



GEORGINA

Town of Georgina
22-SI-CS-01
Staffing Initiative

Title of Request:	Data Analyst – GIS	Business Case Type: Staffing Initiative
Department:	Corporate Services	Business Case number: 22-SI-CS-01
Division:	Information Technology Services	Date: June 18, 2021
Budget Request:	\$ 88,000	Funding Source: 50% Assessment Growth 50% Tax Levy

Project Description:

A Geographic Information System (GIS) is a proven technology that has been in use for several decades by various governments and other organizations as a decision support tool and information management system. The Town's investment and reliance in GIS technology has steadily increased over time as department and division level activities have evolved and dependence on access to up-to-date authoritative data has amplified the need to support our growing community.

The introduction of a Town-wide GIS, also known as Enterprise GIS has facilitated the migration to centralizing data and using formalized information management methodologies to increase efficiency, access, and compliance of our information. Enterprise GIS has produced a number of beneficial spin-offs, such as a notable reduction in the number of redundant databases in various formats and streamlining of different applications and workflows used throughout the Organization, including the smoke detector inspection program, engineering site alteration activities, sewer flushing activities and streetlight program to name a few.

The increased demands on GIS technology within the Organization has facilitated the need to request an additional full-time employee to sustain the increased workload in supporting the various business units and departmental activities with expansion into data management, data analytics and business intelligence.

As identified in the 2018 IT Strategic Plan, the position of a Digital Services Coordinator was recommended for 2023. However, with the recent demand for information, the consolidation and management of data, and the forthcoming GIS-driven initiatives enforces the need of an additional Data Analyst (GIS) to provide the necessary support for the Organization. The purpose of this proposed position is to provide additional support to the GIS team to focus on Enterprise GIS technology design and operations, digital services, and web-based applications.

In addition, this position will develop data analytics functions and capabilities and help enhance reporting skills throughout the organization. There is a further need to focus on data management and architecture to ensure that corporate data standards are met. In summary, this position will work with all departments to build their data management and data analysis capabilities. The Data Analyst will also update and interpret data, analyze results using statistical techniques and provide ongoing reports to support data-based decision making capacity within the organization.

1. Proposed Year of Initiative (Start date and End Date):

Permanent Position

2. Nature of Initiative/Review Factors (check and explain all that apply):

- ☒ Legislative, ☒ Growth ☒ Risk Management, ☒ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☒ Adopted Plan/Study
☐ Other (please specify)

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:

Information Technology Services Strategic Plan - Section 5.2.1

As identified in the 2018 IT Strategic Plan, the Town can expect significant work in the area around data analytics. The IT Strategic Plan recommended resourcing in this area and based upon Perry Group Consulting research and their experience with mid-sized Ontario municipalities, current key technology trends are centred on data; data architecture, master data management, data and privacy, data analytics, business intelligence and reporting.

Priority: Deliver Exceptional Service – Organizational and Operational Excellence

4. Main/Desired Goal or Outcomes/Benefits:

Supporting increased workload of the Enterprise GIS and ensuring optimization of data management, data analytics and business intelligence within the Town of Georgina.

This position will also enhance the development of reporting to support internal and external commitments. Developing, implementing data collection and data analytics best practices that optimize efficiency and quality. Acquiring and maintaining data, databases/data systems (i.e. primary or secondary data sources) and identifying, analyzing, and interpreting trends or patterns in complex data sets. Maintaining data integrity by creating quality checks and reports to support different processes and workflows. Enabling all departments, the ability to prioritize business and Information needs and present, discuss and resolve data related topics to build their data management and data analysis capabilities.

5. Cost/ Financial Impact, Recovery and Net impact:

	Budget:	Operating (Including Staffing) Annually	Allocation:	
			2022	2023
Expenditures:	Request			2023-31
1. Salaries	67,500	67,500		
2. Benefits	20,500	20,500		
Total Expenditures:	\$ 88,000	\$ 88,000	\$	-
*Please note this is not a 10-year forecast. Do not include future project budget request.				

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

Can you change the services model to reduce this demand without reducing service levels? No

Can you better leverage technology? No

Can you share service delivery with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:



GEORGINA

Town of Georgina
22-SI-CS-02
Staffing Initiative

Title of Request:	Procurement Advisor	Business Case Type: Staffing Initiative
Department:	Corporate Services	Business Case number: 22-SI-CS-02
Division:	Procurement Services	Date: September 23, 2021
Budget Request:	\$ 82,000	Funding Source: Assessment Growth

Project Description:

Procurement Services is a shared service division that is responsible for the sourcing and procurement activities for all of goods, services and construction required by the Corporation of the Town of Georgina. Every department relies on Procurement Services to facilitate the procurement process for them to deliver their projects and initiatives approved through the budget process. As the number of approved projects and initiatives grow, so does the workload for Procurement Services.

There are currently three full time employees in Procurement Services. There is one procurement assistant, one procurement advisor and a manager. The last time Procurement Services increased their headcount was approximately seven years ago (2014) with the addition of the procurement advisor position. In 2014, Procurement Services managed approximately 75 projects with a value of approximately \$5 million dollars and was a semi-decentralized structure. In 2019 and 2020, Procurement Services managed an average of 110 projects each year with an approximate value of \$16 million dollars and operates in a centralized structure.

In 2021, Procurement Services are forecasted to manage over 90 projects with an approximate value of \$65 million dollars (includes \$50 million MURC). In the past several years, the number of projects have increased. The size, complexity and level of effort of the projects have also intensified. With the arrival of Covid-19, some projects in 2020 and 2021 have not been completed which has created a back log to carry over into 2022.

Over the past three years, Procurement Services has been successful in streamlining its processes and implemented a number of technological advances which has enable them to manage additional workload and administrative requirements resulting from the increasing complexity of the work they deliver without increasing their headcount.

However, with the recent Development Charges Study, a forecasted increase in Asset Management and other large infrastructure projects, projects under the Head, Special Capital Initiatives as well as the 2020 and 2021 projects that will be carried over to 2022 will result in a significant increase in the number of projects that Procurement Services will need to facilitate and they will not have sufficient capacity. Projects such as:

- Multi-Use Recreation Complex construction;
- Replacement Civic Centre (and all related sub-projects);
- Operations & Infrastructure projects including O.Reg. 588/17;
- Egypt roads yard expansion;
- Facility maintenance projects;
- Building Condition Assessment Compliance projects;
- Recreation and Culture Masterplan projects;
- Parks projects;
- Fire Masterplan projects;
- Library Masterplan projects;
- Waterfront Masterplan projects;
- Other major and minor capital initiatives; and
- Day to day operational projects.

To be proactive and increase the workload capacity within Procurement Services, and to efficiently respond to the growth of the Town and the need to support the departments in service delivery to our residents, it is recommended that we increase the headcount by one procurement advisor.

1. **Proposed Year of Initiative (Start date and End Date):**
2022 - Ongoing

2. Nature of Initiative/Review Factors (check and explain all that apply):

- ☐ Legislative, ☒ Growth ☐ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study
☐ Other (please specify)

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:

- a. Priority 4: Deliver exceptional service – Organizational & operational excellence

4. Main/Desired Goal or Outcomes/Benefits:

Increase the capacity of Procurement Services to be better able to respond to increased workload resulting from project specific growth from all client departments.

5. Cost/ Financial Impact, Recovery and Net impact:

	Budget:	Allocation:		
		Operating (Including Staffing) Annually	2022	2023
Expenditures:	Request			2023-31
1. Salaries	63,000	63,000		
2. Benefits	19,000	19,000		
Total Expenditures:	\$ 82,000	\$ 82,000	\$	-
*Please note this is not a 10-year forecast. Do not include future project budget request.				

6. Other Considerations or Efficiency Options: N/A

Can you defer the request? Not without risk to service level for project delivery

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? N/A

Can you change the services model to reduce this demand without reducing service levels? No

Can you better leverage technology? Currently utilizing all technology tools available

Can you share service delivery with other Town Departments/Agencies or municipalities? N/A

7. Other Comments / Gallery:



GEORGINA

Town of Georgina
22-SI-FS-01
Staffing Initiative

Title of Request:	Deputy Fire Chief	Business Case Type: Staffing Initiative
Department:	Fire & Rescue Services	Business Case number: 22-SI-FS-01
Division:	Fire Prevention/Training	Date: June 10, 2021
Budget Request:	\$ 169,000	Funding Source: Assessment Growth

Project Description:

Hiring of a second Deputy Fire Chief to meet the current demands of our growing community.

1. Proposed Year of Initiative (Start date and End Date):
Q2 2022 to Q3 2022

2. Nature of Initiative/Review Factors (check and explain all that apply):

☒ Legislative, ☒ Growth ☒ Risk Management, ☐ Service Level Change, ☒ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study
☐ Other (please specify)

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:

Goal 2: Promote a High Quality of Life
Goal 4: Provide Exceptional Municipal Service

4. Main/Desired Goal or Outcomes/Benefits:

To ensure provincial regulations and legislative requirements are met and maintained. The development and ongoing annual review of the Community Risk Assessment that is a legislative requirement due in 2024. This position would also provide a much needed support for overall operations and department planning.

5. Cost/ Financial Impact, Recovery and Net impact:

	Budget:	Operating (Including Staffing) Annually	Allocation:	
			Capital (Cash Flow)*	
Expenditures:	Request		2022	2023-31
1. Salaries	130,000	130,000		
2. Benefits	39,000	39,000		
Total Expenditures:	\$ 169,000	\$ 169,000	\$	-
*Please note this is not a 10-year forecast. Do not include future project budget request.				

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

Can you change the services model to reduce this demand without reducing service levels? No

Can you better leverage technology? No

Can you share service delivery with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:

The Fire Service consists of many various categories/sections/divisions/portfolios each with its own distinct responsibilities. The Town has grown and the Fire Service has had to grow to keep pace. We are now at a point that a great more time and detailed oversight is required to ensure we meet the legislated and service requirements of these many responsibilities.

Some of the responsibilities include:

Administration, Data Analytics, Fire Prevention, Public Education, Fire Investigation, Emergency Response, Community Risk Assessment Recruitment, Training, Officer Development, Technical Rescue, Fleet, Procurement, Emergency Communications, Emergency Management, Labour Management, Human Resource Management, Facility Management and Health and Safety.

Benefits that an additional Deputy will bring to the service:

- Community Risk Assessment
- Policy and Procedure Development and annual review of same
- Data analytics and KPI development
- Succession planning
- Greater depth within the department
- Greater attention to life safety measures

Cost impacts:

- Direct cost – Salary (\$130,000 plus 30% benefits - \$169,000)
- Vehicle – current vehicle within fire service light fleet will be reassigned
- Office space (current office space is available and outfitted)
- Desk phone – \$300 (added to operating budget)
- Computer/Notebook (as quoted by ITS total \$2,900 added to operating budget)
- Cell Phone – reassigned (internal)



GEORGINA

Town of Georgina
22-SR-OI-01
Staffing Initiative

Title of Request:	Operations & Infrastructure Clerk	Business Case Type: Staffing Initiative
Department:	Operations & Infrastructure	Business Case number: 22-SR-OI-01
Division:	Environmental Services	Date: June 18, 2021
Budget Request:	\$ 69,750	Funding Source: Water/Wastewater Rates

Project Description:

Operations & Infrastructure Clerk (Permanent Position)

Responsible for providing clerical support, customer service, and administrative support within the Operations & Infrastructure Department.

This is a conversion of one (1) Temporary Part-Time Position into a permanent full time position. The O&I Clerk is required on the long-term to provide support to the Environmental Services Division.

The Environmental Services Division is responsible for the administration of multiple service and maintenance contracts. This requires a significant administrative work, which includes but is not limited to:

- Verify and reconcile invoices from multiple vendors
- Assist with the procurement processes (e.g. drafting Request of Proposals, drafting Purchase Requisitions, and preparing supporting documents)
- Perform contract administration (e.g. tracking contract expiry dates, tracking variance reports for GL accounts, follow up with vendors for correcting invoices with mistakes, etc.)
- Coordinate administrative activities with Departmental procedures
- Create internal excel-based tracking tools for operations staff (e.g. Action Items Tracking sheet, summary tables for inventory tracking)
- Record meeting minutes

In addition, there are a number of small ongoing capital projects and more small capital projects planned for 2022 and future years. This will require administrative support.

1. Proposed Year of Initiative (Start date and End Date):
Q1 2022

2. Nature of Initiative/Review Factors (check and explain all that apply):

- ☐ Legislative, ☐ Growth ☐ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study
☐ Other (please specify)

Efficiency: The administrative burden of carrying out clerical activities by the Manager, Supervisor or Water Quality Specialist is very expensive and inefficient. Examples of not having this support were evident in Q3 2020, when it was apparent that multiple invoices had been misplaced, and deadlines for payment not honoured. This also represents reputational risks with our vendors. The efficiencies of having clerical support involves being able to pay invoices on time, update contracts that expire on time, recording meeting outcomes for regulatory purposes, and supporting administration Capital projects planned for 2022 and beyond.

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:

Priority: "Deliver Exception Service" – manage our finances and assets proactively.

4. Main/Desired Goal or Outcomes/Benefits:

Comply with contractual obligations and administrative requirements.

5. Cost/ Financial Impact, Recovery and Net impact:

	Budget:	Allocation:		
		Capital (Cash Flow)*		
Expenditures:	Request	2022	2023	2023-31
1. Salary	54,070			
2. Benefits	15,680			
Total Expenditures:	\$ 69,750	\$ 69,750	\$ -	-
*Please note this is not a 10-year forecast. Do not include future project budget request.				

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? N/A

Can you combine this initiative with other present functions? No

Can you change the services model to reduce this demand without reducing service levels? No

Can you better leverage technology? No

Can you share service delivery with other Town Departments/Agencies or municipalities? Yes. This position is a shared position within the Department, but can support other areas as required, including Customer Service

7. Other Comments / Gallery:

The workload for clerical services has increased significantly in the Environmental Services Division.

Since May 2020, the Division employed a contract clerk position for a 6-month contract through the Job-Skills Canada program. This position provided support for the following tasks:

- Support existing administrative staff for tracking, verifying and processing invoices, which has greatly decreased processing time.
- Identifying discrepancies on invoices, contacting vendors and resolving issues (e.g. OWW, East G., Summa Eng., BMC Electrical, GFL).
- Assisting in drafting RFAs, PR Forms, and supporting documents
- Creating internal excel-based tracking tools for operations staff (e.g. Action Items Tracking sheet, calendar of contracts' expiry & renewals).



GEORGINA

Town of Georgina
22-SI-OI-02
Staffing Initiative

Title of Request:	Senior Project Manager – Operations & Infrastructure	Business Case Type: Staffing Initiative
Department:	Operations & Infrastructure	Business Case number: 22-SI-OI-02
Division:	Asset Management & Technical Services	Date: September 22, 2021
Budget Request:	\$123,500	Funding Source: Capital Projects/Reserves

Project Description:

Senior Project Manager – Operations & Infrastructure

The Senior Project Manager– Operations & Infrastructure is responsible for providing project management, technical expertise and engineering input from planning and inception through the design, construction and warranty period of capital works projects involving roads, bridges and water/wastewater and storm water infrastructure projects within the Town's capital works program.

The Senior Project Manager– Operations & Infrastructure will support the capital projects identified through the Town's Asset Management Plan for Core Infrastructure.

1. Proposed Year of Initiative (Start date and End Date):

Q1 2022

2. Nature of Initiative/Review Factors (check and explain all that apply):

- ☒ Legislative, ☐ Growth ☒ Risk Management, ☐ Service Level Change, ☒ Strategic Priority, ☐ Efficiency, ☒ Adopted Plan/Study
☐ Other (please specify)

Legislative: The Town is required to have an Asset Management Plan for all remaining assets in place by July 1, 2023, under Ontario Regulation 588/17.

Risk Management: The Project Manager will be responsible to deliver projects related to “State of Good Repair” capital projects to allow the Town to minimize lifecycle cost while maintaining a predetermined Level of Service, which minimizes risk to the Town.

Strategic Priority: A strong Project Manager provides the efficient delivery of capital projects which supports the 2019-2023 Strategic Plan Priority: Deliver Exceptional Service – Manage our finance and assets proactively

Adopted Plan/Study: A strong Project Manager supports the ongoing delivery or Project identifies through the Town's on-going Asset Management Plan. The updated Asset Management Plan required by O.Reg. 588/17 is scheduled for completion in 2022, and will expand the list of high priority capital projects related to “State of Good Repair” of municipal infrastructure.

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:

Priority: “Deliver Exception Service” – manage our finances and assets proactively.

4. Main/Desired Goal or Outcomes/Benefits:

Provide additional project management staff resources to deliver additional capital projects identified through the Asset Management Plan.

5. Cost/ Financial Impact, Recovery and Net impact:

	Budget:	Allocation:		
		Operating (Including Staffing) Annually	2022	2023
Expenditures:	Request			2023-31
1. Salaries	95,000	95,000		
2. Benefits	28,500	28,500		
Total Expenditures:	\$ 123,500	\$ 123,500	\$	-
			*Please note this is not a 10-year forecast. Do not include future project budget request.	

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? Yes

Can you change the services model to reduce this demand without reducing service levels? No

Can you better leverage technology? No

Can you share service delivery with other Town Departments/Agencies or municipalities? Yes. This position is a shared position within the Department and can support additional project delivery capacity within the corporation.

7. Other Comments / Gallery:



GEORGINA

Town of Georgina
22-TR-CAO-01
Staffing Initiative

Title of Request:	Head, Special Capital Initiatives	Business Case Type: Staffing Initiative
Department:	Office of Chief Administrative Officer	Business Case number: 22-TR-CAO-01
Division:	Special Capital Projects	Date: September 15, 2021
Budget Request:	\$ 182,000	Funding Source: Capital Projects/Reserves

Project Description:

In 2018, Council approved the Head/Director of Special Capital Initiatives responsible for the planning and implementation of high profile community related capital initiatives in the range of \$85 Million such as the Town's Civic Centre replacement, the Multi Use Recreation Complex, the Link Community Hub and Pefferlaw Fire Station 1-8. Responsibilities include business planning, financial management, public participation and communication, Council reporting, technical expertise (both in-house and third party) and construction contract administration required to ensure project delivery consistent with Town strategy, commitments and goals. The role has been filled through a secondment since October 30, 2018.

Below is a summary of the projects being led under this position:

Completed

- Udora Community Hall complete parking lot addition (\$200k): Design and construction including excavation, asphalt, curbing, lighting, etc. (2019-2020)
- Belhaven existing parking lot rehab and addition (\$100k): Design and construction including complete excavation, asphalt, walkway, curbing, lighting, etc. and electrical room repairs(2019-2020)
- Udora underground fire tank supply and install (\$210k): Design and construction for a new 135,000L fire tank to serve the Udora and Uxbridge community (contributed \$50k to the project) (2020)
- The Link Phase 2 and Phase 3 (\$2.8Mil.): Design and construction including interior fit out for Community Living, Sutton Seniors, programming space, common area, new washrooms, prep space for new York Region community health clinic, etc.(2019-2020)
- Pefferlaw Fire Hall (\$5.8Mil.): Design and construction of new Fire Hall (2019-2021)

Ongoing

- Multi-Use Recreation Complex (\$50.2Mil.) – Design and construction(2019-ongoing)

- Replacement Georgina Civic Centre (\$17Mil. - \$22Mil.) – Design and construction(2019-ongoing)
- The Link Parking lot addition (\$1Mil.): Design and construction including excavation, asphalt, curbing, lighting, etc. (2020-2021)
- Egypt roads yard expansion (\$1Mil currently funded by the ICIP program): Design and construction of new expansion to the Egypt roads yard (2021)
- Mossington Wharf and Dredging (\$770k funded by the federal government) – studies, design, dredging, etc.(2019-ongoing)
- Holmes Point Washrooms (\$200k) – Design and construction for a new washroom at Holmes Point park (2019-ongoing)
- BCA program (\$235k) – Delivering on projects under the BCA program (2021-2023)
- Georgina Pioneer Village Schoolhouse Rebuild (\$445k)

Future

- Facilities, parks and O&I minor projects as per O.Reg. 588/17
- Recreation and Culture Masterplan projects
- Fire Masterplan projects
- Library Masterplan projects
- Waterfront Masterplan projects
- Other Town major capital initiatives

This position has evolved over the past couple of years into an executive role responsible for minor and major Town capital construction projects/programs/portfolio by providing the following services:

1. Support: Provides a consultative role to projects by supplying templates, best practices, training, access to information and lessons learned from previous projects
2. Control : Provides support and requires compliance through various means
3. Direct: Takes control of the projects by directly planning and executing/delivering them

1. Proposed Year of Initiative (Start date and End Date):

Ongoing

2. Nature of Initiative/Review Factors (check and explain all that apply):

- ☒ Legislative, ☒ Growth ☐ Risk Management, ☐ Service Level Change, ☒ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study
☐ Other (please specify)

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:

- Priority 1: Grow our economy – increase employment and investments
 Priority 2: Promote a high quality of life – healthy, safe, sustainable communities
 Priority 3: Engage our community & build partnerships – communication, engagement, collaboration & partnerships
 Priority 4: Deliver exceptional service – organizational & operational excellence

4. Main/Desired Goal or Outcomes/Benefits:

- Supportive: Provides services to project managers and providing project management resources
- Controlling: Enforces compliance of existing methods and standards
- Directive: Directs the work to be executed based on strategic and tactical plans
- Managing: Manages the work in projects and programs
- Consulting: Serves as an experience-based consultative body to Town projects
- Project Repository: Repository of previous project documentation, lessons learned, etc.
- Enterprise PMO: Provides PMO services to the organization
- Center of Excellence: Creates the standards and methodologies, and provides tools
- Managerial: Manages the project and program managers, and eventually other project resources
- Delivery: Manages the projects and programs

5. Cost/ Financial Impact, Recovery and Net impact:

	Budget:	Allocation:		
		Operating (Including Staffing) Annually	2022	2023
Expenditures:				2023-31
1. Salaries	140,000	140,000		
2. Benefits	42,000	42,000		
Total Expenditures:	\$ 182,000	\$ 182,000	\$	-
			*Please note this is not a 10-year forecast. Do not include future project budget request.	

6. Other Considerations or Efficiency Options: N/A Can you defer the request? Already exists Is it more efficient to contract out the initiative? N/A Can you combine this initiative with other present functions? Already exists Can you change the services model to reduce this demand without reducing service levels? Demand is growing Can you better leverage technology? Currently utilizing all technology tools available Can you share service delivery with other Town Departments/Agencies or municipalities? N/A	7. Other Comments / Gallery:
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GEORGINA

Town of Georgina
22-TR-CAO-02
Staffing Initiative

Title of Request:	Senior Project Managers	Business Case Type: Staffing Initiative
Department:	Office of Chief Administrative Officer	Business Case number: 22-TR-CAO-02
Division:	Special Capital Initiatives	Date: September 15, 2021
Budget Request:	\$ 247,000	Funding Source: Capital Projects/Reserves

Project Description:

To change various project management, administrative and construction coordination services (approved by Council through business case 20-RC-7) to two (2) permanent project manager positions. These positions will be used in the planning, support and implementation of facilities and parks projects identified as part of the O.Reg. 588/17. The project managers will also provide project management oversight and support on the Town's significant and strategic capital construction projects such as the waterfront masterplan, Keswick fire halls, etc.

1. Proposed Year of Initiative (Start date and End Date):

Ongoing

2. Nature of Initiative/Review Factors (check and explain all that apply):

☒ Legislative, ☒ Growth ☒ Risk Management, ☐ Service Level Change, ☒ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study
☐ Other (please specify)

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:

- Priority 1: Grow our economy – increase employment and investments
- Priority 2: Promote a high quality of life – healthy, safe, sustainable communities
- Priority 3: Engage our community & build partnerships – communication, engagement, collaboration & partnerships
- Priority 4: Deliver exceptional service – organizational & operational excellence

4. Main/Desired Goal or Outcomes/Benefits:

This is a requirement that the Town has to comply with in accordance to the new O.Reg 588/17. The intent of the regulation is to manage the lifecycle of physical assets and equipment in order to maximise its lifetime, reduce costs, improve quality and efficiency, maintain the health of assets and environmental safety.

In addition, the Town is embarking on multiple capital initiatives that will be going through construction in 2022, while others are still in design phase. Thus, appropriate Town resources will have to be added to support the following:

- Project planning and integration
- Communication planning
- Schedule management and control
- Scope control and change management
- Financial management and cost control
- Quality management and control
- Procurement planning and management
- Risk management
- Project stakeholder management

5. Cost/ Financial Impact, Recovery and Net impact:

Cost per each Senior Project Manager:

	Budget:	Allocation:		
		Operating (Including Staffing) Annually	2022	2023
Expenditures:	Request			2023-31
1. Salaries	95,000	95,000		
2. Benefits	28,500	28,500		
Total Expenditures:	\$ 123,500	\$ 123,500	\$	-
			*Please note this is not a 10-year forecast. Do not include future project budget request.	

The cost for two Senior Project Manager will total to \$ 247,000.

6. Other Considerations or Efficiency Options: N/A

Can you defer the request? No, in order to deliver the approved and pending projects it is necessary to put the project management resources in place

Is it more efficient to contract out the initiative? The contracting out model is currently being utilized to bridge a portion of the gap in the Town's project management resource pool. But this is only temporary as the projects' load is substantial (i.e. \$60 Million +) and requires an injection of project management resources to address the backlog.

Can you combine this initiative with other present functions? No

Can you change the services model to reduce this demand without reducing service levels? Unfortunately not, these are physical assets that the municipality owns and is required by multiple law (e.g. tenant landlord act) and regulations (e.g. O.Reg. 588/17) to ensure that they are in a state of good repair.

Can you better leverage technology? Technology is a tool to support these positions but not a replacement

Can you share service delivery with other Town Departments/Agencies or municipalities? Yes. Coordination with Operations and Infrastructure has been on going and will continue as the Asset Management system is developed and implemented

7. Other Comments / Gallery:



GEORGINA

Town of Georgina
22-TR-OI-01
Staffing Initiative

Title of Request:	Operations & Infrastructure Clerk	Business Case Type: Staffing Initiative
Department:	Operations & Infrastructure	Business Case number: 22-TR-OI-01
Division:	Road Operations	Date: August 9, 2021
Budget Request:	\$ 69,750	Funding Source: Operating Budget (Transfer from Non-Permanent Salaries)

Project Description:

Operations & Infrastructure Clerk (Permanent Position)

Responsible for providing clerical support, customer service, and administrative support within the Operations & Infrastructure Department.

This is a conversion of one (1) Temporary Full-Time Position into a Permanent Full-Time position. The O&I Clerk is required to be embedded in the daily, weekly and monthly planning of various operations and tasks associated with the works.

The Road Operations Division is responsible for the administration of multiple service and maintenance contracts. This requires a significant administrative work, which includes but is not limited to:

- Verify and reconcile invoices from multiple vendors
- Assist with the procurement processes (e.g. drafting Request of Proposals, drafting Purchase Requisitions, and preparing supporting documents)
- Perform contract administration (e.g. tracking contract expiry dates, tracking variance reports for GL accounts, follow up with vendors for correcting invoices with mistakes, etc.)
- Coordinate administrative activities with Departmental procedures
- Create internal excel-based tracking tools for operations staff (e.g. Action Items Tracking sheet, summary tables for inventory tracking)
- Record meeting minutes
- Coordinate responses for Customer Service and residents
- Assist with work order management and planning processes
- Communication (letters, petitions, website, etc) for the public

In addition, there are a number of minor Capital projects planned and proposed for 2022 and future years. This will require administrative support.	
1. Proposed Year of Initiative (Start date and End Date): Q1 2022	
2. Nature of Initiative/Review Factors (check and explain all that apply): ☐ Legislative, ☐ Growth ☐ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study ☐ Other (please specify)	Efficiency: The administrative burden of carrying out clerical activities by the Manager, Supervisor or Lead Hands is very expensive and inefficient. Examples of not having this support were evident in Q3 2020, when it was apparent that multiple invoices had been misplaced, and deadlines for payment not honoured. This also represents reputational risks with our vendors. The efficiencies of having clerical support involves being able to pay invoices on time, update contracts that expire on time, recording meeting outcomes for regulatory purposes, and supporting administration Capital projects planned for 2022 and beyond. The additional organization, planning and coordination functions are imperative to the Roads Division success.
3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: Priority: "Deliver Exception Service" – manage our finances and assets proactively.	
4. Main/Desired Goal or Outcomes/Benefits: Comply with contractual obligations and administrative requirements.	
5. Cost/ Financial Impact, Recovery and Net impact: The cost of the position will be offset by savings associated through elimination of the contract position.	

	Budget:	Operating (Including Staffing) Annually	Allocation:		
			Capital (Cash Flow)*		
			2022	2023	2023-31
Expenditures:	Request				
1. Salary	54,070	54,070			
2. Benefits	15,680	15,680			
Total Expenditures:	\$ 69,750	\$ 69,750	\$		-
			*Please note this is not a 10-year forecast. Do not include future project budget request.		

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? N/A

Can you combine this initiative with other present functions? No

Can you change the services model to reduce this demand without reducing service levels? No

Can you better leverage technology? No

Can you share service delivery with other Town Departments/Agencies or municipalities? Yes. This position is a shared position within the Department and can support other areas as required, including Customer Service

7. Other Comments / Gallery:

The workload for clerical services has increased significantly in the Road Operations Division with the addition of Fleet and Forestry, and delivery of minor capital works.



GEORGINA

Town of Georgina
22-OI-CAO-01
Operating Initiative

Title of Request:	Grant Writing Services	Business Case Type: Operating Initiative
Department:	Office of Chief Administrative Officer	Business Case number: 22-OI-CAO-01
Division:	Corporate Strategy	Date: June 11, 2021
Budget Request:	\$ 25,000	Funding Source: Capital Reserve

Project Description:

Through the 2021 budget, Council established a \$25,000 specialized grant writing services budget line to be drawn on as required. Staff are proposing that this grant writing services line be increased to \$50,000 in 2022, again to be drawn on as required.

1. Proposed Year of Initiative (Start date and End Date):

Q1 2022 – Q4 2022

2. Nature of Initiative/Review Factors (check and explain all that apply):

☐ Legislative, ☒ Growth ☒ Risk Management, ☐ Service Level Change, ☒ Strategic Priority, ☒ Efficiency, ☒ Adopted Plan/Study
☐ Other (please specify)

This initiative would support the implementation of the Town's various strategies, plans, operating programs, capital works programs, etc.

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:

This initiative would support the implementation of all eligible strategies and plans (e.g. Capital Plan, IT Strategy, etc.)

4. Main/Desired Goal or Outcomes/Benefits:

To increase both our capacity and level of competitiveness in applying for external grant opportunities and ultimately capture more external funding to help implement the Town's various strategies, plans, operating programs, capital works programs, etc. The capture of more grant funding will also support the Town's economic recovery efforts.

5. Cost/ Financial Impact, Recovery and Net impact:

	Budget:	Allocation:	
		Operating (Including Staffing) Annually	Capital (Cash Flow)*
Expenditures:	Request		
1. Addition to Grant Writing Services	25,000	25,000	2023-31
Total Expenditures:	\$ 25,000	\$ 25,000	
		\$	-
*Please note this is not a 10-year forecast. Do not include future project budget request.			

6. Other Considerations or Efficiency Options:

Can you defer the request? It is anticipated that the province and federal government will continue looking to direct money to stimulus-type grants (related to pandemic recovery) that the Town will want to leverage. Many grant programs will be over-subscribed requiring municipalities to prepare very competitive submissions to improve their chance of success.

Is it more efficient to contract out the initiative? This business case proposes to contract out the service, where required, from a capacity support and expertise perspective.

Can you combine this initiative with other present functions? N/A

Can you change the services model to reduce this demand without reducing service levels? N/A

Can you better leverage technology? The grant writing services will be used to help obtain funding to modernize operations through the increased utilization of technology and automation.

Can you share service delivery with other Town Departments/Agencies or municipalities? Potentially. This would be decided on a case-by-case basis.

7. Other Comments / Gallery:

The Town's Internal Grants Committee is comprised of the Head of Corporate Service Delivery Excellence, Director of Recreation and Culture, Director of Operations and Infrastructure, and the Manager of Economic Development. The committee is working to capture more grant dollars and has identified the need to leverage external grant writing expertise from both – an application competitiveness and capacity perspective.



GEORGINA

Town of Georgina
22-OI-RC-01
Operating Initiative

Title of Request:	Additional Funding for Jackson's Point Harbour	Business Case Type: Operating Initiative
Department:	Community Services	Business Case number: 22-OI-RC-01
Division:	Facilities	Date: June 28, 2021
Budget Request:	\$ 6,000	Funding Source: Tax levy

Project Description:

Request of \$ 6,000 in additional funds for Jackson's Point Harbour. This would be used to cover additional contract work in order to annually harvest the weeds that grow in the harbour dock area.

1. Proposed Year of Initiative (Start date and End Date):

Q3 of each year (Summer season, typically in July)

2. Nature of Initiative/Review Factors (check and explain all that apply):

☐ Legislative, ☐ Growth ☒ Risk Management, ☐ Service Level Change, ☒ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study
☐ Other (please specify)

Mitigate potential damage to vessels owned by harbour slip holders, promoting a higher quality of life, and delivering exceptional service to our clients.

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:

To grow our economy, promote a higher quality of life, and to deliver exceptional service.

4. Main/Desired Goal or Outcomes/Benefits:

Providing cleaner water around the slip areas at Jackson' Point Harbour, to enhance the boating experience for our clients, there would be less potential for seaweed to clog up the propellers on the various water craft moored at the facility.

5. Cost/ Financial Impact, Recovery and Net impact:

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
	Request	Annually	2022	2023	2023-31
Expenditures:					
1. Weed Harvesting	6,000	6,000			
Total Expenditures:	\$ 6,000	\$ 6,000	\$		-

*Please note this is not a 10-year forecast. Do not include future project budget request.

*Please note this is not a 10-year forecast. Do not include future project budget request.

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

Can you change the services model to reduce this demand without reducing service levels? No

Can you better leverage technology? No

Can you share service delivery with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:

Weed removal will demonstrate a proactive approach to ensuring that waterways are clear and free of debris.



Title of Request:	Additional Staff Hours for Pefferlaw Ice Pad	Business Case Type: Operating Initiative
Department:	Community Services	Business Case number: 22-OI-RC-02
Division:	Facilities	Date: June 28, 2021
Budget Request:	\$ 14,000	Funding Source: Tax levy

Project Description:

Request for additional staff hours to cover shifts at the Pefferlaw Ice Pad during the winter months.

1. Proposed Year of Initiative (Start date and End Date):

Q1 and Q4 of each year

2. Nature of Initiative/Review Factors (check and explain all that apply):

☐ Legislative, ☒ Growth ☒ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study
☐ Other (please specify)

The Pefferlaw Ice Pad (PIP) was originally constructed to be operated by volunteers, while Town staff were to attend to perform ice maintenance two times per day. Over the years, the volunteer corps have diminished, and the facility is now being operated by paid Town Staff. As the facility has been increasing in use over the years, ice maintenance is required more frequently, leading to a need for staff to be there virtually on a full-time basis.

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:

Promote a high quality of life, engage our community, and to deliver exceptional service

4. Main/Desired Goal or Outcomes/Benefits:

To provide a larger presence at the facility, to supervise and enforce set rules, as well as to provide better, safer ice conditions.

5. Cost/ Financial Impact, Recovery and Net impact:

	Budget:		Operating (Including Staffing) Annually	Allocation:	
	Request			2022	2023-31
Expenditures:					
1. PIP Staffing	14,000		14,000		
Total Expenditures:	\$ 14,000	\$	14,000	\$	-
*Please note this is not a 10-year forecast. Do not include future project budget request.					

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

Can you change the services model to reduce this demand without reducing service levels? No

Can you better leverage technology? No

Can you share service delivery with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:

The provision of a full time staff presence will mitigate risk and will ensure that rules are followed, as well as creating better, safer ice conditions throughout the winter months.



GEORGINA

Town of Georgina
22-OI-CS-01
Operating Initiative

Title of Request:	Security Assessment	Business Case Type: Operating Initiative
Department:	Corporate Services	Business Case number: 22-OI-CS-01
Division:	Information Technology Services	Date: August 13, 2021
Budget Request:	\$ 20,100	Funding Source: Tax levy

Project Description:

To retain services to perform an annual review of the Town's information technology infrastructure, the technology security practices, and identify and mitigate cyber security risk within the organization.

1. Proposed Year of Initiative (Start date and End Date):

Q1 2022 – Q4 2022 (Annually)

2. Nature of Initiative/Review Factors (check and explain all that apply):

☐ Legislative, ☐ Growth ☒ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☐ Efficiency, ☒ Adopted Plan/Study
☐ Other (please specify)

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:

Information Technology Services Strategic Plan

4. Main/Desired Goal or Outcomes/Benefits:

With so many high-profile data breaches (i.e., Canada Post [2021]), cyber-attack incidents (i.e., Ontario Health-care facilities [2019], various Ontario municipalities [2018]) and the rise of cyber threats during the midst of the global COVID19 pandemic, cyber-attacks will certainly continue and be a

threat to large enterprises and government agencies. Given government agencies have significant financial resources, public organizations have a duty to proactively secure their technology environments.

As part of the 2019 N6 IT Security Assessment Request for Proposal, the Town of Georgina conducted an IT Security Assessment in early 2020 that identified a range of recommendations designed to increase the protection of the Town's information systems. The implementation of these recommendations has made significant progress; however, it is recommended to undertake regular external and internal security assessments to ensure continued vigilance in this critically important area.

5. Cost/ Financial Impact, Recovery and Net impact:

	Budget:		Operating (Including Staffing) Annually		Allocation: Capital (Cash Flow)*	
	Request				2022	2023
					2022	2023
Expenditures:						
1. Security Assessment		20,100		20,100		
Total Expenditures:	\$	20,100	\$	20,100	\$	-
					*Please note this is not a 10-year forecast. Do not include future	

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes, but it may expose the Town to potential risk.

Is it more efficient to contract out the initiative? The Town of Georgina does not have the expertise on staff to complete an external and internal security assessment.

Can you combine this initiative with other present functions? No

Can you change the services model to reduce this demand without reducing service levels? No

Can you better leverage technology? No

Can you share service delivery with other Town Departments/Agencies or municipalities? The Town of Georgina is opting into the final year of the multi-year agreement with the successful proponent of the 2019 N6 IT Security Assessment RFP (CRFP2019-11).

7. Other Comments / Gallery:



GEORGINA

Town of Georgina 22-OI-OI-01 Operating Initiative

Title of Request:	Winter Equipment	Business Case Type: Operating Initiative
Department:	Operations & Infrastructure	Business Case number: 22-OI-OI-01
Division:	Road operations	Date: August 24, 2021
Budget Request:	\$ 90,000	Funding Source: 50% Development Charges 50% Assessment Growth

Project Description:

Additional snow plow vehicle for increased lane kms and increased level of service due to increased population density (higher average daily traffic per road segment). The town is balancing in-house delivery and contracted services to provide the best possible level of service to the residents of Georgina. The below table outlines the total contracted vehicles and town vehicles for winter maintenance services. As outlined below, there has been no overall increase in winter maintenance service capacity since the last reported change in 2012, with the addition of contracted vehicles.

	Total
2012	13
2015	13
2018	13

The Town has, however, experienced significant growth from development, which includes 17.188 Urban two-lane kilometers of asphalt roads requiring winter maintenance services, from 2015 to present. The Town currently delivers 12 winter maintenance routes to support the required levels of service required. Of these 12 routes, 6 are classified urban, with an average length of 22.69 two-lane Kilometers.

Roadside Type:	Semi	Urban	Rural
2LnKm	126.9484	136.1453	97.86713
# Routes	4	6	2
Avg Route Length	31.73711	22.69088	48.93356

With the previous outlined growth (17.188), and expected growth of an additional 21.988 two-lane kilometers of urban and semi-urban developments, the Roads Department will require additional resources of 1 immediate and 1 future Winter Maintenance Vehicle to provide the same, or higher, levels of service for Winter Maintenance.

In-line with the current model of delivery, the Town intends to continue delivery through contracted services in the future to achieve the 50/50 balance desired. As such, development charge reserves should be utilized for 'Contracted Services' appropriately and when future growth is constructed.

1. Proposed Year of Initiative (Start date and End Date):

Q1 2022

2. Nature of Initiative/Review Factors (check and explain all that apply):

- ☐ Legislative, ☒ Growth ☐ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study
☐ Other (please specify)

Growth: As the Town grows, new assets will be added to the Town's Roads inventory, requiring winter maintenance services.

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:

Priority 4: Deliver exceptional service – Manage our finances and assets proactively.

4. Main/Desired Goal or Outcomes/Benefits:

To maintain existing levels of service on all new highways constructed within the Municipality.

5. Cost/ Financial Impact, Recovery and Net impact:

Total Required Costs for new vehicle: \$90,000.00/year
 50% offset from DC contributions: \$45,000.00/year

	Budget:	Allocation:			
		Operating (Including Staffing) Annually	2022	2023	2023-31
Expenditures:					
1. Contracted Services		90,000			
2. Development Charge Recovery	-	45,000	-		
Total Expenditures:	\$	45,000	\$	45,000	\$ -
*Please note this is not a 10-year forecast. Do not include future project budget request.					
6. Other Considerations or Efficiency Options: Can you defer the request? No, Town vehicles need to be replaces/removed before repairs/failures occur Is it more efficient to contract out the initiative? Yes, as requested in this business case Can you combine this initiative with other present functions? No. Can you change the services model to reduce this demand without reducing service levels? No Can you better leverage technology? No Can you share service delivery with other Town Departments/Agencies or municipalities? No					
7. Other Comments / Gallery:					



GEORGINA

Town of Georgina
22-OI-OI-02
Operating Initiative

Title of Request:	Community Beautification	Business Case Type: Operating Initiative
Department:	Operations & Infrastructure	Business Case number: 22-OI-OI-02
Division:	Roads	Date: September 21, 2021
Budget Request:	\$ 20,000	Funding Source: Tax Levy

Project Description:

Allocated funds specific to community art/beautification installations on asphalt and concrete surfaces associated with roads, sidewalks, parking lots, trails etc. Typically installed as thermoplastic, these durable markings can be of any shape, colour and size to meet the design needs of various community groups and/or initiatives. The art work or beautification is typically informative and symbolic of community support for social initiatives that are widely supported in the community and have been approved through a public process.

1. Proposed Year of Initiative (Start date and End Date):

Annual initiative.

2. Nature of Initiative/Review Factors (check and explain all that apply):

- ☐ Legislative, ☐ Growth ☐ Risk Management, ☒ Service Level Change, ☒ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study
☐ Other (please specify)

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:

Priority 3: Engage our community and build partnerships – Establish and strengthen partnerships

4. Main/Desired Goal or Outcomes/Benefits:

Building strong relationships through recognition of various community groups or initiatives.

5. Cost/ Financial Impact, Recovery and Net impact:

	Budget:	Allocation:		
		Operating (Including Staffing) Annually	Capital (Cash Flow)*	
			2022	2023-31
Expenditures:				
1. Community art installations on asphalt surfaces	20,000	20,000		
Total Expenditures:	\$ 20,000	\$ 20,000	\$	-

*Please note this is not a 10-year forecast. Do not include future project budget request.

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? Yes – pavement markings and asphalt resurfacing programs

Can you change the services model to reduce this demand without reducing service levels? No

Can you better leverage technology? No

Can you share service delivery with other Town Departments/Agencies or municipalities? Yes

7. Other Comments / Gallery:

Examples include the Rainbow Crosswalks and Indigenous Art embedded in structures.





GEORGINA

Town of Georgina
22-OI-FS-01
Operating Initiative

Title of Request:	Additional Overtime	Business Case Type: Operating Initiative
Department:	Fire & Rescue Services	Business Case number: 22-OI-FS-01
Division:	Suppression	Date: June 10, 2021
Budget Request:	\$ 50,000	Funding Source: Tax levy

Project Description:

Increase of Overtime Pay to maintain staffing levels.

1. Proposed Year of Initiative (Start date and End Date):
Q1 2022-Q4 2022

2. Nature of Initiative/Review Factors (check and explain all that apply):

- ☐ Legislative, ☐ Growth ☒ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☒ Adopted Plan/Study
☐ Other (please specify)
2016 Fire Master Plan

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:

Goal 2: Promote a High Quality of Life
Goal 4: Provide Exceptional Municipal Service

4. Main/Desired Goal or Outcomes/Benefits:

Meet the recommendations of the Fire Master Plan and FUS and NFPA 1710 Standard.

5. Cost/ Financial Impact, Recovery and Net impact:

Expenditures:	Budget:		Operating (Including Staffing) Annually		Allocation:	
	Request				Capital (Cash Flow)*	
					2022	2023
1. Additional Overtime		50,000		50,000		2023-31
Total Expenditures:	\$	50,000	\$	50,000	\$	-
*Please note this is not a 10-year forecast. Do not include future project budget request.						

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

Can you change the services model to reduce this demand without reducing service levels? No

Can you better leverage technology? No

Can you share service delivery with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:

Provide an effective and efficient initial incident response.