

Corporate Services

The Corporate Services Department is responsible for a variety of corporate and financial services. This includes the development, coordination, implementation and maintenance of broad and complex organization-wide services, as well as projects, policies and procedures to ensure all legislative requirements are met at the highest standard. The department is also responsible for corporate customer service and information technology. The Director of Corporate Services is the appointed Town Treasurer and has a number of statutory responsibilities in accordance with the Municipal Act. The department is responsible for creating, implementing and enforcing internal controls and policies that will safeguard the Town's financial assets.

2021 Success Story – Procurement Services



The COVID-19 pandemic has brought significant operational challenges for all departments across the organization. In response to these challenges, the Corporate Services Department quickly leveraged technology to ensure critical processes within departments continued to operate in an efficient and effective manner.

Acquiring goods and services can be challenging at any time, but to layer in a world-wide pandemic has made the procurement function even more challenging. However, despite the significant pressures of the pandemic, the changes made in procurement services in the past year related to staffing and technology, this small yet innovative and resourceful team has completed approximately 60 projects (up to September) which is on track for the same number of projects in pre-pandemic years. It should be noted some of the completed projects are much larger and more complex than in previous years such as the Multi-use Recreation Complex, bulk fuel, Link parking lot, water wastewater services contract, asset management projects and HRIS software.

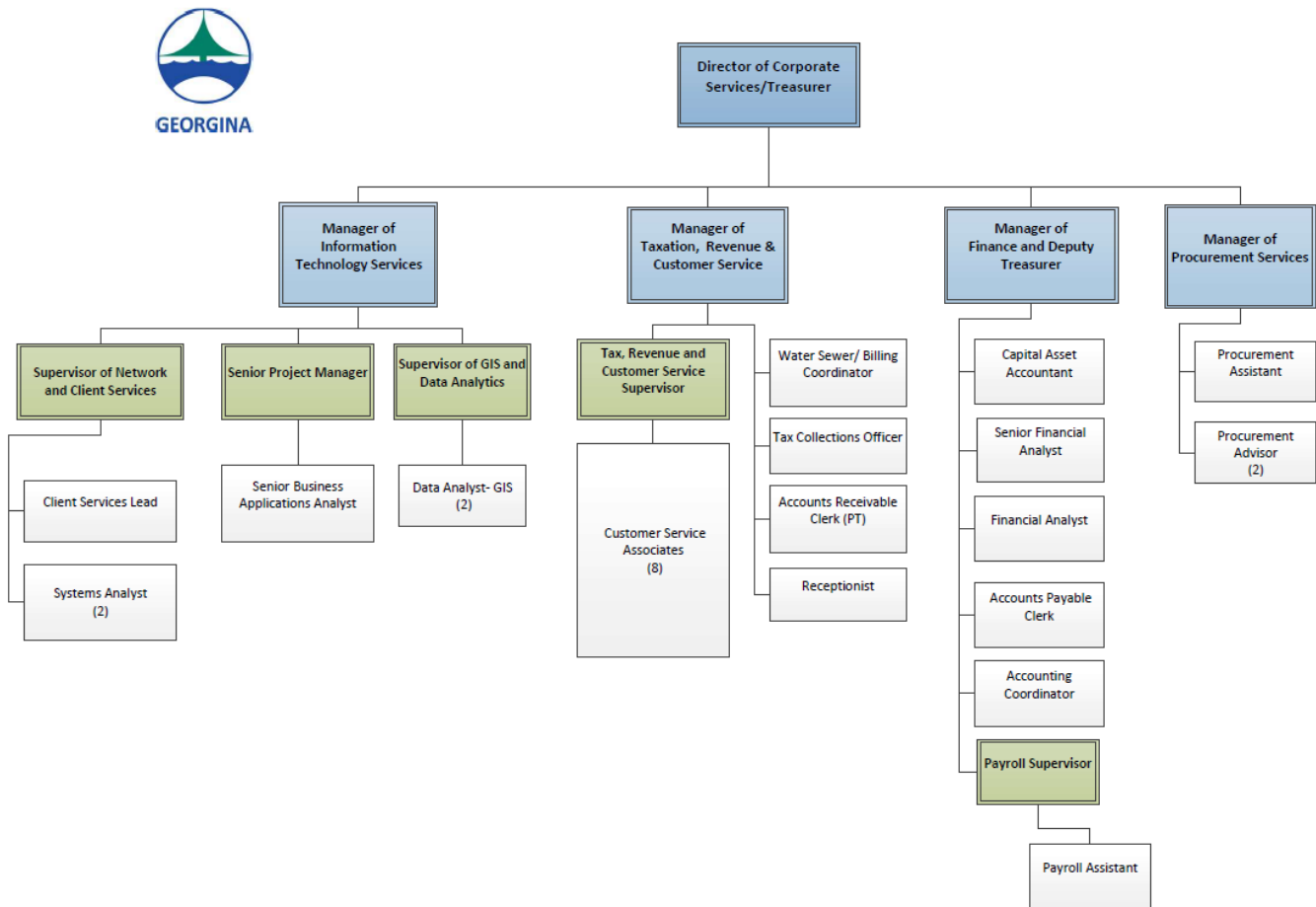
Procurement Services was fortunate to have been in the process of transitioning its operations to a paperless environment following the implementation of its digital procurement platform, Bids and Tenders in late 2018. This implementation enabled the Town's procurement services team to conduct its procurement processes in a fully digital environment, realizing many benefits.

In 2020, Procurement Services upgraded to the most recent version of Bids and Tenders (Bids and Tenders PRO) and completed the evolution to online evaluations of Requests for Proposals (RPF's). In 2021, this proved to be significant, given the hybrid working model experienced by Town employees resulting from the pandemic, and the inability to conduct in-person meetings. The online evaluation module was instrumental in allowing project managers to receive and evaluate proposals, interview qualified candidates on Zoom, award contracts and successfully complete projects of varying levels of complexity, scale and value, despite the pandemic conditions throughout the province.

Throughout 2021, all digital forms and templates were updated and made available on the Procurement Toolbox on the intranet to assist Town employees in working on any of their procurement activities.

Procurement Services partnered with the Economic Development Division to conduct a local business outreach and digital training program on Zoom and with the support of Bids and Tenders, to teach interested local companies on how they can use bids and tenders to grow their business and understand how to do business with the Town.

Organizational Chart



Divisions

- Finance Division
- Information Technology Services Division
- Procurement Services Division
- Taxation, Revenue and Customer Service Division

Major Operating Drivers

- The impact of COVID-19
- Growth related pressures
- Inflationary pressures – cost of living adjustments
- Keeping up with information technology advancements

- Legislative pressures
- Debt Management

Major Initiatives Planned for 2022

- Continued Implementation of IT Strategic Plan
- Asset Management Planning
- Continuation of the Long Range Financial Strategy
- Continuation of the Electronic Content Management solution implementation
- Continuation of the HRIS, time entry, and payroll joint solution
- Implementation of Microsoft Office 365
- Development of the 2023 Budget



GEORGIA

2022 OPERATING BUDGET

Corporate Services - Department Administration - Budget Details

2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Misc Revenues		0	0	0	0	760,000		760,000	Reallocation to Non-Program
Revenue Total		0	0	0	0	760,000	-100%	760,000	
Expense									
Salaries and Benefits		0	0	0	0	205,190	1%	1,610	
Staffing Other Direct Expenses		0	0	0	0	9,050	0%	0	
Supplies and Maintenance		0	0	0	0	1,000	0%	0	
Other Direct Costs		0	0	0	0	1,600	0%	0	
Expense Total		0	0	0	0	216,840	1%	1,610	
Administration Total		0	0	0	0	216,840	-140%	761,610	
Grand Total		0	0	0	0	216,840	-140%	761,610	

Corporate Services – Finance Division

The Finance division is responsible for coordinating and analyzing financial transactions, which include payroll, accounts payable, banking and revenues. In addition, the division coordinates the annual budget process, the annual audit engagement and provides support to all divisions in regards to financial analysis. It also creates the year-end financials in accordance with Canadian Public Sector Accounting Board standards and creates, implements and enforces internal controls and policies that safeguard the Town's financial assets.

Services provided by the Finance Division include:

- Accounts payable
- Corporate banking agreements
- Financial and accounting consultation
- Financial reporting
- Payroll
- Preparation of annual budgets
- Preparation of financial statements

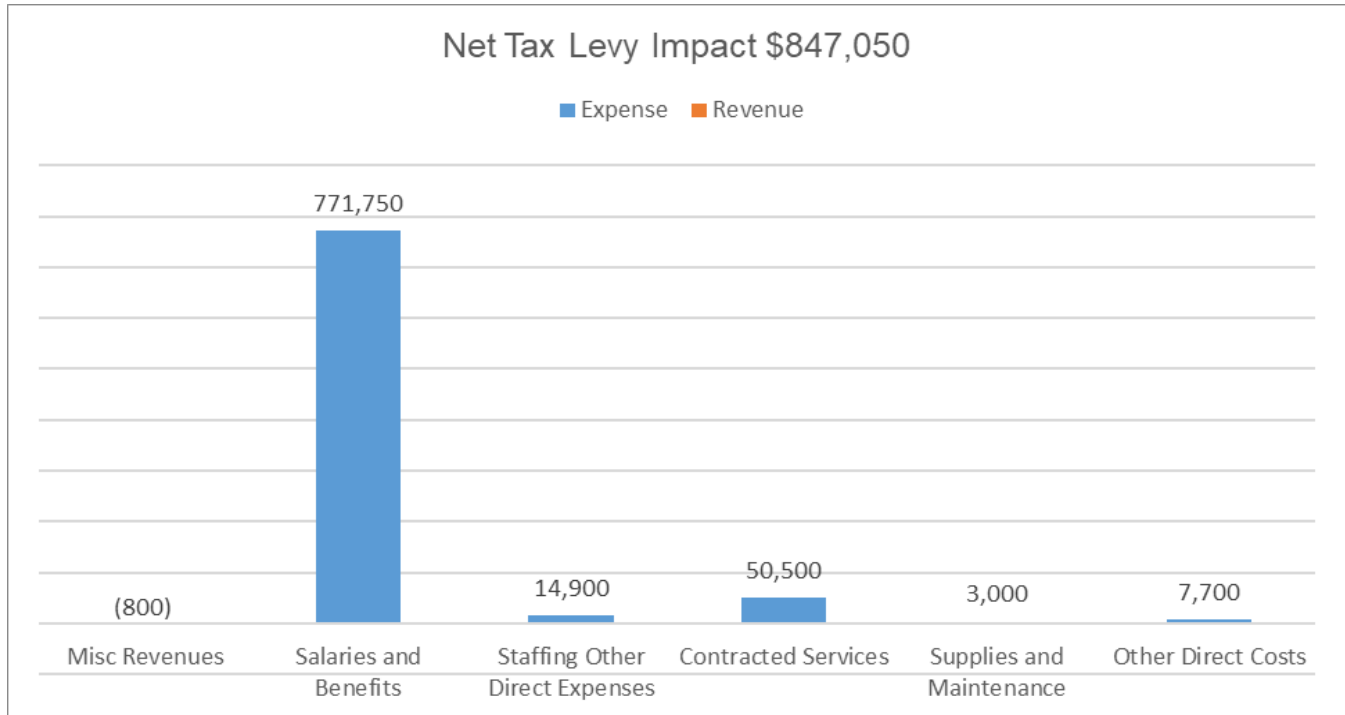
\$10.4 million –
Contribution to reserves

1,000 – Number of
journals processed

1,800 – Number of credit
card statements
processed

11,000 – Number of
timesheets processed

2022 Budgeted Expenditures and Revenues



2021 Accomplishments

- 2021 Budget with a property tax increase of 1.45 per cent to improve service levels, improve long-term sustainability and address community needs
- Completed the Development Charges By-law update
- Completed a Request for Proposals for an updated payroll system
- Undertook a major debenture to finance various capital projects
- Completed the 2020 external audit for Town, the Library and trust funds, and received a clean audit opinion
- Continued to roll out the Electronic Funds Transfer (EFT) payment option to vendors
- Supported the COVID-19 clinic through Finance and Payroll services

Key Projects for 2022

- Implement an updated payroll processing system
- Continue to implement the Long-term Financial Strategy and explore options to implement multi-year budgets





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2022 OPERATING BUDGET

Corporate Services - Finance - Budget Details

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Revenue										
Misc Revenues	(800)	0	0	0	0	0	(800)	0%	0	
Revenue Total	(800)	0	0	0	0	0	(800)	0%	0	
Expense										
Salaries and Benefits	739,210	0	0	32,540	0	0	771,750	4%	32,540	Step increases & position reclassification
Staffing Other Direct Expenses	14,900	0	0	0	0	0	14,900	0%	0	
Contracted Services	50,500	0	0	0	0	0	50,500	0%	0	
Supplies and Maintenance	3,000	0	0	0	0	0	3,000	0%	0	
Other Direct Costs	7,700	0	0	0	0	0	7,700	0%	0	
Expense Total	815,310	0	0	32,540	0	0	847,850	4%	32,540	
Administration Total	814,510	0	0	32,540	0	0	847,050	4%	32,540	
Grand Total	814,510	0	0	32,540	0	0	847,050	4%	32,540	

Corporate Services – Information Technology Services Division

The Information Technology Services (ITS) Division supports corporate goals and objectives and enables the effective use of information and communications technology (ICT) in all departments of the Town.

The division works with all stakeholders to effectively plan, strategically implement, and continually support the appropriate and innovative use of ICT used throughout the organization.

25 – Inter-connected local area networks

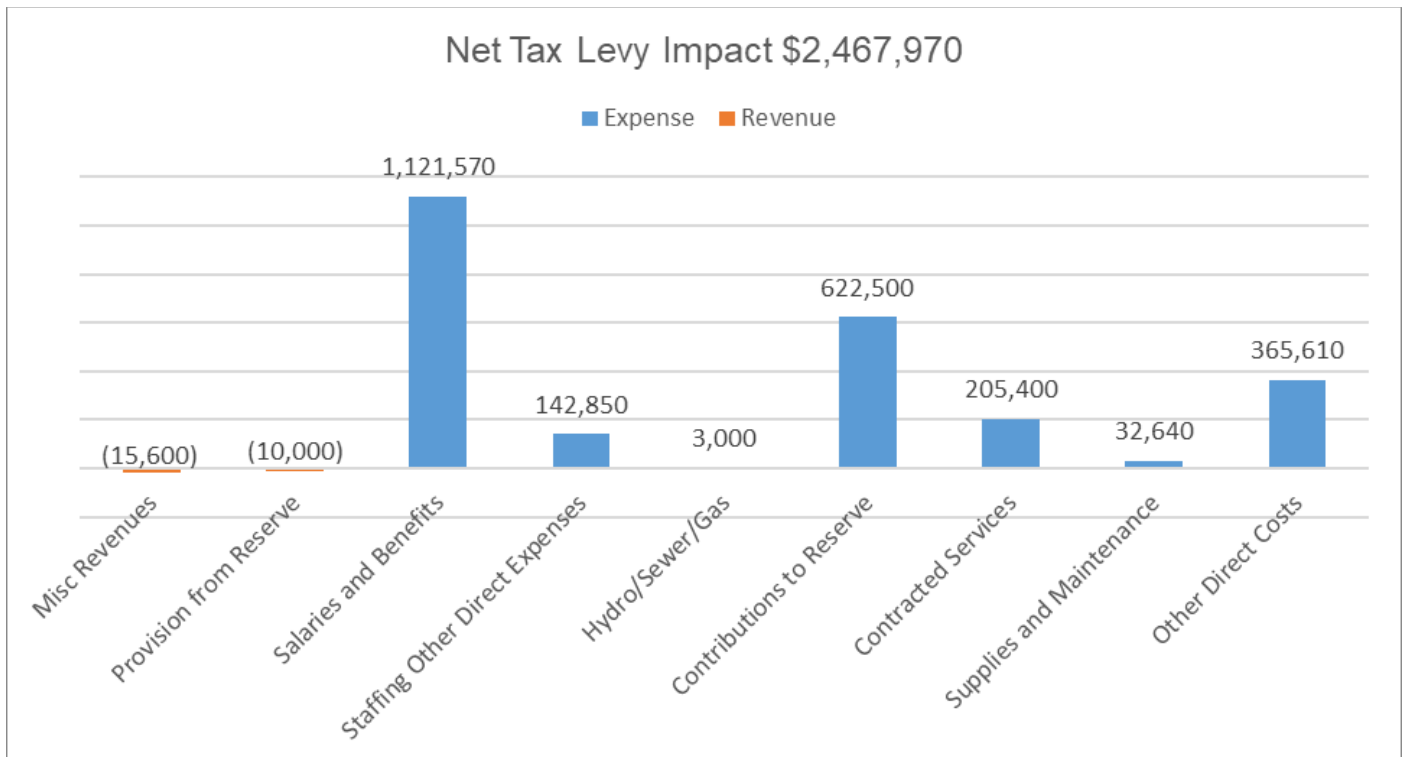
Connectivity between 50 municipal facilities

Supporting 500 users, 390 email accounts, 250 telephone sets, 270 cellular devices

Services provided by the ITS Division include:

- Implementing, integrating and streamlining business processes and providing project management support
- Maintaining business continuity
- Maintaining corporate ICT infrastructure such as local area networks (LANs), virtual private networks (VPNs), broadband and SCADA
- Implementing and supporting the enterprise geographical information system (GIS)
- Providing internet access and hosting of email services
- Supporting corporate websites and online services
- Supporting incremental technological innovation and continual process improvement throughout the organization
- Supporting information management efforts throughout the organization
- Supporting the development of creative technology solutions that encourage positive organizational change

2022 Budgeted Expenditures and Revenues



2021 Accomplishments

- Successfully supported the Georgina COVID-19 Vaccination Clinic
- Implemented the Online Self Serve Portal for property tax and utility billing
- Continued development and improvement of online digital forms on the Georgina website
- Civic Centre telephone system upgrade to support remote workers
- IT infrastructure upgrades and client workstation refresh
- Enterprise GIS data integration and web mapping application rollouts for public consumption
- Formalized policies and built working relationships with third-party Internet Service Providers (ISPs) to offer fast and affordable connectivity to the community
- Corporate IT Services Strategic Plan continued implementation
- YorkNet continued participation

Key Projects for 2022

- Continue to implement the corporate IT Services Strategic Plan
- Continue to support and implement the Georgina Broadband Strategy and Action Plan
- Continue the Enterprise Records Management Content solution rollout
- Support the Human Resource Management System and Payroll Project rollout
- Process improvements to support and manage GIS spatial data
- Improve online services and user experience on the Georgina website
- Improve broadband and corporate information communications technology infrastructure



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2022 OPERATING BUDGET

Corporate Services - Information Technology - Budget Details

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Revenue										
Provision from Reserve	(10,000)	0	0	0	0	0	0	0%	0	
Revenue Total	(10,000)	0	0	0	0	0	0	0%	0	
Expense										
Salaries and Benefits	971,830	44,000	44,000	61,740	0	0	1,121,570	15%	149,740	22-SI-CS-01 Data Analyst – GIS & step increases & position reclassification
Staffing Other Direct Expenses	23,300	0	0	0	0	0	23,300	0%	0	
Contracted Services	79,000	0	20,100	26,900	0	32,400	158,400	101%	79,400	22-OJ-CS-01 Security Assessment & YorkNet Dark Fibre & reallocation
Contributions to Reserve	602,500	0	0	0	0	0	602,500	0%	0	
Supplies and Maintenance	27,840	0	0	0	0	(10,200)	17,640	-37%	(10,200)	Reallocation based on actuals
Other Direct Costs	24,000	0	0	12,450	0	0	36,450	52%	12,450	Increase in license costs
Expense Total	1,728,470	44,000	64,100	101,090	0	22,200	1,959,860	13%	231,390	
Administration Total	1,718,470	44,000	64,100	101,090	0	22,200	1,949,860	13%	231,390	
Broadband Service										
Revenue										
Misc Revenues	(73,100)	0	0	0	0	70,000	(3,100)	-96%	70,000	Decreased based on historical trend (Broadband Service Reduction)
Revenue Total	(73,100)	0	0	0	0	70,000	(3,100)	-96%	70,000	
Expense										
Contracted Services	93,000	0	0	0	0	(59,000)	34,000	-63%	(59,000)	Decreased based on historical trend (Project Management Reduction)
Contributions to Reserve	20,000	0	0	0	0	0	20,000	0%	0	
Hydro/Sewer/Gas	3,000	0	0	0	0	0	3,000	0%	0	
Supplies and Maintenance	19,000	0	0	0	0	(4,000)	15,000	-21%	(4,000)	
Other Direct Costs	22,010	0	0	0	0	0	22,010	0%	0	
Expense Total	157,010	0	0	0	0	(63,000)	94,010	-40%	(63,000)	
Broadband Service Total	83,910	0	0	0	0	7,000	90,910	8%	7,000	
Corporate										
Revenue										
Misc Revenues	(12,500)	0	0	0	0	0	(12,500)	0%	0	
Revenue Total	(12,500)	0	0	0	0	0	(12,500)	0%	0	
Expense										
Staffing Other Direct Expenses	119,550	0	0	0	0	0	119,550	0%	0	
Other Direct Costs	216,920	0	0	0	0	0	216,920	0%	0	
Expense Total	336,470	0	0	0	0	0	336,470	0%	0	
Corporate Total	323,970	0	0	0	0	0	323,970	0%	0	
Geographic Information Systems										
Expense										
Contracted Services	21,000	0	0	0	0	(8,000)	13,000	-38%	(8,000)	
Other Direct Costs	82,230	0	0	0	0	8,000	90,230	10%	8,000	
Expense Total	103,230	0	0	0	0	0	103,230	0%	0	
Geographic Information Systems Total	103,230	0	0	0	0	0	103,230	0%	0	
Grand Total	2,229,580	44,000	64,100	101,090	0	29,200	2,467,970	11%	238,390	

Corporate Services – Procurement Services Division

The Procurement Services Division is responsible for the sourcing and procurement activities for the large variety of goods, services and construction projects required by the Town. Procurement Services also facilitates the disposal of all surplus assets that have outlived their useful purpose. All disposal activity is conducted using public electronic auctions.

Services provided by the Procurement Services Division include:

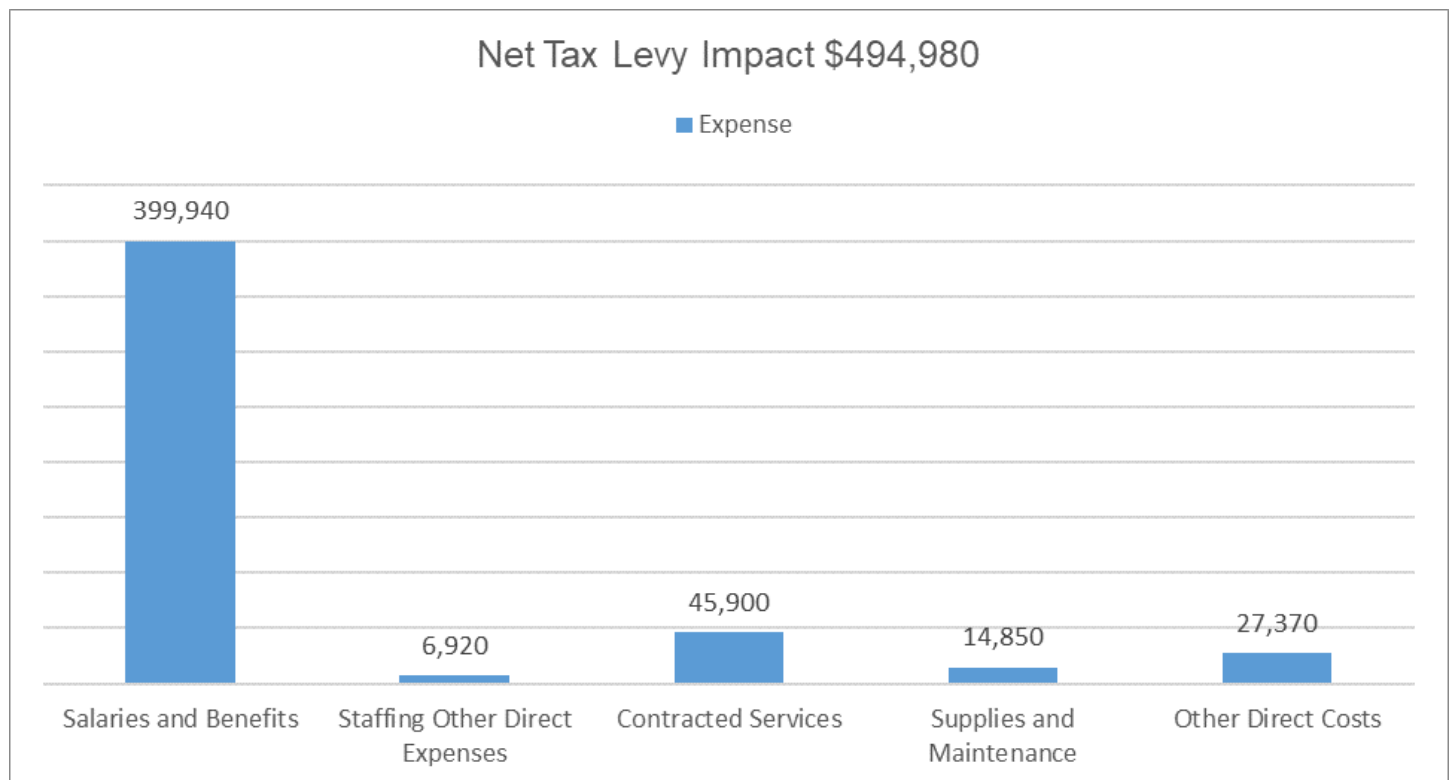
- Execution of acquisitions for approved projects
- Development of procurement policies and procedures
- Contractor relationship management services
- Facilitation of the sale of surplus assets
- Procurement advisory services to all Town employees

60 – Projects completed by September 2021

\$47.5 million – Dollar value of projects awarded by September 2021

\$223,500 – Asset recovery value by September 2021

2022 Budgeted Expenditures and Revenues



2021 Accomplishments

- Continued to execute procurement projects remotely without a service level reduction
- Maintained sufficient inventory of all required Personal Protective Equipment (PPE) with no inventory shortages
- Selected by Bids and Tenders (eSolutions) to conduct a case study on the Procurement Services team's multi-year evolutionary journey to become a fully online, paperless and efficient team
- Asset recovery value of \$ 223,500 – disposal of surplus assets to September 2021
- Notable projects that were completed are:
 - Acquisition of pumper tanker apparatus
 - Winter road maintenance RFT
 - Winter sidewalk maintenance RFT
 - Supply and delivery of winter sand and aggregates RFT
 - Link parking lot RFT
 - Bulk fuel RFT
 - HRIS/payroll/time and attendance SaaS Technology Solution RFP
 - Telephone system upgrade
 - Building condition assessment RFP
 - Multi-use Recreation Complex (MURC) construction tender

Key Projects for 2022

- Support numerous infrastructure projects:
 - Replacement of Civic Centre
 - Multi-Use Recreation Complex
 - Selective resurfacing and maintenance of roadways
 - Building condition assessments
 - Projects related to the asset management program



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2022 OPERATING BUDGET

Corporate Services - Procurement - Budget Details

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Expense										
Salaries and Benefits	315,040	82,000	0	2,900	0	0	399,940	27%	84,900	22-SI-CS-02 Procurement Advisor
Staffing Other Direct Expenses	6,400	0	0	20	0	500	6,920	8%	520	
Contracted Services	3,500	0	0	0	0	0	3,500	0%	0	
Supplies and Maintenance	1,250	0	0	0	0	(200)	1,050	-16%	(200)	
Other Direct Costs	500	0	0	0	0	0	500	0%	0	
Expense Total	326,690	82,000	0	2,920	0	300	411,910	26%	85,220	
Administration Total	326,690	82,000	0	2,920	0	300	411,910	26%	85,220	
Corporate										
Expense										
Contracted Services	42,400	0	0	0	0	0	42,400	0%	0	
Supplies and Maintenance	14,500	0	0	0	0	(700)	13,800	-5%	(700)	
Other Direct Costs	26,870	0	0	0	0	0	26,870	0%	0	
Expense Total	83,770	0	0	0	0	(700)	83,070	-1%	(700)	
Corporate Total	83,770	0	0	0	0	(700)	83,070	-1%	(700)	
Grand Total	410,460	82,000	0	2,920	0	(400)	494,980	21%	84,520	

Corporate Services – Taxation, Revenue and Customer Service Division

The Taxation, Revenue and Customer Service Division is responsible for establishing the Town's property taxation, water and revenue policies with respect to revenue, maintenance and collections including preparing and issuing property tax and water bills to all residential, commercial and industrial property owners. The division provides corporate customer service and is the frontline point of contact to support functions provided by operating departments including roads, water, wastewater, parks, facilities, waste collection, program registration and facility bookings.

3,500 + – Service requests completed

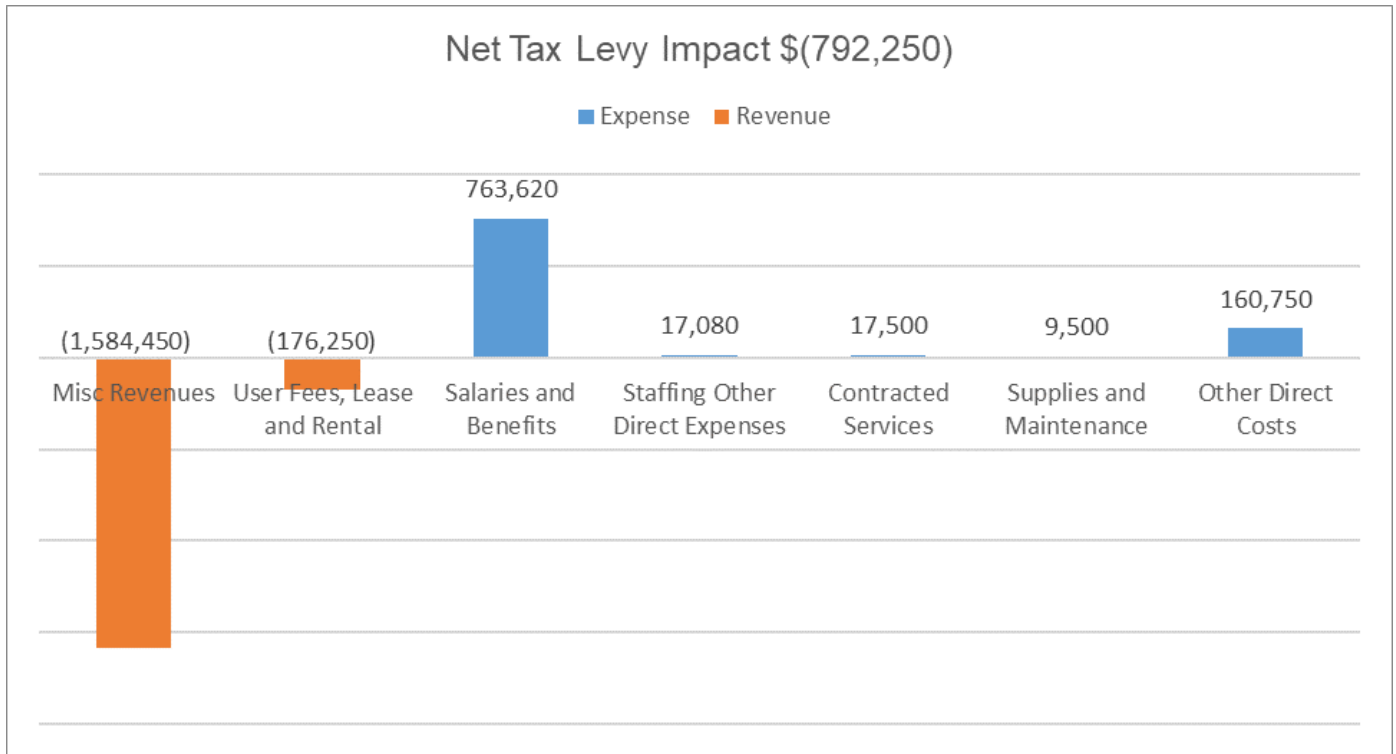
40,000– Tax bills produced (interim and final)

60,000 – Water bills produced

Services provided by the Taxation, Revenue and Customer Service Division include:

- Accounts receivable
- Corporate customer service
- Program registration and facility bookings
- Property taxes
- Water bills

2022 Budgeted Expenditures and Revenues



2021 Accomplishments

- Continuation of the water meter change-out project, changing out 300 water meters in Keswick
- Implementation of the Customer Service Strategy
- Modified numerous processes as a result of the closure of the Civic Centre due to COVID-19
- Development of tax and water resident portal

Key projects for 2022

- Continuation of the water meter change-out program
- Implementation and expansion of e-billing capabilities for water/sewer and tax billing
- Additional process improvements to make processes more agile and electronic



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2022 OPERATING BUDGET

Corporate Services - Tax, Revenue, Customer Service - Budget Details

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Revenue										
Misc Revenues	(1,375,700)	5,000	0	(63,750)	0	(150,000)	(1,584,450)	15%	(208,750)	Increase based on the User Fee Bylaw & historical trend in actuals
User Fees, Lease and Rental	(139,880)	0	0	(28,870)	0	0	(168,750)	21%	(28,870)	Increase based on the User Fee Bylaw
Revenue Total	(1,515,580)	5,000	0	(92,620)	0	(150,000)	(1,753,200)	16%	(237,620)	
Expense										
Salaries and Benefits	857,160	0	0	(16,000)	0	(77,540)	763,620	-11%	(93,540)	Reorganization to Strategy Division & increase in recovery from Water/Wastewater
Staffing Other Direct Expenses	20,300	0	0	0	0	(3,220)	17,080	-16%	(3,220)	
Contracted Services	17,500	0	0	0	0	0	17,500	0%	0	
Supplies and Maintenance	9,500	0	0	0	0	0	9,500	0%	0	
Other Direct Costs	153,250	0	0	0	0	0	153,250	0%	0	
Expense Total	1,057,710	0	0	(16,000)	0	(80,760)	960,950	-9%	(96,760)	
Administration Total	(457,870)	5,000	0	(108,620)	0	(230,760)	(792,250)	73%	(334,380)	
Registered Properties										
Revenue										
User Fees, Lease and Rental	(7,500)	0	0	0	0	0	(7,500)	0%	0	
Revenue Total	(7,500)	0	0	0	0	0	(7,500)	0%	0	
Expense										
Other Direct Costs	7,500	0	0	0	0	0	7,500	0%	0	
Expense Total	7,500	0	0	0	0	0	7,500	0%	0	
Registered Properties Total	0	0	0	0	0	0	0	0%	0	
Grand Total	(457,870)	5,000	0	(108,620)	0	(230,760)	(792,250)	73%	(334,380)	