



City of Owen Sound

Deputy Treasurer/Manager of Finance 2025 Individual Workplan

Section 1: Project Information

Section 2: Core Service Tasks

Section 3: Employee Engagement Activities

Section 4: Professional Development

Section 5: Performance Reviews

Section 1: Project Information

Project Title: 3a6 Virtual City Hall Implementation

Project Status: Proceeding as Anticipated

Project Rationale (select all that apply):

- Strategic Priority
 Master Plan
 Committee or Council Request
 Legislated
 Capital Project
 Service Review Action
 Policy Review Project
 Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

- Project Charter
 RACI
 N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Project Lead Increase and expand the use of online services to enhance opportunities for the public to access services when and where they need to e.g Virtual City Hall Stakeholders Affected: Employees, Council, Ratepayers	People: Carly McArthur, Mark Giberson, Andy O’Leary, Ryan Gowan, Briana Bloomfield, Leeanne Kazarian, Kara Walker, Michelle Prescott, Kim Skene, Kurtis Boyce, Amanda Tennant, IT Approved Budget: None Other: Sponsor – Tim Simmonds	Risk(s): Integration with existing systems; delays due to reliance on external support for implementation; time commitment required for training, poor adaption by ratepayers Mitigation(s): Build slack into project timelines, block staff time for testing purposes, develop comprehensive communication and rollout strategy	Project Milestones: Started in Q1 2024 Procurement Timing: Click or tap here to enter text. Completion Date: 2025-03-31

Project Title: 3a6 PerfectMind Online Improvements

Project Status: Proceeding as Anticipated

Project Rationale (select all that apply):

- Strategic Priority
 Master Plan
 Committee or Council Request
 Legislated
 Capital Project
 Service Review Action
 Policy Review Project
 Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

- Project Charter
 RACI
 N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Project Lead Increase and expand the use of online services to enhance opportunities for the public to access services when and where they need to. Improve the ability to book facilities online as well as review online accounts for facility/sales related items Stakeholders Affected: Employees, Council, Ratepayers, Minor Sports Groups, Facility Users	People: Carly McArthur, Mark Giberson, Andy O’Leary, Ryan Gowan, Christina McLean, Nicole Olmstead, Michelle Prescott, Kim Skene, IT Approved Budget: None Other: Sponsor – Tim Simmonds	Risk(s): Current setup may require extensive time to make changes; system limitations; lack of training on system abilities; delays due to resource constraints; lack of user adaption Mitigation(s): Build slack into project timelines, block staff time for testing purposes, develop comprehensive communication and education for users; utilize training and support for staff	Project Milestones: Started in Q1 2024 Procurement Timing: Click or tap here to enter text. Completion Date: 2025-12-31

Project Title: 1b4 Customer Service Strategy

Project Status: Proceeding as Anticipated

Project Rationale (select all that apply):

- Strategic Priority
 Master Plan
 Committee or Council Request
 Legislated
 Capital Project
 Service Review Action
 Policy Review Project
 Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

- Project Charter
 RACI
 N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
<p>Project Lead</p> <p>Enhance the overall customer service experience provided by the City to its residents, businesses and visitors. This project will focus on developing and implementing a comprehensive customer service strategy that aligns with the City's vision and goals.</p> <p>Stakeholders Affected: Employees, Committee & Council, Residents, Business Owners and Visitors</p>	<p>People: Michelle Prescott, Crystal Moffatt, Kim Sowerby, Heidi Clements, Andy O'Leary, Nicole Olmstead, Lauren Stewart, Christina McLean, Amanda Tennant</p> <p>Approved Budget: None</p> <p>Other: Sponsor – Kate Allan</p>	<p>Risk(s): Insufficient budget or staff resources; wide variety of municipal services to cover; limitations of current software; changing needs and expectations of customers; managing public expectations</p> <p>Mitigation(s): Revised project scope with smaller chunks in each phase; careful consideration of requirements and targeted actions; understand limitations and set realistic expectations; ensure recommendations are flexible; develop a communications plan</p>	<p>Project Milestones: Started in Q4 2024</p> <p>Procurement Timing: None</p> <p>Completion Date: 2025-06-25</p>

Project Title: 4c3 Annual Fees and Charges Revised Process

Project Status: Not Yet Commenced

Project Rationale (select all that apply):

- Strategic Priority
 Master Plan
 Committee or Council Request
 Legislated
 Capital Project
 Service Review Action
 Policy Review Project
 Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

- Project Charter
 RACI
 N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
<p>Project Lead</p> <p>Develop a revised process for the annual fees and charges update to standardize the review and ensure that each fee is reviewed annually with opportunities for revenue generation. Identify the cost-of-service provision or clearly identify the subsidy being provided for all items within the fees and charges schedule in a phased approach.</p> <p>Stakeholders Affected: Managers & Supervisors, Ratepayers, Committees & Council</p>	<p>People: Lara Widdifield, Pam Coulter, Kristen Van Alphen</p> <p>Approved Budget: None</p> <p>Other: Sponsor – Kate Allan</p>	<p>Risk(s): Resistance to change; unreliable data for cost-benefit analysis; employee workloads and capacity</p> <p>Mitigation(s): Early communication with staff, buy-in from SLT and Council, build into work plans; use best available data and supplement with researched estimates and comparators; realistic expectations and slack built into deadlines</p>	<p>Project Milestones: Q3 2024</p> <p>Procurement Timing: Click or tap here to enter text.</p> <p>Completion Date: 2026-03-31</p>

Project Title: 2b4 Cloudpermit

Project Status: Proceeding as Anticipated

Project Rationale (select all that apply):

- Strategic Priority
 Master Plan
 Committee or Council Request
 Legislated
 Capital Project
 Service Review Action
 Policy Review Project
 Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

- Project Charter
 RACI
 N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Team member Finance and Payment Lead Implement Cloudpermit across the organization to enable mobile technology and online payment options for Building, Planning, Bylaw, Engineering, Licensing etc. Stakeholders Affected: Managers and Supervisors, SLT, Council, Residents, Public Health/GSCA	People: Kim Sowerby Kevin Linthorne Niels Jensen Sabine Robert Emily Carter Spencer Hammill Christine Gilbert Kaitlyn Patchell Briana Bloomfield IT Approved Budget: \$188,764.80 Capital project 23A6 Other: Click or tap here to enter text.	Risk(s): Availability of staff resources; additional cost for other modules; outdated processes Mitigation(s): Document and simplify processes before trying to transfer them to be electronic; consider staff capacity limits; delayed timelines; look for cross-departmental efficiencies	Project Milestones: Started in Q4 2023 Procurement Timing: Click or tap here to enter text. Completion Date: Was expected to be 2024-12-31; planning module implementation now delayed due to lack of staff resources

Project Title: 3a5 Conversion to Radio Water Meters

Project Status: Proceeding as Anticipated

Project Rationale (select all that apply):

- Strategic Priority
 Master Plan
 Committee or Council Request
 Legislated
 Capital Project
 Service Review Action
 Policy Review Project
 Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

- Project Charter
 RACI
 N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Team Member Finance lead Replacement of the City's outdated water meter infrastructure to minimize revenue loss and maximize efficiency by converting to radio water meters by 2027 Stakeholders Affected: Council, Water Department Staff, Finance Staff, Residents	People: Lara Widdifield, Bryce McDonald, John Vary, Bradey Carbert, Natalie Stephen, IT Approved Budget: \$3,500,000 Other: Click or tap here to enter text.	Risk(s): Unexpected budget overages; lack of staff resources Mitigation(s): Detailed RFP and agreements with vendor; contractor support for administrative tasks; timing delays when required	Project Milestones: Starting in Q4 2023 Procurement Timing: Q4 2024 Completion Date: 2026-12-31

Project Title: 4c2 Agreements (New & Renewals)

Project Status: Proceeding as Anticipated

Project Rationale (select all that apply):

- Strategic Priority
 Master Plan
 Committee or Council Request
 Legislated
 Capital Project
 Service Review Action
 Policy Review Project
 Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

- Project Charter
 RACI
 N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Team Member Finance Lead Create a policy that will establish a consistent approach to agreement development and management Stakeholders Affected: Managers and Supervisors, SLT, Council	People: Kristen Van Alphen, Christine Gilbert, Bradey Carbert, Jenn Wright, Ryan Gowan, Shannon Bingeman, Desirée van Dijk, IT Approved Budget: None Other: Click or tap here to enter text.	Risk(s): Staff capacity and expertise; wide variety of agreement types and requirements; adherence to developed policy Mitigation(s): Cross-functional team and workload management; consider many types of agreements and determine what may be out of scope; communications and performance management upon rollout	Project Milestones: Started in Q3 2024 Procurement Timing: Click or tap here to enter text. Completion Date: 2025-03-31

Project Title: 5a2 Internal Cost Allocation Policy

Project Status: Not Yet Commenced

Project Rationale (select all that apply):

- Strategic Priority
 Master Plan
 Committee or Council Request
 Legislated
 Capital Project
 Service Review Action
 Policy Review Project
 Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

- Project Charter
 RACI
 N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Team Member Finance Lead Develop a policy to govern how internal costs are identified, determined and allocated Stakeholders Affected: Managers & Supervisors; SLT; Council	People: Kate Allan, IT Approved Budget: Click or tap here to enter text. Other: Click or tap here to enter text.	Risk(s): Current financial structure; reliance on manual processes and tracking; lack of budgeting software; outdated software Mitigation(s): Consider best path forward for financial systems and upgrades; improve manual processes; determine what cost information is relevant and what is not.	Project Milestones: Starting in Q2 2025 Procurement Timing: Click or tap here to enter text. Completion Date: 2025-12-31

Project Title: Utility Policy Review (FS18 & FS21)

Project Status: Deferred

Project Rationale (select all that apply):

- Strategic Priority
 Master Plan
 Committee or Council Request
 Legislated
 Capital Project
 Service Review Action
 Policy Review Project
 Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

- Project Charter
 RACI
 N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Utility Collection and Billing Policy No. FS18 Run Water Advisory Billing Policy No. FS21 This will update current policies with best practices and work to introduce efficiencies and improve clarity for staff and ratepayers. Stakeholders Affected: Ratepayers, Employees, Council	People: Natalie Stephens, Christina McLean, Lara Widdifield, Kristen Van Alphan, Desiree van Dyjk, water department staff Approved Budget: Click or tap here to enter text. Other:	Risk(s): Proper timing compared to water meter replacement capital project; enforcement capacity in policy vs. by-law; staff workloads; maintaining dual policies during meter implementation Mitigation(s): Once the finalized merger replacement schedule has been developed; work with noted staff resources to develop a targeted approach to this policy review; smaller administrative changes are currently being noted so they are ready to go	Project Milestones: Original timing Nov 2024. Delayed due to capital meter replacement process; timing will align with it; should likely be a by-law Procurement Timing: Click or tap here to enter text. Completion Date: 2025-09-30

Project Title: Tenant Policy for Utility Accounts

Project Status: Deferred

Project Rationale (select all that apply):

- Strategic Priority
 Master Plan
 Committee or Council Request
 Legislated
 Capital Project
 Service Review Action
 Policy Review Project
 Other: Departmental Need

Identify if a Project Charter or RACI Has Been Completed:

- Project Charter
 RACI
 N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Work to create a policy/defined procedure for tenant-held utility accounts Stakeholders Affected: Tenants; landlords, finance staff, Committee & Council	People: Natalie Stephens, Christina McLean, Kristen van Alphan Approved Budget: Click or tap here to enter text. Other: Click or tap here to enter text.	Risk(s): Political pressure from landlords; staff capacity and workloads; increased administration of water billing Mitigation(s): A clear communication plan; provide data for additional costs, efficiency savings and comparator municipalities	Project Milestones: Align with capital meter replacement project and other utility policy reviews Procurement Timing: Click or tap here to enter text. Completion Date: 2025-09-30

Project Title: Council Budget Policy Review (CrS HR40)

Project Status: Deferred

Project Rationale (select all that apply):

- Strategic Priority Master Plan Committee or Council Request Legislated
 Capital Project Service Review Action Policy Review Project Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

- Project Charter RACI N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Was to go to remuneration committee; delayed due to staff capacity Stakeholders Affected: Committee & Council	People: Kristen Van Alphen Approved Budget: Click or tap here to enter text. Other: Click or tap here to enter text.	Risk(s): Staff capacity and prioritization Mitigation(s): Updated timeline	Project Milestones: Was to be reviewed in March 2024 Procurement Timing: Click or tap here to enter text. Completion Date: 2025-03-31

Project Title: Great Plains Process Enhancements

Project Status: Proceeding as Anticipated

Project Rationale (select all that apply):

- Strategic Priority
 Master Plan
 Committee or Council Request
 Legislated
 Capital Project
 Service Review Action
 Policy Review Project
 Other: IT needs assessment

Identify if a Project Charter or RACI Has Been Completed:

- Project Charter
 RACI
 N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Work with IT and other departments to improve processes in GP to make things more efficient Stakeholders Affected: Municipal staff	People: Mark Giberson, Kim Sowerby, Karen Galbraith, Karen Leger, Crystal Moffatt, Natalie Stephens, Christine McLean Approved Budget: Included in IT software transformation Other: AP, Property Tax, Waterbilling, AR, Collections, Cash Receipting, Financial-Accounting	Risk(s): Lack of dedicated time to focus on improvements; staff workloads; additional costs; limitations of current systems Mitigation(s): Map out current processes and identify areas for improvement; focus on low-hanging fruit or items with the largest impact on efficiency; outsource for external support where able to	Project Milestones: The project will be deployed in phases for various departments, starting with the property tax module first Procurement Timing: Click or tap here to enter text. Completion Date: Ongoing; most improvements to be completed by 2025-12-31

Project Title: Assessment Base Management Tracking & Policy (KR2)

Project Status: Deferred

Project Rationale (select all that apply):

- Strategic Priority
 Master Plan
 Committee or Council Request
 Legislated
 Capital Project
 Service Review Action
 Policy Review Project
 Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

- Project Charter
 RACI
 N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
<p>This project will focus on the development and implementation of systems to manage, track and protect the City's assessment base and establish related policies. This will help ensure a sustainable revenue stream and enhance the accuracy of the City's assessment data, to support strategic decision making.</p> <p>Stakeholders Affected: Ratepayers, Council, Staff</p>	<p>People: Crystal Moffatt, Kate Allan, Kevin Linthorne, Emily Carter, Kristen Van Alphen</p> <p>Approved Budget: Click or tap here to enter text.</p> <p>Other: Click or tap here to enter text.</p>	<p>Risk(s): Lack of staff resources, lack of in-house knowledge on the subject</p> <p>Mitigation(s): Continue to advance education and work with MTE to deepen understanding, delay implementation</p>	<p>Project Milestones: Deferred – currently using manual assessment base management spreadsheet</p> <p>Procurement Timing: Click or tap here to enter text.</p> <p>Completion Date: Click or tap here to enter text.</p>

Project Title: Tax Sale Policy & Procedure

Project Status: Deferred

Project Rationale (select all that apply):

- Strategic Priority
 Master Plan
 Committee or Council Request
 Legislated
 Capital Project
 Service Review Action
 Policy Review Project
 Other: Departmental Need

Identify if a Project Charter or RACI Has Been Completed:

- Project Charter
 RACI
 N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
No current policy or procedure in place. We need to ensure this is completed to avoid potential disputes during the tax sale process Stakeholders Affected: Residents, Council, SLT	People: Crystal Moffatt, Kate Allan, Kristen van Alphan, Desiree van Dyjk Approved Budget: Click or tap here to enter text. Other: Click or tap here to enter text.	Risk(s): Lack of staff resources and in-house legal expertise to complete project Mitigation(s): Have tax collector take the lead and compare to other municipalities	Project Milestones: Currently delayed due to staff resources and in-house expertise Procurement Timing: Click or tap here to enter text. Completion Date: Click or tap here to enter text.

Project Title: Digital Parking Permits

Project Status: Deferred

Project Rationale (select all that apply):

- Strategic Priority
 Master Plan
 Committee or Council Request
 Legislated
 Capital Project
 Service Review Action
 Policy Review Project
 Other: Departmental Need

Identify if a Project Charter or RACI Has Been Completed:

- Project Charter
 RACI
 N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Elimination of paper monthly and annual parking permits Stakeholders Affected: By-law, Police, Clerks, Finance, Ratepayers, Council	People: IT, Clerks, Police, Finance staff Approved Budget: Click or tap here to enter text. Other: Click or tap here to enter text.	Risk(s): Cost of implementation, current system limitations, staff capacity Mitigation(s): Build into a capital project, map current processes and research current system abilities; determine if this is a priority for SLT/Council	Project Milestones: Currently deferred due to staff capacity Procurement Timing: Click or tap here to enter text. Completion Date: Click or tap here to enter text.

Project Title: Implementation of E-ticketing for OSPS & Brightshores

Project Status: Monitoring Progress

Project Rationale (select all that apply):

- Strategic Priority
 Master Plan
 Committee or Council Request
 Legislated
 Capital Project
 Service Review Action
 Policy Review Project
 Other: Departmental need

Identify if a Project Charter or RACI Has Been Completed:

- Project Charter
 RACI
 N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Handhelds have been ordered; waiting on Gtechna to troubleshoot printers the by-law can train police Stakeholders Affected: Ratepayers, Police, Clerks, Employees, Council	People: By-law, Police, IT Approved Budget: Click or tap here to enter text. Other: Click or tap here to enter text.	Risk(s): Lack of buy-in; currently dealing with electronic communications problem Mitigation(s): Improved relations with OSPS, waiting on IT to get outside support	Project Milestones: Click or tap here to enter text. Procurement Timing: Click or tap here to enter text. Completion Date: 2025-01-31

Project Title: TCA Policy Review

Project Status: Deferred

Project Rationale (select all that apply):

- Strategic Priority
 Master Plan
 Committee or Council Request
 Legislated
 Capital Project
 Service Review Action
 Policy Review Project
 Other: Departmental Need; BDO

Identify if a Project Charter or RACI Has Been Completed:

- Project Charter
 RACI
 N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Review current Policy, and make updates where necessary to ensure all aspects of TCA reporting are captured, including useful life of assets, and receive Council Approval. Stakeholders Affected: TCA Team, Finance, BDO	People: Bradey Carbert, Sierra Patino, Karen Galbraith, Christina McLean Approved Budget: Other: Click or tap here to enter text.	Risk(s): Lack of staff capacity, variety of priorities for various departmental needs Mitigation(s): Identify realistic expectations and timelines; build slack into workplans	Project Milestones: Deferred due to staff capacity Procurement Timing: Click or tap here to enter text. Completion Date: 2025-12-31

Project Title: Great Plains/Work Order Management System

Project Status: Not Yet Commenced

Project Rationale (select all that apply):

- Strategic Priority
 Master Plan
 Committee or Council Request
 Legislated
 Capital Project
 Service Review Action
 Policy Review Project
 Other: IT Needs assessment

Identify if a Project Charter or RACI Has Been Completed:

- Project Charter
 RACI
 N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Current systems are reaching or have reached the end of their useful life; enhancements are required in order to move forward and ensure continuity of financial data Stakeholders Affected: Click or tap here to enter text.	People: IT, Christina McLean, Managers & Supervisors, Bradey Carbert Approved Budget: in IT software transportation budget Other: Click or tap here to enter text.	Risk(s): Significant amount of finance, corporate services and IT resources required to complete the project; lack of buy-in support from SLT, lack of movement may result in the City running on unsupported systems Mitigation(s): Ensure SLT/Council understand importance of the project and the risks of non-completion, defer other projects to focus on this one that supports the key day to day business activities	Project Milestones: Develop a clear implementation timeline; work order system must be completed by 2025-12-31 to avoid being without any support Procurement Timing: Q1 2025 Completion Date: Ongoing over multiple years; components by 2025-12-31

Project Title: LEAN Project (Employee Expense Reimbursement)

Project Status: Proceeding as Anticipated

Project Rationale (select all that apply):

- Strategic Priority
 Master Plan
 Committee or Council Request
 Legislated
 Capital Project
 Service Review Action
 Policy Review Project
 Other: LEAN

Identify if a Project Charter or RACI Has Been Completed:

- Project Charter
 RACI
 N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Utilize the LEAN framework to improve the employee expense reimbursement program Stakeholders Affected: City staff, Managers & Supervisors	People: Michelle Palmer, Lauren Stewart, Karen Galbraith, Karen Leger, Christina McLean, Ashley Ford, Wade Nixon, Kim Sowerby, Bethany Chandler Approved Budget: Click or tap here to enter text. Other: Click or tap here to enter text.	Risk(s): Resistance to process improvements, lack of staff buy-in and resources Mitigation(s): Focus on small, manageable changes, have realistic expectations, allow staff to express concerns and incorporate feedback into the process	Project Milestones: Process mapping to be completed by Jan 31, 2025. Future milestones to be identified Procurement Timing: Click or tap here to enter text. Completion Date: 2025-03-31

Project Title: Finance Records Disposition (Physical at Cemetery & Electronic)

Project Status: Not Yet Commenced

Project Rationale (select all that apply):

- Strategic Priority
 Master Plan
 Committee or Council Request
 Legislated
 Capital Project
 Service Review Action
 Policy Review Project
 Other: Retention Requirements

Identify if a Project Charter or RACI Has Been Completed:

- Project Charter
 RACI
 N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Substantial amount of physical and electronic files to be reviewed and analyzed for disposition Stakeholders Affected: Finance team, Clerks staff	People: Finance team, Desiree van Dyjk Approved Budget: Click or tap here to enter text. Other: Click or tap here to enter text.	Risk(s): Staff resources Mitigation(s): Build into workplan with realistic expectations and timeline	Project Milestones: Click or tap here to enter text. Procurement Timing: Click or tap here to enter text. Completion Date: 2025-03-31

Project Title: Surety Bond Acceptance Review

Project Status: Deferred

Project Rationale (select all that apply):

- Strategic Priority
 Master Plan
 Committee or Council Request
 Legislated
 Capital Project
 Service Review Action
 Policy Review Project
 Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

- Project Charter
 RACI
 N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Potential requirement to accept surety bonds from developers needs to be reviewed by the City and a policy needs to be developed Stakeholders Affected: Developers, SLT and Council, Development team, Finance	People: Development Team Members, SLT, Finance Approved Budget: Click or tap here to enter text. Other: Click or tap here to enter text.	Risk(s): New legislation; lack of in-house experience with topic; political pressures from developers; staff capacity Mitigation(s): Continue to enhance professional knowledge on topic and utilize external resources where required; communicate cost-benefit analysis to developers/Council; develop a clear policy and communications plan	Project Milestones: Undefined at this time. Will depend on legislation requirements Procurement Timing: Click or tap here to enter text. Completion Date: Deferred until 2026

Project Title: 2025 Water Rate Study

Project Status: Proceeding as Anticipated

Project Rationale (select all that apply):

- Strategic Priority Master Plan Committee or Council Request Legislated
- Capital Project Service Review Action Policy Review Project Other: Click or tap here to enter text.

Identify if a Project Charter or RACI Has Been Completed:

- Project Charter RACI N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
<p>Water rate study is required to be completed under legislation</p> <p>Stakeholders Affected: Ratepayers, Finance and water teams, Council/Committee</p>	<p>People: Water department staff, Natalie Stephens, Kate Allan</p> <p>Approved Budget: Click or tap here to enter text.</p> <p>Other: Click or tap here to enter text.</p>	<p>Risk(s): Significant time requirements to obtain data based on current software limitations, staff capacity</p> <p>Mitigation(s): Show water billing staff have to better utilize Excel; work to improve process documentation, develop realistic timelines and expectationsManagement</p>	<p>Project Milestones: Click or tap here to enter text.</p> <p>Procurement Timing: Click or tap here to enter text.</p> <p>Completion Date: 2025-06-01</p>

Project Title: Extended Parking at the Harbour

Project Status: Proceeding as Anticipated

Project Rationale (select all that apply):

- Strategic Priority
 Master Plan
 Committee or Council Request
 Legislated
 Capital Project
 Service Review Action
 Policy Review Project
 Other: Partnership with TC & Derby

Identify if a Project Charter or RACI Has Been Completed:

- Project Charter
 RACI
 N/A

SMART Goal (Description)	Resources	Risks and Mitigation	Milestones
Work to determine an extended parking solution for the Harbour/derbies Finance/revenue/MAT/Perfectmind Contact Stakeholders Affected: City Staff, Transport Canada, Salmon Spectacular Organizers/attendees, residents, Council	People: Most divisions Approved Budget: None Other: Click or tap here to enter text.	Risk(s): Competing interests of various party Mitigation(s): Click or tap here to enter text.	Project Milestones: Click or tap here to enter text. Procurement Timing: None Completion Date: August 2025

Section 2: Core Service Tasks

Task Name	Description	Resources	Key Performance Indicators
Management	<p>Oversight of Customer Service, Tax, Water, Accounts Payable, Accounts Receivable, Finance and Accounting Services</p> <p>Stakeholder: Council, SLT, Employees, Ratepayers</p>	<p>People: Finance Department Staff, Kate Allan</p> <p>Approved Budget: Click or tap here to enter text.</p> <p>Other: Click or tap here to enter text.</p>	Employee engagement survey results; number of complaints (internal/external)
Finance Administration	<p>Accounts payable, bank reconciliations, EFTs, work order management</p> <p>Stakeholder: SLT, Council, Employees, Ratepayers</p>	<p>People: Finance department staff</p> <p>Approved Budget: Click or tap here to enter text.</p> <p>Other: Click or tap here to enter text.</p>	Number of complaints, timeliness of reconciliations, number of errors, clean year end audit opinion
Annual audit	<p>Lead the annual year-end audit requirements; substantial amount of workload</p> <p>Stakeholder: SLT, Council, Employees, Ratepayers</p>	<p>People: Finance department staff, managers and supervisors, capital project managers</p> <p>Approved Budget: Click or tap here to enter text.</p> <p>Other: Click or tap here to enter text.</p>	Clean audit opinion, increasing efficiencies in the audit process timelines

Accounting	<p>Journal entries, account reconciliation, fuel reconciliations, equipment charge-out rates, financial analysis</p> <p>Stakeholder: SLT, Council, Employees, Ratepayers</p>	<p>People: Finance department staff</p> <p>Approved Budget: Click or tap here to enter text.</p> <p>Other: Click or tap here to enter text.</p>	Number of errors, accounting errors identified by external auditors
Revenue	<p>Tax, Water, Cash Receipts, AR Administration</p> <p>Stakeholder: SLT, Council, Employees, Ratepayers</p>	<p>People: Finance department staff</p> <p>Approved Budget: Click or tap here to enter text.</p> <p>Other: Click or tap here to enter text.</p>	Number of complaints, number of mistakes, increase in the number of people using virtual channels
Financial Reporting	<p>FIR, HST, BMA Study, BAO reporting, etc.</p> <p>Stakeholder: SLT, Council, Employees, Ratepayers</p>	<p>People: Managers & Supervisors, Finance department staff</p> <p>Approved Budget: Click or tap here to enter text.</p> <p>Other: Click or tap here to enter text.</p>	Regulatory deadlines met, number of resubmissions required
Animal Control Financial Administration	<p>Lead and support the transition of animal licensing sales from Great Plains to Docupet; re-develop controls, requirements and ongoing monitoring of the new animal control contract</p>	<p>People: Allison Penner, Briana Bloomfield, Michelle Precott, Christina McLean, IT, Bradey Carbert</p> <p>Approved Budget: Awarded through RFP</p>	Number of animal licenses sold, percentage sold through electronica channels, amount of time saved by front counter staff, increased revenue from animal control

	Stakeholder: Ratepayers, Council, Staff, Animal Shelter staff	Other: Click or tap here to enter text.	
--	---	--	--