



Town of Newmarket

Agenda

Special Committee of the Whole

Date: Monday, November 11, 2019
Time: 2:00 PM
Location: Council Chambers
Municipal Offices
395 Mulock Drive
Newmarket, ON L3Y 4X7

1. Additions & Corrections to the Agenda

2. Declarations of Pecuniary Interest

3. Presentations

3.1 Tax Supported Operating Budget

Note: Mike Mayes, Director of Financial Services/Treasurer, will be in attendance to provide a presentation on this matter.

4. Deputations

5. Items

5.1 Tax Supported Operating Budget

1. That the report entitled 2020 Preliminary Draft Tax-Supported Operating Budgets dated November 11, 2019 be received; and,
2. That subject to any additional direction from Committee, that the proposed budget be incorporated into the Draft Budgets to be presented to Committee of the Whole on November 25, 2019.

6. Adjournment

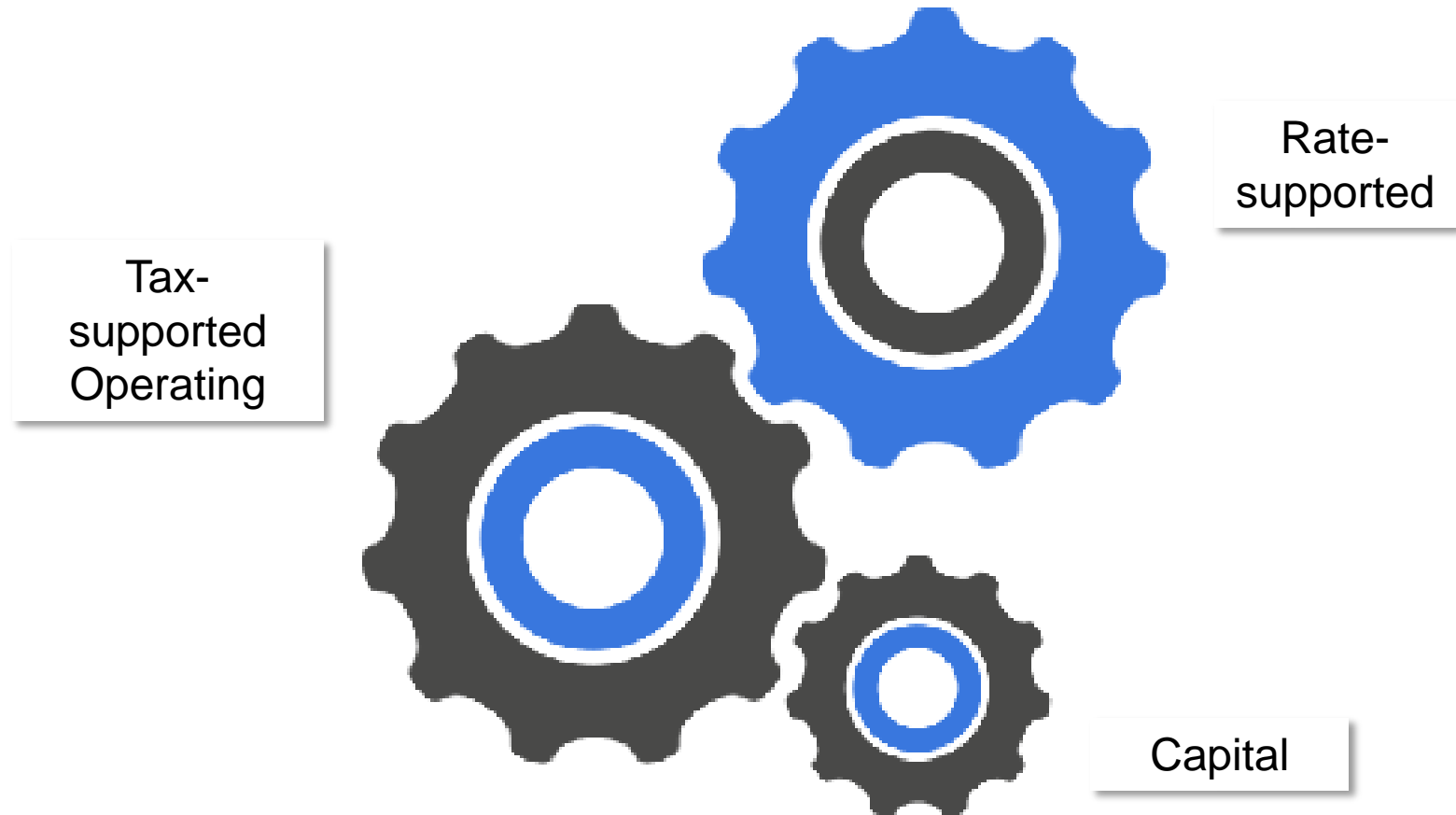
2020 Budget for Tax-supported Operations

Presenter: Mike Mayes

Date: November 11, 2019



The budgets are separate but inter-connected parts



Today's Objectives

Further to October 15 budget process update:

- Provide details of the Preliminary Draft Tax-Supported Operating Budget
- Initiate Council deliberations
- Provide listing of recommended, pending and deferred Decision Packages

Results will be consolidated with the capital and rate-supported operating budgets into the draft budget for November 25 CoW



The original Tax Target request was an increase of 3.90%



Projected inflation based on March Toronto CPI	2.00%
Adjusted for municipal purposes	0.50%
	2.50%
Infrastructure levy (ARF)	1.00%
Items carried forward from 2019	0.40%
	3.90%



Council's target

- On May 6, 2019 Council approved Finance Report 2019-42, 2020 Budget Process and Target, and added the following recommendation:

That endorsement be given to staff to proceed with preparation of the 2020 budgets employing the structure and targets as set out in this report with a tax levy increase of less than 3%.

- This direction challenged staff to find cost reductions in the budget



Target increase was allocated to budget components

Component	Net increase in \$	% Tax increase
Town base	\$ 996,000	1.66%
CYFS base	439,000	0.73%
Library base	65,000	0.11%
Mulock Farm	-	-
Enhancements	-	-
Growth, net	-	-
ARF	600,000	1.00%
Carried forward (Bill 148)	240,000	0.40%
Original recommendation	\$ 2,340,000	3.90%
Reductions	- 546,000	(0.91%)
Proposed tax increase	\$ 1,794,000	2.99%



All goals were achieved

- Base budget tax increase is 1.99%
 - Net efficiencies of \$546,000 were found
 - It does not include results or recommendations from the Service Delivery review - “REV It Up”
- Assessment Growth of 1.3% is only applied to growth-related expenditures
- Asset Replacement Fund
 - 1% levy increase (\$600,000)



\$546,000 in budget reductions required for Council's target



Tax increase	%	\$
Original request	3.90%	\$ 2,340,000
Council target	2.99%	1,794,000
Reductions	0.91%	\$ 546,000



Also \$575,000 of extraordinary items had to fit into the budget



Library books (replace DC funding)	\$ 125,000
Additional benefit plan costs	350,000
Reduction of Recreation stretch revenue target	100,000
Extraordinary items	\$ 575,000
Reductions required for Council's target	546,000
Consolidated reduction target	\$ 1,121,000



\$1,121,000 in reductions were found



2019 items carried forward and absorbed in the base budget	\$ 240,000
Reduction in Public Works Services budget	730,000
Shift in CYFS cost allocation	80,000
Partial funding of Library books from Growth	31,000
Various minor items	40,000
	\$ 1,121,000



Additions to the base budget have been limited

	Net tax impact	Net rate impact	Total
Mandatory	\$ 73,500		\$ 73,500
Maintenance	48,500	160,000	208,500
Necessary	\$ 122,000	\$ 160,000	\$ 282,000
Pending further review	99,000	22,000	121,000
Budget provision	\$ 221,000	\$ 182,000	\$ 403,000



Growth revenue is applied to Growth expenditures



	Original	Revised
Fire Master Plan, 2020 allocation	\$ 293,000	\$ 207,000
Incremental growth in the base budget	80,000	68,000
Newmarket Public Library allocation	49,000	49,000
Operating costs for donated park	30,000	30,000
Operating costs for new capital	328,000	12,000
Capital and DC discounts		23,000
To be allocated to Decision Packages		391,000
Assessment Growth of 1.30%	\$ 780,000	\$ 780,000



Additions to the growth budget have been limited



	Net tax impact	Net rate impact	Total
CYFS - per FMP	\$ 207,000		\$ 207,000
Library - mandatory	\$18,000		\$18,000
Library – replacing DC's	31,000		31,000
Library - total	\$ 49,000		\$ 49,000
Town - pending further review	\$ 391,000	\$ 268,000	\$ 659,000



ARF levy is at the 1% goal

Asset Replacement Fund (ARF) Target is an annual tax increase of 1% = \$600,000

ARF increase allocation	Town levy	Aurora's share	Total ARF increase
Parks and facilities	\$ 541,380		\$ 541,380
CYFS	58,620	41,380	100,000
	\$ 600,000	\$ 41,380	\$ 641,380



REV It Up results will not be available for the 2020 budget



- REV It Up is a Service Delivery Review funded by the provincial government
- Recommendations will not be made public until December 31, 2019 – after the budget is scheduled to be approved, therefore:
 - Anticipated results have not been factored into the budget
 - Some new initiatives are being deferred pending a review of the results



Average residential property tax increase of \$59.74



2019	2020	Increase \$	Increase %
\$ 1,998.04	\$ 2,057.78	\$ 59.74	2.99%



Property taxes will trend at 10% below GTA average



Year	Newmarket	GTA average	% below
2014	\$ 1215	\$ 1360	- 10.6 %
2015	\$ 1247	\$ 1377	- 9.4 %
2016	\$ 1277	\$ 1442	- 11.4 %
2017	\$ 1302	\$ 1464	- 11.1 %
2018	\$ 1359	\$ 1509	- 9.9 %
2019	<i>\$ 1406</i>	<i>\$ 1557</i>	<i>- 9.7 %</i>
2020	<i>\$ 1448</i>	<i>\$ 1605</i>	<i>- 9.8 %</i>

Italicized Figures are Projections



Monthly cost of services shows value to the taxpayer



Service bundle monthly cost	2019	2020	Increase
Fire & Emergency Services	\$ 44.71	\$ 46.56	\$ 1.85
Waste Management	9.98	9.66	- 0.32
By-law & Licensing Services	4.13	4.48	0.35
Roads, Bridges & Sidewalks	28.43	28.76	0.33
Planning & Development	11.24	11.63	0.39
Community Programs & Events	11.91	11.69	- 0.22
Facilities, Parks & Trails	46.13	48.00	1.87
Public Library Services	9.97	10.70	0.73
	\$ 166.50	\$ 171.48	\$ 4.98

Monthly cost to the average residential taxpayer



Budget Outlook shows need for further cost reductions

	2019	2020	2021	2022	2023
Inflation (CPI)	2.70%	2.00%	2.50%	2.50%	2.50%
Tax increase:					
- Base	2.95%	2.50%	2.75%	2.75%	2.75%
- Extraordinary	1.28%	0.40%	-	-	-
- ARF	0.75%	1.00%	1.00%	1.00%	1.00%
	4.98%	3.90%	3.75%	3.75%	3.75%
Reductions					
Tax %	2.03%	0.91%	0.77%	0.78%	0.76%
\$	\$1,727,000	\$550,000	\$475,000	\$500,000	\$500,000
Revised increase	2.95%	2.99%	2.98%	2.97%	2.99%



2020 Budget Schedule

ACTIVITY	DATE	MEETING	STATUS
Recommendations for 2019 budget process - schedule, targets, community engagement	April 29	Committee of the Whole	Done
Community Engagement Phase 1	July to October	-	Done
Fees & Charges for early approval – licensing, recreation	June 17	Committee of the Whole	Date changed
Approval of early Fees & Charges	June 24	Council	
Presentation of the Preliminary Draft budgets	October 15	Committee of the Whole	Done



2020 Budget Schedule

ACTIVITY	DATE	MEETING	STATUS
Community Engagement Phase 2	October to November	-	In process
Consideration of the Capital and Rate-supported Budgets	October 28	Special Committee of the Whole	Done
Consideration of the Tax-supported Operating Budget	November 11	Special Committee of the Whole	In process
Presentation of the Draft Budgets and remaining Fees & Charges for approval	November 25	Committee of the Whole	
Approval of the Budgets and remaining Fees & Charges	December 2	Council	





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Preliminary Draft Tax-Supported Operating Budget Staff Report to Council

Report Number: 2019-119

Department(s): Financial Services

Author(s): Mike Mayes, Director of Financial Services

Meeting Date: November 11, 2019

Recommendations

1. That the report entitled 2020 Preliminary Draft Tax-Supported Operating Budgets dated November 11, 2019 be received; and,
2. That subject to any additional direction from Committee, that the proposed budget be incorporated into the Draft Budgets to be presented to Committee of the Whole on November 25, 2019.

Executive Summary

The proposed 2020 tax-supported budget includes Central York Fire Services (CYFS), the Newmarket Public Library Board (Library), and the Newmarket Downtown Business Improvement Area (BIA). It meets Council's target of a tax increase of less than 3%, while including a 1% infrastructure levy, and allocating growth revenues to growth expenditures. The service delivery review, REV It Up has not been factored into the 2020 budget.

Purpose

This report provides details for the previous report, *2020 Budget Process Update*, dated October 15, 2019. Along with reports [2019-108](#) and [2019-110](#) for rate-supported operations and capital, these preliminary draft budgets are the starting point for Council deliberation and will form the basis for the consolidated draft budgets to be presented to Committee of the Whole on November 25, 2019.

Background

The original Tax Target request was an increase of 3.90%

Finance Report 2019-42, 2020 Budget Process and Target originally recommended a tax levy increase target of 3.90% to reflect the cost drivers impacting the 2020 operating budget.

The main driver for the base budget continues to be inflation. The basic Consumer Price Index (CPI) is the common standard but it is not sufficient for the cost drivers experienced by municipal governments. The basket of goods used by a municipality varies significantly from those of an average household. To recognize this, an additional amount in the range of 0.25% to 0.50% was recommended to be added to CPI to make it an appropriate measure for municipalities. When the budget process started, the March CPI for Toronto indicated an annual increase of 2.00%. Therefore 2.50% was used as a starting point for the base budget.

The Infrastructure Levy is the change in the annual contributions to the tax-supported Asset Replacement Fund (ARF). The Capital Financing Sustainability Strategy recommended an annual increase in the tax-supported ARF contributions equal to a 1% tax increase.

\$240,000 in expenses are being carried forward from 2019. This is equivalent to a 0.40% tax increase and consists of:

- \$200,000 for the final phase-in of costs to deal with Bill 148, *A Plan for Fair Workplaces and Better Jobs*. The strategy was developed for the 2018 budget. \$280,000 had been budgeted in 2018 and \$200,000 in 2019.
- \$40,000 of the 2019 budget provision for increases to casual wages not related to Bill 148 was deferred to 2020.

The starting point for 2020 was a 3.90% tax increase.

Council's Target

On May 6, 2019 Council approved the budget process and targets as set out in Finance Report [2019-42](#), *2020 Budget Process and Target*, and added the following recommendation:

That endorsement be given to staff to proceed with preparation of the 2020 budgets employing the structure and targets as set out in this report with a tax levy increase of less than 3%.

This direction challenged staff to find cost reductions in the budget.

Target increase was allocated to budget components

For efficient and effective budget preparation, the budget is separated into components: capital and operations, operations are split between rate-supported and tax-supported, and then the tax-supported operations are further subdivided into components. Each of these components is given an appropriate share of the budget target.

Component	Net increase in \$	% Tax increase
Town base	\$ 996,000	1.66%
CYFS base	439,000	0.73%
Library base	65,000	0.11%
Mulock Farm	-	-
Enhancements	-	-
Growth, net	-	-
ARF	600,000	1.00%
Carried forward (Bill 148)	240,000	0.40%
Original recommendation	\$ 2,340,000	3.90%
Reductions	- 546,000	(0.91%)
Proposed tax increase	\$ 1,794,000	2.99%

The Town's Base Budget is the net cost to maintain the Town's service levels for a stable population. This is net of ancillary revenues and efficiencies and has property taxation as its' primary funding source. It covers all municipal services except those that are rate-supported (water, wastewater, stormwater and building permits) or that have a separate governance (Central York Fire Services, Newmarket Public Library and the Newmarket Downtown BIA).

Central York Fire Services (CYFS) has an Asset Management Plan and 10-year financial outlook as the foundation for its annual budgets. A special Joint Council Committee (JCC) meeting was held on October 22, 2019 to review and make a recommendation on the 2020 budget. The Town of Aurora has not had an opportunity to comment on the budget yet.

The Library Board approved the Newmarket Public Library budget request on September 18, 2019.

Other Boards and Committees - There have been no budget requests from any of the boards or committees, including the Newmarket Downtown BIA.

Until the Mulock Farm property is made accessible to the public, the current budget of \$250,000 per year is sufficient. A minor housekeeping adjustment has been made to net the transfers to and from reserve funds.

Enhancements are the net cost of increases to service levels. No room was expected in the tax-supported budget for enhancements.

Growth includes the net cost to maintain the existing level of service for a growing community. It matches growth-related expenses with growth-related revenues, assessment growth. Assessment growth for 2020 has been projected to be 1.30% and has been matched against \$680,000 in growth-related expenditures.

The contributions to the tax-supported Asset Replacement Fund (ARF) align with the recommendation of the Capital Financing Sustainability Strategy. An annual increase in the tax-supported ARF contribution equals to a 1% tax increase. These funds will be used to fund the replacement of tangible capital assets when they reach the end of their useful life.

All goals were achieved

The tax-supported operating budget delivers on its goals:

1. A tax increase of less than 3%
 - A base budget increase of 1.99%
 - An infrastructure levy of 1.00%
2. \$546,000 in budget reductions were found
3. It does not include anticipated results or recommendations from the Service Delivery review - "REV It Up"
4. Assessment Growth Revenue of 1.3% has only been applied to growth-related expenditures

Discussion

\$546,000 in budget reductions is required for Council's target

The original tax levy increase request of 3.90% would have generated \$2,340,000 in new revenues. Council reduced with a target of less than 3%. The revised revenue increase is \$1,794,000; \$546,000 less.

\$575,000 of extraordinary items included in the budget

Extraordinary items are costs which would normally be included in the Base Budget but are considered separately because their magnitude would be too disruptive (i.e. their inclusion in the Base Budget would affect service levels). These can include new regulatory requirements or substantial cost increases beyond normal inflation in the cost of goods and services. They can also represent significant budget reductions. The practice has been to only include items that exceed normal inflationary or growth increases by \$100,000.

For 2020, the extraordinary items are:

Library books (replace DC funding)	\$ 125,000
Additional benefit plan costs	350,000
Reduction of Recreation stretch revenue target	100,000
Extraordinary items	\$ 575,000
Reductions required for Council's target	546,000
Consolidated reduction target	\$ 1,121,000

For Development Charge (DC) purposes, Library books can be pooled and treated as a capital asset. Some of the purchases can be attributed to meeting growth demands and had previously been funded by DC's. Funds may become even more limited with changes to the *DC Act*. Consequently, the tax-supported budget should cover this as an annual expense.

The major medical portion of the Town's benefit plan is expecting a 29% increase. The main reason for the increase is more extensive use of expensive specialty drugs. The total increase is \$420,000. \$350,000 represents the amount in excess of expected inflationary and growth increases.

In the 2019 budget, Recreation & Culture was given a stretch target of \$200,000 over and above their projected revenues. This is not a best practice to budget this way. After further review it now appears that some of this stretch target is achievable, it was only reduced by half - \$100,000.

\$1,121,000 in reductions were found

In the past, extraordinary items were accommodated by increasing the tax rate, reducing the ARF levy, or deferring recognition of the expense. None of these are sustainable practices and none were used for 2020.

2019 items carried forward and absorbed in the base budget	\$ 240,000
Reduction in Public Works Services budget	730,000
Shift in CYFS cost allocation	80,000
Partial funding of Library books from Growth	31,000
Various minor items	40,000
	\$ 1,121,000

The items carried forward from 2019 have been absorbed into the base budget. \$480,000 from prior years had been allocated to the most affected departments – Recreation & Culture, Parks, and Customer Service. From the full impact of \$680,000, the final phase-in of \$200,000 would have been allocated to the rest of the organization but as it has no major impact on any individual department, it has been worked into their base. Similarly, the \$40,000 for casual wages will be absorbed or possibly not even required due to lower casual wage trends.

As will be noted in the 3rd quarter budget report, Public Works Services expenses are substantially below budget. This has been the trend over the last two years. Waste Management and utility costs have been reduced as have contributions to a maintenance reserve. These reductions are reflected in the Service Bundles costs reported below. There are adequate reserves to manage the minimal risk.

A shift in the CYFS cost allocation will benefit Newmarket. The operating costs are split between Newmarket and Aurora by applying a formula which factors in population, assessment and call volume. Due to Aurora's higher rate of growth, Newmarket's share of the budget will decrease by \$80,000 in 2020.

The Library Board has recommended a \$49,000 growth allowance for the Library. As there is only one recommended request of \$18,000 against this provision, the remainder can be applied to Library Books.

Departments do not always require their full budget allocation. In addition, adjustments are made to preliminary estimates and allocations. These factors have resulted in a net savings of \$40,000.

These reductions have been found outside of the REV It Up program.

Additions to the base budget have been limited

Although funding for enhancements was not included in the budget allocations, lower inflation throughout 2019 has created some capacity for additions to the tax-supported base budget - \$221,000. These are detailed by Decision Packages in the appendices to this report.

Tax-supported Decision Packages are included as well. Some were recommended for deferral but are attached so that they could be considered in the overall context.

	Net tax impact	Net rate impact	Total
Mandatory	\$ 73,500		\$ 73,500
Maintenance	48,500	160,000	208,500
Necessary	\$ 122,000	\$ 160,000	\$282,000
Pending further review	99,000	22,000	121,000
Budget provision	\$ 221,000	\$ 182,000	\$ 403,000

Decision Packages are miniature business cases for initiatives that did not fit into a department's existing budget allocation. Requests for mandatory items are intended to address contractual, health & safety or similar concerns. Requests for maintenance items are for additional funds to maintain the existing level of service. These two categories are considered necessary to provide budget for.

The Operational Leadership Team made recommendations based on priorities, but those recommendations will be subject to further review by the Senior Leadership Team. It may be premature to move forward with some of the recommended decision packages until the REV It Up results are known. As such, provision has been made in the budget to fund these projects if they go forward and Council approval is required for any changes to the staffing complement to ensure alignment with the REV It Up results.

Any unspent portion of the provision would be for Council to consider. For example, any excess could be transferred to the Asset Replacement Fund or General Capital.

Growth revenue is applied to Growth expenditures

As has been the Town's practice, assessment growth revenues are applied to growth-related expenditures. This is a sustainable practice.

	Original	Revised
Fire Master Plan, 2020 allocation	\$ 293,000	\$ 207,000
Incremental growth in the base budget	80,000	68,000
Newmarket Public Library allocation	49,000	49,000
Operating costs for donated park	30,000	30,000
Operating costs for new capital	328,000	12,000
Capital and DC discounts		23,000
To be allocated to Decision Packages		391,000
Assessment Growth of 1.30%	\$ 780,000	\$ 780,000

CYFS's 10-year budget included an annual growth provision of 2% of its base budget. The 2020 allocation is for the last step in a 5 stage hiring plan for a 7th crew to staff the new fire station – 4 firefighters. At their last meeting, JCC approved reductions to the growth provision for 2020.

Incremental growth is costs that increase as the Town's population grows. It includes maintenance of roads and other infrastructure, waste management and telecommunications. The assessment growth rate (1.3%) is applied to these expenses. The original estimate was \$12,000 higher than required.

The Library has a request of \$18,000 for casual staffing for virtual services. The remaining \$31,000 is applied to Library Books no longer eligible for DC funding.

The Town will receive a donation of parkland in 2020. The operating costs to maintain this park is estimated to be \$30,000.

The recommended capital budget includes Active Transportation Implementation, a growth project with an annual operating cost of \$12,000.

Unallocated funds will be transferred to the Asset Replacement Fund or Growth Reserve and can be used for future capital purposes.

There is sufficient funding for the recommended growth decision packages detailed in the next section.

Additions to the growth budget have been limited

Decision Packages are submitted for the cost to maintain the current level of service for a growing population. The details are in the appendices to this report. They are summarized in the following table:

	Net tax impact	Net rate impact	Total\$
CYFS - per FMP	\$ 207,000		\$ 207,000
Library - mandatory	\$18,000		\$18,000
Library – replacing DC's	31,000		31,000
Library - total	\$ 49,000		\$ 49,000
Town - pending further review	\$ 391,000	\$ 268,000	\$ 659,000

All of the the Town's recommended decision packages are pending further review by the Senior Leadership Team once the results of the REV It Up project are available.

ARF levy is at the 1% goal

The contributions to the tax-supported ARF align with the recommendation of the Capital Financing Sustainability Strategy. An annual increase in the tax-supported ARF contribution equal to a 1% tax increase. These funds will be used to fund the replacement of tangible capital assets when they reach the end of their useful life.

As a new ARF Strategy is being developed, it is important to consistently make the necessary investments. An infrastructure levy of 1% would invest \$600,000 as follows:

ARF increase allocation	Town levy	Aurora's share	Total ARF increase
Parks and facilities	\$ 541,380		\$ 541,380
CYFS	58,620	41,380	100,000
	\$ 600,000	\$ 41,380	\$ 641,380

Parks and Facilities are the two areas in the tax-supported ARF that have deficit balances. Investment in the CYFS ARF is proportionately matched by the Town of Aurora.

REV It Up results will not be available for the 2020 budget

REV It Up is a service review to provide the Town with recommendations on how to deliver long-term sustainable savings and provide efficiencies, while maintaining or improving service levels. The review by an independent consultant is being funded by a provincial government grant through the the Audit and Accountability Fund. A final report will be delivered by December 31, 2019.

The 2020 budget includes currently realizable budget reductions and does not factor in any recommendations from this review. Some new initiatives are being deferred pending an analysis of the results of the independent service delivery and efficiency review.

Property taxes will trend at 10% below GTA average

Comparing property taxes between municipalities can be challenging. There are many methodologies which can lead to inconsistency and confusion. The Town's practice has been to use the Municipal Levy per Capita as reported by BMA Consulting in their annual study of Ontario municipalities. To be consistent with single tier municipalities (cities such as Toronto) and those that have different splits of authority (e.g., waste management cost allocation between regional/county and local municipalities), the calculation includes both upper and lower tier taxation.

Newmarket's tax rates will continue to be competitive.

Year	Newmarket	GTA average	% below
2014	\$ 1215	\$ 1360	- 10.6 %
2015	\$ 1247	\$ 1377	- 9.4 %
2016	\$ 1277	\$ 1442	- 11.4 %
2017	\$ 1302	\$ 1464	- 11.1 %
2018	\$ 1359	\$ 1509	- 9.9 %
2019	\$ 1406	\$ 1557	- 9.7 %
2020	\$ 1448	\$ 1605	- 9.8 %

Italicized Figures are Projections

Monthly cost of services shows value to the taxpayer

Another way to look at the budget is to consider the cost of services. This allows the user /resident to compare what they pay to the value they receive. Costs are shown as a monthly amount – the basis for most home budgets.

Service bundle monthly cost	2019	2020	Increase
Fire & Emergency Services	\$ 44.71	\$ 46.56	\$ 1.85
Waste Management	9.98	9.66	- 0.32
By-law & Licensing Services	4.13	4.48	0.35
Roads, Bridges & Sidewalks	28.43	28.76	0.33
Planning & Development	11.24	11.63	0.39
Community Programs & Events	11.91	11.69	- 0.22
Facilities, Parks & Trails	46.13	48.00	1.87
Public Library Services	9.97	10.70	0.73
	\$ 166.50	\$ 171.48	\$ 4.98

Waste Management and Roads, Bridges & Sidewalks show some of the reductions in Public Works Services noted above. Community Programs & Events shows Recreation & Culture's diligent approach to planning and cost controls. These outcomes are consistent with our year-to-date results. The Community Survey results consistently demonstrate that Newmarket residents are very satisfied with the levels and quality of services they receive and the value they get from their tax dollars.

Budget Outlook shows need for further cost reductions

Looking forward, maintaining tax increases below 3% will require a continuing effort on cost reductions.

	2019	2020	2021	2022	2023
Inflation (CPI)	2.70%	2.00%	2.50%	2.50%	2.50%
Tax increase:					
- Base	2.95%	2.50%	2.75%	2.75%	2.75%
- Extraordinary	1.28%	0.40%	-	-	-
- ARF	0.75%	1.00%	1.00%	1.00%	1.00%
	4.98%	3.90%	3.75%	3.75%	3.75%
Reductions					
Tax %	2.03%	0.91%	0.77%	0.78%	0.76%
\$	\$1,727,000	\$550,000	\$475,000	\$500,000	\$500,000
Revised increase	2.95%	2.99%	2.98%	2.97%	2.99%

The province has announced that the Audit and Accountability Fund program will be extended for another 3 years to enable municipalities to implement cost efficient or reduction measures. Further grant applications will be necessary to access the extension program funds.

Conclusion

The 2020 tax-supported budget meets Council's target while including a 1.00% infrastructure levy, and restricting growth revenues to growth expenditures. The service delivery review, REV It Up has not been factored into the budget.

An overarching fiscal policy framework, comparable to that of York Region, is targeted to be presented to Council in May/June of 2020.

Upcoming dates:

- November 25 – Committee of the Whole regular meeting with draft budgets and fees and charges for approval
- December 2 – Target for Council approval of the Budget

There will also be opportunities for Councillors to meet with or to obtain additional information from the Treasurer or other members of staff.

Business Plan and Strategic Plan Linkages

This report links to Council's strategic priority of long-term financial sustainability by developing a multi-year operating and capital budget that aligns with the Budget Policies.

Consultation

The Treasurer issued guidelines for budget preparation. Members of the Senior and Operational Leadership Teams participated in the preparation of the budget.

The Library Board approved the NPL budget request on September 18, 2019. This included an inflationary increase in the Municipal Grant and a growth provision.

The Joint Council Committee (JCC) held a special meeting on October 22, 2019 to review and make a recommendation on the CYFS budget for 2020. The budget included requests for increases in the base, growth expenses and ARF contributions.

Human Resource Considerations

The tax-supported and rate-supported operating budgets do not include any recommendations for additional staff at this time.

The approach taken for the 2020 Budget is to limit additions to the budget and specifically to staffing levels until the outcomes and recommendations from the REV It Up service delivery review are received. Provision has been made in the budgets for the expense, but adjustment to the staffing complement will still require Council approval.

Budget Impact

A 2.99% tax levy increase would result in an increase in the Town's property taxes to the average residential property of \$59.74 or \$4.98 per month.

2019	2020	Increase \$	Increase %
\$ 1,998.04	\$ 2,057.78	\$ 59.74	2.99%

Newmarket's property tax rate is projected to remain competitive at 10% below the Greater Toronto Area (GTA) average.

Attachments

Appendix A: Decision Packages – Recommended/Pending

Appendix B: Decision Packages – Deferred

Approval

Mike Mayes, CPA, CGA, DPA
Director, Financial Services/Treasurer

Esther Armchuk, LL.B
Commissioner, Corporate Services

Contact

For more information on this report, contact: Mike Mayes at 905-953-5300, ext. 2102 or via e-mail at mmayes@newmarket.ca

2020 Operating Decision Packages Summary										
Form #	STATUS	FTE	Initiative Name	Area Responsible	Category	Evaluation Total Score	Operating Cost	Revenue / Recovery / Offset	Net Impact on Tax	Net Impact on Rates
FAC 33	Recommended		Monthly Fire/Life Safety Systems Testing & Inspections - All Equipped Facilities	PWS-Facilities	Mandatory	31	20,000		20,000	
FAC 40	Pending	1	Facilities Capital Project Management	PWS-Facilities	Growth	31	120,870	-120,870		
ROAD 7	Pending	1	Records Management And Asset Tracking For Fleet Area	PWS-Road	Mandatory	29	74,387	-40,943	18,567	14,877
ROAD 9	Pending	1	Roads Maintenance	PWS-Road	Mandatory	29	76,184	-55,898	20,286	
LIB 4	Recommended	casual	Library virtual services planned growth	Library	Growth	28	18,000		18,000	
IT 10	Pending		Cyber Security Awareness Platform	Information Technology	Replacement	28	15,000		15,000	
FAC 34	Recommended		Roof Anchoring Systems Testing & Certification	PWS-Facilities	Mandatory	27	10,000		10,000	
FAC 39	Recommended		Pest Control For Facility Buildings	PWS-Facilities	Mandatory	27	21,000		21,000	
W&WW 9	Recommended		Cathodic Protection of Metallic Watermains	PWS-Water & WW	Maintenance	26	160,000			160,000
BLD 6	Pending	1	395 Mulock Building Security Requirements	395 Mulock Office	Service Level Change	26	44,931		44,931	
ISI 1	Pending	1	Grant Coordinator Position to Full time	Innovation & Strategic Initiatives	Growth	26	70,705	-70,705		
CYFS 1	Recommended	4	Final Year of Hiring 4 Firefighters - Stn 4-5	CYFS	Growth	25	353,083	-146,106	206,977	
FAC 35	Recommended		Roof Inspections & Maintenance	PWS-Facilities	Maintenance	25	28,500		28,500	
FAC 38	Recommended		Monthly Inspection and Preventative Maintenance for Plumbing Equipment	PWS-Facilities	Maintenance	25	20,000		20,000	
FIN 2	Pending	1	Meet increased demands in property taxes and other areas of general revenues	Financial Services	Growth	25	97,753		24,438	73,315
IT 11	Recommended		AV Annual Support	Information Technology	Mandatory	24	22,563		22,563	
PARK 20	Pending	1	Natural Heritage Asset Maintenance Program	PWS-Parks	Growth	24	102,977	-102,977		
REC 2	Pending	casual	Technical performance Staff	Recreation & Culture	Growth	24	70,000	-35,000	35,000	

Form #	STATUS	FTE	Initiative Name	Area Responsible	Category	Evaluation Total Score	Operating Cost	Revenue / Recovery / Offset	Net Impact on Tax	Net Impact on Rates
FAC 31	Pending	1	Asset Maintenance Through Plumbing	PWS-Facilities	Growth	22	-3,672		-3,672	
IT 8	Pending	1	Data Specialist	Information Technology	Growth	22	106,682		106,682	
W&WW 8	Pending		Water/Waste Water - Licences for Accela	PWS-Water & WW	Service Level Change	21	6,840			6,840
CS 2	Pending	2	Smart Meter & Stormwater services - Customer support	Customer Services	Growth	20	160,551			160,551
IT 12	Pending	1	IT Project Manager	Information Technology	Growth	20	106,682		106,682	
LEG 6	Pending	0.5	Conversion of Claims and Risk Analyst position to FTE	Legislative Services	Growth	20	108,892	-56,466	37,127	15,299
PARK 22	Pending	1	Marianneville Maintenance	PWS-Parks	Growth	20	76,184		76,184	
PARK 21	Pending	1	Robert Shelton Center Yard Operations and Inventory Support	PWS-Parks	Growth	19	76,184	-48,313	8,919	18,952
CYFS 3	Recommended	casual	Administrative Assistant for Cost-Recovery Program	CYFS	Service Level Change	17	64,664	-64,664		
TOTAL		18.5					2,028,959	-741,942	837,183	449,834
SUMMARY										
	0.0	RECOMMENDED - NON-GROWTH							122,063	160,000
	3.0	PENDING - NON-GROWTH							98,783	21,717
	3.0							SUBTOTAL	220,846	181,717
	11.5	PENDING - GROWTH - TOWN							391,360	268,117
	4.0	RECOMMENDED - GROWTH - CYFS							206,977	0
	0.0	RECOMMENDED - GROWTH - LIBRARY							18,000	0
	15.5							SUBTOTAL	616,337	268,117
	18.5							TOTAL	837,183	449,834

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one):

Growth

Service Level
Change

Maintenance/
Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

This initiative is required to ensure all Fire/Life Safety Systems Testing & Inspections in all equipped facilities are in compliance with the Ontario Fire Code 213/07. Regular, monthly Fire/Life Systems testing and inspections at all equipped Town facilities is a requirement under the Ontario Fire Code. We currently are unable to complete these consistently due to insufficient internal resources. This request would ensure funds are available to perform this work using contracted services.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

The Town is required to test and inspect all Fire/Life Safety Systems as outlined per Ontario's Fire Code. Various components require testing at various intervals. The frequency of these inspections are outlined in the Ontario Fire Code and the Fire Protection and Prevention Acts.

Priority If this item addresses a priority, please explain how it does so...

Regular testing and inspections are required to comply with laws and regulations, and also provide a comprehensive asset management plan that reflects a corporate risk strategy and continued investment into our assets.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

Regular, monthly Fire/Life Safety Systems testing and inspections are not only required by law, but also ensure systems are properly maintained for the safety of the occupants. This would ensure continuous operation of the various equipped facilities.

Business Case If this item provides a financial return, please explain how it does so...

Improper maintenance could result in the fire department issuing an order to restrict occupancy of the affected facility and could result in interruptions in programming and potential loss of revenue.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

Fire/Life Safety Systems must be in good repair in order for occupancy of a building to be authorized. Malfunction of the equipment in the event of a fire could result in serious injury and substantial damages to the property and its occupants. Building closures would occur if there was a fire resulting in substantial user fee loss.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost	
Operating Costs		2020	2021	2022	2023	2024	2025			
Account #	Description									
57811.4273	Testing and Inspections	20,000	20,000	20,000	20,000	20,000	20,000	Yes	200,000	
Account #	New Hire Request									
	FTE									
	PTE									
	CONTRACT									
	BENEFITS - FTE	-	-	-	-	-	-			
	BENEFITS - PTE	-	-	-	-	-	-			
Operating Costs		20,000	20,000	20,000	20,000	20,000	20,000		200,000	
								Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery	
Cost Recoveries	Account #	Description	2020	2021	2022	2023	2024	2025		
Cost Recoveries		-	-	-	-	-	-		-	
Total Net Cost		20,000	20,000	20,000	20,000	20,000	20,000		-	
Total Cost	320,000	Total Cost Recoveries		-	Total Net Cost			320,000	Cost Recovery	0%

Section 4 Evaluation

<div>+9 Council Priority</div> <div>+6 Council Approved Strategic Plan</div> <div>+4 SLT Priority</div> <div>+2 Documented Recommendation</div> <div>Priority (Pick one)</div> <div>Points</div> <div>9</div>	<div>+3 Moves Toward/Maintains Desired Service Level</div> <div>Desired Service Level (All or nothing)</div> <div>Points</div> <div>3</div>	<div>+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue</div> <div>Automatically calculated once you fill out Section 3 Financials</div> <div>Business Case (Scale)</div> <div>Points</div> <div>0</div>																									
<div>Risk Reduction / Mandatory or Legal Requirement</div> <div>Input Current risk, which is the risk before implementation of the budget item and Post-Implementation risk, which is the risk after the implementation of the budget item.</div> <div>*If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category</div> <table><tr><th colspan="2">Current Risk</th><th colspan="2">Post-Implementation Risk</th><th>Points</th></tr><tr><td>Consequence</td><td>Likelihood</td><td>Consequence</td><td>Likelihood</td><td></td></tr><tr><td>5</td><td>4</td><td>1</td><td>1</td><td>19</td></tr></table> <div>Evaluation Components</div> <table><tr><td>Priority</td><td>Desired Service Level</td><td>Business Case</td><td>Risk Reduction / Mandatory or Legal Requirement</td><td>Total Points</td></tr><tr><td>9</td><td>3</td><td>0</td><td>19</td><td>31</td></tr></table>			Current Risk		Post-Implementation Risk		Points	Consequence	Likelihood	Consequence	Likelihood		5	4	1	1	19	Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points	9	3	0	19	31
Current Risk		Post-Implementation Risk		Points																							
Consequence	Likelihood	Consequence	Likelihood																								
5	4	1	1	19																							
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points																							
9	3	0	19	31																							

Prepared By:	Reviewed By:	Commissioner:
Harry Vanwensem	Chris Kalimootoo	Peter Noehammer

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth Service Level Change Maintenance/Replacement Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

This request is for a full time project manager for the Facility division to manage Capital projects to maintain and improve all current facility buildings as well as future acquisitions. The project manager will provide the expertise required to make recommendations on repairs and replacement projects, and upon budget approval, fully manage and successfully complete the design and construction phases of various projects while collaborating with consultants and contractors. Having a project manager dedicated to facilities projects who will represent the Town's best interest is particularly beneficial to ensure projects deliverables set out in the early project stages meet the actual needs of the corporation and end users. Capital budget requests for 2020 cumulate almost \$4M of work, which is beyond the capacity that the current department staff can handle without significantly impacting other aspects of the business.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

With continued growth of the Town's asset portfolio and general growth in Town's operations comes an increased demand to managing and maintaining the corporation's assets. The project manager would be responsible for overseeing from start to completion various work associated with inspections, investigations, repairs and replacements required in our aging facilities. The expertise of the project manager would allow for better internal understanding of recommended actions, which would result in better decision making and overall management of capital renovation and construction projects. The acquisition of the Mulock Estate and growth plans for the Glenway site are other properties that will necessitate a qualified full time person to manage and supervise projects associated with these acquisitions in addition to managing projects to maintain and improve our existing facilities.

Priority If this item addresses a priority, please explain how it does so...

The work of the Project Manager would result in an ongoing, continuous improvement to our facilities and vacant properties, and ensuring continued success of various Town's operations. This would contribute to creating extraordinary places and spaces prone to job attraction and economic growth. The added expertise within the facility division would largely contribute to responsible management of the corporation's assets and managing corporate risk.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

Having a full time Project Manager would allow for the increased efficiency in identifying and resolving maintenance issues and renovations needs for continued improvement to our operations and development of all Town facilities. The project manager would act as the intermediary person between the various Town's department involved to ensure all parties' expectations and needs are met during the various stages of renovation projects.

Business Case If this item provides a financial return, please explain how it does so...

The Project Manager's expertise in the construction industry and project management practices will ensure better allocation of the capital dollars spent on various projects by better assessing situations and evaluating options to provide the best outcome relative to cost/quality/time. This would in some instances result in reduced costs associated with consulting services by having the resources in-house to complete initial assessments of building conditions and basic project planning and execution. A full-time employee having a more complex understanding of the Town's needs and requirements would ensure that these parameters are incorporated in all stages of the work to avoid unnecessary costs resulting from changes in the scope during construction.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

A failure to provide the required resources to constantly maintain and upgrade our facilities could result in major service disruptions to recreational programming and loss of revenue. Having a full time project manager dedicated to the maintenance and renovation of Town buildings will provide recommendations to minimize or even avoid events that could result in service disruptions, financial liability or negative impact on the Town's image. We risk the premature degradation of town assets by not constantly maintaining and upgrading our facilities.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input checked="" type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
HR	

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	2020	2021	2022	2023	2024	2025			
Account #	Description								
Account #	New Hire Request								
	FTE	94,430	94,430	94,430	94,430	94,430	94,430	Yes	944,300
	PTE								
	CONTRACT								
	BENEFITS - FTE	26,440	26,440	26,440	26,440	26,440	26,440	Yes	264,404
	BENEFITS - PTE	-	-	-	-	-	-		
Operating Costs	120,870	120,870	120,870	120,870	120,870	120,870	120,870		1,208,704
Cost Recoveries	2020	2021	2022	2023	2024	2025		Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
	Consulting Services	120,870	120,870	120,870	120,870	120,870	120,870	Yes	1,208,700
Cost Recoveries	120,870	120,870	120,870	120,870	120,870	120,870	120,870		1,208,700
Total Net Cost	0	0	0	0	0	0	0		-
Total Cost	1,933,926	Total Cost Recoveries	1,933,920	Total Net Cost	6	Cost Recovery	100%		

Section 4 Evaluation

<div>+9 Council Priority</div> <div>+6 Council Approved Strategic Plan</div> <div>+4 SLT Priority</div> <div>+2 Documented Recommendation</div> <div>Priority (Pick one)</div> <div>Points</div> <div>9</div>	<div>+3 Moves Toward/Maintains Desired Service Level</div> <div>Desired Service Level (All or nothing)</div> <div>Points</div> <div>3</div>	<div>+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue</div> <div>Automatically calculated once you fill out Section 3 Financials</div> <div>Business Case (Scale)</div> <div>Points</div> <div>2</div>																									
<div>Risk Reduction / Mandatory or Legal Requirement</div> <div>Input Current risk, which is the risk before implementation of the budget item and Post-Implementation risk, which is the risk after the implementation of the budget item.</div> <div>*If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category</div> <table><tr><th colspan="2">Current Risk</th><th colspan="2">Post-Implementation Risk</th><th>Points</th></tr><tr><td>Consequence</td><td>Likelihood</td><td>Consequence</td><td>Likelihood</td><td></td></tr><tr><td>4</td><td>5</td><td>1</td><td>3</td><td>17</td></tr></table> <div>Evaluation Components</div> <table><tr><td>Priority</td><td>Desired Service Level</td><td>Business Case</td><td>Risk Reduction / Mandatory or Legal Requirement</td><td>Total Points</td></tr><tr><td>9</td><td>3</td><td>2</td><td>17</td><td>31</td></tr></table>			Current Risk		Post-Implementation Risk		Points	Consequence	Likelihood	Consequence	Likelihood		4	5	1	3	17	Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points	9	3	2	17	31
Current Risk		Post-Implementation Risk		Points																							
Consequence	Likelihood	Consequence	Likelihood																								
4	5	1	3	17																							
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points																							
9	3	2	17	31																							

Prepared By:	Reviewed By:	Commissioner:
Harry Vanwensem	Chris Kalimootoo	Peter Noehammer

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth Service Level Change Maintenance/Replacement Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

This initiative is to convert the fleet administrative contract position into permanent full-time. The Fleet administrative assistant has been a contract position since 2014. The position provides vital support to the Fleet Supervisor and Fleet team by performing records management, asset tracking, work orders and financial administration duties. This position continues to develop and has been given the responsibility to maintain mandatory and legislative licensing for the majority of vehicles which was recently been downloaded from Procurement. This position oversees the fuel system, acts as main point of contact for CYFS creating WO's from their Halligan equipment management and monitors Firehouse Fleet reports along with monitoring and assisting with updating/trouble shooting the GPS system. This position plays an important role as increased input becomes more vital as we move towards full asset management practices and the amount of assets increase. A permanent full-time position will avoid service interruptions that has happened several times since 2014 due to turnover.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

This position is required to meet the needs of growth pressures that are related to increasing fleet size and management of fleet assets as well as support for CYFS's needs in relation to administrative duties pertaining to their Fleet assets. Due to the mandatory licensing of all vehicles now being a Public Works responsibility this position is required to interact with the Ministry of Transportation in regards to up keeping our legislative licensing requirements.

Priority If this item addresses a priority, please explain how it does so...

In Council's strategic priority of ensuring long term Financial sustainability, Fleet services is a critical component of the overall services for maintaining equipment and vehicles. This position will provide assistance completing a comprehensive and up-to-date Asset Management Plan that reflects a Corporate Risk Strategy and continued investment into the Asset replacement fund regarding Fleet. Also, ongoing proactive maintenance scheduling is critical for cost effective service delivery. This cannot be compromised due to high reliance on needed equipment for the daily delivery of important services to the community. The administration of the fleet division will assist in the timely repair and upkeep of emergency vehicles and snow clearing vehicles to ensure safe streets. This position will help to track vehicle assets to help develop a capital budget replacement process that aligns with budget policy.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

To maintain the service levels for Fleet, this position is required to be permanent full time to avoid service interruptions that has happened several times in the past few years.

Business Case If this item provides a financial return, please explain how it does so...

Accurate record keeping and timely maintenance are imperative to an effective fleet management. With over 320 assets under care, the administrative position provides important support in carrying out the day to day tracking of maintenance performed on critical assets and inputs information which provides support in tracking longer term asset plans and fleet replacement needs.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

This additional administrative support enables the Fleet supervisor to focus attention on strategic and long term priorities for the fleet team through better asset replacement decisions, decreasing 'out of service' times, maintaining team skills training and assessing individual asset usage and needs to assist with better equipment decisions to share with stakeholders. Having administrative help ensures operationally that service loss or major quality of service concern for critical users is significantly reduced due to proper maintenance tracking for each asset. This position assists in regular maintenance of emergency vehicles and with the increased complexity of each asset the downtime may significantly increase causing additional risk affecting public safety through emergency response, snow clearing and asset failures.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	CYFS

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	2020	2021	2022	2023	2024	2025			
Account #	Description								
Account #	New Hire Request								
32361.4021	FTE	58,115	58,115	58,115	58,115	58,115	58,115	Yes	581,150
	PTE								
	CONTRACT								
32361.4109	BENEFITS - FTE	16,272	16,272	16,272	16,272	16,272	16,272	Yes	162,722
	BENEFITS - PTE	0	0	0	0	0	0		
Operating Costs	74,387	74,387	74,387	74,387	74,387	74,387	74,387		743,872
Cost Recoveries	2020	2021	2022	2023	2024	2025		Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
32361.5005	CYFS - share, Aurora's portion							Yes	59,510
32361.5005	Water& WW (20%)							Yes	148,774
32361.4031	Casual/Seasonal Wages							Yes	324,000
32361.4109	Benefits							Yes	25,920
Cost Recoveries	55,820	55,820	55,820	55,820	55,820	55,820	55,820		558,204
Total Net Cost	18,567	18,567	18,567	18,567	18,567	18,567	18,567		-
Total Cost	1,190,195	Total Cost Recoveries	893,127	Total Net Cost	297,069	Cost Recovery	75%		

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	9		3		2
Risk Reduction / Mandatory or Legal Requirement					
Input Current risk , which is the risk before implementation of the budget item and Post-Implementation risk , which is the risk after the implementation of the budget item. *If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category					
Current Risk		Post-Implementation Risk		Points	
Consequence	Likelihood	Consequence	Likelihood		
4	4	2	3	15	
Evaluation Components					Total Points
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement		
9	3	2	15	29	

Prepared By:	Reviewed By:	Commissioner:
Mark Gregory	Chris Kalimootoo	Peter Noehammer

2020 BUDGET
Operating Decision Package Form

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

This request is to convert a casual operator position which was approved by Council in 2019 budget to permanent full time operator for the Roads Division to perform all necessary maintenance and improvements related to Roads.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

In order to continue to meet the updated Minimum maintenance standard legislation and effectively manage service growth demands due to increased assumption of new subdivisions in relation to repair times, patrolling and all aspects of winter and summer maintenance.

Priority If this item addresses a priority, please explain how it does so...

This position will continue to support Councils strategic priority involving Safe Transportation (Streets), being able to perform ongoing maintenance in respect to implemented traffic mitigation strategies and the Active Transportation Plan (Bike Lanes). As these strategies and plan continue to evolve, additional maintenance is continually required. The work of the Operator would result in the ongoing continuous improvement of the road system and enhancing safe streets.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

Having a fulltime Operator would assist the ongoing level of service and help with additional service needs with regards to overall maintenance activities. This position would support the numerous maintenance activities being performed as well as additional works that have been added when it comes to bike lanes, storm water management pond maintenance, special event requests and winter maintenance operations.

Business Case If this item provides a financial return, please explain how it does so...

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

Public safety is a high priority for the Roads Division and potential risks can be related to both summer and winter seasons. Any inability to effectively address storm events, especially winter, due to staffing hour restrictions is of high concern as resources previously relied upon from the Water/Sewer area become less available due to the increased work demands with maintaining the water system. Not being able to perform effective snow clearing within the required time would not only open the Town up for claims it would also have the potential to negatively impact our image through social media.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below...

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	2020	2021	2022	2023	2024	2025			
Account #	Description								
Account #	New Hire Request								
	FTE	59,519	59,519	59,519	59,519	59,519	59,519	Yes	595,190
	PTE								
	CONTRACT								
	BENEFITS - FTE	16,665	16,665	16,665	16,665	16,665	16,665	Yes	166,653
	BENEFITS - PTE	0	0	0	0	0	0		
Operating Costs	76,184	76,184	76,184	76,184	76,184	76,184	76,184		761,843
Cost Recoveries	2020	2021	2022	2023	2024	2025		Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
32210.4031	Casual/Seasonal Wages							Yes	517,570
32210.4109	Benefits							Yes	41,410
Cost Recoveries	55,898	55,898	55,898	55,898	55,898	55,898	55,898		558,980
Total Net Cost	20,286	20,286	20,286	20,286	20,286	20,286	20,286		-
Total Cost	1,218,949	Total Cost Recoveries	894,368	Total Net Cost	324,581	Cost Recovery	73%		

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	9		3		2

Risk Reduction / Mandatory or Legal Requirement					
Input Current risk, which is the risk before implementation of the budget item and Post-Implementation risk, which is the risk after the implementation of the budget item. *If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category					
Current Risk		Post-Implementation Risk		Points	
Consequence	Likelihood	Consequence	Likelihood		
4	4	3	3	15	

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
9	3	2	15	29

Prepared By:	Reviewed By:	Commissioner:
Mark Gregory	Chris Kalimootoo	Peter Noehammer

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one):

Growth

Service Level
Change

Maintenance/
Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

The Information Technology Department has a responsibility to ensure all Town users of IT resources and assets are fully trained and equipped to protect against cyber threats. A Cyber Security Awareness Program was launched in 2017 to provide training and awareness to all staff as the first line of defense against any phishing, ransomware, malware, etc. attacks. Staff need to understand that what they click on in their daily work could cripple the entire network, expose the Town to fraudulent activities, impact the image and credibility of the Town and/or cost the Town large sums of money. While IT has many layers of protection on the backend of our systems, this is not enough to fully protect our IT assets, and therefore Cyber Security Awareness Training needs to be an ongoing operational program.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

In order to maintain our existing service levels and continue to provide Cyber Security Awareness Training to staff the funding is required to be part of the IT base budget going forward.

Priority If this item addresses a priority, please explain how it does so...

In order to support the many initiatives within each Council Priority a fully trained cyber savvy employee base is required to ensure a protected, safe and always available network. The creation/maintenance of master plans and strategies, as well as leveraging technologies, data driven tools and smart city solutions cannot happen effectively without our first line of defense (the employee) knowing how to protect information technology assets.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

A Cyber Security Awareness Program was launched in 2017 to provide training and awareness to all staff as the first line of defense against any phishing, ransomware, malware, etc. attacks.

Business Case If this item provides a financial return, please explain how it does so...

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

A Cyber Security Awareness Program is required to provide essential training and awareness to all staff as the first line of defense against phishing, ransomware, malware, etc. attacks. Staff use email extensively in their daily job functions and need to understand that what they click on could cripple the entire network, expose the Town to fraudulent activities, impact the image and credibility of the Town and/or cost the Town large sums of money. While IT has many layers of protection on the backend of our systems, this is not enough to fully protect our IT assets, and therefore Cyber Security Awareness Training needs to be an ongoing operational program.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="text"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs		2020	2021	2022	2023	2024	2025		
Account #	Description								
13621.4482	CyberSecurity Awareness Program	15,000	15,000	15,000	15,000	15,000	15,000	Yes	150,000
Account #	New Hire Request								
	FTE								
	PTE								
	CONTRACT								
	BENEFITS - FTE	-	-	-	-	-	-		
	BENEFITS - PTE	-	-	-	-	-	-		
Operating Costs		15,000	15,000	15,000	15,000	15,000	15,000		150,000
Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
Cost Recoveries		-	-	-	-	-	-		-
Total Net Cost		15,000	15,000	15,000	15,000	15,000	15,000		-
Total Cost	240,000	Total Cost Recoveries		-	Total Net Cost		240,000	Cost Recovery	0%

Section 4 Evaluation

<div>+9 Council Priority</div> <div>+6 Council Approved Strategic Plan</div> <div>+4 SLT Priority</div> <div>+2 Documented Recommendation</div> <div>Priority (Pick one)</div> <div>Points</div> <div>9</div>	<div>+3 Moves Toward/Maintains Desired Service Level</div> <div>Desired Service Level (All or nothing)</div> <div>Points</div> <div>3</div>	<div>+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue</div> <div>Automatically calculated once you fill out Section 3 Financials</div> <div>Business Case (Scale)</div> <div>Points</div> <div>0</div>																									
<div>Risk Reduction / Mandatory or Legal Requirement</div> <div>Input Current risk, which is the risk before implementation of the budget item and Post-Implementation risk, which is the risk after the implementation of the budget item.</div> <div>*If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category</div> <table><tr><th colspan="2">Current Risk</th><th colspan="2">Post-Implementation Risk</th><th>Points</th></tr><tr><td>Consequence</td><td>Likelihood</td><td>Consequence</td><td>Likelihood</td><td></td></tr><tr><td>5</td><td>5</td><td>3</td><td>3</td><td>16</td></tr></table> <div>Evaluation Components</div> <table><tr><td>Priority</td><td>Desired Service Level</td><td>Business Case</td><td>Risk Reduction / Mandatory or Legal Requirement</td><td>Total Points</td></tr><tr><td>9</td><td>3</td><td>0</td><td>16</td><td>28</td></tr></table>			Current Risk		Post-Implementation Risk		Points	Consequence	Likelihood	Consequence	Likelihood		5	5	3	3	16	Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points	9	3	0	16	28
Current Risk		Post-Implementation Risk		Points																							
Consequence	Likelihood	Consequence	Likelihood																								
5	5	3	3	16																							
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points																							
9	3	0	16	28																							

Prepared By:	Reviewed By:	Commissioner:
Jordan Kelly	Mary-Anne Wigmore	Esther Armchuk

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth Service Level Change Maintenance/Replacement Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

The Library provides a number of downloadable media services to its users, including eBooks, eAudio and eVideo. These are paid for by the library on a pay-per-download basis with a monthly download limit per user. Demand has increased sharply due to growth and this package represents the projected annualized growth in cost.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

The request reflects growth as it relates to a larger population causing increased demand for library services that result in increased costs.

Priority If this item addresses a priority, please explain how it does so...

The Library Board has an approved plan to address/accommodate growth to support the increasing population, as well as a Strategic Plan which prioritizes a shift to digital media loans.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

This project maintains current Library service levels of pay-per-use streaming media. Currently there is a 5 download per month limit on each user per service. Analysis shows that reducing this limit would not likely reduce total expenditure because most active users do not use their full allotment. It is also possible to cut off access to all users once a certain annual limit has been met but this would cause extreme frustration on the part of library users as it would be unpredictable.

Business Case If this item provides a financial return, please explain how it does so...

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

This item mitigates the risk of overspending on electronic materials when the metered (pay-per-use) usage exceeds the projected level, which it is now on track to do in 2019. It also mitigates the risk posed by any measure to avoid over expenditure, meaning cutting off downloads, which would lead to resident frustration.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

Section 3 Financials	
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Details of Expenditures, Savings and Revenue		Ongoing Cost past	
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Operating Costs	18,000	18,000	18,000	18,000	18,000	18,000	180,000
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Cost Recoveries	-	-	-	-	-	-	-
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Total Cost	288,000	Total Cost Recoveries	-	Total Net Cost	288,000	Cost Recovery	0%
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+9 Council Priority		+5 Ongoing Net Operational Cost Efficiencies (Not New
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Risk Reduction / Mandatory or Legal Requirement	
<p>1. Prevention: Implementing safety protocols, such as wearing seat belts, using proper lifting techniques, and maintaining equipment, can significantly reduce the risk of injury.</p> <p>2. Education: Providing training and education to employees on safety hazards and proper work practices can help prevent accidents.</p> <p>3. Engineering Controls: Designing work environments and equipment to minimize risks, such as using machine guards and safety interlocks, can reduce the potential for injury.</p> <p>4. Administrative Controls: Establishing safety policies, procedures, and schedules that promote safe work practices can help prevent accidents.</p> <p>5. PPE: Requiring the use of personal protective equipment (PPE), such as hard hats, safety glasses, and gloves, can protect workers from various hazards.</p>	<p>1. OSHA Regulations: The Occupational Safety and Health (OSHA) Act of 1970 established federal standards for workplace safety and health, requiring employers to provide a safe working environment for their employees.</p> <p>2. State and Local Laws: Many states and localities have their own safety and health regulations, often mirroring or building upon federal OSHA standards.</p> <p>3. Industry Standards: Various industry organizations and associations develop and maintain safety standards specific to their sectors, which are often adopted as best practices or legal requirements.</p> <p>4. Product Liability Laws: Manufacturers and suppliers can be held liable for injuries caused by defective products, leading to recalls and legal action.</p> <p>5. Insurance Requirements: Many businesses are required to carry workers' compensation insurance, which provides financial protection for employees in the event of a workplace injury.</p>

* If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category

Evaluation Components				
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Prepared By:	Reviewed By:	Commissioner:
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Todd Kyle		
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2020 BUDGET
Operating Decision Package Form

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth Service Level Change Maintenance/Replacement Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

Annual load testing and inspection of roof anchoring systems must be carried out on an annual basis per CSA Z259-16 and as required under the Occupational Health and Safety Act. A few of the Town's buildings are equipped with roof anchoring systems. In order to ensure compliance with the applicable regulations, additional funds in the operating budget are required annually.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

CSA standard Z259-16 states that fall arrest equipment be inspected on an annual basis. The Occupational Health and Safety Act also includes provisions for the annual inspection of fall protection equipment, under Regulation for Construction Projects, s.21(3) and Window Cleaning Regulation, s.9(2). These yearly inspections are required to ensure proper maintenance is conducted at regular intervals.

Priority If this item addresses a priority, please explain how it does so...

This consists of an ongoing maintenance item to ensure service levels of the building components are maintained. Testing and certification provides a comprehensive and up-to-date asset management plan that reflects a corporate risk strategy to ensure anchoring systems in place are safe and usable for regular roof inspections.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

Roof anchors are used for a variety of building repairs and maintenance tasks which requires adequate inspection of the fall protection equipment as described in the regulations above in order to be used safely.

Business Case If this item provides a financial return, please explain how it does so...

Regular inspection would allow for safe and efficient work practices and would allow the asset to be inspected to look for premature degradation to be rectified in a more efficient manner.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

There are risks associated with neglecting to conduct regular inspections such as not identifying premature degradation of the asset. The corporation could be held liable if a worker or contractor were to sustain an injury as a result of using the equipment that has not been properly inspected and maintained. This would also negatively affect the corporate image of the Town.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs		2020	2021	2022	2023	2024	2025		
Account #	Description								
57811.4273	Annual roof anchoring system inspection	10,000	10,000	10,000	10,000	10,000	10,000	Yes	100,000
Account #	New Hire Request								
	FTE								
	PTE								
	CONTRACT								
	BENEFITS - FTE	-	-	-	-	-	-		
	BENEFITS - PTE	-	-	-	-	-	-		
Operating Costs		10,000	10,000	10,000	10,000	10,000	10,000		100,000
Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
Cost Recoveries		-	-	-	-	-	-		-
Total Net Cost		10,000	10,000	10,000	10,000	10,000	10,000		-
Total Cost	160,000	Total Cost Recoveries		-	Total Net Cost		160,000	Cost Recovery	0%

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	9		3		0
Risk Reduction / Mandatory or Legal Requirement					
Input Current risk , which is the risk before implementation of the budget item and Post-Implementation risk , which is the risk after the implementation of the budget item. *If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category					
Current Risk		Post-Implementation Risk		Points	
Consequence	Likelihood	Consequence	Likelihood		
5	3	1	1	15	
Evaluation Components					
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points	
9	3	0	15	27	

Prepared By:	Reviewed By:	Commissioner:
Harry Vanwensem	Chris Kalimootoo	Peter Noehammer

2020 BUDGET
Operating Decision Package Form

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth Service Level Change Maintenance/Replacement Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

Monthly Pest Control services for all town facilities is required. Currently these services are responded to using reactionary measures. When managed in the current fashion, populations often are so out of control that significant damage to buildings and structures has already occurred. Rodents are known to consume almost anything, breed quickly, damage buildings and can be carriers of disease which can spread to humans. These pests can create failures in complex building systems, such as; roof systems, wall insulation, can cause loss of product and can have serious health impacts to users and staff. Serious infestations can occur if preventative measures are not consistently managed.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

Some experts have reported that in a year mice can leave about 17,000 droppings. Given the right conditions, a single pair of rats and their offspring can grow to very large numbers and can damage buildings and other articles by gnawing through rubber, aluminum and other soft metals (even light steel), cinder blocks, plastic and wood. Mice need only a 6 millimetre space and rats a 12 millimetre space to get through an opening. Rodents carry mites and fleas and spread diseases such as salmonella and Hantavirus which can be spread to humans. Rodent infestations throughout the exterior and interior of facility buildings necessitates a need to control the rodent population which can impact building structures and the health and safety of employees and facility users. (statistics found at the following locations: Pest Management Regulatory Agency: www.canada.ca/en/health-canada/services/pest-control-tips/rats-mice.html
Toronto Public Health: www1.toronto.ca/wps/portal/contentonly?vgnextoid=2b205ce6dfb31410VgnVCM10000071d60f89RCRD
Centers for Disease Control and Prevention: www.cdc.gov/rodents/)

Priority If this item addresses a priority, please explain how it does so...

Implementing an ongoing pest control program will ensure a comprehensive and up-to-date asset management plan for our facilities. This would also address some of the issues we face with rodent control at some of our vacant properties.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

Providing regular, monthly pest control will ensure that properly trained and licensed individuals are efficiently dealing with pests before they are detected. Preventative measures to ensure that the building is not breached would be done by sealing outside openings where rodents can enter, and controlling and eliminating existing populations. By not controlling pest populations services levels may be affected; pest infestation could restrict users from recreating at our facilities and present serious health and safety implications. The monitoring would help to prevent the degradation of the assets.

Business Case If this item provides a financial return, please explain how it does so...

Removing pests and identifying breaches in buildings where rodents can enter on a regular basis would limit the damage and associated expenditures that can result from mice, rats and other small animals residing in and damaging our buildings.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

Failure to control the rodent infestation at our facilities poses a risk to the health and safety of employees and the public and causes significant damage to buildings.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

Section 3 Financials

Details of Expenditures, Savings and Revenue

Operating Costs		2020	2021	2022	2023	2024	2025	Ongoing Cost past 2026?	Ongoing Cost
Account #	Description								
	Monthly Inspection & Service	21,000	21,000	21,000	21,000	21,000	21,000	Yes	490,520
Account #	New Hire Request								
	FTE								
	PTE								
	CONTRACT								
	BENEFITS - FTE	-	-	-	-	-	-		
	BENEFITS - PTE	-	-	-	-	-	-		
Operating Costs		21,000	21,000	21,000	21,000	21,000	21,000		490,520
Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
Cost Recoveries		-	-	-	-	-	-		-
Total Net Cost		21,000	21,000	21,000	21,000	21,000	21,000		-
Total Cost		616,520							
Total Cost Recoveries		-							
Total Net Cost		616,520							
Cost Recovery		0%							

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	9		3		0

Risk Reduction / Mandatory or Legal Requirement

Input Current risk, which is the risk before implementation of the budget item and Post-Implementation risk, which is the risk after the implementation of the budget item.
 *If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category

Current Risk		Post-Implementation Risk		Points
Consequence	Likelihood	Consequence	Likelihood	
3	5	2	2	15

Evaluation Components

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
9	3	0	15	27

Prepared By:	Reviewed By:	Commissioner:
Harry Vanwensem	Chris Kalimootoo	Peter Noehammer

2020 BUDGET
Operating Decision Package Form

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

This request is to convert current Part-Time causal Security Officer position to Full-Time. The Part-Time Security Officer is scheduled on average 3 shifts a week in the evening to cover after hours meetings. The Security Office provides access to the building after hours, maintains a safe environment for people attending the meeting, communicates with residents who enter after hours not for meetings and advises them when would be best for them to return, and patrols the building after hours to ensure all non-town employees have left the building before securing for the night. Having this position converted to full-time will solve common staff issues of feeling unsafe while working alone after hours, provide someone to escort them to their vehicles after hours when our parking lots are empty and dark outside, as well as take the responsibility of securing the building and turning off all lights away from our cleaners and put it on to our own staff. There have been multiple times where areas were not secured and alarms were not set.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

This is classified as a service level change because having the officer here everyday and for the hours of 4pm to 12am will provide added security for the building and added services for staff.

Priority If this item addresses a priority, please explain how it does so...

In a Crime Prevention Through Environmental Design(CPTED) review of our facilities at 395 Mulock, Full-time security was suggested by York Regional Police and accepted by the Senior Leadership Team for implementation. The report suggested 24 hours security but we feel evening security (4pm-12pm) will address our business needs.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

Staff would now always have a Security Officer to walk them to their vehicles when working after hours; We will have better security of our building after hours since it will now be the responsibility of our Security Officer to ensure all departments are armed and lights are turned off; We would also have a Security officer to inspect all places that someone could be hiding that aren't armed, like meeting rooms, bathrooms, first aid room etc.; Staff will feel more comfortable working after hours knowing that there is a Security Officer in the building and that they are not alone in case of an emergency; and the presence of a Security Officer conducting patrols will deter any criminal activity.

Business Case If this item provides a financial return, please explain how it does so...

Having this position switch to full-time provides someone on-site to respond to any alarms that occur after 4:30 pm. This will save on call-ins for false alarms since we will have staff on site to respond and investigate and not need to pay overtime to full-time staff to respond.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

This item was identified on the CPTED review conducted by York Regional Police. They suggested 24 hour security presence for our building. A good compromise is evening coverage from 4 pm to 12 am which shows a security presence as the office is closing for the day and could deter any theft or inappropriate behaviour by our cleaning contractors if security is patrolling. We have had instances of homeless individuals sleeping overnight in our building because they have gone undetected. We also have many staff concerned about working alone after hours or walking to their cars alone at night, this conversion will address all these issues. There have been instances at other municipalities where the presence of an enforcement officer could have deterred the criminal act.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

Section 3 Financials

Details of Expenditures, Savings and Revenue

Operating Costs		2020	2021	2022	2023	2024	2025	Ongoing Cost past 2026?	Ongoing Cost
Account #	Description								
17761.4031	Casual Wages	-8,000	-8,000	-8,000	-8,000	-8,000	-8,000	Yes	- 8,000
17761.4025	Overtime	-7,200	-7,200	-7,200	-7,200	-7,200	-7,200	Yes	- 7,200
17761.4109	Benefits	-2,656	-2,656	-2,656	-2,656	-2,656	-2,656	Yes	- 2,656
New Hire Request									
17761.4021	FTE	49,052	49,052	49,052	49,052	49,052	49,052	Yes	49,052
	PTE								
	CONTRACT								
	BENEFITS - FTE	13,735	13,735	13,735	13,735	13,735	13,735	Yes	13,735
	BENEFITS - PTE	-	-	-	-	-	-		

Operating Costs 44,931 44,931 44,931 44,931 44,931 44,931 44,931 44,931

Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								

Cost Recoveries - - - - - - - -

Total Net Cost 44,931 44,931 44,931 44,931 44,931 44,931 44,931 -

Total Cost 314,514 Total Cost Recoveries - Total Net Cost 314,514 Cost Recovery 0%

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	4		3		0

Risk Reduction / Mandatory or Legal Requirement

Input Current risk, which is the risk before implementation of the budget item and Post-Implementation risk, which is the risk after the implementation of the budget item.

*If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category

Current Risk		Post-Implementation Risk		Points
Consequence	Likelihood	Consequence	Likelihood	
5	4	1	1	19

Evaluation Components

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
4	3	0	19	26

Prepared By:	Reviewed By:	Commissioner:
Josh DeLong	Jason Unger/ David Potter	Peter Noehammer

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one):

Growth

Service Level

Change

Maintenance/

Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

The contract Grant Coordinator position was approved for 2018 and then extended through 2019, following a consultant's review and SLT/OLT recommendations. The Grant Coordinator is responsible for preparing, monitoring, managing grant applications as well providing assistance and advice on the various opportunities for grant applications. The Grant Coordinator will collaborate with departments to ensure grant guidelines are met in the best possible way as well as coordinate efforts on behalf of the corporation. The position is also expected to monitor updates and releases provided from other levels of government, boards and agencies and to provide briefing notes to SLT/OLT as appropriate. Other duties include researching strategic opportunities.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

Grants have always played an important part in funding Town projects. They are however, time consuming in not only the application process itself but even more so in the follow-up reporting. It is also difficult for staff to be able to spend time researching potential grant opportunities. Each level of government and agency has some nuances and requirements with the different application and reporting processes. It is important to have a position who is able to fully understand these differences and build the required relationships with the different agencies.

Priority If this item addresses a priority, please explain how it does so...

Successful grant applications assist staff in delivering on many strategic priorities. Looking forward, projects such as the development of the Mulock Estate will be helped by grant funding. This position will be able to dedicate the appropriate level of time and attention to these applications.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

See Summary & Classification above

Business Case If this item provides a financial return, please explain how it does so...

The Finance department received approval for a Revenue Cost Recovery procedure that ensures the funding mechanism for the internal coordination of grants applications and management of the Council approved grants process. *see attached document. This procedure ensures that a reserve fund is established through the successful completion of grants, thereby providing funding, based on revenue, for the sustainability of the position.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

The full time position allows for a focused knowledge and skill set on grant applications and relationship building. It reduces the risk of losing out on opportunities due to mistakes or misunderstandings. It also allows for thoughtful time to be spent on the applications as opposed to adding it to others already heavy workloads.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input checked="" type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input checked="" type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="text"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
Finance	See the "Grant Procedure Final Draft" attached

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	2020	2021	2022	2023	2024	2025			
Account #	Description								
Account #	New Hire Request								
10921.4021	FTE	55,238	55,238	55,238	55,238	55,238	55,238	Yes	552,380
	PTE								
	CONTRACT								
	BENEFITS - FTE	15,467	15,467	15,467	15,467	15,467	15,467	Yes	154,666
	BENEFITS - PTE	-	-	-	-	-	-		
Operating Costs	70,705	70,705	70,705	70,705	70,705	70,705	70,705		707,046
Cost Recoveries	2020	2021	2022	2023	2024	2025		Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
	Cost recovery procedure in place							Yes	707,050
Cost Recoveries	70,705	70,705	70,705	70,705	70,705	70,705	70,705		707,050
Total Net Cost	-	0 -	0 -	0 -	0 -	0 -	0 -		-
Total Cost	1,131,274	Total Cost Recoveries	1,131,280	Total Net Cost	-	6	Cost Recovery	100%	

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	9		3		3
Risk Reduction / Mandatory or Legal Requirement					
Input Current risk , which is the risk before implementation of the budget item and Post-Implementation risk , which is the risk after the implementation of the budget item. *If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category					
Current Risk		Post-Implementation Risk		Points	
Consequence	Likelihood	Consequence	Likelihood		
3	4	1	1	11	
Evaluation Components					
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points	
9	3	3	11	26	

Prepared By:	Reviewed By:	Commissioner:
Susan Chase	Jag Sharma	

2020 BUDGET
Operating Decision Package Form

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one):

Growth

Service Level
Change

Maintenance/
Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

Cathodic protection utilizes sacrificial anodes to minimize the effects of external corrosion/watermain breaks on existing metallic watermains. On average the Town repairs approximately 40 watermain breaks a year. The installation of sacrificial anodes are installed underground and are connected to watermains by insulated copper wires. The placement of the anode allows for the anode to corrode instead of the watermain to which it is connected. Installation of several anodes along a pipe is required as each anode is only effective over a relatively short range of pipe length. This prevention maintenance program will reduce watermain breaks caused by corrosion, extending the life of watermains.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

This maintenance practice of cathodic protecting the Town's Cast Iron and Ductile Iron watermains will reduce watermain breaks, reducing the disruption to residents/business by extending the life of watermains.

Priority If this item addresses a priority, please explain how it does so...

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

Cathodic protection extends the life of watermains, reduces the social costs to the community associated with service disruptions and construction activities, including damage to adjacent infrastructure, decreased pavement life due to cuts, and impacts of construction (repair or replacement) on traffic and business activity.

Business Case If this item provides a financial return, please explain how it does so...

Cathodic protection is a cost-effective, practicable tool for reducing breaks and thereby extending the asset life of metallic watermains. In addition to direct costs for watermain repair or replacement, cathodic protection reduces the social costs to the community associated with service disruptions and construction activities, including damage to adjacent infrastructure, decreased pavement life due to cuts, and impacts of construction (repair or replacement) on traffic and business activity.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

Public Works Water/Wastewater division will continue to experience watermain breaks, increasing operational costs to repair watermains, service disruptions and construction activities, including potential damage to adjacent infrastructure, decreased pavement life due to cuts and excavations, traffic and business disruptions.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input checked="" type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input checked="" type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input checked="" type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input checked="" type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="text"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	Account #	Description	2020	2021	2022	2023	2024	2025	
	42422 4278.06	Cathodic Protection of Watermains	160,000	160,000					
	Account #	New Hire Request							
	FTE								
	PTE								
	CONTRACT								
	BENEFITS - FTE		-	-	-	-	-	-	
	BENEFITS - PTE		-	-	-	-	-	-	

Operating Costs	160,000	160,000	-	-	-	-	-
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Cost Recoveries	Account #	Description	2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery

Cost Recoveries	-	-	-	-	-	-	-
-----------------	---	---	---	---	---	---	---

Total Net Cost	160,000	160,000	-	-	-	-	-
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Total Cost	320,000	Total Cost Recoveries	-	Total Net Cost	320,000	Cost Recovery	0%
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Section 4 Evaluation

<div>+9 Council Priority</div> <div>+6 Council Approved Strategic Plan</div> <div>+4 SLT Priority</div> <div>+2 Documented Recommendation</div> <div>Priority (Pick one)</div> <div>Points</div> <div>0</div>	<div>+3 Moves Toward/Maintains Desired Service Level</div> <div>Desired Service Level (All or nothing)</div> <div>Points</div> <div>3</div>	<div>+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue</div> <div>Automatically calculated once you fill out Section 3 Financials</div> <div>Business Case (Scale)</div> <div>Points</div> <div>0</div>
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Risk Reduction / Mandatory or Legal Requirement					
Current Risk			Post-Implementation Risk		
Consequence	Likelihood		Consequence	Likelihood	Points
5	5		1	2	23

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
0	3	0	23	26

Prepared By:	Reviewed By:	Commissioner:
Luigi Colangelo	Chris Kalimootoo	Peter Noehammer

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one):

Growth

Service Level
Change

Maintenance/
Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

This request is consistent with the Fire Department Master Plan Update (FDMPU) as approved by Council. The 2014 FDMPU Recommendation # 26 states "that the CYFS implement a phased recruitment process for 20 additional firefighters to be coordinated with the development and construction of the fifth fire station (estimated completion late 2020) proposed within the FDMPU". The intention is to hire the last four of 20 additional firefighters in April 2020 in order to have them trained for the opening of Station 4-5. If we do not hire the additional firefighters, we will not have sufficient staff for Station 4-5 and we will not be able to fully staff the seventh fire apparatus.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

This is a growth classification required to serve the two growing municipalities (Newmarket and Aurora).

Priority If this item addresses a priority, please explain how it does so...

This request has been approved by JCC and supported by Councils to hire four additional Firefighters each year for five years until 2020 in accordance with the Master Fire Plan.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

This will supplement existing staffing and assist with minimum staffing as outlined in the collective agreement. This in turn will enhance the service provided to the communities of Newmarket & Aurora.

Business Case If this item provides a financial return, please explain how it does so...

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

Hiring the additional Firefighters will keep CYFS on track with the Master Fire Plan as approved by JCC. With the hiring of four additional firefighters each year by 2020, CYFS will be operationally prepared. By not hiring the 4 additional Firefighters, CYFS will not be able to staff the seventh fire apparatus as per the Master Fire Plan. In addition, CYFS will not be able to sufficiently staff Station 4-5 for its anticipated opening date of late 2020.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="text"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
Human Resources	HR will be impacted as they will be responsible for the hiring and onboarding process once these positions are approved

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	2020	2021	2022	2023	2024	2025			
Account #	Description								
Account #	New Hire Request								
21221.4021	FTE	273,709	273,709	273,709	273,709	273,709	273,709	Yes	2,737,090
	PTE								
	CONTRACT								
	BENEFITS - FTE	79,374	76,639	76,639	76,639	76,639	76,639	yes	766,385
	BENEFITS - PTE	-	-	-	-	-	-		
Operating Costs	353,083	350,348	350,348	350,348	350,348	350,348	350,348		3,503,475
Cost Recoveries	2020	2021	2022	2023	2024	2025		Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
	Aurora Portion - 41.38%							Yes	2,174,607
Cost Recoveries	146,106	144,974	144,974	144,974	144,974	144,974	144,974		2,174,607
Total Net Cost	206,977	205,374	205,374	205,374	205,374	205,374	205,374		-
Total Cost	5,608,295	Total Cost Recoveries	3,045,582	Total Net Cost	2,562,714	Cost Recovery	54%		

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	6		3		1
Risk Reduction / Mandatory or Legal Requirement					
Input Current risk , which is the risk before implementation of the budget item and Post-Implementation risk , which is the risk after the implementation of the budget item. *If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category					
Current Risk		Post-Implementation Risk		Points	
Consequence	Likelihood	Consequence	Likelihood		
4	4	1	1	15	
Evaluation Components					
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points	
6	3	1	15	25	

Prepared By:	Reviewed By:	Commissioner:
Deputy Chief Rocco Volpe		

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one):

Growth

Service Level
Change

Maintenance/
Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

This request is for funds to conduct bi-annual roof inspections and maintenance to facility buildings, including the green roof, and fabric roofs (salt dome and greenhouse) at the Operations Centre. Regular inspections and maintenance are required to protect the building envelope and prevent water infiltrating into buildings causing damage to assets and potential loss of recreational programming. In the past, failure to identify issues with the roofing systems early has resulted in replacing the roofing assemblies prematurely and sometimes, at a greater cost due to extensive deterioration. Water infiltration in buildings represent a potential for mould growth and could adversely affect the integrity of the building envelope if left unattended.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

Roofing systems should be inspected on a regular basis to promptly detect defects and prevent water infiltration that could cause extensive damage to assets and to the interior of the buildings. Doing regular inspections and preventative maintenance is typically required by the roofing manufacturers to ensure extended warranties on roof assemblies remain valid over time. Frequent reviews of the roofing system is likely to help identify problems with other components of the building located on the roofs. Continuous water infiltration that remains unaddressed can negatively impact the structure, as well as the health and safety of the building occupants.

Priority If this item addresses a priority, please explain how it does so...

Ensuring the envelope of each facility building is intact is key to protecting interior assets from being damaged and requiring subsequent costly repair to the asset damaged and the roof. This relates to the on-going complete and comprehensive up-to-date asset management plan of the facilities to ensure service levels are maintained.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

Failure of the roofing systems would result in interruptions in the regular operations, with potential for loss of recreational opportunity and programming.

Business Case If this item provides a financial return, please explain how it does so...

Early repair of defects identified as part of regular inspections is likely to reduce the costs associated with the repair as well as extending the life of the roof assembly.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

Roof leaks have already occurred in the green roof at the Operations Centre, which has been tarped off to prevent further water infiltration, and salt dome. There are serious health and safety risks associated with the failure to address water infiltration in buildings as it creates a potential for mould growth. The structural integrity of the building may also be affected if left unattended, which would have a considerable financial impact on rehabilitation of the asset.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

--	--

Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	2020	2021	2022	2023	2024	2025			
Account #	Description								
57811.4273	Fabric roof inspection and repair							Yes	50,000
57811.4273	Green roof inspection and maintenance							Yes	25,000
57811.4273	General roof inspection and maintenance							Yes	160,000
Account #	New Hire Request								
	FTE								
	PTE								
	CONTRACT								
	BENEFITS - FTE	-	-	-	-	-	-		
	BENEFITS - PTE	-	-	-	-	-	-		
Operating Costs	28,500	23,500	23,500	23,500	23,500	23,500	23,500		235,000
Cost Recoveries	2020	2021	2022	2023	2024	2025		Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
Cost Recoveries	-	-	-	-	-	-	-		-
Total Net Cost	28,500	23,500	23,500	23,500	23,500	23,500	23,500		-
Total Cost	381,000	Total Cost Recoveries	-	Total Net Cost	381,000	Cost Recovery	0%		

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	9		3		0
Risk Reduction / Mandatory or Legal Requirement					
Input Current risk, which is the risk before implementation of the budget item and Post-Implementation risk, which is the risk after the implementation of the budget item. *If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category					
Current Risk		Post-Implementation Risk		Points	
Consequence	Likelihood	Consequence	Likelihood		
3	5	1	2	13	
Evaluation Components					
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points	
9	3	0	13	25	

Prepared By:	Reviewed By:	Commissioner:
Harry Vanwensem	Chris Kalimootoo	Peter Noehammer

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

Our current budget for plumbing has not been sufficient to cover expenditures associated with repairs and replacements in the past years with overages of 60% on average over the last 3 years. Therefore the operating fund for plumbing needs to be increased accordingly. If operating decision package FAC1 is approved, the requested increase in the operating budget FAC 9 can be reduced to \$20,000 to cover the costs of materials associated with the increase in the quantity of plumbing work. This is considering the savings on labour and material mark up from hiring an in-house plumber, as well as the man hours from other existing staff members currently conducting investigative plumbing work.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

With the increase in demand and expenditures noted over the past 3 years and aging of the Town's assets, the demand for plumbing work keeps increasing in order to maintain our various facilities in operational and working order. Conducting regular inspections and preventative maintenance on plumbing equipment will contribute to mitigate the increased need for plumbing work and potentially reduce costs in the long run if equipment is maintained more regularly as opposed to having a plumber assess only when issues arise. More people using the facilities results in greater wear and tear on those plumbing assets necessitating the need for greater maintenance.

Priority If this item addresses a priority, please explain how it does so...

An increase in the operating funds for plumbing will provide a comprehensive and up-to-date asset management plan. Cost effective and efficient plumbing services performed daily will ensure an on-going and continuous improvement to our facilities.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

The general systems, including plumbing fixture and piping in the facilities are aging and require more frequent maintenance. This has been represented in the overages seen in the budget available in the previous years. The additional funds will not only allow us to manage the plumbing services more efficiently, it will also allow existing maintenance operators' time to be focussed on delivering other core services that are currently being neglected. With the addition of splash pads, additional recreational programming and other support required to keep up with user's demand, staff time is already being fully utilized and we are struggling more and more to respond to issues in a timely manner. Additional funds would allow additional maintenance work that existing staff currently performs to be completed by our plumbing term contractor.

Business Case If this item provides a financial return, please explain how it does so...

Over the past 4 years plumbing expenditures for contracted services have exceeded the budget by an average of approximately \$43,000. It is estimated that an additional \$20,000 per year is being spent on in-house investigative work and minor repairs. The additional funds would ensure contractors were utilized to perform plumbing work so in-house maintenance staff can focus on areas of their work that they are more qualified to perform. This would allow for a more efficient plumbing operation and bring budget amounts more in line with actual costs.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

Without the additional funds, the facilities division will continue to be over budget for plumbing services and other services will continue to suffer. Neglecting to complete inspection and preventative maintenance due to insufficient budget puts the corporation at risk for increased expenditures and potential service disruptions if plumbing systems were to fail unexpectedly having a financial impact on recreational programming.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

Section 3 Financials

Details of Expenditures, Savings and Revenue

Operating Costs		2020	2021	2022	2023	2024	2025	Ongoing Cost past 2026?	Ongoing Cost
Account #	Description								
57811.4277	Inspections & Preventative Maintenance	20,000	20,000	20,000	20,000	20,000	20,000	Yes	200,000
Account #	New Hire Request								
	FTE								
	PTE								
	CONTRACT								
	BENEFITS - FTE	-	-	-	-	-	-		
	BENEFITS - PTE	-	-	-	-	-	-		

Operating Costs 20,000 20,000 20,000 20,000 20,000 20,000 20,000 200,000

Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								

Cost Recoveries - - - - - - - -

Total Net Cost 20,000 20,000 20,000 20,000 20,000 20,000 20,000 -

Total Cost 320,000 Total Cost Recoveries - Total Net Cost 320,000 Cost Recovery 0%

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	9		3		0

Risk Reduction / Mandatory or Legal Requirement

Input Current risk, which is the risk before implementation of the budget item and Post-Implementation risk, which is the risk after the implementation of the budget item.

*If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category

Current Risk		Post-Implementation Risk		Points
Consequence	Likelihood	Consequence	Likelihood	
3	5	1	2	13

Evaluation Components

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
9	3	0	13	25

Prepared By:	Reviewed By:	Commissioner:
Harry Vanwensem	Chris Kalimootoo	Peter Noehammer

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

The Town is growing and the administration (assessment, billing and collection) of property taxes, water/wastewater, and storm water is becoming more complex. In addition, the Town is investigating new opportunities for general revenues and revenue-related tools such as the Municipal Accommodation Tax (MAT), Community Improvement Plans (CIP), Tax Increment Equivalent Grant (TIEG).

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

The Town has seen significant growth over the last decade while the number of property taxation staff has remained unchanged. In addition, water/wastewater and storm water has been added to their responsibility and there is more coming.

Priority If this item addresses a priority, please explain how it does so...

This request supports Council's goal of Long-Term Financial Sustainability, specifically by providing the resources to support the priority of developing a multi-year operating and capital budget that aligns with Budget Policies.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

Staff are currently challenged to meet the daily workload requirements - additional resources are in order for service levels not to decrease, and provide opportunity to increase taxpayer service.

Business Case If this item provides a financial return, please explain how it does so...

Workload challenges can result in serious errors and lack of adequate of planning. This can relate to mitigating loss by maintaining our assessment base, managing revenue opportunities, or not rushing processes that have additional cost in the end to correct, such as was seen with storm water billing.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

It will allow appropriate time for analysis and review.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input checked="" type="checkbox"/>	IT	<input checked="" type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="text"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
HR	Position Level Grade 7 Level 4
IT	Required equipment for position

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2025?	Ongoing Cost
Operating Costs		2020	2021	2022	2023	2024	2025		
Account #	Description								
14212	Computer/Desktop Phone	2,500							
14212	Software	1,000							
14212	Desk/Chair	3,000							
14212	Training	1,000	1,000	1,000	1,000	1,000	1,000	Yes	10,000
Account #	New Hire Request								
14212.4021	FTE	70,510	70,510	70,510	70,510	70,510	70,510	Yes	705,100
	PTE								
	CONTRACT								
14212.4109	BENEFITS - FTE	19,743	19,743	19,743	19,743	19,743	19,743	Yes	197,428
	BENEFITS - PTE	-	-	-	-	-	-		
Operating Costs		97,753	91,253	91,253	91,253	91,253	91,253		912,528
								Ongoing Cost Recovery past 2025?	Ongoing Cost Recovery
Cost Recoveries		2020	2021	2022	2023	2024	2025		
Account #	Description								
	General-tax Supported							Yes	-
44321	Water	24,438	22,813	22,813	22,813	22,813	22,813	Yes	342,195
44341	Waste Water	24,438	22,813	22,813	22,813	22,813	22,813	Yes	342,195
45001	Storm water	24,439	22,814	22,814	22,814	22,814	22,814	Yes	342,210
Cost Recoveries		73,315	68,440	68,440	68,440	68,440	68,440		1,026,600
Total Net Cost		24,438	22,813	22,813	22,813	22,813	22,813		-
Total Cost	1,466,545	Total Cost Recoveries	1,442,115	Total Net Cost		24,430	Cost Recovery		98%

Section 4 Evaluation

<div>+9 Council Priority</div> <div>+6 Council Approved Strategic Plan</div> <div>+4 SLT Priority</div> <div>+2 Documented Recommendation</div> <div>Priority (Pick one)</div> <div>Points</div> <div>9</div>	<div>+3 Moves Toward/Maintains Desired Service Level</div> <div>Desired Service Level (All or nothing)</div> <div>Points</div> <div>3</div>	<div>+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue</div> <div>Automatically calculated once you fill out Section 3 Financials</div> <div>Business Case (Scale)</div> <div>Points</div> <div>2</div>																									
<div>Risk Reduction / Mandatory or Legal Requirement</div> <div>Input Current risk, which is the risk before implementation of the budget item and Post-Implementation risk, which is the risk after the implementation of the budget item.</div> <div>*If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category</div> <table><tr><th colspan="2">Current Risk</th><th colspan="2">Post-Implementation Risk</th><th>Points</th></tr><tr><td>Consequence</td><td>Likelihood</td><td>Consequence</td><td>Likelihood</td><td></td></tr><tr><td>3</td><td>4</td><td>1</td><td>1</td><td>11</td></tr></table> <div>Evaluation Components</div> <table><tr><td>Priority</td><td>Desired Service Level</td><td>Business Case</td><td>Risk Reduction / Mandatory or Legal Requirement</td><td>Total Points</td></tr><tr><td>9</td><td>3</td><td>2</td><td>11</td><td>25</td></tr></table>			Current Risk		Post-Implementation Risk		Points	Consequence	Likelihood	Consequence	Likelihood		3	4	1	1	11	Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points	9	3	2	11	25
Current Risk		Post-Implementation Risk		Points																							
Consequence	Likelihood	Consequence	Likelihood																								
3	4	1	1	11																							
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points																							
9	3	2	11	25																							

Prepared By:	Reviewed By:	Commissioner:
Grace Marsh	Mike Mayes	Esther Armchuk

2020 BUDGET
Operating Decision Package Form

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change

Maintenance/ Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

The audio/visual equipment in Council Chambers, Mulock Room, Cane A/B and the Operations Training Centre requires ongoing support and maintenance to keep disruptions and downtime to a minimum. This item will ensure all video (streaming and conferencing), audio functions including microphones, and associated equipment will receive replacements or repairs in a timely fashion, will be updated with the latest software and firmware patches, will have annual preventative maintenance, and will receive all the required support necessary to allow for smooth daily operations. Services affected include Council Meetings, Committee of the Whole, Corporate business meetings, training, etc.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

This item is classified as Mandatory as Town Council passed a resolution stating that all Council meetings will be video streamed, and without vendor supplied ongoing support and maintenance the potential for disruptions and or downtime increases significantly with each year of use. We are currently wrapping up our 2nd year with the a/v equipment in Council.

Priority If this item addresses a priority, please explain how it does so...

This item is a priority for Council as video streaming is one of the ways Council incorporates accountability and transparency into its decision-making process.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

This item maintains a desired level of service for Council Chambers as well the associated meeting spaces (Mulock Room, Cane A/B and OPS Training Centre), which are all equipped to act as a backup, overflow, or special meeting space to Council either fully or to some extend.

Business Case If this item provides a financial return, please explain how it does so...

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

Significant localized service disruption, service loss or major quality of service concern for critical users. Moderate level negative media exposure lasting several days.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input checked="" type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
Legislative Services	Legislative Services is fully supportive of this item, and considers this to be mandatory in order to minimize disruption to public meetings.

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs		2020	2021	2022	2023	2024	2025		
Account #	Description								
13621.4481	Hardware	22,563	23,689	24,876	25,622	26,391	27,182	Yes	271,820
Account #	New Hire Request								
	BENEFITS - FTE	-	-	-	-	-	-		
	BENEFITS - PTE								

Operating Costs	22,563	23,689	24,876	25,622	26,391	27,182	271,820
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Cost Recoveries	Account #	Description	2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery

Cost Recoveries	-	-	-	-	-	-	-
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Total Net Cost	22,563	23,689	24,876	25,622	26,391	27,182	-
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Total Cost	422,143	Total Cost Recoveries	-	Total Net Cost	422,143	Cost Recovery	0%
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Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	6		3		0

Risk Reduction / Mandatory or Legal Requirement					
Input Current risk, which is the risk before implementation of the budget item and Post-Implementation risk, which is the risk after the implementation of the budget item. *If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category					
Current Risk		Post-Implementation Risk		Points	
Consequence	Likelihood	Consequence	Likelihood		
3	2	2	2		15

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
6	3	0	15	24

Prepared By:	Reviewed By:	Commissioner:
Mary-Anne Wigmore	Mary-Anne Wigmore	

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one):

Growth

Service Level

Change

Maintenance/
Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

Invasive species in our natural areas and the urban forest (Natural Environment , NE) are on the rise. This initiative is to request a Natural Heritage Coordinator position to monitor and implement programs to manage our NE. The EAB project is our main focus at the moment but others are looming at the horizon. Sudden Oak Wilt, Phragmites, Wild parsnip, Giant hogweed, European Fire Ants are but a few that invade our NE and compete with our native flora and fauna. All these will be affecting our NE and in the case of wild parsnip and giant hogweed, public safety. This position will assist in managing the effects of invasive in the future as well as strategically planning our woodlot management system within our Town. The service impact is to: 1)Provide public safety, 2) Ensure we properly maintain our natural areas and urban forest and; 3) provide suitable supervision to staff and contractors working within our Natural areas and urban forest. This position will work closely with the Conservation Authority, Region, partners in the community and others to work towards preserving and ensuring that our Natural Environment is a safe place to recreate and that it will continue to prosper for years to come. Having this position will help with making the Supervisor of Forestry position permanent.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

The community impact will be to provide support, direction and education to our woodlot management plan, including the safety inspections to our woodlots. The community will benefit from the development of an invasive species strategy and education program. The service impact is to ensure we properly maintain our natural areas and urban forest. This position will also partner with the Lake Simcoe Protection Plan, The East Holland River Sub watershed plan, Regions Urban Canopy plan and UFS study and help enhance the Town of Newmarket's secondary plan goals to enhance and restore natural heritage features and increase the tree canopy. The Weed Control Act of Ontario mandates that all noxious weeds (25 in total) such as Poison Ivy, Giant Hogweed, European Buckthorn, Poison Hemlock, Wild Parsnip etc. are controlled. This person will also be taking care of the newly obtained Marianneville and potential Glenway property for potential woodlot management and invasive species.

Priority If this item addresses a priority, please explain how it does so...

This position lines up the councils long-term Financial Sustainability priority to complete a comprehensive and up to date Asset Management Plan that will reflect the risk of the invasive species to the municipality as well as the Environmental Stewardship priority to support highly effective partnerships with LSRCA, MECP, and York Region as well as organizations such as the Invasive Species Centre, who provides funding and supports for projects. The next version of the asset management plan will also include features as assets such as trees, etc. This position was noted in the Prior and Prior Report.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

This will maintain our current service level. This is to keep up with any new properties with natural features we will be acquiring and needing to maintain.

Business Case If this item provides a financial return, please explain how it does so...

There will be no actual financial return with this position. However by starting early management of invasive species, before they have a chance to get established, over time we will reduce our cost of maintenance.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

Without this budget, we are exposing ourselves to moderate risk including environment with forestry issues and along with corporate image issues from dead trees, invasive species including new bugs and plant issues. Without this position, there is a greater risk of trees dying from EAB, once dead they pose a H&S risk to the public. In addition to the risk that EAB poses, giant hogweed and wild parsnip pose their own risks to the public. Many other invasive species pose a risk to the natural environment by pushing out native species of plants and animals, not to mention potential aesthetic and reputation risk to the Town. The ecological impact of invasive species on the Natural Environment is unmeasurable. The invasive species compete with native species for habitat where the native species tends to loose out and is replaced by the invasive creating a chain reaction.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

Section 3 Financials

Details of Expenditures, Savings and Revenue		Ongoing Cost past	
--	--	-------------------	--

[illegible][illegible]

Total Cost	1,647,636	Total Cost Recoveries	1,647,634	Total Net Cost	3	Cost Recovery	100%
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+9 Council Priority		+5 Ongoing Net Operational Cost Efficiencies / Net New
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Risk Reduction / Mandatory or Legal Requirement	
<p>1. Prevention: Implementing safety protocols, such as wearing seat belts, using proper lifting techniques, and ensuring equipment is in good working order.</p> <p>2. Education: Providing training and education to employees on safety hazards and proper work practices.</p> <p>3. Engineering Controls: Designing workspaces and equipment to minimize physical strain and potential hazards.</p> <p>4. Administrative Controls: Establishing safe work schedules, limiting overtime, and ensuring adequate rest periods.</p> <p>5. Personal Protective Equipment (PPE): Requiring the use of appropriate PPE, such as hard hats, safety glasses, and fall protection.</p>	<p>1. OSHA Regulations: Compliance with Occupational Safety and Health (OSHA) standards, which mandate specific safety measures for various workplace hazards.</p> <p>2. State and Local Laws: Adhering to state and local regulations that may impose additional safety requirements beyond federal standards.</p> <p>3. Industry Standards: Following established industry standards and best practices for safety and health.</p> <p>4. Contractual Obligations: Meeting safety requirements outlined in contracts with clients or regulatory bodies.</p> <p>5. Insurance Requirements: Maintaining adequate workers' compensation and liability insurance to cover potential safety incidents.</p>

*If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category

Evaluation Components		Evaluation Components		Evaluation Components		Evaluation Components	

Prepared By:	Reviewed By:	Commissioner:
--------------	--------------	---------------

Proposed by:	Reviewed by:	Commissioner:
Jeff Bond	Chris Kalimootoo	Peter Noehammer

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): **Growth**

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

This budget enhancement is to address the cost to operate two theatres and support special events across the town. At present, we have one full time staff member, supported by part time staff. In addition to operating the boards during events, the full time staff member is responsible for maintenance and repair of equipment (e.g. Lighting/Audio) at the Newmarket Theatre, Old Town Hall and the mobile equipment serving events around town (e.g. Splash Of Culture, Canada Day). When the Old Town Hall came online in 2016, we forecasted the need for additional tech staff to support the interest in the site. These new funds will be used towards contracting technical staff (either a team of part time or one full time) on an as needed basis. Approximately half of their time will be recouped through bill-per-use services, with the other half dedicated to supporting YRDSB events (as part of the shared use agreement) and Town events and equipment management repairs, inventory assessment and upgrades.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

This item is designated as "growth" as we have added to our inventory of performance spaces (OTH and outdoor events with greater technical needs). Demand currently outpaces available technical support.

Priority If this item addresses a priority, please explain how it does so...

Creating Extraordinary Spaces - Develop a Plan... that integrates and reflects diversity and inclusivity in our growing community – cultural venues and events play a key role in this priority. Failing to adequately staff these venues and events will have a direct adverse effect on this priority – top of the line venues/events, that cannot realize their potential.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

If approved, this will ensure we can maintain the desired service level, by ensuring we have enough technical staff available to support each cultural venue and events around town. Since Old Town Hall opened, we have scraped by operating both theatre venues and have already had to resort to 3rd party support, paid for through other operating funds. Given the demonstrated demand for these (and other) cultural spaces, we will not be able to accommodate demand without additional funds. In addition to the traditional technical booth support, as we continue to explore and engage with artists, new media and other considerations for display and creation of art are incorporating technology. In this sense, the additional funds for staff support would support our drive for the expansion of cultural engagement in the community.

Business Case If this item provides a financial return, please explain how it does so...

50% of the budget enhancement will be recouped through 'pay-per use' revenue, where rentals will pay for optional tech services to enhance their event. We intent to charge \$35 per hour for show/event support and \$25 per hour for rehearsal and pre-planning/programming sessions. The other 50% will be allocated to support internal events (including YRDSB) as well as maintenance and repair of equipment. A component of this submission will also serve offset staff time that is currently accruing as overtime or lieu time off. Therefore, enhancement will reduce some hidden staff costs, while also enabling the sale of new, enhanced "a la carte" style services. This will further contribute to offsetting cost, while also enhancing the customer (and patron) experience.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

This item will eliminate risks to corporate image, operational staffing shortages as well as potential health and safety issues by reducing the occurrence that staff are working repetitive shifts, of long hours, into the evenings and weekends. Given the phenomenal reception of the Old Town Hall and complimented by a massive renovation the Newmarket Theatre, not having the resources to support Recreation and Culture operations at these venues and non-traditional sites, presents a significant risk to corporate image.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input checked="" type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
IT	Additional R&C technical staff could mean more trained staff available to support evening and weekend corporate events (e.g. Council meetings) currently covered by I.T. staff. This would increase availability of IT staff to support corporate needs during typical day time hours, instead of having to flex their work day to support the evening/weekends. An inter-departmental approach may also lead to organic innovation in town-wide A/V technology.

Prepared By:	Reviewed By:	Commissioner:
Rob Wilson	Colin Service/Ian McDougall	Ian McDougall

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth Service Level Change Maintenance/Replacement Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

The Facility Maintenance crew requires a Red Seal Certified Plumber to join the facility Maintenance Team. Based on 2018 and projected expenditures for 2019, Facilities is spending over \$87,539 per year on labour and parts mark up for plumbing services through our contractor. This cost was for 1331 hours of labour. An in-house plumber would be providing in excess of 1800 hours of working labour time. This would result in approx. +500 additional hours compared to contractors time which could be put toward preventative maintenance. Considering the amount of investigative work and minor plumbing work already being conducted in-house and the amount of man hours spent on various plumbing work by our term contractor, we are confident that this red seal person would be completing plumber related work on a full time basis. It is our opinion that taking these services in house would save the corporation a considerable amount of money on an annual basis. This person would require a vehicle to be able to conduct maintenance work throughout the Town facilities; a separate budget request is included for an additional vehicle. Please note that if this position is approved, operational request FAC 9 to increase the operating budget for plumbing can be reduced. It would still be required to account additional materials associated with increase in quantity of plumbing work.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

Having a person dedicated to addressing plumbing issues in our facilities would provide increased service level to the various areas of the Town. With the increase in demand and expenditures noted over the past 4 years and aging of Town's assets, the demand for plumbing work will keep increasing. Considering the amount of hours existing staff spend investigating and conducting minor plumbing work, having a competent and skilled person assigned to conducting this type of work would allow for other staff to serve other areas of facility maintenance such as assisting in the maintenance of Fire Halls and other Town buildings as well as upkeep of the new splash pads coming in each Ward. Fire Halls are aging and require increasing maintenance to ensure they meet adequate standards as required by Central York Fire Services.

Priority If this item addresses a priority, please explain how it does so...

A full time trades person with an additional vehicle is required to ensure cost effective and efficient plumbing services are performed daily to on-going continuous maintenance to the facilities. This represents a service level consideration to respond to daily plumbing issues arising in our various facilities, but also to maintain the service level in other areas of the Facility division operations which contributes to creating extraordinary places and spaces. This would allow for a comprehensive and up-to-date Asset Management plan that reflects a corporate risk strategy.

Desired Service If this item maintains or moves toward a desired service level, please explain how it does so...

Level The general system, including plumbing fixture and piping in the facilities are aging and require more frequent maintenance. This person would be dedicated to investigating and addressing plumbing issues in a more efficient and timely manner. Having this skilled person would also increase efficiencies by eliminating the need for existing staff to first respond to plumbing issues which would then require the assistance of a plumber. This would also allow us to continue to meet service levels in other areas (i.e. conducting HVAC inspections; overhead door inspections and maintenance; and electrical) as well as providing support to other departments (i.e. room modifications for Recreation). With the aging of some of our properties and plumbing equipment, it is important to have knowledgeable staff in order for us to be proactive in the maintenance and repairs of plumbing systems and avoid interruption in service in the facilities.

Business Case If this item provides a financial return, please explain how it does so...

Based on 2018 and projected expenditures for 2019, Facilities is spending over \$100,000 per year on labour and parts mark up for plumbing services through our term agreement with a plumbing contractor. When comparing to the wage of a full time plumber on staff, the corporation would be saving in the range of 25% on labour costs, assuming that the trend in required plumbing services remains similar to previous years. Also, the amount of time and effort being spent investigating plumbing by existing staff members could be better utilized doing other preventative work that better suit their skill set.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

There is a risk of facility closures by falling behind with preventative maintenance which will have a financial impact on rising repair costs. There would be significant localized service disruption to facility buildings if we fail to keep up on preventative maintenance.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs		2020	2021	2022	2023	2024	2025		
Account #	Description								
Account #	New Hire Request								
57301.4021	FTE	65,521	65,521	65,521	65,521	65,521	65,521	Yes	655,210
	PTE								
	CONTRACT								
57301.4109	BENEFITS - FTE	18,346	18,346	18,346	18,346	18,346	18,346	Yes	183,459
	BENEFITS - PTE	-	-	-	-	-	-		
Operating Costs		83,867	83,867	83,867	83,867	83,867	83,867		838,669
Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
57301.4277	Plumbing Repairs & Maintenance	87,539	87,539	87,539	87,539	87,539	87,539	Yes	875,390
Cost Recoveries		87,539	87,539	87,539	87,539	87,539	87,539		875,390
Total Net Cost		- 3,672	- 3,672	- 3,672	- 3,672	- 3,672	- 3,672		-
Total Cost		1,341,870	Total Cost Recoveries		1,400,624	Total Net Cost		- 58,754	Cost Recovery 104%

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	9		3		3

Risk Reduction / Mandatory or Legal Requirement					
Input Current risk, which is the risk before implementation of the budget item and Post-Implementation risk, which is the risk after the implementation of the budget item. *If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category					
Current Risk		Post-Implementation Risk		Points	
Consequence	Likelihood	Consequence	Likelihood		
2	5	1	3	7	

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
9	3	3	7	22

Prepared By:	Reviewed By:	Commissioner:
Harry Vanwensem	Chris Kalimootoo	Peter Noehammer

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one):

Growth

Service Level
Change

Maintenance/
Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

To support the goals of becoming a data driven organization this resource is required to handle data architecture, data governance, data standardization along with the implementation of analytics and business intelligence platforms. The Data Specialist/Analyst will interpret data, analyze results using statistical techniques and provide ongoing reports. Develop reports to support internal and external commitments. Develop, implement data collection and data analytics best practices that optimize efficiency and quality. Acquire data from primary or secondary data sources and maintain databases/data systems. Identify, analyze, and interpret trends or patterns in complex data sets. Maintain data integrity by creating quality checks and reports to support different processes. Work with management to prioritize business and Information needs. Present, discuss and resolve data related topics.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

This item is classified as Service Level Change because business departments are looking for data analysis and business intelligence from the data they collect to improve decision making, and currently IT is not resourced appropriately to provide this service.

Priority If this item addresses a priority, please explain how it does so...

In order to support the many initiatives outlined within Long-term Financial Sustainability (Asset Management Plan), Safe Transportation (technology and data driven tools), Economic Leadership (smart city solutions and innovative options) and Vibrancy on Yonge, Davis and Mulock (data driven strategies and smart city technologies) priorities the expertise of a Data Specialist/Analyst is critical to their success. This role will provide subject matter expertise in the data analysis and associated tools/methodologies required.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

This item moves towards a desired service level as identified in the 2018 IT Organizational Review and Technology Assessment. Currently the GIS staff within the IT department are providing some level of data analysis but would not have the capacity to deliver on Council's Strategic Priorities nor provide the specific skillset required to fully embrace a data driven corporate culture.

Business Case If this item provides a financial return, please explain how it does so...

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

As we continue to increase the reliance on IT and in particular on data management and reporting to support the Town's operating needs, the risk impact of not having this resource will result in major service disruption and loss, in particular as they relate to Council Priorities for Smart City Solutions and Data Driven Tools.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="text"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
HR	Spoke with Trica Quinlan. Confirmed salary, benefits and title. It was noted that this fte, deferred from last year's budget, will bring the complement to 2, 1 year behind what was recommended by Perry Group Consulting as part of the IT Review & Technology Assessment.

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	2020	2021	2022	2023	2024	2025			
Account #	Description								
13621.4481	Computer, Office Phone								
13621.4299	Desk & Chair								
13621.4482	Software								
Account #	New Hire Request								
13621.4021	FTE	78,267	78,267	78,267	78,267	78,267	78,267	Yes	782,670
	PTE								
	CONTRACT								
	BENEFITS - FTE	21,915	21,915	21,915	21,915	21,915	21,915	Yes	219,148
	BENEFITS - PTE	-	-	-	-	-	-		
Operating Costs		106,682	100,182	100,182	100,182	100,182	100,182		1,001,818
Cost Recoveries	2020	2021	2022	2023	2024	2025		Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
Cost Recoveries		-	-	-	-	-	-		-
Total Net Cost		106,682	100,182	100,182	100,182	100,182	100,182		-
Total Cost		1,609,408	Total Cost Recoveries		Total Net Cost		1,609,408	Cost Recovery	
								0%	

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	9		3		0
Risk Reduction / Mandatory or Legal Requirement					
Input Current risk , which is the risk before implementation of the budget item and Post-Implementation risk , which is the risk after the implementation of the budget item. *If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category					
Current Risk		Post-Implementation Risk		Points	
Consequence	Likelihood	Consequence	Likelihood		
4	3	1	2	10	
Evaluation Components					
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points	
9	3	0	10	22	

Prepared By:	Reviewed By:	Commissioner:
Annaliese Vollick	Mary-Anne Wigmore	Esther Armchuk

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one):

Growth

Service Level

Change

Maintenance/
Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

Avocette was selected to implement the Accela solution which supports land use, permitting, licensing, inspection and code enforcement processes. This request is specifically for a licence each for the Water/Waste Water Inspector Position and the Backflow Prevention Officer position. This new software will link into various electronic solutions including digital plans review, permitting and remote inspecting. A public portal for submitting and tracking applications as well as requesting Inspections will bring Newmarket in line with comparable jurisdictions. The system will provide staff the ability to track performance and metrics and react quickly to public expectations for service delivery.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

The Accela software platform will help improve new service connection efficiencies and assist the Water/Waste Water Inspector in maintaining our Public Works Permits and Inspection turnaround time.

Priority If this item addresses a priority, please explain how it does so...

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

The Accela system will help Town staff move toward a desired service level by digitizing various processes. This licence will assist the Water/Waste Water Inspector and Backflow Prevention positions in providing efficient, cost effective customer service to residents. Resident can complete the application on-line; no requirement to physically come in, therefore can be done at any time. Through this digitization process flow, information can be submitted to multiple departments thus the ability to review applications avoiding delays.

Business Case If this item provides a financial return, please explain how it does so...

The Accela system creates efficiencies for staff by digitizing certain processes.

Risk Mitigation

The Accela system is a Canadian cloud hosted solution with redundant service delivery. This system will eliminate mis-communication between departments as each will have access to the same information centralized through the cloud. Each department will have a full understanding of where the process stands for each department and this also eliminates the frustration of residents/contractors having to travel back and forth between the Operations Centre and the Municipal Offices.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input checked="" type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input checked="" type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input checked="" type="checkbox"/>	Operations	<input checked="" type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="text"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
IT Department	IT will install this program on the Staff members computer here at Operations
Building/Planning	W/WW to purchase this Accela software platform to add to the licenses that Building Planning already has in place.

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	Account #	Description	2020	2021	2022	2023	2024	2025	
	42421.4482	2 x Licence @ \$3,420	6,840	6,840	6,840	6,840	6,840	6,840	Yes
		(licences need to be purchased in packs of 5)							
New Hire Request									
		FTE							
		PTE							
		CONTRACT							
		BENEFITS - FTE	-	-	-	-	-	-	
		BENEFITS - PTE	-	-	-	-	-	-	

Operating Costs	6,840	6,840	6,840	6,840	6,840	6,840	6,840	6,840	6,840
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Cost Recoveries	Account #	Description	2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery

Cost Recoveries	-	-	-	-	-	-	-	-	-
-----------------	---	---	---	---	---	---	---	---	---

Total Net Cost	6,840	6,840	6,840	6,840	6,840	6,840	6,840	6,840	-
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Total Cost	47,880	Total Cost Recoveries	-	Total Net Cost	47,880	Cost Recovery	0%
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Section 4 Evaluation

<div>+9 Council Priority</div> <div>+6 Council Approved Strategic Plan</div> <div>+4 SLT Priority</div> <div>+2 Documented Recommendation</div>		<div>+3 Moves Toward/Maintains Desired Service Level</div>		<div>+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue</div> <div>Automatically calculated once you fill out Section 3 Financials</div>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	0		3		0

Risk Reduction / Mandatory or Legal Requirement					
Input <u>Current risk</u> , which is the risk before implementation of the budget item and <u>Post-Implementation risk</u> , which is the risk after the implementation of the budget item.					
*If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category					
Current Risk		Post-Implementation Risk		Points	
Consequence	Likelihood	Consequence	Likelihood		
4	5	1	2		18

Evaluation Components					Total Points
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement		
0	3	0	18		21

Prepared By:	Reviewed By:	Commissioner:
Luigi Colangelo	Chris Kalimootoo	Peter Noehammer

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one):

Growth

Service Level
Change

Maintenance/
Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

Costs are 100% recovered from Water/Waste Water Revenue & included in the Water Budget. Budget required to meet customer service requirements & maintain service levels as the Town introduces Smart Meters & separate Stormwater billing. Customer Service staff will be required to handle inquiries, arrange appointments, encourage/convince residents to book appointments, manage situations where water usage increases, call customers regarding emerging issues, answer general billing inquiries, respond to inquiries & complaints related to Smart Meters. Separate Stormwater fees which are now being billed separately are also creating increased call volumes.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

The introduction of Smart Meters & separate Stormwater billing will result in increased volumes, longer call lengths (average stormwater is forecast at 20 minutes) & more complex customer interactions. This is a new project for Newmarket residents & will commence in the Fall of 2019 with the pilot.

Priority

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

Customer Service staff will not be able to maintain service levels with the existing staff complement when Smart Meters & separate storm water billing are rolled out across the municipality. Also, for the last several months service level targets have not been met, due to longer length of calls, more complex interactions, increased email & social media interactions.

Business Case If this item provides a financial return, please explain how it does so...

These positions will be fully funded by Water revenues & included in the Water budget.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

Without the staffing resources to handle increasing volumes related to this program, a service disruption is a distinct possibility. We are already experiencing a decreased level of service & complaints have been passed along from the Mayor & Councillors' offices. Negative media exposure could result if service levels continue as they are as we introduce this mandatory program for Newmarket residents. Likelihood of a loss of service is high as we are already experiencing increased Abandoned calls & longer wait times.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input checked="" type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input checked="" type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Continuous Improv	<input checked="" type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
Operations - Water department	This recommendation is supported as Smart meters will impact approximately 20,000 Newmarket customers. Customer Service will need to have the resources to be responsive when customers contact us.
Finance department	Costs for staffing are included in the Water Budget. This position could be classified as " Maintenance/Replacement" due to the new Smart Meters & the ongoing demands on the CSC.

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth Service Level Change Maintenance/Replacement Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

As identified in the 2018 IT Review an IT Project Manager/Business Analyst is required to keep up with the increasing demand from business departments for IT Project Management Services. The volume of project resources required from IT to support business departments is continually increasing. A resource with formal Project Management training is key to successful, onetime/within budget business solutions implementations.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

This item is classified as a Growth Item because it will assist the Information Technology department in keeping up the increasing demands for IT services to support the Business Departments servicing a growing community.

Priority If this item addresses a priority, please explain how it does so...

In order to support the many initiatives outlined within Long-term Financial Sustainability (Asset Management Plan), Safe Transportation (technology and data driven tools), Economic Leadership (smart city solutions and innovative options) and Vibrancy on Yonge, Davis and Mulock (data driven strategies and smart city technologies) priorities the IT department needs to be resourced appropriately. The IT Project Manager will be instrumental in the success of many of these projects and initiatives where technology is a key factor.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

The resource will allow IT to move technology forward as well as keep up with the demand for technology.

Business Case If this item provides a financial return, please explain how it does so...

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

As we continue to increase the reliance on IT and in particular business solutions to support the Town's operating needs, the risk impact of not having this resource will result in significant service disruption at a localized level with a reduced quality of service for critical users. Service loss or major quality of service concern for critical users

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
HR	Spoke with Tricia Quinlan. Confirmed salary, benefits and title. It was noted that this fte, deferred from last year's budget, will bring the complement to 2, 1 short as was recommended by Perry Group Consulting as part of the IT Review & Technology Assessment. The goal was to have 3 IT PMs by 2019 and 4 for 2020.

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	2020	2021	2022	2023	2024	2025			
Account #	Description								
13621.4481	Computer/Office Phone								
13621.4299	Desk & Chair								
13621.4482	Software								
Account #	New Hire Request								
13621.4021	FTE	78,267	81,670	85,072	85,072	85,072	85,072	Yes	850,720
	PTE								
	CONTRACT								
	BENEFITS - FTE	21,915	22,868	23,820	23,820	23,820	23,820	Yes	238,202
	BENEFITS - PTE	-	-	-	-	-	-		
Operating Costs	106,682	104,538	108,892	108,892	108,892	108,892	108,892		1,088,922
Cost Recoveries	2020	2021	2022	2023	2024	2025		Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
Cost Recoveries	-	-	-	-	-	-	-		-
Total Net Cost	106,682	104,538	108,892	108,892	108,892	108,892	108,892		-
Total Cost	1,735,710	Total Cost Recoveries	-	Total Net Cost	1,735,710	Cost Recovery	0%		

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	9		3		0
Risk Reduction / Mandatory or Legal Requirement					
Input Current risk, which is the risk before implementation of the budget item and Post-Implementation risk, which is the risk after the implementation of the budget item. *If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category					
Current Risk		Post-Implementation Risk		Points	
Consequence	Likelihood	Consequence	Likelihood		
4	3	2	2	8	
Evaluation Components					
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points	
9	3	0	8	20	

Prepared By:	Reviewed By:	Commissioner:
Rob Willatts	Mary-Anne Wigmore	

**2020 BUDGET
Operating Decision Package Form**

Total Points **20**

Decision Package Item # **LEG 6**

Project / Initiative Name **Conversion of Claims and Risk Analyst position to FTE**

Commission: **Corporate Services**

Business Unit Number: **13131**

Division: **Legislative Services**

Business Unit Name: **Insurance**

Classification (select one):

Growth

Service Level

Change

Yes

Maintenance/

Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

The role of the Claims and Risk Analyst has increasingly become more involved in risk mitigation and management. This approach has helped Town staff project plan and become more aware of the importance in proactive risk mitigation. Accordingly, the Analyst has become more involved in providing advice on matters, delivering training to staff, and at the same time continues to manage any claims submitted.

As of September 2018, the Analyst now works every Monday out of the R.N. Shelton Operations Centre. This change in work location is a direct result of the Analyst's role in providing strategic advice and guidance on various risk and insurance matters to Public Works Services staff. While this role supports all departments, over the past year, there was additional support provided to the Engineering and Recreation & Culture Departments. The Analyst has been working with staff in Capital projects to develop a risk mitigation lens on their projects.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

Risk mitigation is important for municipalities to protect themselves from potential claims, and in turn, assists with regulating the costs associated with paying claims. This conversion from a part-time to a full-time position allows the Town to achieve a desired service level.

Priority If this item addresses a priority, please explain how it does so...

In 2017, the targeted review of the Corporate Services Commission that was recently completed by Imagine recommended the Claims and Risk Analyst position be converted from a part-time to a new full-time position. Specifically, the report identified that in Legislative Services, "there are opportunities to expand the Claims and Risk functions as well as Records Management to effectively handle growing volumes and complex claims as well as establishing a corporate wide Records Management strategy and effective back up for existing staff."
This position request aligns with Council's Strategic Priority of Financial Sustainability as risk mitigation assists with ensuring ongoing continuous improvement utilizing both internal and external resources. This position may also contribute to developing a comprehensive Asset Management Plan that Council has identified as a priority for this term.

Additionally, the Claims & Risk Analyst is responsible for overseeing and coordinating all claims received by the municipality. The increase can be attributed to the change in weather attributed to climate change and more severe weather patterns, and the conditions over the past winter. Aging infrastructure also continues to be a factor in the number of claims the Town is having to respond to and investigate accordingly.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

A full-time Claims and Risk Analyst position would allow the Town to move toward a desired service level. The Analyst would continue to identify trends, provide savings to the Town through internal adjusting instead of using the insurance adjuster for every claim, and consulting on various Town projects involving contracts with external vendors. The service level of managing claims, responding to complex risk and claims-related issues, and providing advice on projects with elements of risk is no longer attainable in a part-time capacity. In order to achieve this desired service level, the Analyst is often required to work beyond 20 hours per week.
The Analyst increasingly works hours beyond what is scheduled in order to meet the current service levels and demands; consequently on average, the Analyst has been working more than 4 hours a day. Over the past five years, on average, the Analyst has been paid out approximately \$4,100 above what has been budgeted for in the part-time role. Additionally, the current Analyst has extensive knowledge and expertise in the claims and insurance field, and is a subject matter expert.

Business Case If this item provides a financial return, please explain how it does so...

The impact of climate change and the increased trend of personal injury claims will likely continue to affect the number of claims the Town will receive. Extreme weather events has lead to and increase in property damage and personal injury claims. The Analyst has been instrumental in identifying matters and trends in Town - for example, the Analyst noticed that he was receiving several incident reports from staff at the pool indicating that children had cut themselves while in the pool. After inquiring why this was happening, the pool was subsequently drained and it was revealed that a tile's sharp edges were exposed due to insufficient grouting around that tile.
The position has been instrumental in providing training and workshops to staff, including summer students. In 2017, the Town was the first N6 municipality to purchase Cyber Insurance, which was in response to the understanding that the Town needs to be able to defend itself in situations where records or information is breached.
In 2017, 76 claims files were opened (~\$83,000 paid in 2017 for claims, adjusting and legal fees), and there was a mild winter the year prior. In 2018, 96 claims files were opened (~\$198,000 paid in 2018 for claims, adjusting and legal fees), and it was considered a normal winter in the prior year. As of June 1, 2019, 45 claims files have been opened, which is expected to at least double by the end of the year.
*Note: claims, adjusting and legal fees are not always incurred in the same year.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

The Analyst's role has become an integral position within the Town. The Analyst should continue to be consulted on projects that are public facing, and have an impact on public spaces. This will help ensure that staff's project planning involves risk mitigation and management.

This position works closely with the Records and Projects Coordinator and Records Analyst to align records and information management best practices, so that the Town can help defend itself when required, resulting in savings of staff time and resources related to matters where the Town has to defend itself in a claim.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services		Building		Engineering		HR	x	IT	
Legislative Services		Planning		Operations	x	Legal	x	Finance	
Recreation & Culture		Procurement	x	Parks	x	Communications		Facilities	x
								Other	

Please discuss item with relevant areas and include their comments below...

Department	Comments
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Legal Services & Procurement Services	Collaboration includes: - Coordination of quarterly report to Council on Claims & Litigation matters - Reviewing agreements and/or insurance documents to ensure vendors are providing adequate insurance - Coordinating legal representation on insured litigation claims
Public Works (Operations, Parks & Facilities)	Collaboration includes: - Providing on-site support every Monday to staff at the Robert N. Shelton Operations Centre - Providing advice, best practices for records management best practices to defend Town in Claims & Litigation - Providing training to staff
Recreation & Culture	Collaboration includes: - Insurance requirements for special events - Consolidation of insurance contracts for user groups at facilities - Identification of risk items such as bouncy castles

Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	2020	2021	2022	2023	2024	2025			
Account # Description									
Account # New Hire Request									
13131.4021 FTE	85,072	85,072	85,072	85,072	85,072	85,072	Yes		850,720
PTE									
CONTRACT									
BENEFITS - FTE	23,820	23,820	23,820	23,820	23,820	23,820	Yes		238,202
BENEFITS - PTE	-	-	-	-	-	-			
Operating Costs	108,892	108,892	108,892	108,892	108,892	108,892			1,088,922
Cost Recoveries	2020	2021	2022	2023	2024	2025		Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account # Description									
13131.4035 Regular Part-Time Wage	48,678	48,678	48,678	48,678	48,678	48,678	Yes		486,780
13131.4109 Benefits - PTE	7,788	7,788	7,788	7,788	7,788	7,788	Yes		77,885
Cost Alloc - Building	1,720	1,720	1,720	1,720	1,720	1,720	Yes		17,205
Cost Alloc - Fire	2,668	2,668	2,668	2,668	2,668	2,668	Yes		26,679
Cost Alloc - Water	6,359	6,359	6,359	6,359	6,359	6,359	Yes		63,593
Cost Alloc - Waste Water	4,661	4,661	4,661	4,661	4,661	4,661	Yes		46,606
Cost Alloc - Storm Water	2,559	2,559	2,559	2,559	2,559	2,559	Yes		25,590
Cost Recoveries	74,434	74,434	74,434	74,434	74,434	74,434			744,337
Total Net Cost	34,458	34,458	34,458	34,458	34,458	34,458			344,585
Total Cost	1,742,275	Total Cost Recoveries	1,190,939	Total Net Cost	551,336	Cost Recovery	68%		

Section 4 Evaluation

<div>+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation</div>		<div>+3 Moves Toward/Maintains Desired Service Level</div>		<div>+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i></div>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	9		3		2

Risk Reduction / Mandatory or Legal Requirement
Input Current risk, which is the risk before implementation of the budget item and Post-Implementation risk, which is the risk after the implementation of the budget item.
*If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category

Current Risk		Post-Implementation Risk		Points
Consequence	Likelihood	Consequence	Likelihood	
3	4	2	3	6

Evaluation Components					Total Points
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement		
9	3	2	6		20

Prepared By:	Reviewed By:	Commissioner:
Kiran Saini, Deputy Town Clerk	Lisa Lyons, Director of Legislative Services/Town Clerk	Esther Armchuk, Commissioner of Corporate Services

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth Service Level Change Maintenance/Replacement Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

For Marianneville property maintenance, we are requesting a full-time permanent (H5-L4) position along with capital for equipment(Truck \$70,000, lawnmower \$40,000, trailer \$5,000). This body is needed to help with maintenance work for summer and winter on this site and with being responsible for the satellite yard winter maintenance.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

Growth for new area and service level requirements for any trail, trees, playground, garbage cans, litter, winter maintenance on trails/parking lots on the Marianneville Property and Glenway Satellite site.

Priority If this item addresses a priority, please explain how it does so...

Council Strategic Priorities - Extraordinary Places and Spaces, design and implement a strategy to vacant properties, there will be trails and open land for the public to use. The type of level of service is set out in the Parks Policy Development Manual which was passed by council in 2012. SATELITE OFFICE Implemented strategy to address municipal vacant properties such as glenway satellite office and Marianneville.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

To maintain trees, garbage, trails, playground, sidewalks, grass, gardens and others that are planned for the site for winter and summer.

Business Case If this item provides a financial return, please explain how it does so...

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

Budget is required to maintain the new property that was donated to the town, without funding, there would be corporate image issues up to moderate levels as set out on the risk matrix. There would also be environment issues from not maintaining the grass and trees. There are also health and safety moderate issues from weeds, allergic issues, trees not safe from being maintained. This initiative will also lower the risk of potential break ins.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	2020	2021	2022	2023	2024	2025			
Account #	Description								
Account #	New Hire Request								
52811.4021	FTE	59,519	59,519	59,519	59,519	59,519	59,519	Yes	59,519
	PTE								
	CONTRACT								
52811.4109	BENEFITS - FTE	16,665	16,665	16,665	16,665	16,665	16,665	Yes	16,665
	BENEFITS - PTE	0	0	0	0	0	0		
Operating Costs		76,184	76,184	76,184	76,184	76,184	76,184		76,184
Cost Recoveries	2020	2021	2022	2023	2024	2025		Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
Cost Recoveries		-	-	-	-	-	-		-
Total Net Cost		76,184	76,184	76,184	76,184	76,184	76,184		-
Total Cost	533,290	Total Cost Recoveries	-	Total Net Cost	533,290	Cost Recovery	0%		

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	9		3		0
Risk Reduction / Mandatory or Legal Requirement					
Input Current risk, which is the risk before implementation of the budget item and Post-Implementation risk, which is the risk after the implementation of the budget item. *If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category					
Current Risk		Post-Implementation Risk		Points	
Consequence	Likelihood	Consequence	Likelihood		
2	5	1	2	8	
Evaluation Components					
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points	
9	3	0	8	20	

Prepared By:	Reviewed By:	Commissioner:
Jeff Bond	Chris Kalimootoo	Peter Noehammer

2020 BUDGET
Operating Decision Package Form

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

This initiative is to request a full-time staff for yard and inventory support. Currently, Public Works(PWS) has a part time 12 month contract yard and inventory coordinator completing daily scheduled work including yard clean up, covers the inventory room for breaks, lunches, vacation, puts orders away, monitors staff to ensure proper disposal of materials in Operations yard area, helps fleet for vehicle maintenance delivery, stocks paper, lunch room and maintain winter/summer maintenance etc.. The conversion would assist with retention. This will also ensure quicker and more informed decisions to be made in the field and provide a better level of service.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

As PWS increases staff, equipment and tasks there is a need for a full-time staff in this area of work. Public Works staff has increased 20% since the opening of the Robert Shelton Operations Center . This position helps to ensure we are meeting environmental, and safety regulations for both staff and contractors entering the property to get materials and bringing materials back to the shop.

Priority If this item addresses a priority, please explain how it does so...

This request is identified in the Prior and Prior consultants recommendations.

Desired Service If this item maintains or moves toward a desired service level, please explain how it does so...

Level See Classification/Summary

Business Case If this item provides a financial return, please explain how it does so...

Cost recovery with existing wages

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

Without this position, our sidewalks and parking lots would not be cleared until roads and sidewalks are completed which would increase the chance of third party injury and/or staff lost time. Without this position staff would have to share the responsibilities of the cleaning up and moving of materials which creates inefficiencies.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	2020	2021	2022	2023	2024	2025			
Account #	Description								
Account #	New Hire Request								
52811.4021	FTE	59,519	59,519	59,519	59,519	59,519	59,519	Yes	595,190
	PTE								
	CONTRACT								
52811.4109	BENEFITS - FTE	16,665	16,665	16,665	16,665	16,665	16,665	Yes	166,653
	BENEFITS - PTE	0	0	0	0	0	0		
Operating Costs		76,184	76,184	76,184	76,184	76,184	76,184		761,843
Cost Recoveries	2020	2021	2022	2023	2024	2025		Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
52811.4031	Casual/Seasonal Wages							Yes	447,340
52811.4109	Benefits							Yes	35,790
	rate-supported								
Cost Recoveries		67,265	48,313	48,313	48,313	48,313	48,313		483,130
Total Net Cost		8,919	27,871	27,871	27,871	27,871	27,871		278,713
Total Cost		1,218,949	Total Cost Recoveries		791,960		Total Net Cost		426,989
							Cost Recovery		65%

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	2		3		1

Risk Reduction / Mandatory or Legal Requirement					
Input Current risk , which is the risk before implementation of the budget item and Post-Implementation risk , which is the risk after the implementation of the budget item. *If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category					
Current Risk		Post-Implementation Risk		Points	
Consequence	Likelihood	Consequence	Likelihood		
3	5	1	2	13	

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
2	3	1	13	19

Prepared By:	Reviewed By:	Commissioner:
Jeff Bond	Chris Kalimootoo	Peter Noehammer

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth Service Level Change Maintenance/Replacement Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

The Sensus infrastructure was selected for the water meter replacement/retrofit program. The project includes the replacement/retrofit of 27,000 meters in the Town of Newmarket service area. This request is specifically for the Sensus Analytics platform for the AMI Data Analyst position. This new software will allow the Data Analyst to manage alarms more effectively and in real time.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

The Sensus Analytics platform will help improve the meter service levels by effectively managing alarms to minimize meter down time. I will also assist with troubleshooting meters which may result in less meter maintenance/replacements.

Priority If this item addresses a priority, please explain how it does so...

Ensure ongoing continuous improvement and a service level analysis. Utilize both internal and external resources to complete an assessment of the Town's overall financial health to support effective and efficient long-term planning.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

The Sensus Analytics platform will help Town staff move toward a desired service level by automating various alarm processes and allow real time alarm management. This licence will assist the AMI Data Analyst/Backflow Prevention positions in providing efficient, cost effective customer service to residents/ICI, while also effectively managing meter alarms.

Business Case If this item provides a financial return, please explain how it does so...

The Sensus Analytics platform creates efficiencies for staff by automating alarm processes where possible. It also allows for real-time alarm data versus the Sensus RNI and Savage MDM which captures day old data. This will allow for a better customer experience.

Risk Mitigation

This platform will allow for quicker alarm response and more efficient alarm management than using the Sensus RNI alone.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input checked="" type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input checked="" type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
Operations	There will be training from Sensus required for the Data Analyst on the platform to allow for alarm management
IT	There may be some IT set ups required to get the Sensus Analytics platform funtional

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	Account #	Description	2020	2021	2022	2023	2024	2025	
	42421.4482	Analytics Annual Fee	21,060	43,740	45,360	46,980	48,600	50,220	Yes
		Analytics Set Up Fee	18,000						
		Sensus Analytics Integration Fee	5,400						
	Account #	New Hire Request							
	FTE								
	PTE								
	CONTRACT								
	BENEFITS - FTE		-	-	-	-	-	-	
	BENEFITS - PTE		-	-	-	-	-	-	

Operating Costs	44,460	43,740	45,360	46,980	48,600	50,220	50,220
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Cost Recoveries	Account #	Description	2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery

Cost Recoveries	-	-	-	-	-	-	-
Total Net Cost	44,460	43,740	45,360	46,980	48,600	50,220	-

Total Cost	329,580	Total Cost Recoveries	-	Total Net Cost	329,580	Cost Recovery	0%
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Section 4 Evaluation

<div>+9 Council Priority</div> <div>+6 Council Approved Strategic Plan</div> <div>+4 SLT Priority</div> <div>+2 Documented Recommendation</div> <div>Priority (Pick one)</div> <div>Points</div> <div>6</div>	<div>+3 Moves Toward/Maintains Desired Service Level</div> <div>Desired Service Level (All or nothing)</div> <div>Points</div> <div>3</div>	<div>+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue</div> <div>Automatically calculated once you fill out Section 3 Financials</div> <div>Business Case (Scale)</div> <div>Points</div> <div>0</div>
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Risk Reduction / Mandatory or Legal Requirement				
Input Current risk, which is the risk before implementation of the budget item and Post-Implementation risk, which is the risk after the implementation of the budget item.				
*If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category				
Current Risk		Post-Implementation Risk		Points
Consequence	Likelihood	Consequence	Likelihood	
2	5	1	2	

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
6	3	0	8	17

Prepared By:	Reviewed By:	Commissioner:
Luigi Colangelo	Chris Kalimootoo	Peter Noehammer

2020 BUDGET
Operating Decision Package Form

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

Central York Fire Services (CYFS) is seeking a regular part-time personnel to administer a cost-recovery program. This individual will administer the invoicing and various tasks associated with the motor vehicle collisions (MVCs) program.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

This position will assist service level needs in administrating the new invoicing program.

Priority If this item addresses a priority, please explain how it does so...

JCC has approved the invoicing of MVC's.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

This position is cost recovery from new revenues for MVC's and will also assist with additional administrative duty functions (i.e. call answering and filing). This in turn will enhance the service provided to the communities of Newmarket & Aurora.

Business Case If this item provides a financial return, please explain how it does so...

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

This position will assist with limiting operational service disruptions, considering the existing demands on the current administrative staff.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="text"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
Human Resources	HR will be impacted as they will be responsible for the hiring and onboarding process once these positions are approved

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	2020	2021	2022	2023	2024	2025			
Account #	Description								
Account #	New Hire Request								
21221.4021	FTE								
21221.4031	PTE	55,745	55,745	55,745	55,745	55,745	55,745	yes	557,450
	CONTRACT								
	BENEFITS - FTE	-	-	-	-	-	-		
	BENEFITS - PTE	8,919	8,919	8,919	8,919	8,919	8,919	yes	89,192
Operating Costs	64,664	64,664	64,664	64,664	64,664	64,664	64,664		646,642
Cost Recoveries	2020	2021	2022	2023	2024	2025		Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
21221.7598	Revenue from Motor Vehicle Collisions							yes	646,642
Cost Recoveries	64,664	64,664	64,664	64,664	64,664	64,664	64,664		646,642
Total Net Cost	-	-	-	-	-	-	-		-
Total Cost	1,034,627	Total Cost Recoveries	1,034,627	Total Net Cost	-	Cost Recovery	100%		

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	6		3		3
Risk Reduction / Mandatory or Legal Requirement					
Input <u>Current risk</u> , which is the risk before implementation of the budget item and <u>Post-Implementation risk</u> , which is the risk after the implementation of the budget item. *If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category					
Current Risk		Post-Implementation Risk		Points	
Consequence	Likelihood	Consequence	Likelihood		
2	3	1	1	5	
Evaluation Components					
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points	
6	3	3	5	17	

Prepared By:	Reviewed By:	Commissioner:
Monique Matar, Administrative Assistant	Deputy Chief Rocco Volpe	

2020 Operating Decision Packages Summary

Form #	STATUS	FTE	Initiative Name	Area Responsible	Category	Evaluation Total Score	Operating Cost	Revenue / Recovery / Offset	Net Impact on Tax	Net Impact on Rates
BLD 7	Deferred		395 Mulock Building Standby Requirement	395 Mulock Office	Service Level Change	27	12,000		12,000	
ENG 10	Deferred	1	Transportation Data Analysis, Traffic Safety Education and Public Engagement	Engineering	Service Level Change	25	86,309		86,309	
FIN 3	Deferred	0.4	Meet the needs of increased volumes due to Pcard best practices and Prompt Payment requirements of Bill 142	Financial Services	Growth	24	82,309	-40,717	41,592	
HR 1	Deferred	casual	Health & Safety Risk Management	Human Resources	Service Level Change/Mandatory	24	38,949		38,949	
ROAD 8	Deferred		Contracted Court Plowing For Winter Maintenance	PWS-Road	Service Level Change	23	70,000		70,000	
FAC 37	Deferred		Monthly HVAC Inspections and Preventative Maintenance Services	PWS-Facilities	Maintenance	22	60,000		60,000	
PLN 4	Deferred		Built Heritage Resources	Planning	Service Level Change	22	10,000		10,000	
IT 9	Deferred		Redundant Internet Connection	Information Technology	Service Level Change	22	1,600		1,600	
FAC 36	Deferred		Overhead Doors Inspection & Maintenance	PWS-Facilities	Maintenance	20	12,000		12,000	
PARK 18	Deferred		General Parks Response	PWS-Parks	Growth	20	47,200	-28,000	19,200	
FAC 32	Deferred	2	Operations and Maintenance of Facilities for Recreational Programming in Youth Centre, Museum and Gorman Pool	PWS-Facilities	Growth	19	82,808		82,808	
ROAD 10	Deferred	2	Roads Operation Maintenance	PWS-Road	Growth	19	152,369		152,369	
ROAD 11	Deferred		Waste Management for Main St.	PWS-Road	Service Level Change	19	24,000		24,000	
REC 1	Deferred	casual	Skate Cruisers at Newmarket Riverwalk Commons	Recreation & Culture	Service Level Change	19	19,574		19,574	

Form #	STATUS	FTE	Initiative Name	Area Responsible	Category	Evaluation Total Score	Operating Cost	Revenue / Recovery / Offset	Net Impact on Tax	Net Impact on Rates
CS 1	Deferred	1	Staff resources for increasing volumes & decreasing service levels	Customer Services	Growth	18	71,354		71,354	
COM 1	Deferred		Digital Engagement - Hey Newmarket	CAO Office	Service Level Change	18	25,000		25,000	
HR 2	Deferred		Diversity and Inclusion Program Development & Implementation	Human Resources	Service Level Change	18	15,000		15,000	
W&WW 10	Deferred		AMI Project - Sensus Analytics	PWS-Water & WW	Service Level Change	17	44,460			44,460
HR 3	Deferred		Talent Mgmt Strategy - Graduate DPA Program	Human Resources	Growth	16	10,000		10,000	
REC 3	Deferred	casual	Inclusion Support - Camps & Programs	Recreation & Culture	Service Level Change	15	76,680		76,680	
PARK 19	Deferred	2	Parks, Open Space and Forestry Maintenance	PWS-Parks	Maintenance	14	165,619	-126,922	38,697	
LIB 5	Deferred	casual	Library Monday Service 1pm-9pm	Library	Service Level Change	14	66,602	-1,200	65,402	
LEG 5	Deferred	1	Full-time permanent Records Analyst position	Legislative Services	Service Level Change	14	74,596	-31,347	43,249	
CS 3	Deferred	0.5	Increase staff complement by .5 FTE (1.5 to 2)	Customer Services	Growth	13	162,619	-113,258	49,361	
EXEC 1	Deferred		Increase to Conference and Seminars	CAO Office	Other	12	1,000		1,000	
ISI 2	Deferred		Traning Budget for new department	Innovation & Strategic Initiatives	Other	5	2,000		2,000	
TOTAL		9.9					1,414,048	-341,444	1,028,144	44,460

2020 BUDGET
Operating Decision Package Form

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

Stand-by after regular office hours is required for the 395 Mulock municipal office. The Town Office did not have anyone on-call to respond to after hours calls/emergencies in the past. It was still working on a "call list" scenario but didn't delegate someone as responsible for the building so sometimes it was difficult to reach someone if nobody decided to answer. Having a person delegated as on-call brings us up to date with every other department in the Town and ensures that someone is able to respond to Security, Fire or operational needs after regular office hours.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

This is a service level change since the old procedure did not have anyone on-call that had to respond to emergencies. Everyone on the call list was not obligated to answer or respond in the event of an emergency.

Priority If this item addresses a priority, please explain how it does so...

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

Having someone on call ensures that anyone who requires assistance at 395 Mulock Drive after regular business hours will be able to reach someone and receive the assistance they require.

Business Case If this item provides a financial return, please explain how it does so...

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

If the building has a flood, fire, HVAC failure or any other operational issues we require someone, who knows the building key components and operations, to be ready and able to attend. Having this person available will greatly reduce the potential damage to the building and the downtime.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs		2020	2021	2022	2023	2024	2025		
Account #	Description								
17761.4024	Standby/On Call	12,000	12,000	12,000	12,000	12,000	12,000	Yes	12,000
Account #	New Hire Request								
	FTE		-	-	-	-	-		
	PTE								
	CONTRACT								
	BENEFITS - FTE	-	-	-	-	-	-		
	BENEFITS - PTE	-	-	-	-	-	-		

Operating Costs	12,000	12,000	12,000	12,000	12,000	12,000	12,000		12,000
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Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								

Cost Recoveries	-	-	-	-	-	-	-		-
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Total Net Cost	12,000	12,000	12,000	12,000	12,000	12,000	12,000		-
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Total Cost	84,000	Total Cost Recoveries	-	Total Net Cost	84,000	Cost Recovery	0%
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Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
			3		0

Risk Reduction / Mandatory or Legal Requirement					
Input <u>Current risk</u> , which is the risk before implementation of the budget item and <u>Post-Implementation risk</u> , which is the risk after the implementation of the budget item. *If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category					
Current Risk		Post-Implementation Risk		Points	
Consequence	Likelihood	Consequence	Likelihood		
5	5	1	1	24	

Evaluation Components					Total Points
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement		
0	3	0	24		27

Prepared By:	Reviewed By:	Commissioner:
Josh Delong	Jason Unger/ David Potter	Peter Noehammer

2020 BUDGET
Operating Decision Package Form

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

This is a full-time permanent position within the Engineering Department (Transportation Business Unit). The focus of the position is to disseminate data from speed measurements and pilot projects to identify problem areas, to report back to Council and the public on speed matters, to maintain a current website presence regarding traffic safety and to provide communication, education, technical and innovation support to the business unit. The Council strategic priorities, under the Safe Transportation pillar, has 3 sub-priorities that this position can support, as would a full array of communication and data driven elements. This would include all social media, Hey Newmarket, resident communication (mail-outs, PICs, etc), and analyzing data more in depth to provide detailed results in an understandable way for all.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

The Information Analyst would provide enhanced communication and data analysis services to the business unit, Council and the public.

Priority If this item addresses a priority, please explain how it does so...

As noted above, this position would fulfill 3 of the Councils strategic priorities under Safe Transportation: i) incorporate technology /data-driven tools and tactics into engineering design and enforcement measures related to the safety of vehicles, pedestrians, and other transportation modes in order to enhance trail and street safety; iii) continue efforts to build a strong network of community and subject matter experts in the implementation of initiatives; and, iv) design and implement an effective communication strategy that provides expanded opportunity for community consultation and emphasizes education, awareness and safe, respectful shared use among all users of the road and trail system. By providing better stakeholder contact, data analysis, and innovation, the three strategic priorities would be further enhanced, as would the 3-E's of traffic safety.

Desired Service If this item maintains or moves toward a desired service level, please explain how it does so...

Level This new position would provide an enhanced level of service in terms of community consultation, communications, educational programs, website presence and data analysis. The improved level of service would make the information more understandable and more valuable as an education tool to improve traffic safety, and the general quality of life of the community.

Business Case If this item provides a financial return, please explain how it does so...

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

Without this position, electronic data is downloaded to the cloud, but there is no one to disseminate, analyze and report, so there is no reporting on traffic calming projects, speed programs, etc.. Also, enhancing consultation & communications reduces the risk of misinterpretation or missed opportunities. Education of the public is critical because all accidents between a vehicle and a pedestrian/cyclist results in hospitalization or death. By providing clear and consistent education to both the motorists and vulnerable road users, their own personal actions will greatly impact the number and severity of potential incidents. Typically, there are a couple of incidents a month at minimum. This position will allow us to pursue Vision Zero improvements with the goal of reducing the number and severity of incidents down to zero.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs		2020	2021	2022	2023	2024	2025		
Account #	Description								
62122.4299	Computer	2,000							
62122.4299	Furniture	3,000							
	Grade 6, Level 4								
Account #	New Hire Request								
62122.4021	FTE	63,523	63,523	63,523	63,523	63,523	63,523	Yes	635,230
	PTE								
	CONTRACT								
62122.4109	BENEFITS - FTE	17,786	17,786	17,786	17,786	17,786	17,786	Yes	177,864
	BENEFITS - PTE	-	-	-	-	-	-		

Operating Costs	86,309	81,309	81,309	81,309	81,309	81,309	81,309		813,094
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Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								

Cost Recoveries	-	-	-	-	-	-	-		-
-----------------	---	---	---	---	---	---	---	--	---

Total Net Cost	86,309	81,309	81,309	81,309	81,309	81,309	81,309		-
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Total Cost	1,305,951	Total Cost Recoveries	-	Total Net Cost	1,305,951	Cost Recovery	0%
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Section 4 Evaluation

<div>+9 Council Priority</div> <div>+6 Council Approved Strategic Plan</div> <div>+4 SLT Priority</div> <div>+2 Documented Recommendation</div> <div>Priority (Pick one)</div> <div>Points</div> <div>9</div>	<div>+3 Moves Toward/Maintains Desired Service Level</div> <div>Desired Service Level (All or nothing)</div> <div>Points</div> <div>3</div>	<div>+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue</div> <div>Automatically calculated once you fill out Section 3 Financials</div> <div>Business Case (Scale)</div> <div>Points</div> <div>0</div>
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Risk Reduction / Mandatory or Legal Requirement				
Input Current risk, which is the risk before implementation of the budget item and Post-Implementation risk, which is the risk after the implementation of the budget item. *If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category				
Current Risk		Post-Implementation Risk		Points
Consequence	Likelihood	Consequence	Likelihood	
5	5	3	4	13

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
9	3	0	13	25

Prepared By:	Reviewed By:	Commissioner:
Mark Kryzanowski	Rachel Prudhomme	Peter Noehammer

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one):

Growth

Service Level
Change

Maintenance/
Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

Financial Services took over the administration of the Purchasing Cards from Procurement in May 2019. A review of the existing policies and procedures determined that there should be more stringent internal controls throughout the Pcard Program. A 0.40 FTE resource will allow the department to perform all the necessary training and review, fostering tighter internal controls by reviewing the number of cards, limits, and use and doing audits of cardholder transactions to ensure adherence to the policy. Any reduction in the number of PCards will result in more invoices to be processed through Accounts Payable. The growth in AP is also emphasised by the recent Bill 142 - Ontario Construction Lien Act Amendment, the new mandatory adjudication regime and new prompt payment rules that came into effect October 2019.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

The growth in Accounts Payable is due to increased invoice volumes as a result of a growing municipality, tighter controls around Pcards, including the elimination of some cards, and legislated turnaround requirements for payments due to Bill 142. Bill 142 - Prompt payment is mandatory for all contracts. Parties can set milestones, payment schedules, or other payment structures that are not based on monthly progress payments if set out clearly in their contract, but the 28 day clock will start once a proper invoice is submitted in accordance with that payment structure. To properly do all facets of the PCard requires an extensive amount of administration.

Priority If this item addresses a priority, please explain how it does so...

This project supports Council's Strategic priority of Long Term financial sustainability as it offers continuous improvement and efficiency. The consolidation of the revamped Pcard program with the Accounts Payable function offers a level of visibility of the purchasing and the payment process. It aims to streamline the vendors paid both through the Pcard and Accounts Payable and eliminate duplicate payments. Establishing vendors that should be paid through Accounts Payable, most crucial of which are Capital Project vendors, ensure the effective use of the PO system, improved review process, tighter internal controls, and improved tracking of Tangible Capital Assets. Furthermore, it creates a database of information or purchase history from vendors that can be used as RFP leverage for better pricing or volume rebates.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

Before now, the separation of the Pcard program from the AP function has exposed inefficiencies, as described above, that should be addressed immediately. The revamp of the Pcard process requires the review of cardholders' credit limits and transactions, monthly audits of selected cardholder envelopes, as well as consequences for not adhering to the policy. An updated training program has been developed and training will be mandatory for existing and new Pcard holders and approvers (new), including the review and approval process of their transactions. New prompt payment requirements (Bill 142) will entail detailed monitoring of the receipt of invoices, extensive communication with PWS and DIS, and potentially rush payments to vendors.

Business Case If this item provides a financial return, please explain how it does so...

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

If insufficient resources are allocated to the Pcard processes, losses may add up over time, due to duplicate invoices paid or unauthorized purchases with no proper approval or documentation. Timely audit of the transactions will help mitigate the risk and ensure transactions are properly reflected in the G/L. The Town's external auditors have noted the PCard risk as a management note for the past 2 years. Also, the risk of fraud and the potential cost to the town, whether it be a financial burden or negative media exposure are cause for concern. If prompt payment of construction contracts is not made, interest charges will result and the Town's reputation may be adversely affected. Ensuring effective and efficient internal controls are instrumental to supporting financial sustainability.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input checked="" type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input checked="" type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="text"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
Human Resources	Tricia Quinlan: I think it may be important to note that when the Pcard program was within Procurement, there were not sufficient resources to support procurement processes and the pcard program. Therefore, based on prioritization, resources were focusing on procurement.
Procurement	Tracy Assis: My thoughts on the content of the decision package fall in line with Tricia's comments.

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs		2020	2021	2022	2023	2024	2025		
Account #	Description								
	Training	1,000	1,000	1,000	1,000	1,000	1,000	Yes	10,000
Account #	New Hire Request								
14312.4021	FTE	63,523	63,523	63,523	63,523	63,523	63,523	Yes	635,230
	PTE								
	CONTRACT								
14312.4109	BENEFITS - FTE	17,786	17,786	17,786	17,786	17,786	17,786	Yes	177,864
	BENEFITS - PTE	-	-	-	-	-	-		
Operating Costs		82,309	82,309	82,309	82,309	82,309	82,309		823,094
Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
14312.4021	PT	35,101	35,101	35,101	35,101	35,101	35,101	Yes	351,010
14312.4109	Benefits	5,616	5,616	5,616	5,616	5,616	5,616	Yes	56,162
Cost Recoveries		40,717	40,717	40,717	40,717	40,717	40,717		407,172
Total Net Cost		41,592	41,592	41,592	41,592	41,592	41,592		-
Total Cost	1,316,951	Total Cost Recoveries	651,475	Total Net Cost		665,476	Cost Recovery		49%

Section 4 Evaluation

<div>+9 Council Priority</div> <div>+6 Council Approved Strategic Plan</div> <div>+4 SLT Priority</div> <div>+2 Documented Recommendation</div> <div>Priority (Pick one)</div> <div>Points</div> <div>9</div>	<div>+3 Moves Toward/Maintains Desired Service Level</div> <div>Desired Service Level (All or nothing)</div> <div>Points</div> <div>3</div>	<div>+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue</div> <div>Automatically calculated once you fill out Section 3 Financials</div> <div>Business Case (Scale)</div> <div>Points</div> <div>1</div>																									
<div>Risk Reduction / Mandatory or Legal Requirement</div> <div>Input Current risk, which is the risk before implementation of the budget item and Post-Implementation risk, which is the risk after the implementation of the budget item.</div> <div>*If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category</div> <table><tr><th colspan="2">Current Risk</th><th colspan="2">Post-Implementation Risk</th><th>Points</th></tr><tr><td>Consequence</td><td>Likelihood</td><td>Consequence</td><td>Likelihood</td><td></td></tr><tr><td>3</td><td>4</td><td>1</td><td>1</td><td>11</td></tr></table> <div>Evaluation Components</div> <table><tr><td>Priority</td><td>Desired Service Level</td><td>Business Case</td><td>Risk Reduction / Mandatory or Legal Requirement</td><td>Total Points</td></tr><tr><td>9</td><td>3</td><td>1</td><td>11</td><td>24</td></tr></table>			Current Risk		Post-Implementation Risk		Points	Consequence	Likelihood	Consequence	Likelihood		3	4	1	1	11	Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points	9	3	1	11	24
Current Risk		Post-Implementation Risk		Points																							
Consequence	Likelihood	Consequence	Likelihood																								
3	4	1	1	11																							
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points																							
9	3	1	11	24																							

Prepared By:	Reviewed By:	Commissioner:
Annie Agoncillo	Dawn Schellenberg/Mike Mayes	

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

Presently the Health & Safety Coordinator position is funded only partially from a stable source, the rest of the position is funded from monies from the NEER refund, which is based on our WSIB experience. Refunds of this nature will no longer be available with changes to the Program through the WSIB and Ministry of Labour. As a result, we will only see surcharges if our experience hits a certain level according to the formula. As this position is the only position dedicated to ensuring the Town meets both current and pending legislative requirements it is imperative that the funding be stabilized. This request enables the funding to be stabilized over a period of 2 years, ultimately resulting in a regular full time role.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

Occupational Health & Safety Act & Regulations as well as regulatory updates such as with Occupational Exposure Limits, Industrial Regulations; Training and tracking of OH&S requirements such as with WHMIS, Ergonomics, etc. As the Town now also provides support to the Newmarket Public Library there is an additional requirement relative to service level.

Priority If this item addresses a priority, please explain how it does so...

The Ministry of Labour continues to update current legislation as well as introduce new legislation, such as MSD in the operational areas. There needs to be one central location where this can be co-ordinated and the departments can be supported in terms of implementing new programs or processes while fine tuning others. In addition, the Ministry is conducting more inspections on an annual basis and in some cases is targeting municipal operations. To ensure we are addressing areas that require attention this requires the support of a subject matter expert on an ongoing basis. This will allow us to ensure this is a safe work environment, pass inspections and avoid orders or fines. Through the development of the Health & Safety Management System a year ago under the H&S Coordinator, the multi-year plan evolving with the H&S Committee, implementation of an Office Ergonomics and MSD Program for operational areas we are also taking preventative measures to reduce costs associated with WSIB and sick leave. Given the cost of absences due to MSD's is extremely high, prevention is key.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

The current position is contract with the dollars to support it disappearing. The last budget provided sufficient dollars to move the position from 28 hours per week to 35 hours per week based on a contract arrangement. However, this is a position that is critical to the Town's ongoing operation to which Library Services have now been added. Stabilizing this role over time should position us well in terms of prevention as well as compliance, support the reduction in WSIB and sick leave costs, which have risen over time, and provide support to the busy operational departments in implementing programs and processes.

Business Case If this item provides a financial return, please explain how it does so...

As noted above, this role supports a pro-active approach to risk mitigation, cost avoidance and effective workforce planning. Over time efforts in this area should assist with reducing claims, enhancing proactive initiatives that result in a reduction in claims and a more educated workforce.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

Repetitive Strain injuries are the most expensive injury in today's market place averaging anywhere from \$165,000 - \$200,000 per claim, not to mention the disabling nature of the injury the employee suffers. This cost does not take into consideration lost productivity, impact on other employees or the potential for surcharges through the WSIB should they find the Town is not taking reasonable precautions to affect employee safety. This is only one aspect of what the H&S Coordinator (renamed to H&S Specialist) does.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input checked="" type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
CAO	Supports stabilizing the funding for this role given the importance of health & safety to the work environment as well as the requirements under legislation.

Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	2020	2021	2022	2023	2024	2025			
Account #	Description								
Account #	New Hire Request								
	FTE								
	PTE								
10225.4031	CONTRACT position moved to FTE	29,205	29,205						
10225.4109	BENEFITS - FTE	9,744	9,744						
	BENEFITS - PTE	-	-	-	-	-	-		
Operating Costs		38,949	38,949	-	-	-	-		-

Cost Recoveries	2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description							
Cost Recoveries		-	-	-	-	-		-
Total Net Cost		38,949	38,949	-	-	-		-

Total Cost77,898

Total Cost Recoveries-

Total Net Cost77,898

Cost Recovery0%

Section 4 Evaluation

<div>+9 Council Priority Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation</div> <div>Priority (Pick one)<div>Points6</div></div>	<div>+3 Moves Toward/Maintains Desired Service Level</div> <div>Desired Service Level (All or nothing)<div>Points3</div></div>	<div>+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i></div> <div>Business Case (Scale)<div>Points0</div></div>
--	--	---

Current Risk

Consequence4Likelihood4

Post-Implementation Risk

Consequence3Likelihood3

Points15

Evaluation Components

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
6	3	0	15	24

Prepared By:	Reviewed By:	Commissioner:
L. Georgeff	J. Sharma	

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one):

Growth

Service Level
Change

Maintenance/
Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

This request is for contracted services for court and wide elbow clearing for winter maintenance operations.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

This contracted service would assist with trying to keep the level of service which has declined somewhat due to regulatory driving hours for staff and support from water and wastewater staff resources that have become unavailable during daytime hours. Water and wastewater staff have to complete regulatory duties imposed on their areas of responsibility and also fall within Employment Standards.

Priority If this item addresses a priority, please explain how it does so...

This request is among Council Strategic Priority - Ensuring safe streets. Court clearing is essential for public safety and ensuring safe streets also decreasing freeze/thaw situations. By eliminating snow accumulations in the middle of courts, the driving public have clearer sightlines making for improved road safety. During thaw periods melting snow can re-freeze making for slippery conditions causing potential litigation issues and property damage claims. This contracted service would assist with effective and efficient services enabling snow court clearing to be performed in a timely manner after a significant snow event.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

This assistance would help bring service level up to desired level which has dropped as explained above.

Business Case If this item provides a financial return, please explain how it does so...

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

Clear courts and wide elbows improves visibility and lessens freeze/thaw issues when it comes to maintaining roads properly for winter maintenance. This operation lessens the potential for claims made by individuals regarding slippery conditions or vehicle damage claims from hitting snow piles when navigating the roadway when other vehicles are present such as garbage trucks, moving vans and even backing from driveways. No snow in courts relates to public safety and ensures that bodily harm does not occur. It eliminates children from playing in snow piles and being struck by vehicles or slip and fall injuries.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="text"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs		2020	2021	2022	2023	2024	2025		
Account #	Description								
32221.4530	Contracted Services	70,000	70,000	70,000	70,000	70,000	70,000	Yes	700,000
Account #	New Hire Request								
	FTE								
	PTE								
	CONTRACT								
	BENEFITS - FTE	0	0	0	0	0	0		
	BENEFITS - PTE	0	0	0	0	0	0		
Operating Costs		70,000	70,000	70,000	70,000	70,000	70,000		700,000
								Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Cost Recoveries	Account #	Description	2020	2021	2022	2023	2024	2025	
Cost Recoveries		-	-	-	-	-	-	-	-
Total Net Cost		70,000	70,000	70,000	70,000	70,000	70,000		-
Total Cost	1,120,000	Total Cost Recoveries		-	Total Net Cost		1,120,000	Cost Recovery	0%

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	9		3		0
Risk Reduction / Mandatory or Legal Requirement					
Input Current risk , which is the risk before implementation of the budget item and Post-Implementation risk , which is the risk after the implementation of the budget item. <i>*If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category</i>					
Current Risk		Post-Implementation Risk		Points	
Consequence	Likelihood	Consequence	Likelihood		
3	4	1	1	11	
Evaluation Components					Total Points
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement		
9	3	0	11	23	

Prepared By:	Reviewed By:	Commissioner:
Mark Gregory	Chris Kalimootoo	Peter Noehammer

2020 BUDGET
Operating Decision Package Form

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth Service Level Change Maintenance/Replacement Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

Additional Funds are required to continue to conduct quarterly HVAC equipment inspections and preventative maintenance. Our current budget for HVAC does not account for the preventative maintenance of many of the facilities within our portfolio. Currently preventative maintenance is performed at Magna Centre, Operations Centre and Old Town Hal. However, all other facilities do not receive regular maintenance other than filter changes by maintenance staff. Most of our units are belt driven which require more frequent inspection, tensioning and replacement. Due to the configuration of these gas powered units, it is also strongly recommended, for liability reasons, that belt replacement and inspection be completed by a qualified gas licensed technician.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

With the increase in demand and expenditures noted over the past 5 years and aging of the Town's assets, the demand for HVAC work keeps increasing in order to maintain our various facilities in operational and working order. Conducting regular inspections and preventative maintenance on HVAC equipment will contribute to mitigate the increased need for HVAC work and potentially reduce costs in the long run if units are maintained more regularly as opposed to having a technician assess repairs only when issues arise.

Priority If this item addresses a priority, please explain how it does so...

An increase to the operating funds for HVAC inspections and preventative maintenance is required to provide a comprehensive and up-to-date asset management plan and continued investment in the Town's assets.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

The general systems, including HVAC equipment and associated ductwork, gas piping and controls in the facilities are aging and require more frequent maintenance. This has been represented in the unplanned replacement and overages seen in the budget in the previous years. The additional funds will not only allow us to manage the HVAC services more efficiently, it will also allow existing maintenance operators' time to be focussed on delivering other core services.

Business Case If this item provides a financial return, please explain how it does so...

Over the past 5 years HVAC expenditures have been reactionary and difficult to predict. The additional funds would ensure contractors were utilized to perform work so in-house maintenance staff can focus on areas of their work that they are more qualified to perform. Although we may see an increased cost over year one and year two we expect that these costs will then decrease and level off to become more consistent. We feel this will put us in a position where we have a better understanding of the condition of our assets and can better predict their life expectancy and major repairs. This would lead to a more efficient HVAC operation and potential energy savings.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

When accessing components of HVAC units staff are exposed to other areas of the unit that should only be maintained by properly trained technicians. By utilizing our contractor to complete filter changes on a quarterly basis, they would be able to inspect the units at the same time. Inspections and filter changes are recommended at the same intervals thus having a qualified technician to perform these tasks seems to make the most business sense and reduces the risk of a potential injury to an untrained staff member. We also anticipate a cost savings associated with service calls which would reduce the potential of a service disruption if HVAC systems were to fail unexpectedly. Work will be able to be scheduled during planned facility closures minimizing the need to disrupt programs and users due to HVAC issues.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs		2020	2021	2022	2023	2024	2025		
Account #	Description								
	Inspections & Preventative Maintenance	60,000	60,000	20,000	20,000	20,000	20,000	Yes	200,000
Account #	New Hire Request								
	FTE								
	PTE								
	CONTRACT								
	BENEFITS - FTE	-	-	-	-	-	-		
	BENEFITS - PTE	-	-	-	-	-	-		
Operating Costs		60,000	60,000	20,000	20,000	20,000	20,000		200,000
Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
Cost Recoveries		-	-	-	-	-	-		-
Total Net Cost		60,000	60,000	20,000	20,000	20,000	20,000		-
Total Cost	400,000	Total Cost Recoveries		-	Total Net Cost		400,000	Cost Recovery	0%

Section 4 Evaluation

<div>+9 Council Priority</div> <div>+6 Council Approved Strategic Plan</div> <div>+4 SLT Priority</div> <div>+2 Documented Recommendation</div>		<div>+3 Moves Toward/Maintains Desired Service Level</div>		<div>+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue</div> <div>Automatically calculated once you fill out Section 3 Financials</div>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	9		3		0
Risk Reduction / Mandatory or Legal Requirement					
Input <u>Current risk</u> , which is the risk before implementation of the budget item and <u>Post-Implementation risk</u> , which is the risk after the implementation of the budget item.					
*If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category					
Current Risk		Post-Implementation Risk			
Consequence	Likelihood	Consequence	Likelihood	Points	
3	4	1	2	10	
Evaluation Components					
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points	
9	3	0	10	22	

Prepared By:	Reviewed By:	Commissioner:
Harry Vanwensem	Chris Kalimootoo	Peter Noehammer

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one):

Growth

Service Level Change

Yes

Maintenance/
Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

Budget that can be used towards heritage projects that have been endorsed by Council including heritage designation reports, heritage property research and educational and promotional material for the Heritage Conservation District.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

This budget would allow a service level increase. Current budget is not sufficient to engage consultants for designation research and there is currently no budget to prepare educational and promotional material for the heritage conservation district.

Priority If this item addresses a priority, please explain how it does so...

Encouraging heritage preservation - leadership excellence - Service excellence - implementing Official Plan heritage policies - implementing Heritage Conservation District Policies

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

The town encourages heritage preservation, conservation and restoration, however there is no dedicated budget to implement and manage the designations and plaque program

Business Case If this item provides a financial return, please explain how it does so...

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

A budget for designation and plugging research will enable the Town to appropriately manage heritage resources and conserve the Town's built heritage in accordance with Town policies and the Ontario Heritage Act. Recent legislative changes (Bill 108) to the Heritage Act puts less control over heritage resources in the hands of Council and transfers that authority to the LPAT who make a final determination. To be in a position to defend Council decisions, a report from a Heritage Professional would be necessary.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs		2020	2021	2022	2023	2024	2025		
Account #	Description								
58311.4404	Consulting	10,000	10,000	10,000	10,000	10,000	10,000	Yes	100,000
Account #	New Hire Request								
	FTE								
	PTE								
	CONTRACT								
	BENEFITS - FTE	-	-	-	-	-	-		
	BENEFITS - PTE	-	-	-	-	-	-		

Operating Costs	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
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Cost Recoveries	Account #	Description	2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery

Cost Recoveries	-	-	-	-	-	-	-	-
-----------------	---	---	---	---	---	---	---	---

Total Net Cost	10,000	10,000	10,000	10,000	10,000	10,000	10,000	-
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Total Cost	160,000	Total Cost Recoveries	-	Total Net Cost	160,000	Cost Recovery	0%
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Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
			3		0

Risk Reduction / Mandatory or Legal Requirement					
Current Risk			Post-Implementation Risk		Points
Consequence	Likelihood		Consequence	Likelihood	
4	5		1	1	19

Evaluation Components					Total Points
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement		
0	3	0	19		22

Prepared By:	Reviewed By:	Commissioner:
Dave Ruggle	Jason Unger	Peter Noehammer

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one):

Growth

Service Level
Change

Maintenance/
Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

As a measure towards providing disaster recovery (DR), a secondary (redundant) internet connection is required at the Operations Centre where the Town's DR data centre and Emergency Operations Centre (EOC) are located. In the event of a network outage, the Town would be without access to the internet and therefore would be unable to fully support Town business as well as the operation of the EOC.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

This item moves toward a desired service level by increasing the Town's ability to operate during a network outage as well as provide a fail over mechanism to support for the EOC function.

Priority If this item addresses a priority, please explain how it does so...

In order to support the creation/maintenance of master plans and strategies, as well as leveraging technologies, data driven tools and smart city solutions outlined within the Financial Sustainability, Safe Transportation, Economic Leadership/Job Creation and Vibrancy on Yonge, Davis and Mulock priorities a redundant internet connection is required in the event of an outage.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

This item moves toward a desired service level as currently there is no fail over for the internet connection in the event of an outage. If the connection becomes unavailable for whatever reason there would be no access to the internet until the outage is repaired.

Business Case If this item provides a financial return, please explain how it does so...

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

The risk of an internet outage is significant as we currently do not have a fail over mechanism in place. Town staff rely heavily on the internet to support daily operations/functions/task and without it an impact would be widespread. For example, no access to online tools like HRSmart, TownCentral, Online Parking Permits, Banking functions, online training, web meetings, forums and user groups, research capabilities, etc.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs		2020	2021	2022	2023	2024	2025		
Account #	Description								
13621.4302	Redundant Internet	1,600	1,600	1,600	1,600	1,600	1,600	Yes	16,000
Account #	New Hire Request								
	FTE								
	PTE								
	CONTRACT								
	BENEFITS - FTE	-	-	-	-	-	-		
	BENEFITS - PTE	-	-	-	-	-	-		
Operating Costs		1,600	1,600	1,600	1,600	1,600	1,600		16,000
Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
Cost Recoveries		-	-	-	-	-	-		-
Total Net Cost		1,600	1,600	1,600	1,600	1,600	1,600		-
Total Cost	25,600	Total Cost Recoveries		-	Total Net Cost		25,600	Cost Recovery	0%

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points 9	Desired Service Level (All or nothing)	Points 3	Business Case (Scale)	Points 0
Risk Reduction / Mandatory or Legal Requirement					
Input Current risk , which is the risk before implementation of the budget item and Post-Implementation risk , which is the risk after the implementation of the budget item. *If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category					
Current Risk		Post-Implementation Risk		Points	
Consequence	Likelihood	Consequence	Likelihood		
4	4	3	2	10	
Evaluation Components					
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points	
9	3	0	10	22	

Prepared By:	Reviewed By:	Commissioner:
Jordan Kelly	Mary-Anne Wigmore	Esther Armchuk

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one):

Growth

Service Level
Change

Maintenance/
Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

This initiative addresses the need for monthly and annual inspections and maintenance of overhead doors in facilities equipped with shaft and pulley system. In order to keep equipment in a good state of repair proper maintenance and regular inspections are required. Frequency is dependant on the manufacturers recommendations for each door.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

Regular maintenance should comply to manufacturer recommendations for monthly and annual inspection of all over head doors in the various facilities to ensure to maximum life expectancy of the doors is achieved. As an example, the over head doors (bi-fold doors) at the Newmarket Operations Centre call for a thorough monthly maintenance inspection and Preventative Maintenance program. These doors, which are among the most complex currently in operation at the Town, weigh thousands of pounds each and operate using a chain driven, shaft and pulley system. Improper maintenance of this system could cause the door to fail and potentially fall which could have catastrophic results. This will minimize the risk of door failure and potential to cause a health and safety issue.

Priority If this item addresses a priority, please explain how it does so...

Inspections and maintenance are required for a comprehensive and up-to-date asset management plan that reflects a corporate risk strategy to maintain the safe and reliable operation of overhead doors.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

Inspections and preventative maintenance will ensure continuous operation of the overhead doors in the various facilities, with minimal down time for maintenance.

Business Case If this item provides a financial return, please explain how it does so...

Ongoing preventative maintenance typically decreases overall repair costs and will ensure the overhead doors reach their maximum expected life.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

Failure to inspect and maintain any component of an overhead door has the potential to cause a serious health and safety hazard for staff and the public.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="text"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs		2020	2021	2022	2023	2024	2025		
Account #	Description								
57811.4273	Overhead doors at Operations Centre	6,500	6,500	6,500	6,500	6,500	6,500	Yes	65,000
57811.4273	Overhead doors at all other facilities	5,500	5,500	5,500	5,500	5,500	5,500	Yes	55,000
Account #	New Hire Request								
	FTE								
	PTE								
	CONTRACT								
	BENEFITS - FTE	-	-	-	-	-	-		
	BENEFITS - PTE	-	-	-	-	-	-		
Operating Costs		12,000	12,000	12,000	12,000	12,000	12,000		120,000
Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
Cost Recoveries		-	-	-	-	-	-		-
Total Net Cost		12,000	12,000	12,000	12,000	12,000	12,000		-
Total Cost	192,000	Total Cost Recoveries		-	Total Net Cost		192,000	Cost Recovery	0%

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	9		3		0
Risk Reduction / Mandatory or Legal Requirement					
Input Current risk , which is the risk before implementation of the budget item and Post-Implementation risk , which is the risk after the implementation of the budget item. <i>*If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category</i>					
Current Risk		Post-Implementation Risk		Points	
Consequence	Likelihood	Consequence	Likelihood		
4	3	2	2	8	
Evaluation Components					Total Points
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement		
9	3	0	8		20

Prepared By:	Reviewed By:	Commissioner:
Harry Vanwensem	Chris Kalimootoo	Peter Noehammer

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one):

Growth

Service Level

Change

Maintenance/

Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

This initiative is to provide additional services as well as a quick response to simple basic heat tickets. Parks would need two seven month contracts (SPW2) staff, one would backfill parks operator from General Parks area. The other would work with the Operator for the General response crew. This crew would also complete tasks that are currently completed by our contractor regarding tickets and repairs to fences, sod, winter damaged sod areas and amenities. Parks would need to purchase pickup truck and trailer from DC charges (\$85,000) if this is approved. The response crew would work under the full-time staff providing back up support for the new property.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

Provide general maintenance enhancements to areas such as walkways, trails, and also provide quick response to tickets such as garbage, graffiti, broken glass and other seasonal issues. Growth for new area and service level requirements.

Priority If this item addresses a priority, please explain how it does so...

Ensuring safe streets with bike lane tasks, trails, and ensuring effective & efficient services as set out in councils strategic priorities. This initiative is to try to maintain our current level of service within the parks division along with Customer Service tickets and possibly respond in a quicker manner to requests. Enhancing our recreation facilities as set out in councils strategic priorities, there will be trails and open land for the public to use. The type of level of service is set out in the Parks Policy Development Manual which was passed by council in 2012.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

To try to maintain our current level of service within the parks division along with Customer Service tickets and respond more quickly to complaints.

Business Case If this item provides a financial return, please explain how it does so...

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

Risk exposure would be sitting at least the moderate level based on current and past complaints and issues, including Media exposure for garbage tickets, grass cutting, pending on ticket, could be for injury from damaged equipment/amenities, needles in parks causing injuries to the public, allergic reactions from garbage, bees/wasps. Budget is required to maintain the new property that was donated to the town, without funding, there would be corporate image issues up to moderate levels as set out on the risk matrix. There would also be environment issues from not maintain the grass and trees. There are also health and safety issues from weeds, allergic issues, trees not safe from being maintained.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs		2020	2021	2022	2023	2024	2025		
Account # Description									
52811.4031	Casual Wages	47,200	47,200	47,200	47,200	47,200	47,200	Yes	472,000
Account # New Hire Request									
	FTE								
	PTE								
	CONTRACT								
	BENEFITS - FTE	0	0	0	0	0	0		
	BENEFITS - PTE	0	0	0	0	0	0		
Operating Costs		47,200	47,200	47,200	47,200	47,200	47,200		472,000
Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account # Description									
52811.4530	Contract services	10,000	10,000	10,000	10,000	10,000	10,000	yes	100,000
52811.4530.09	Contracts winter maintenance	8,000	8,000	8,000	8,000	8,000	8,000	yes	80,000
52822.4530	Contracts services	10,000	10,000	10,000	10,000	10,000	10,000	yes	100,000
Cost Recoveries		28,000	28,000	28,000	28,000	28,000	28,000		280,000
Total Net Cost		19,200	19,200	19,200	19,200	19,200	19,200		192,000
Total Cost	755,200	Total Cost Recoveries		448,000	Total Net Cost		307,200	Cost Recovery	59%

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	6		3		1
Risk Reduction / Mandatory or Legal Requirement					
Input Current risk , which is the risk before implementation of the budget item and Post-Implementation risk , which is the risk after the implementation of the budget item. *If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category					
Current Risk		Post-Implementation Risk		Points	
Consequence	Likelihood	Consequence	Likelihood		
3	4	1	2	10	
Evaluation Components					
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points	
6	3	1	10	20	

Prepared By:	Reviewed By:	Commissioner:
Jeff Bond	Chris Kalimootoo	Peter Noehammer

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth Service Level Change Maintenance/Replacement Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

This initiative is to request two Facility Workers to operate and maintain facilities for recreational programming. Currently, there is no full time staff positions assigned to Youth Centre, Museum and Gorman Pool, which are three heavily visited locations. Gorman pool is only open to the public approximately 3 months of the year, with approximately one extra month for opening and closing of the facility. This remaining months, the staff member would be available to support the increased needs during ice seasons at the other facilities. Historically, programming in the existing facilities has increased and requires additional support from facility workers to operate successfully. In regards to Old Town Hall we currently have one full time staff dedicated to that building which accounts for 40 of the 112 hours of operating time. These extra people would also assist in freeing up maintenance operators from operating and maintaining Gorman pool and to move on to more preventative maintenance duties as their job requires.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

This position would provide support at Town facilities that do not currently have full time staff assigned to and assist with the increased demands in our facilities from recreation programs. This position would contribute to increasing service levels to other departments and end users. This would ensure effective and efficient services and allow for the enhancement of our recreation and community facilities. The position would assist us with current gaps in our schedules and would ensure our service levels and customer service at the expected level. With increasing demands for recreational bookings, the need for our ability to maintain the facilities has increased. Full time facility workers would allow us to keep up with the increasing demands placed upon our facilities.

Priority If this item addresses a priority, please explain how it does so...

This request represents a service level consideration, which would contribute to on-going improvement of the facilities. The positions would allow us to provide a comprehensive and up-to-date asset management plan to ensure continued use of our facilities for recreational programming.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

In addition to assisting with the operation of the Youth Centre, Museum and Gorman Pool building, this position could fill gap in the schedule to support other areas of the business. With the current gaps in our schedules, we have approximately 1700 part time hours that could go towards these two full time positions. This is equivalent to 82% of an FTE role. This would also provide better customer service within our facilities and stable scheduling.

Business Case If this item provides a financial return, please explain how it does so...

Hiring two (2) facility workers would reduce our Seasonal employees by one and decrease the Casual/Seasonal/Sessional wages. Facilities has a large number of part-time shifts that fill vacant spots in our facility schedules, the additional workers would reduce the number of those shifts.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

Service disruptions at a localized level could occur by reducing level of service or service loss for critical users. It is imperative that we have competent full time staff throughout all of our facilities to ensure efficient and safe operation of our facilities.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

Section 3 Financials

Details of Expenditures, Savings and Revenue

Operating Costs		2020	2021	2022	2023	2024	2025	Ongoing Cost past 2026?	Ongoing Cost
Account #	Description								
Account #	New Hire Request								
57301.4021	FTE	92,200	92,200	92,200	92,200	92,200	92,200	Yes	922,000
	PTE								
	CONTRACT								
	BENEFITS - FTE	25,816	25,816	25,816	25,816	25,816	25,816	Yes	258,160
	BENEFITS - PTE	-	-	-	-	-	-		

Operating Costs	118,016	118,016	118,016	118,016	118,016	118,016	118,016	1,180,160
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Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
57301.4031	Casual / Seasonal Wages	32,600	32,600	32,600	32,600	32,600	32,600	Yes	326,000
57301.4109	Benefits	2,608	2,608	2,608	2,608	2,608	2,608	Yes	26,080

Cost Recoveries	35,208	35,208	35,208	35,208	35,208	35,208	35,208	352,080
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Total Net Cost	82,808	82,808	82,808	82,808	82,808	82,808	82,808	-
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Total Cost 1,888,256	Total Cost Recoveries 563,328	Total Net Cost 1,324,928	Cost Recovery 30%
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Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	9		3		0

Risk Reduction / Mandatory or Legal Requirement

Input Current risk, which is the risk before implementation of the budget item and Post-Implementation risk, which is the risk after the implementation of the budget item.

*If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category

Current Risk		Post-Implementation Risk		Points
Consequence	Likelihood	Consequence	Likelihood	
2	4	1	1	7

Evaluation Components

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
9	3	0	7	19

Prepared By:	Reviewed By:	Commissioner:
Harry Vanwensem	Chris Kalimootoo	Peter Noehammer

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one):

Growth

Yes

Service Level
Change

Maintenance/
Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

This initiative is to add two new full-time road operators. These two new positions would provide the expertise required to maintain and improve all current and newly assumed road assets.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

Due to growth of the road system through recent subdivision assumptions and additional legislated maintenance duties with respect to MMS Reg 239 (bike lanes summer/winter, pro-active storm response, continued patrolling requirements etc) additional staff are needed to maintain additional road assets.

Priority If this item addresses a priority, please explain how it does so...

These positions would address Council's strategic priorities for Safe Transportation (Streets) which would provide needed support in order to maintain the continued implementation of traffic mitigation strategies along with the Active Transportation Plan. With regards to Environmental Stewardship having continued Low impact design features being implemented, these positions would maintain present and future maintenance needs helping to sustain these sensitive design areas.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

Additional staff will continue to help move the desired service levels for our growing community. Infrastructure continues to grow along with some aging areas that demand more time from the Water/Sewer dept. through summer and winter seasons. As Roads rely on this Division to assist with winter operations it has become more difficult to maintain present service levels throughout the winter as additional help is not always available. This situation becomes compounded even more when you bring in regulatory driving times and hours of work. Presently there are only 13 staff in Roads that perform operations. Through the winter, On-Call groups are made up of 8 staff that rotate every third week. These groups include Water/Sewer staff. If a snow event occurs and On-call staff have to plow, operators can only run up to 13hrs of driving time and must be off for a minimum of 8 hours. Having staff available to continue winter operations in the Roads area or for post storm clean up is an integral part of the service level that is provided. Not having additional support from Water/Sewer through these daytime operations because of their own work demands can reduce our ability to maintain desired service levels and put us at risk under the Minimum Maintenance Standards.

Business Case If this item provides a financial return, please explain how it does so...

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

Being able to maintain desired service levels by having available staff will greatly reduce risks to the general public's health and safety. Performing winter maintenance operations, pot hole filling, catch basin repairs, pavement marking, street sweeping, regulatory sign repair/installations, bike lane maintenance or summer storm micro bursts clean-up, Operations continue to ensure safe streets for residents. Being able to maintain the minimum standards effectively lowers risk and potential claims that might be incurred.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input checked="" type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="text"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>

Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	2020	2021	2022	2023	2024	2025			
Account #	Description								
Account #	New Hire Request								
	FTE	119,038	119,038	119,038	119,038	119,038	119,038	Yes	1,190,380
	PTE								
	CONTRACT								
	BENEFITS - FTE	33,331	33,331	33,331	33,331	33,331	33,331	Yes	333,306
	BENEFITS - PTE	0	0	0	0	0	0		
Operating Costs	152,369	152,369	152,369	152,369	152,369	152,369	152,369		1,523,686
Cost Recoveries	2020	2021	2022	2023	2024	2025		Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
Cost Recoveries	-	-	-	-	-	-	-		-
Total Net Cost	152,369	152,369	152,369	152,369	152,369	152,369	152,369		-
Total Cost	2,437,898	Total Cost Recoveries	-	Total Net Cost	2,437,898	Cost Recovery	0%		

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level	+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>		
Priority (Pick one)	Points 9		Desired Service Level (All or nothing)	Points 3	Business Case (Scale)
Risk Reduction / Mandatory or Legal Requirement					
Input <u>Current risk</u> , which is the risk before implementation of the budget item and <u>Post-Implementation risk</u> , which is the risk after the implementation of the budget item. *If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category					
Current Risk		Post-Implementation Risk		Points	
Consequence	Likelihood	Consequence	Likelihood		
4	4	3	3	7	
Evaluation Components					
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points	
9	3	0	7	19	

Prepared By:	Reviewed By:	Commissioner:
Mark Gregory	Chris Kalimootoo	Peter Noehammer

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

Recently a decision has been made to undertake management of a pilot project involving in ground waste bins being installed in the Downtown Historical area. This area will require operational needs all year round in regards to inspection, clean-up and winter maintenance.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

This pilot project will involve a service level change. Originally proposed to be run privately in order to eliminate some curbside collection for numerous establishments it involved discussions of private sponsorship to maintain and run. Council has recently decided to have staff over-see this pilot project so there will be better controls in place to solicit users and data can be better tracked and recorded for the waste being generated. This will make for additional maintenance responsibilities in regards to daily inspections, necessary clean-up and winter maintenance.

Priority If this item addresses a priority, please explain how it does so...

This pilot speaks to Council's strategic priorities relating to continued success of the downtown. Secondly, implementation of this pilot looks at strengthening partnerships with the BIA to design a best-practise approach to the pedestrianization of Main St. in order to enhance the economic and social vibrancy of the downtown core. Attempting to find better waste solutions may help reduce or eliminate the need for curbside set outs within pedestrian lanes speaking to the beautification of Main St.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

The pilot project bins will be always visible by the Public. The proposed location is in close proximity of the Riverwalk Commons area where numerous events occur and pedestrian traffic is relatively high for most of the year. Additional contracted staff to maintain this area will develop an increased desired level of service which does not affect present staffing service levels in relation to duties being performed. This bin will be available to users 24/7. Utilizing a contractor in order to keep the area clean, maintained for safety during winter months and free from debris from individuals performing illegal dumping (proven to be challenging at the existing Market Square waste area) is beneficial and can be more accurately tracked providing data for this pilot. This request is for contracted cleaning the site once a day and to put salt and sand over the winter.

Business Case If this item provides a financial return, please explain how it does so...

This is a pilot project under Council's direction to manage, there should be opportunity to generate some revenues from a user-pay system. Presently those revenues cannot be determined.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

Availability of these bins to be used by paying customers places liability on the Town to ensure that the area is safely maintained for 24/7 access. Individuals will be bringing waste and depositing it at all hours. Regulatory legislation pertaining to the Minimum Maintenance Standards requires winter maintenance be performed within stated timelines dealing with weather events. Use of available contracted services will help reduce liability issues, especially during off hours, pertaining to not only winter operations but general clean up of debris and possible residue left from dumping of in ground bins that could cause slip and fall claims. A slip has previously occurred at Magna Centre when textile bins were in the parking lot. There is also the potential for spills to migrate into the adjacent creek posing an environmental impact to the water course.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>

Section 3 Financials

Details of Expenditures, Savings and Revenue							Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	2020	2021	2022	2023	2024	2025		
Account #	Description							
	Contracted services							
	24,000	24,000	24,000					
Account #	New Hire Request							
	FTE							
	PTE							
	CONTRACT							
	BENEFITS - FTE							
	0	0	0	0	0	0		
	BENEFITS - PTE							
	0	0	0	0	0	0		

Operating Costs		24,000	24,000	24,000	-	-	-	-	
Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
Cost Recoveries		-	-	-	-	-	-	-	-
Total Net Cost		24,000	24,000	24,000	-	-	-	-	-
Total Cost	72,000	Total Cost Recoveries	-	Total Net Cost		72,000	Cost Recovery		0%

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	9		3		0
Risk Reduction / Mandatory or Legal Requirement					
Input Current risk, which is the risk before implementation of the budget item and Post-Implementation risk, which is the risk after the implementation of the budget item. *If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category					
Current Risk		Post-Implementation Risk		Points	
Consequence	Likelihood	Consequence	Likelihood		
4	4	3	3	7	
Evaluation Components					Total Points
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement		
9	3	0	7	19	

Prepared By:	Reviewed By:	Commissioner:
Mark Gregory	Chris Kalimootoo	Peter Noehammer

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

Providing Skate Cruisers at the skating feature located at Newmarket Riverwalk Commons. The skating feature at Newmarket Riverwalk Commons opens to leisure/public skating each year beginning Mid November and ends Mid March. Two skate Cruisers (casual, seasonal, sessional staff) have been scheduled during peak times (7 days per week) to ensure public safety and to keep hockey off the skating feature until its designated time at 10 p.m. each evening.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

The need for skate cruisers at an outdoor skating facility was not required until Newmarket Riverwalk Commons was built. Safety concerns arose as residents viewed this as a great free place to pleasure skate and play hockey. As a result of the increase level of usage and safety concerns; Skate cruisers were scheduled at Newmarket Riverwalk Commons to ensure public safety of pleasure skating participants during peak evening hours and on holidays. The Ontario Recreation Facility Association recommends a ratio of 1 staff member per 59 skaters. As the skating rink is a free to use, high volume feature, we have supported its use with two staff.

Priority If this item addresses a priority, please explain how it does so...

Desired Service If this item maintains or moves toward a desired service level, please explain how it does so...

Level The original intention was to have residents monitor themselves on the skating feature similarly to the water feature in the summer. As a result of various interactions between members of the public with competing intentions for use, staff were deployed to the site to provide the oversight in a similar fashion to our indoor public skating programs.

Business Case If this item provides a financial return, please explain how it does so...

To date, the Recreation & Culture Department has been absorbing the costs of the skate cruisers at Newmarket Riverwalk Commons. Causal staff wages have significantly increased as a result of Bill 148 making it not possible to continue to sustain the increase in staff wages, without an increase to operating funds. The proposed \$18,124 was calculated by considering hourly wage, number of hours per week needing staff and the average number of weeks the skating feature operates. This requested amount should be considered a preventative investment for public safety.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

The need for skate cruisers was a direct result of the increase usage of the skating feature during peak times. A decrease in level of service would result in not having skate cruisers at Newmarket Riverwalk Commons during peak evening times and daytime on statutory holidays. This decrease in service will pose an increase risk to public safety as there would be no staff present to enforce the public skating rules, responding to injuries and for enforcing no hockey before 10 p.m. during peak times for those utilizing the skating feature.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input checked="" type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
PWS - Facilities	Facility staff are responsible for resurfacing the skating feature and are primarily responsible for maintaining indoors the Newmarket Community Centre and Lions Halls. Public Works does not have a staffing compliment to oversee the safe use of both the community centre as well as the skating feature. The request for Recreation & Culture Department skate cruisers during peak times originated from the Facilities staff recognizing their inability to cover both sites.

Section 3 Financials

Details of Expenditures, Savings and Revenue

Operating Costs		2020	2021	2022	2023	2024	2025	Ongoing Cost past 2026?	Ongoing Cost
Account #	Description								
57345.4031	Casual Wages	18,124	18,124	18,124	18,124	18,124	18,124	Yes	181,240
57345.4109	Benefits	1,450	1,450	1,450	1,450	1,450	1,450	Yes	14,499
Account #	New Hire Request								
	FTE								
	PTE								
	CONTRACT								
	BENEFITS - FTE	-	-	-	-	-	-		
	BENEFITS - PTE	-	-	-	-	-	-		

Operating Costs 19,574 19,574 19,574 19,574 19,574 19,574 19,574 195,739

Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
		-	-	-	-	-	-		

Cost Recoveries - - - - - - - -

Total Net Cost 19,574 19,574 19,574 19,574 19,574 19,574 19,574 -

Total Cost 313,183 Total Cost Recoveries - Total Net Cost 313,183 Cost Recovery 0%

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	0		3		0

Risk Reduction / Mandatory or Legal Requirement

Input Current risk, which is the risk before implementation of the budget item and Post-Implementation risk, which is the risk after the implementation of the budget item.

*If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category

Current Risk		Post-Implementation Risk		Points
Consequence	Likelihood	Consequence	Likelihood	
4	5	1	4	16

Evaluation Components

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
0	3	0	16	19

Prepared By:	Reviewed By:	Commissioner:
Rob Wilson	Colin Service/Ian McDougall	Ian McDougall

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth Service Level Change Maintenance/Replacement Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

Additional resources required to manage increased volumes and improve decreased service levels. CS Kiosks are seeing: increased volumes in programs, Fitness Centre usage, Enhanced Services, Recreation activities, registrations & subsidy programs. 32% increase in customer interactions at the CS Kiosks over the course of the last 4 years. Registration volumes related to Children's Camps has increased along with the introduction of 6 (in total, and 2 new), Subsidy Programs available to residents of Newmarket. Plans are underway to introduce Live Chat & responding to Social Media inquiries or complaints in 2019/2020, which will be impossible with the existing staff complement. Staffing in the CS department has not increased since 2010.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

Growth request: 1. Enhanced services at the CS Kiosks have increased by 156% since 2015; Overall CS Kiosk volumes have increased by 32%, since 2015 2. Six different subsidy programs are being managed by CS staff (includes registration, payment processing, advise & make modifications based on changes or cancellations to sessions, balance funding payments, liaise with Region/Program Sponsors regarding updates, exceptions, & issue resolution). Total number of hours is the equivalent of one FTE, throughout the year 3. Volumes of Camp registrations have increased by 132% over the course of the last 5 years 3. The percent of subsidy registrations compared to overall registrations has climbed from 12% to 15% within the last few years. 5. The average length of wait in the phone queue is increasing and the average length of calls is also increasing (from 81 seconds in 2013 to 130 seconds in 2018); the year to date average for 2019 is 143 seconds). The increased FTE will be placed in the CS Kiosks business unit but will be cross-trained & regularly support the CSC at 395 Mulock Drive during periods of high volumes and vacation periods. The CS department has not seen an increase in FTE since 2010

Priority If this item addresses a priority, please explain how it does so...

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

An increase in staffing resources will help us to better keep on top of work volumes & improve our service levels which have decreased recently.

Business Case If this item provides a financial return, please explain how it does so...

Revenues from Recreation & Culture programs and fees have been increasing year over year, due to the success of the programs. Availability of subsidy funds from York Region (& others) has also been increasing. Increases in revenue are reflected in the Recreation & Culture budgets & not in the Customer Service department budgets.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

Without the staffing resources to handle increasing volumes, a service disruption is a distinct possibility. We are already experiencing a decreased level of service delivery & complaints have been passed along from the Mayor & Councillors' offices. Negative media exposure could result if service levels continue as they are. Likelihood of a loss of service is high as we are already experiencing increased Abandoned calls & longer wait times.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input checked="" type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input checked="" type="checkbox"/>
Recreation & Culture	<input checked="" type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
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Recreation & Culture	Director of Recreation & Culture supports the Decision Package & agrees with the rationale. Some statistics related to Recreation volumes were provided by the Director of Recreation & Culture.
Financial Services	Director of Finance supports the Decision Package & agrees with the rationale.
Human Resources	Meetings have been held with HR Director, consultant & business partner to explain overall staffing strategy & rationale.

Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs		2020	2021	2022	2023	2024	2025		
Account #	Description								
Account #	New Hire Request								
13823	FTE	55,745	55,745	55,745	55,745	55,745	55,745	Yes	557,450
	PTE								
	CONTRACT								
	BENEFITS - FTE	15,609	15,609	15,609	15,609	15,609	15,609	yes	156,086
	BENEFITS - PTE	-	-	-	-	-	-		
Operating Costs		71,354	71,354	71,354	71,354	71,354	71,354		713,536
Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
Cost Recoveries		-	-	-	-	-	-		-
Total Net Cost		71,354	71,354	71,354	71,354	71,354	71,354		-
Total Cost	1,141,658	Total Cost Recoveries	-	Total Net Cost		1,141,658	Cost Recovery		0%

Section 4 Evaluation

<div>+9 Council Priority</div> <div>+6 Council Approved Strategic Plan</div> <div>+4 SLT Priority</div> <div>+2 Documented Recommendation</div>		<div>+3 Moves Toward/Maintains Desired Service Level</div>		<div>+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue</div> <div>Automatically calculated once you fill out Section 3 Financials</div>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	0		3		0
Risk Reduction / Mandatory or Legal Requirement					
Input <u>Current risk</u> , which is the risk before implementation of the budget item and <u>Post-Implementation risk</u> , which is the risk after the implementation of the budget item.					
*If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category					
Current Risk		Post-Implementation Risk		Points	
Consequence	Likelihood	Consequence	Likelihood		
3	5	0	0	15	
Evaluation Components					
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points	
0	3	0	15	18	

Prepared By:	Reviewed By:	Commissioner:
Bonnie Munslow		Approved by Ian McDougall

**2020 BUDGET
Operating Decision Package Form**

Total Points **18**

Decision Package Item # **COM 1**

Project / Initiative Name **Digital Engagement - Hey Newmarket**

Commission: **Executive Offices**

Business Unit Number: **13141**

Division: **CAO's Office**

Business Unit Name: **Communications Office**

Classification (select one):

Growth

Service Level
Change

Yes

Maintenance/
Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

Ongoing cost to continue using Hey Newmarket as an engagement tool for public. The digital engagement platform (HeyNewmarket with Bang The Table (BTT)) was launched in 2018 and ran as a pilot project for one year. Various departments have contributed to the start up costs and will use the platform to engage with residents on a variety of projects. Our contract with BTT allows us to extend the project on an year by year basis (to a maximum of five years total). The HeyNewmarket website will allow us to enhance our community consultation opportunities and reach residents on their terms when they are available, in a way that is convenient and pleasant for them. We anticipate that it will allow residents to have a voice and they will be able to see the impact of their involvement. It will also provide for more regular interaction with citizens and improve their feeling of ownership of their community.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

Service level change - enhancing our community consultation abilities

Priority If this item addresses a priority, please explain how it does so...

It is part of Council's Strategic Priority to enhance community engagement

Desired Service If this item maintains or moves toward a desired service level, please explain how it does so...

Level

The HeyNewmarket website will move towards an enhanced service level for public engagement. It will allow the Town to reach out to residents who typically can't or won't make it out to our standard forms of consultation (Public Information Centres, Public Meetings, and Open Houses). It will allow us to reach out and connect, in a meaningful way, with segments of our community who cannot typically attend traditional forms of public consultation, including young families and millennials. This will compliment and dovetails with our Marketing the Corridors campaign. This digital engagement will also allow other demographics, such as those with mobility issues or limited transportation opportunities, who would have difficulty attending a traditional form of engagement, to participate more fully in municipal projects.

Business Case If this item provides a financial return, please explain how it does so...

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

A risk level 3 (Moderate negative local media exposure lasting for several days) has been chosen. Should we fail to implement successful digital engagement or be unable to keep up our digital engagement after a successful pilot project, we risk worsening our corporate image and not being "well respected". Also, failure to continue to do successful digital engagement could mean that one or two projects a year are misinterpreted in the media which may also damage our corporate image.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services		Building		Engineering	x	HR		IT	x
Legislative Services	x	Planning	x	Operations		Legal		Finance	
Recreation & Culture	x	Procurement		Parks		Communications		Facilities	
								Other	Ec Dev & Innovation

Please discuss item with relevant areas and include their comments below...

Department	Comments
SI	They are aware the CAO has asked to transfer this item
Legislative Services	The new digital engagement platform will support many of Legislative Services initiatives and allow the department to consult with the community in a new way. Consultation will help inform policies, create frameworks for regulatory by-laws, and enhance communication allowing the department to continue to fulfill its mandate and Council's strategic priorities.
Engineering	The standard Public Information Centres have specific times (and places) for information and input to be gathered. Unfortunately, variations of time, length of time, and locations did not accommodate a large portion of the population. At the recent Transportation Congress, a resident noted that the public was not represented by younger members of the public, including children. Family and work needs tend to outweigh the opportunity to participate in the Congress and Public Information sessions in general. Transportation Services is improving safety for all vulnerable road users of all ages. The digital engagement platform allows all residents of all age groups the ability to understand the issue or project at their own pace and at a time that is convenient for them. Further, the goal of digital engagement is to collaborate with a large and more diverse group, but also to engage in a more thoughtful and detailed manner. The public can review the information on the digital engagement platform and then they have time to consider their response and the ability to undertake research on any information to their satisfaction.

Economic Development	Digital engagement will provide the Economic Development Department with the opportunity to engage employees, residents and business owners in the Marketing the Corridors campaign and future development of the corridors. It allows for interactive discussions around potential new economic development initiatives in a way, not previously possible and provides a place for working professionals, who may not be able to attend PICs, Council or Committee meetings, to engage in the local community, therefore strengthening their ties to Newmarket.

Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs		2020	2021	2022	2023	2024	2025		
Account #	Description								
13141.4472	Membership & Subscription fee for digital	25,000	25,000	25,000	25,000	25,000	25,000	Yes	250,000
Account #	New Hire Request								
	FTE								
	PTE								
	CONTRACT								
	BENEFITS - FTE	-	-	-	-	-	-		
	BENEFITS - PTE	-	-	-	-	-	-		

Operating Costs 25,000 25,000 25,000 25,000 25,000 25,000 250,000

Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								

Cost Recoveries - - - - - - -

Total Net Cost 25,000 25,000 25,000 25,000 25,000 25,000 -

Total Cost 400,000 Total Cost Recoveries - Total Net Cost 400,000 Cost Recovery 0%

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	9		3		0

Risk Reduction / Mandatory or Legal Requirement					
Input <u>Current risk</u> , which is the risk before implementation of the budget item and <u>Post-Implementation risk</u> , which is the risk after the implementation of the budget item. *If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category					
Current Risk		Post-Implementation Risk		Points	
Consequence	Likelihood	Consequence	Likelihood		
3	4	2	3		6

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
9	3	0	6	18

Prepared By:	Reviewed By:	Commissioner:
Wanda Bennett		Jag Sharma

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

The proposed budget item is for the Diversity and Inclusion (DI) program. The Town strives to have a workforce that sets the Corporation apart as an employer of choice, and the best place to live and work. A corporate culture of inclusion must be part of our future, and to support that vision, a Diversity and Inclusion strategy has been created and an internal DI working group formed. The desired goal from the strategy is to: have a multi-talented, multi-faceted team that keeps employees engaged and contributes to the attraction of new qualified candidates/employees of diverse backgrounds as well as retaining talent; positively affect corporate culture and enhance employee's healthy work/life balance; foster an open, inclusive, safe environment for employees that will contribute to an enhanced sense of cohesiveness and belonging, so all employees feel comfortable and heard; and support the Town's values and mission.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

As the Town of Newmarket grows and becomes more diverse, we recognize the benefits of the organization being able to respond to the changing needs through a diverse workforce. A key step in this exercise is identifying and acknowledging our current levels of diversity through tools such as the engagement survey. This allows us to see how we can better support an inclusive environment as well as serve the community. In order to roll out initiatives and fulfill the objectives of the DI plan, the working group requires a budget to improve our cultural competency, enhance language training, establish a DI presence on our webpage, etc.

Priority If this item addresses a priority, please explain how it does so...

This is an area of priority for both the Town and Council. Council's Extraordinary Places and Spaces pillar reflects a commitment to developing a cultural and place making master plan that integrates and reflects inclusivity and diversity within our growing community, which also supports our efforts in the area of economic leadership. These efforts don't happen over night and the key component in all of this is Town staff. By enhancing our efforts internally in this area we are supporting both Council's Strategic Priorities and our commitment under the Talent Management Strategy. This is a long term and evolving commitment that should serve the organization well in years to come.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

This budget will allow the working group to move DI initiatives forward as well as provide support to all staff. In an effort to build awareness, educate and sustain a positive working environment, the DI working group will coordinate activities, education and training that promote diversity and inclusion within the Corporation. With greater insight and cultural maturity service levels should be positively impacted, reflecting a more inclusive and diverse approach to community support.

Business Case If this item provides a financial return, please explain how it does so...

Cost savings may be realized due to reduced turnover, increased productivity, and decreased absenteeism.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

Strengthen employee commitment through inclusiveness. Mitigate human rights complaints from staff, residents and/or candidates

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input checked="" type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
CAO	Diversity & Inclusivity are both a priority for Council as well as the Town, something that should be reflected in the budget process.

Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	2020	2021	2022	2023	2024	2025			
Account #	Description								
10223.4165	Diversity and Inclusion							Yes	150,000
Account #	New Hire Request								
	FTE								
	PTE								
	CONTRACT								
	BENEFITS - FTE	-	-	-	-	-	-		
	BENEFITS - PTE	-	-	-	-	-	-		

Operating Costs	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000
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Cost Recoveries	2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description							

Cost Recoveries	-	-	-	-	-	-	-	-
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Total Net Cost	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-
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Total Cost	240,000	Total Cost Recoveries	-	Total Net Cost	240,000	Cost Recovery	0%
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Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	9		3		0

Risk Reduction / Mandatory or Legal Requirement

Input Current risk, which is the risk before implementation of the budget item and Post-Implementation risk, which is the risk after the implementation of the budget item.

*If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category

Current Risk		Post-Implementation Risk		Points
Consequence	Likelihood	Consequence	Likelihood	
2	5	1	4	6

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
9	3	0	6	18

Prepared By:	Reviewed By:	CAO:
Jennifer Rose	Lynn Georgeff	Jag Sharma

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change Yes

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

The Sensus infrastructure was selected for the water meter replacement/retrofit program. The project includes the replacement/retrofit of 27,000 meters in the Town of Newmarket service area. This request is specifically for the Sensus Analytics platform for the AMI Data Analyst position. This new software will allow the Data Analyst to manage alarms more effectively and in real time.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

The Sensus Analytics platform will help improve the meter service levels by effectively managing alarms to minimize meter down time. I will also assist with troubleshooting meters which may result in less meter maintenance/replacements.

Priority If this item addresses a priority, please explain how it does so...

Ensure ongoing continuous improvement and a service level analysis. Utilize both internal and external resources to complete an assessment of the Town's overall financial health to support effective and efficient long-term planning.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

The Sensus Analytics platform will help Town staff move toward a desired service level by automating various alarm processes and allow real time alarm management. This licence will assist the AMI Data Analyst/Backflow Prevention positions in providing efficient, cost effective customer service to residents/ICI, while also effectively managing meter alarms.

Business Case If this item provides a financial return, please explain how it does so...

The Sensus Analytics platform creates efficiencies for staff by automating alarm processes where possible. It also allows for real-time alarm data versus the Sensus RNI and Savage MDM which captures day old data. This will allow for a better customer experience.

Risk Mitigation

This platform will allow for quicker alarm response and more efficient alarm management than using the Sensus RNI alone.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input checked="" type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input checked="" type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
Operations	There will be training from Sensus required for the Data Analyst on the platform to allow for alarm management
IT	There may be some IT set ups required to get the Sensus Analytics platform funtional

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	Account #	Description	2020	2021	2022	2023	2024	2025	
	42421.4482	Analytics Annual Fee	21,060	43,740	45,360	46,980	48,600	50,220	Yes
		Analytics Set Up Fee	18,000						
		Sensus Analytics Integration Fee	5,400						
	Account #	New Hire Request							
	FTE								
	PTE								
	CONTRACT								
	BENEFITS - FTE		-	-	-	-	-	-	
	BENEFITS - PTE		-	-	-	-	-	-	

Operating Costs	44,460	43,740	45,360	46,980	48,600	50,220	50,220
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Cost Recoveries	Account #	Description	2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery

Cost Recoveries	-	-	-	-	-	-	-
Total Net Cost	44,460	43,740	45,360	46,980	48,600	50,220	-

Total Cost	329,580	Total Cost Recoveries	-	Total Net Cost	329,580	Cost Recovery	0%
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Section 4 Evaluation

<div>+9 Council Priority</div> <div>+6 Council Approved Strategic Plan</div> <div>+4 SLT Priority</div> <div>+2 Documented Recommendation</div> <div>Priority (Pick one)</div> <div>Points</div> <div>6</div>	<div>+3 Moves Toward/Maintains Desired Service Level</div> <div>Desired Service Level (All or nothing)</div> <div>Points</div> <div>3</div>	<div>+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue</div> <div>Automatically calculated once you fill out Section 3 Financials</div> <div>Business Case (Scale)</div> <div>Points</div> <div>0</div>
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Risk Reduction / Mandatory or Legal Requirement				
Input Current risk, which is the risk before implementation of the budget item and Post-Implementation risk, which is the risk after the implementation of the budget item.				
*If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category				
Current Risk		Post-Implementation Risk		Points
Consequence	Likelihood	Consequence	Likelihood	
2	5	1	2	

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
6	3	0	8	17

Prepared By:	Reviewed By:	Commissioner:
Luigi Colangelo	Chris Kalimootoo	Peter Noehammer

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): **Growth**

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

The requested budget item is for committed budget dollars over the next 3 years to fund the Graduate Diploma in Public Administration (GDPA) program. This is a new program that University of Western Ontario was successful in obtaining approval from the Ontario Government to evolve their Diploma in Public Administration into a graduate diploma. This program was first offered in the GTA through a partnership between the University of Western Ontario and municipalities in York Region. This program is required in order to continue to grow the Town's talent as part of the Talent Management Strategy and to create a high-performance, sustainable organization of skilled employees in order to meet Council and the Town's strategic and operational goals and objectives for 2020 and beyond.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

As we prepare for 2020 and beyond, we are looking more to our internal talent pool to fulfill the void being created by a larger number of retirements in key/critical positions. In the context of the Town's Learning and Development framework, our Succession Planning initiative and our development for the future of our organization, we are attempting to align our efforts with the creation of an extraordinary future. The GDPA provides a higher knowledge in public policy, managing human resources, financial and informational resources with the focus on enhancing analytical, critical thinking and strategic capabilities of our future leaders while strengthening managerial and leadership competencies. In 2018, the Town of Newmarket was able to secure 5 seats. The overall cost of the program is \$5,500 per person over a 3 year period. Dedicated dollars are required in order to ensure the program continues without interruption.

Priority If this item addresses a priority, please explain how it does so...

The Town is experiencing anticipated but an unprecedented number of retirements in leadership roles. Development of staff as future leaders is critical to sustaining the organization. To date the Town has had to advance tuition assistance dollars to cover the cost of the attendees, meaning they should not be eligible for tuition assistance for the next 5 years. Both the need and the interest in this development is high and aligns with our commitment to talent development in order to be talent ready. The commitment from the participants is that they use personal time to participate (vacation, lieu/banked time) and attend classes. We pay for the program. Achieving Council's strategic priorities is dependent upon people in key leadership roles. Our success as an organization depends on the success of our people leaders and our commitment to them.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

We are currently experiencing difficulty in recruiting for key leadership positions to continue to move forward Council's strategic priorities. On the horizon is more robust business and workforce planning as well as a greater reliance on statistical analysis and strong people leadership. The GDPA provides the background necessary to grow and develop the leadership and business acumen to be able to fulfil both key leadership roles as well as some critical/hotspot positions. We need to be able to better equip our developing people leaders in order to be ready for the future. The GDPA is a key component of our success.

Business Case If this item provides a financial return, please explain how it does so...

The future of the organization in part depends on the identification and support to those individuals targeted as high potentials. In order to attract and retain staff, the GDPA program offers the necessary skill set to support and encourage staff growth and development. It is hard to quantify in dollars what effective and evolving leadership delivers but we have seen it in the past and the Town has been able to deliver during times of financial constraint. Leadership is why we have such strong partnerships outside the organization and are able to deliver much more than we could have if acting alone. The value is there yet hard to quantify.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

It is important to note that the potential for retirements in leadership positions over the next few years is significant. Of the 32 staff employed in management positions 38% are between 50 and 59 years of age of 22% are 60 - 65. While there are ongoing efforts to develop staff to compete for senior level roles, this program is necessary to ensure we are also promoting those who have the necessary skills to lead in the world of tomorrow. The funding of this program further supports the Town's commitment to Succession Planning and the Talent Management Strategy.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="text"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
CAO	This is a fundamental component of our commitment to Talent Management to ensure we attract and retain future leaders.

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	2020	2021	2022	2023	2024	2025			
Account #	Description								
10221.4427	Graduate DPA Program								
Account #	New Hire Request								
	FTE								
	PTE								
	CONTRACT								
	BENEFITS - FTE	-	-	-	-	-	-		
	BENEFITS - PTE	-	-	-	-	-	-		

Operating Costs 10,000 10,000 10,000 - - - -

Cost Recoveries	2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description							

Cost Recoveries - - - - - - -

Total Net Cost 10,000 10,000 10,000 - - - -

Total Cost 30,000 Total Cost Recoveries - Total Net Cost 30,000 Cost Recovery 0%

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	6		3		0

Risk Reduction / Mandatory or Legal Requirement					
Input <u>Current risk</u> , which is the risk before implementation of the budget item and <u>Post-Implementation risk</u> , which is the risk after the implementation of the budget item. *If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category					
Current Risk		Post-Implementation Risk		Points	
Consequence	Likelihood	Consequence	Likelihood		
4	4	3	3	7	

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
6	3	0	7	16

Prepared By:	Reviewed By:	CAO:
J. Shaw	L. Georgeff	J. Sharma

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one):

Growth

Service Level

Change

Maintenance/
Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

The proposed budget item will work to provide free inclusion support for Newmarket Residents (ages 3-17) accessing Town of Newmarket Camps and Programs. In supporting the York Region Inclusion Charter endorsed by the Town of Newmarket, the increased service level of this proposed budgeted item will remove the financial stress and undue hardship to children with special needs and their families.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

This proposed budget item would work to increase service levels to families and eliminate any financial barriers to families looking to access inclusion services. Currently, families accessing inclusion support for camp programming are paying 4.5x the amount that a family would pay who does not require additional support. Accordingly to the Town's Accessibility Standards for Customer Service Policy, "The Town of Newmarket is committed to giving people with disabilities the same opportunity to access Town goods and services and allowing them to benefit from the same services, in the same place and in a similar way as other customers." The Town of Newmarket recently endorsed the York Region Inclusion Charter "with a common commitment to create an inclusive environment with equality for all who work, live and play here." Further, "The Town of Newmarket commits to nurturing and embracing diversity in creating an environment for extraordinary public service."

Priority If this item addresses a priority, please explain how it does so...

SLT Priority- Inclusion Charter - Endorsed / to be endorsed by Town Council. .

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

The increased service level of this proposed budgeted item will remove the financial stress and undue hardship to children with special needs and their families. Currently, families accessing inclusion support for camp programming are paying 4.5x the amount that a family would pay who does not require additional support. For example, the cost for Inclusion Facilitator for 1 week of camps (35 hours) is \$636.36 in addition to the regular camp rate which ranges from \$165-344. Under the Human Rights Commission, "Organizations must consider strategies to avoid undue hardship and meet their duty to accommodate under the Code". Some examples to assist can be "obtaining grants or subsidies to offset the expense of accommodation." This proposed budget item will work in partnership with the York Region Recreation Subsidies to provide support for any Newmarket Resident not supported through the currently provided subsidies.

Business Case If this item provides a financial return, please explain how it does so...

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

In cases where price to access inclusion support is a barrier, parents at times will attempt to send their child to camp without the correct supports in place. These cases raise health and safety concerns for the camper, our staff and other participants in the camp or program.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	2020	2021	2022	2023	2024	2025			
Account #	Description								
Account #	New Hire Request								
	FTE								
57661.4031	Casual Wages	71,000	71,000	71,000	71,000	71,000	71,000	Yes	710,000
	CONTRACT								
	BENEFITS - FTE	-	-	-	-	-	-		
57661.4109	BENEFITS - Casual Wages	5,680	5,680	5,680	5,680	5,680	5,680	Yes	56,800
Operating Costs		76,680	76,680	76,680	76,680	76,680	76,680		766,800
Cost Recoveries	2020	2021	2022	2023	2024	2025		Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
Cost Recoveries		-	-	-	-	-	-		-
Total Net Cost		76,680	76,680	76,680	76,680	76,680	76,680		-
Total Cost	1,226,880	Total Cost Recoveries	-	Total Net Cost	1,226,880	Cost Recovery	0%		

Section 4 Evaluation

<div>+9 Council Priority</div> <div>+6 Council Approved Strategic Plan</div> <div>+4 SLT Priority</div> <div>+2 Documented Recommendation</div> <div>Priority (Pick one)</div> <div>Points</div> <div>4</div>	<div>+3 Moves Toward/Maintains Desired Service Level</div> <div>Desired Service Level (All or nothing)</div> <div>Points</div> <div>3</div>	<div>+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue</div> <div>Automatically calculated once you fill out Section 3 Financials</div> <div>Business Case (Scale)</div> <div>Points</div> <div>0</div>																									
<div>Risk Reduction / Mandatory or Legal Requirement</div> <div>Input Current risk, which is the risk before implementation of the budget item and Post-Implementation risk, which is the risk after the implementation of the budget item.</div> <div>*If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category</div> <table><tr><th colspan="2">Current Risk</th><th colspan="2">Post-Implementation Risk</th><th>Points</th></tr><tr><td>Consequence</td><td>Likelihood</td><td>Consequence</td><td>Likelihood</td><td></td></tr><tr><td>3</td><td>3</td><td>1</td><td>1</td><td>8</td></tr></table> <div>Evaluation Components</div> <table><tr><td>Priority</td><td>Desired Service Level</td><td>Business Case</td><td>Risk Reduction / Mandatory or Legal Requirement</td><td>Total Points</td></tr><tr><td>4</td><td>3</td><td>0</td><td>8</td><td>15</td></tr></table>			Current Risk		Post-Implementation Risk		Points	Consequence	Likelihood	Consequence	Likelihood		3	3	1	1	8	Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points	4	3	0	8	15
Current Risk		Post-Implementation Risk		Points																							
Consequence	Likelihood	Consequence	Likelihood																								
3	3	1	1	8																							
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points																							
4	3	0	8	15																							

Prepared By:	Reviewed By:	Commissioner:
Kristi Carlen, Meaghan Graham & Pat McIntosh	Colin Service/Ian McDougall	Ian McDougall

2020 BUDGET
Operating Decision Package Form

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

This request is to convert two 12-month Park Attendant staff to permanent full-time. This conversion was identified in the Prior and Prior departmental review. The review recommended converting 2 Parks Attendants to full time positions within the Parks division. To be an employer choice, it is recommended that the Town to convert 12 months contract staff working full-time hours to full-time permanent employees. The current Park Attendant position is mandated to do 80% of what an operator does for 80% of the pay, these positions are needed to help with operations in Parks on a day to day schedule all year long. With this conversion the job description changes and they are responsible to oversee more work and ensure that they are keeping up with the additional 20%.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

This will ensure we are maintaining our regular service level and that there will be consistency amongst the staff within the core positions. This transition would also allow the additional training and responsibilities to be added to the staff members and they will be able to keep up with some growth related assistance such as grass cutting boulevards in new subdivisions and parks and sidewalk winter maintenance.

Priority If this item addresses a priority, please explain how it does so...

This is a documented recommendation from Prior and Prior report.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

These items support the goal to maintain current service levels within the Public Works Parks area. The conversion would allow a higher number of staff to make more efficient decisions, be able to operate certain pieces of equipment and a full time Operator is also expected to have additional knowledge and education compared to a Parks Attendant. This will also ensure quicker and more informed decisions to be made in the field and provide a better level of service.

Business Case If this item provides a financial return, please explain how it does so...

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

Without this budget request, there is higher risk of turnover losing inherited knowledge and skills to efficiently maintain fields and open space, forestry natural resources assets. Corporate image would also be effected. There will be moderate risk with Health and Safety not having an operator skillset and leadership skills. With more staff available to work on certain pieces of equipment, it lowers the risk of a resource shortage in times of illness, vacations and high workloads.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs		2020	2021	2022	2023	2024	2025		
Account #	Description								
Account #	New Hire Request								
52811.4021	FTE	129,390	129,390	129,390	129,390	129,390	129,390	Yes	1,293,900
	PTE								
	CONTRACT								
52811.4109	BENEFITS - FTE	36,229	36,229	36,229	36,229	36,229	36,229	Yes	362,292
	BENEFITS - PTE	0	0	0	0	0	0		
Operating Costs		165,619	165,619	165,619	165,619	165,619	165,619		1,656,192
Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
52811.4031	Casual/Seasonal Wages	117,520	117,520	117,520	117,520	117,520	117,520	Yes	1,175,200
52811.4109	Benefits	9,402	9,402	9,402	9,402	9,402	9,402	Yes	94,016
Cost Recoveries		126,922	126,922	126,922	126,922	126,922	126,922		1,269,216
Total Net Cost		38,698	38,698	38,698	38,698	38,698	38,698		-
Total Cost	2,649,907	Total Cost Recoveries	2,030,746	Total Net Cost		619,162	Cost Recovery		77%

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
2		3		2	
Risk Reduction / Mandatory or Legal Requirement					
Input <u>Current risk</u> , which is the risk before implementation of the budget item and <u>Post-Implementation risk</u> , which is the risk after the implementation of the budget item. *If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category					
Current Risk		Post-Implementation Risk		Points	
Consequence	Likelihood	Consequence	Likelihood		
2	4	1	1	7	
Evaluation Components					
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points	
2	3	2	7	14	

Prepared By:	Reviewed By:	Commissioner:
Jeff Bond	Chris Kalimootoo	Peter Noehammer

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one):

Growth

Service Level
Change

Maintenance/
Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

The Library Board has requested that library hours be extended to include 1:00 pm - 9:00 pm on Mondays from the current closed status. The costs are to provide front-line service only, at all service points. PLEASE NOTE: THE 2020 REQUEST IS FOR 6 MONTHS ONLY BECAUSE IF APPROVED, THE LIBRARY WOULD NEED SIX MONTHS TO MEET LABOUR RELATIONS REQUIREMENTS, AND TO IMPLEMENT.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

The request reflects both growth and service level change. As growth, it allows the single small library facility to serve a growing population and to potentially mitigate parking challenges due to growth.

Priority If this item addresses a priority, please explain how it does so...

This item addresses a Library Board recommendation to extend open hours of the facility.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

This moves toward a desired service level by increasing the hours of service. Additional hours would allow increased access to the internet for students who do not have internet at home. This would benefit students who are taking on-line courses which is a new requirement under the reformed education system.

Business Case If this item provides a financial return, please explain how it does so...

There is some new room rental revenue projected due to increased availability of rental space which is in high demand in the community.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

The current risk relates to the high numbers of residents who attempt to access the library facility on Mondays when it is closed. The risk of disappointing and potentially losing those users is considerable, as is the risk to Newmarket's reputation given that Aurora Public Library is open on Mondays 1pm-9pm.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs		2020	2021	2022	2023	2024	2025		
Account #	Description								
91122.4229	Janitorial Supplies	484	986	986	986	986	986	Yes	9,860
91122.4403	Janitorial Contract	4,389	8,953	8,953	8,953	8,953	8,953	Yes	89,530
91123.4311	Hydro	1,702	3,472	3,472	3,472	3,472	3,472	Yes	34,720
91123.4331	Water	139	283	283	283	283	283	Yes	2,830
Account #	New Hire Request								
	FTE								
91531.4035	PTE	51,629	105,322	105,322	105,322	105,322	105,322	Yes	1,053,220
	CONTRACT								
	BENEFITS - FTE	-	-	-	-	-	-		
	BENEFITS - PTE	8,261	16,852	16,852	16,852	16,852	16,852	Yes	168,515
Operating Costs		66,602	135,868	135,868	135,868	135,868	135,868		1,358,675
								Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Cost Recoveries	Description	2020	2021	2022	2023	2024	2025		
Account #									
91192.7478	Room Rental Fees	1,200	2,448	2,448	2,448	2,448	2,448	Yes	24,480
Cost Recoveries		1,200	2,448	2,448	2,448	2,448	2,448		24,480
Total Net Cost		65,402	133,420	133,420	133,420	133,420	133,420		-
Total Cost	2,104,614	Total Cost Recoveries	37,920	Total Net Cost		2,066,694	Cost Recovery		2%

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	2		3		0
Risk Reduction / Mandatory or Legal Requirement					
Input Current risk , which is the risk before implementation of the budget item and Post-Implementation risk , which is the risk after the implementation of the budget item. *If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category					
Current Risk		Post-Implementation Risk		Points	
Consequence	Likelihood	Consequence	Likelihood		
2	5	1	1	9	
Evaluation Components					
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points	
2	3	0	9	14	

Prepared By:	Reviewed By:	Commissioner:
Linda Peppiatt, Library Deputy CEO	Todd Kyle, Library CEO	

2020 BUDGET
Operating Decision Package Form

Total Points

Decision Package Item #

Project / Initiative Name

Commission: Business Unit Number:

Division: Business Unit Name:

Classification (select one): Growth Service Level Change Maintenance/Replacement Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

The Town currently has a Records Analyst position, on contract until December 31, 2019, and is a position that has been filled on a contract basis since 2016. This position has been temporarily supported through the Legislative Services' operating budget. The Municipal Act and the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) require the Town to maintain and preserve records by ensuring that reasonable measures respecting the records are developed, documented and put into place to preserve the records in accordance with any recordkeeping policies and the Acts. The Acts also require the Town to ensure that records under the custody and control of the municipality are accessible within a reasonable timeframe. While the Town has implemented a Routine Disclosure Policy of regularly requested records, the Legislative Services Department has seen an increase in the number of "general requests" from the public as well as complex Access Requests (also referred to as Freedom of Information Requests). General requests are considered to be questions posed by the public, and are often submitted to various Departments by the same person asking either for the same or different information. Responses to general requests are now being coordinated by the Records and Projects Coordinator in Legislative Services. Access Requests made under MFIPPA require the Town to adhere to the legislated timeframes (typically 30 days) to respond to requests for records. Given the recent implementation of the Routine Disclosure Policy, staff have noticed an increase in the complexity of Access Requests submitted, which requires staff to thoroughly examine records prior to disclosure or applying exemptions as to why they cannot be disclosed. In the absence of a Corporate records management strategy, staff are spending a disproportionate amount of time looking for records when trying to respond to Access Requests.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

This request would allow the Town to achieve a desired service level. The Town's records and information management require additional support to manage the number of Access Requests, information and records being created by the Town, and to ensure compliance with the Town's legislative responsibilities.

Priority If this item addresses a priority, please explain how it does so...

As part of the 2019 budget process, Council approved funding for use to retain a Records Consultant. Staff are currently in the process of developing a Request for Proposal and scope documents for the consulting services. It is expected that the consultant will make recommendations with respect staffing resources and the need for additional support in order for the Town to meet its legislated timeframes.

Legislative Services underwent a Departmental Review in 2017, where the Records Analyst position was recommended as a new full-time position. Specifically, the report identified that in Legislative Services, "there are opportunities to expand the Claims and Risk functions as well as Records Management to effectively handle growing volumes and complex claims as well as establishing a corporate wide Records Management strategy and effective back up for existing staff."

In 2007, the Town hired a Consultant who recommended a number of matters related records management. While the Town has a Records & Projects Coordinator, the recommendations issued by the Consultant have not all been actioned. Policies and Procedures have been developed, however, Corporate-wide staff training is an area where additional attention and work is required. In order for the Town to adhere to its responsibilities under the Municipal Act and MFIPPA, additional staff resources are required to address information and records management throughout the Corporation. With the current staff resources in Legislative Services, there has been limited time devoted to the development and implementation of such a Corporate-wide Records Management strategy. Instead, staff resources are utilized to respond to Access Requests and coordinating responses to general requests.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

The provincial service level of 30 days to complete an Access Request is not being achieved due to current resource limitations, large volumes of records being requested (more and more requestors are asking for "all information" pertaining to their matter), and complex requests for information. The amount of time to process requests has been increasing year over year due to the complexity of Access Requests, the increased number of both Access Request and Routine Disclosure requests, and the limited staff resources dedicated to completing these requests. In 2016, 51 Access Requests were received and the average response time was 25 days. In 2017, 83 Access Requests were received, with the average response time of 31 days. In 2018, 69 Access Requests were received and the average response time was 33 days. While the number of requests fluctuates year over year, the trend is moving upward with the length of time spent on each request due to the increased complexity of each one.

Business Case If this item provides a financial return, please explain how it does so...

There is a long-term financial return associated with a Corporate-wide records management strategy as it could assist the Corporation with:

- 1) reducing staff time spent searching for records;
- 2) reducing the costs associated with the physical and electronic storage required to maintain records; and,
- 3) mitigating the legal risks associated with failing to retain records in accordance with the Retention by-law.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

Records carry with them a certain level of inherent risk. Records that should not be retained or failing to retain records correctly can cost the Town money in insurance claims, can embarrass the Town or staff, should those records be released, can affect the outcome of lawsuits or hearings. Writing an inappropriate comment in an email or not recording a safety inspection are actions that can have serious consequences.

These risks are managed corporately through the Town's Records Management Policy – establishing retention periods for records, by educating and training staff, by enforcing policy and procedures through destruction of records, by reviewing procedures and practices and ensuring that appropriate information and actions are recorded.

The Public Sector & MPP Accountability & Transparency Act, 2014 (Bill 8) established an offence should the Town alter, conceal or destroy a record, or cause any other person to do so with the intention of denying a right under MFIPPA to access the record or the information contained in the record (maximum fine of \$5,000).

Examples of Risks related to Records:

- Records are not kept.
- Records are not kept securely.
- Records cannot be accessed and used because of technological obsolescence or because they have become unreadable.
- Information that requires particular protection, such as sensitive personal information, is disclosed inappropriately.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services		Building		Engineering		HR	x	IT	x
Legislative Services		Planning		Operations	x	Legal	x	Finance	x
Recreation & Culture		Procurement		Parks	x	Communications		Facilities	x

Please discuss item with relevant areas and include their comments below...

Department	Comments
Legal Services collaboration includes: - Coordination of General Requests submitted to various areas within the Town - Responses to Access Requests & defending the Town's position for denial of records - Coordination of OMB Hearings - assistance with locating records and information on various subjects	1. FOI requests (eg. Litigation - pulling & copying important info. for case) 2. Drafting IPC Adjudication materials. 3. Hearing room arrangements. 4. OMB/LPAT Matters - scheduling & initial packages to OMB/LPAT. Future collaboration may include creating and/or monitoring a system for Town delegated matters, and acting as an official record-keeper for all executed agreements.
Public Works collaboration includes: - Records management best practices to defend Town in Claims & Litigation - Coordination of shredding at Operations Centre - Providing advice, best practices for routine disclosure of records and information	1. Providing advice and assistance with records management (maintenance & inspection records) to assist in defending the Town against claims & litigation. 2. Providing advice, filling best practices, best practices for routine disclosure of records and information. 3. Coordinating records storage and retrieval at Operations Centre Storage.
IT collaboration includes: - Development of Records Management best practices - Application of retention periods records stored on shared drives and software	1. eRecords review and input to corporate policy updates. 2. Research what other Municipalities are doing, provide advice and guidance. 3. Revamp internal IT policies and configurations for email and electronic file retention. 4. Implement new processes for electronic file management.
Corporate-wide collaboration	1. Providing advice, filling best practices, best practices for routine disclosure of records and information. 2. Coordinating records storage and retrieval at 395 Mulock and Operations Centre Storage.

Section 3 Financials

Details of Expenditures, Savings and Revenue

Operating Costs	2020	2021	2022	2023	2024	2025	Ongoing Cost past 2026?	Ongoing Cost
Account #	Description							
Account #	New Hire Request							
13127.4021	FTE	58,278	60,812	63,346	63,346	63,346	Yes	633,460
	PTE							
	CONTRACT							
13127.4109	BENEFITS - FTE	16,318	17,027	17,737	17,737	17,737	Yes	177,369
	BENEFITS - PTE	-	-	-	-	-		

Operating Costs 74,596 77,839 81,083 81,083 81,083 81,083 810,829

Cost Recoveries	2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description							
13127.4031	Casual/Seasonal Wage	29,025	29,025	29,025	29,025	29,025	Yes	290,250
	Benefits	2,322	2,322	2,322	2,322	2,322	Yes	23,220

Cost Recoveries 31,347 31,347 31,347 31,347 31,347 31,347 313,470

Total Net Cost 43,249 46,492 49,736 49,736 49,736 49,736 -

Total Cost 1,287,596 Total Cost Recoveries 501,552 Total Net Cost 786,044 Cost Recovery 39%

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation	+3 Moves Toward/Maintains Desired Service Level	+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>
Priority (Pick one)	Desired Service Level (All or nothing)	Business Case (Scale)
2	3	1

Risk Reduction / Mandatory or Legal Requirement

Input Current risk, which is the risk before implementation of the budget item and Post-Implementation risk, which is the risk after the implementation of the budget item.

*If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category

Current Risk	Post-Implementation Risk	Points
Consequence	Consequence	
3	2	8
Likelihood	Likelihood	
4	2	

Evaluation Components

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
2	3	1	8	14

Prepared By:	Reviewed By:	Commissioner:
Kiran Saini, Deputy Town Clerk	Lisa Lyons, Director of Legislative Services/Town Clerk	Esther Armchuk, Commissioner of Corporate Services

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

For several years the Customer Service Centre has had 2 regular part-time staff (.75 FTE each for a total FTE of 1.5) working full-time hours. From 2015 to 2018 they have worked the equivalent of 46 to 50 weeks each; essentially the equivalent of 2 Full-time associates. The budget request is to increase the total FTE in the Customer Service Centre by .5 FTE. The incremental cost would be benefits costs. Year over year the actual budget for regular part-time staff is higher than budget due to the hours worked in order to support service levels. The increased .5 FTE will also support the introduction of our 6 subsidy programs, the introduction of live chat & social media in the customer service centre.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

The complexity of interactions in the CSC has increased, as have email volumes, social media inquiries, counter interactions & the complexity of the interactions handled by the team. CS Associates also support the CS Kiosk team by working shifts during periods of high volumes or staff shortages.

Priority

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

Customer Service staff would not be able to maintain service levels without the 2 part-time associates working the hours that they do. Also, for the last several months service level targets have not been met, due to longer length of calls, more complex interactions, increased email & social media interactions.

Business Case If this item provides a financial return, please explain how it does so...

The two part-time CS associates have been continuously working the equivalent of full-time hours for several years, with the same rate of pay & under the same Job Description. The only incremental costs would be benefit costs.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

Without the staffing resources to handle increasing volumes, a service disruption is a distinct possibility. We are already experiencing a decreased level of service delivery & complaints have been passed along from the Mayor & Councillors' offices. Negative media exposure could result if service levels continue as they are. Likelihood of a loss of service is high as we are already experiencing increased Abandoned calls & longer wait times.

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input checked="" type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input checked="" type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Continuous Improv	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
Human Resources	The Manager & Commissioner met with the Human Resources department to explain the budget request. This Decision Package is supported by Human Resources.
Financial Services	The Director of Finance has advised that the cost recovery should be calculated by using the budgeted amount of 1.5 FTE regardless of the fact that the individual are working the equivalent hours of 2 FTE.

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	2020	2021	2022	2023	2024	2025			
Account #	Description								
Account #	New Hire Request								
13821-4021	FTE	127,046	127,046	127,046	127,046	127,046	127,046	Yes	1,270,460
	PTE								
	CONTRACT								
	BENEFITS - FTE	35,573	35,573	35,573	35,573	35,573	35,573	yes	355,729
	BENEFITS - PTE	-	-	-	-	-	-		
Operating Costs	162,619	162,619	162,619	162,619	162,619	162,619	162,619		1,626,189
Cost Recoveries	2020	2021	2022	2023	2024	2025		Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
13821-4035	PTE	97,636	97,636	97,636	97,636	97,636	97,636	Yes	976,360
	Benefits PTE	15,622	15,622	15,622	15,622	15,622	15,622	Yes	156,220
Cost Recoveries	113,258	113,258	113,258	113,258	113,258	113,258	113,258		1,132,580
Total Net Cost	49,361	49,361	49,361	49,361	49,361	49,361	49,361		493,609
Total Cost	2,601,902	Total Cost Recoveries	1,812,128	Total Net Cost	789,774	Cost Recovery	70%		

Section 4 Evaluation

<div>+9 Council Priority</div> <div>+6 Council Approved Strategic Plan</div> <div>+4 SLT Priority</div> <div>+2 Documented Recommendation</div> <div>Priority (Pick one)</div> <div>Points</div> <div>0</div>	<div>+3 Moves Toward/Maintains Desired Service Level</div> <div>Desired Service Level (All or nothing)</div> <div>Points</div> <div>3</div>	<div>+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue</div> <div>Automatically calculated once you fill out Section 3 Financials</div> <div>Business Case (Scale)</div> <div>Points</div> <div>2</div>																									
<div>Risk Reduction / Mandatory or Legal Requirement</div> <div>Input Current risk, which is the risk before implementation of the budget item and Post-Implementation risk, which is the risk after the implementation of the budget item.</div> <div>*If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category</div> <table><tr><th colspan="2">Current Risk</th><th colspan="2">Post-Implementation Risk</th><th>Points</th></tr><tr><td>Consequence</td><td>Likelihood</td><td>Consequence</td><td>Likelihood</td><td></td></tr><tr><td>2</td><td>4</td><td>0</td><td>0</td><td>8</td></tr></table> <div>Evaluation Components</div> <table><tr><td>Priority</td><td>Desired Service Level</td><td>Business Case</td><td>Risk Reduction / Mandatory or Legal Requirement</td><td>Total Points</td></tr><tr><td>0</td><td>3</td><td>2</td><td>8</td><td>13</td></tr></table>			Current Risk		Post-Implementation Risk		Points	Consequence	Likelihood	Consequence	Likelihood		2	4	0	0	8	Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points	0	3	2	8	13
Current Risk		Post-Implementation Risk		Points																							
Consequence	Likelihood	Consequence	Likelihood																								
2	4	0	0	8																							
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points																							
0	3	2	8	13																							

Prepared By:	Reviewed By:	Commissioner:
Bonnie Munslow		Approved by Ian McDougall

2020 BUDGET
Operating Decision Package Form

Total Points 12

Decision Package Item # EXEC 1

Project / Initiative Name Increase to Conference and Seminars - for CAO's Office

Commission: Executive Offices

Business Unit Number: 10212

Division: CAO's Office

Business Unit Name: CAO's Office

Classification (select one):

Growth

Service Level
Change

Maintenance/
Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

Required by the position held by the CAO.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

Priority If this item addresses a priority, please explain how it does so...

Benefits of increasing this budget item allows for further enactment throughout the Administrative realm. Encourages teambuilding throughout the municipal worlds. Promotes Newmarket. Which are considered to benefit the SLT Priorities.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

Through the additional promotion of Newmarket, service levels can increase and through team building efficiencies can be found.

Business Case If this item provides a financial return, please explain how it does so...

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

See Desired Service Level above

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services		Building		Engineering		HR		IT	
Legislative Services		Planning		Operations		Legal		Finance	
Recreation & Culture		Procurement		Parks		Communications		Facilities	
								Other	

Please discuss item with relevant areas and include their comments below...

Department	Comments

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	Account #	Description	2020	2021	2022	2023	2024	2025	
	10212.4478	Conference and Seminar Fees	1,000						
	Account #	New Hire Request							
	FTE								
	PTE								
	CONTRACT								
	BENEFITS - FTE		-	-	-	-	-	-	
	BENEFITS - PTE		-	-	-	-	-	-	

Operating Costs 1,000 - - - - - -

Cost Recoveries	Account #	Description	2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery

Cost Recoveries - - - - - - -

Total Net Cost 1,000 - - - - - -

Total Cost 1,000 Total Cost Recoveries - Total Net Cost 1,000 Cost Recovery 0%

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	4		3		0

Risk Reduction / Mandatory or Legal Requirement					
Current Risk			Post-Implementation Risk		Points
Consequence	Likelihood		Consequence	Likelihood	
2	3		1	1	5

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
4	3	0	5	12

Prepared By:	Reviewed By:	Commissioner:
Linda Rogerson	Jag Sharma	

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth Service Level Change Maintenance/Replacement Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...

Increase in training account to accommodate transferring staff from other departments to the newly formed department. Staff increase in Innovation and Strategic Initiatives from 1 person to 4.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**

Maintain service level but also growth as it involves transferring existing staff to a new department.

Priority If this item addresses a priority, please explain how it does so...

Training is a corporate priority of OR2020.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...

Addresses core competency of Learns Continuously as per performance partnership plans. Ensures staff can maintain knowledge levels and improve skills.

Business Case If this item provides a financial return, please explain how it does so...

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...

Section 2 Collaboration and Consultation

Please identify relevant business areas for this item. An area is relevant if collaboration or consultation is required. Identify by checking all boxes that apply below....

Customer Services	<input type="checkbox"/>	Building	<input type="checkbox"/>	Engineering	<input type="checkbox"/>	HR	<input type="checkbox"/>	IT	<input type="checkbox"/>
Legislative Services	<input type="checkbox"/>	Planning	<input type="checkbox"/>	Operations	<input type="checkbox"/>	Legal	<input type="checkbox"/>	Finance	<input type="checkbox"/>
Recreation & Culture	<input type="checkbox"/>	Procurement	<input type="checkbox"/>	Parks	<input type="checkbox"/>	Communications	<input type="checkbox"/>	Facilities	<input type="checkbox"/>
								Other	<input type="checkbox"/>

Please discuss item with relevant areas and include their comments below...

Department	Comments
<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs		2020	2021	2022	2023	2024	2025		
Account #	Description								
10921.4474	Training	2,000	2,000	2,000	2,000	2,000	2,000	Yes	20,000
Account #	New Hire Request								
	FTE								
	PTE								
	CONTRACT								
	BENEFITS - FTE	-	-	-	-	-	-		
	BENEFITS - PTE	-	-	-	-	-	-		

Operating Costs	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000
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Cost Recoveries	Account #	Description	2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery

Cost Recoveries	-	-	-	-	-	-	-	-
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Total Net Cost	2,000	2,000	2,000	2,000	2,000	2,000	2,000	-
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Total Cost	32,000	Total Cost Recoveries	-	Total Net Cost	32,000	Cost Recovery	0%
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Section 4 Evaluation

<div>+9 Council Priority</div> <div>+6 Council Approved Strategic Plan</div> <div>+4 SLT Priority</div> <div>+2 Documented Recommendation</div> <div>Priority (Pick one)</div> <div>Points</div> <div>2</div>	<div>+3 Moves Toward/Maintains Desired Service Level</div> <div>Desired Service Level (All or nothing)</div> <div>Points</div> <div>3</div>	<div>+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue</div> <div>Automatically calculated once you fill out Section 3 Financials</div> <div>Business Case (Scale)</div> <div>Points</div> <div>0</div>
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Risk Reduction / Mandatory or Legal Requirement					
Current Risk			Post-Implementation Risk		
Consequence	Likelihood		Consequence	Likelihood	Points
0	0		0	0	0

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
2	3	0	0	5

Prepared By:	Reviewed By:	Commissioner:
Susan Chase		