

Appendix A – Tax-Supported Operating Budget Decision Packages, Base

DP#	Status	Decision Package Name	Category	FTE	Operating Cost	Revenue / Recovery / Offset	Tax - Growth Net Impact	Tax - Base Net Impact
1	Recommend	Utility Plans Coordinator (Contract to FTE)	Replacements, Rehabilitation and/or Maintenance	1	\$ 87,724	103,040	-	-15,316
13	Recommend	Municipal Offices - Convert Janitorial Contract to Staff	Replacements, Rehabilitation and/or Maintenance	1	\$ 82,493	82,493	-	-
22	Recommend	Bridge Asset Management Plan Implementation - All Bridge & Structural Culverts	Replacements, Rehabilitation and/or Maintenance	0	\$ 150,000	150,000	-	-
26	Recommend	Town Marquee Signs (Magna)	Replacements, Rehabilitation and/or Maintenance	0	\$ 25,000	-	-	25,000
29	Recommend	Animal Services Officer	Improved Efficiency	1	\$ 127,317	161,995	-	-34,678
30	Recommend	Enhanced Cyber Security	Mandatory/Legal/Critical	1	\$ 168,961	-	-	168,961
35	Recommend	Accounts Administrator for Cost-Recovery Program (Conversion PT to FT)	Improved Efficiency	1	\$ 66,750	66,750	-	-
Total Operating - Recommended				5	\$ 708,245	\$ 564,278	\$ -	\$ 143,967

**2022 BUDGET
Operating Decision Package Form**

Project / Initiative Name: **Municipal Offices - Convert Janitorial Contract to Staff**

Net Costs: \$ **0** Resources Requirements: **New Resources** Decision Package #:

Commission/Area: **Development and Infrastructure Services Commission** Division/ Departments: **Building**

Legislative Requirement (select one): **No** Quote Legislation:

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request

Classification (select one):

Replacements, Rehabilitation and/or Maintenance

When the pandemic began in 2020 we looked to save budget and reduce the numbers of people in the building. One way we did this was by stopping our cleaning contract with SQM Janitorial and using repurposed Facilities staff to assist with cleaning and extra COVID-19 protocols. As the pandemic continued it started to become clear the benefits of having our own team handle the cleaning. The cleaning was more consistent and at a much higher service level than we have experienced with contract cleaners. On January 04, 2021, we started a 12 month Property Maintenance Worker contract position to test out the effectiveness of taking over these roles internally and it has been a complete success to date. We regularly receive compliments now on the cleaning in the building as opposed to complaints about the cleaners. The cost of this new full time position will be completely covered within our existing operating budget by utilizing the janitorial contract and casual/seasonal wage accounts.

1.2 - Project Alignment and Justification

Outline justification for need of project request

Corporate Alignment & Opportunity (select one):

Commission or Departmental Business Plan

ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE

Having this responsibility moved from a janitorial contract to an internal departmental responsibility will allow us to ensure the level of service is always at an acceptable level. The cleaners have always been an issue even with different companies since the employees switch regularly and a standard level of service cannot be obtained. This will also give us the opportunity to address other building needs. This position will work evenings and stagger the day shift for a few hours. We will no longer have the need for a casual/part-time security officer since this position will be here in the evenings during meetings. This will also address some employee concerns for safety in the building when working afterhours. It will reduce the amount of overtime for false alarms with our intrusion system in the evening hours by employees and previously the cleaning company. Also before COVID-19 began we were in discussions with Recreation and Culture about the possibility of renting out our meeting spaces in the Municipal Offices afterhours. One of the issues was that our security guard was not responsible for room setting up or tearing down or cleaning in between meetings. This proposed position will take these responsibilities if the town would like to rent out meeting spaces afterhours. In addition, our current daytime Property Maintenance Worker may retire anytime. Having this position will enable reliable service delivery and a smooth transfer of knowledge.

1.3 - Levels of Service

Outline the desired outcome and/or benefits

Levels of Service & Infrastructure Impact (select one):

Secures Existing Service Levels

1. Better levels of service for cleaning 2. Increased levels of service for evening security, walk employees to vehicle if nervous, always have another staff member in the building if nervous 3. Less overtime due to false alarms during the evening typically caused by employees or cleaning contractors, we will have an employee on-site to respond and manage 4. Ability to perform intrusive maintenance tasks in the evening when staff have gone home for the day, loud work or work that is over an employees desk 5. Succession planning. As our current Property maintenance Worker is getting close to retiring and having this position allows for a smooth transfer of knowledge and minimal impact on the levels of service the employees and visitors to the Municipal Offices are used to experiencing 6. The CPTED (Crime Prevention Through Environmental Design) review performed by York Regional Police highlighted the need for more security hours to deter crime. This position extends the hours our facility is manned by building personnel and satisfies the suggestion made by York Regional Police in 2018. Having maintenance staff on site during the evening hours (3pm-11pm) will help deter vandalism, loitering and theft.

1.4 - Community Impact

Outline Community Impact (if applicable)

Community Impact (select one):

No Impact

1. If we do decide to allow outside organizations to utilize our meeting rooms afterhours this will increase our services that we can provide to businesses in our community that don't have professional areas to host meetings. 2. The Municipal Offices is our flagship building. This position will improve the service level in the building and provides our community with a better facility to do business in.

1.5 - Risk

Outline the risks associated with the project both positive and negative

Risk Category (select highest risk area):

Operational

Timelines for Potential Risk Impacts

Within 1 year

Our biggest risk currently is that the position right now is being filled with one of our Union Facility workers on a 12-month contract. This staff has been with the Town since being placed at 395 Mulock early on in the pandemic. There has been significant knowledge transfer between the incumbent and our current Property Maintenance Worker who is getting close to retirement. The union only allows for a 6 month leave of absence, so the incumbent had to request in writing to get special permission from the Union to sign the original 12-month contract this year. If we don't convert this position to FTE this year then the incumbent will need to request another 12 months contract which the Union may not approve. If the Union does not approve the contract extension, then we run the risk of losing all the knowledge transfer that has already occurred as the incumbent would be forced to go back to his original position in facilities at the end of this contract in January 2022. This position allows for succession planning not only for this upcoming retirement but also for any vacancy in the future as this would move us from 1 FTE in this role to 2 FTE's and allow for constant knowledge transfer and joint learning.

Section 2 : Financials

Details of Incremental Expenditures, Savings and Revenue

Operating Costs		2022	2023	2024	2025	2026	2027
Account #	Description						
Account #	New Hire Requests In \$						
17761.4021	FTE 1	64,448					
	PTE						
	CONTRACT						
	BENEFITS - FTE	18,045	-	-	-	-	-
	BENEFITS - PTE	-	-	-	-	-	-
Total Operating Costs		82,493	-	-	-	-	-
Cost Recoveries		2022	2023	2024	2025	2026	2027
Account #	Description						
17761.4403	Janitorial Contract	61,640					
17761.4031	Casual/Seasonal Wage	10,000					
17761.4455	Misc. Property	5,000					
17761.4299	Capital Acquisitions	5,853					
Total Cost Recoveries		82,493	-	-	-	-	-
Total Net Cost		0	-	-	-	-	-

Section 3 : Sign-off

Collaboration: **N/A** Consulted With: **Human Resources**

Prepared By: **Josh Delong** **Reviewed By:** **Jason Unger** **Commissioner:** **Peter Noehammer**

**2022 BUDGET
Operating Decision Package Form**

Project / Initiative Name	Town Marquee Signs (Magna)					
Project Cost	\$ 25,000.00	Project Resources Requirements	New Resources	Operating DP	Yes	Decision Package #
Commission/Area:	Corporate Services Commission			Division/ Departments:	Information Technology	
Legislative Requirement (select one):	No	Quote Legislation:				

Section 1 : Project Scope

1.1 - Project Classification and Overview

Provide comprehensive overview of the project request	Classification (select one):	Replacements, Rehabilitation and/or Maintenance
<p>The Town's Marquee signs located at Magna and Town hall have reached their end of life and require replacement. At over 10 years old, the aging signs are either not working or in need of repair and the original supplier no longer provides support. The Magna Centre staff reply on the signs to provide information to the public and user groups on a continuous basis and frequent disruption in service impacts daily business for the Town as well as its business partners. A portion of these funds will be dedicated to review other marquee signs and provide recommendations (and possible the purchase of) on potential solutions to standardize the hardware and software along with a centralized platform to manage and administer all Town facility signs.</p>		

1.2 - Project Alignment and Justification

Outline justification for need of project request	Corporate Alignment & Opportunity (select one):	Commission or Departmental Business Plan
<p>ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE</p> <p>Marquee signs at various facilities are in need of replacement as they have reached their useful lifecycle.</p>		

1.3 - Levels of Service

Outline the desired outcome and/or benefits	Levels of Service & Infrastructure Impact (select one):	Secures Existing Service Levels & Addresses Infrastructure Gap
<p>This item maintains an existing level of service as the signs are well entrenched in the operations at the Magna Centre and Town hall.</p>		

1.4 - Community Impact

Outline Community Impact (if applicable)	Community Impact (select one):	Moderate Impact - Moderate utilization
<p>Vibrancy on Yonge, Davis and Mulock - Leverage Smart City technologies and municipally owned broadband (ENVI) to support corridor development strategies and business retention and expansion efforts. Adopting Smart City Technologies and providing the latest innovation in signage along the corridors will feed into the overall Council Priority. The signs can be connected to both the Town's data network and the internet using ENVI.</p>		

1.5 - Risk

Outline the risks associated with the project both positive and negative	Risk Category (select highest risk area):	Corporate Image
	Timelines for Potential Risk Impacts	Within 1 year
<p>Major Service Disruption, major service loss potential to Town programs, Sports Groups and businesses within the Magna Centre if important information cannot be displayed to customers in a timely manner. A portion of the Magna Marquee is designated to the Naming Rights and Timothy's Café within the Magna Centre. This has considerable value to our sponsors and helps the retail for the Café. Another important risk to consider is in the event of a disaster or emergency as the Town may not be able to use these signs to communicate very important, key messaging to the community on a Town wide situation. Whether we are an emergency centre, a heat escape centre, a natural disaster recovery centre at any / all of our Town facilities, the additional Town Signage Review portion of this decision package will make way for the integrated emergency messaging for all Town facilities.</p>		

Section 2 : Financials

Operating Costs		2022	2023	2024	2025	2026	2027
Account #	Description						
23125.4408	Original submission was Capital	25,000					

Section 3 : Sign-off

Collaboration		Consulted With					
Prepared By:	Reviewed By:		Commissioner:				
Karthik Venkataraman	Karthik Venkataraman		Esther Armchuk				

**2022 BUDGET
Operating Decision Package Form**

Project / Initiative Name	Animal Services Officer					
Net Costs	-\$ 34,678	Resources Requirements	New Resources	Decision Package #		
Commission/Area:	Corporate Services Commission			Division/ Departments:	Legislative Services	
Legislative Requirement (select one):	No		Quote Legislation:			

Provide comprehensive overview of the project request

Classification (select one): Improved Efficiency

Enacted in 2018, a 3-way partnership contract was formed between the Town of Aurora, the Town of Georgina, and the Town of Newmarket re: joint services for Animal Services. The Town of Aurora is the lead service provider for Newmarket's Animal Services program. This was a pilot project initiated for a duration of 2yrs. However, due to the Covid-19 pandemic, a one year extension of the pilot program was approved for 2021, with the contract set to expire in December 2021. The Town of Aurora has provided a 5yr financial forecast for costs relating to the Animal Services program. An in-house 5yr financial forecast was also prepared by the Town's Finance Department (attached for reference), which demonstrates a significant cost-savings to the Town for bringing this program in-house. A recent restructure of the Regulatory Services Division has created an opportunity for enhancing service levels at a cost-savings to the Town. If brought in-house, 1 FTE Animal Services Officer will be required.

Outline justification for need of project request

Corporate Alignment & Opportunity (select one): Commission or Departmental Business Plan

ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE

In a continued effort to find efficiencies, Legislative Services has worked with the Town's Finance Department to compare the cost of continuing our Animal Services Partnership with Aurora to the cost of bringing the service in house. A financial review has demonstrated significant cost-savings associated with bringing the service in house.

Outline the desired outcome and/or benefits

Levels of Service & Infrastructure Impact (select one): Increases Service Levels

Enhancing service levels through internal controls direct performance management of staff. Having the program in-house, management will also be able to provide clear direction to staff, outline expectations for the role, and ensure that education and enforcement are at the forefront of all compliance initiatives. Streamlining staff resources for efficiencies by aligning existing Municipal Enforcement Officer JD's to encompass Animal Services requirements. This will enhance our response rates to residents and will also increase our hours of operational availability to the public.

Outline Community Impact (if applicable)

Community Impact (select one): Minor Impact - Local Benefit

Increased control over Animal Services will allow staff to better tailor services to our community. Aligning existing Municipal Enforcement Officer JD's to encompass Animal Services will immediately improve our availability to respond to resident concerns providing a significant positive impact to our community.

Outline the risks associated with the project both positive and negative

Risk Category (select highest risk area): Financial Impact

Timelines for Potential Risk Impacts: Within 1 year

Section 2 : Financials

Details of Incremental Expenditures, Savings and Revenue

Operating Costs		2022	2023	2024	2025	2026	2027
Account #	Description						
23125.4408	See Original Submission for Breakdown	25,000					
Account #	New Hire Requests In \$						
23125.4021	FTE 1	79,935	73,940	73,940	73,940	73,940	73,940
	PTE						
	CONTRACT						
	BENEFITS - FTE	22,382	20,703	20,703	20,703	20,703	20,703
	BENEFITS - PTE	-	-	-	-	-	-
Total Operating Costs		127,317	94,643	94,643	94,643	94,643	94,643
Cost Recoveries		2022	2023	2024	2025	2026	2027
Account #	Description						
23125.4408	By-Law Contract with Aurora	161,995					
Total Cost Recoveries		161,995	-	-	-	-	-
Total Net Cost		-	34,678	94,643	94,643	94,643	94,643

Section 3 : Sign-off

Collaboration	No	Consulted With	Human Resources			
----------------------	----	-----------------------	-----------------	--	--	--

Prepared By:	Reviewed By:	Commissioner:

**2022 BUDGET
Operating Decision Package Form**

Project / Initiative Name: **Enhanced Cyber Security**

Net Costs: \$ **168,961** Resources Requirements: **New Resources** Decision Package #:

Corporate Services Commission Division/ Departments: **Information Technology**

Legislative Requirement (select one): **No** Quote Legislation:

Provide comprehensive overview of the project request Classification (select one): **Mandatory/Legal/Critical**

See capital form #50

Outline justification for need of project request Corporate Alignment & Opportunity (select one): **Commission or Departmental Business Plan**

ONLY SELECT FROM PICK LIST IF COUNCIL PRIORITY SELECTED IN CORPORATE ALIGNMENT & OPPORTUNITY SECTION ABOVE

Outline the desired outcome and/or benefits Levels of Service & Infrastructure Impact (select one): **Secures Existing Service Levels & Addresses Infrastructure Gap**

Outline Community Impact (if applicable) Community Impact (select one): **Significant Impact - Town Wide**

Outline the risks associated with the project both positive and negative Risk Category (select highest risk area): **Financial Impact**

Timelines for Potential Risk Impacts: **Within 3 months**

Details of Incremental Expenditures, Savings and Revenue							
Operating Costs		2022	2023	2024	2025	2026	2027
Account #	Description						
13621-4404	Consulting Services	30,000					
Account #	New Hire Requests In \$						
13621-4021	FTE 1	108,563	108,563	108,563	108,563	108,563	108,563
	PTE						
	CONTRACT						
	BENEFITS - FTE	30,398	30,398	30,398	30,398	30,398	30,398
	BENEFITS - PTE	-	-	-	-	-	-
Total Operating Costs		168,961	138,961	138,961	138,961	138,961	138,961
Cost Recoveries		2022	2023	2024	2025	2026	2027
Account #	Description						
Total Cost Recoveries		-	-	-	-	-	-
Total Net Cost		168,961	138,961	138,961	138,961	138,961	138,961

Collaboration: Consulted With:

Prepared By: **Karthik Venkataraman** **Reviewed By:** **Karthik Venkataraman** **Commissioner:** **Esther Armchuk**

Project / Initiative Name: **Accounts Administrator for Cost-Recovery Program (Conversion PT to FT)**

Net Costs: \$ - Resources Requirements: **No New Resources** Decision Package #: **CYFS-Ops 1**

Central York Fire Services Division/ Departments:

Legislative Requirement (select one): **No** Quote Legislation:

Provide comprehensive overview of the project request Classification (select one): **Improved Efficiency**

Currently Central York Fire Services (CYFS) employs a regular part-time personnel to administer a motor vehicle cost-recovery program, this person is known as the Accounts Administrator. This person works 28 hours per week. Central York Fire Services will be seeking approval from JCC to expand the Cost-Recovery program in 2022, which will cause an increase in work load to the Accounts Administrator. additional tasks will be added to the role:

- Entering Cost Recovery invoicing Into the JDE Accounting System along With Correct General Ledger Accounts
- Following Up and Maintaining a control spreadsheet to reconcile invoicing
- Communicating with Town of Newmarket Accounts Receivable in terms of confirming invoice batch numbers along with follow up with Insurance companies/ Homeowners on collection

Outline justification for need of project request Corporate Alignment & Opportunity (select one): **Commission or Departmental Business Plan**

This position is a service level change due to the expansion of the cost-recovery program in 2022 and coordinating invoicing and accounts receivable between CYFS and Finance.

Outline the desired outcome and/or benefits Levels of Service & Infrastructure Impact (select one): **Increases Service Levels**

CYFS has expanded their cost-recovery revenues to include additional services provided. This position conversion to full time will in-turn will assist CYFS with respect to increased financial opportunities as part of the administration of the program.

Outline Community Impact (if applicable) Community Impact (select one): **No Impact**

Outline the risks associated with the project both positive and negative Risk Category (select highest risk area): **Operational**

Timelines for Potential Risk Impacts: **Within 3 months**

The conversion of the position will assist with operational capacity.

Details of Incremental Expenditures, Savings and Revenue							
Operating Costs		2022	2023	2024	2025	2026	2027
Account #	Description						
Account #	New Hire Requests In \$						
21221.4035	FTE 1	52,148					
	PTE						
	CONTRACT						
	BENEFITS - FTE	14,602	-	-	-	-	-
	BENEFITS - PTE	-	-	-	-	-	-
Total Operating Costs		66,750	-	-	-	-	-
Cost Recoveries		2022	2023	2024	2025	2026	2027
Account #	Description						
21221.4035	PTE & benefits - Current budget	49,900					
21221	budget reductions	16,850					
Total Cost Recoveries		66,750	-	-	-	-	-
Total Net Cost		-	-	-	-	-	-

Collaboration: Yes Consulted With: Financial Services

Prepared By: Sarah Boddy, Administrative Assistant **Reviewed By:** Rocco Volpe, Deputy Chief **Commissioner:** Ian Laing, Fire Chief