

## 2018 Work Plan – Financial Services – Third Quarter Update

Initiative/Source/ Strategic Plan Reference	Actions/Milestones	* Lead ** Support	Timing	Status
<b>Audit 2017</b>    <b>Strategic Plan – Achieve excellence in governance and service delivery</b>	Interim Audit work – process testing and review of unfunded liabilities. Preliminary updates to TCA paperwork/review WIP.	* Michelle Thornton	Q4 – 2017 Q1 – 2018	<b>Completed</b>
	Finalize all account reconciliations and working papers. Work with audit team to complete on-site portion of audit.	* Lane Vance ** Finance Staff	Q1 - 2018	<b>Completed</b>
	Compile and provide audit team with ancillary data required for various non-financial schedules in provincial FIR.	* Michelle Thornton ** Lane Vance	Q1/2 - 2018	<b>Completed</b>
	Review draft financial statements, discuss with audit team and coordinate presentation of year-end financial statements.	* Lane Vance	Q2 - 2018	<b>Completed</b>
<b>Tax Budget 2018</b>           <b>Strategic Plan – Achieve excellence in governance and service delivery</b>	Preview meeting for 2018 capital and operations budget – high level impacts and Council directions	* Lane Vance	Q4 - 2017	<b>Completed</b>
	Compile all departmental working papers into rough draft of budget. Complete additional working papers and narratives to support draft budget to Council. Meet with CAO and department heads for overview of respective departments.	* Lane Vance ** Janice Lavalley ** Management Team	Q4 - 2017 Q1 - 2018	<b>Completed</b>
	Finalize budget package for distribution to Council (inclusive of Capital Budget as refined).	* Lane Vance	Q1 – 2018	<b>Completed</b>
	Work with Corporate Services Assistant to distribute budget information on Township website and through social media	* Lane Vance ** Suzanne Schroeter	Q1 – 2018	<b>Completed</b>
	Complete budget presentation(s) for Council and budget meeting(s) with direction to adopt budget and prepare tax rates.	* Lane Vance ** Janice Lavalley ** Management Team	Q1 – 2018	<b>Completed</b>
	Municipal tax rate by-law and area rates completed and presented for Council approval. All relevant rates inputted and verified for billing. (Report on County & Education rates – later)	* Lane Vance	Q1 – 2018	<b>Completed</b>
			Q2 - 2018	<b>Completed</b>

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<b>Woodland Acres – Water and Sewer Budgets 2018</b>  <b>Strategic Plan – Achieve excellence in governance and service delivery</b>	Compile all working papers into rough draft of budget and narratives to support draft budget to Council.	* Lane Vance ** Adam Tobin	Q1 – 2018	<b>Completed</b>
	Work with Corporate Services Assistant to distribute budget information on Township Website and through social media.	* Lane Vance ** Suzanne Schroeter	Q1 – 2018	<b>Completed</b>
	Report and recommendation to Council. Include water and sewer rates in tax by-law and presented for Council approval.	* Lane Vance	Q1 – 2018	<b>Completed</b>
	Woodland Acres rates inputted and verified for final tax billing.	* Michelle Thornton	Q2 – 2018	<b>Completed</b>
<b>Lakefield Water and Sewer Budgets 2018</b>  <b>Strategic Plan – Achieve excellence in governance and service delivery</b>	Lakefield Water and Sewer rates approved by by-law for next year. Rate information provided to PUS for billing.	* Lane Vance	Q4 – 2017	<b>Completed</b>
	Compile all working papers into rough draft of budget and narratives to support draft budget to Council.	* Lane Vance ** Adam Tobin	Q1 – 2018	<b>Completed</b>
	Work with Corporate Services Assistant to distribute budget information on Township Website and through social media	* Lane Vance ** Suzanne Schroeter	Q1 – 2018	<b>Completed</b>
	Report and recommendation to Council.	* Lane Vance	Q1 – 2018	<b>Completed</b>
<b>Asset Management Plan (STAMP–P1 and next steps)</b>  <b>Strategic Plan – Support a sustainable, balanced, and investment-ready community</b>  <b>Cultivate partnerships and promote collaboration</b>	Updates and revisions completed utilizing Roads Needs Study, Development Charges Study, Sewer condition reports, watermain break history and new data on sidewalks and storm sewer network.  Implement recommendations and utilize I.T. Support to report on annual status.  Complete grant application for building condition assessment to enable addition of this set of assets to Asset Management Plan.	* Lane Vance ** Rick Dunford ** Adam Tobin  * Lane Vance ** Mgmt.Team  * Lane Vance ** Scott Warren	2018	<b>In Progress</b>

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<p><b>Financial Policy Review and Update</b></p> <p><b>Strategic Plan – Achieve excellence in governance &amp; service delivery</b></p> <p><b>Support a sustainable, balanced, and investment-ready community</b></p>	<p>Review current finance policies and consider development of new policy based on AMO Gas Tax policy recommendations.</p> <p>Discuss proposed new policies with management team, consider alternate approaches and develop new draft policy.</p> <p>Using results of research and discussions finalize new policies and report to Council with recommendations on implementation.</p>	<p>* Lane Vance ** Janice Lavalley ** Management Team</p>	<p><del>Q2 – 2018</del> Q3/4 – 2018</p> <p><del>Q3 – 2018</del> Q3/4 – 2018</p> <p><del>Q3 – 2018</del> Q3/4 – 2018</p>	<p><b>In Progress</b></p>
<p><b>I.T Support – Inter-Dept. Outreach - Technology</b></p> <p><b>Strategic Plan – Achieve excellence in governance and service delivery</b></p>	<p>Continue work with new I.T. tracking sheet at main office to ensure timely support</p> <p>Recruit I.T. Systems Analyst, initiate orientation and implement jointly-created '90 day technology plan'.</p> <p>Improve processes/follow up on I.T. inter-departmental support. Implement staff training in key areas. Implement short term changes as applicable.</p> <p>Create and consider terms of reference to establish an inter-departmental technology committee to identify technology needs and solutions.</p>	<p>* Michelle Thornton</p> <p>* Lane Vance ** Kim Berry ** Mike Garside</p>	<p>2018</p> <p>Q1-2 2018</p> <p>Q3-4 2018</p> <p>Q4 2018</p>	<p><b>Completed</b></p> <p><b>Completed</b></p> <p><b>In Progress</b></p>
<p><b>Server Replacement - Laserfiche - Technology</b></p> <p><b>Strategic Plan – Achieve excellence in governance and service delivery</b></p>	<p>Work with software provider and their business process staff to finalize complete switchover and go live with new server. Troubleshoot as required.</p> <p>Consider additional software modules and cost saving possibilities for implementation as part of new inter-departmental technology committee.</p>	<p>* Michelle Thornton ** Suzanne Schroeter</p>	<p>Q1 – 2018</p> <p>Q3-4 2018</p>	<p><b>Completed</b></p>

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<b>Facilities Management and Annual Maintenance Projects</b>  <b>Strategic Plan – Support a sustainable, balanced, and investment-ready community</b>	Project management as required and outlined in approved budget. Significant initial projects for 2018 include: <ul style="list-style-type: none"> <li>• Ennismore Works Depot/Fire Hall – roof drainage, etc.</li> <li>• Lakefield Works Depot – exterior refresh/energy imprvmts./landscaping/solar plan</li> <li>• LSCC roof and energy/lighting retrofits</li> <li>• Centre Line office space improvements</li> </ul>	* Scott Warren ** Lane Vance	2018	<b>In Progress</b>
	Review janitorial requirements at administration offices/buildings and consider alternatives.	* Mike R/Scott W ** Mgmt.Team	<del>Q1-2-2018</del> Q3/4 – 2018	<b>In Progress</b>
<b>Update the Lakefield Sewer Use By-Law</b>  <b>Strategic Plan – Foster a healthy, engaged and connected community.</b>	Connect with similar sized municipalities with sewer systems and compile best practices for policies and procedures to create a draft by-law for discussion and refinement.	* Adam Tobin ** Lane Vance	Q4 – 2017	<b>Completed</b>
	Discuss proposed new by-law and related policies and procedures with PUS representatives, Sump Pump project coordinator and members of the management team.		<del>Q1-2-2018</del> Q3/4 – 2018	<b>In Progress</b>
	Using results of research and discussions finalize new policies and report to Council with recommendations on implementation.		<del>Q2 – 2018</del> Q4 – 2018	
<b>Water and Sewer Projects</b>  <b>Strategic Plan – Achieve excellence in governance and service delivery</b>	Working with the accredited operator PUS and Township engineering firm, coordinate various capital projects in accordance with budgets, asset mgmt. plan and long term plan. Significant initial projects for 2018 include: <ul style="list-style-type: none"> <li>• LCS Pumping Station Upgrades</li> <li>• George Street Pumping Station Replacement</li> <li>• Water Treatment Plant &amp; Standpipe – water turnover</li> <li>• Sewer collection system – grout &amp; repair considerations</li> <li>• Water distribution system - cement mortar lining considerations</li> </ul>	* Adam Tobin * Lane Vance ** Janice Lavalley ** Robert Lamarre	2018	<b>In Progress</b>

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<b>Energy Management</b>  <b>Strategic Plan – Support a sustainable, balanced, and investment-ready community</b>	Continue compilation of statistics on all municipal energy accounts. Maintain updates of spreadsheets on monthly basis. Monitor solar production at Township owned installations.	* Scott Warren	2018	<b>In Progress</b>
	Report on Energy as required by legislation (2016 data)	* Scott Warren	Q2 - 2018	<b>Completed</b>
	Implement initiatives as outlined in Selwyn Energy Management Plan. Research and report as outlined in Action Timeline.	* Scott Warren ** Adam Tobin	2018	
<b>Develop Initiatives in Support of Climate Change Action Plan</b>  <b>Strategic Plan – Support a sustainable, balanced, and investment-ready community</b>  <b>Cultivate partnerships and promote collaboration</b>	Review plan and establish priorities and develop initial implementation plan for 2018 with required measures/data gathering	* Scott Warren ** Lane Vance ** Janice Lavalley	2018	<b>In Progress</b>
	Implement low dollar impact priorities. Using results of implementation actions generate discussions with Management Team for additional action items.			
	Complete periodic update report(s) to Council with recommendations and requested direction for next steps.			
<b>Audit 2018 – Interim</b>  <b>Strategic Plan – Achieve excellence in governance &amp; service delivery</b>	Produce relevant account reconciliations and working papers	* Lane Vance ** Michelle Thornton ** Finance Staff	Q4 - 2018	<b>In Progress</b>
	Work with audit team on-site – testing portion of audit. Questions & answers regarding any process changes.			

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<b>Tax Budget 2019</b>  <b>Strategic Plan – Achieve excellence in governance and service delivery</b>	Convene preliminary budget meeting with department managers and CAO having regard for effects of 2018 Election timelines and related delays on annual budget cycle.	* Lane Vance ** Management Team	Q3 – 2018	<b>In Progress</b>
	Capital Budget process and presentation to Council seeking direction to adopt capital portion of budget subject to refinements.		Q4 – 2018	
	Preview meeting for 2019 operations budget – high level impacts.		Q4 - 2018	

### Additional Support for Other Departments Projects

Building/Planning Department	Heritage designation – tax support Prepare and support Lakefield South development	** Erica Cavanagh	Q4 2018	In Progress In Progress
Clerk's Department	Live Streaming Support/Improvements Emergency Management Committee Support Council Orientation	** Michelle Thornton ** Erica Cavanagh	2018 Q4 2018	In Progress In Progress
Human Resources	Succession Planning Policy Recruitment for Vacancy - Updated Financial Services Asst.	** Barb Lawrence ** Lane Vance	2018 Q3/4 2018	In Progress In Progress
Library Services	Meeting minutes and financial statement presentation Support Library Strategic Plan and CEO	** Lane Vance	2018	In Progress In Progress
Public Works	Support Manager transition and new processes	** Finance staff	2018	In Progress
CAO	Business Process Review/Evaluation of Service Area(s) Waste Reduction Initiatives	** Finance staff	2018	In Progress

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