Corporate Services

2023 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.

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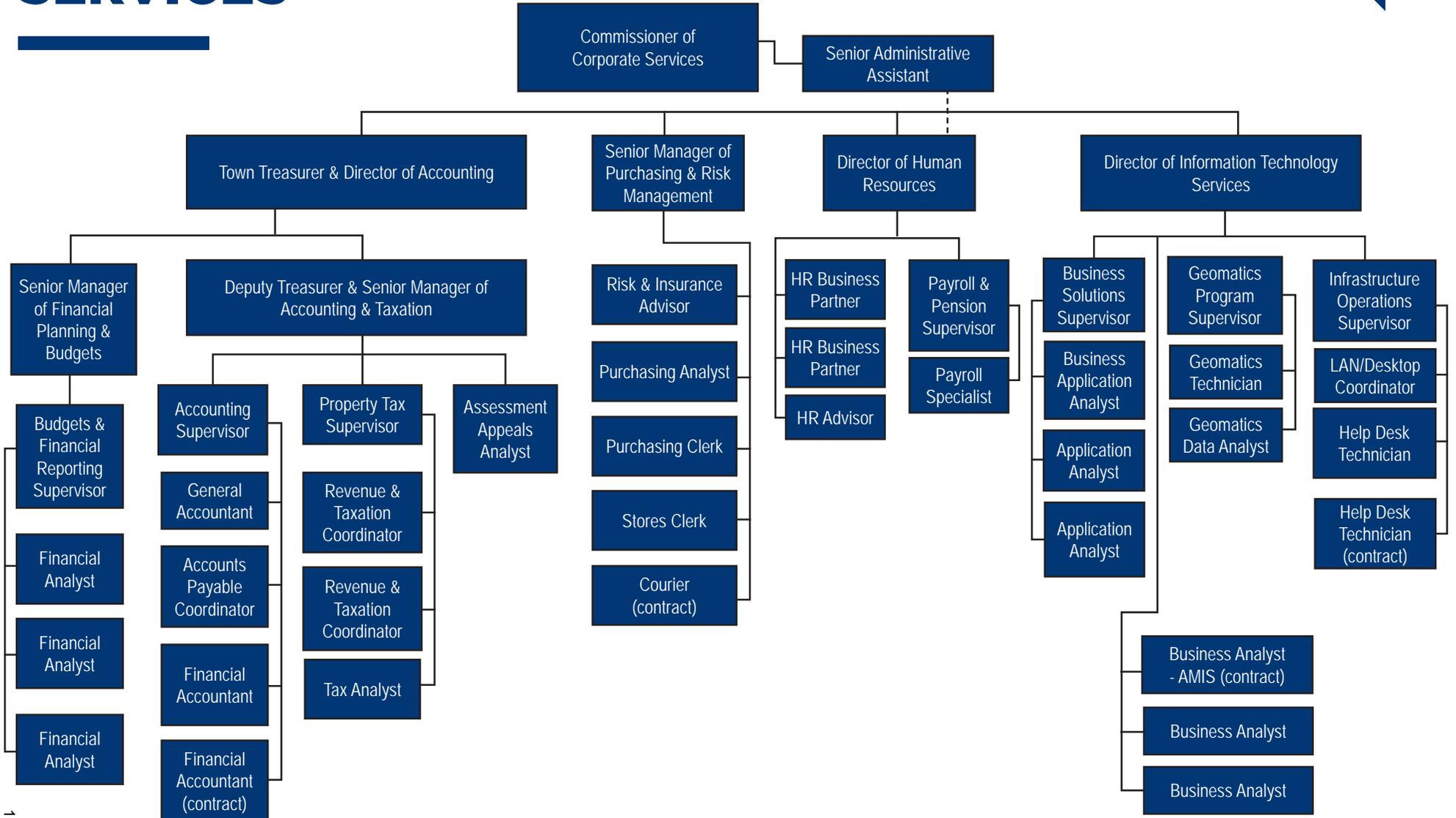
Purchasing & Risk Management provides a centralized and strategic procurement process for goods and services required by the Town ensuring that it is fair, transparent, ethical and efficient while also delivering the best value. Purchasing and Risk Management staff are also responsible for risk mitigation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

CORPORATE SERVICES

CURRENT ORG CHART:

Commissioner of Corporate Services

Senior Administrative Assistant

Town Treasurer & Director of Accounting

- **Senior Manager of Financial Planning & Budgets**
  - Budgets & Financial Reporting Supervisor
    - Financial Analyst
    - Financial Analyst
    - Financial Analyst

- **Deputy Treasurer & Senior Manager of Accounting & Taxation**
  - Accounting Supervisor
    - General Accountant
    - Accounts Payable Coordinator
    - Financial Accountant
    - Financial Accountant (contract)
  - Property Tax Supervisor
    - Revenue & Taxation Coordinator
    - Revenue & Taxation Coordinator
    - Tax Analyst
  - Assessment Appeals Analyst

Senior Manager of Purchasing & Risk Management

- Risk & Insurance Advisor
- Purchasing Analyst
- Purchasing Clerk
- Stores Clerk
- Courier (contract)

Director of Human Resources

- HR Business Partner
- HR Business Partner
- HR Advisor
- Payroll & Pension Supervisor
  - Payroll Specialist

Director of Information Technology Services

- **Business Solutions Supervisor**
  - Business Application Analyst
  - Application Analyst
  - Application Analyst
  - Business Analyst - AMIS (contract)
  - Business Analyst
  - Business Analyst
- **Geomatics Program Supervisor**
  - Geomatics Technician
  - Geomatics Data Analyst
- **Infrastructure Operations Supervisor**
  - LAN/Desktop Coordinator
  - Help Desk Technician
  - Help Desk Technician (contract)

CORPORATE SERVICES

Supports and builds a workforce that is positively connected, safe, healthy, productive and highly engaged.

Develops policies and programs that promote learning and development, provide effective compensation, awareness of and compliance with applicable legislation, and the ongoing mitigation of risks to the Corporation.

▶ HUMAN RESOURCES
CORE ACTIVITIES:

- Promote employee well-being and ensure the workplace is healthy and safe for staff
- Provide professional guidance on HR-related employment matters to Senior Management and partner with business units to support them in meeting their short-term and long-term goals and objectives.
- Manage the recruitment and onboarding of staff.
- Administer and ensure the Town's compensation package (base pay, pension and benefits) is competitive and equitable to attract and retain top talent and comply with legislation.
- Plan, create and deliver a comprehensive training and development program that includes skills development in leadership; technology; health, safety and wellness; equity, diversity and inclusion; municipal matters; and general learning.
- In partnership with business partners, achieve optimal bargaining agreements with labour partners.
- Develop and deliver effective disability management programs that support early and safe return to work.
- Deliver programs and strategies that promote employee engagement.
- Partner with business units to manage day-to-day HR-related employment issues including performance management.
- Develop and maintain the succession planning program.
- Work with Senior Management to plan, implement, and maintain organizational design.
- Ensure legislative compliance.
- Report on HR-related activity and metrics.

CORPORATE SERVICES

▶ HUMAN RESOURCES
2022 ACCOMPLISHMENTS/SUCCESSES:

- Navigated the COVID-19 pandemic; performed on-going review and adherence to Public Health Guidelines and supported staff and management throughout the evolving pandemic situation.

- Reviewed and revised the Town's Corporate Health and Safety Policies.

- Working with the Joint Health and Safety Committees, refreshed and distributed Critical Incident Kits to all facilities.

- Led the successful negotiation of a new Fire Collective Agreement within Council's mandate.

- Completed Council Compensation Review.

- Completed the Part-time Wage and Pay Equity Review.

- Developed and implemented the Disconnecting from Work Policy per Bill 27, and the Employee Electronic Monitoring Policy per Bill 88, of the Working for Worker's Act, 2021 and 2022, respectively.

- In partnership with an external provider, administered corporate-wide training on the SAGE Coaching Model for Town leaders, targeted at meeting the needs of participants in accordance with the Town's values and goals for leadership practices and philosophies.

CORPORATE SERVICES

▶ HUMAN RESOURCES
ENVIRONMENTAL SCAN:

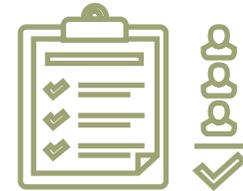|	
Challenges:	- Shifting priorities in response to new, provincially mandated policy requirements impacted the HR workplan. - Unusually tight labour market and the ability to attract top talent in an increasingly competitive labour market. - Continuous monitoring of the evolution of COVID-19 for any potential impacts on our current and future workplace.
Opportunities:	- Highly engaged, knowledgeable and experienced internal HR Staff team which has demonstrated flexibility and adaptability throughout the challenges of COVID-19, positioning the team for future continued success. - Modernization of HR's information storage system and practices as work increasingly becomes digital. Consider physical storage space, record retention, and cyber-security risks. - Office 365 and working remotely – increased opportunity for virtual collaboration in a hybrid work environment, including remote recruitment and on-boarding. Using new tools available to enhance HR's partnership with our business units.

CORPORATE SERVICES

▶ **HUMAN RESOURCES**
KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. **CUPE & Fire negotiations**	Within Council-approved mandate, negotiate a fair contract between the Town and the CUPE Local 73, and Halton Hills Professional Firefighters' Association, Local 3327.	- Human Resources in partnership with applicable operating departments.	Terms and conditions of employment between the Town and bargaining unit members that are fair and reasonable.	- Fiscal and Corporate Management
2. **Short-term Disability Management Program Review & Re-vamp**	With increasing numbers and complexity of short-term disability claims, source a 3rd party provider to administer the Town's short-term disability plan efficiently and effectively.	- 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. **Development of HR Strategic Plan**	The HR Strategic Plan will identify gaps in programs, tools and resources and develop a road map to ensure appropriate programs, supports and resources are in place to meet the organization's needs in the immediate (anticipated to be 5-year) future.	- Human Resources	Efficient and effective management of short-term disability claims. Staff's understanding and adherence to the short term disability (STD) claim process.	- Fiscal and Corporate Management

CORPORATE SERVICES

▶ HUMAN RESOURCES
KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
4. **Review of HR's policies, procedures, and tools from an equity, diversity and inclusion (EDI) lens.**	Equity, diversity, and inclusion has quickly become an important issue in workplaces and for Human Resources departments. It is important to ensure the Town's policies, practices and tools support equity, diversity, and inclusion. In partnership with an external consultant, this project will identify ways to improve EDI in the management of its workforce, and HR-related business processes.	- Human Resources in partnership with applicable operating departments.	Key policies and procedures, and the tools that support these respect the spirit of EDI. Staff become aware of and understand the principles, concepts and language of EDI.	- Fiscal and Corporate Management
5. **Refresh of recruitment efforts**	Review current recruitment activities against the challenges of the current labour market and competition for talent	- Human Resources	A recruitment strategy that is flexible and responsive to the needs of the hiring department and is successful in its efforts to market the Town and attract qualified candidates to apply.	- Fiscal and Corporate Management
6. **Payroll Business Continuity Plan**	Payroll activities are governed by legislation and important to the Town's business. It is important to ensure the payroll process is not disrupted. On-going development of tools and training of staff to back-up payroll, to ensure processes continue seamlessly in the event of an unforeseen incident or absence of key payroll staff.	- Human Resources	Up-to-date, comprehensive, step-by-step written instructions on how to process the Town's payroll.	- Fiscal and Corporate Management

CORPORATE SERVICES

▶ HUMAN RESOURCES
STAFFING IMPACT:

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

CORPORATE SERVICES

▶ HUMAN RESOURCES
PERFORMANCE INDICATORS:

Operational	Target
- Time to fill vacancies	- No change
- Number of qualified job applicants applying for positions	- To stay the same or increase

Quality of Life	Target
- Time off sick	- To manage staff back to work as early as warranted

CORPORATE SERVICES

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.

CORPORATE SERVICES

▶ INFORMATION TECHNOLOGY SERVICES
### 2022 ACCOMPLISHMENTS/SUCCESSES:

- Completed key infrastructure upgrades to support business needs:

  ◦ Continued deployment of mobile equipment and expanded technologies to support staff work from home.

  ◦ Replaced Server backup solution.

- Developed requirements for:

  ◦ Corporate Security Camera solution.

- Provided project support and implementation of the following:

  ◦ Supported expansion and modifications of systems to support the introduction of the Administrative Monetary Penalty System (AMPS) program.

  ◦ Customer service portal for Property Tax System.

  ◦ Asset management system.

  ◦ New multi-function copiers

CORPORATE SERVICES

▶ **INFORMATION TECHNOLOGY SERVICES**
ENVIRONMENTAL SCAN:

Challenges:	- Providing sufficient protection against cyber-attacks is an on-going challenge for all organizations. - Threat actors continue to have a high presence and are very active. - Continued investment in people and technology solutions is required to continue to provide the required protections. - Support of our hybrid work force has proven to be more challenging than on-site support and has required different tools and approaches in order to manage technology solutions.
Opportunities:	- Various business processes and practices involving technology were reviewed to seek out any areas for security and efficiency improvements. This included further leverage of collaboration and document sharing functionality of Office 365. - ITS Asset Inventory was reviewed and quality and accuracy of the data was improved.
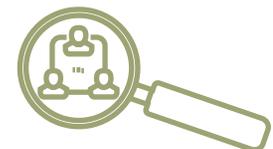
CORPORATE SERVICES

▶ **INFORMATION TECHNOLOGY SERVICES**
KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. **Asset Management Information System implementation**	Continued from 2022, 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 2022, 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 2022, 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. **Enterprise Content Management (ECM) Strategy**	Develop a strategy and plan of how to transition and manage organizational data in a digital format. This would include data capture, organization, access, security, retention/archival and eventual potential disposal.	- Information Technology Services	Corporate records more easily managed/searched, retention cycle automated and security improved. Reduce dependence on costly storage of paper records. Improved ability to support an increasingly mobile workforce.	- Shaping Growth - Fiscal & Corporate Management

CORPORATE SERVICES

▶ INFORMATION TECHNOLOGY SERVICES
STAFFING IMPACT:

	+/- FTE Estimates	Service Delivery Area
Full Time	0	
Part Time	+0.4	**Application Analyst for Automated Speed Enforcement (ASE)** Technical support to work with the requirements set out by the MTO to administer the ASE through Administrative Monetary Penalty System (AMPS). Required to work with the vendor of the ASE software to secure and store data as necessary.
Contract	+0.5	**Asset Management Business Analyst** Extend existing contract to continue on Asset Management System Implementation
	+1.0	**Help Desk Technician** Continuation of 1-year contract position for the Help Desk Technician

CORPORATE SERVICES

▶ INFORMATION TECHNOLOGY SERVICES
PERFORMANCE INDICATORS:

Operational	Target
High resolution rate of Help Desk requests.	- >90% resolved within expected time frame

Quality of Life	Target
n/a	- n/a

CORPORATE SERVICES

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.

CORPORATE SERVICES

▶ **PURCHASING & RISK MANAGEMENT**
2022 ACCOMPLISHMENTS/SUCCESSES:

- Development, issuance, evaluation of RFP for multi-function copiers
- Implementation and training of new multi-function copiers
- Review and implementation of new risk management claims software
- Review and implementation of new purchasing policy
- Participate as key member of Asset Management Information System implementation team

CORPORATE SERVICES

▶ PURCHASING & RISK MANAGEMENT
ENVIRONMENTAL SCAN:

Challenges:	- Increasing number of insurance claims involving lawyers add to the complexity - Training is difficult for implementation of copiers with number of staff working from home
Opportunities:	- 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.

CORPORATE SERVICES

▶ PURCHASING & RISK MANAGEMENT
KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. **Implementation of Asset Management Information System (AMIS)**	Member of implementation team for AMIS for Stores Inventory.	- Purchasing & Inventory	Best practices for inventory management. Increased efficiency and effectiveness.	- Fiscal and 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.	- Fiscal & Corporate Management

CORPORATE SERVICES

▶ PURCHASING & RISK MANAGEMENT
STAFFING IMPACT:

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

CORPORATE SERVICES

▶ **PURCHASING & RISK MANAGEMENT**
PERFORMANCE INDICATORS:

Operational	Target
Number of contract bids issued for recurring services.	- +5%

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

CORPORATE SERVICES

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 Benefits Charge Studies.
- Processes accounts receivable and payable.
- Manages the issuance of charitable donation receipts.
- Provides oversight on community group loans.
- Ensures legislative compliance.

CORPORATE SERVICES

▶ FINANCE

2022 ACCOMPLISHMENTS/SUCCESSES:

- Completion of annual financial statements and Management Discussion & Analysis Report, with limited access to financial systems
- Completed crucial foundational steps to create a customer portal for property owners to have access on-line to select property tax information
- Completed the review and update of the Development Charges By-law and Community Benefits Charge Study and By-law

CORPORATE SERVICES

▶ **FINANCE**
ENVIRONMENTAL SCAN:

Challenges:	- Staffing challenges re: retirements, illness compounded with steep and long learning curve for niche financial roles with complex systems. Current structure does not have enough capacity to allow backfill for absences and on-going service levels cannot be guaranteed.
	- Ever increasing complex reporting requirements, combined with an organizational data hierarchy that currently does not support this need (ie: increased number of grants requiring tracking; PSAB regulatory changes; reporting on the outcomes of new programs and the ongoing need to create information from multiple data sources)
	- Lack of assessment growth – placing increased pressure on finance staff to have to manage cash flows, debt levels and reserve balances to ensure Town is financially sustainable.
Opportunities:	- New customer portal for taxpayers – to yield future efficiencies and provide improved customer service
	- Additional finance expertise (finance coordinator) can provide workload capacity and support on-going customer service
	- New customer service initiative – to yield future efficiencies and provide improved custor…

CORPORATE SERVICES

▶ **FINANCE**
KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
1. **Customer portal for taxpayers**	On-line access for tax payers to self serve select property tax account information	- Finance	- Improved customer service - Staff processing time efficiencies - Reduction in fee revenue - will need a funding source	- Fiscal & Corporate Management
2. **Asset Management and Project Costing initiative**	Provide subject matter expertise for the Asset Management Information System (AMIS) project and the removal of operating project costing function from Great Plains	- Finance	- Functional AMIS system - Required substantial re-work on the GL and reporting side	- Fiscal & Corporate Management
3. **Customer Service/ Incoming revenues**	Provide subject matter expertise on financial business processes related to customer service	- Finance	- Improvements to customer service - Reduction of number of customer handovers - Maintain internal financial controls over the receipt and recording of incoming monies	- Fiscal & Corporate Management

CORPORATE SERVICES

▶ **FINANCE**
KEY INITIATIVES:

Project/Initiative	Description	Division	Outcomes & Outputs	Strategic Alignment
4. **Document business processes**	Improve internal controls, training tools and consistent approach	- Finance	- Consistency - Reduce training time for new staff - Save time during year end process with the documentation of difficult technical concepts - Improved financial controls	- Fiscal & Corporate Management
5. **PSAB 3280 Asset Retirement Obligation**	Undertake a review of all TCAs to determine if retirement costs are applicable	- Finance	- Compliance with Public Sector Accounting Standards - Accurate Financial reporting	- Fiscal & Corporate Management

CORPORATE SERVICES

▶ FINANCE
STAFFING IMPACT:

	+/- FTE Estimates	Service Delivery Area
Full Time	0	
Part Time	0	
Contract	+1.0	**Finance Coordinator** Additional resource required to maintain current levels of service re: payables, receivables & financial reporting for both internal and external stakeholders. (i.e. Increased number of grants requiring tracking; PSAB regulatory changes; reporting on the outcomes of new programs and the ongoing need to create information from multiple data sources).

CORPORATE SERVICES

▶ FINANCE
PERFORMANCE INDICATORS:

Operational	Target
Maintain 8 business day reporting cycle of management information.	- 100% achieved between June and November

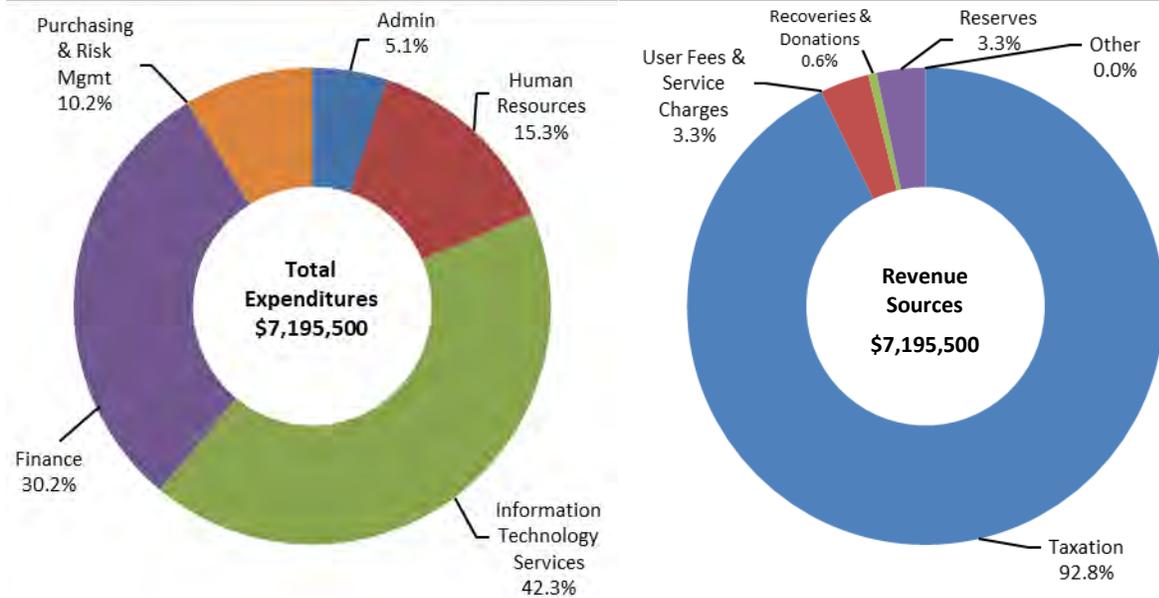| Quality of Life	Target
Manage staff OT (both paid and time off in lieu).	- Maximum accrued time off in lieu hours per employee at any one time in the year - 35 hours

2023 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 are supported by highly skilled staff who provide professional expertise and manage resources essential to the successful operation of the municipality.

2023 Operating Budget Highlights

The proposed Corporate Services Operating Budget for 2023 is $7,195,500 in gross expenditures and $6,676,800 in net expenditures supported from the general tax levy. This represents an 8.5% increase over the 2022 budget.

	2022		2023					2023 vs. 2022	
	Budget ($)	Forecast ($)	Base Budget ($)	Pre-Approved Capital Impacts ($)	Inclusions ($)	One-Time ($)	Total Budget ($)	Budget Change	
Expense	6,698,400	6,298,152	6,896,000	-	299,500	-	7,195,500	497,100	7.4%
Revenue	(546,300)	(465,217)	(518,700)	-	-	-	(518,700)	27,600	(5.1%)
Total Net Expenditures	6,152,100	5,832,935	6,377,300	-	299,500	-	6,676,800	524,700	8.5%

Total Expenditures $7,195,500

Admin 5.1%
Human Resources 15.3%
Purchasing & Risk Mgmt 10.2%
Finance 30.2%
Information Technology Services 42.3%

Revenue Sources $7,195,500

Recoveries & Donations 0.6%
Reserves 3.3%
Other 0.0%
User Fees & Service Charges 3.3%
Taxation 92.8%

	2022		2023					2023 vs. 2022	
	Budget ($)	Forecast ($)	Base Budget ($)	Pre-Approved Capital Impacts ($)	Inclusions ($)	One-Time ($)	Total Budget ($)	Budget Change	
Division									
Administration									
Expense	353,000	341,898	367,600	-	-	-	367,600	14,600	4.1%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	353,000	341,898	367,600	-	-	-	367,600	14,600	4.1%
Human Resources									
Expense	921,700	857,056	954,300	-	20,000	-	974,300	52,600	5.7%
Revenue	-	-	-	-	-	-	-	-	0.0%
Net Expenditures	921,700	857,056	954,300	-	20,000	-	974,300	52,600	5.7%
Information Technology Services									
Expense	2,762,700	2,565,540	2,847,500	-	199,700	-	3,047,200	284,500	10.3%
Revenue	(159,500)	(45,400)	(116,600)	-	-	-	(116,600)	42,900	(26.9%)
Net Expenditures	2,603,200	2,520,140	2,730,900	-	199,700	-	2,930,600	327,400	12.6%
Finance									
Expense	2,037,300	1,931,309	2,096,400	-	79,800	-	2,176,200	138,900	6.8%
Revenue	(383,800)	(419,217)	(401,500)	-	-	-	(401,500)	(17,700)	4.6%
Net Expenditures	1,653,500	1,512,092	1,694,900	-	79,800	-	1,774,700	121,200	7.3%
Purchasing & Risk Management									
Expense	623,700	602,349	630,200	-	-	-	630,200	6,500	1.0%
Revenue	(3,000)	(600)	(600)	-	-	-	(600)	2,400	(80.0%)
Net Expenditures	620,700	601,749	629,600	-	-	-	629,600	8,900	1.4%
Total									
Expense	6,698,400	6,298,152	6,896,000	-	299,500	-	7,195,500	497,100	7.4%
Revenue	(546,300)	(465,217)	(518,700)	-	-	-	(518,700)	27,600	(5.1%)
Total Net Expenditures	6,152,100	5,832,935	6,377,300	-	299,500	-	6,676,800	524,700	8.5%

The $524,700, or 8.5%, net increase to the Corporate Services Operating Budget includes various inclusions to support the effective and efficient delivery of services for the corporation. The following major budget changes are included in the Corporate Services Operating Budget for 2023:

Continuation of Existing Service Delivery

▪ $145,100 or 2.3%, 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 1.5 % proposed economic adjustment, and cost adjustments associated with the Town's benefit provider.

▪ Provisions totalling $182,700 for the Information Technology Services division to extend two existing contract staff positions that are required to support service delivery. The two positions are the contract Help-Desk Technician (+1.0 FTE), and the Asset Management Business Analyst (+0.5 FTE) to support the implementation and operation of the Asset Management Information System.

▪ Other changes related to existing service delivery include $100,000 in additional IT security costs related to the cyber-security incident which were pre-approved through confidential council report CORPSERV-2022-0019, as well as reductions of $(19,900) in miscellaneous base budget adjustments for existing services.

- $20,000 for contracted services for Short-Term Disability Claims Management which will provide increased efficiency and effectiveness in the management of short-term disability claims to support the Town's return-to-work programs.

Legislative Compliance

- To support service delivery in the Finance division, $79,800 has been included for a Financial Coordinator – Contract position (+1.0 FTE) to assist with enhanced reporting and other requirements for the Town such as the new Asset Retirement Obligation accounting standard requirements.

Investment in Transportation & Transit

- $17,000 for an Application Analyst (+0.4 FTE) in the Information Technology Services division to provide system support as part of the implementation of the Automated Speed Enforcement program for Transportation Services.

Budget Inclusion 2023

Position/Program

Asset Management Business Analyst (Contract)

Ref No. 23-9

Budget Impact $ 100,900

Approved by Council? Yes ☐ No ☑

FTE Impact 0.5

Included in Budget? Yes ☑ No ☐

Effective Date January 1, 2023

Department

Corporate Services

Division

Information Technology Services

Description of Services to be Performed:

This budget request is to convert the existing part time Asset Management Business Analyst contract position (which will end December 2022) to an on-going full time contract. This position was put in place in 2020 to implement the Town's new Asset Management Information System (AMIS) and related work-order systems (capital project 2300-05-2002). These systems will be used to track and monitor data related to Asset Management Planning for use in corporate decision making in the future.

It is crucial that this contract resource remains on an on-going basis through completion of the capital project and after the project is complete, in order to provide continued support for the implementation of the new systems. The existing part time contract position (0.5 full time equivalent (FTE)) has been funded through a one-time operating budget provision and the approved capital project, which have been fully utilized. The conversion to an on-going full time contract requires an additional 0.5 FTE at an annual budget provision of $100,900.

Accordingly, it is recommended that the existing contract be converted to an on-going full time contract (+0.5 FTE).

Risk If not approved: If this position is not retained, the effectiveness of the project implementation may be at risk, and proper integration and maintenance of the new systems for use in future business processes may not have adequate support, impacting the Corporation's ability to manage assets and make optimal investment decisions.

Budget Impact:

Expenditures:

		Account & Notes:
Salary & Benefits	$ 100,900	Contract Wages
Total	$ 100,900	

Revenue:

Other		
Total	$ -	
Net Cost	$ 100,900	

Budget Inclusion 2023

Position/Program	**Ref No.**	23-10
IT Help Desk Technician (Contract)	**Budget Impact**	$ 81,800
Approved by Council? Yes ☐ No ☑	**FTE Impact**	1.0
Included in Budget? Yes ☑ No ☐	**Effective Date**	January 1, 2023

Department	**Division**
Corporate Services	Information Technology Services

Description of Services to be Performed:

This Inclusion is to request a budget provision required to retain an existing contract position as an on-going full time contract.

This position was originally created in 2020 in response to increased IT Helpdesk needs as a result of the shift to work-from-home due to COVID-19. As such, the position has been funded through Federal/Provincial Safe Restart Agreement Funding.

As the Town continues its transition to a hybrid model of work, as well as recovers from the recent cyber-security incident, there is a need to continue this contract position in order to maintain reliable and timely IT help-desk services to all user departments within the Town. In order to retain the current contract on an on-going full time basis, which translates to 1.0 full time equivalent (FTE), an annual budget provision of $81,800 is required.

Accordingly, it is recommended that this position be approved for an on-going full time contract position (1.0 FTE).

Risk if not approved: The ability for existing IT staff to respond to the increased volume of help-desk tickets and other IT issues may become hindered without adequate staffing resources available. This may impact the delivery of other crucial Town services.

Budget Impact:

Expenditures:		**Account & Notes:**
Salary & Benefits	81,800	Contract Wages
Other		
Total	$ 81,800	
Revenue:		
Fees		
Other		
Total	$ -	
Net Cost	$ 81,800	

Budget Inclusion 2023

Position/Program		**Ref No.**	23-11

Financial Coordinator (Contract)

			Budget Impact	$	79,800

Approved by Council?	Yes ☐	No ☑	**FTE Impact**	1.0

Included in Budget?	Yes ☑	No ☐	**Effective Date**	January 1, 2023

Department	**Division**
Corporate Services	Accounting and Taxation

Description of Services to be Performed:

The Finance department is currently transitioning to meet increasingly complex reporting challenges, regulatory changes, service enhancements and transactional volume increases. As such, it has become necessary to add the position of Finance Coordinator to ensure seamless internal and external customer service in the following areas:

1) Coordination and completion of reporting and monitoring of new corporate programs such as Retrofit Halton Hills and the pilot program for security bonds 2) Dedicated subject matter expertise for the AMANDA software, to ensure seamless internal and external customer service supporting the planned growth for the Town 3) Data processing support for core financial systems including accounts payables and receivables, the verification and audit of transactions paid with corporate purchasing cards 4) Assistance to the Accounting Supervisor in the areas of reconciliations for various accounts, the tracking & reporting of fixed assets, land inventory for contaminated sites & asset retirement obligations.

Accordingly, it is recommended that this position be approved as an on-going full time contract (1.0 FTE).

Risk if not approved: The inability to manage all required statutory reporting with current staffing levels without great risk to current staff retention. Additionally, delays in statutory reporting as well as potential additional costs for external audit work required to ensure accuracy.

Budget Impact:

Expenditures:		Account & Notes:

Salary & Benefits	$ 79,800	Contract Wages
Supplies & Services		
Other		
Total	$ 79,800	

Revenue:

Other		
Total	$ -	
Net Cost	$ 79,800	

Budget Inclusion 2023

Position/Program	**Ref. No.**	23-12
Short-Term Disability Claims Management Services	**Budget Impact**	$ 20,000

Approved by Council?	Yes ☐ No ☑	**FTE Impact**	-
Included in Budget?	Yes ☑ No ☐	**Effective Date**	January 1, 2023

Department	**Division**
Corporate Services	Human Resources

Description of Services to be Performed:

This inclusion is to request a budget provision to accommodate a structured short-term disability management program.

Employee absences can affect an organization's ability to deliver its business effectively and efficiently. Health events do occur and at times require employees to take time off to recover. With the growth in the Town's business, aging workforce, and impacts of COVID-19, short-term disability (STD) claims are increasing and becoming more complex. The Town's current resources are not able to manage the increasing demands on its STD program.

A comprehensive and structured approach to disability management (which includes case management and a structured claims administration process) will help to achieve the best possible outcomes for the Town and its employees and to ensure that the short-term disability management program is utilized for the intended purpose, and administered efficiently and effectively. As third-party claims management services have access to medical professionals, they are better able to obtain medical information to more effectively manage the claim. The annual cost to employ the third party service is currently estimated at $20,000 annually.

Accordingly, it is recommended that a base budget increase of $20,000 in 2023 be approved for the new Short-term Disability Claims Management Services as a budget increase.

Risk if not approved: That the effectiveness in managing short-term disability claims and returning staff to work may be reduced as existing Human Resources staff will be required to manage increased volumes and more complex claims.

Budget Impact:

Expenditures:		**Account & Notes:**
Salary & Benefits		
Supplies & Services	$ 20,000	Contracted Services
Total	$ 20,000	
Revenue:		
Other		
Total	$ -	
Net Cost	$ 20,000	

Corporate Services

Capital Forecast 2023 - 2032

Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	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	-	-	10,000	-	10,000	-	10,000	-	10,000	-	40,000
2200-22-0102	Salary Survey	-	40,000	-	-	40,000	-	-	40,000	-	-	120,000
2200-22-0103	Employee Engagement	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
2200-22-0105	Council Compensation Survey	-	-	15,000	-	-	-	15,000	-	-	-	30,000
2200-22-2201	Part-time Wage & Pay Equity Review	-	-	-	-	40,000	-	-	-	-	-	40,000
2200-22-2302	Human Resources Strategic Plan	60,000	-	-	-	-	60,000	-	-	-	-	120,000
Subtotal		**85,000**	**65,000**	**100,000**	**25,000**	**115,000**	**85,000**	**50,000**	**115,000**	**35,000**	**25,000**	**700,000**
INFORMATION TECHNOLOGY SERVICES												
2300-04-0101	Technology Refresh	150,000	150,000	150,000	150,000	170,000	170,000	170,000	170,000	170,000	170,000	1,620,000
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
2300-05-2001	Firewall Replacement	-	-	30,000	-	-	-	-	30,000	-	-	60,000
2300-05-0103	Microsoft Licensing	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
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	30,000	500,000	-	-	-	-	-	-	-	-	530,000
2300-10-1909	Corporate Collaboration Strategy	-	55,000	-	-	-	-	-	-	-	-	55,000
2300-10-1908	HUB Review Strategy	40,000	-	100,000	-	-	-	-	-	-	-	140,000
2300-05-2106	Open Data Implementation	-	-	15,000	-	-	-	-	-	-	-	15,000
2300-05-2201	AMANDA Planning	-	575,000	-	-	-	-	-	-	-	-	575,000
2300-05-2202	SAN Replacement	-	-	-	-	165,000	-	-	-	-	200,000	365,000
2300-05-2203	Backup Solution Replacement	-	-	-	-	60,000	-	-	-	-	60,000	120,000
2300-10-2106	Customer Service Strategy	-	-	35,000	-	-	-	-	-	-	-	35,000
2300-05-2301	Implement Customer Service Strategy Recommendations	-	-	-	400,000	-	-	-	-	-	-	400,000
2300-10-2108	Point of Sale System Discovery	-	-	35,000	-	-	-	-	-	-	-	35,000
2300-09-1601	Large Scale Plotter - Printer	-	45,000	-	-	-	-	45,000	-	-	-	90,000
2300-10-1501	Geospatial Data	10,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	145,000
2300-10-2002	BI reporting & Dashboarding Strategy	-	50,000	-	-	-	-	-	-	-	-	50,000
2300-05-2104	BI - Implement BI Technologies	-	-	100,000	-	-	-	-	-	-	-	100,000
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	25,000	250,000
2300-22-1601	Technology Strat Plan Update	-	50,000	-	-	-	60,000	-	-	-	75,000	185,000
2300-10-2102	GP Fit/Gap Analysis	-	50,000	-	-	-	-	-	-	-	-	50,000
2300-10-2302	Facility Employee access system review	25,000	-	-	-	-	-	-	-	-	-	25,000
Subtotal		**300,000**	**1,635,000**	**655,000**	**610,000**	**455,000**	**290,000**	**275,000**	**403,000**	**230,000**	**565,000**	**5,418,000**

Project No.	Project Name	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
FINANCE												
2400-10-2001	Development Charges Study	-	-	242,000	-	-	-	-	242,000	-	-	484,000
2400-22-2501	CBC Strategy	-	-	58,000	-	-	-	-	58,000	-	-	116,000
2500-22-0102	User Fee Review	-	-	-	-	-	60,000	-	-	-	-	60,000
Subtotal		-	-	300,000	-	-	60,000	-	300,000	-	-	660,000
PURCHASING & RISK MANAGEMENT												
2600-06-0101	Photocopier/Fax/Printers	-	-	-	-	200,000	-	-	-	-	200,000	400,000
2600-09-2201	Mail Folder-Stuff Machine Replacement	-	-	-	-	-	-	-	-	-	30,000	30,000
2600-22-2301	Enterprise Risk Management Software	-	100,000	-	-	-	-	-	-	-	-	100,000
Subtotal		-	100,000	-	-	200,000	-	-	-	-	230,000	530,000
TOTAL CORPORATE SERVICES		385,000	1,800,000	1,055,000	635,000	770,000	435,000	325,000	818,000	265,000	820,000	7,308,000

2023 Capital Budget and 2024 – 2032 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 the lingering impacts of the COVID-19 pandemic. 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 $7.30 million with $385,000 proposed for 2023. The following summarizes key components of the Capital Forecast:

- As per the CTSP, the 2023 capital budget and forecast are committed to enhancing technology including hardware replacement and upgrades, as well as service improvement projects that will modernize service delivery.
- $2,020,000 for lifecycle replacement of corporate IT infrastructure and printers.
- $660,000 for financial planning including the future updates of the Development Charge & Community Benefits Charge Background Studies, and user fee reviews.
- $700,000 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. An update to the Human Resources Strategic Plan has also been added to the forecast to help inform on future best practices.

Corporate Services

2023 Capital Budget

Page No.	Project No.	Project Name	2023 Score	Total Amount	Total Funding	Base Capital Budget	Development Charges	Capital Reserves	Grants & Recoveries	Debentures
193	2300-10-2302	Facility Employee access system review	*3	25,000	25,000	-	-	25,000	-	-
194	2300-10-1908	HUB Review Strategy	*2	40,000	40,000	-	-	40,000	-	-
195	2300-05-2103	Enterprise Content Management Implementation	*1	30,000	30,000	-	-	30,000	-	-
196	2200-10-2101	Succession Plan-Training/Dev	4.60	15,000	15,000	15,000	-	-	-	-
197	2200-22-2302	Human Resources Strategic Plan	4.00	60,000	60,000	-	-	60,000	-	-
198	2300-05-0103	Microsoft Licensing	4.00	20,000	20,000	-	-	20,000	-	-
199	2300-10-1501	Geospatial Data	3.80	10,000	10,000	-	-	10,000	-	-
200	2300-10-2105	Corporate Compute and Storage Evergreen	3.70	25,000	25,000	-	-	25,000	-	-
201	2300-04-0101	Technology Refresh	3.00	150,000	150,000	-	-	150,000	-	-
202	2200-22-0103	Employee Engagement	1.80	10,000	10,000	-	-	10,000	-	-
2023 Total				385,000	385,000	15,000	-	370,000	-	-

These projects were assessed by the Corporate Technology Governance Committee under a separate scoring matrix and were ranked in sequential order.

Please refer to the proceeding Capital Project Information sheets for details on 2023 capital projects.

2023 Capital Project Information Sheet

Project No. 2300-10-2302	**Project Name** Facility Employee Access System Review	**2023 Budget** $25,000

Department Corporate Services	**Division** Information Technology Services	**Project Manager** Murray Colquhoun

Service Category		**2023 Score**	*3
Administration		**Funding Sources**	**Amount**
Target Start Date	Jul 2023	Capital Replacement Reserve	$25,000
Target Completion Date	Dec 2023		
Future Period Capital Requirements	$0		
Operating Impact	$0	**Project Phase**	Study/Design

Description

Scope: At present, multiple independent access control systems exist at various Town facilities. Different vendors, technologies, and physical key fob devices are currently in place at Town Hall, Libraries, Operations Centre, Fire Stations and some facilities have no access system. The intent of this project would be to assess the corporate requirements and define a harmonized standard to apply, moving forward, to any retrofit or new installations of facility access systems.

Deliverables: A harmonized standard solution defined that best meets the majority of the needs defined by all Town facilities.

Benefits: Simplified implementation, support, maintenance and operation of a harmonized solution across any Town facility. Enables a centralized administration of facility access if so desired in the future.

Risks If Not Implemented: In the absence of a harmonized standard, each facility will likely independently select their own system. This makes implementation, support, maintenance and operations more inefficient and costly than a harmonized standard.

Additional Information:

2023 Capital Project Information Sheet

Project No. 2300-10-1908	Project Name HUB Review Strategy		2023 Budget $40,000
Department Corporate Services	**Division** Information Technology Services	**Project Manager** Murray Colquhoun	

Service Category		2023 Score	*2
Administration		**Funding Sources**	**Amount**
Target Start Date	Jan 2023	Capital Replacement Reserve	$40,000
Target Completion Date	Jun 2023		
Future Period Capital Requirements	$100,000		
Operating Impact	$0	**Project Phase**	Study/Design

Description

Scope: The HUB is the Intranet site that has been maintained to support various functions for the Town. These functions have included a location for staff to store/find Policies and Procedures, Templates, Departmental information, internal communication announcements, links to other cloud services such as Permitting (Amanda), GIS, Payroll (DayForce), Employee Recognition (OurThanksToYou), Training booking, etc. The current platform that the HUB is built on has reached end of life. This strategy is to assess the overall needs of the organization moving forward and to develop a strategy, roadmap and budget for implementing a solution to meet these and/or other defined needs for a corporate Intranet.

Deliverables: A strategy, roadmap and budget for implementing a solution to meet these and/or other defined needs for a corporate Intranet.

Benefits: Improved tool for provision of various internally focused services and communications to the organization.

Risks If Not Implemented: The existing HUB cannot be maintained at its current version as it is not supported by Microsoft. The strategy guides its replacement and in the absence of the strategy there is likelihood of making an uninformed choice with proper requirements undefined and potential solutions not explored, resulting in a failed implementation.

Additional Information:

2023 Capital Project Information Sheet

Project No.	**Project Name**		**2023 Budget**
2300-05-2103	Enterprise Content Management Strategy		$30,000

Department	**Division**	**Project Manager**
Corporate Services	Information Technology Services	Murray Colquhoun

Service Category		**2023 Score**	*1
Administration		**Funding Sources**	**Amount**
Target Start Date	Jul 2023	Capital Replacement Reserve	$30,000
Target Completion Date	Dec 2023		
Future Period Capital Requirements	$500,000		
Operating Impact	$0	**Project Phase**	Study/Design

Description

Scope: Develop a strategy and plan of how to transition and manage organizational data in a digital format. This would include data capture, organization, access, security, retention/archival and eventual potential disposal.

Deliverables: A defined plan, roadmap and proposed budget of how to proceed organizationally with an implementation of an ECM system.

Benefits: Coporate records more easily managed/searched, retention cycle automated and security improved. Reduce dependence on costly storage of paper records. Improved ability to support an increasingly mobile workforce.

Risks If Not Implemented: Continue to largely be a paper based organization and require to require filing space for paper records and off-site storage for paper records not readily required.

Additional Information:

2023 Capital Project Information Sheet

Project No.	Project Name	2023 Budget
2200-10-2101	Succession Plan-Training/Dev	$15,000

Department	Division	Project Manager
Corporate Services	Human Resources	Jonna Ison

Service Category		2023 Score	4.6
Administration		**Funding Sources**	**Amount**
Target Start Date	Jan 2023	Base Capital	$15,000
Target Completion Date	Dec 2023		
Future Period Capital Requirements	Annual		
Operating Impact	$0	**Project Phase**	Other

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:
There are several advantages for both employers and employees to having a formal succession plan:
• 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;
• Employees are better prepared to advance, which increases job satisfaction;
• Development investments will result in more experienced and knowledgeable staff;
• When retirements occur, there is a reduced risk of knowledge loss and business interruption; and
• 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:

2023 Capital Project Information Sheet

Project No. 2200-22-2302	Project Name Human Resources Strategic Plan		2023 Budget $60,000
Department Corporate Services	**Division** Human Resources	**Project Manager** Jonna Ison	

Service Category		**2023 Score**	4.0
Administration		**Funding Sources**	**Amount**
Target Start Date	Jan 2023	Strategic Planning Reserve	$60,000
Target Completion Date	Dec 2023		
Future Period Capital Requirements	$0		
Operating Impact	$0	**Project Phase**	Study/Design

Description

Scope: This project will see a consultant hired to research and develop a 5-year strategic plan for the Human Resources division. Internal consultation with departments would be an expected part of this project and the outcome would guide the priorities and resources in the HR division over the subsequent 5-year period.

Deliverables: The development of a roadmap to meet the future HR needs of the organization and to assist HR staff in organizing priorities and resources in a way that is efficient and effective.

Benefits:
- Allows HR staff to plan for future work; and
- Determines staffing resources required to deliver programs and services identified as priorities of the organization as it grows.

Risks If Not Implemented: HR function will not progress and risks falling behind our competitors. HR will not be able to provide services that are key to meeting future town needs, and HR will continue to be under-resourced as the Town grows.

Additional Information:

2023 Capital Project Information Sheet

Project No.	Project Name		2023 Budget
2300-05-0103	Microsoft Licensing		$20,000

Department	Division	Project Manager
Corporate Services	Information Technology Services	Murray Colquhoun

Service Category		2023 Score	4.0
Administration		**Funding Sources**	**Amount**
Target Start Date	Jan 2023	Technology Replacement Reserve	$20,000
Target Completion Date	Dec 2023		
Future Period Capital Requirements	Annual		
Operating Impact	$0	**Project Phase**	Implementation

Description

Scope:	This project enables the upgrade/replacement of Microsoft Server software as needed based on software product lifecycles.
Deliverables:	Continue the established program of upgrading MS server software as it reaches end of life/support.
Benefits:	Maintains server software at supported levels to enable access to vendor security, bug and enhancement patches.
Risks If Not Implemented:	Server software will become dated and unsupportable. This could result in failure of the technology systems to perform the function they were designed for, make them vulnerable to cyber security attack and/or degraded performance.
Additional Information:	

2023 Capital Project Information Sheet

Project No. 2300-10-1501	Project Name Geospatial Data		2023 Budget $10,000
Department Corporate Services	**Division** Information Technology Services	**Project Manager** Murray Colquhoun	

Service Category		2023 Score	3.8
Administration		**Funding Sources**	**Amount**
Target Start Date	Jan 2023	Technology Replacement Reserve	$10,000
Target Completion Date	Dec 2023		
Future Period Capital Requirements	Annual		
Operating Impact	$0	**Project Phase**	Implementation

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 Muncipalities 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 thier job, will be making decisions on out-dated data, or will result in conflicting assessments with developers and external reviewing Agencies that have access to more current data.

Additional Information:

2023 Capital Project Information Sheet

Project No. 2300-10-2105	Project Name Corporate Computer and Storage Evergreen Program		2023 Budget $25,000
Department Corporate Services	**Division** Information Technology Services	**Project Manager** Murray Colquhoun	
Service Category Administration		**2023 Score**	3.7
		Funding Sources	**Amount**
Target Start Date	Apr 2023	Technology Replacement Reserve	$25,000
Target Completion Date	Sep 2023		
Future Period Capital Requirements	Annual		
Operating Impact	$0	**Project Phase**	Implementation

Description

Scope: This project involves the life cycle replacement of server and storage hardware with new hardware. The replacement hardware will be sized to accommodate current and anticipated future data processing and storage requirements of corporate business systems.

Deliverables: Replace end of life server and data storage equipment.

Benefits: Reliable, efficient data processing and storage capabilities for all Town staff.

Risks If Not Implemented: If server and data storage equipment are not updated, overall system speed and performance will be impacted with the possibility of eventual failure. In the event of failure, business system access and business system data can be at risk with a resulting critical impact on service delivery.

Additional Information:

2023 Capital Project Information Sheet

Project No.	Project Name		2023 Budget
2300-04-0101	Technology Refresh		$150,000

Department	Division	Project Manager
Corporate Services	Information Technology Services	Murray Colquhoun

Service Category		2023 Score	3.0
Administration		**Funding Sources**	**Amount**
Target Start Date	Jan 2023	Technology Replacement Reserve	$150,000
Target Completion Date	Dec 2023		
Future Period Capital Requirements	Annual		
Operating Impact	$0	**Project Phase**	Implementation

Description

Scope: This project involves the replacement of IT equipment that is reaching end of warranty state with new equipment. All required programs and data will be reinstalled on replacement equipment. 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:

2023 Capital Project Information Sheet

Project No.	Project Name		2023 Budget
2200-22-0103	Employee Engagement		$10,000

Department	Division	Project Manager
Corporate Services	Human Resources	Jonna Ison

Service Category	2023 Score	
Administration	**Funding Sources**	**Amount**
Target Start Date — Jan 2023	Strategic Planning Reserve	$10,000
Target Completion Date — Dec 2023		
Future Period Capital Requirements — Annual		
Operating Impact — $0	**Project Phase**	Other

Description

Scope: An engaged workforce is important to developing a high-performing organization. Recognizing and rewarding employee committment and performance assists in fostering a culture of highly engaged employees. The Employee Engagement program is to fund activities and events that are meant to foster staff engagement.

Deliverables: Activities/events (e.g. Employee Appreciation BBQ), and rewards and recogition (e.g. gift cards of a modest amount), to recognize employees for their contributions to the success of the business.

Benefits: Employees feel appreciated for the the work they do, employee engagement levels increase, which promotes a positive workplace culture and decreases and turnover.

Risks If Not Implemented: Staff may feel unappreciated which over time, can lead to a less motivated and disengaged workforce. Lower levels of employee egnagement can lead to reduced staff productivity, highger absenteeism, and staff turnover alll of which impact an organization's ability to effectively and efficiently meet its business goals.

Additional Information: