



# The Corporation of the Town of Milton

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**Report To:** Council

**From:** Glen Cowan, Chief Financial Officer / Treasurer  
Aaron Smit, Director, Information Technology

**Date:** February 9, 2026

**Report No:** ES-008-26

**Subject:** Financial Software Projects Updates

**Recommendation:** THAT the project status updates for the implementation of the new property tax system and the financial management system be received.

THAT delegated authority be provided for staff to proceed with change orders (if required) up to an additional 10% on the current authorized limit for Workday Ltd. in regards to the implementation of the Financial Management System.

## EXECUTIVE SUMMARY

- The Town of Milton is currently undertaking two significant initiatives to modernized software solutions in the areas of property tax collection and organizational financial management, with both systems expected to go live in 2026.
- The new property tax system (CentralSquare) is expected to go live in May and will be utilized for the Town's 2026 final levy billing process. A citizen portal that will enhance the customer experience by providing enhanced access to property owners will become available later in 2026, and will be promoted on a phased basis to support a successful transition process.
- The new financial management system (Workday) is expected to go live in June, and will transform processes in areas such as accounting, accounts payable/receivable, and procurement, amongst others.
- No budget changes are being recommended at this time, however the authority for additional contingency for the contract for the financial management system implementation is being requested. Access to the additional contingency, if required, would help ensure timely completion of the project.

## EXECUTIVE SUMMARY

- The go-live dates noted above remain subject to these large and complex initiatives remaining on track without the introduction of any unforeseen challenges. It is important that project teams (consisting of staff from both the Town and the software providers) have sufficient confidence in the system design and related testing prior to go-live, in order to ensure a successful launch of both platforms.

## REPORT

### Background

In 2023, Council authority was provided to proceed with two significant software updates related to the Town's financial systems. Project teams for each were established in late 2024, with each project proceeding through various stages of development and testing in 2025. With go-live dates expected for each system in 2026, this report has been prepared to provide Council with an update on the status of each of these significant initiatives, as well as to ensure that the required authorities are in place to ensure a successful launch of each platform.

### Discussion

#### Property Tax Management System

Through report CORS-035-23, Council authorized the execution of a contract with CentralSquare Canada Software Inc. to establish a modern property tax billing and collection system. This initiative had been identified as a priority in the Town's Service Delivery Review, aligned with the digital first focus of the Town's strategic plan, and allowed for an update to the existing system that was first installed 28 years ago. The new system also offers the Town the opportunity to introduce a self-service portal for property owners to more actively and conveniently manage their accounts.

The awarding of the contract in 2023 allowed the Town to secure the necessary CentralSquare resources beginning in late 2024 to initiate the project. The Town established a project plan accordingly, and the progress to date has included:

- system and business process design and testing;
- the development and testing of a number of integrations to other systems (financial institution, GIS, point of sale system, etc.);

## Discussion

- data clean-up within the existing system to ensure an accurate and efficient data migration process;
- citizen portal design and testing, including consideration for AODA standards;
- development of training material and change management plan.

At the time of writing this report, it is expected that the new system will go live in early May 2026 for staff utilization, with the final property tax billing process for 2026 occurring within the new system. As part of the transition process, those property owners that are currently on the Town's e-billing program will need to be temporarily transitioned to paper-based billing for the purposes of the 2026 final billing. Those properties owners were notified of this change beginning in early 2026, and the Town will support their return to e-billing within the new system following the 2026 final billing process.

The citizen portal will become available to residents subsequent to the initial go-live of the property tax system. The Town will be promoting the transition to the new portal on a phased basis in order to manage the volume of support needed for residents as they register and gain access. The first area of focus will be those property owners that were previously on the e-billing platform, followed by the remainder of property owners throughout the balance of 2026. Based on the experience of other municipalities, the Town expects an elevated level of phone calls and requests for support during the transition phase, and as such temporary customer service resources have been retained to ensure that sufficient support exists for property owners.

## Financial Management System (FMS)

Through report CORS-037-23, Council provided direction to begin the transition to a new financial management software (Workday). This initiative aligned with the digital first focus of the Town's strategic plan allowed for an update to the existing system that was first installed 29 years ago and has reached end of life. The Town had previously introduced a Human Resource Information System (HRIS) via Workday through two separate phases. Similarly, the FMS implementation was planned to occur in phases, with the first phase including workstreams related to financials (general ledger, accounts payable, accounts receivable) procurement, projects and assets.

Since the time of awarding the contract to Workday for the FMS, the Town established a project team and workplan related to the first phase, with progress to date that has included:

- detailed workstream reviews, population of data models and alignment sessions with external consultants to allow for the creation of a tenant in the Workday system;

## Discussion

- completion of unit testing of the various workstreams within the tenant;
- the development and testing of a number of integrations to other systems (financial institution, budgeting system, etc.);
- significant progress towards completion of the end-to-end testing that is required to validate the tenant prior to proceeding to-go live.

Completion of the end-to-end testing phase is currently expected to occur in Q1 2026. The project team will also complete the development of training material for system users, finalize the reporting that is expected within the new system, and complete the final workbooks to populate the new system with the most recent data that is available prior to going live.

The project team had been working towards a potential go-live date in early April 2026. Based on the time that has been required to work through and fully test the integrations and business processes in the new system, and with consideration of the action items that remain to be completed prior to a go-live date, Town staff have consulted with the Workday consultants regarding a potential revised go-live date in early June 2026. The revised timing will provide for greater confidence in the new system and better align with a time to optimize organizational readiness for the transition process. It will also provide for better alignment with the Town's 2025 year end accounting balances, which will form the starting point for the data that will populate the new system.

A change order will be required in order to extend the Workday consulting resources that the Town is utilizing to ensure a successful launch of the new system. Staff are working through the details of that change order, but expect that it can be accommodated within the existing delegated purchasing authority and budget. The Town's internal staff team is comprised of both staff that have been backfilled in their home role, as well as staff that have been assigned without backfill through a prioritization of the work plan. In order to support the revised go-live timing, an extension to a portion of the backfilling contracts will be necessary.

One other implication of the revised date is a timing adjustment to the completion of the Town's audit of the 2025 financial results. As key resources on the Town's FMS project team are also key supports to the year end audit, the audit process with Deloitte will need to be pushed back to the fall of 2026 to ensure that the new FMS system can be successfully launched with proper staff oversight. Completion of many of the Town's year end tasks will continue with normal timeframes, however the auditors' review will be



### Discussion

deferred as will the presentation of the final audit results, which can be expected at the December 14, 2026 Council meeting.

There are a few other aspects of the FMS implementation that Council can expect in the months ahead. Policy and purchasing by-law updates will be presented to Council to ensure alignment between the system and the Town's overall governance structure. The Town also expects to extend the current contract for banking services with the incumbent financial institution in order to ensure stability given the recent investment of resources in developing integrations between the new FMS system and the institution.

### Financial Impact

With respect to the new property tax system, the current contract award to CentralSquare for the implementation of the platform amounts to \$445,410 (excluding HST). No change orders have been issued to date. The town also committed to a minimum of 5 years of annual subscription costs which are additional to the implementation. The total approved capital budget (inclusive of internal resources) for the implementation amounts to \$2,350,294. The existing budget is expected to be sufficient to complete the project.

With respect to the new FMS, the Council authorized upset limit for the contract award to Workday for the implementation amounts to \$1,740,490 (excluding HST and inclusive of previously approved contingency). Of this amount, approximately \$200,000 remains available for future potential change orders. Given the estimated amount of the change order required to extend the go-live date to early June, and in order to ensure the project can proceed on a timely basis to go-live, an additional 10% contingency on the authorized contract limit is being requested from Council through this report. The total approved budget (inclusive of internal resources) for the implementation of the FMS amounts to \$5,541,270. The existing budget is expected to be sufficient to complete the project.

Similar to the property tax system above, annual subscription fees for Workday are also excluded from the implementation costs presented above. Through report ES-011-24, authority was provided to consolidate the annual subscription costs for the HRIS and the FMS, with a commitment to Workday that extended to 2029.

Respectfully submitted,

Glen Cowan  
Chief Financial Officer / Treasurer



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For questions, please contact: Glen Cowan

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## Attachments

None

Approved by CAO  
Andrew M. Siltala  
Chief Administrative Officer

## Recognition of Traditional Lands

The Town of Milton resides on the Treaty Lands and Territory of the Mississaugas of the Credit First Nation. We also recognize the traditional territory of the Huron-Wendat and Haudenosaunee people. The Town of Milton shares this land and the responsibility for the water, food and resources. We stand as allies with the First Nations as stewards of these lands.