Implement a secure web-based portal to enable property owners to review their property information and request account changes.	- Taxation	Process automation and reduction of work-load /call volume.	- Fiscal & Corporate Management

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▶ FINANCE STAFFING IMPACT:

	+/- FTE Estimates	Service Delivery Area
Full Time	+1.0	Financial Analyst (Budgets and Financial reporting) As the Town continues to expand there is an increasing requirement for the Finance Dept. to monitor development charge revenues, associated assessment growth and manage and track an upsurge in corporate grant applications. This position will continue to update the Town's LRFP and ensure the financial portfolio is affordable and sustainable.
Part Time	0	
Contract	-1.0	COVID Analyst (Budgets and Financial reporting) Subject to the end of the COVID-19 pandemic, this position will no longer be required.



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▶ FINANCE PERFORMANCE INDICATORS:

Operational	Target
Maintain 8 business day reporting cycle of management information.	- 100% achieved between June and November
Quality of Life	Target
Manage staff OT (both paid and time off in lieu).	- Maximum accrued time off in lieu hours per employee at any one time in the year - 35

2022 Operating Budget Overview

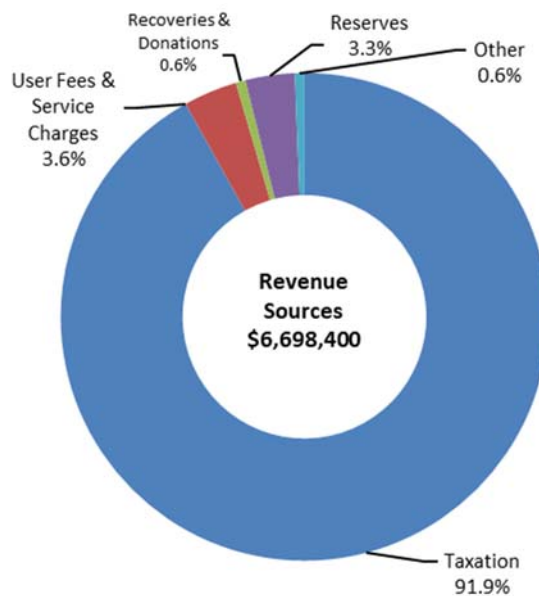
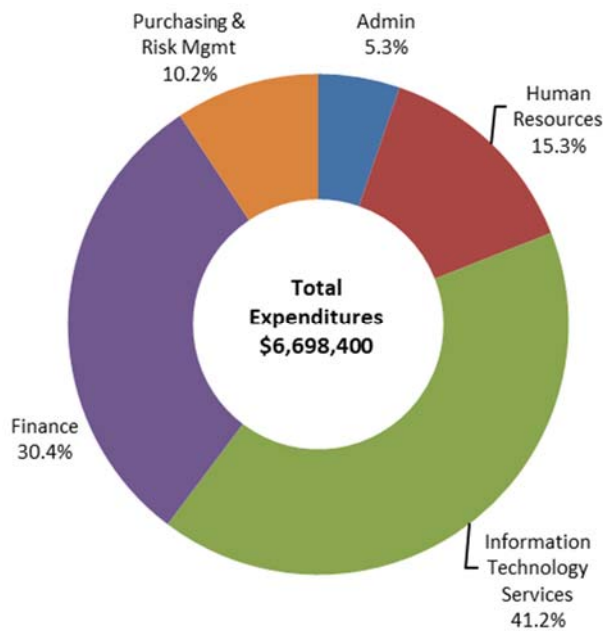
Corporate Services represents critical functions related to Finance, Purchasing and Risk Management, Information Technology Services (ITS), and Human Resources that in turn support and enhance the delivery of effective and efficient municipal services.

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

2022 Operating Budget Highlights

The proposed Corporate Services Operating Budget for 2022 is \$6,698,400 in gross expenditures and \$6,152,100 in net expenditures supported from the general tax levy. This represents a 6.8% increase over the 2021 budget.

	2021		2022				2022 vs. 2021	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change
Expense	6,042,000	5,887,350	6,075,900	359,800	219,800	42,900	6,698,400	656,400 10.9%
Revenue	(280,700)	(320,719)	(283,600)	-	(219,800)	(42,900)	(546,300)	(265,600) 94.6%
Total Net Expenditures	5,761,300	5,566,631	5,792,300	359,800	-	-	6,152,100	390,800 6.8%



	2021		2022				2022 vs. 2021	
	Budget (\$)	Forecast (\$)	Base Budget (\$)	Pre-Approved Capital Impacts (\$)	Inclusions (\$)	One-Time (\$)	Total Budget (\$)	Budget Change
Division								
Administration								
Expense	379,500	353,011	353,000	-	-	-	353,000	(26,500) (7.0%)
Revenue	-	-	-	-	-	-	-	- 0.0%
Net Expenditures	379,500	353,011	353,000	-	-	-	353,000	(26,500) (7.0%)
Human Resources								
Expense	923,900	927,837	921,700	-	-	-	921,700	(2,200) (0.2%)
Revenue	-	-	-	-	-	-	-	- 0.0%
Net Expenditures	923,900	927,837	921,700	-	-	-	921,700	(2,200) (0.2%)
Information Technology Services								
Expense	2,218,600	2,073,525	2,246,000	359,800	114,000	42,900	2,762,700	544,100 24.5%
Revenue	(2,700)	(2,500)	(2,600)	-	(114,000)	(42,900)	(159,500)	(156,800) 5807.4%
Net Expenditures	2,215,900	2,071,025	2,243,400	359,800	-	-	2,603,200	387,300 17.5%
Finance								
Expense	1,903,600	1,933,037	1,931,500	-	105,800	-	2,037,300	133,700 7.0%
Revenue	(278,000)	(318,219)	(278,000)	-	(105,800)	-	(383,800)	(105,800) 38.1%
Net Expenditures	1,625,600	1,614,819	1,653,500	-	-	-	1,653,500	27,900 1.7%
Purchasing & Risk Management								
Expense	616,400	599,940	623,700	-	-	-	623,700	7,300 1.2%
Revenue	-	-	(3,000)	-	-	-	(3,000)	(3,000) 0.0%
Net Expenditures	616,400	599,940	620,700	-	-	-	620,700	4,300 0.7%
Total								
Expense	6,042,000	5,887,350	6,075,900	359,800	219,800	42,900	6,698,400	656,400 10.9%
Revenue	(280,700)	(320,719)	(283,600)	-	(219,800)	(42,900)	(546,300)	(265,600) 94.6%
Total Net Expenditures	5,761,300	5,566,631	5,792,300	359,800	-	-	6,152,100	390,800 6.8%

The \$390,800, or 6.8%, net increase to the Corporate Services Operating Budget is largely related to the impact from pre-approved capital projects. The following major budget changes are included in the Corporate Services Operating Budget for 2022:

- \$27,000 or 0.4%, 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 1.5 % proposed economic adjustment, and cost adjustments associated with the Town's benefit provider.
- Increases to Information Technology service maintenance contracts totals \$359,800. This increase reflects costs associated with Microsoft licensing, as well as system implementations related to various capital projects such as the Asset Management Information System Implementation, Citizen Engagement - Tax Portal, and the Digitization of Application processes.
- Staffing requests within ITS and Finance divisions include budget inclusions for a Geomatics Data Analyst and a Financial Analyst.
- A one-time extension to the existing contract resource in the Information Technology Services division dedicated to the Asset Management Information System implementation project has also been included in the 2022 Operating Budget.

Budget Inclusion 2022

Position/Program Financial Analyst	Budget Impact \$ -	Effective Date January 1, 2022
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Approved by Council? Yes No

Included in Budget? Yes No

Department Corporate Services	Division Financial Planning and Budgeting
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Description of Services to be Performed:

The workload in the newly formed Financial Planning and Budgeting section of the Finance division exceeds the capacity of the current staff complement. Since 2020, this team has absorbed many additional job functions such as the on-going updating of the Town’s Long range financial plan model, the tracking and management of an upsurge in corporate grant applications and the monitoring of development charge revenues and associated assessment growth as the Town continues to expand.

This additional Financial Analyst position will help to alleviate workload from the existing staff, allowing for increased quality and frequency of financial information for decision making, as well as reducing the risks associated with stress-related impacts on existing staff.

Budget Impact:		
Expenditures:		Account & Notes:
Salary & Benefits	104,000	
Supplies & Services	8,500	Workstation & Computer
Other	1,800	Professional Dues (CPA) + Training
Total	\$ 114,300	
Revenue:		
Fees	(105,800)	Deferred Revenue - Planning Application Fees
Grants		
Other	(8,500)	\$5k Capital Replacement, \$3.5k Tech Repl Reserve
Total	\$ (114,300)	
Net Cost	\$ -	

Budget Inclusion 2022

Position/Program Geomatics Data Analyst	Budget Impact \$ -	Effective Date January 1, 2022
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Approved by Council? Yes No

Included in Budget? Yes No

Department Corporate Services	Division Information Technology Services
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Description of Services to be Performed:

This position is required to address a gap between current ITS-Geomatics capacity and Town business needs. The 2018 Corporate Technology Strategic Plan (CTSP) recognized the need for the additional resourcing and recommended the hiring of this position as of 2020 in order to grow this function and properly support the organization. The existing staff's struggles increase the longer that this position is deferred as the supported functions and staff demands continue to grow. The main strategic pillar within that strategy that this position supported was: Leveraging Technology as an enabler of modern business practices.

Enhanced efficiency of business operations and decision making will be improved through use and availability of Geomatics data. Provision of geomatics data to both internal divisions and external customers will continue to support various critical Town functions such as:

- MapLinks (internal and public facing)
- Economic Development activities
- Heritage Registry
- Zoning
- Pavement Management
- Road Patrol

Budget Impact:		
Expenditures:		Account & Notes:
Salary & Benefits	114,000	
Supplies & Services		
Other	8,500	Workstation & Computer
Total	\$ 122,500	
Revenue:		
Fees	(114,000)	Deferred Revenue - Planning Application Fees
Grants		
Other	(8,500)	\$5k Capital Replacement, \$3.5k Tech Repl. Reserve
Total	\$ (122,500)	
Net Cost	\$ -	

Corporate Services Capital Forecast 2022 - 2031

Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
HUMAN RESOURCES												
2200-22-0104	Benefits Review				50,000					50,000		100,000
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	15,000	150,000
2200-10-2201	Corporate Leadership Training Program	20,000										20,000
2200-22-0102	Salary Survey			40,000			40,000			40,000		120,000
2200-22-0103	Employee Engagement Survey		40,000			42,000			44,100			126,100
2200-22-0105	Council Compensation Survey	15,000			15,000				15,000			45,000
2200-22-2201	Part-time Wage & Pay Equity Review	30,000										30,000
Subtotal		80,000	55,000	55,000	80,000	57,000	55,000	15,000	74,100	105,000	15,000	591,100
INFORMATION TECHNOLOGY SERVICES												
2300-04-0101	Technology Refresh	150,000	120,000	120,000	130,000	150,000	170,000	170,000	170,000	170,000	170,000	1,520,000
2300-04-2001	Corp Network Equip Replacement				100,000					110,000		210,000
2300-04-2002	Corporate WiFi Replacement				30,000					33,000		63,000
2300-05-0103	Microsoft Licensing		80,000				80,000				80,000	240,000
2300-05-2001	Firewall Replacement		-		25,000					28,000		53,000
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
2300-05-2106	Open Data Implementation		15,000									15,000
2300-05-2201	AMANDA Planning		575,000									575,000
2300-05-2202	SAN Replacement	150,000					165,000					315,000
2300-05-2203	Backup Solution Replacement	40,000										40,000
2300-05-2204	Growth Monitoring Model Ph2	66,500										66,500
2300-05-2301	Implement Customer Service Strategy Recommendations					400,000						400,000
2300-09-1601	Large Scale Plotter - Printer			45,000								45,000
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
2300-10-1908	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
2300-10-2102	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		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	225,000
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	61,400										61,400
2300-22-1601	Technology Strat Plan Update		50,000				60,000				75,000	185,000
Subtotal		482,900	1,177,800	715,000	510,000	590,000	515,000	210,000	210,000	381,000	365,000	5,156,700

Project No.	Project Name	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
FINANCE												
2400-10-2001	DC Study & CBC			200,000					200,000			400,000
2400-10-2102	PS3280 Implementation	80,000										80,000
2500-22-0102	User Fee Review	40,000					40,000					80,000
Subtotal		120,000	-	200,000	-	-	40,000	-	200,000	-	-	560,000
PURCHASING												
2600-05-2201	Insurance Claims Management Software	91,000										91,000
2600-05-2401	Fuel Management Software			25,000								25,000
2600-06-0101	Photocopier/Fax/Printers	182,000					182,000					364,000
2600-09-2201	Mail Folder-Stuff Machine Replacement	20,000										20,000
2600-22-2201	Fuel Management Strategy		25,000									25,000
2600-22-2301	Enterprise Risk Management Software		100,000									100,000
Subtotal		293,000	125,000	25,000	-	-	182,000	-	-	-	-	625,000
TOTAL CORPORATE SERVICES		975,900	1,357,800	995,000	590,000	647,000	792,000	225,000	484,100	486,000	380,000	6,932,800

2022 Capital Budget and 2023 – 2031 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 continues to respond and adapt to COVID-19. 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 \$6,932,800 with \$975,900 proposed for 2022. The following summarizes key components of the Capital Forecast:

- As per the CTSP, the 2022 capital budget and forecast continues on the commitment to enhancing technology including hardware replacement and upgrades, as well as service improvement projects that will modernize service delivery.
- \$1,884,000 for lifecycle replacement of corporate IT infrastructure and printers.
- \$61,400 in 2022 for the implementation of the Administrative Monetary Penalty System (AMPS) technology process for Enforcement Services’ processing of parking tickets fees, ticket escalation and screenings.
- \$560,000 for financial planning including the future updates of the Development Charge & Community Benefits Charge Background Studies, preparing for implementation of the PS3280 accounting standard, and user fee reviews.

- \$591,100 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.

Corporate Services 2022 Capital Budget

Page No.	Project No.	Project Name	2022 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
173	2600-05-2201	Insurance Claims Management Software	*1	91,000	91,000	-	-	91,000	-	-
174	2300-10-2110	AMPS Technology Implementation	*2	61,400	61,400	-	-	61,400	-	-
175	2300-05-2204	Growth Monitoring Model Ph2	*3	66,500	66,500	-	-	66,500	-	-
176	2200-10-2101	Succession Plan-Training/Dev	4.60	15,000	15,000	15,000	-	-	-	-
177	2200-22-0105	Council Compensation Survey	4.60	15,000	15,000	-	-	15,000	-	-
178	2200-22-2201	Part-time Wage & Pay Equity Review	4.60	30,000	30,000	-	-	30,000	-	-
179	2400-10-2102	PS3280 Implementation	4.60	80,000	80,000	-	-	80,000	-	-
180	2300-05-2202	SAN Replacement	4.50	150,000	150,000	-	-	150,000	-	-
181	2300-04-0101	Technology Refresh	4.30	150,000	150,000	-	-	150,000	-	-
182	2300-05-2203	Backup Solution Replacement	4.30	40,000	40,000	-	-	40,000	-	-
183	2600-06-0101	Photocopier/Fax/Printers	4.30	182,000	182,000	-	-	180,000	2,000	-
184	2200-10-2201	Corporate Leadership Training Program	4.00	20,000	20,000	-	-	20,000	-	-
185	2300-10-1501	Geospatial Data	3.80	15,000	15,000	-	-	15,000	-	-
186	2500-22-0102	User Fee Review	3.40	40,000	40,000	-	-	40,000	-	-
187	2600-09-2201	Mail Folder-Stuff Machine Replacement	2.60	20,000	20,000	-	-	20,000	-	-
2022 Total				975,900	975,900	15,000	-	958,900	2,000	-

Please refer to the preceding Capital Project Information sheets for details on 2022 capital projects.

2022 Capital Project Information Sheet

Project No. 2600-05-2201	Project Name Insurance Claims Management Software		2022 Budget \$91,000
Department Corporate Services	Division Purchasing & Risk Management	Project Manager Simone Gourlay	
Service Category Administration		Funding Sources Technology Replacement Reserve	Amount \$91,000
Target Start Date	Jul 2022		
Target Completion Date	Dec 2022		
Future Period Capital Requirements	\$0	Project Phase	Study/Design Phase <input checked="" type="checkbox"/>
Operating Impact	\$0		Construction Phase <input checked="" type="checkbox"/>
Description			
Scope:	<p>To implement an Insurance Claims and Risk Management system that manages the claim lifecycle from end to end, including online submissions, and the ability to report and analyze outcomes and trends to support risk management decisions.</p> <p>Online intake form that is integrated with a back-office system and provides automated updates to submitters.</p>		
Deliverables:	<ol style="list-style-type: none"> 1. Implementation of an Insurance Claims and Risk Management Software. 2. Migration of all historical data to support trend analysis and loss reporting. 3. End-to-end Claim Management Process Review / Re-Engineering 		
Benefits:	<p>The system will enable staff to more easily track, process, and review claims as they move through the claim lifecycle. The system will provide greater efficiency in managing claims while also providing enhanced trend analysis through reporting. This tool for Risk Management will help to reduce the frequency and severity of losses.</p>		
Risks If Not Implemented:	<p>Given the current processes, if the numbers of claims continue to rise, additional staff may be required to manage the process without the efficiency gains of this system. There is also a lack of ability to generate reporting and trending of claims information to support decision making.</p>		
Additional Information:			

2022 Capital Project Information Sheet

Project No. 2300-10-2110	Project Name AMPS Technology Implementation		2022 Budget \$61,400
Department Corporate Services		Division Information Technology Services	Project Manager Murray Colquhoun
Service Category Administration		Funding Sources Technology Replacement Reserve	
Target Start Date Jan 2022		Amount \$61,400	
Target Completion Date Dec 2022			
Future Period Capital Requirements Operating Impact		Project Phase Study/Design Phase <input checked="" type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>	

Description	
Scope:	To expand the Town's existing Parking Ticket back-office system (Techni) to include in-the-field technology, that is fully integrated with existing systems. Simultaneously, reconfigure the system to support the move to the Administrative Monetary Penalty System (AMPS) process for parking tickets fees, ticket escalation and screenings.
Deliverables:	Reconfiguration of the existing ticketing system to be compatible with AMPS.
Benefits:	The supporting system changes will result in an integrated end to end parking ticket system, eliminating inefficiencies and redundancies between systems. Will also enable enforcement staff to utilize mobile handheld technologies
Risks If Not Implemented:	The two existing systems will continue to work separately, thereby requiring staff time to manage and import data between systems.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 2300-05-2204	Project Name Growth Monitoring Model Ph2		2022 Budget \$66,500
Department Corporate Services		Division Information Technology Services	Project Manager Murray Colquhoun
Service Category Administration		Funding Sources Technology Replacement Reserve	
Target Start Date Apr 2022		Amount \$66,500	
Target Completion Date Dec 2022			
Future Period Capital Requirements Operating Impact		Project Phase Study/Design Phase <input checked="" type="checkbox"/> Construction Phase <input type="checkbox"/>	

Description

Scope: To implement a Growth Monitoring Model in order to monitor growth against population, housing and employment targets in the Region and Town Official Plans and to report to Council, the Region and the Province on achievement of growth targets, and track the Long Range Financial Plan/Development Charges Study. The Town currently doesn't have the ability to easily track, monitor and report upon residential population growth. This request is to expand the funding for this project initially approved in 2019

Deliverables: Implement a Growth Monitoring Model.

Benefits: The ability to monitor and report population and employment growth against planning forecasts and Halton Region's Official Plan, as well as the ability to create various reports, or geographical representation for intensification areas as needed and provide links to the LRFP and Development Charges models.

Risks If Not Implemented: Without the use of a tool or model, any kind of population tracking, monitoring or reporting would be very difficult to accomplish and would require a lot of staff time to manually aggregate data from various sources and track progress against projections. Trying to manually replicate this information without a tool is not an efficient or a sustainable way to gather and analyze data.

Additional Information:

2022 Capital Project Information Sheet

Project No. 2200-10-2101	Project Name Succession Plan-Training/Dev		2022 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 Jan 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements Operating Impact	Annual \$0	Project Phase	Study/Design Phase <input checked="" type="checkbox"/> Construction Phase <input type="checkbox"/>

Description	
Scope:	The 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 allowing the Town to plan for upcoming vacancies to ensure business continuity for positions identified as critical to the corporation.
Benefits:	<ul style="list-style-type: none"> • There are several advantages for both employers and employees to having a formal succession plan: <ul style="list-style-type: none"> 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:	Without proper succession planning activities in place, there are business continuity risks to the Town in the event that critical positions become vacant.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 2200-22-0105	Project Name Council Compensation Survey		2022 Budget \$15,000
Department Corporate Services		Division Human Resources	Project Manager Laura Lancaster
Service Category Administration		Funding Sources Strategic Planning Reserve	Amount \$15,000
Target Start Date	Jan 2022		
Target Completion Date	Apr 2022		
Future Period Capital Requirements	\$30,000	Project Phase	Study/Design Phase <input checked="" type="checkbox"/>
Operating Impact	\$0		Construction Phase <input type="checkbox"/>

Description	
Scope:	Conduct a survey of Council remuneration using comparator municipalities in the GTA and surrounding areas. This will ensure that Council members receive fair compensation that recognizes the work that they do for the municipality in a way that is fiscally responsible
Deliverables:	A report to Council on the status of their remuneration measured against a select comparator group
Benefits:	Council members feel fairly compensated for their work, thus the municipality is able to attract a wide pool of candidates for Council seats
Risks If Not Implemented:	Our Council will not be adequately recognized for the work that they do and the municipality will be unable to attract candidates to run for office
Additional Information:	

2022 Capital Project Information Sheet

Project No. 2200-22-2201	Project Name Part-time Wage & Pay Equity Review		2022 Budget \$30,000
Department Corporate Services		Division Human Resources	Project Manager Laura Lancaster
Service Category Administration		Funding Sources Strategic Planning Reserve	Amount \$30,000
Target Start Date Jan 2022			
Target Completion Date Nov 2022			
Future Period Capital Requirements \$0		Project Phase Study/Design Phase	<input checked="" type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>

Description	
Scope:	Conduct a comprehensive survey of the Town's non-union part-time (Recreation Services and Facilities only) job wages compared to market (select municipal comparator group), and conduct a pay equity review of part-time positions (across the Corporation, Library included) to ensure the Town is meeting its obligations under the Pay Equity Act.
Deliverables:	For the wage review, jobs will be compared in two ways: (1) individually against like comparators, and (2) as groups of jobs to ensure that they are positioned competitively. For the Pay Equity Review, jobs will be reviewed based on their gender classification and adjustments made to wages if needed.
Benefits:	Supports the Town's attraction and retention strategy and assists with staff engagement, ensures compliance with the Pay Equity Act.
Risks If Not Implemented:	The Town will not be able to attract sufficient number of qualified candidates to operate its business efficiently and effectively, and may not be in compliance with the Pay Equity Act. This latter could result in orders from the Pay Equity Commission to meet compliance requirements.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 2400-10-2102	Project Name PS3280 Implementation		2022 Budget \$80,000
Department Corporate Services		Division Finance	Project Manager Moya Jane Leighton
Service Category Administration		Funding Sources Strategic Planning Reserve	
Target Start Date Jan 2022		Amount \$80,000	
Target Completion Date Dec 2023			
Future Period Capital Requirements Operating Impact		Project Phase	Study/Design Phase <input checked="" type="checkbox"/> Construction Phase <input type="checkbox"/>
	\$0		
	\$0		

Description	
Scope:	A new public sector accounting standard for Asset Retirement Obligations will be effective for the Town's 2023 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 2023. The first year of work related to the PS3280 project was funded through the 2021 budget in the amount of \$80,000 with an additional \$80,000 requested from the 2022 capital budget, for the second year of work, bringing the total funding to \$160,000 for this implementation.
Deliverables:	Full review of all legal obligations associated with Asset Retirement with an estimated value in advance of the December 2023 reporting deadline.
Benefits:	Completion of the Town's 2023 Financial Statements in compliance with Public Sector Accounting Standards.
Risks If Not Implemented:	The Town will be unable to complete the 2023 Financial Statements - which will have an impact on reputation and future funding
Additional Information:	

2022 Capital Project Information Sheet

Project No. 2300-05-2202	Project Name SAN Replacement		2022 Budget \$150,000
Department Corporate Services		Division Information Technology Services	Project Manager Murray Colquhoun
Service Category Administration		Funding Sources Technology Replacement Reserve	
Target Start Date Jan 2022		Amount \$150,000	
Target Completion Date Jun 2022			
Future Period Capital Requirements \$165,000		Project Phase Study/Design Phase <input type="checkbox"/>	
Operating Impact \$0		Construction Phase <input checked="" type="checkbox"/>	

Description	
Scope:	Replacement of Storage Area Network (SAN) equipment that has reached the end of its useful life. SAN is used for centralized, shared disk capacity for creating virtual Server operating systems as well as corporate file storage.
Deliverables:	The acquisition, installation, configuration, testing and migration of server images and data for SAN being replaced due to end of service life being reached.
Benefits:	Continue to provide updated equipment that is reliable, supportable and keeps pace with changes in technology. This provides up to date tools for staff to allow them to work efficiently.
Risks If Not Implemented:	Aged equipment may not be serviceable or supportable, decreasing staff efficiency and capability to perform their daily functions. Loss of data may occur under some circumstances.
Additional Information:	Critical Enterprise systems utilize this equipment and in the event of failure, delivery of critical Town functions will be impacted.

2022 Capital Project Information Sheet

Project No. 2300-04-0101	Project Name Technology Refresh		2022 Budget \$150,000
Department Corporate Services		Division Information Technology Services	Project Manager Murray Colquhoun
Service Category Administration		Funding Sources Technology Replacement Reserve	
Target Start Date Apr 2022		Amount \$150,000	
Target Completion Date Dec 2022			
Future Period Capital Requirements Annual	Annual	Project Phase Study/Design Phase	<input type="checkbox"/>
Operating Impact \$0		Construction Phase	<input checked="" type="checkbox"/>

Description	
Scope:	This project involves the replacement of IT equipment that is reaching end of warranty state. All required programs and data will be reinstalled on replacement equipment. This refresh also includes the transition to a greater proportion of Laptops (rather than Desktop computers) to support the need for staff to have more mobile computing solutions. 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:	Improved mobility of staff with increased number of Laptops (versus Desktop).

2022 Capital Project Information Sheet

Project No. 2300-05-2203	Project Name Backup Solution Replacement		2022 Budget \$40,000
Department Corporate Services		Division Information Technology Services	Project Manager Murray Colquhoun
Service Category Administration		Funding Sources Technology Replacement Reserve	
Target Start Date Jan 2022		Amount \$40,000	
Target Completion Date Jun 2022			
Future Period Capital Requirements Operating Impact		Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>	

Description	
Scope:	Our current backup solution hardware and software is reaching end of life. This project is for the replacement of the backup solution with a modern, fast, secure solution with capability to also create an off-site copy.
Deliverables:	The acquisition, installation, configuration, and testing of a new corporate backup solution to replace our current solution due to end of service life being reached.
Benefits:	Faster backup, less impact on day time operations, more efficient auto-scheduling of jobs and greater security and protection from ransomware and other cyber threats.
Risks If Not Implemented:	Loss of data may occur under some circumstances.
Additional Information:	Critical Enterprise systems are backed up using this solution and in the event of failure, ability to restore lost or corrupted data may be impaired.

2022 Capital Project Information Sheet

Project No. 2600-06-0101	Project Name Photocopier/Fax/Printers		2022 Budget \$182,000
Department Corporate Services		Division Purchasing & Risk Management	Project Manager Simone Gourlay
Service Category Administration		Funding Sources	
		Technology Replacement Reserve	Amount \$180,000
Target Start Date	Jan 2022	Contr/ Recovery/ Subsidy	\$2,000
Target Completion Date	Jun 2022		
Future Period Capital Requirements	\$182,000	Project Phase	Study/Design Phase <input type="checkbox"/>
Operating Impact	\$0		Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	For the replacement of the current twenty-six (26) multi-function copiers. The purchase of these copiers will also include a maintenance contract that will be funded from each department's current operating budget. This project will ensure that print / photocopy / scan / fax resources are maintained at a level that provides appropriate system functionality and performance to meet staff job functions and minimizes system maintenance and support costs.
Deliverables:	Replacement printers will be purchased.
Benefits:	Increased reliability, user satisfaction, and efficiency as well as a reduction in potential downtime during important printing jobs.
Risks If Not Implemented:	The current copiers are between 5 1/2 and 10 1/2 years old. All the current machines have been discontinued and 10 of the machines are no longer guaranteed parts availability. The parts availability for the other 16 machines is only guaranteed until the summer of 2023. As the copiers age, the number of maintenance calls has been rising.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 2200-10-2201	Project Name Corporate Leadership Training Program		2022 Budget \$20,000
Department Corporate Services		Division Human Resources	Project Manager Laura Lancaster
Service Category Administration		Funding Sources Strategic Planning Reserve	Amount \$20,000
Target Start Date Jan 2022			
Target Completion Date Dec 2022			
Future Period Capital Requirements \$0		Project Phase	Study/Design Phase <input checked="" type="checkbox"/>
Operating Impact \$0			Construction Phase <input type="checkbox"/>

Description	
Scope:	The objective of this program is to provide targeted leadership training to a fulsome cohort of supervisors throughout 2022 to train them in the SAGE Coaching Leader model. This model was successfully piloted in 2021.
Deliverables:	Supervisors will be trained in the SAGE coaching model and learn how to apply this leadership style in their day-to-day staff management.
Benefits:	It is a benefit to the corporation that our supervisors are trained in the same leadership model and to ensure that coaching language is normalized and standardized across departments. This program was successfully piloted in 2021 with a select group of supervisors.
Risks If Not Implemented:	It is important to reinforce leadership training for supervisors, especially those who are new to the role, to ensure that the leadership team is competent and capable of managing our human assets.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 2300-10-1501	Project Name Geospatial Data		2022 Budget \$15,000
Department Corporate Services		Division Information Technology Services	Project Manager Murray Colquhoun
Service Category Administration		Funding Sources Technology Replacement Reserve	
Target Start Date Jan 2022		Amount \$15,000	
Target Completion Date Dec 2022			
Future Period Capital Requirements Annual	Annual	Project Phase Study/Design Phase	<input checked="" type="checkbox"/>
Operating Impact \$0		Construction Phase	<input type="checkbox"/>

Description	
Scope:	Geospatial data (Aerial / Ortho, Lidar, Elevation, Census / Demographics etc.) is acquired at regular intervals so current data is available to Staff, Town Consultants and the Public through various Geomatics applications (MapLinks, Desktop GIS & CAD etc.). As part of the Halton Geospatial Data Group, Regional and Local Municipalities in Halton Region, and Conservation Authorities partner in joint acquisitions to improve operational efficiencies and reduce the cost of purchase to each Agency.
Deliverables:	Deliverables include Aerial/Ortho Imagery, Lidar Elevation, Environics Demographics etc.
Benefits:	Participating in the Halton Purchasing Group lowers costs and the time/effort in acquisition. Current and accurate data for Staff to make informed decisions on. Core/foundational datasets essential to many operational areas.
Risks If Not Implemented:	Not participating in the Halton Purchasing Group effort results in increased costs to the Town and staff administration time/effort. Staff will either lack required information to do their job, will be making decisions on outdated data, or will result in conflicting assessments with developers and external reviewing Agencies that have access to more current data.
Additional Information:	Also impacts Quality, Responsiveness, Reliability

2022 Capital Project Information Sheet

Project No. 2500-22-0102	Project Name User Fee Review		2022 Budget \$40,000
Department Corporate Services		Division Finance	Project Manager Joey Vandermeer
Service Category Administration		Funding Sources Strategic Planning Reserve	
Target Start Date Jan 2022		Amount \$40,000	
Target Completion Date Dec 2022			
Future Period Capital Requirements \$40,000		Project Phase	Study/Design Phase <input checked="" type="checkbox"/>
Operating Impact \$0			Construction Phase <input type="checkbox"/>

Description	
Scope:	Municipalities in Ontario are responsible for ensuring that the delivery of local services are undertaken in accordance with the provisions of Provincial Legislation. To offset the cost of providing services, municipalities are permitted to charge fees. The Town of Halton Hills has been charging such fees for many years. In 2016 the Town undertook a review of user fees to establish the full cost of providing various services. In order to remain comparable with other municipalities on the fees that are charges for services it is time to embark on a user fee review. The review will be in place to assess fees for Corporate Services, Service Halton Hills, and all other fees not covered under the recent reviews completed by the Building, Planning, and Recreation Departments.
Deliverables:	Comprehensive rate study ensuring that rates are comparable to other municipalities while ensuring cost recovery of services.
Benefits:	Third party review of user fees to ensure that all user fees are calculated in a manner that recovers the cost of the service. This review also compares the Town to other similar municipalities to ensure fees are equitable.
Risks If Not Implemented:	The Town may not be recovering all costs attributed to services delivered shifting the burden of these fees onto tax payers.
Additional Information:	

2022 Capital Project Information Sheet

Project No. 2600-09-2201	Project Name Mail Folder-Stuff Machine Replacement		2022 Budget \$20,000
Department Corporate Services		Division Purchasing & Risk Management	Project Manager Simone Gourlay
Service Category Administration		Funding Sources Capital Replacement Reserve	Amount \$20,000
Target Start Date Jan 2022			
Target Completion Date Jun 2022			
Future Period Capital Requirements Operating Impact		\$0	Project Phase Study/Design Phase <input type="checkbox"/> Construction Phase <input checked="" type="checkbox"/>

Description	
Scope:	A folder-stuffer machine provides increased efficiency when processing mail such as tax bills, or other corporate letters and communications. The current machine was purchased in 2013 and is due for replacement. New technologies are also available on newer machines which will increase efficiency when processing out-going mail.
Deliverables:	A new folder-stuffer machine will be purchased
Benefits:	Increased efficiency in processing out-going mail and tax bills.
Risks If Not Implemented:	The current machine is at the end of useful life. Failure of the machine could result in delays in processing out-going mail such as tax bills on time.
Additional Information:	