

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

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

**2022 BUDGET  
Operating Decision Package Form**

Project / Initiative Name: **Utility Plans Coordinator (Contract to FTE)**

Net Costs: **-\$ 15,316**      Resources Requirements: **New Resources**      Decision Package #:

Commission/Area: **Development and Infrastructure Services Commission**      Division/ Departments: **Public Works- Roads**

Legislative Requirement (select one):       Quote Legislation:

**Section 1 : Project Scope**

**1.1 - Project Classification and Overview**

**Provide comprehensive overview of the project request**      Classification (select one): **Replacements, Rehabilitation and/or Maintenance**

Currently, the Utility Plans Coordinator position is contract. Due to the nature of contracts, the last few individuals who held the position chose to jump-ship in favour of full-time employment. As a result, service levels with utility providers (ENVI, Bell, ROGERS, etc.) were unachievable for a period of time, production rates diminished and turn-around-times for reviews and approvals were extended, leaving customers feeling frustrated and dissatisfied.

This budget item is needed to convert Utility Plans Coordinator contract position into Full Time Employment (FTE), in order to develop and maintain the Corporation's capability of providing quality and reliable service within this service sector.

**1.2 - Project Alignment and Justification**

**Outline justification for need of project request**      Corporate Alignment & Opportunity (select one): **Departmental Plan with Added Opportunity**

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

As part of the Council Priority titled, Economic Leadership and Job Creation, Council identified that Staff shall support the success of the municipally owned broadband (ENVI). Given that ENVI's engineering designs and permit creation are processed and approved by the Utility Plans Coordinator, this position is an integral participant and a major contributor to the success of ENVI's project initiatives. It is essential that resource retention in this position is established and maintained in order to successfully contribute to the consortium of utility providers, including ENVI.

With respect to Newmarket's Strategic Plan, Well-Equipped & Managed focuses partly on providing service excellence. Building a team of qualified professionals and devising a plan to ensure resource retention while discouraging high turn-over and knowledge loss, is essential to providing service excellence. Part of our success plan for service excellence includes securing personnel resources who remain committed, motivated and focused on producing sustained results.

**1.3 - Levels of Service**

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

Levels of Service are defined in the Municipal Access Agreements and the Franchise Agreements executed with the various utility providers. It is the Town's desire to offer and maintain the prescribed levels of service to our community, since our residential and business communities rely on essential services (i.e.: internet, gas, hydro, etc.) for our homes and businesses to function. To avoid gaps in service levels and potentially jeopardizing our legal obligations with respect to meeting the requirements prescribed in the executed Agreements, consistent resource support is needed to ensure efficiencies are maintained. It is anticipated that this goal would be achieved by converting the current Utility Plans Coordinator contract position to FTE.

**1.4 - Community Impact**

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

With the combination of aging infrastructure and advancements in technology, utility providers (especially telecommunication companies) are seeking to upgrade their networks and/or install brand-new infrastructure where none currently exists, in order to offer their customers superior products and services. This translates to an anticipated increase in Municipal Consent and Road Occupancy Permit submissions. Reliable, competent and consistent resource support is needed in order to ensure Newmarket's ability to maintain service levels with enhanced competency and consistency.

**1.5 - Risk**

**Outline the risks associated with the project both positive and negative**      Risk Category (select highest risk area): **Third Party Losses/ Damages**

Timelines for Potential Risk Impacts: **Within 1 year**

If the Utility Plans Coordinator position is not converted to FTE, then it is highly likely that turn-over will continue to remain high. Individuals hired and trained into the position will leave the position in favour of securing FTE that offers both security and benefits. This results in great strain on other personnel resources who, in addition to trying to stay abreast of their own job demands, are now required to cover-off gaps during the Corporation's pursuit to refill and train someone else into the position, which can take several months. Additionally, it should be noted that since the position is contract and doesn't offer security beyond the term of the contract, the pool of potential candidates is typically limited to less skilled individuals. As a result, learning curves tend to be higher. Conversely, if the position were to be converted to full-time, a higher caliber of skilled candidates would apply and less training would be needed. Other negative impacts with turn-over include, loss of knowledge, reduced production time, personnel burn-out, and dissatisfied customers due to financial loss as a result of project delays. This is extremely counter-productive and largely out-of-step with our Corporation's Mission. The Utility Plans Coordinator position should be converted to FTE if we are to remain motivated in Making Newmarket Even Better at providing service excellence.

**Section 2 : Financials**

**Details of Incremental Expenditures, Savings and Revenue**

Operating Costs		2022	2023	2024	2025	2026	2027
Account #	Description						
		5,000					
Account #	New Hire Requests In \$						
32231.4021	FTE 1	64,628					
	PTE						
	CONTRACT						
	BENEFITS - FTE	18,096	-	-	-	-	-
	BENEFITS - PTE	-	-	-	-	-	-
	<b>Total Operating Costs</b>	<b>87,724</b>	-	-	-	-	-
Cost Recoveries		2022	2023	2024	2025	2026	2027
Account #	Description						
32231.7517 & 32231.7448	Additional MC & ROP Revenue	62,000					
32231.4031		38,000					
32231.4109		3,040					
	<b>Total Cost Recoveries</b>	<b>103,040</b>	-	-	-	-	-
	<b>Total Net Cost</b>	<b>- 15,316</b>	-	-	-	-	-

**Section 3 : Sign-off**

Collaboration:  Yes      Consulted With:  Human Resources

**Prepared By:** **Michelle O' Brien**      **Reviewed By:** **Mark Agnoletto**      **Commissioner:** **Peter Noehammer**

**2022 BUDGET  
Operating Decision Package Form**

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

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

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

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

**Section 1 : Project Scope**

**1.1 - Project Classification and Overview**

**Provide comprehensive overview of the project request**

Classification (select one):

Replacements, Rehabilitation and/or Maintenance

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

**1.2 - Project Alignment and Justification**

**Outline justification for need of project request**

Corporate Alignment & Opportunity (select one):

Commission or Departmental Business Plan

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

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

**1.3 - Levels of Service**

**Outline the desired outcome and/or benefits**

Levels of Service & Infrastructure Impact (select one):

Secures Existing Service Levels

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

**1.4 - Community Impact**

**Outline Community Impact (if applicable)**

Community Impact (select one):

No Impact

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

**1.5 - Risk**

**Outline the risks associated with the project both positive and negative**

Risk Category (select highest risk area):

Operational

Timelines for Potential Risk Impacts

Within 1 year

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

**Section 2 : Financials**

**Details of Incremental Expenditures, Savings and Revenue**

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

**Section 3 : Sign-off**

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

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

**2022 BUDGET  
Operating Decision Package Form**

**Project / Initiative Name:** Bridge Asset Management Plan Implementation - All Bridge & Structural Culverts

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

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

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

**Section 1 : Project Scope**

**1.1 - Project Classification and Overview**

**Provide comprehensive overview of the project request**

**Classification (select one):** Replacements, Rehabilitation and/or Maintenance

Bridges are important connecting features in Newmarket's transportation network, and are collectively worth over 50 Million dollars. Bridges are some of Newmarket's fondest landmarks, including those found on Tom Taylor Trail or Fred Lundy Bridge at Riverwalk Commons. They are also some of our most critical, helping the community navigate the Holland River or the railroad intersecting Town. The Infrastructure Report Card received by Council in 2020 demonstrated that most bridges are midway through their lifecycle, and there will be upcoming waves of replacement costs that could be millions of dollars per year. A portion of this phenomenon is already being realized as demonstrated by the significant 2022 request for immediate capital needs. The Town has a pivotal opportunity to begin perform minor maintenance and rehabilitation activities that extend the life of the assets by preventing deterioration, detecting initial defects before they become massive problems, and taking actions today that will save dollars in the future by helping bridges to last to their expected service life or even beyond.

**1.2 - Project Alignment and Justification**

**Outline justification for need of project request**

**Corporate Alignment & Opportunity (select one):** Approved Strategic Plan

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

The request for bridge funding aligns the 2021 AMPs with the budget process, and delivers contributions to Council priorities like multi-year capital/operating budgets, risk-based decisions, and service level analysis. Bridges are long-lived assets, and the early-life strategy for the Town's portfolio has focused on regulatory compliance and OSIM recommendations. To extend the life of the assets, the Town has developed a Maintenance and Minor Capital Rehabilitation Strategy as part of the AMPs requested by Council. The objective of these projects are to extend the life of the assets to reduce the need for expensive, disruptive, and complex capital interventions. The strategy developed by Town staff and engineering consultants includes activities like water proofing, concrete repairs, patching, crack injection, and condition assessments that would be delivered each year through a combination of staff, equipment, and contracted services. By funding these activities, the Town is enabling sustainable service levels for critical Town assets while striving to optimize the asset lifecycle. Performing routine minor maintenance and rehabilitation demonstrates the Town's commitment to stewarding its investment in bridge/railroad crossings for vehicles and pedestrians.

**1.3 - Levels of Service**

**Outline the desired outcome and/or benefits**

**Levels of Service & Infrastructure Impact (select one):** Secures Existing Service Levels & Addresses Infrastructure Gap

During the 2021 Levels of Service Council workshop, it was demonstrated that asset conditions are intrinsically tied to the way users receive Town services. Condition is often the best way to demonstrate the availability, reliability, and quality of a service. When the financial condition of the assets were assessed using age and expected service life by the Town's Infrastructure Report Card, 51% were reported as "Fair" or "Poor", demonstrating the immediate need to begin securing the \$50 Million the Town has invested in bridges to date. As bridges deteriorate, there could be lane closures, loading restricting, shutdowns/detours, and even areas on trails like Tom Taylor that are no longer accessible or connected, resulting in dead ends or detours. In order to maintain the services provided by bridges, they must be maintained in a state of good repair. To prevent bridges deteriorating to the point where these disruptions occur, they require regular maintenance and minor rehabilitation activities that arrest the deterioration process and allow the Town to proactively manage services sustainably. A proactive approach through regular operations is necessary to maintain our current service levels into the future.

**1.4 - Community Impact**

**Outline Community Impact (if applicable)**

**Community Impact (select one):** Moderate Impact - Moderate utilization

The 2019 OSIM report demonstrated 24% of all bridges require minor or major repairs in the next 10 years. A Town bridge carries approximately 3,700 cars per day, with some using as many as 17,900 per day. Many of these bridges are "choke points" in the transportation network, with the average vehicle bridge operating at 79% of its traffic capacity despite the average Town road *without a bridge* operating at 49% of its traffic capacity. Juxtaposing the number of bridges with the number of users, it is clear that a proactive approach is needed to manage a significant community impact. Bridges are a part of how most members of the community get around Town, whether they realize it or not. This is also true in the pedestrian bridge portfolio, with assets providing significant contributions at parks, trails like Tom Taylor, and supporting active transportation modes like biking and cycling. Some pedestrian bridges are in significant locations like the Go Station parking lot / South Lake Regional Health Centre, Fairy Lake, or the Youth Center. Failure to properly maintain these assets will lead to disruptions in the many way the community interfaces with bridges in the future. Routine maintenance also allows for other activities that will benefit the community, such as the monitoring and mitigation of vandalism.

**1.5 - Risk**

**Outline the risks associated with the project both positive and negative**

**Risk Category (select highest risk area):** Financial Impact

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

The biggest risk of not doing maintenance is the lost opportunity cost of not delaying the need for expensive capital replacements. On average, one the Town's 67 bridges, culverts, and pedestrian crossings would cost \$835,000 to replace in today's dollars. These bridges have an average expected service life of ~50 years, per the Town's Infrastructure Report Card. This means that the Town's bridge network is collectively consuming approximately ~\$1.12 M of "capital" value per year, or \$16,716 per bridge per year. Extending the bridge asset lifecycle even by 5 years to an average of 55 years would result in a total "capital" consumption of \$1.02 M per year, resulting in a total savings of \$5.2 million over 55 years. Conversely, deterioration could be faster if bridges are not maintained to their design standards without regular maintenance. If bridges failed prematurely due to a lack of maintenance, for example only averaging a 45 year useful life, the \$56 million would be consumed faster at a rate of approximately \$1.25 M per year. In the same 50 year observation period, a proactive approach would require \$51 M of capital while the reactive approach would require \$62.5 M. While a hypothetical example, it is clear that lifecycle expectations cannot be realized without routine maintenance and the lost opportunity cost of failing to extend the life of the assets will be costly for the Town, before even considering staff/community impacts of reacting to more frequent repairs. As well, many repairs are projected to be required at the same time, which poses risks to the Town's capacity to respond to these issues as they arise without

**Section 2 : Financials**

**Details of Incremental Expenditures, Savings and Revenue**

Operating Costs		2022	2023	2024	2025	2026	2027
Account #	Description						
		150,000					
<b>Account #</b>	<b>New Hire Requests In \$</b>						
	FTE						
	PTE						
	CONTRACT						
	BENEFITS - FTE						
	BENEFITS - PTE						
<b>Total Operating Costs</b>		150,000	-	-	-	-	-
Cost Recoveries		2022	2023	2024	2025	2026	2027
Account #	Description						
	OCIF	150,000					
<b>Total Cost Recoveries</b>		150,000	-	-	-	-	-
<b>Total Net Cost</b>		-	-	-	-	-	-

**Section 3 : Sign-off**

**Collaboration:**  **Consulted With:**

**Prepared By:**  **Reviewed By:**  **Commissioner:**

**2022 BUDGET  
Operating Decision Package Form**

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

**Section 1 : Project Scope**

**1.1 - Project Classification and Overview**

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

**1.2 - Project Alignment and Justification**

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

**1.3 - Levels of Service**

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

**1.4 - Community Impact**

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

**1.5 - Risk**

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

**Section 2 : Financials**

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

**Section 3 : Sign-off**

<b>Collaboration</b>		<b>Consulted With</b>					
<b>Prepared By:</b>	<b>Reviewed By:</b>			<b>Commissioner:</b>			
Karthik Venkataraman	Karthik Venkataraman			Esther Armchuk			

**2022 BUDGET  
Operating Decision Package Form**

Project / Initiative Name: **Animal Services Officer**

Net Costs: **-\$ 34,678**      Resources Requirements: **New Resources**      Decision Package #:

Commission/Area: **Corporate Services Commission**      Division/ Departments: **Legislative Services**

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

**Provide comprehensive overview of the project request**

Classification (select one): **Improved Efficiency**

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

**Outline justification for need of project request**

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

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

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

**Outline the desired outcome and/or benefits**

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

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

**Outline Community Impact (if applicable)**

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

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

**Outline the risks associated with the project both positive and negative**

Risk Category (select highest risk area): **Financial Impact**

Timelines for Potential Risk Impacts: **Within 1 year**

**Section 2 : Financials**

**Details of Incremental Expenditures, Savings and Revenue**

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

**Section 3 : Sign-off**

Collaboration: **No**      Consulted With: **Human Resources**

Prepared By: \_\_\_\_\_      Reviewed By: \_\_\_\_\_      Commissioner: \_\_\_\_\_

**2022 BUDGET  
Operating Decision Package Form**

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

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

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

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

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

See capital form #50

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

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

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

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

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

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

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

Collaboration:       Consulted With:

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



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

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

Central York Fire Services      Division/ Departments:

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

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

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

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

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

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

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

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

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

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

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

The conversion of the position will assist with operational capacity.

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

Collaboration:  Yes      Consulted With:  Financial Services

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