

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 Yes

Mandatory/Legislative Yes

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	Description	2020	2021	2022	2023	2024	2025		
Account #									
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....

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								
13621.4482	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								Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description	2020	2021	2022	2023	2024	2025		
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

+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	5	3	3	16	
Evaluation Components					
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"/>

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 Yes Mandatory/Legislative Yes

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							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
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	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

<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>3</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>3</td><td>11</td><td>26</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	3	11	26
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	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

+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					
Current Risk			Post-Implementation Risk		Points
Consequence	Likelihood		Consequence	Likelihood	
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

--	--

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"/>

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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	Fabric roof inspection and repair	10,000	5,000	5,000	5,000	5,000	5,000	Yes	50,000
57811.4273	Green roof inspection and maintenance	2,500	2,500	2,500	2,500	2,500	2,500	Yes	25,000
57811.4273	General roof inspection and maintenance	16,000	16,000	16,000	16,000	16,000	16,000	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		235,000
Cost Recoveries								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		-
Total Cost	381,000	Total Cost Recoveries	-	Total Net Cost		381,000	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>3</td><td>5</td><td>1</td><td>2</td><td>13</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>13</td><td>25</td></tr></table>			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	9	3	0	13	25
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																							
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/Desk 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"/>

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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	80,451	80,451	80,451	80,451	80,451	80,451	Yes	804,510
	PTE								
	CONTRACT								
52811.4109	BENEFITS - FTE	22,526	22,526	22,526	22,526	22,526	22,526	Yes	225,263
	BENEFITS - PTE	0	0	0	0	0	0		
Operating Costs		102,977	102,977	102,977	102,977	102,977	102,977		1,029,773
Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #		Description							
52811.4034	Contract Wages	94,239	94,239	94,239	94,239	94,239	94,239	Yes	942,390
52811.4109	Payroll Benefits	8,738	8,738	8,738	8,738	8,738	8,738	Yes	87,381
Cost Recoveries		102,977	102,977	102,977	102,977	102,977	102,977		1,029,771
Total Net Cost		0	0	0	0	0	0		-
Total Cost	1,647,636	Total Cost Recoveries	1,647,634	Total Net Cost		3	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>3</td><td>4</td><td>1</td><td>2</td><td>10</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>10</td><td>24</td></tr></table>			Current Risk		Post-Implementation Risk		Points	Consequence	Likelihood	Consequence	Likelihood		3	4	1	2	10	Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points	9	3	2	10	24
Current Risk		Post-Implementation Risk		Points																							
Consequence	Likelihood	Consequence	Likelihood																								
3	4	1	2	10																							
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points																							
9	3	2	10	24																							

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 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.

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								
57392.4437	CONTRACT	70,000	70,000	70,000	70,000	70,000	70,000	Yes	700,000
	BENEFITS - FTE	-	-	-	-	-	-		
	BENEFITS - PTE	-	-	-	-	-	-		

Operating Costs	70,000	70,000	70,000	70,000	70,000	70,000	70,000	700,000
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Cost Recoveries	2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description							
57392.8252	35,000						Yes	350,000

Cost Recoveries	35,000	35,000	35,000	35,000	35,000	35,000	350,000
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Total Net Cost	35,000	35,000	35,000	35,000	35,000	35,000	-
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Total Cost	1,120,000	Total Cost Recoveries	560,000	Total Net Cost	560,000	Cost Recovery	50%
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Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation	
Priority (Pick one)	Points
9	

+3 Moves Toward/Maintains Desired Service Level	
Desired Service Level (All or nothing)	Points
3	

+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Business Case (Scale)	Points
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	1	11

Evaluation Components

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
9	3	1	11	24

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="checkbox"/>

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 # Description									
Account # Description									
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

+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	
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	44,734	44,734	44,734	44,734	44,734	44,734	Yes	447,340
52811.4109	Benefits	3,579	3,579	3,579	3,579	3,579	3,579	Yes	35,790
	rate-supported	18,952							
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	
Evaluation Components					
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		2020	2021	2022	2023	2024	2025		
Account #	Description								
42421.4482	Analytics Annual Fee	21,060	43,740	45,360	46,980	48,600	50,220	Yes	50,220
	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	
				8

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

Yes

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="checkbox"/>

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	