

2020 Operating Decision Packages Summary

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

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

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

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

Section 1 Description

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

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

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

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

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

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

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

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

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

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

Section 2 Collaboration and Consultation

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

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

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

Department	Comments

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								
17761.4024	Standby/On Call	12,000	12,000	12,000	12,000	12,000	12,000	Yes	12,000
Account #	New Hire Request								
	FTE		-	-	-	-	-		
	PTE								
	CONTRACT								
	BENEFITS - FTE	-	-	-	-	-	-		
	BENEFITS - PTE	-	-	-	-	-	-		

Operating Costs 12,000 12,000 12,000 12,000 12,000 12,000 12,000 12,000

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

Cost Recoveries - - - - - - - -

Total Net Cost 12,000 12,000 12,000 12,000 12,000 12,000 12,000 12,000

Total Cost 84,000 Total Cost Recoveries - Total Net Cost 84,000 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)	Desired Service Level (All or nothing)	Business Case (Scale)
Points	Points	Points
	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	1	1	24

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

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

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

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

Section 1 Description

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

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

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

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

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

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

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

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

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

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

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

Section 2 Collaboration and Consultation

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

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

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

Department	Comments

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								
62122.4299	Computer	2,000							
62122.4299	Furniture	3,000							
	Grade 6, Level 4								
New Hire Request									
62122.4021	FTE	63,523	63,523	63,523	63,523	63,523	63,523	Yes	635,230
	PTE								
	CONTRACT								
62122.4109	BENEFITS - FTE	17,786	17,786	17,786	17,786	17,786	17,786	Yes	177,864
	BENEFITS - PTE	-	-	-	-	-	-		

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

Cost Recoveries	-		-						
Total Net Cost	86,309	81,309	81,309	81,309	81,309	81,309	81,309		-

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

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

Risk Reduction / Mandatory or Legal Requirement

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

Current Risk		Post-Implementation Risk		Points
Consequence	Likelihood	Consequence	Likelihood	
5	5	3	4	13

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

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

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

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

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

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

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

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

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

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

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

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

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

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

Section 2 Collaboration and Consultation

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

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

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

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

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost	
Operating Costs	Account #	Description	2020	2021	2022	2023	2024			2025
		Training	1,000	1,000	1,000	1,000	1,000	1,000	Yes	10,000
Account #		New Hire Request	2020	2021	2022	2023	2024	2025		
14312.4021	FTE		63,523	63,523	63,523	63,523	63,523	63,523	Yes	635,230
	PTE									
	CONTRACT									
14312.4109	BENEFITS - FTE		17,786	17,786	17,786	17,786	17,786	17,786	Yes	177,864
	BENEFITS - PTE		-	-	-	-	-	-		

Operating Costs			82,309	82,309	82,309	82,309	82,309	82,309		823,094
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Cost Recoveries	Account #	Description	2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
	14312.4021	PT	35,101	35,101	35,101	35,101	35,101	35,101	Yes	351,010
	14312.4109	Benefits	5,616	5,616	5,616	5,616	5,616	5,616	Yes	56,162

Cost Recoveries			40,717	40,717	40,717	40,717	40,717	40,717		407,172
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Total Net Cost			41,592	41,592	41,592	41,592	41,592	41,592		-
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Total Cost	1,316,951	Total Cost Recoveries	651,475	Total Net Cost	665,476	Cost Recovery	49%
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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

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

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

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): **Growth**

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

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

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

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

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

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

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

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

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

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

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

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

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

Section 2 Collaboration and Consultation

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

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

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

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

Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	2020	2021	2022	2023	2024	2025			
Account #	Description								
Account #	New Hire Request								
	FTE								
	PTE								
10225.4031	CONTRACT position moved to FTE	29,205	29,205						
10225.4109	BENEFITS - FTE	9,744	9,744						
	BENEFITS - PTE	-	-	-	-	-	-		
Operating Costs		38,949	38,949	-	-	-	-		-
Cost Recoveries	2020	2021	2022	2023	2024	2025		Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
Cost Recoveries		-	-	-	-	-	-		-
Total Net Cost		38,949	38,949	-	-	-	-		-
Total Cost	<input type="text" value="77,898"/>	Total Cost Recoveries		<input type="text" value="-"/>	Total Net Cost		<input type="text" value="77,898"/>	Cost Recovery	<input type="text" value="0%"/>

Section 4 Evaluation

+9 Council Priority Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation	+6	+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
	6		3
		Business Case (Scale)	Points
			0

Risk Reduction / Mandatory or Legal Requirement

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

Current Risk		Post-Implementation Risk		Points
Consequence	Likelihood	Consequence	Likelihood	
4	4	3	3	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:
L. Georgeff	J. Sharma	

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

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

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

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

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

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

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

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

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

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

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

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

Section 2 Collaboration and Consultation

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

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

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

Department	Comments

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Section 3 Financials

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

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

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

Total Net Cost		70,000	70,000	70,000	70,000	70,000	70,000		-
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Total Cost	1,120,000	Total Cost Recoveries	-	Total Net Cost	1,120,000	Cost Recovery	0%
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Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation	
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
	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	4	1	1	11

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
9	3	0	11	23

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

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

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

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

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

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

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

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

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

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

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

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

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

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

Section 2 Collaboration and Consultation

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

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

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

Department	Comments

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								
	Inspections & Preventative Maintenance	60,000	60,000	20,000	20,000	20,000	20,000	Yes	200,000
Account #	New Hire Request								
	FTE								
	PTE								
	CONTRACT								
	BENEFITS - FTE	-	-	-	-	-	-		
	BENEFITS - PTE	-	-	-	-	-	-		

Operating Costs		60,000	60,000	20,000	20,000	20,000	20,000		200,000
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Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								

Cost Recoveries		-	-	-	-	-	-		-
Total Net Cost		60,000	60,000	20,000	20,000	20,000	20,000		-

Total Cost	400,000	Total Cost Recoveries	-	Total Net Cost	400,000	Cost Recovery	0%
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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
	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	4	1	2	10

Evaluation Components

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
9	3	0	10	22

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

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change Yes

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...
Budget that can be used towards heritage projects that have been endorsed by Council including heritage designation reports, heritage property research and educational and promotional material for the Heritage Conservation District.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**
This budget would allow a service level increase. Current budget is not sufficient to engage consultants for designation research and there is currently no budget to prepare educational and promotional material for the heritage conservation district.

Priority If this item addresses a priority, please explain how it does so...
Encouraging heritage preservation - leadership excellence - Service excellence - implementing Official Plan heritage policies - implementing Heritage Conservation District Policies

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...
The town encourages heritage preservation, conservation and restoration, however there is no dedicated budget to implement and manage the designations and plaque program

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

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...
A budget for designation and plauging research will enable the Town to appropriately manage heritage resources and conserve the Town's built heritage in accordance with Town policies and the Ontario Heritage Act. Recent legislative changes (Bill 108) to the Heritage Act puts less control over heritage resources in the hands of Council and transfers that authority to the LPAT who make a final determination. To be in a position to defend Council decisions, a report from a Heritage Professional would be necessary.

Section 2 Collaboration and Consultation

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

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

**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...

As a measure towards providing disaster recovery (DR), a secondary (redundant) internet connection is required at the Operations Centre where the Town's DR data centre and Emergency Operations Centre (EOC) are located. In the event of a network outage, the Town would be without access to the internet and therefore would be unable to fully support Town business as well as the operation of the EOC.

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

This item moves toward a desired service level by increasing the Town's ability to operate during a network outage as well as provide a fail over mechanism to support for the EOC function.

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

In order to support the creation/maintenance of master plans and strategies, as well as leveraging technologies, data driven tools and smart city solutions outlined within the Financial Sustainability, Safe Transportation, Economic Leadership/Job Creation and Vibrancy on Yonge, Davis and Mulock priorities a redundant internet connection is required in the event of an outage.

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

This item moves toward a desired service level as currently there is no fail over for the internet connection in the event of an outage. If the connection becomes unavailable for whatever reason there would be no access to the internet until the outage is repaired.

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

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

The risk of an internet outage is significant as we currently do not have a fail over mechanism in place. Town staff rely heavily on the internet to support daily operations/functions/task and without it an impact would be widespread. For example, no access to online tools like HRSmart, TownCentral, Online Parking Permits, Banking functions, online training, web meetings, forums and user groups, research capabilities, etc.

Section 2 Collaboration and Consultation

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

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

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

Department	Comments

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Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs		2020	2021	2022	2023	2024	2025		
Account #	Description								
13621.4302	Redundant Internet	1,600	1,600	1,600	1,600	1,600	1,600	Yes	16,000
Account #	New Hire Request								
	FTE								
	PTE								
	CONTRACT								
	BENEFITS - FTE	-	-	-	-	-	-		
	BENEFITS - PTE	-	-	-	-	-	-		

Operating Costs		1,600	1,600	1,600	1,600	1,600	1,600		16,000
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Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								

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

Total Net Cost		1,600	1,600	1,600	1,600	1,600	1,600		-
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Total Cost	25,600	Total Cost Recoveries	-	Total Net Cost	25,600	Cost Recovery	0%
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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
	0

Risk Reduction / Mandatory or Legal Requirement

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

Current Risk		Post-Implementation Risk		Points
Consequence	Likelihood	Consequence	Likelihood	
4	4	3	2	10

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
9	3	0	10	22

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

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change Yes

Maintenance/Replacement Yes

Mandatory/Legislative

Section 1 Description

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

This initiative addresses the need for monthly and annual inspections and maintenance of overhead doors in facilities equipped with shaft and pulley system. In order to keep equipment in a good state of repair proper maintenance and regular inspections are required. Frequency is dependant on the manufacturers recommendations for each door.

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

Regular maintenance should comply to manufacturer recommendations for monthly and annual inspection of all over head doors in the various facilities to ensure to maximum life expectancy of the doors is achieved. As an example, the over head doors (bi-fold doors) at the Newmarket Operations Centre call for a thorough monthly maintenance inspection and Preventative Maintenance program. These doors, which are among the most complex currently in operation at the Town, weigh thousands of pounds each and operate using a chain driven, shaft and pulley system. Improper maintenance of this system could cause the door to fail and potentially fall which could have catastrophic results. This will minimize the risk of door failure and potential to cause a health and safety issue.

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

Inspections and maintenance are required for a comprehensive and up-to-date asset management plan that reflects a corporate risk strategy to maintain the safe and reliable operation of overhead doors.

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

Inspections and preventative maintenance will ensure continuous operation of the overhead doors in the various facilities, with minimal down time for maintenance.

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

Ongoing preventative maintenance typically decreases overall repair costs and will ensure the overhead doors reach their maximum expected life.

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

Failure to inspect and maintain any component of an overhead door has the potential to cause a serious health and safety hazard for staff and the public.

Section 2 Collaboration and Consultation

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

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

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

Department	Comments

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								
57811.4273	Overhead doors at Operations Centre	6,500	6,500	6,500	6,500	6,500	6,500	Yes	65,000
57811.4273	Overhead doors at all other facilities	5,500	5,500	5,500	5,500	5,500	5,500	Yes	55,000
Account #	New Hire Request								
	FTE								
	PTE								
	CONTRACT								
	BENEFITS - FTE	-	-	-	-	-	-		
	BENEFITS - PTE	-	-	-	-	-	-		

Operating Costs		12,000	12,000	12,000	12,000	12,000	12,000		120,000
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Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								

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

Total Net Cost		12,000	12,000	12,000	12,000	12,000	12,000		-
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Total Cost	192,000	Total Cost Recoveries	-	Total Net Cost	192,000	Cost Recovery	0%
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Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation	
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
	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

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
9	3	0	8	20

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

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

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

This initiative is to provide additional services as well as a quick response to simple basic heat tickets. Parks would need two seven month contracts (SPW2) staff, one would backfill parks operator from General Parks area. The other would work with the Operator for the General response crew. This crew would also complete tasks that are currently completed by our contractor regarding tickets and repairs to fences, sod, winter damaged sod areas and amenities. Parks would need to purchase pickup truck and trailer from DC charges (\$85,000) if this is approved. The response crew would work under the full-time staff providing back up support for the new property.

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

Provide general maintenance enhancements to areas such as walkways, trails, and also provide quick response to tickets such as garbage, graffiti, broken glass and other seasonal issues. Growth for new area and service level requirements.

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

Ensuring safe streets with bike lane tasks, trails, and ensuring effective & efficient services as set out in councils strategic priorities. This initiative is to try to maintain our current level of service within the parks division along with Customer Service tickets and possibly respond in a quicker manner to requests. Enhancing our recreation facilities as set out in councils strategic priorities, there will be trails and open land for the public to use. The type of level of service is set out in the Parks Policy Development Manual which was passed by council in 2012.

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

To try to maintain our current level of service within the parks division along with Customer Service tickets and respond more quickly to complaints.

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

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

Risk exposure would be sitting at least the moderate level based on current and past complaints and issues, including Media exposure for garbage tickets, grass cutting, pending on ticket, could be for injury from damaged equipment/amenities, needles in parks causing injuries to the public, allergic reactions from garbage, bees/wasps. Budget is required to maintain the new property that was donated to the town, without funding, there would be corporate image issues up to moderate levels as set out on the risk matrix. There would also be environment issues from not maintain the grass and trees. There are also health and safety issues from weeds, allergic issues, trees not safe from being maintained.

Section 2 Collaboration and Consultation

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

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

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

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

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								
52811.4031	Casual Wages	47,200	47,200	47,200	47,200	47,200	47,200	Yes	472,000
Account #	New Hire Request								
	FTE								
	PTE								
	CONTRACT								
	BENEFITS - FTE	0	0	0	0	0	0		
	BENEFITS - PTE	0	0	0	0	0	0		

Operating Costs		47,200	47,200	47,200	47,200	47,200	47,200		472,000
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Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
52811.4530	Contract services	10,000	10,000	10,000	10,000	10,000	10,000	yes	100,000
52811.4530.09	Contracts winter maintenance	8,000	8,000	8,000	8,000	8,000	8,000	yes	80,000
52822.4530	Contracts services	10,000	10,000	10,000	10,000	10,000	10,000	yes	100,000

Cost Recoveries		28,000	28,000	28,000	28,000	28,000	28,000		280,000
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Total Net Cost		19,200	19,200	19,200	19,200	19,200	19,200		192,000
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Total Cost	755,200	Total Cost Recoveries	448,000	Total Net Cost	307,200	Cost Recovery	59%
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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
	6

+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	2	10

Evaluation Components

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
6	3	1	10	20

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

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

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

Section 1 Description

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

This initiative is to request two Facility Workers to operate and maintain facilities for recreational programming. Currently, there is no full time staff positions assigned to Youth Centre, Museum and Gorman Pool, which are three heavily visited locations. Gorman pool is only open to the public approximately 3 months of the year, with approximately one extra month for opening and closing of the facility. This remaining months, the staff member would be available to support the increased needs during ice seasons at the other facilities. Historically, programming in the existing facilities has increased and requires additional support from facility workers to operate successfully. In regards to Old Town Hall we currently have one full time staff dedicated to that building which accounts for 40 of the 112 hours of operating time. These extra people would also assist in freeing up maintenance operators from operating and maintaining Gorman pool and to move on to more preventative maintenance duties as their job requires.

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

This position would provide support at Town facilities that do not currently have full time staff assigned to and assist with the increased demands in our facilities from recreation programs. This position would contribute to increasing service levels to other departments and end users. This would ensure effective and efficient services and allow for the enhancement of our recreation and community facilities. The position would assist us with current gaps in our schedules and would ensure our service levels and customer service at the expected level. With increasing demands for recreational bookings, the need for our ability to maintain the facilities has increased. Full time facility workers would allow us to keep up with the increasing demands placed upon our facilities.

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

This request represents a service level consideration, which would contribute to on-going improvement of the facilities. The positions would allow us to provide a comprehensive and up-to-date asset management plan to ensure continued use of our facilities for recreational programming.

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

In addition to assisting with the operation of the Youth Centre, Museum and Gorman Pool building, this position could fill gap in the schedule to support other areas of the business. With the current gaps in our schedules, we have approximately 1700 part time hours that could go towards these two full time positions. This is equivalent to 82% of an FTE role. This would also provide better customer service within our facilities and stable scheduling.

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

Hiring two (2) facility workers would reduce our Seasonal employees by one and decrease the Casual/Seasonal/Sessional wages. Facilities has a large number of part-time shifts that fill vacant spots in our facility schedules, the additional workers would reduce the number of those shifts.

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

Service disruptions at a localized level could occur by reducing level of service or service loss for critical users. It is imperative that we have competent full time staff throughout all of our facilities to ensure efficient and safe operation of our facilities.

Section 2 Collaboration and Consultation

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

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

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

Department	Comments

Section 3 Financials

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth Yes

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

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

This initiative is to add two new full-time road operators. These two new positions would provide the expertise required to maintain and improve all current and newly assumed road assets.

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

Due to growth of the road system through recent subdivision assumptions and additional legislated maintenance duties with respect to MMS Reg 239 (bike lanes summer/winter, pro-active storm response, continued patrolling requirements etc) additional staff are needed to maintain additional road assets.

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

These positions would address Council's strategic priorities for Safe Transportation (Streets) which would provide needed support in order to maintain the continued implementation of traffic mitigation strategies along with the Active Transportation Plan. With regards to Environmental Stewardship having continued Low impact design features being implemented, these positions would maintain present and future maintenance needs helping to sustain these sensitive design areas.

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

Additional staff will continue to help move the desired service levels for our growing community. Infrastructure continues to grow along with some aging areas that demand more time from the Water/Sewer dept. through summer and winter seasons. As Roads rely on this Division to assist with winter operations it has become more difficult to maintain present service levels throughout the winter as additional help is not always available. This situation becomes compounded even more when you bring in regulatory driving times and hours of work. Presently there are only 13 staff in Roads that perform operations. Through the winter, On-Call groups are made up of 8 staff that rotate every third week. These groups include Water/Sewer staff. If a snow event occurs and On-call staff have to plow, operators can only run up to 13hrs of driving time and must be off for a minimum of 8 hours. Having staff available to continue winter operations in the Roads area or for post storm clean up is an integral part of the service level that is provided. Not having additional support from Water/Sewer through these daytime operations because of their own work demands can reduce our ability to maintain desired service levels and put us at risk under the Minimum Maintenance Standards.

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

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

Being able to maintain desired service levels by having available staff will greatly reduce risks to the general public's health and safety. Performing winter maintenance operations, pot hole filling, catch basin repairs, pavement marking, street sweeping, regulatory sign repair/installations, bike lane maintenance or summer storm micro bursts clean-up, Operations continue to ensure safe streets for residents. Being able to maintain the minimum standards effectively lowers risk and potential claims that might be incurred.

Section 2 Collaboration and Consultation

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

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

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

Department	Comments

Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	2020	2021	2022	2023	2024	2025			
Account #	Description								
Account #	New Hire Request								
	FTE	119,038	119,038	119,038	119,038	119,038	119,038	Yes	1,190,380
	PTE								
	CONTRACT								
	BENEFITS - FTE	33,331	33,331	33,331	33,331	33,331	33,331	Yes	333,306
	BENEFITS - PTE	0	0	0	0	0	0		
Operating Costs		152,369	152,369	152,369	152,369	152,369	152,369		1,523,686
Cost Recoveries	2020	2021	2022	2023	2024	2025		Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
Cost Recoveries		-	-	-	-	-	-		-
Total Net Cost		152,369	152,369	152,369	152,369	152,369	152,369		-
Total Cost	2,437,898	Total Cost Recoveries		-	Total Net Cost		2,437,898	Cost Recovery	0%

Section 4 Evaluation

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

Risk Reduction / Mandatory or Legal Requirement

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

Current Risk		Post-Implementation Risk		Points
Consequence	Likelihood	Consequence	Likelihood	
4	4	3	3	7

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
9	3	0	7	19

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

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

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

Recently a decision has been made to undertake management of a pilot project involving in ground waste bins being installed in the Downtown Historical area. This area will require operational needs all year round in regards to inspection, clean-up and winter maintenance.

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

This pilot project will involve a service level change. Originally proposed to be run privately in order to eliminate some curbside collection for numerous establishments it involved discussions of private sponsorship to maintain and run. Council has recently decided to have staff over-see this pilot project so there will be better controls in place to solicit users and data can be better tracked and recorded for the waste being generated. This will make for additional maintenance responsibilities in regards to daily inspections, necessary clean-up and winter maintenance.

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

This pilot speaks to Council's strategic priorities relating to continued success of the downtown. Secondly, implementation of this pilot looks at strengthening partnerships with the BIA to design a best-practise approach to the pedestrianization of Main St. in order to enhance the economic and social vibrancy of the downtown core. Attempting to find better waste solutions may help reduce or eliminate the need for curbside set outs within pedestrian lanes speaking to the beautification of Main St.

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

The pilot project bins will be always visible by the Public. The proposed location is in close proximity of the Riverwalk Commons area where numerous events occur and pedestrian traffic is relatively high for most of the year. Additional contracted staff to maintain this area will develop an increased desired level of service which does not affect present staffing service levels in relation to duties being performed. This bin will be available to users 24/7. Utilizing a contractor in order to keep the area clean, maintained for safety during winter months and free from debris from individuals performing illegal dumping (proven to be challenging at the existing Market Square waste area) is beneficial and can be more accurately tracked providing data for this pilot. This request is for contracted cleaning the site once a day and to put salt and sand over the winter.

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

This is a pilot project under Council's direction to manage, there should be opportunity to generate some revenues from a user-pay system. Presently those revenues cannot be determined.

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

Availability of these bins to be used by paying customers places liability on the Town to ensure that the area is safely maintained for 24/7 access. Individuals will be bringing waste and depositing it at all hours. Regulatory legislation pertaining to the Minimum Maintenance Standards requires winter maintenance be performed within stated timelines dealing with weather events. Use of available contracted services will help reduce liability issues, especially during off hours, pertaining to not only winter operations but general clean up of debris and possible residue left from dumping of in ground bins that could cause slip and fall claims. A slip has previously occurred at Magna Centre when textile bins were in the parking lot. There is also the potential for spills to migrate into the adjacent creek posing an environmental impact to the water course.

Section 2 Collaboration and Consultation

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

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

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

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

Section 3 Financials

		Details of Expenditures, Savings and Revenue					Ongoing Cost past 2026?	Ongoing Cost
		2020	2021	2022	2023	2024		
Operating Costs								
Account #	Description							
	Contracted services	24,000	24,000	24,000				
Account #								
	New Hire Request							
	FTE							
	PTE							
	CONTRACT							
	BENEFITS - FTE	0	0	0	0	0	0	
	BENEFITS - PTE	0	0	0	0	0	0	

Operating Costs	24,000	24,000	24,000	-	-	-	-
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		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Cost Recoveries									
Account #	Description								

Cost Recoveries	-	-	-	-	-	-	-	-
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Total Net Cost	24,000	24,000	24,000	-	-	-	-	-
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Total Cost	72,000	Total Cost Recoveries	-	Total Net Cost	72,000	Cost Recovery	0%
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Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation	
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
	0

Risk Reduction / Mandatory or Legal Requirement

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

Current Risk		Post-Implementation Risk		Points
Consequence	Likelihood	Consequence	Likelihood	
4	4	3	3	7

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
9	3	0	7	19

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

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

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

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...
 Providing Skate Cruisers at the skating feature located at Newmarket Riverwalk Commons. The skating feature at Newmarket Riverwalk Commons opens to leisure/public skating each year beginning Mid November and ends Mid March. Two skate Cruisers (casual, seasonal, sessional staff) have been scheduled during peak times (7 days per week) to ensure public safety and to keep hockey off the skating feature until its designated time at 10 p.m. each evening.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**
 The need for skate cruisers at an outdoor skating facility was not required until Newmarket Riverwalk Commons was built. Safety concerns arose as residents viewed this as a great free place to pleasure skate and play hockey. As a result of the increase level of usage and safety concerns; Skate cruisers were scheduled at Newmarket Riverwalk Commons to ensure public safety of pleasure skating participants during peak evening hours and on holidays. The Ontario Recreation Facility Association recommends a ratio of 1 staff member per 59 skaters. As the skating rink is a free to use, high volume feature, we have supported its use with two staff.

Priority If this item addresses a priority, please explain how it does so...
 [Empty box]

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...
 The original intention was to have residents monitor themselves on the skating feature similarly to the water feature in the summer. As a result of various interactions between members of the public with competing intentions for use, staff were deployed to the site to provide the oversight in a similar fashion to our indoor public skating programs.

Business Case If this item provides a financial return, please explain how it does so...
 To date, the Recreation & Culture Department has been absorbing the costs of the skate cruisers at Newmarket Riverwalk Commons. Causal staff wages have significantly increased as a result of Bill 148 making it not possible to continue to sustain the increase in staff wages, without an increase to operating funds. The proposed \$18,124 was calculated by considering hourly wage, number of hours per week needing staff and the average number of weeks the skating feature operates. This requested amount should be considered a preventative investment for public safety.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...
 The need for skate cruisers was a direct result of the increase usage of the skating feature during peak times. A decrease in level of service would result in not having skate cruisers at Newmarket Riverwalk Commons during peak evening times and daytime on statutory holidays. This decrease in service will pose an increase risk to public safety as there would be no staff present to enforce the public skating rules, responding to injuries and for enforcing no hockey before 10 p.m.during peak times for those utilizing the skating feature.

Section 2 Collaboration and Consultation

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

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

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

Department	Comments
PWS - Facilities	Facility staff are responsible for resurfacing the skating feature and are primarily responsible for maintaining indoors the Newmarket Community Centre and Lions Halls. Public Works does not have a staffing compliment to oversee the safe use of both the community centre as well as the skating feature. The request for Recreation & Culture Department skate cruisers during peak times originated from the Facilities staff recognizing their inability to cover both sites.

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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								
57345.4031	Casual Wages	18,124	18,124	18,124	18,124	18,124	18,124	Yes	181,240
57345.4109	Benefits	1,450	1,450	1,450	1,450	1,450	1,450	Yes	14,499
Account #	New Hire Request								
	FTE								
	PTE								
	CONTRACT								
	BENEFITS - FTE	-	-	-	-	-	-		
	BENEFITS - PTE	-	-	-	-	-	-		

Operating Costs	19,574		195,739						
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Cost Recoveries	2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description							
		-	-	-	-	-		

Cost Recoveries	-	-	-	-	-	-		-
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Total Net Cost	19,574	19,574	19,574	19,574	19,574	19,574		-
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Total Cost	313,183	Total Cost Recoveries	-	Total Net Cost	313,183	Cost Recovery	0%
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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
	0

+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
	0

Risk Reduction / Mandatory or Legal Requirement

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

Current Risk		Post-Implementation Risk		Points
Consequence	Likelihood	Consequence	Likelihood	
4	5	1	4	16

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
0	3	0	16	19

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

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

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

Additional resources required to manage increased volumes and improve decreased service levels. CS Kiosks are seeing: increased volumes in programs, Fitness Centre usage, Enhanced Services, Recreation activities, registrations & subsidy programs. 32% increase in customer interactions at the CS Kiosks over the course of the last 4 years. Registration volumes related to Children's Camps has increased along with the introduction of 6 (in total, and 2 new), Subsidy Programs available to residents of Newmarket. Plans are underway to introduce Live Chat & responding to Social Media inquiries or complaints in 2019/2020, which will be impossible with the existing staff complement. Staffing in the CS department has not increased since 2010.

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

Growth request: 1. Enhanced services at the CS Kiosks have increased by 156% since 2015; Overall CS Kiosk volumes have increased by 32%, since 2015 2. Six different subsidy programs are being managed by CS staff (includes registration, payment processing, advise & make modifications based on changes or cancellations to sessions, balance funding payments, liaise with Region/Program Sponsors regarding updates, exceptions, & issue resolution). Total number of hours is the equivalent of one FTE, throughout the year 3. Volumes of Camp registrations have increased by 132% over the course of the last 5 years 3. The percent of subsidy registrations compared to overall registrations has climbed from 12% to 15% within the last few years. 5. The average length of wait in the phone queue is increasing and the average length of calls is also increasing (from 81 seconds in 2013 to 130 seconds in 2018); the year to date average for 2019 is 143 seconds). The increased FTE will be placed in the CS Kiosks business unit but will be cross-trained & regularly support the CSC at 395 Mulock Drive during periods of high volumes and vacation periods. The CS department has not seen an increase in FTE since 2010

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

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

An increase in staffing resources will help us to better keep on top of work volumes & improve our service levels which have decreased recently.

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

Revenues from Recreation & Culture programs and fees have been increasing year over year, due to the success of the programs. Availability of subsidy funds from York Region (& others) has also been increasing. Increases in revenue are reflected in the Recreation & Culture budgets & not in the Customer Service department budgets.

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

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

Section 2 Collaboration and Consultation

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

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

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

Department	Comments
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**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...

Ongoing cost to continue using Hey Newmarket as an engagement tool for public. The digital engagement platform (HeyNewmarket with Bang The Table (BTT)) was launched in 2018 and ran as a pilot project for one year. Various departments have contributed to the start up costs and will use the platform to engage with residents on a variety of projects. Our contract with BTT allows us to extend the project on an year by year basis (to a maximum of five years total). The HeyNewmarket website will allow us to enhance our community consultation opportunities and reach residents on their terms when they are available, in a way that is convenient and pleasant for them. We anticipate that it will allow residents to have a voice and they will be able to see the impact of their involvement. It will also provide for more regular interaction with citizens and improve their feeling of ownership of their community.

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

Service level change - enhancing our community consultation abilities

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

It is part of Council's Strategic Priority to enhance community engagement

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

The HeyNewmarket website will move towards an enhanced service level for public engagement. It will allow the Town to reach out to residents who typically can't or won't make it out to our standard forms of consultation (Public Information Centres, Public Meetings, and Open Houses). It will allow us to reach out and connect, in a meaningful way, with segments of our community who cannot typically attend traditional forms of public consultation, including young families and millennials. This will compliment and dovetails with our Marketing the Corridors campaign. This digital engagement will also allow other demographics, such as those with mobility issues or limited transportation opportunities, who would have difficulty attending a traditional form of engagement, to participate more fully in municipal projects.

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

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

A risk level 3 (Moderate negative local media exposure lasting for several days) has been chosen. Should we fail to implement successful digital engagement or be unable to keep up our digital engagement after a successful pilot project, we risk worsening our corporate image and not being "well respected". Also, failure to continue to do successful digital engagement could mean that one or two projects a year are misinterpreted in the media which may also damage our corporate image.

Section 2 Collaboration and Consultation

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

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

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

Department	Comments
SI	They are aware the CAO has asked to transfer this item
Legislative Services	The new digital engagement platform will support many of Legislative Services initiatives and allow the department to consult with the community in a new way. Consultation will help inform policies, create frameworks for regulatory by-laws, and enhance communication allowing the department to continue to fulfill its mandate and Council's strategic priorities.
Engineering	The standard Public Information Centres have specific times (and places) for information and input to be gathered. Unfortunately, variations of time, length of time, and locations did not accommodate a large portion of the population. At the recent Transportation Congress, a resident noted that the public was not represented by younger members of the public, including children. Family and work needs tend to outweigh the opportunity to participate in the Congress and Public Information sessions in general. Transportation Services is improving safety for all vulnerable road users of all ages. The digital engagement platform allows all residents of all age groups the ability to understand the issue or project at their own pace and at a time that is convenient for them. Further, the goal of digital engagement is to collaborate with a large and more diverse group, but also to engage in a more thoughtful and detailed manner. The public can review the information on the digital engagement platform and then they have time to consider their response and the ability to undertake research on any information to their satisfaction.

Economic Development	Digital engagement will provide the Economic Development Department with the opportunity to engage employees, residents and business owners in the Marketing the Corridors campaign and future development of the corridors. It allows for interactive discussions around potential new economic development initiatives in a way, not previously possible and provides a place for working professionals, who may not be able to attend PICs, Council or Committee meetings, to engage in the local community, therefore strengthening their ties to Newmarket.

Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	2020	2021	2022	2023	2024	2025			
Account #	Description								
13141.4472	Membership & Subscription fee for digital	25,000	25,000	25,000	25,000	25,000	25,000	Yes	250,000
Account #	New Hire Request								
	FTE								
	PTE								
	CONTRACT								
	BENEFITS - FTE	-	-	-	-	-	-		
	BENEFITS - PTE	-	-	-	-	-	-		
Operating Costs		25,000	25,000	25,000	25,000	25,000	25,000		250,000
Cost Recoveries	2020	2021	2022	2023	2024	2025		Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
Cost Recoveries		-	-	-	-	-	-		-
Total Net Cost		25,000	25,000	25,000	25,000	25,000	25,000		-
Total Cost	400,000	Total Cost Recoveries		-	Total Net Cost		400,000	Cost Recovery	0%

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation	+3 Moves Toward/Maintains Desired Service Level	+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>		
Priority (Pick one)	Desired Service Level (All or nothing)	Business Case (Scale)		
9	3	0		
Risk Reduction / Mandatory or Legal Requirement Input <u>Current risk</u> , which is the risk before implementation of the budget item and <u>Post-Implementation risk</u> , which is the risk after the implementation of the budget item. *If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category				
Current Risk		Post-Implementation Risk		Points
Consequence	Likelihood	Consequence	Likelihood	
3	4	2	3	6
Evaluation Components				
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
9	3	0	6	18

Prepared By:	Reviewed By:	Commissioner:
Wanda Bennett		Jag Sharma

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

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

The proposed budget item is for the Diversity and Inclusion (DI) program. The Town strives to have a workforce that sets the Corporation apart as an employer of choice, and the best place to live and work. A corporate culture of inclusion must be part of our future, and to support that vision, a Diversity and Inclusion strategy has been created and an internal DI working group formed. The desired goal from the strategy is to: have a multi-talented, multi-faceted team that keeps employees engaged and contributes to the attraction of new qualified candidates/employees of diverse backgrounds as well as retaining talent; positively affect corporate culture and enhance employee's healthy work/life balance; foster an open, inclusive, safe environment for employees that will contribute to an enhanced sense of cohesiveness and belonging, so all employees feel comfortable and heard; and support the Town's values and mission.

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

As the Town of Newmarket grows and becomes more diverse, we recognize the benefits of the organization being able to respond to the changing needs through a diverse workforce. A key step in this exercise is identifying and acknowledging our current levels of diversity through tools such as the engagement survey. This allows us to see how we can better support an inclusive environment as well as serve the community. In order to roll out initiatives and fulfill the objectives of the DI plan, the working group requires a budget to improve our cultural competency, enhance language training, establish a DI presence on our webpage, etc.

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

This is an area of priority for both the Town and Council. Council's Extraordinary Places and Spaces pillar reflects a commitment to developing a cultural and place making master plan that integrates and reflects inclusivity and diversity within our growing community, which also supports our efforts in the area of economic leadership. These efforts don't happen over night and the key component in all of this is Town staff. By enhancing our efforts internally in this area we are supporting both Council's Strategic Priorities and our commitment under the Talent Management Strategy. This is a long term and evolving commitment that should serve the organization well in years to come.

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

This budget will allow the working group to move DI initiatives forward as well as provide support to all staff. In an effort to build awareness, educate and sustain a positive working environment, the DI working group will coordinate activities, education and training that promote diversity and inclusion within the Corporation. With greater insight and cultural maturity service levels should be positively impacted, reflecting a more inclusive and diverse approach to community support.

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

Cost savings may be realized due to reduced turnover, increased productivity, and decreased absenteeism.

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

Strengthen employee commitment through inclusiveness. Mitigate human rights complaints from staff, residents and/or candidates

Section 2 Collaboration and Consultation

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

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

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

Department	Comments
CAO	Diversity & Inclusivity are both a priority for Council as well as the Town, something that should be reflected in the budget process.

Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost
Operating Costs	2020	2021	2022	2023	2024	2025	2026		
Account #	Description								
10223.4165	Diversity and Inclusion							Yes	150,000
Account #	New Hire Request								
	FTE								
	PTE								
	CONTRACT								
	BENEFITS - FTE	-	-	-	-	-	-		
	BENEFITS - PTE	-	-	-	-	-	-		
Operating Costs	15,000	15,000	15,000	15,000	15,000	15,000	15,000	150,000	
Cost Recoveries	2020	2021	2022	2023	2024	2025	2026	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
Cost Recoveries	-	-	-	-	-	-	-		-
Total Net Cost	15,000	15,000	15,000	15,000	15,000	15,000	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	Points 9	+3 Moves Toward/Maintains Desired Service Level	Points 3	+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	Points 0
Priority (Pick one)		Desired Service Level (All or nothing)		Business Case (Scale)	

Risk Reduction / Mandatory or Legal Requirement

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

Current Risk		Post-Implementation Risk		Points
Consequence	Likelihood	Consequence	Likelihood	
2	5	1	4	6

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
9	3	0	6	18

Prepared By:	Reviewed By:	CAO:
Jennifer Rose	Lynn Georgeff	Jag Sharma

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change

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

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

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

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

+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
	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

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 Yes

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

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

The requested budget item is for committed budget dollars over the next 3 years to fund the Graduate Diploma in Public Administration (GDPA) program. This is a new program that University of Western Ontario was successful in obtaining approval from the Ontario Government to evolve their Diploma in Public Administration into a graduate diploma. This program was first offered in the GTA through a partnership between the University of Western Ontario and municipalities in York Region. This program is required in order to continue to grow the Town's talent as part of the Talent Management Strategy and to create a high-performance, sustainable organization of skilled employees in order to meet Council and the Town's strategic and operational goals and objectives for 2020 and beyond.

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

As we prepare for 2020 and beyond, we are looking more to our internal talent pool to fulfill the void being created by a larger number of retirements in key/critical positions. In the context of the Town's Learning and Development framework, our Succession Planning initiative and our development for the future of our organization, we are attempting to align our efforts with the creation of an extraordinary future. The GDPA provides a higher knowledge in public policy, managing human resources, financial and informational resources with the focus on enhancing analytical, critical thinking and strategic capabilities of our future leaders while strengthening managerial and leadership competencies. In 2018, the Town of Newmarket was able to secure 5 seats. The overall cost of the program is \$5,500 per person over a 3 year period. Dedicated dollars are required in order to ensure the program continues without interruption.

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

The Town is experiencing anticipated but an unprecedented number of retirements in leadership roles. Development of staff as future leaders is critical to sustaining the organization. To date the Town has had to advance tuition assistance dollars to cover the cost of the attendees, meaning they should not be eligible for tuition assistance for the next 5 years. Both the need and the interest in this development is high and aligns with our commitment to talent development in order to be talent ready. The commitment from the participants is that they use personal time to participate (vacation, lieu/banked time) and attend classes. We pay for the program. Achieving Council's strategic priorities is dependent upon people in key leadership roles. Our success as an organization depends on the success of our people leaders and our commitment to them.

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

We are currently experiencing difficulty in recruiting for key leadership positions to continue to move forward Council's strategic priorities. On the horizon is more robust business and workforce planning as well as a greater reliance on statistical analysis and strong people leadership. The GDPA provides the background necessary to grow and develop the leadership and business acumen to be able to fulfil both key leadership roles as well as some critical/hotspot positions. We need to be able to better equip our developing people leaders in order to be ready for the future. The GDPA is a key component of our success.

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

The future of the organization in part depends on the identification and support to those individuals targeted as high potentials. In order to attract and retain staff, the GDPA program offers the necessary skill set to support and encourage staff growth and development. It is hard to quantify in dollars what effective and evolving leadership delivers but we have seen it in the past and the Town has been able to deliver during times of financial constraint. Leadership is why we have such strong partnerships outside the organization and are able to deliver much more than we could have if acting alone. The value is there yet hard to quantify.

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

It is important to note that the potential for retirements in leadership positions over the next few years is significant. Of the 32 staff employed in management positions 38% are between 50 and 59 years of age of 22% are 60 - 65. While there are ongoing efforts to develop staff to compete for senior level roles, this program is necessary to ensure we are also promoting those who have the necessary skills to lead in the world of tomorrow. The funding of this program further supports the Town's commitment to Succession Planning and the Talent Management Strategy.

Section 2 Collaboration and Consultation

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

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

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

Department	Comments
CAO	This is a fundamental component of our commitment to Talent Management to ensure we attract and retain future leaders.

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									
10221.4427	Graduate DPA Program	10,000	10,000	10,000						
Account #	New Hire Request									
	FTE									
	PTE									
	CONTRACT									
	BENEFITS - FTE	-	-	-	-	-	-			
	BENEFITS - PTE	-	-	-	-	-	-			

Operating Costs		10,000	10,000	10,000	-	-	-		-
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Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery	
Account #	Description									

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

Total Net Cost		10,000	10,000	10,000	-	-	-		-
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Total Cost	30,000	Total Cost Recoveries	-	Total Net Cost	30,000	Cost Recovery	0%
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Section 4 Evaluation

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

+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
	0

Risk Reduction / Mandatory or Legal Requirement						
Current Risk			Post-Implementation Risk			Points
Consequence	Likelihood		Consequence	Likelihood		
4	4		3	3		7

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
6	3	0	7	16

Prepared By:	Reviewed By:	CAO:
J. Shaw	L. Georgeff	J. Sharma

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change Yes

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

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

The proposed budget item will work to provide free inclusion support for Newmarket Residents (ages 3-17) accessing Town of Newmarket Camps and Programs. In supporting the York Region Inclusion Charter endorsed by the Town of Newmarket, the increased service level of this proposed budgeted item will remove the financial stress and undue hardship to children with special needs and their families.

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

This proposed budget item would work to increase service levels to families and eliminate any financial barriers to families looking to access inclusion services. Currently, families accessing inclusion support for camp programming are paying 4.5x the amount that a family would pay who does not require additional support. Accordingly to the Town's Accessibility Standards for Customer Service Policy, "The Town of Newmarket is committed to giving people with disabilities the same opportunity to access Town goods and services and allowing them to benefit from the same services, in the same place and in a similar way as other customers." The Town of Newmarket recently endorsed the York Region Inclusion Charter "with a common commitment to create an inclusive environment with equality for all who work, live and play here." Further, "The Town of Newmarket commits to nurturing and embracing diversity in creating an environment for extraordinary public service."

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

SLT Priority- Inclusion Charter - Endorsed / to be endorsed by Town Council. .

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

The increased service level of this proposed budgeted item will remove the financial stress and undue hardship to children with special needs and their families. Currently, families accessing inclusion support for camp programming are paying 4.5x the amount that a family would pay who does not require additional support. For example, the cost for Inclusion Facilitator for 1 week of camps (35 hours) is \$636.36 in addition to the regular camp rate which ranges from \$165-344. Under the Human Rights Commission, "Organizations must consider strategies to avoid undue hardship and meet their duty to accommodate under the Code". Some examples to assist can be "obtaining grants or subsidies to offset the expense of accommodation." This proposed budget item will work in partnership with the York Region Recreation Subsidies to provide support for any Newmarket Resident not supported through the currently provided subsidies.

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

(Empty text box for Business Case)

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

In cases where price to access inclusion support is a barrier, parents at times will attempt to send their child to camp without the correct supports in place. These cases raise health and safety concerns for the camper, our staff and other participants in the camp or program.

Section 2 Collaboration and Consultation

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

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

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

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

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								
New Hire Request									
	FTE								
57661.4031	Casual Wages	71,000	71,000	71,000	71,000	71,000	71,000	Yes	710,000
	CONTRACT								
	BENEFITS - FTE	-	-	-	-	-	-		
57661.4109	BENEFITS - Casual Wages	5,680	5,680	5,680	5,680	5,680	5,680	Yes	56,800
Operating Costs		76,680	76,680	76,680	76,680	76,680	76,680		766,800

Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
Cost Recoveries		-	-	-	-	-	-		-
Total Net Cost		76,680	76,680	76,680	76,680	76,680	76,680		-

Total Cost	1,226,880	Total Cost Recoveries	-	Total Net Cost	1,226,880	Cost Recovery	0%
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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
	4		3		0

Risk Reduction / Mandatory or Legal Requirement					
Current Risk			Post-Implementation Risk		
Consequence	Likelihood		Consequence	Likelihood	Points
3	3		1	1	8

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
4	3	0	8	15

Prepared By:	Reviewed By:	Commissioner:
Kristi Carlen, Meaghan Graham & Pat McIntosh	Colin Service/Ian McDougall	Ian McDougall

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

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

This request is to convert two 12-month Park Attendant staff to permanent full-time. This conversion was identified in the Prior and Prior departmental review. The review recommended converting 2 Parks Attendants to full time positions within the Parks division. To be an employer choice, it is recommended that the Town to convert 12 months contract staff working full-time hours to full-time permanent employees. The current Park Attendant position is mandated to do 80% of what an operator does for 80% of the pay, these positions are needed to help with operations in Parks on a day to day schedule all year long. With this conversion the job description changes and they are responsible to oversee more work and ensure that they are keeping up with the additional 20%.

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

This will ensure we are maintaining our regular service level and that there will be consistency amongst the staff within the core positions. This transition would also allow the additional training and responsibilities to be added to the staff members and they will be able to keep up with some growth related assistance such as grass cutting boulevards in new subdivisions and parks and sidewalk winter maintenance.

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

This is a documented recommendation from Prior and Prior report.

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

These items support the goal to maintain current service levels within the Public Works Parks area. The conversion would allow a higher number of staff to make more efficient decisions, be able to operate certain pieces of equipment and a full time Operator is also expected to have additional knowledge and education compared to a Parks Attendant. This will also ensure quicker and more informed decisions to be made in the field and provide a better level of service.

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

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

Without this budget request, there is higher risk of turnover losing inherited knowledge and skills to efficiently maintain fields and open space, forestry natural resources assets. Corporate image would also be effected. There will be moderate risk with Health and Safety not having an operator skillset and leadership skills. With more staff available to work on certain pieces of equipment, it lowers the risk of a resource shortage in times of illness, vacations and high workloads.

Section 2 Collaboration and Consultation

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

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

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

Department	Comments

Section 3 Financials

Details of Expenditures, Savings and Revenue

Operating Costs		2020	2021	2022	2023	2024	2025	Ongoing Cost past 2026?	Ongoing Cost
Account #	Description								
Account #	New Hire Request								
52811.4021	FTE	129,390	129,390	129,390	129,390	129,390	129,390	Yes	1,293,900
	PTE								
	CONTRACT								
52811.4109	BENEFITS - FTE	36,229	36,229	36,229	36,229	36,229	36,229	Yes	362,292
	BENEFITS - PTE	0	0	0	0	0	0		

Operating Costs		165,619	165,619	165,619	165,619	165,619	165,619		1,656,192
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Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
52811.4031	Casual/Seasonal Wages	117,520	117,520	117,520	117,520	117,520	117,520	Yes	1,175,200
52811.4109	Benefits	9,402	9,402	9,402	9,402	9,402	9,402	Yes	94,016

Cost Recoveries		126,922	126,922	126,922	126,922	126,922	126,922		1,269,216
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Total Net Cost		38,698	38,698	38,698	38,698	38,698	38,698		-
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Total Cost	2,649,907	Total Cost Recoveries	2,030,746	Total Net Cost	619,162	Cost Recovery	77%
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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
	2		3		2

Risk Reduction / Mandatory or Legal Requirement					
Current Risk			Post-Implementation Risk		
Consequence	Likelihood		Consequence	Likelihood	Points
2	4		1	1	7

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
2	3	2	7	14

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

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

Summary Please provide a brief summary of what the proposed budget item is...
 The Library Board has requested that library hours be extended to include 1:00 pm - 9:00 pm on Mondays from the current closed status. The costs are to provide front-line service only, at all service points. PLEASE NOTE: THE 2020 REQUEST IS FOR 6 MONTHS ONLY BECAUSE IF APPROVED, THE LIBRARY WOULD NEED SIX MONTHS TO MEET LABOUR RELATIONS REQUIREMENTS, AND TO IMPLEMENT.

Classification Please provide an explanation for the classification (i.e. Growth, Service Level Change, Mandatory/Legislative) **QUOTE BILL NO. OR AGREEMENT SUPPORT FOR MANDATORY**
 The request reflects both growth and service level change. As growth, it allows the single small library facility to serve a growing population and to potentially mitigate parking challenges due to growth.

Priority If this item addresses a priority, please explain how it does so...
 This item addresses a Library Board recommendation to extend open hours of the facility.

Desired Service Level If this item maintains or moves toward a desired service level, please explain how it does so...
 This moves toward a desired service level by increasing the hours of service. Additional hours would allow increased access to the internet for students who do not have internet at home. This would benefit students who are taking on-line courses which is a new requirement under the reformed education system.

Business Case If this item provides a financial return, please explain how it does so...
 There is some new room rental revenue projected due to increased availability of rental space which is in high demand in the community.

Risk Mitigation If this item mitigates a significant risk, please explain how it does so...
 The current risk relates to the high numbers of residents who attempt to access the library facility on Mondays when it is closed. The risk of disappointing and potentially losing those users is considerable, as is the risk to Newmarket's reputation given that Aurora Public Library is open on Mondays 1pm-9pm.

Section 2 Collaboration and Consultation

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

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

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								
91122.4229	Janitorial Supplies	484	986	986	986	986	986	Yes	9,860
91122.4403	Janitorial Contract	4,389	8,953	8,953	8,953	8,953	8,953	Yes	89,530
91123.4311	Hydro	1,702	3,472	3,472	3,472	3,472	3,472	Yes	34,720
91123.4331	Water	139	283	283	283	283	283	Yes	2,830
New Hire Request									
91531.4035	FTE								
	PTE	51,629	105,322	105,322	105,322	105,322	105,322	Yes	1,053,220
	CONTRACT								
	BENEFITS - FTE	-	-	-	-	-	-		
	BENEFITS - PTE	8,261	16,852	16,852	16,852	16,852	16,852	Yes	168,515
Operating Costs		66,602	135,868	135,868	135,868	135,868	135,868		1,358,675
Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
91192.7478	Room Rental Fees	1,200	2,448	2,448	2,448	2,448	2,448	Yes	24,480
Cost Recoveries		1,200	2,448	2,448	2,448	2,448	2,448		24,480
Total Net Cost		65,402	133,420	133,420	133,420	133,420	133,420		-
Total Cost	2,104,614	Total Cost Recoveries	37,920	Total Net Cost	2,066,694	Cost Recovery	2%		

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation		+3 Moves Toward/Maintains Desired Service Level		+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>	
Priority (Pick one)	Points	Desired Service Level (All or nothing)	Points	Business Case (Scale)	Points
	2		3		0
Risk Reduction / Mandatory or Legal Requirement					
Input Current risk, which is the risk before implementation of the budget item and Post-Implementation risk, which is the risk after the implementation of the budget item. *If this item is a mandatory or legal requirement, the item is guaranteed a minimum score of 15 in this category					
Current Risk		Post-Implementation Risk		Points	
Consequence	Likelihood	Consequence	Likelihood		
2	5	1	1	9	
Evaluation Components					
Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points	
2	3	0	9	14	
Prepared By:		Reviewed By:		Commissioner:	
Linda Peppiatt, Library Deputy CEO		Todd Kyle, Library CEO			

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission: Business Unit Number:

Division: Business Unit Name:

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

Section 1 Description

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

The Town currently has a Records Analyst position, on contract until December 31, 2019, and is a position that has been filled on a contract basis since 2016. This position has been temporarily supported through the Legislative Services' operating budget. The Municipal Act and the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) require the Town to maintain and preserve records by ensuring that reasonable measures respecting the records are developed, documented and put into place to preserve the records in accordance with any recordkeeping policies and the Acts. The Acts also require the Town to ensure that records under the custody and control of the municipality are accessible within a reasonable timeframe. While the Town has implemented a Routine Disclosure Policy of regularly requested records, the Legislative Services Department has seen an increase in the number of "general requests" from the public as well as complex Access Requests (also referred to as Freedom of Information Requests). General requests are considered to be questions posed by the public, and are often submitted to various Departments by the same person asking either for the same or different information. Responses to general requests are now being coordinated by the Records and Projects Coordinator in Legislative Services. Access Requests made under MFIPPA require the Town to adhere to the legislated timeframes (typically 30 days) to respond to requests for records. Given the recent implementation of the Routine Disclosure Policy, staff have noticed an increase in the complexity of Access Requests submitted, which requires staff to thoroughly examine records prior to disclosure or applying exemptions as to why they cannot be disclosed. In the absence of a Corporate records management strategy, staff are spending a disproportionate amount of time looking for records when trying to respond to Access Requests.

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

This request would allow the Town to achieve a desired service level. The Town's records and information management require additional support to manage the number of Access Requests, information and records being created by the Town, and to ensure compliance with the Town's legislative responsibilities.

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

As part of the 2019 budget process, Council approved funding for use to retain a Records Consultant. Staff are currently in the process of developing a Request for Proposal and scope documents for the consulting services. It is expected that the consultant will make recommendations with respect staffing resources and the need for additional support in order for the Town to meet its legislated timeframes.

Legislative Services underwent a Departmental Review in 2017, where the Records Analyst position was recommended as a new full-time position. Specifically, the report identified that in Legislative Services, "there are opportunities to expand the Claims and Risk functions as well as Records Management to effectively handle growing volumes and complex claims as well as establishing a corporate wide Records Management strategy and effective back up for existing staff."

In 2007, the Town hired a Consultant who recommended a number of matters related records management. While the Town has a Records & Projects Coordinator, the recommendations issued by the Consultant have not all been actioned. Policies and Procedures have been developed, however, Corporate-wide staff training is an area where additional attention and work is required. In order for the Town to adhere to its responsibilities under the Municipal Act and MFIPPA, additional staff resources are required to address information and records management throughout the Corporation. With the current staff resources in Legislative Services, there has been limited time devoted to the development and implementation of such a Corporate-wide Records Management strategy. Instead, staff resources are utilized to respond to Access Requests and coordinating responses to general requests.

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

The provincial service level of 30 days to complete an Access Request is not being achieved due to current resource limitations, large volumes of records being requested (more and more requestors are asking for "all information" pertaining to their matter), and complex requests for information. The amount of time to process requests has been increasing year over year due to the complexity of Access Requests, the increased number of both Access Request and Routine Disclosure requests, and the limited staff resources dedicated to completing these requests. In 2016, 51 Access Requests were received and the average response time was 25 days. In 2017, 83 Access Requests were received, with the average response time of 31 days. In 2018, 69 Access Requests were received and the average response time was 33 days. While the number of requests fluctuates year over year, the trend is moving upward with the length of time spent on each request due to the increased complexity of each one.

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

There is a long-term financial return associated with a Corporate-wide records management strategy as it could assist the Corporation with:

- 1) reducing staff time spent searching for records;
- 2) reducing the costs associated with the physical and electronic storage required to maintain records; and,
- 3) mitigating the legal risks associated with failing to retain records in accordance with the Retention by-law.

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

Records carry with them a certain level of inherent risk. Records that should not be retained or failing to retain records correctly can cost the Town money in insurance claims, can embarrass the Town or staff, should those records be released, can affect the outcome of lawsuits or hearings. Writing an inappropriate comment in an email or not recording a safety inspection are actions that can have serious consequences.

These risks are managed corporately through the Town's Records Management Policy – establishing retention periods for records, by educating and training staff, by enforcing policy and procedures through destruction of records, by reviewing procedures and practices and ensuring that appropriate information and actions are recorded.

The Public Sector & MPP Accountability & Transparency Act, 2014 (Bill 8) established an offence should the Town alter, conceal or destroy a record, or cause any other person to do so with the intention of denying a right under MFIPPA to access the record or the information contained in the record (maximum fine of \$5,000).

Examples of Risks related to Records:

- Records are not kept.
- Records are not kept securely.
- Records cannot be accessed and used because of technological obsolescence or because they have become unreadable.
- Information that requires particular protection, such as sensitive personal information, is disclosed inappropriately.

Section 2 Collaboration and Consultation

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

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

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

Department	Comments
Legal Services collaboration includes: - Coordination of General Requests submitted to various areas within the Town - Responses to Access Requests & defending the Town's position for denial of records - Coordination of OMB Hearings - assistance with locating records and information on various subjects	1. FOI requests (eg. Litigation - pulling & copying important info. for case) 2. Drafting IPC Adjudication materials. 3. Hearing room arrangements. 4. OMB/LPAT Matters - scheduling & initial packages to OMB/LPAT. Future collaboration may include creating and/or monitoring a system for Town delegated matters, and acting as an official record-keeper for all executed agreements.
Public Works collaboration includes: - Records management best practices to defend Town in Claims & Litigation - Coordination of shredding at Operations Centre - Providing advice, best practices for routine disclosure of records and information	1. Providing advice and assistance with records management (maintenance & inspection records) to assist in defending the Town against claims & litigation. 2. Providing advice, filing best practices, best practices for routine disclosure of records and information. 3. Coordinating records storage and retrieval at Operations Centre Storage.
IT collaboration includes: - Development of Records Management best practices - Application of retention periods records stored on shared drives and software	1. eRecords review and input to corporate policy updates. 2. Research what other Municipalities are doing, provide advice and guidance. 3. Revamp internal IT policies and configurations for email and electronic file retention. 4. Implement new processes for electronic file management.
Corporate-wide collaboration	1. Providing advice, filing best practices, best practices for routine disclosure of records and information. 2. Coordinating records storage and retrieval at 395 Mulock and Operations Centre Storage.

Section 3 Financials

Details of Expenditures, Savings and Revenue

Operating Costs	2020	2021	2022	2023	2024	2025	Ongoing Cost past 2026?	Ongoing Cost
Account # Description								
Account # Description								
13127.4021 FTE	58,278	60,812	63,346	63,346	63,346	63,346	Yes	633,460
CONTRACT								
13127.4109 BENEFITS - FTE	16,318	17,027	17,737	17,737	17,737	17,737	Yes	177,369
BENEFITS - PTE	-	-	-	-	-	-		
Operating Costs	74,596	77,839	81,083	81,083	81,083	81,083		810,829

Cost Recoveries	2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account # Description								
13127.4031 Casual/Seasonal Wage	29,025	29,025	29,025	29,025	29,025	29,025	Yes	290,250
Benefits	2,322	2,322	2,322	2,322	2,322	2,322	Yes	23,220
Cost Recoveries	31,347	31,347	31,347	31,347	31,347	31,347		313,470
Total Net Cost	43,249	46,492	49,736	49,736	49,736	49,736		-

Total Cost 1,287,596 Total Cost Recoveries 501,552 Total Net Cost 786,044 Cost Recovery 39%

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation	+3 Moves Toward/Maintains Desired Service Level	+5 Ongoing Net Operational Cost Efficiencies / Net New Revenue <i>Automatically calculated once you fill out Section 3 Financials</i>
Priority (Pick one) 2	Desired Service Level (All or nothing) 3	Business Case (Scale) 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	2	2	8

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
2	3	1	8	14

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

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

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

For several years the Customer Service Centre has had 2 regular part-time staff (.75 FTE each for a total FTE of 1.5) working full-time hours. From 2015 to 2018 they have worked the equivalent of 46 to 50 weeks each; essentially the equivalent of 2 Full-time associates. The budget request is to increase the total FTE in the Customer Service Centre by .5 FTE. The incremental cost would be benefits costs. Year over year the actual budget for regular part-time staff is higher than budget due to the hours worked in order to support service levels. The increased .5 FTE will also support the introduction of our 6 subsidy programs, the introduction of live chat & social media in the customer service centre.

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

The complexity of interactions in the CSC has increased, as have email volumes, social media inquiries, counter interactions & the complexity of the interactions handled by the team. CS Associates also support the CS Kiosk team by working shifts during periods of high volumes or staff shortages.

Priority

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

Customer Service staff would not be able to maintain service levels without the 2 part-time associates working the hours that they do. Also, for the last several months service level targets have not been met, due to longer length of calls, more complex interactions, increased email & social media interactions.

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

The two part-time CS associates have been continuously working the equivalent of full-time hours for several years, with the same rate of pay & under the same Job Description. The only incremental costs would be benefit costs.

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

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

Section 2 Collaboration and Consultation

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

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

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

Department	Comments
Human Resources	The Manager & Commissioner met with the Human Resources department to explain the budget request. This Decision Package is supported by Human Resources.
Financial Services	The Director of Finance has advised that the cost recovery should be calculated by using the budgeted amount of 1.5 FTE regardless of the fact that the individual are working the equivalent hours of 2 FTE.

Section 3 Financials

Details of Expenditures, Savings and Revenue

Operating Costs		2020	2021	2022	2023	2024	2025	Ongoing Cost past 2026?	Ongoing Cost
Account #	Description								
Account #	New Hire Request								
13821-4021	FTE	127,046	127,046	127,046	127,046	127,046	127,046	Yes	1,270,460
	PTE								
	CONTRACT								
	BENEFITS - FTE	35,573	35,573	35,573	35,573	35,573	35,573	yes	355,729
	BENEFITS - PTE	-	-	-	-	-	-		

Operating Costs **162,619** **162,619** **162,619** **162,619** **162,619** **162,619** **162,619** **1,626,189**

Cost Recoveries		2020	2021	2022	2023	2024	2025	Ongoing Cost Recovery past 2026?	Ongoing Cost Recovery
Account #	Description								
13821-4035	PTE	97,636	97,636	97,636	97,636	97,636	97,636	Yes	976,360
	Benefits PTE	15,622	15,622	15,622	15,622	15,622	15,622	Yes	156,220

Cost Recoveries **113,258** **113,258** **113,258** **113,258** **113,258** **113,258** **113,258** **1,132,580**

Total Net Cost **49,361** **49,361** **49,361** **49,361** **49,361** **49,361** **49,361** **493,609**

Total Cost **2,601,902** Total Cost Recoveries **1,812,128** Total Net Cost **789,774** Cost Recovery **70%**

Section 4 Evaluation

+9 Council Priority +6 Council Approved Strategic Plan +4 SLT Priority +2 Documented Recommendation	
Priority (Pick one)	Points
	0

+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
	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	
2	4	0	0	8

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
0	3	2	8	13

Prepared By:	Reviewed By:	Commissioner:
Bonnie Munslow		Approved by Ian McDougall

**2020 BUDGET
Operating Decision Package Form**

Total Points

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...

Required by the position held by the CAO.

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

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

Benefits of increasing this budget item allows for further enactment throughout the Administrative realm. Encourages teambuilding throughout the municipal worlds. Promotes Newmarket. Which are considered to benefit the SLT Priorities.

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

Through the additional promotion of Newmarket, service levels can increase and through team building efficiencies can be found.

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

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

See Desired Service Level above

Section 2 Collaboration and Consultation

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

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

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									
10212.4478	Conference and Seminar Fees	1,000								
Account #	New Hire Request									
	FTE									
	PTE									
	CONTRACT									
	BENEFITS - FTE	-	-	-	-	-	-			
	BENEFITS - PTE	-	-	-	-	-	-			

Operating Costs 1,000 - - - - - - - - -

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

Cost Recoveries - - - - - - - - -

Total Net Cost 1,000 - - - - - - - -

Total Cost 1,000 Total Cost Recoveries - Total Net Cost 1,000 Cost Recovery 0%

Section 4 Evaluation

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

+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
	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	3	1	1	5

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
4	3	0	5	12

Prepared By:	Reviewed By:	Commissioner:
Linda Rogerson	Jag Sharma	

**2020 BUDGET
Operating Decision Package Form**

Total Points

Decision Package Item #

Project / Initiative Name

Commission:

Business Unit Number:

Division:

Business Unit Name:

Classification (select one): Growth

Service Level Change

Maintenance/Replacement

Mandatory/Legislative

Section 1 Description

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

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

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

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

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

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

Section 2 Collaboration and Consultation

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

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

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

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

--	--

Section 3 Financials

Details of Expenditures, Savings and Revenue								Ongoing Cost past 2026?	Ongoing Cost		
Operating Costs	Account #	Description	2020	2021	2022	2023	2024			2025	
	10921.4474	Training	2,000	2,000	2,000	2,000	2,000	2,000	Yes	20,000	
Account #		New Hire Request									
		FTE									
		PTE									
		CONTRACT									
		BENEFITS - FTE	-	-	-	-	-	-			
		BENEFITS - PTE	-	-	-	-	-	-			

Operating Costs 2,000 2,000 2,000 2,000 2,000 2,000 2,000 2,000 20,000

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

Cost Recoveries - - - - - - - - -

Total Net Cost 2,000 2,000 2,000 2,000 2,000 2,000 2,000 - -

Total Cost 32,000 Total Cost Recoveries - Total Net Cost 32,000 Cost Recovery 0%

Section 4 Evaluation

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

+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
	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	
0	0	0	0	0

Priority	Desired Service Level	Business Case	Risk Reduction / Mandatory or Legal Requirement	Total Points
2	3	0	0	5

Prepared By:	Reviewed By:	Commissioner:
Susan Chase		