

Financial & IT Services

SERVICE LEVELS & STANDARDS

Financial & IT Services Overview

General Overview

Provides integrated oversight of the Municipality's financial management and technology infrastructure. The department is responsible for budgets, financial reporting, audit compliance, procurement, grant administration, and financial planning, while ensuring compliance with legislative requirements. The IT function supports all municipal operations through the planning, delivery, and security of technology systems. Together, Financial and IT Services enable reliable, secure, and compliant service delivery across the organization, supporting effective decision-making and continuity of municipal services.

Service Type Financial and Information Technology services include both mandatory statutory requirements and discretionary services established or enhanced by Council. Core financial functions, such as financial reporting, taxation, payroll, and audit compliance, are legislated and considered essential to municipal operations. Similarly, IT services provide the foundational systems, security, and data management required to meet legislative, regulatory, and business continuity obligations.

Service levels have been structured on the basis that these core financial and technology functions are essential to maintaining municipal operations. Additional service delivery priorities such as customer service standards are determined based on Council direction, organizational needs, risk considerations, and available resources, with flexibility to adjust service levels in response to changing demands and capacity.

Financial & IT Services Overview

- Financial Management
 - Audit
 - Budgeting
 - Procurement
 - Taxation
 - Payroll & Benefits
 - Accounts Payable and Receivable
 - Grant Administration
 - Customer Service
 - End User Computer
 - Network and Server Infrastructure
 - Cybersecurity
 - Cloud Management
 - Application and Data Management
 - Telecommunications
 - Mobile Device Management
 - Corporate CCTV systems
- Funding Sources:
- General tax levy
 - User fees
 - Grants

Financial & IT Services Resource Levels

Employee Type	Job Title	Notes
FTE Management	<ul style="list-style-type: none"> • General Manager/Treasurer (1) • Deputy Treasurer(1) • IT Manager (1) 	
FTE Administration	<ul style="list-style-type: none"> • Tax Coordinator (1) • Accounts Administrator (1) • Procurement & Grants Coordinator (1) • IT Administrator (1) 	
FTE Split Administration Split	<ul style="list-style-type: none"> • Customer Services Representative (1.5) • Payroll & Benefits Coordinator (0.5) 	<p>0.5 Shared with Building Department</p> <p>0.5 Shared with Human Resources</p>
Summer Students	<ul style="list-style-type: none"> • IT Summer Students (2-3) 	Contract employees from May-August.
Total	9 Full Time Equivalent	

Authorities

PROVINCIAL & FEDERAL LEGISLATION

- *Municipal Act*
- *Assessment Act*
- *Development Charges Act*
- *Public Sector Accounting Board (PSAB) Standards*
- *Ontario Regulation 588/17) (Asset Management Planning)*
- *Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)*
- *Employment Standards Act (ESA)*
- *Canada Revenue Agency (CRA) Requirements*
- *Accessibility for Ontarian with Disabilities Act (OADA)*

MUNICIPAL BY-LAWS AND POLICIES

- *Procurement By-Law*
- *Fees & Charges By-Law*
- *Customer Service Policy*
- *Accounts Payable and Receivable Policies*
- *Tax Collection Policy*
- *Tangible Capital Asset Policy*
- *Investment Policy*
- *Non Union Compensation Bylaw*
- *Union Agreements*
- *Etc...*

Financial Services – Financial Management & Reporting



Core Mandate: Deliver legislated and essential financial management functions to support municipal operations, accountability, and decision making

Key Services: Annual budget development, quarterly financial reporting, year end financial statements and FIR, annual financial audit, cashflow and investment management, debt oversight, financial policies administration, internal controls

Service Levels:

Mandatory: Budget preparation, audit, financial statements, FIR, and debt compliance (inc. ARL)

Essential: Ongoing reporting, cash/investment management, policy oversight, and risk controls

Service Standards Highlights:

- Monthly internal reports within 30 days, quarterly Council reporting within 60 days
- Audited statements issued annually
- Annual Budget Preparation
- Daily cash monitoring, weekly deposits, monthly reconciliations
- Policy review at least every 5 years
- Internal controls monitored regularly

Resourcing: 2 FTE

Outcome: Ensures strong financial stewardship, legislative compliance, and timely, reliable information to support Council and organizational decision-making

Financial Services – Procurement

Core Mandate: Ensure transparent, fair, and complaint procurement processes that deliver best value to the municipality while meeting legislative, trade agreement and internal policy requirements.

Key Services: Procurement planning and advisory support, competitive bid document preparations (RFPs, RFQs, Tenders), bid process management, compliance monitoring and reporting, and corporate procurement guidance.

Service Levels:

Mandatory: Competitive procurement processes, document preparation, governance, and compliance oversight

Essential: Procurement advisory services, planning support, and ongoing compliance monitoring and reporting

Service Standards Highlights:

- Staff inquiries responded to within 5 business days with recommended procurement approach and templates
- Procurement documents drafted or reviewed within 5 business days and maintained to current policy standards
- Competitive bids posted within 5 business days; addenda issued at least 5 business days prior to closing
- Compliance reviews completed within 5 business days of closing; awarded recommendations issued within 60 days of approval
- Monthly delegated authority reporting and ongoing compliance monitoring across all procurement activities

Resourcing: 1 FTE (shared with Grants Coordination)

Outcome: Supports consistent, transparent, and compliant procurement practices while enabling departments to efficiently acquire goods and services aligned with municipal policies and best value principles.

Financial Services – Grants

Core Mandate: Maximize external funding opportunities and ensure compliant administration of grant programs to support municipal priorities and strategic initiatives.

Key Services: Grant opportunity monitoring and application development, grant submission and agreement management, reporting and compliance oversight and administration of internal grant programs (Community Initiatives Fund)

Service Levels:

Mandatory: Grant submission, funding agreement, claims processing and reporting in accordance with program requirements

Essential: Funding opportunity identification, application coordination, and internal grant program administration

Service Standards Highlights:

- Funding opportunities monitored and shared on an ongoing basis, aligned with corporate priorities
- Grant applications and claims submitted by program deadlines, with coordination across departments
- Monthly reporting to Council on grant activity

Resourcing: 1 FTE (shared with Procurement Coordination)

Outcome: Enhances the municipality's fiscal capacity by securing external funding, limited the impact on the taxpayer, ensures compliance with funding requirements.

Financial Services – Customer Service

Core Mandate: Provide accessible, timely and predictable front-line service to residents, businesses, and internal departments through multiple service channels, ensuring accurate information, efficient transaction processing and effective intake of municipal requests

Key Services: Town Hall front counter services, in person and online payment processing, document intake, general email management, call handling through main operator queue, and assistance with case management through the Town's service portal.

Service Levels:

Essential: All customer-facing services including communication channels, payment processing, document intake, and case management support

Service Standards Highlights:

- In person payments processed immediately at point of service
- Main line call answer rate targeted at 75%-80% with voicemail returns within 2 business days
- General email responses issued within 2 business days
- Online payments reflected with 5 business days depending on financial institution processing times
- Documents reviewed for completeness at intake to ensure timely departmental processing
- Case requests entered at time of contact with complete information is provided

Resourcing: 1.5 - 2 FTE

Outcome: Ensures residents and stakeholders receive timely, accurate, and consistent service, while supporting internal workflows and access to municipal programs and services

Financial Services – Property Tax Administration

Core Mandate: Deliver legislated property taxation services, including billing, collection, account management, and enforcement in accordance with the Municipal Act and Council policies

Key Services: Tax bill distribution (including bag tags), tax collection and payment processing, pre-authorized payment plans, penalty and interest application, supplemental billing and write-offs, arrears management and reminders, tax sale administration and maintenance of accurate property records.

Service Levels:

Mandatory: Tax billing, collection, penalty and interest, tax sale process, address management, and supplemental billing

Discretionary: Payment plan administration, tax reminders,

Service Standards Highlights:

- Tax Bills issued at least 21 days before first instalment date (February & June)
- Monthly penalty/interest applied at 1.25% on arrears
- Arrears notices issued after missed final installments
- Tax sale registrations generally initiated after 3 years in arrears
- Pre-Authorized payment plans require 5 days notice, address changes processed within 30 days

Resourcing: 1 FTE

Outcome: Ensures timely and accurate tax billing and collection, maintains up-to-date property records, and supports revenue stability through consistent and legislative compliant processes.

Financial Services – Accounts Payable and Receivable

Core Mandate: Provide efficient and controlled processing of all municipal payables and receivables, ensuring timely payments, accurate invoicing, and effective collections in accordance with corporate policies and legislative requirements.

Key Services: Accounts payable processing, vendor statement reconciliations, accounts receivable invoices, statement issuance, and collection enforcement.

Service Levels:

Essential: Accounts payable processing, vendor reconciliation, and receivable collections

Discretionary: Accounts receivable invoicing and statement issuance

Service Standards Highlights:

- EFT payments processed at least twice weekly, cheques issues weekly
- Invoices distributed to departments within 5 days and paid within 5 business days of approval
- Vendor statements reviewed monthly for accuracy
- Accounts receivable invoices issued within 10 business days, payments due in 30 days
- Monthly statements issued for outstanding balances
- Escalation of collection after 90 days, including final notice, external collection, or addition to tax roll (when permitted by legislation)

Resourcing: 1 FTE

Outcome: Ensures timely vendor payments, accurate revenue collection, strong financial controls and consistent follow up on outstanding balances to support the municipality's fiscal stability.

Financial Services – Payroll & Benefits Administration

Core Mandate: Ensure accurate, timely and legislatively compliant administration of employee compensation, payroll processing, and benefits programs.

Key Services: Payroll processing, employee compensation and benefits administration (including enrollments, changes, and employer/employee contributions), remittances to external agencies, and year end reporting (including T4 preparation).

Service Levels:

Mandatory: Payroll processing, benefits administration, statutory remittances, and year end reporting to external agencies

Service Standards Highlights:

- Bi-weekly payroll processing
- Employee payroll and benefits inquiries responded to within 3 business days
- Remittances processed on a monthly on bi-weekly basis, depending on agency requirements
- Benefits administration maintained on an ongoing basis, with updates processed in alignment with payroll cycles,
- Annual reconciliations completed; T4s issued to employees by end of February with required CRA reporting

Resourcing: 0.5 FTE

Outcome: Ensures employees are paid accurately and on time, benefits are administered consistently and correctly, the municipality remains compliant with applicable legislative and regulatory requirements.



Questions?

IT – End User & Core IT Services

Core Mandate: Deliver reliable day-to-day technology support and maintain core systems that enable staff productivity and operational continuity

Key Services: Service desk support, user account management, device deployment, application support, network connectivity, servers/cloud, email/collaboration, telephone, and remote access.

Service Levels:

Essential: End-user support, infrastructure, network, and collaboration tools

Discretionary (limited): Device lifecycle timing and telephony enhancements

Service Standards Highlights:

- Service desk acknowledgement within 1 business day; resolution timelines based on priority
- User access provisioning within 2 business days
- Device setup within 5 business days
- Network availability target of 99%; outages addressed immediately
- System monitoring ongoing with daily backup verification

Resourcing: 2-2.5 FTE

Outcome: Ensures staff have secure, reliable access to systems and tools required for efficient municipal operations

IT –

Cybersecurity, Data Governance & Compliance



Core Mandate: Protect municipal systems, data, and privacy while ensuring compliance with legislative, regulatory, and corporate requirements.

Key Services: Cybersecurity monitoring, incident and breach response, patching and updates, access control, legislative compliance, data backup/recovery, audit and risk support, and IT asset lifecycle management.

Service Levels:

Mandatory: Cybersecurity response, access control, legislative compliance, audit support

Essential: Monitoring, patching, data protection, and recovery

Service Standards Highlights:

- Security alerts reviewed daily, critical incidents escalated immediately
- Patches deployed in line with vendor guidance and risk profile
- Daily automated backups with prioritized recovery

Resourcing: 1-2 FTE

Outcome: Safeguards municipal information, reduces risk, and ensures compliance with MFIPPA and other governing requirements.

IT –

Business Systems, Specialized Services and Strategic Support



Core Mandate: Enable business operations through managed applications, specialized systems, and forward-looking IT planning and advisory services.

Key Services: Business application support, technology request intake, software lifecycle management, mobile device management, CCTV systems, IT project delivery, vendor/contract management, and disaster recovery planning

Service Levels:

Mandatory: Technology approvals, software licensing, CCTV access/privacy compliance

Essential: Business system support, mobile device management, disaster recovery

Discretionary: strategic advisory and project prioritization based on priorities

Service Standards Highlights:

- Technology requests reviewed for security, compliance and operational fit
- Business system issues acknowledged within 1 business day
- IT projects delivered based on approved scope, budget and timelines
- Disaster recovery aligned with corporate continuity planning

Resourcing: 1-2 FTE

Outcome: Supports efficient service delivery, maintains specialized systems, and positions the organization to respond to evolving technology needs and risks



Questions?