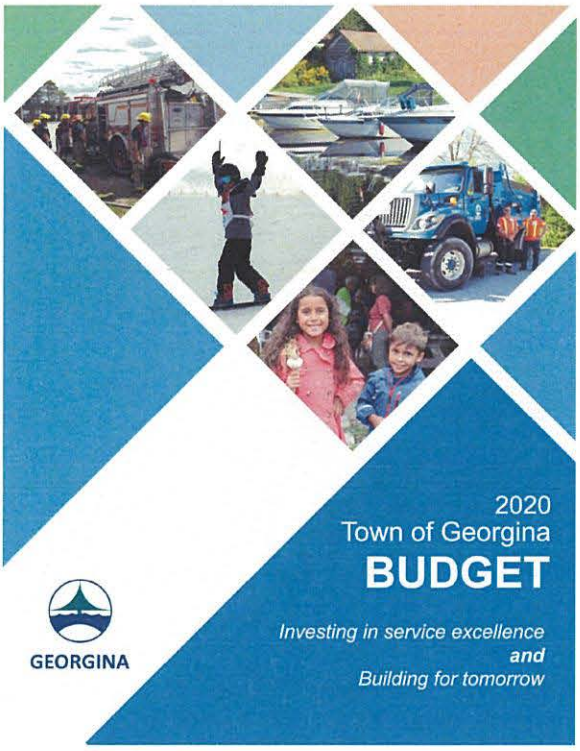
Corporate Services

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, 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.

2019 Success Story

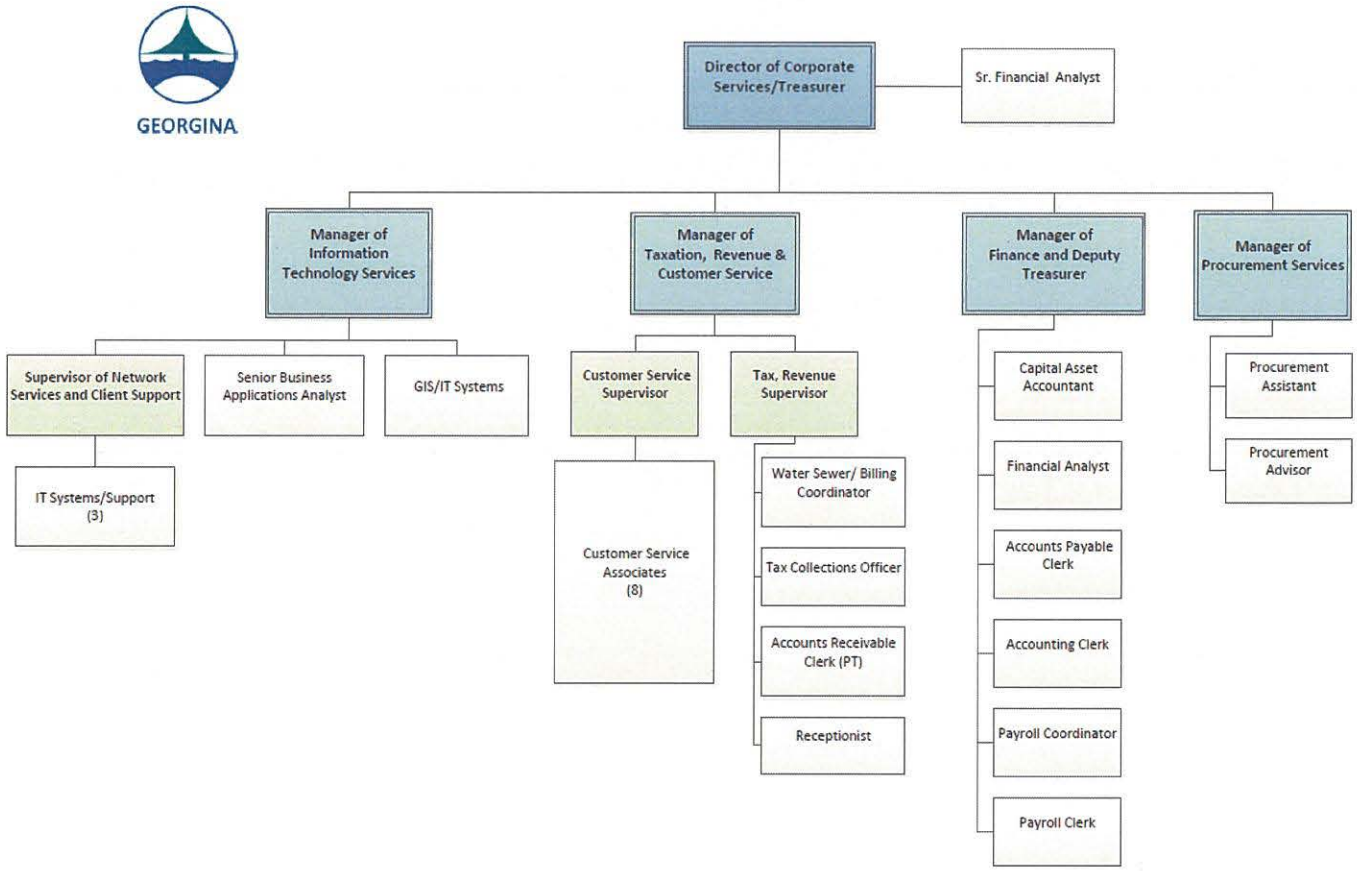
New and improved 2020 Budget Book and public engagement



"Your Budget, Your Say" is a motto the Town stands by as staff continuously strive to empower the public in determining how the Town's funds are being invested in the community. Every year, staff are continually improving the budget process and its presentation to ensure a budget is produced that is

fiscally responsible, sustainable and transparent. Public input and transparency are essential aspects of a municipal budget. The new and improved 2020 Budget format reflects this as the Town has significantly extended its outreach to residents to obtain public input and through the new operating summaries that provide more relevant and easily understood information. The goal of the updated format is to ensure the Town's budget captures public input and is presented in a way that provides clear and concise information that is relevant and easily understood by anyone who is interested in understanding the services, projects and finances of the Town of Georgina.

Organizational Chart



Divisions

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

Major Operating Drivers

- Growth related pressures
- Inflationary pressures – cost of living adjustments
- Keeping up with information technology advancements
- Legislative pressures
- Rising interest rates for debt repayments

Major Initiatives Planned for 2020

- Continued Implementation of IT Strategic Plan
- Community Benefit Charge Background Study and By-Law
- Continuation of the Long-term Financial Strategy
- Assist in implementing an Electronic Content Management solution
- Update Water Financial Plan and Water and Wastewater rate study
- Begin Development Charge Update

GEORGINA

2020 OPERATING BUDGET

Corporate Services - Department Administration - Budget Details

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	Comments
Administration										
Revenues										
Misc Revenues	(760,000)	0	0	0	0	0	(760,000)	0%	0	
Revenues Total	(760,000)	0	0	0	0	0	(760,000)	0%	0	
Expenses										
Salaries and Benefits	251,580	0	3,000	87,110	0	0	341,690	36%	90,110	Annualized salary of Sr Financial Analyst. Salary step increases.
Staffing Other Direct Expenses	9,400	2,000	0	1,000	0	(150)	12,250	30%	2,850	
Supplies and Maintenance	1,500	0	0	0	0	0	1,500	0%	0	
Other Direct Costs	1,100	0	0	0	0	0	1,100	0%	0	
Expenses Total	263,580	2,000	3,000	88,110	0	(150)	356,540	35%	92,960	
Administration Total	**(496,420)**	**2,000**	**3,000**	**88,110**	**0**	**(150)**	**(403,460)**	**-19%**	**92,960**	
Grand Total	**(496,420)**	**2,000**	**3,000**	**88,110**	**0**	**(150)**	**(403,460)**	**-19%**	**92,960**	

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 facilitates and analyzes the annual budget, 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.

$8.4million – Net contribution to reserves

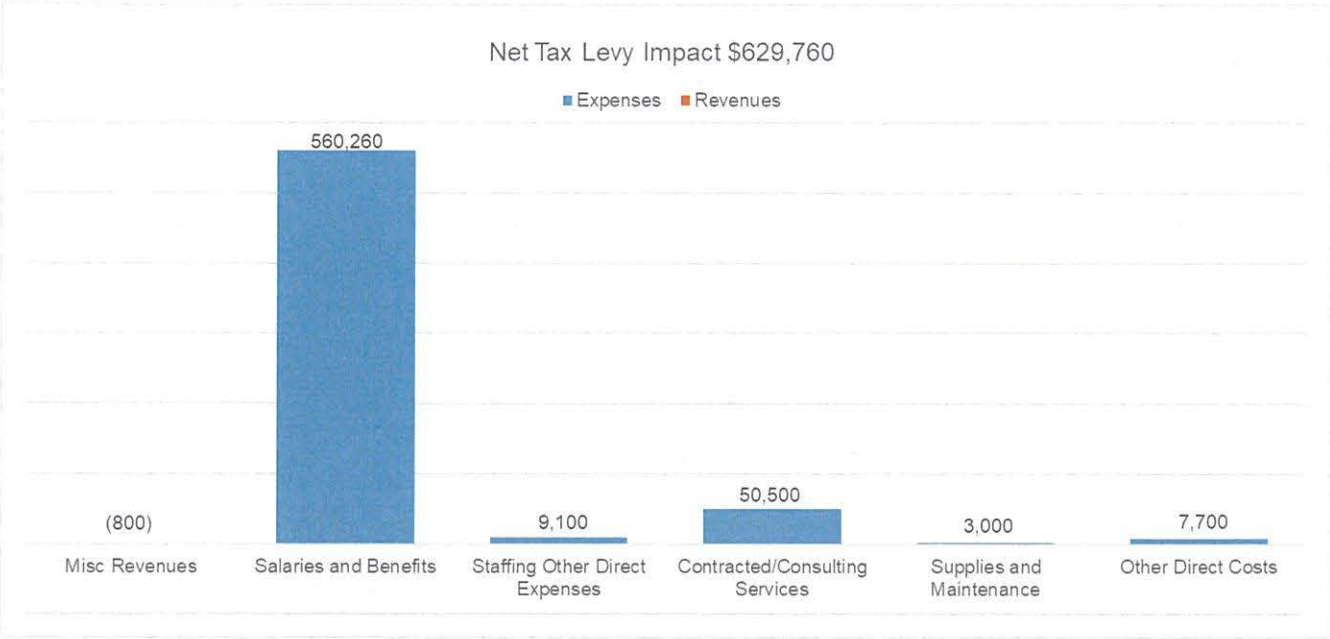
32,500 – Number of invoices processed

13,000 – Number of timesheets processed

Services provided by the Finance Division include:

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

2020 Budgeted Expenditures and Revenues



2019 Accomplishments

- 2019 Budget with a property tax increase of 3.6 per cent to improve service levels, improve long-term sustainability and address community needs
- Rolled out automated timesheet program for payroll processing
- Trained more than 100 employees on the new electronic timesheet program
- Updated internal personnel policies

Key Projects for 2020

- Continue to automate employee timesheets for payroll processing
- Continue to automate purchasing card processing
- Continue to implement the Long-term Financial Strategy
- Electronic fund transfer payments for Accounts Payable

GEORGINA

2020 OPERATING BUDGET

Corporate Services - Finance - Budget Details

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	Comments
Administration										
Revenues										
Misc Revenues	(800)	0	0	0	0	0	(800)	0%	0	
Revenues Total	(800)	0	0	0	0	0	(800)	0%	0	
Expenses										
Salaries and Benefits	568,480	0	0	6,780	0	(15,000)	560,260	-1%	(8,220)	Decrease in payroll overtime due to moving to electronic timesheets
Staffing Other Direct Expenses	9,900	0	0	500	0	(1,300)	9,100	-8%	(800)	
Contracted/Consulting Services	50,000	0	0	500	0	0	50,500	1%	500	
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	
Expenses Total	639,080	0	0	7,780	0	(16,300)	630,560	-1%	(8,520)	
Administration Total	**638,280**	**0**	**0**	**7,780**	**0**	**(16,300)**	**629,760**	**-1%**	**(8,520)**	
Grand Total	**638,280**	**0**	**0**	**7,780**	**0**	**(16,300)**	**629,760**	**-1%**	**(8,520)**	

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

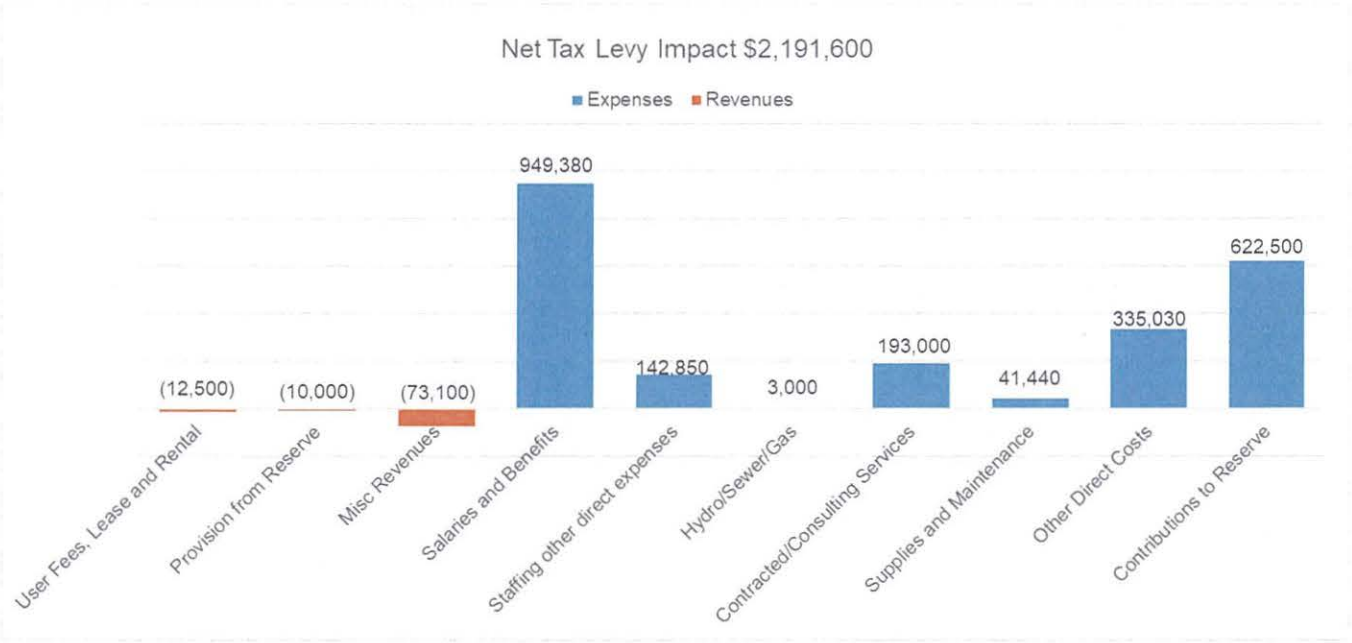
Connectivity between 50 municipal facilities

Supporting 450 users, 350 email accounts, 250 telephone sets, 215 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
- 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

2020 Budgeted Expenditures and Revenues



2019 Accomplishments

- Network infrastructure and client workstation refresh
- Corporate IT Services Strategic Plan continued implementation
- Enterprise Geographic Information System (GIS) data integration with asset management
- Geocortex web-based mapping applications rollout
- YorkInfo GIS continued partnership
- YorkNet continued participation

Key Projects for 2020

- Implementing the corporate IT Services Strategic Plan
- Assisting with the implementation of a Enterprise Content Management (ECM) solution
- Continue to improve the user experience on the Town of Georgina website for residents, visitors and businesses
- Improve wireless broadband and corporate information communications technology infrastructure

GEORGINA

2020 OPERATING BUDGET

Corporate Services - Information Technology - Budget Details

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	Comments
Administration										
Revenues										
Provision from Reserve	(15,000)	0	0	0	0	5,000	(10,000)	-33%	5,000	
Revenues Total	(15,000)	0	0	0	0	5,000	(10,000)	-33%	5,000	
Expenses										
Salaries and Benefits	724,450	142,350	47,450	39,130	0	(4,000)	949,380	31%	224,930	SR-CS-1 GIS Analyst. SR-CS-2 Business Applications Analyst
Staffing Other Direct Expenses	22,300	500	500	0	0	0	23,300	4%	1,000	
Contracted/Consulting Services	79,000	0	0	0	0	0	79,000	0%	0	
Contributions to Reserve	571,500	0	0	0	0	31,000	602,500	5%	31,000	Increased contribution to Computer Hardware reserve for Library equipment
Supplies and Maintenance	13,440	0	0	0	0	0	13,440	0%	0	
Other Direct Costs	24,000	0	0	0	0	0	24,000	0%	0	
Expenses Total	1,434,690	142,850	47,950	39,130	0	27,000	1,691,620	18%	256,930	
Administration Total	**1,419,690**	**142,850**	**47,950**	**39,130**	**0**	**32,000**	**1,681,620**	**18%**	**261,930**	
Broadband Service										
Revenues										
Misc Revenues	(52,100)	0	0	0	0	(21,000)	(73,100)	40%	(21,000)	Changes to network services
Revenues Total	(52,100)	0	0	0	0	(21,000)	(73,100)	40%	(21,000)	
Expenses										
Contracted/Consulting Services	60,000	0	0	0	0	33,000	93,000	55%	33,000	Changes to network services
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	25,500	0	0	0	0	2,500	28,000	10%	2,500	
Other Direct Costs	11,380	0	0	0	0	500	11,880	4%	500	
Expenses Total	119,880	0	0	0	0	36,000	155,880	30%	36,000	
Broadband Service Total	**67,780**	**0**	**0**	**0**	**0**	**15,000**	**82,780**	**22%**	**15,000**	
Corporate										
Revenues										
User Fees, Lease and Rental	(11,000)	0	0	0	0	(1,500)	(12,500)	14%	(1,500)	
Revenues Total	(11,000)	0	0	0	0	(1,500)	(12,500)	14%	(1,500)	
Expenses										
Staffing Other Direct Expenses	134,550	0	0	0	0	(15,000)	119,550	-11%	(15,000)	Changes to network services
Other Direct Costs	216,920	0	0	0	0	0	216,920	0%	0	
Expenses Total	351,470	0	0	0	0	(15,000)	336,470	-4%	(15,000)	
Corporate Total	**340,470**	**0**	**0**	**0**	**0**	**(16,500)**	**323,970**	**-5%**	**(16,500)**	
Geographic Information Systems										
Expenses										
Contracted/Consulting Services	21,000	0	0	0	0	0	21,000	0%	0	
Other Direct Costs	82,230	0	0	0	0	0	82,230	0%	0	
Expenses 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	**1,931,170**	**142,850**	**47,950**	**39,130**	**0**	**30,500**	**2,191,600**	**13%**	**260,430**	

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.

95 – Projects completed in 2019

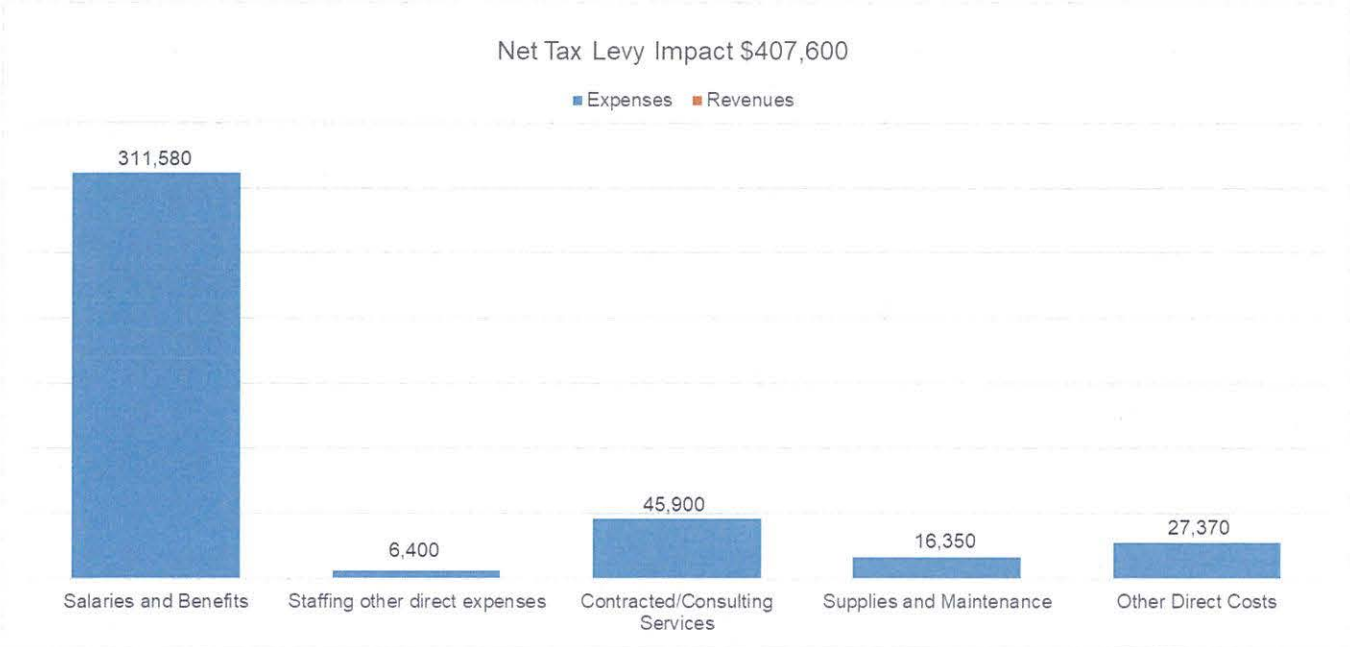
$19.3 million – Dollar value of projects completed

$143,000 – Asset recovery value

Services provided by the Procurement Services Division include:

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

2020 Budgeted Expenditures and Revenues



2019 Accomplishments

- Asset recovery value of $143,000 – disposal of surplus assets
- Bids and Tenders E-Bidding – full implemented online e-bidding including online RFP evaluation
- Digital Bonds Implementation – evolution of large requests for tenders (RFT's) to receive digital bonding
- Acquisition of Aerial Apparatus with Platform fire truck
- Acquisition of Fire Rescue boat
- 2 year road resurfacing tender and other road rehabilitation projects
- Replacement Civic Centre tendering for Project Management, Architect and related support services and trades for site preparation
- Multi-Use Recreation Complex tendering for Project Management, Architect and related support services and trades for site preparation
- Multi-Function Photocopier RFP for all Town sites, which resulted in cost savings of $241,750 over five years.

Key Projects for 2020

- Contractor Performance Module – Preparation and Testing – enable Town employees to conduct performance evaluations for Contractors working on projects within the Town
- Contractor Performance Policy and Procedures – create a contractor performance program
- Assist divisions with the procurement of over 100 large capital and operating projects throughout 2020

GEORGINA

2020 OPERATING BUDGET

Corporate Services - Procurement - Budget Details

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	Comments
Administration										
Revenues										
Misc Revenues	0	0	0	0	0	0	0		0	
Revenues Total	0	0	0	0	0	0	0		0	
Expenses										
Salaries and Benefits	308,690	0	0	2,890	0	0	311,580	1%	2,890	
Staffing Other Direct Expenses	6,900	0	0	0	0	(500)	6,400	-7%	(500)	
Contracted/Consulting Services	7,250	0	0	0	0	(3,750)	3,500	-52%	(3,750)	
Supplies and Maintenance	3,520	0	0	0	0	(1,670)	1,850	-47%	(1,670)	
Other Direct Costs	800	0	0	0	0	(300)	500	-38%	(300)	
Expenses Total	327,160	0	0	2,890	0	(6,220)	323,830	-1%	(3,330)	
Administration Total	**327,160**	**0**	**0**	**2,890**	**0**	**(6,220)**	**323,830**	**-1%**	**(3,330)**	
Corporate										
Expenses										
Contracted/Consulting Services	78,000	0	0	0	0	(35,600)	42,400	-46%	(35,600)	Cost savings on new multi-functional printers
Supplies and Maintenance	21,000	0	0	0	0	(6,500)	14,500	-31%	(6,500)	
Other Direct Costs	42,500	0	0	0	0	(15,630)	26,870	-37%	(15,630)	Cost savings on new multi-functional printers
Expenses Total	141,500	0	0	0	0	(57,730)	83,770	-41%	(57,730)	
Corporate Total	**141,500**	**0**	**0**	**0**	**0**	**(57,730)**	**83,770**	**-41%**	**(57,730)**	
Grand Total	**468,660**	**0**	**0**	**2,890**	**0**	**(63,950)**	**407,600**	**-13%**	**(61,060)**	

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.

3,497 – Service requests completed

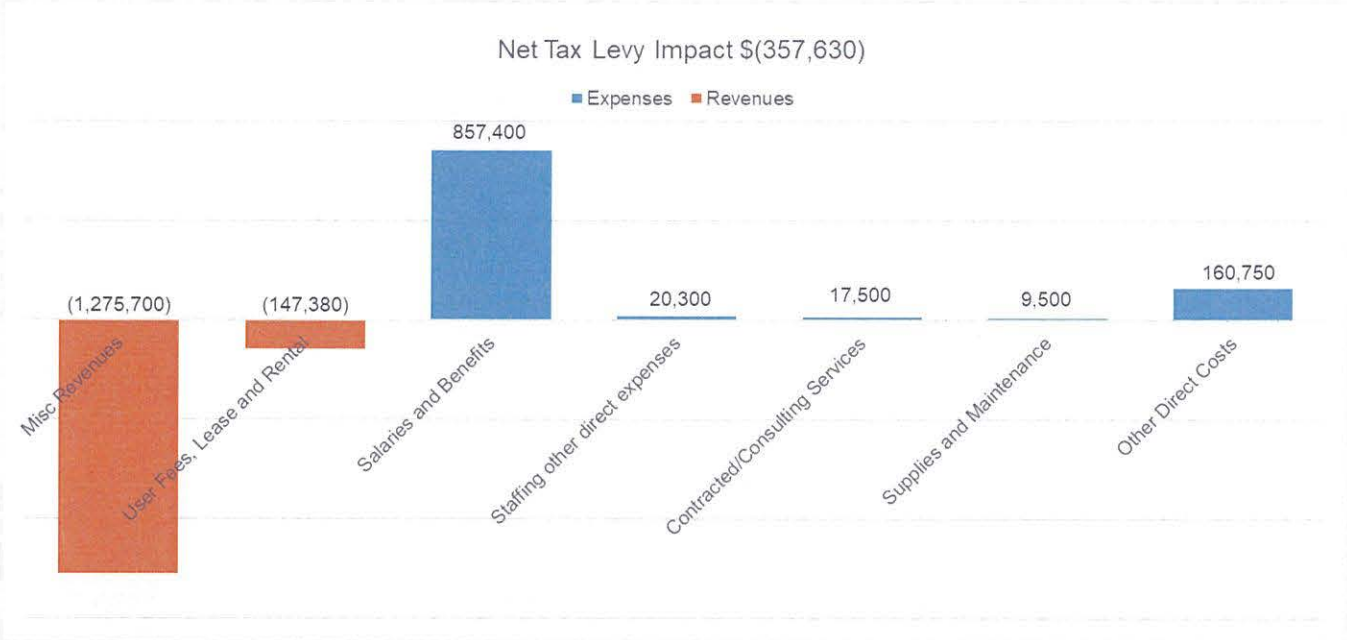
38,800 – Tax bills produced (interim and final)

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

2020 Budgeted Expenditures and Revenues



2019 Accomplishments

- Continuation of the water meter change out project, changing out 250 water meters in Keswick
- Developed a Customer Service Strategy
- Developed a Customer Service Survey to be used as a key component of the Customer Service Strategy
- Fit gap analysis for Customer Service Relationship Management software

Key projects for 2020

- Continuation of the Water Meter Change out program
- Implement Customer Service Strategy
- Creation of a Pre-Authorized payment plan for Water billing.

GEORGINA

2020 OPERATING BUDGET

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

	2020 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2020 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	Comments
Administration										
Revenues										
Misc Revenues	(1,260,950)	(12,500)	0	0	0	(2,250)	(1,275,700)	1%	(14,750)	
User Fees, Lease and Rental	(71,880)	0	(80,000)	0	0	12,000	(139,880)	95%	(68,000)	NI-CS-1 Mortgage Company Account Administrative Fees
Revenues Total	(1,332,830)	(12,500)	(80,000)	0	0	9,750	(1,415,580)	6%	(82,750)	
Expenses										
Salaries and Benefits	855,070	0	0	28,060	0	(25,730)	857,400	0%	2,330	Salary step increases. Water/WW reallocations
Staffing Other Direct Expenses	19,800	500	0	0	0	0	20,300	3%	500	
Contracted/Consulting 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	126,250	5,000	0	0	0	22,000	153,250	21%	27,000	Increase in cash delivery expenditures
Expenses Total	1,028,120	5,500	0	28,060	0	(3,730)	1,057,950	3%	29,830	
Administration Total	**(304,710)**	**(7,000)**	**(80,000)**	**28,060**	**0**	**6,020**	**(357,630)**	**17%**	**(52,920)**	
Registered Properties										
Revenues										
Misc Revenues	0	0	0	0	0	0	0		0	
User Fees, Lease and Rental	(7,500)	0	0	0	0	0	(7,500)	0%	0	
Revenues Total	(7,500)	0	0	0	0	0	(7,500)	0%	0	
Expenses										
Contributions to Reserve	0	0	0	0	0	0	0		0	
Other Direct Costs	7,500	0	0	0	0	0	7,500	0%	0	
Expenses Total	7,500	0	0	0	0	0	7,500	0%	0	
Registered Properties Total	**0**	**0**	**0**	**0**	**0**	**0**	**0**		**0**	
Grand Total	**(304,710)**	**(7,000)**	**(80,000)**	**28,060**	**0**	**6,020**	**(357,630)**	**17%**	**(52,920)**	