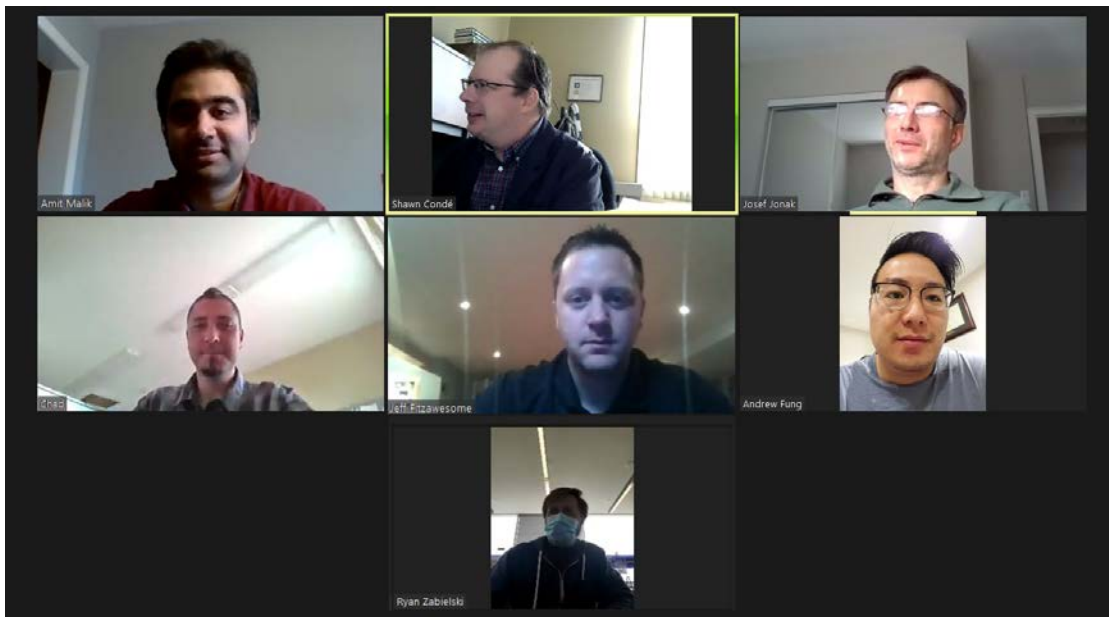


Corporate Services

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.

2020 Success Story

Leveraging technology to adapt to COVID-19

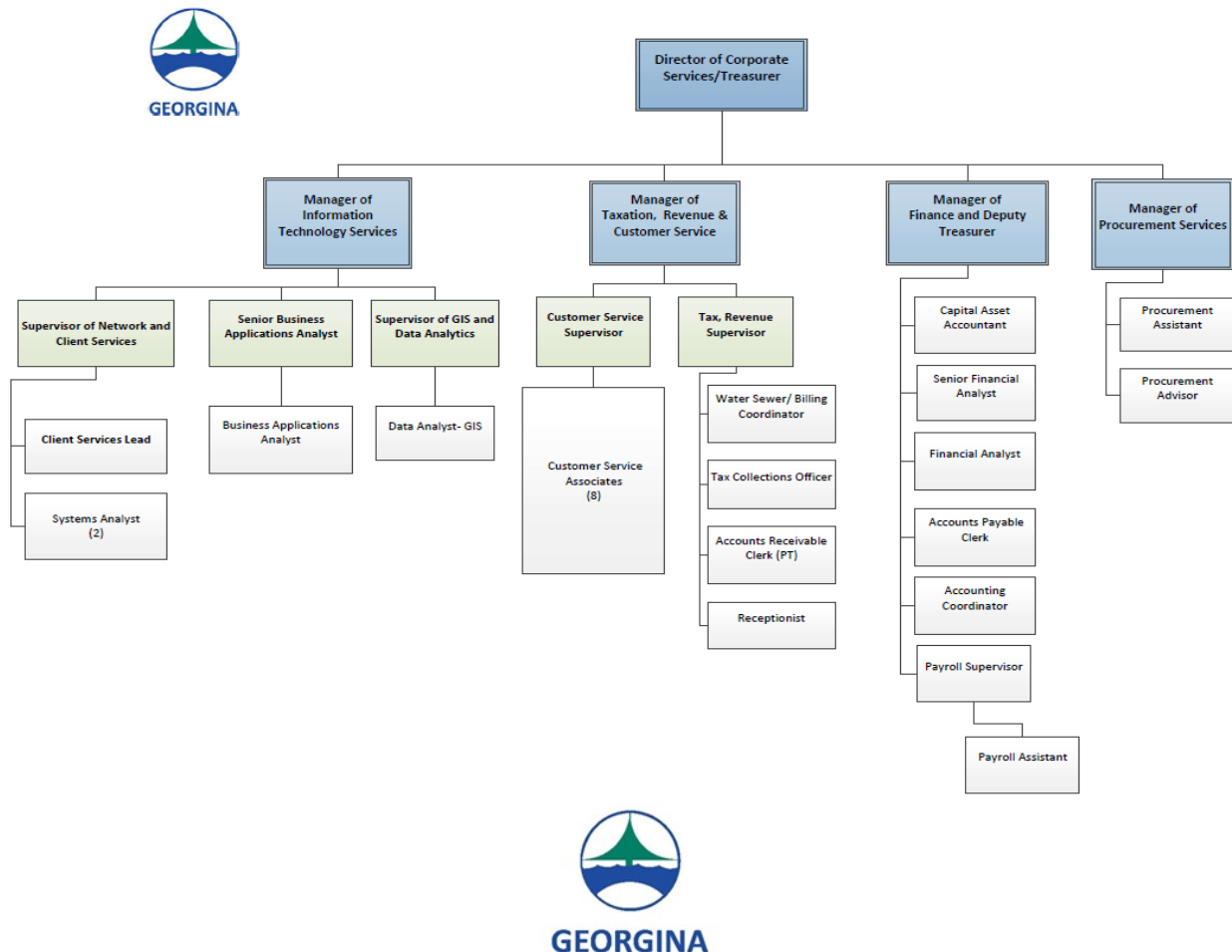


The COVID-19 pandemic has brought significant operational challenges for all departments across the organization. In response to these challenges, the Corporate Services Department quickly leveraged technology to ensure critical processes within departments continued to operate in an efficient and effective manner. These new processes, along with the direct IT support provided by our ITS division, has propelled the Town of Georgina to change the way we do our work to ensure we are providing

reliable services while maintaining essential safety precautions. In the first six months of the pandemic, the department completed the following processes or tasks:

- The IT Division assisted with:
 - The deployment of 80 laptops/tablets and 47 cell phones
 - All office moves for social distancing purposes at various facilities
 - Introducing a softphone for reception so that Customer Service staff could work remotely
 - Implementing Zoom for Council, Committee, and general staff meetings
 - Converting 113 users over to Global Protect for VPN access
- The Finance Division automated internal accounts payable processes and implemented an electronic funds transfer (EFT) payment option for vendors
- The Procurement Division automated the purchase requisition process and all remaining paper based procurement processes.
- The Tax, Revenue and Customer Service Division automated processes relating to recycling bin delivery, parking passes, burn permits and bulk water cards.

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 repayments

Major Initiatives Planned for 2021

- Continued Implementation of IT Strategic Plan
- Development Charge Background Study and By-law
- Continuation of the Long-term Financial Strategy
- Assist in implementing an Electronic Content Management solution
- 2022 Budget



GEORGINA

2021 OPERATING BUDGET

Corporate Services - Department Administration - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Revenue										
Investment Revenues	(760,000)	0	0	0	0	0	0	0%	0	
Revenue Total	(760,000)	0	0	0	0	0	(760,000)	0%	0	
Expense										
Salaries and Benefits	341,690	0	0	(135,110)	0	(3,000)	203,580	-40%	(138,110)	Reorganization
Staffing Other Direct Expenses	12,250	0	0	0	0	(3,200)	9,050	-26%	(3,200)	
Supplies and Maintenance	1,500	0	0	0	0	(500)	1,000	-33%	(500)	
Other Direct Costs	1,100	0	0	0	0	500	1,600	45%	500	
Expense Total	356,540	0	0	(135,110)	0	(6,200)	215,230	-40%	(141,310)	
Administration Total	(403,460)	0	0	(135,110)	0	(6,200)	(544,770)	35%	(141,310)	
Grand Total	(403,460)	0	0	(135,110)	0	(6,200)	(544,770)	35%	(141,310)	

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

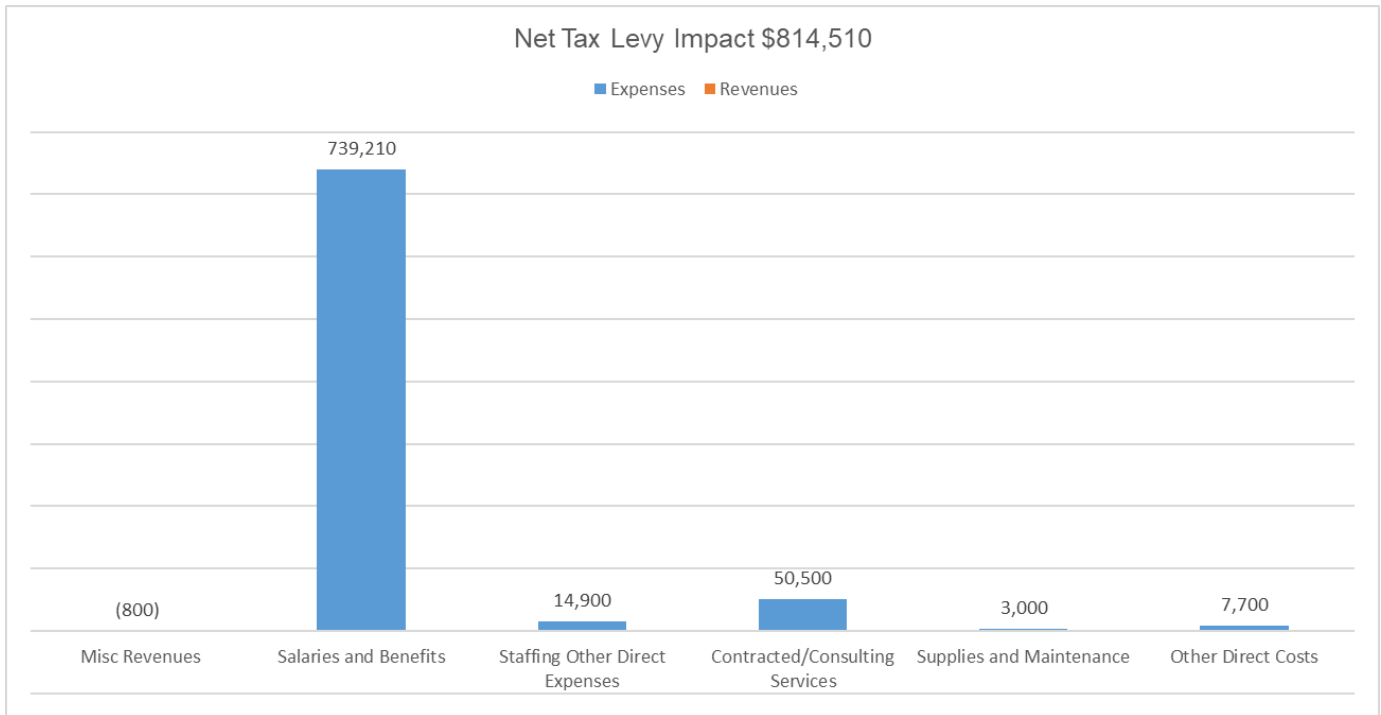
\$7.4 million – Net contribution to reserves

1,000 – Number of journals processed

1,800 – Number of credit card statements processed

11,000 – Number of timesheets processed

2021 Budgeted Expenditures and Revenues



2020 Accomplishments

- 2021 Budget with a property tax increase of 1.45 percent to improve service levels, improve long-term sustainability and address community needs
- Completed the electronic timesheet program for payroll processing
- Implemented a new process for electronic signatures on cheques
- Rollout out Electronic Funds Transfer (EFT) payment option to vendors

Key Projects for 2021

- Continue to automate processes in Accounts Payable
- Continue to implement the Long-term Financial Strategy
- Explore options to implement multi-year budget



GEORGINA

2021 OPERATING BUDGET

Corporate Services - Finance - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Revenue										
Misc Revenues	(800)		0	0	0	0	(800)	0%	0	
Revenue Total	(800)		0	0	0	0	(800)	0%	0	
Expense										
Salaries and Benefits	560,260		0	178,950	0	0	739,210	32%	178,950	Reorganization
Staffing Other Direct Expenses	9,100		0	0	0	5,800	14,900	64%	5,800	
Contracted/Consulting Services	50,500		0	0	0	0	50,500	0%	0	
Supplies and Maintenance	3,000		0	0	0	0	3,000	0%	0	
Other Direct Costs	7,700		0	0	0	0	7,700	0%	0	
Expense Total	630,560		0	178,950	0	5,800	815,310	29%	184,750	
Administration Total	629,760		0	178,950	0	5,800	814,510	29%	184,750	
Grand Total	629,760		0	178,950	0	5,800	814,510	29%	184,750	

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

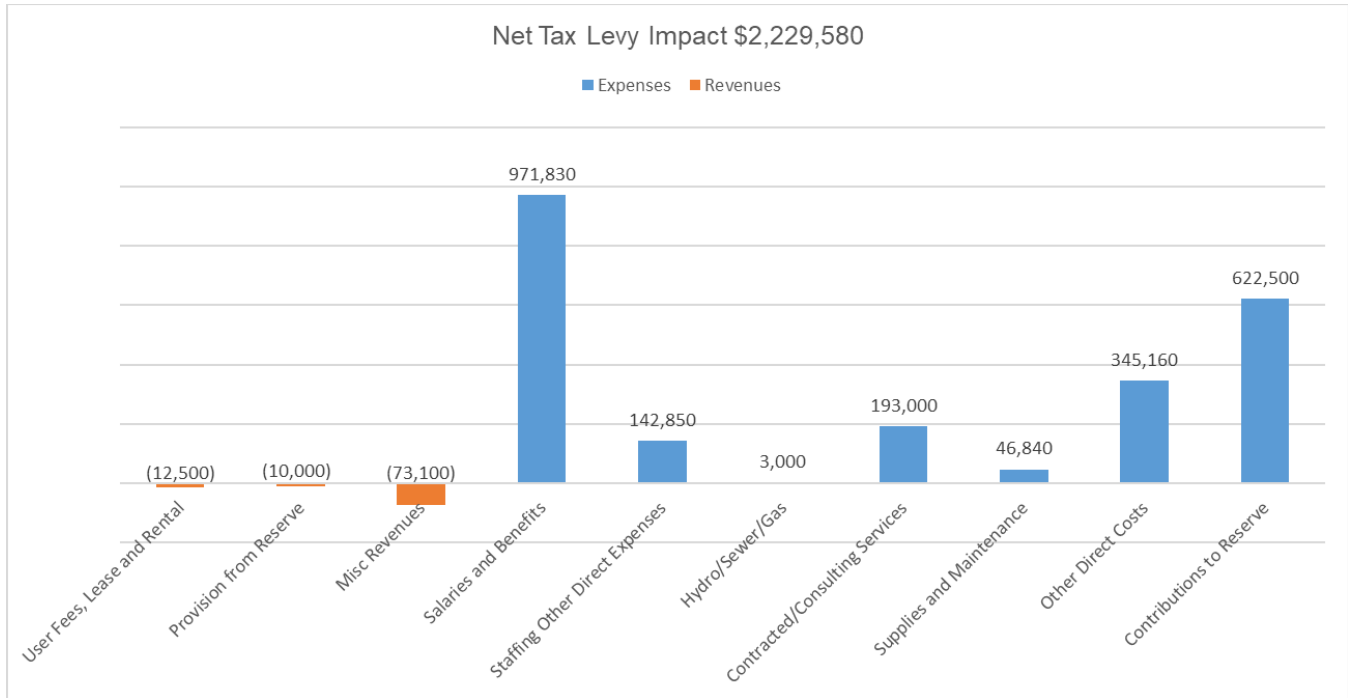
Connectivity between 50 municipal facilities

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

2021 Budgeted Expenditures and Revenues



2020 Accomplishments

- Designated as a non-dominant internet service provider by Government of Canada
- Successfully supported the Emergency Operations Centre in the COVID-19 pandemic response
- 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
- YorkNet continued participation

Key Projects for 2021

- Continuing to implement the corporate IT Services Strategic Plan
- Implementing an Enterprise Records Management Content solution
- Improving the user experience of residents, visitors and businesses on the Georgina website
- Improving broadband and corporate information communications technology infrastructure



GEORGINA

2021 OPERATING BUDGET

Corporate Services - Information Technology - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Revenue										
Provision from Reserve	(10,000)	0	0	0	0	0	(10,000)	0%	0	
Revenue Total	(10,000)	0	0	0	0	0	(10,000)	0%	0	
Expense										
Salaries and Benefits	949,380	0	0	22,450	0	0	971,830	2%	22,450	Salary step increases
Staffing Other Direct Expenses	23,300	0	0	0	0	0	23,300	0%	0	
Contracted/Consulting Services	79,000	0	0	0	0	0	79,000	0%	0	
Contributions to Reserve	602,500	0	0	0	0	0	602,500	0%	0	
Supplies and Maintenance	13,440	0	0	0	0	0	27,840	107%	14,400	C-2020- 0124 YorkNet Dark Fibre Infrastructure
Other Direct Costs	24,000	0	0	0	0	0	24,000	0%	0	
Expense Total	1,691,620	0	0	22,450	0	14,400	1,728,470	2%	36,850	
Administration Total	1,681,620	0	0	22,450	0	14,400	1,718,470	2%	36,850	
Broadband Service										
Revenue										
Misc Revenues	(73,100)	0	0	0	0	0	(73,100)	0%	0	
Revenue Total	(73,100)	0	0	0	0	0	(73,100)	0%	0	
Expense										
Contracted/Consulting Services	93,000	0	0	0	0	0	93,000	0%	0	
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	28,000	0	0	0	0	(9,000)	19,000	-32%	(9,000)	
Other Direct Costs	11,880	0	0	1,130	0	9,000	22,010	85%	10,130	
Expense Total	155,880	0	0	1,130	0	157,010	157,010	1%	1,130	
Broadband Service Total	82,780	0	0	1,130	0	0	83,910	1%	1,130	
Corporate										
Revenue										
User Fees, Lease and Rental	(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/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	
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	2,191,600	0	0	23,580	0	14,400	2,229,580	2%	37,980	

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.

62 – Projects completed by Sept 2020

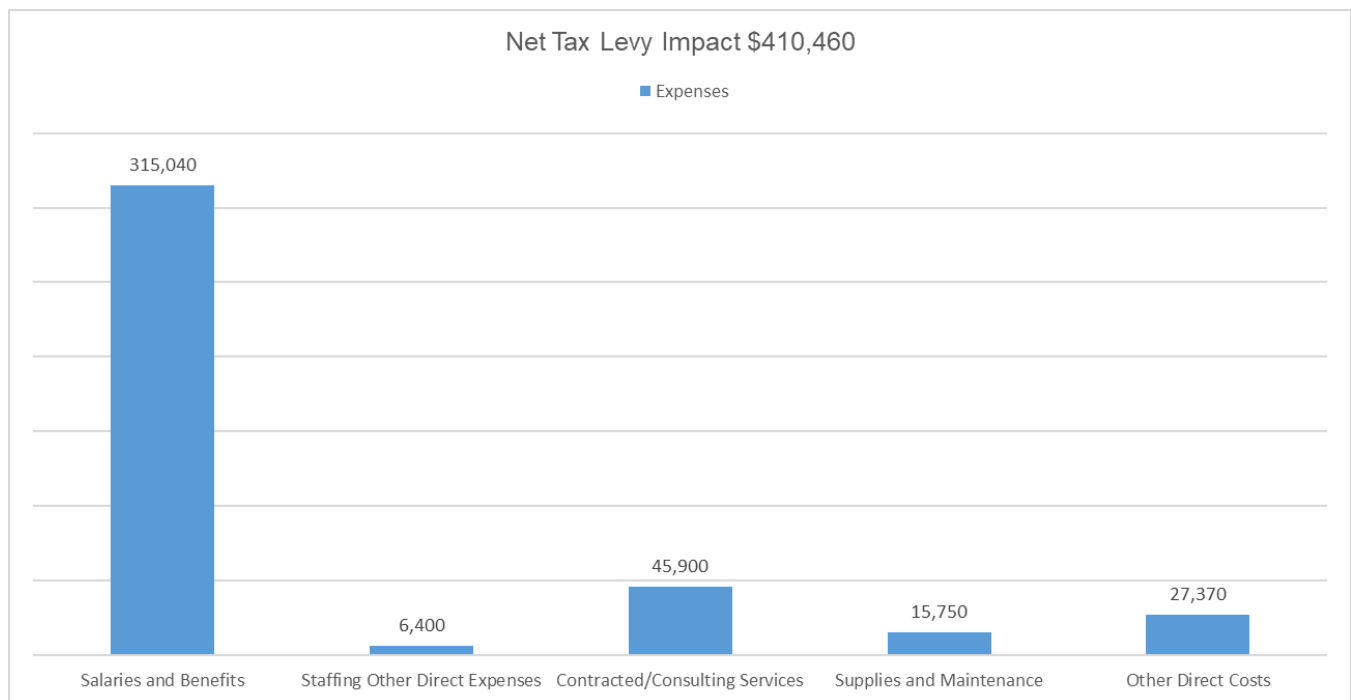
\$11 million – Dollar value of projects completed by Sept 2020

\$117,000 – Asset recovery value by Sept 2020

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; and
- Procurement advisory services to all Town employees.

2021 Budgeted Expenditures and Revenues



2020 Accomplishments

- Transitioned to a telework model in March and continued to execute procurement projects remotely with no reduction of service level
- Sourced all required Personal Protective Equipment (PPE) and supported the Emergency Operations Centre (EOC) throughout the declared emergency
- Converted the remaining paper-based process, (purchase requisition) to an online editable PDF form to support the new telework model resulting in paperless processes
- Adapted the interview stage of RFP evaluations to video conference interviews to ensure project evaluations continue
- Asset recovery value of \$117,000 – disposal of surplus assets to September 2020
- Expanded use of online RFP evaluation throughout organization
- Acquisition of Rescue Pumper Fire Apparatus
- Julia Munro Park contractor Request for Tender completed
- Replacement Civic Centre Request for Pre-Qualification completed
- Multi-use Recreation Complex Request for Pre-Qualification completed

Key Projects for 2021

- Support vertical infrastructure projects that will be ongoing such as replacement Civic Centre, Multi-Use Recreation Complex
- Procurement Policy and Procedures review



GEORGINA

2021 OPERATING BUDGET

Corporate Services - Procurement - Budget Details

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Expense										
Salaries and Benefits	311,580	0	0	3,460	0	0	315,040	1%	3,460	
Staffing Other Direct Expenses	6,400	0	0	0	0	0	6,400	0%	0	
Contracted/Consulting Services	3,500	0	0	0	0	0	3,500	0%	0	
Supplies and Maintenance	1,850	0	0	0	0	(600)	1,250	-32%	(600)	
Other Direct Costs	500	0	0	0	0	0	500	0%	0	
Expense Total	323,830	0	0	3,460	0	(600)	326,690	1%	2,860	
Administration Total	323,830	0	0	3,460	0	(600)	326,690	1%	2,860	
Corporate										
Expense										
Contracted/Consulting Services	42,400	0	0	0	0	0	42,400	0%	0	
Supplies and Maintenance	14,500	0	0	0	0	0	14,500	0%	0	
Other Direct Costs	26,870	0	0	0	0	0	26,870	0%	0	
Expense Total	83,770	0	0	0	0	0	83,770	0%	0	
Corporate Total	83,770	0	0	0	0	0	83,770	0%	0	
Grand Total	407,600	0	0	3,460	0	(600)	410,460	1%	2,860	

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

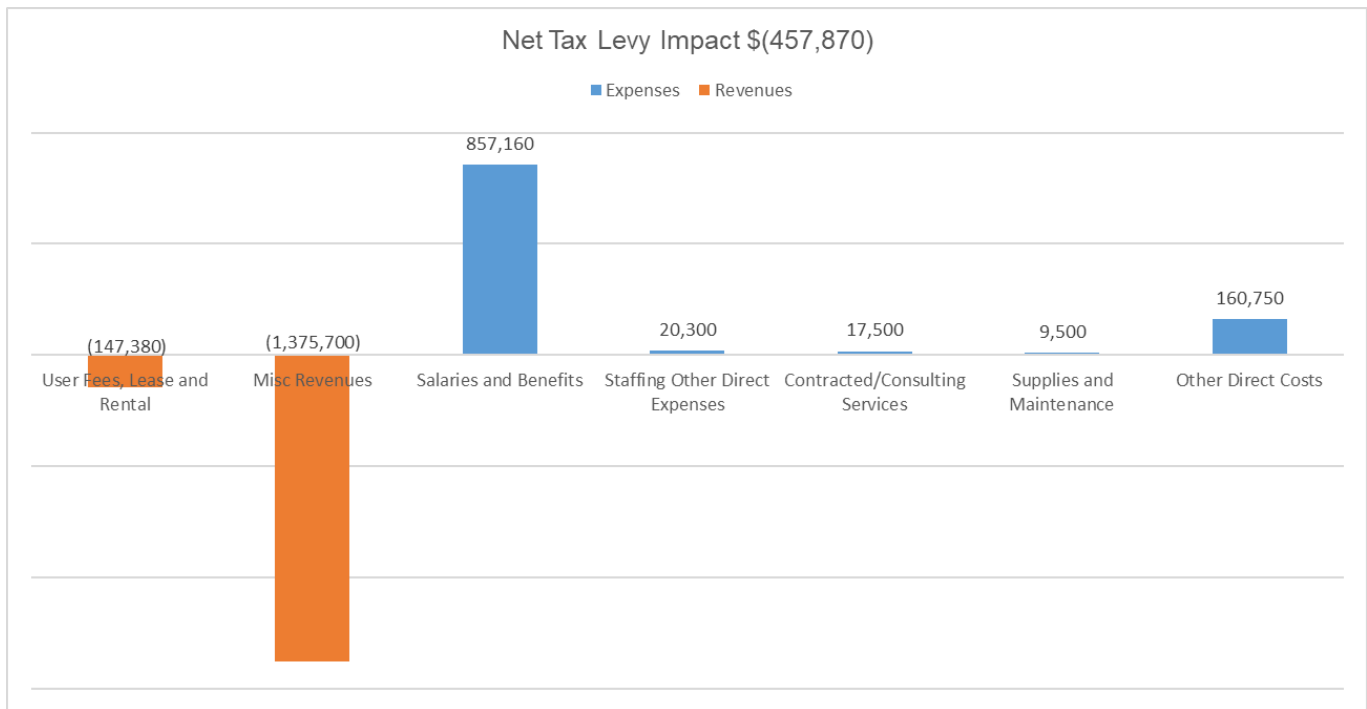
39,000– Tax bills produced (interim and final)

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

2021 Budgeted Expenditures and Revenues



2020 Accomplishments

- Continuation of the water meter change-out project, changing out 250 water meters in Keswick
- Continued development and implementation of the Customer Service Strategy
- Modified numerous processes as a result of the closure of the Civic Centre due to COVID-19
- Undertook process improvements as a result of a successful application for municipal modernization grant intake 1

Key projects for 2021

- Continuation of the Water Meter change-out program
- Implement Customer Service Strategy
- Creation of e-billing capabilities for water/sewer billing
- Additional process improvements to make processes more agile and electronic



GEORGINA

2021 OPERATING BUDGET

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

	2021 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	DEBT FINANCING	OTHER	2021 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration										
Revenue										
Misc Revenues	(1,275,700)	0	0	(100,000)	0	0	(1,375,700)	8%	(100,000)	Increase based on historical trend
User Fees, Lease and Rental	(139,880)	0	0	0	0	0	(139,880)	0%	0	
Revenue Total	(1,415,580)	0	0	(100,000)	0	0	(1,515,580)	7%	(100,000)	
Expense										
Salaries and Benefits	857,400	0	0	(5,270)	0	5,030	857,160	0%	(240)	
Staffing Other Direct Expenses	20,300	0	0	0	0	0	20,300	0%	0	
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	153,250	0	0	0	0	0	153,250	0%	0	
Expense Total	1,057,950	0	0	(5,270)	0	5,030	1,057,710	0%	(240)	
Administration Total	(357,630)	0	0	(105,270)	0	5,030	(457,870)	28%	(100,240)	
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	(357,630)	0	0	(105,270)	0	5,030	(457,870)	28%	(100,240)	