

Corporate Services

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

2021 Success Story – Procurement Services



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

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

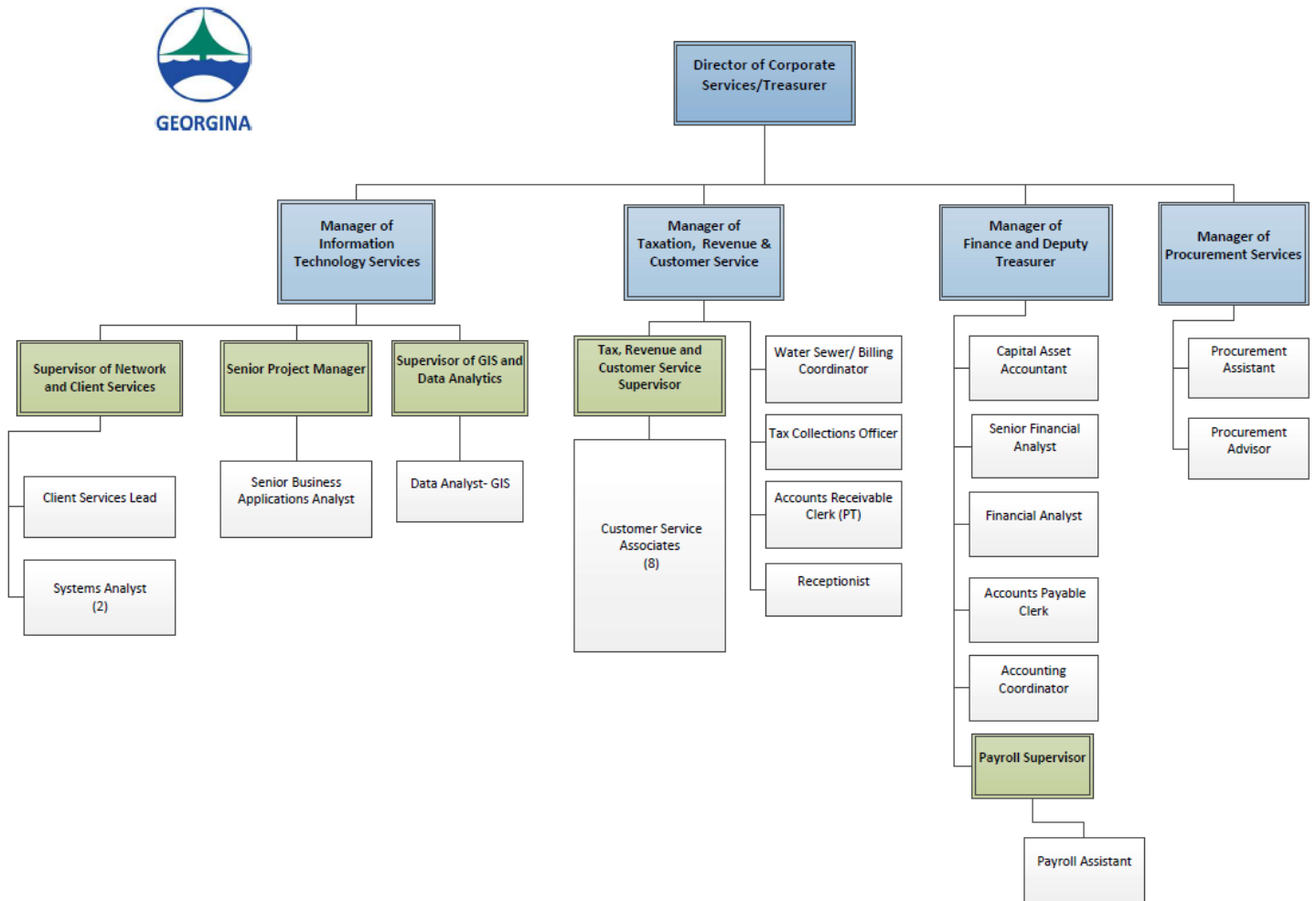
Procurement Services was fortunate to have been in the process of transitioning its operations to a paperless environment following the implementation of its digital procurement platform, Bids and Tenders in late 2018. This implementation enabled the Town's procurement services team to conduct its procurement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

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

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

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

Organizational Chart



Divisions

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

Major Operating Drivers

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

- Legislative pressures
- Debt Management

Major Initiatives Planned for 2022

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



GEORGIA

2022 OPERATING BUDGET

Corporate Services - Department Administration - Budget Details

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

Corporate Services – Finance Division

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

Services provided by the Finance Division include:

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

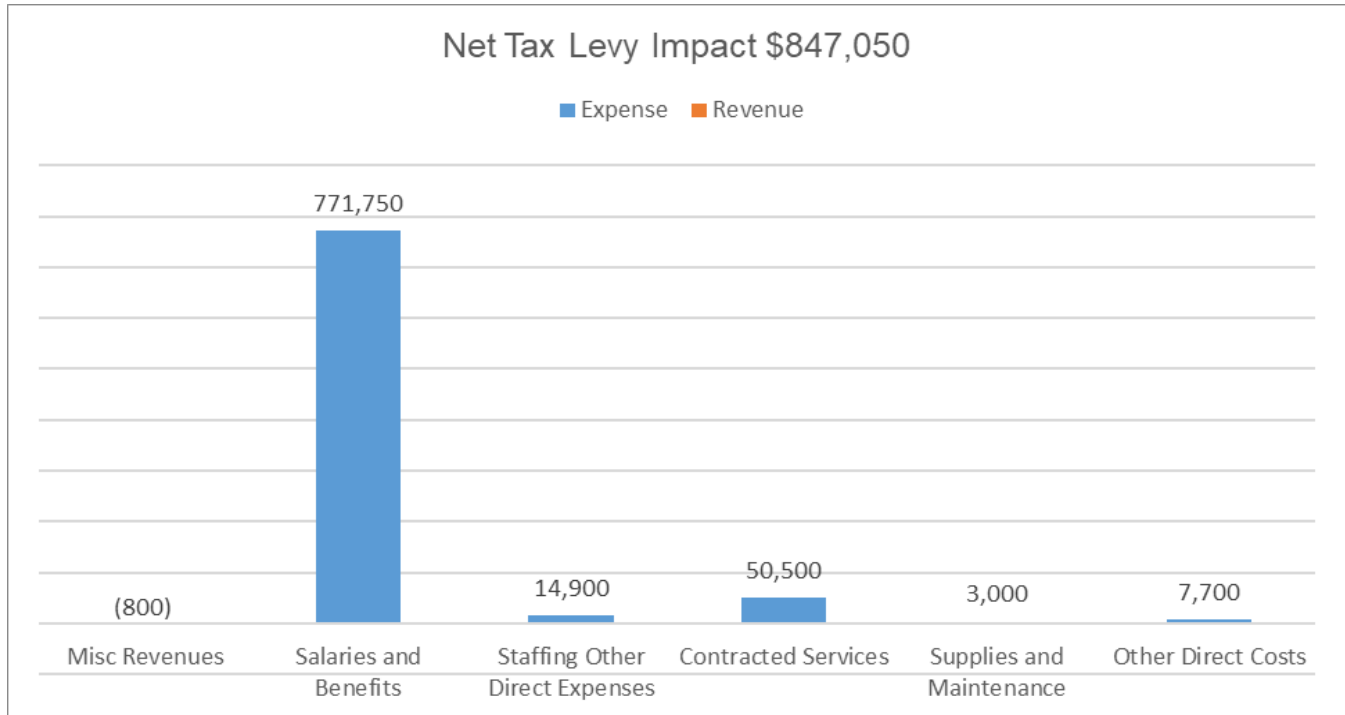
\$10.4 million –
Contribution to reserves

1,000 – Number of
journals processed

1,800 – Number of credit
card statements
processed

11,000 – Number of
timesheets processed

2022 Budgeted Expenditures and Revenues



2021 Accomplishments

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

Key Projects for 2022

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





GEORGIA

2022 OPERATING BUDGET

Corporate Services - Finance - Budget Details

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

Corporate Services – Information Technology Services Division

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

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

25 – Inter-connected local area networks

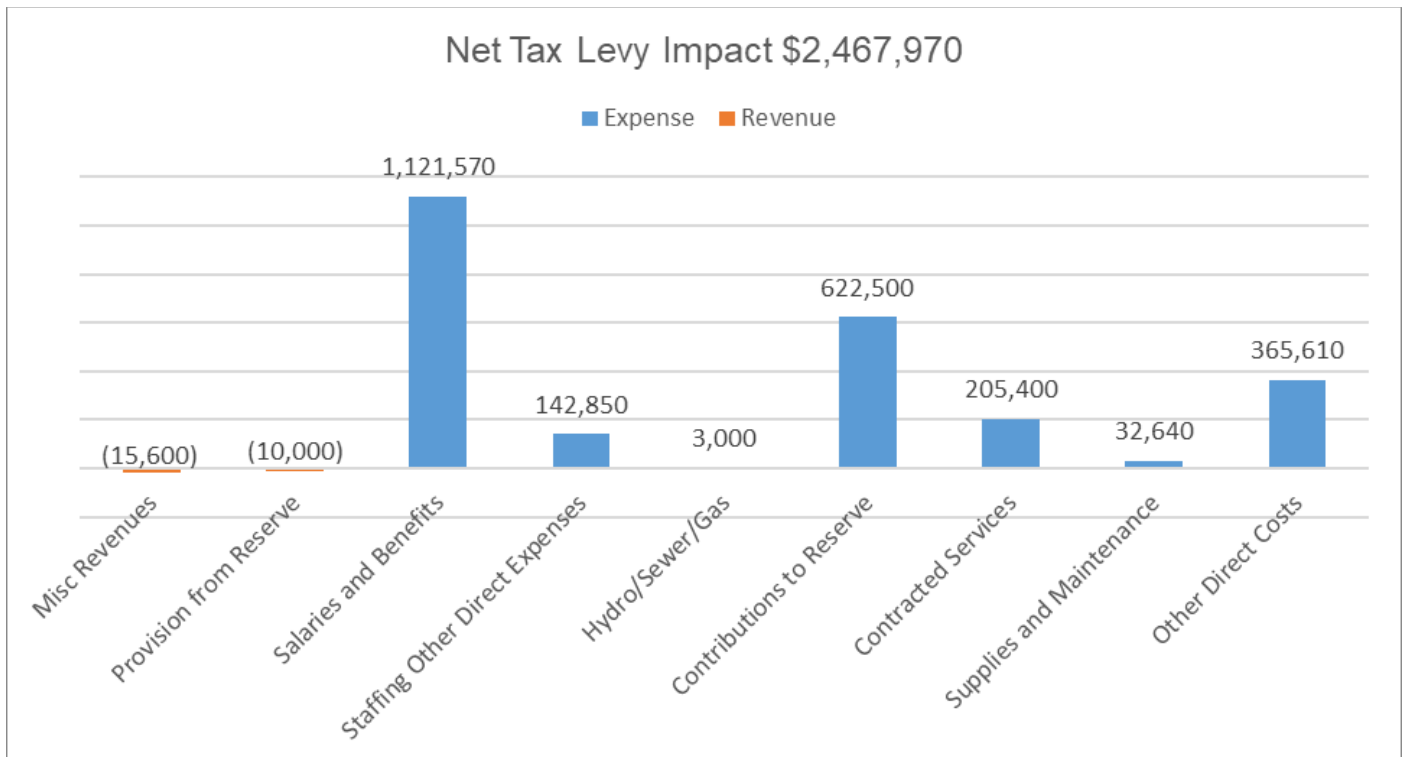
Connectivity between 50 municipal facilities

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

Services provided by the ITS Division include:

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

2022 Budgeted Expenditures and Revenues



2021 Accomplishments

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

Key Projects for 2022

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



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2022 OPERATING BUDGET

Corporate Services - Information Technology - Budget Details

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

Corporate Services – Procurement Services Division

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

Services provided by the Procurement Services Division include:

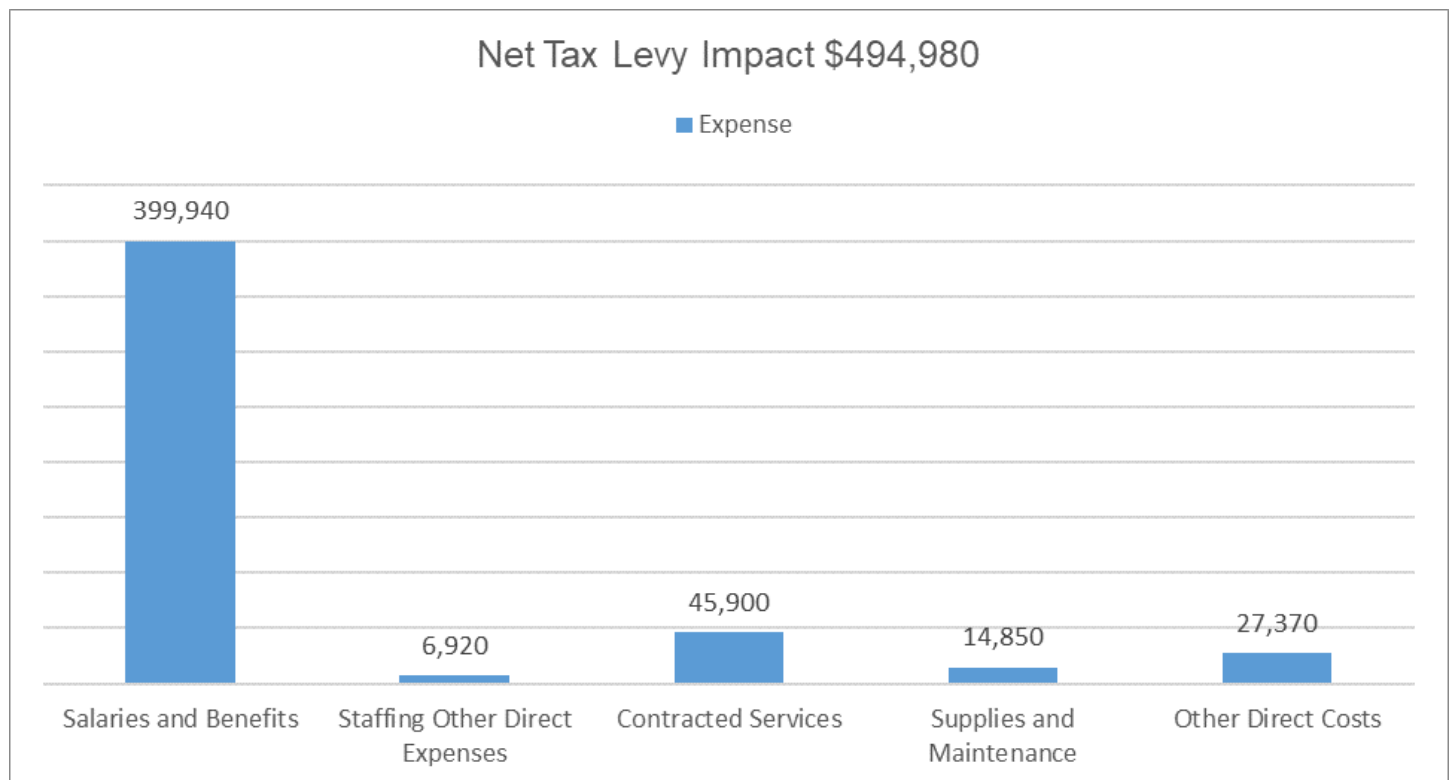
- Execution of acquisitions for approved projects
- Development of procurement policies and procedures
- Contractor relationship management services
- Facilitation of the sale of surplus assets
- Procurement advisory services to all Town employees

60 – Projects completed by September 2021

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

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

2022 Budgeted Expenditures and Revenues



2021 Accomplishments

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

Key Projects for 2022

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



GEORGIA

2022 OPERATING BUDGET

Corporate Services - Procurement - Budget Details

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

Corporate Services – Taxation, Revenue and Customer Service Division

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

3,500 + – Service requests completed

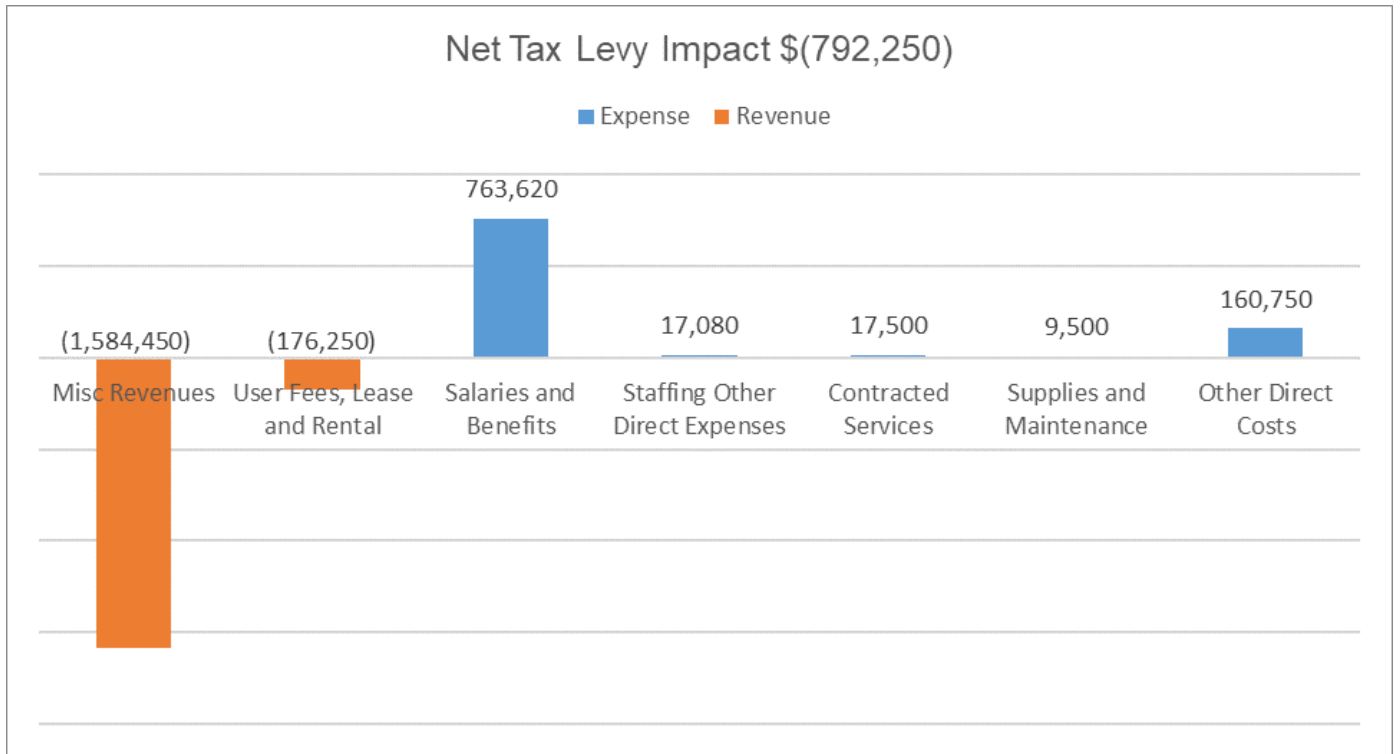
40,000– Tax bills produced (interim and final)

60,000 – Water bills produced

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

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

2022 Budgeted Expenditures and Revenues



2021 Accomplishments

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

Key projects for 2022

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



GEORGIA

2022 OPERATING BUDGET

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

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