



Town of Ajax 2023 Operating Budget



ajax.ca/budget

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SECTION 1

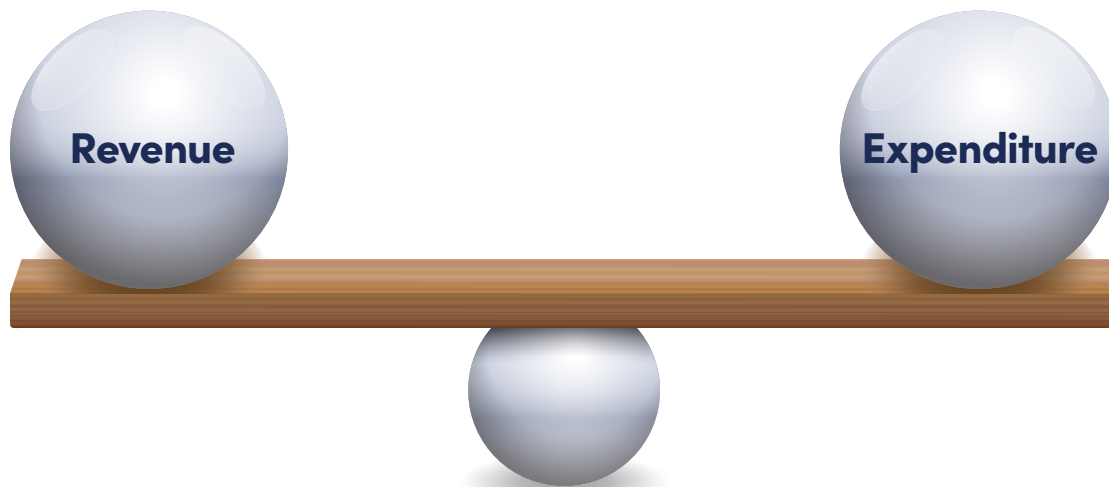
Operating Budget Overview – Executive Summary

Operating Budget ►

Executive Summary

The operating budget covers the daily costs of running Town services. These costs include staff salaries, program materials and supplies, and utility costs. After user fees, interest and investment income, permit fees and funding from other levels of government, the primary source of funds to pay for the costs in the operating budget is the tax levy – your property taxes.

The Province of Ontario legislates that municipalities must have balanced budgets. Simply stated, the dollars coming in must equal the dollars going out.

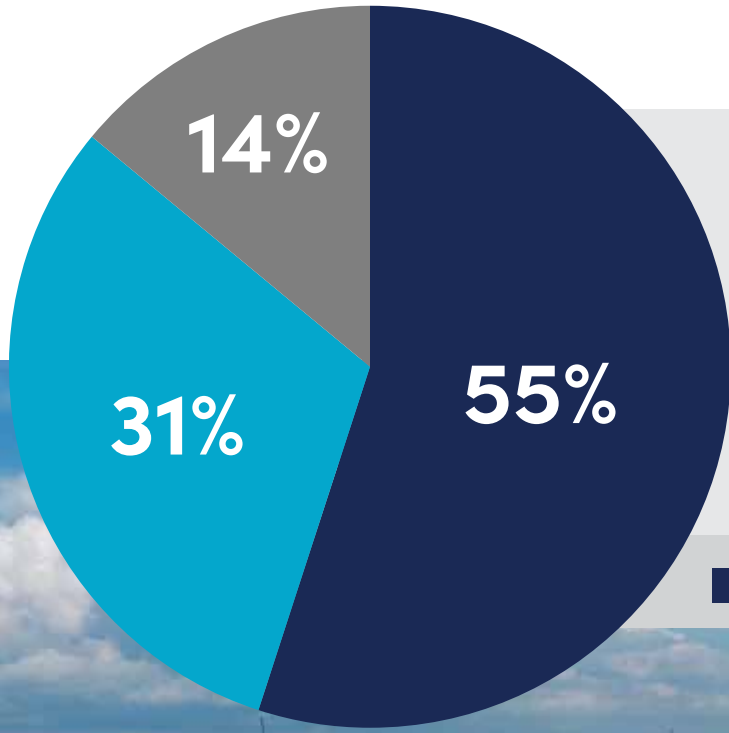


Considerations in determining the Operating Budget

The largest component of the operating budget is determined by work plans of the individual operating departments, who are responsible for service delivery, and reflects the following:

- Existing service levels approved by Council;
- Annualization of prior year budget decisions (e.g. staffing, operating costs for previously approved capital projects, new services introduced);
- Additional external resources required as a result of growth (e.g. increase in park acreage, new roads/streetlights/sidewalks, recreation facilities, etc. built and/or assumed);
- Wage/benefits increases under collective agreements and statutory payroll costs;
- Known or estimated inflationary impacts (e.g. utilities, insurance, etc.)

The operating budget has approximately 200 separate business units and 4,000 individual line accounts. The Town approves a Net Operating Budget, which is calculated as the Gross Operating Expenditure less Operating Revenues/Recoveries. Included in the revenues and recoveries are the other Taxation Revenues including Payment in Lieu of Taxation (PIL) for Federal and Provincial Lands, Linear Properties (Railway Lines and Hydro Corridors) and Taxable (Shared PIL) properties.



Property Tax Distribution

Your property tax bill includes taxes for the municipal portion (Town of Ajax), Regional portion and education portion. The Town collects the taxes of the other levels of government and issues payments to them on a quarterly basis. The property tax distribution is identified in the pie chart.

■ Region of Durham ■ Town of Ajax ■ Province - Education



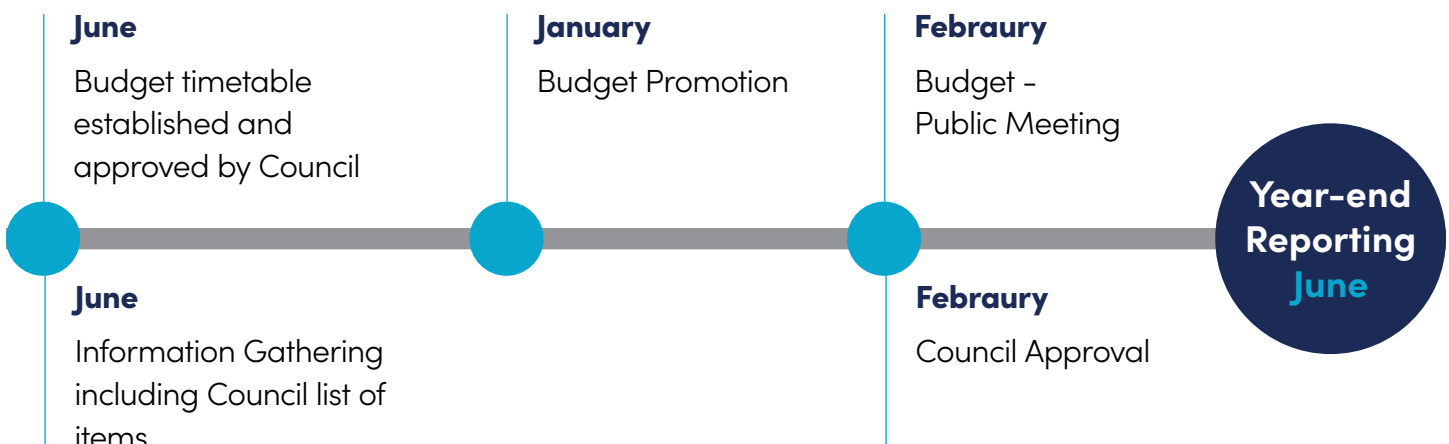
Municipal vs Regional Services

Tax contributions to each level of government fund the following services

Town of Ajax	
<ul style="list-style-type: none"> Roads services including winter control Fire & Emergency services By-law enforcement Policy planning Libraries Recreation programs Aquatics, leisure, youth, adult/ senior programs Licenses and permits Maintenance of Town facilities Infrastructure construction/ replacement 	<ul style="list-style-type: none"> Maintenance of roads Economic development Business retention and attraction Crossing Guards Streetlights Sidewalks Community Development and Growth Management Heritage Preservation and Promotion Traffic and transportation management Asset Management Special Events

Region of Durham	Province of Ontario (Board of Education)
<ul style="list-style-type: none"> Police Services Maintenance of main/ major roads Public health services Regional planning and growth management Public Transit Waste Management Paramedic Services Traffic Systems 	<ul style="list-style-type: none"> Education

Budget Timeline



The Town's Operating budget is divided into two sections:

1. Department Summaries

Within this section of the operating budget document, the Town's nine (9) departments and the Library are segregated to provide more detailed information on the various departments. The section begins with a corporate report and provides the analysis of the year over year change in the budget request. The year over year change or variance is broken into parts to help explain the main drivers of the change. Each department summary is made up of the following segments:

Department Overview

Provides a general overview of the Town's nine (9) departments and the Library including locations, functions and responsibilities as well as various services and programs offered.

2022 Accomplishments

Highlights the previous year's workplan accomplishments, including project and program updates, and other achievements.



2023 Priorities

Presents an overview of departmental goals and objectives that will be achieved as supported by the operating budget being presented. These priorities stem from various sources

- Strategic Plans
- Council's priority list of items
- Legislative requirements
- Master Plan, studies, Core Service Review, etc.
- Growth
- Environmental sustainability & Climate resiliency
- Public consultations

2023 Budget by Driver Report

The **Budget by Driver** report identifies the prior year approved budget and the total 2023 budget requested. The year-over-year budget changes are divided by major drivers to simplify understanding of the reason behind the change. These budget drivers include:

- **Inflationary impacts** Primarily price changes and other inflationary impacts
- **One Time Changes** Budget items that will occur in the current year and will not be required to be purchased in the subsequent year (i.e. capital purchases less than \$10,000). Also includes reversal of prior year amounts
- **Growth Related Changes** Cost of providing the same service to a growing population (i.e. higher volume of streetlights, grass cutting, etc.)
- **New and Other Impacts** Costs or revenues associated with items that are newly introduced to the budget which will likely continue to be included in future budgets. These could include the annualization of prior year budget decision, the impacts of Council approved decisions made after the prior year's budget was approved, or minor service improvements with a net financial impact of under \$25,000.
- **Budget Neutral Changes** Reallocations of budget to other departments, sections or accounts

Variance Explanations

Detailed explanations of significant budget changes are provided to enhance the understanding of the various budget impacts. The explanations are provided by driver so that they can more easily be referenced to the financial changes included in the 2023 Budget by Driver report.

Proposed Business Cases

New items being introduced to the budget that have specific detailed information requiring Council approval. This information is identified in the last column of the report. This column is not included in the 2023 Requested Budget amount.

The Business Cases approved through Council resolution will be added to the requested budget for 2023.

2. Business Cases

Business cases are prepared by departments to request new staff, services, projects, initiatives or expansion of services that are to be funded by the operating budget. The businesses cases typically include requests for ongoing budget funding but could also include request for temporary or one time funding (e.g. a pilot project).

All business cases include the title of the request along with the anticipated start date and type of request (staff, new service/project/initiative, or expansion of services). Each business case includes the following information aimed to assist decision makers to assess the requests: background details, the stakeholders affected, alignment with the Town's strategic objectives, a general description, expected benefits and service impacts, comparative analysis where available, and a cost/benefit analysis including financial impacts.

The business cases included for consideration in the 2023 Operating Budget document include various staffing requests, an expanded level of service request and a new initiative related to newly introduced legislation.

The staffing requests are related to the continuation of the Town's implementation of various strategic plans (IT Strategic Plan, Fire Master Plan, etc), staffing required to implement legislative requirements (Bill 109 - More Homes, More Choice Act, 2019 & Bill 23 - More Homes Built Faster Act, and O Reg 588/17- Asset Management), along with requests required to address various departmental priorities and deal with growth experienced by the Town in the last number of years.



SECTION 2

Department Summaries

TOWN OF AJAX
2023 BUDGET BY DRIVER
All Departments

	2022 Approved Budget	2023 Requested Budget	Budget Increase/ (Decrease)	Inflationary Impacts	One-time Changes	Growth Related Changes	New & Other Impacts	Budget Neutral Changes	Budget Increase/ (Decrease)	Proposed Business Cases
Mayor & Council	678,900	668,300	(10,600)	11,500	(6,000)	-	(16,100)	-	(10,600)	-
Office of the CAO	3,782,100	3,876,400	94,300	76,700	(15,200)	-	35,900	(3,100)	94,300	153,400
Finance	2,416,500	2,296,400	(120,100)	75,000	(23,700)	-	(171,400)	-	(120,100)	427,200
Non-Departmental	4,352,300	6,182,500	1,830,200	187,900	-	188,800	334,400	1,119,100	1,830,200	1,571,600
Legislative & Information Services	6,340,000	7,013,500	673,500	207,600	20,800	-	435,200	9,900	673,500	296,300
Fire & Emergency Services	18,353,400	19,801,700	1,448,300	704,200	(208,200)	-	954,400	(2,100)	1,448,300	111,100
Operations & Environmental Services	21,510,500	22,743,600	1,233,100	1,082,200	16,800	16,200	114,900	3,000	1,233,100	(271,400)
Recreation & Culture	13,831,200	13,228,200	(603,000)	497,200	87,000	-	(319,800)	(867,400)	(603,000)	427,800
Planning & Development Services	1,698,000	2,528,800	830,800	96,600	(2,000)	-	736,500	(300)	830,800	122,200
Ajax Public Library	6,500,900	6,706,600	205,700	104,400	21,400	-	339,000	(259,100)	205,700	-
Total before Assessment Growth	79,463,800	85,046,000	5,582,200	3,043,300	(109,100)	205,000	2,443,000	-	5,582,200	2,838,200
Assessment Growth / PIL / Supplemental taxes	(886,600)	(1,802,400)	(915,800)	(27,300)	-	(888,500)	-	-	(915,800)	-
Total after Assessment Growth / PIL / Supp taxes	78,577,200	83,243,600	4,666,400	3,016,000	(109,100)	(683,500)	2,443,000	-	4,666,400	2,838,200
Proposed Business Cases	-	2,838,200	2,838,200	-	-	-	-	-	2,838,200	
Total Amount to be Raised by Taxation	78,577,200	86,081,800	7,504,600	3,016,000	(109,100)	(683,500)	2,443,000	-	7,504,600	

* Some amounts may differ from Budget Analysis due to presentation, budget neutral transfers between departments or rounding

TOWN OF AJAX
2023 BUDGET BY DRIVER
Town of Ajax

	2022 Approved Budget	2023 Requested Budget	Budget Increase/ (Decrease)	Inflationary Impacts	One-time Changes	Growth Related Changes	New & Other Impacts	Budget Neutral Changes	Budget Increase/ (Decrease)	Proposed Business Cases
OPERATING EXPENDITURES										
Full Time Salaries & Benefits	51,276,300	54,440,400	3,164,100	1,721,800	(20,000)	-	1,510,600	(48,300)	3,164,100	2,448,000
Part Time Wages & Benefits	11,247,100	11,778,500	531,400	458,800	(10,700)	-	83,300	-	531,400	(377,300)
One-time Purchases under \$10,000	623,100	618,400	(4,700)	-	(59,700)	-	-	55,000	(4,700)	10,500
Utilities (Electricity, Natural Gas & Water)	3,998,600	4,108,300	109,700	322,600	-	-	(212,900)	-	109,700	-
Insurance	1,484,100	1,571,000	86,900	141,300	-	-	(54,400)	-	86,900	-
Education & Training	509,000	509,000	-	-	-	-	-	-	-	-
Vehicle & Equipment Maintenance	2,673,900	3,106,300	432,400	272,700	-	-	25,600	134,100	432,400	-
Debtenture	2,197,800	2,197,000	(800)	(800)	-	-	-	-	(800)	-
Reserve Allocations	13,283,300	13,950,900	667,600	8,000	-	188,800	(648,300)	1,119,100	667,600	1,532,700
Municipal Grants & Subsidies	6,814,800	7,071,600	256,800	104,400	21,400	-	334,000	(203,000)	256,800	-
CIP Grant	1,450,800	849,600	(601,200)	-	-	-	-	(601,200)	(601,200)	-
Contracted Services	6,973,800	6,962,200	(11,600)	304,700	(267,400)	16,200	39,400	(104,500)	(11,600)	126,500
Equipment Rentals, Service, Lease	449,300	456,900	7,600	26,400	(6,200)	-	(12,600)	-	7,600	-
Consulting & Professional Services	791,700	719,800	(71,900)	700	(103,100)	-	30,500	-	(71,900)	(70,000)
Communications & Technology	2,196,800	2,548,000	351,200	23,100	(8,100)	-	330,300	5,900	351,200	75,600
Materials & Supplies	2,662,600	2,534,100	(128,500)	76,600	2,700	-	(152,800)	(55,000)	(128,500)	5,200
Administrative Expenses	1,197,700	1,115,000	(82,700)	14,200	(91,700)	-	800	(6,000)	(82,700)	-
Financial Charges & Fees	671,300	671,300	-	-	-	-	-	-	-	-
Miscellaneous Expenses	161,500	200,500	39,000	-	24,000	-	15,000	-	39,000	-
Total Operating Expenditures	110,663,500	115,408,800	4,745,300	3,474,500	(518,800)	205,000	1,288,500	296,100	4,745,300	3,751,200
OPERATING REVENUES										
Facility Revenue	2,647,400	2,915,800	268,400	86,100	-	-	182,300	-	268,400	-
Fitness Revenue	657,000	663,100	6,100	32,700	-	-	(26,600)	-	6,100	-
Licencing & Fines	1,772,200	1,877,400	105,200	5,200	-	-	100,000	-	105,200	20,000
Program Registration	2,907,700	2,624,000	(283,700)	87,800	-	-	(371,500)	-	(283,700)	-
Planning Fees	6,140,900	5,101,600	(1,039,300)	96,700	-	-	(534,800)	(601,200)	(1,039,300)	-
Other User Fees	727,800	691,900	(35,900)	16,300	-	-	(52,200)	-	(35,900)	-
Penalties & Interest	1,800,000	2,000,000	200,000	-	-	-	200,000	-	200,000	-
Investment Income / Slots / Elexicon	8,044,300	7,661,200	(383,100)	-	-	-	(383,100)	-	(383,100)	-
Grants & Donations	615,300	252,100	(363,200)	1,600	(370,300)	-	5,500	-	(363,200)	-
Recoveries	3,376,100	3,323,500	(52,600)	94,500	-	-	(22,000)	(125,100)	(52,600)	228,300
Miscellaneous Revenues	599,700	595,700	(4,000)	10,100	5,000	-	(19,100)	-	(4,000)	-
Reserve Allocations	1,911,300	2,656,500	745,200	200	(44,400)	-	(233,000)	1,022,400	745,200	664,700
Total Revenues / Recoveries	31,199,700	30,362,800	(836,900)	431,200	(409,700)	-	(1,154,500)	296,100	(836,900)	913,000
NET EXPENDITURES	79,463,800	85,046,000	5,582,200	3,043,300	(109,100)	205,000	2,443,000	-	5,582,200	2,838,200

* Some amounts may differ from Budget Analysis due to presentation, budget neutral transfers between departments or rounding

Mayor and Council ▶

Department Overview

The Town of Ajax is governed by an elected Council of seven members including the Mayor, three Regional Ward Councillors and three Ward Councillors. The Mayor and Council represent the citizens of Ajax and carry out the duties as required under the Municipal Act.

The Mayor, as the head of Council provides leadership to Council, presides over Council meetings and represents the municipality at official functions. The Mayor also represents the municipality at other levels of government.

The role of Council is to represent the public and to consider the well-being and interests of the municipality, develop and evaluate the policies and programs the municipality provides, ensure that administrative practices and procedures are in place to implement the decisions of Council and maintain the financial integrity of the municipality.



TOWN OF AJAX
2023 BUDGET BY DRIVER
Mayor/Council Office

	2022 Approved Budget	2023 Requested Budget	Budget Increase/ (Decrease)	Inflationary Impacts	One-time Changes	Growth Related Changes	New & Other Impacts	Budget Neutral Changes	Budget Increase/ (Decrease)	Proposed Business Cases
OPERATING EXPENDITURES										
Full Time Salaries & Benefits	504,500	515,200	10,700	10,700	-	-	-	-	10,700	-
Education & Training	21,800	21,800	-	-	-	-	-	-	-	-
Communications & Technology	3,600	3,600	-	-	-	-	-	-	-	-
Administrative Expenses	149,000	127,700	(21,300)	800	(6,000)	-	(16,100)	-	(21,300)	-
Total Operating Expenditures	678,900	668,300	(10,600)	11,500	(6,000)	-	(16,100)	-	(10,600)	-
OPERATING REVENUES										
NET EXPENDITURES	678,900	668,300	(10,600)	11,500	(6,000)	-	(16,100)	-	(10,600)	-

* Some amounts may differ from Budget Analysis due to presentation, budget neutral transfers between departments or rounding

Variance explanations

Inflationary

- Salaries and benefits increased by \$10,700 mainly due to cost of living increase and benefit rates

One time

- 2022 HMS Ajax & River Plate Veterans Association visit (\$10,500)
- Mayor's HMS Ajax & River Plate Veterans Association visit to Normandy, France re: Anniversary of D-Day \$4,500

New/Other

- High school bursaries are now managed within the new Ajax Partnership Fund Program (\$10,000)
- Reduction of other administrative costs based on future needs (\$6,100)



Department Overview

The Chief Administrative Officer (CAO) is appointed by and reports directly to Town Council. Based on delegated authority of Council, the CAO directs and co-ordinates the general management of business affairs of the corporation, in accordance with the by-laws, policies and plans approved by Council, to ensure the delivery of high-quality services and facilities which preserve or enhance the social, economic and physical well-being of the community. The CAO is responsible to ensure that innovative programs and services are developed and implemented to meet the ever-changing needs of the community, while ensuring fiscal responsibility. The CAO ensures that Council directives are coordinated between Town departments and relevant agencies while ensuring that the operations within the organization are conducted within the framework of the values and goals of the organization. Located at Town Hall, the Office of the CAO includes Public and Strategic Affairs and Human Resources:

Public and Strategic Affairs

1. Strategic Initiatives

- Mayor and Council administrative support and strategic advice
- Strategic planning, strategic initiatives, and crisis management
- Government relations and external stakeholder relations
- Internal and external diversity and inclusion programing
- Ajax Partnership Fund administration
- Non-tax revenue and grant funding for the Town

2. Quality Management System

- Quality Management System and ISO certification
- Document Management System (DMS)
- Audits, Key Performance Indicators, Risk-based thinking, levels of service
- Leads innovation to improve services

3. Corporate Communications

- Internal and external communications planning & support
- Public engagement
- Digital and web services
- Social Media management
- Creative services (brand and identity management)
- Media Relations
- Advertising

4. HR Services

- Employee life cycle (recruitment, onboarding, workforce planning, and forecasting)
- Labour and employee relations (collective bargaining, policies and procedures, and ensuring legal compliance of employment practices)
- Wellness, health and safety (disability management, and employee/family assistance)
- Employee learning and development, performance management and recognition
- Compensation, job evaluation, health care benefits, pension administration and attendance management
- Organizational development (change management, staffing and succession planning)

2022 Accomplishments

- Continued to lead and manage the Town's COVID-19 response
- Core service reviews of Operations and Environmental Services and Finance Department completed; initiated review of Planning and Development Services
- Realized 100% completion of the 2018–2022 Strategic Plan
- Completed update and reprint of Snapshots of Ajax
- Arranged and planned HMS Ajax & River Plate Veterans Association visit and associated events
- Responded to 500+ constituent inquiries with a focus on 5 key concerns: street parking, traffic calming warrants, homelessness, property standard concerns, community safety
- Coordinate reception for inaugural council meeting for 2023–2026 term
- Continue to streamline the documentation for ISO recertification
- Completed first round of reporting on KPI / Risk-based Thinking to SMT
- Created interactive signage and educational webpage for the Indigenous and Community Healing Garden at the Ajax Pickering Hospital
- Worked with National Healing Forest to see the Indigenous and Community Healing Garden named as a National Healing Forest
- Partnered with the Region to explore the feasibility of a new shelter space at 27 Station Street. 25+ beds were operational in December 2022
- Received \$2.4 million in non-tax revenue from various levels of government, bringing the total since August 2019 to \$13.5 million. This includes \$1.8 million for a partnership with Computek College to provide free tuition for over 150 PSW positions to fill labour market gaps in Ajax and Durham
- Designed and launched the new Ajax Partnership Fund program, which will deliver \$1 million to organizations over next 4 years to advance strategic priorities of the Town
- Provided approximately \$100,000 in interim funds to community organizations and partnership initiatives, including for the 2023 Parasport Games, a new automated pool cover with Elexicon, a contribution to the Ajax Pickering Hospital, a tree planting partnership with the TRCA and Hindu Federation, etc.
- Delivered an extensive 10-month communication plan for the 2022 Ajax Municipal and School Board Election, including coordinating Ajax Candidate Events program

- Executed extensive Recreation and Parks Master Plan public engagement program that featured an interactive map of proposed updates to facilities/outdoor spaces
- Conducted a priority refresh of ajax.ca, and created several new microsites / pages
- Led and facilitated Ajax's Feed the Need Challenge with Ajax successfully raising more pounds of food than all the other local municipalities combined
- Delivered a five-phase Diversity and Anti-Racism training program to Council (Unconscious Bias, Anti-Racism, Anti-Black Racism, Gender Diversity, Accessibility)
- Administered a comprehensive Ajax Workforce Census
- Installed a mural in Pickering Village, a Progressive Pride Crosswalk at Audley Recreation Centre, and an 'Every Child Matters' Orange Crosswalk at Rotary Park
- Conducted 3,184 interviews and recruited 412 full-time and part-time staff

- Initiated the Town's largest probationary fire fighter recruitment process, hiring 20 new recruits
- Completed job evaluation reviews for exempt and part time working groups
- Developing new exempt and part time compensation framework
- Resolved six CUPE grievances that were referred to arbitration
- Successfully negotiated the CUPE Local 54 Collective Agreement
- Commenced bargaining process with Ajax Professional Fire Fighters' Association Local 1092
- Hosted a staff appreciation food truck event
- Provided numerous training opportunities across the corporation
- Conducted a comprehensive Health and Safety Audit
- Released a 2022 Health and Wellness Calendar which includes monthly wellness resources



2023 Priorities

- Initiate and develop a new Strategic Plan for 2023–2026 term
- Complete core service reviews of Planning and Development, Legislative and Information Services and Office of the CAO
- Plan mayor's HMS Ajax & River Plate Veterans Association visit to Normandy, France re: Anniversary of D Day
- Coordinate tree dedication event for 7 former council members and department heads
- Support advocacy in the following priority areas: downtown servicing, Carruthers, transportation connections (including active transit/bike lockers), and homelessness
- Develop an intergovernmental reporting process to track letters, movement on Council motions, and political engagement
- Develop comprehensive, user friendly and integrated solutions for tracking grant opportunities at all stages of their life cycle
- Review the Ajax Partnership fund first intake process and investigate areas of improvement and monitor outcomes for public reporting and promotion
- Move forward on naming rights policy with at least 1 agreement executed in 2023 for a large-scale sponsorship
- Organize and implement corporate Gender Diversity training for all staff
- Re-launch Ajax Diversity XChange programming
- Complete the key performance indicator (KPI) / risk based thinking (RBT) cycle for all operating procedures
- Undertake another stage 1 readiness assessment to become fully ISO registered
- Launch first season of TOA Talks (podcast)
- Undertake redesign of OLA
- Complete compensation review for exempt and non-union positions
- Complete collective bargaining with fire association
- Implement new interview software to improve part time hiring process
- Commence HR Management Software project



TOWN OF AJAX
2023 BUDGET BY DRIVER
Office of the CAO

	2022 Approved Budget	2023 Requested Budget	Budget Increase/ (Decrease)	Inflationary Impacts	One-time Changes	Growth Related Changes	New & Other Impacts	Budget Neutral Changes	Budget Increase/ (Decrease)	Proposed Business Cases
OPERATING EXPENDITURES										
Full Time Salaries & Benefits	2,942,400	3,001,400	59,000	59,000	-	-	-	-	59,000	244,800
Part Time Wages & Benefits	45,700	55,200	9,500	9,500	-	-	-	-	9,500	-
Insurance	29,200	31,900	2,700	2,700	-	-	-	-	2,700	-
Education & Training	124,500	124,500	-	-	-	-	-	-	-	-
Municipal Grants & Subsidies	-	250,000	250,000	-	-	-	-	250,000	250,000	-
Contracted Services	319,000	276,900	(42,100)	2,300	-	-	(44,400)	-	(42,100)	-
Equipment Rentals, Service, Lease	4,100	4,100	-	-	-	-	-	-	-	-
Consulting & Professional Services	147,000	157,000	10,000	-	-	-	10,000	-	10,000	-
Communications & Technology	31,100	21,600	(9,500)	500	(10,000)	-	-	-	(9,500)	8,800
Materials & Supplies	3,200	3,200	-	-	-	-	-	-	-	-
Administrative Expenses	233,900	249,100	15,200	2,700	(5,200)	-	20,800	(3,100)	15,200	-
Total Operating Expenditures	3,880,100	4,174,900	294,800	76,700	(15,200)	-	(13,600)	246,900	294,800	253,600
OPERATING REVENUES										
Recoveries	-	-	-	-	-	-	-	-	-	100,200
Miscellaneous Revenues	1,500	2,000	500	-	-	-	500	-	500	-
Reserve Allocations	96,500	296,500	200,000	-	-	-	(50,000)	250,000	200,000	-
Total Revenues / Recoveries	98,000	298,500	200,500	-	-	-	(49,500)	250,000	200,500	100,200
NET EXPENDITURES	3,782,100	3,876,400	94,300	76,700	(15,200)	-	35,900	(3,100)	94,300	153,400

* Some amounts may differ from Budget Analysis due to presentation, budget neutral transfers between departments or rounding

Variance explanations

Inflationary

- Salaries and benefits for both full-time and part-time staff increased by \$68,500 mainly due to cost-of-living increase, progression and reclassification (change in grade or job step level) and benefit rates

One time

- Funds for website enhancements not required with 2024 website re-design planned (\$10,000)
- Bargaining costs associated with CUPE Local 54 Collective Agreement (\$5,200)

New & Other

- Removal of compensation review costs offset by increased recruitment costs (\$44,400)
- Addressing policies and reporting requirements as identified in the Health & Safety audit completed in 2022 \$10,000
- Administration of various deliverables and initiatives \$20,800
- Reduction in draw from reserve to offset compensation review costs (\$50,000)

Budget Neutral

- Establishment of new Ajax Partnership Fund supported by annual Casino Ajax funding allocation \$250,000

Proposed Business Cases

- Details of proposed new staffing and/or initiatives are included in Section 3:
 - Digital Graphic Designer
 - Labour Relations Specialist
 - HR Analyst – HRMS (funded from Capital Project)



Department Overview

The Finance Department ensures the financial accountability, sustainability and transparency of the Town is maintained while continuously safeguarding the Town assets. The department consists of four distinct areas each playing an integral part in the financial success of the corporation. The Finance Department provides a wide range of services to Council, operating departments, developers and taxpayers including long-range financial planning and budgeting, financial reporting and accounting, revenue collection and the procurement of goods and services.

Located at Town Hall, the department is organized into the following sections:

Administration

- Insurance: coverage, claims, risk management
- Departmental personnel records
- Department filing system.

Budgets & Accounting Services

- Accounts payable, accounts receivable, general accounting
- Payroll
- Banking, cash management, investments, debenture debt
- Operating and capital budgets and forecasts
- Development charges
- Development securities, including letters of credit, insurance.
- Financial analysis and advice
- Long range financial planning and policy development
- Internal audit
- Accounting Standards
- Financial reporting

Tax Billing & Collection

- Residential, commercial and industrial tax billing and collection
- Payments in Lieu of Taxation (PIL's)
- Assessment Base Management (ABM)
- Rebate programs (charitable, heritage)
- Tax certificates
- Ownership changes
- Tax adjustments (Minutes of Settlement, Assessment Review Board (ARB) section 357)
- Pre-authorized tax payment plan
- Payment processing (taxes, accounts receivable, miscellaneous payments)

Procurement

- Provides a primarily centralized purchasing service responsible for the acquisition of all goods and services used at the Town.
- Ensures procurement strategy and compliance with the Town's Purchasing By-law, related policies and procedures, and applicable national and international trade legislation.
- Ensures open, fair, and transparent procurement processes and competition among bidders.
- Ensures full accountability to taxpayers, while working to achieve best value for monies spent and protecting the financial and operational best interests of the Town
- Administers the Town's purchasing card system

2022 Accomplishments

Administration

- New comprehensive Insurance Claims Management System through the ClearRisk application
- All Finance staff participated in Service Delivery Review with consultants to identify processes and areas of improvements
- Budget website refresh
- Implemented new online insurance claim form – Public can submit a claim online through Town's website and it goes directly to Durham Municipal Insurance Pool (DMIP)

Budgets & Accounting Services

- Development Charge (DC) Appeals (2) – successfully defended both appeals in 2022; Lead, Long Range Financial Planning and Development Finance prepared and provided a Witness Statement to the Ontario Land Tribunal
- Initiated work on the Community Benefits Charge Strategy
- Updated daily bank reconciliation process to improve the ease of matching items as well as investigating past transactions.
- Moved entering of non-tax related bank journal entries from the tax department to the accounting clerk to better align with the accounting clerk's duties and free up the tax clerk's time
- Implemented a new cheque scanner

allowing same day deposit– saves images of cheques for future reference and eliminates time lag of deposits to bank

- Calculation and payment of retroactive pay for 2020-2022
- Provided financial support and guidance on special projects (Asset Management Plan, Core Services Review, Stormwater Fee Implementation, Master Plans)
- Provided review, feedback and analysis on various proposed legislative changes and related financial impacts to the Town, including Bill 109, Affordable Housing Task Force reply, Parkland Dedication Bylaw and Bill 23
- Financial guidance and department support provided with development of Ajax Partnership Fund, Computek Grant and expansion of grant portfolio
- COVID-related organizational support due to restrictions and lockdowns, including: payroll changes (layoffs/hiring/rehiring), broken service for OMERS, grant application support, additional financial reporting
- Actively managing investments to obtain highest return in changing economic landscape
- Undertook new investment with ONE Investments Equity and Bond portfolios

- Completed substantial review of new Accounting Standards (Asset Retirement Obligations and Financial Instruments)
- Worked with Departments on determining the future Retirement Obligations for all existing assets
- Developed and presented proposed Internal Audit framework to Senior Management Team to enable launch of Internal Audit program in 2023

Taxation

- Implemented the Tax Certificate Online (TCOL) portal allowing lawyers and residents to purchase tax certificates online within minutes and at their convenience
- Brought title searches for tax arrears accounts in-house to speed up the process and save on legal fees
- Streamlined the process for updating and filing ownership changes and Pre-Authorized Payment (PAP) plan applications – moved to digital record keeping to save time on retrieval and eliminate paper
- Updated the process for filing mortgage additions and changes to eliminate the use of paper
- Maintained an active database of over 10,000 pre-authorized tax payment accounts.

- Actively participated in an ongoing large tax appeal and reached a partial settlement
- Completed over 2,200 ownership changes and contacted new owners regarding their account
- Processed more than 2,400 requests for statements / bill reprints with a standard 2-day (or same day) turnaround time
- Issued more than 37,000 tax bills
- Processed approximately 200 assessment changes / appeals as provided by MPAC
- Updated the tax bill insert to be more easily understood

Procurement

- Review of purchasing card program and identify process improvements and revenue generation.
- Implemented and monitored contractor vaccination policy during COVID.
- Ongoing updates to Bid Document Templates to reflect new legislative changes pertaining to excess soil management.
- Continuous procurement process improvements through enhanced automation



2023 Priorities

Budgets and Accounting Services

- Automating DC Deferral and DC Freeze calculations in AMANDA planning software (delayed from 2022 due to status of AMANDA upgrade)
- Develop new tracking mechanisms for Financial impacts of Bill 23
- Formalize DC Deferral, DC Freeze policies and work instructions (delayed from 2022 and subject to change due to Bill 23)
- Update DC interest rate policy to align with Bill 23 changes
- Continue leading the 2023 Development Charge Background Study and Bylaw update – Q3 2022 start with approval scheduled for Q2 2023 (subject to Bill 23 impacts)
- Provide Finance support and guidance to departments on:
 - Community Benefits Charge Study & Bylaw
 - Parkland Dedication Bylaw updates required due to Bill 23
 - Development Application Approvals Review study (ongoing from 2022)
 - Community Improvement Plan Review & Funding Strategy
 - Asset Management Plan and related financing strategy
 - Implementation of new Online Payment platform
 - Support Electronic Signatures Implementation
 - Amanda Upgrade and integration of security processes
- Ongoing transition to automated accounting workflows
- Launch of annual Internal Audit program
- Issue RFP for banking services

- Review Rollout of cheque scanner to other departments for immediate deposit of cheques
- Supporting HR with new eligibility for all staff to opt into the OMERS program – will require much more additional reporting and reconciliation at year end

Taxation

- Review and update our Assessment Based Management processes to ensure the stability of the town's assessment base for budget / billing purposes
- Continue to defend various assessment appeals
- Improve the process for billing Payments-in-Lieu (PIL's)
- Update our water lien additions review process to generate additional non-tax revenues
- Implement billing and collection for new Stormwater Management Fee
- Continue assessment of Online Tax portal for residents to make tax payments, review account balances, request updates to mailing address and banking information, purchase a Statement of Account or bill reprint electronically, etc.

Procurement

- Leverage capabilities of current bids & tenders eBidding platform to manage online Request for Proposal (RFP) and Request for Pre-Qualification (RFQ) evaluations and utilize platform as contract repository and management tool more effectively.
- Launch of new Bids and Tenders “Contract Module” to store contracts and related contract documents
- Collaborate with Manager of Economic Development to develop a robust, effective and sustainable supplier outreach and education program
- Promote and increase Town’s participation in Durham Purchasing Cooperative (DPC) and use of Provincial Vendor of Record program
- Continue Town’s participation in DPC’s annual Supplier Information Session and promote how to do business initiative for vendor community
- Explore opportunities to consolidate similar types of purchases, and establish effective, local contracts valued below the Town’s competitive threshold through spend analysis,
- Launch of new online purchasing card reconciliation and approval program
- Implement comprehensive Procurement education and training program for Town’s staff
- Review and revise purchasing by-law, to improve procurement process and its alignment with best procurement practices for efficient delivery of procurement to town’s departments.



Various Financial Statistics

	2020	2021	2022
Accounts Payable Cheques/EFT's	5462	4708	5568
Accounts Receivable Invoices	329	378	370
Number of T4's issued	981	1047	987
Number of pay statements	15,705	15,823	20,098
ROE's	379	202	511
Number of Tax calls	15,277	17,794	13,455
Number of tax bills issued	37,081	37,202	37,443
Revenue collected	\$244,492,578	\$251,628,423	\$260,843,333
Number of business units supported	181	183	185
Number of Finance reports/bylaws sent to Council/GGC/Cap	22	21	19
Number of contracts finalized	215	233	258
Value of contracts	\$39,868,482	\$38,241,987	\$30,777,508
Average procurement Cycle time	27 days	24 days	25 days

Proposed Business Cases

- Details of proposed new staffing and/or initiatives are included in Section 3:
 - Senior Financial Analyst (Asset management)
 - Senior Financial Analyst (Accounting)
 - Financial Analyst (Development Accounting)
 - Budget Supervisor
 - Business System Analyst - Finance
 - Conversion of Accounting Clerk from PT to FT
 - Summer Student - Finance



TOWN OF AJAX
2023 BUDGET BY DRIVER
Finance

	2022 Approved Budget	2023 Requested Budget	Budget Increase/ (Decrease)	Inflationary Impacts	One-time Changes	Growth Related Changes	New & Other Impacts	Budget Neutral Changes	Budget Increase/ (Decrease)	Proposed Business Cases
OPERATING EXPENDITURES										
Full Time Salaries & Benefits	3,136,000	3,205,900	69,900	69,900	-	-	-	-	69,900	446,200
Part Time Wages & Benefits	167,300	172,000	4,700	4,700	-	-	-	-	4,700	(32,600)
One-time Purchases under \$10,000	28,600	-	(28,600)	-	(28,600)	-	-	-	(28,600)	-
Insurance	29,100	31,900	2,800	2,800	-	-	-	-	2,800	-
Education & Training	46,400	46,400	-	-	-	-	-	-	-	-
CIP Grant	644,700	644,700	-	-	-	-	-	-	-	-
Contracted Services	49,600	47,900	(1,700)	3,000	-	-	(4,700)	-	(1,700)	-
Equipment Rentals, Service, Lease	2,900	2,900	-	-	-	-	-	-	-	-
Consulting & Professional Services	67,600	76,900	9,300	1,400	4,900	-	3,000	-	9,300	-
Communications & Technology	1,900	2,200	300	-	-	-	300	-	300	13,600
Materials & Supplies	1,600	1,800	200	-	-	-	200	-	200	-
Administrative Expenses	111,000	117,600	6,600	4,000	-	-	2,600	-	6,600	-
Financial Charges & Fees	456,500	456,500	-	-	-	-	-	-	-	-
Total Operating Expenditures	4,743,200	4,806,700	63,500	85,800	(23,700)	-	1,400	-	63,500	427,200
OPERATING REVENUES										
Other User Fees	72,100	72,800	700	3,000	-	-	(2,300)	-	700	-
Penalties & Interest	1,800,000	2,000,000	200,000	-	-	-	200,000	-	200,000	-
Recoveries	454,600	437,500	(17,100)	7,800	-	-	(24,900)	-	(17,100)	-
Total Revenues / Recoveries	2,326,700	2,510,300	183,600	10,800	-	-	172,800	-	183,600	-
NET EXPENDITURES	2,416,500	2,296,400	(120,100)	75,000	(23,700)	-	(171,400)	-	(120,100)	427,200

* Some amounts may differ from Budget Analysis due to presentation, budget neutral transfers between departments or rounding

Variance Explanations

Inflationary

- Salaries and benefits for both full-time and part-time staff increased by \$74,600 mainly due to cost-of-living increase, progression, and benefit rates
- Insurance Premium, inflationary increase and budget neutral reallocation \$2,800
- Tax billing cost increase due to postage, paper cost and updated printing contract with vendor \$7,000
- Fee increases as per 2023 Fees By-Law \$10,800

One Time

- Removal of one time Consulting costs due to completion of new Asset Retirement Obligation standard (ARO) completed in 2022 and Fire Salary Plan FMW Upgrade completed in 2021 (\$28,600)
- Increase in Consulting Fee due to Post Employment Full Valuation done every 3 years \$4,900

New/Other

- Decrease in contracted services due to reduced armored car services pick up with implementation of new cheque scanner (\$4,700)
- Increase in consulting and professional services due to new investment consulting services
- Slight increase in administrative costs due to increase in tax bill mailings offset by additional recoveries and departmental related memberships
- Increase in penalties and interest revenue based on historical trends \$200,000
- Reduction in external recoveries due to fewer mortgage companies collecting property taxes on behalf of owners (\$24,900)



TOWN OF AJAX
2023 BUDGET BY DRIVER
Non-Departmental

	2022 Approved Budget	2023 Requested Budget	Budget Increase/ (Decrease)	Inflationary Impacts	One-time Changes	Growth Related Changes	New & Other Impacts	Budget Neutral Changes	Budget Increase/ (Decrease)	Proposed Business Cases
OPERATING EXPENDITURES										
Full Time Salaries & Benefits	276,100	356,300	80,200	173,500	-	-	(45,000)	(48,300)	80,200	-
One-time Purchases under \$10,000	170,000	47,700	(122,300)	-	(122,300)	-	-	-	(122,300)	-
Insurance	185,100	137,100	(48,000)	6,400	-	-	(54,400)	-	(48,000)	-
Reserve Allocations	12,786,800	13,465,400	678,600	8,000	-	188,800	(637,300)	1,119,100	678,600	1,571,600
Municipal Grants & Subsidies	193,900	-	(193,900)	-	-	-	-	(193,900)	(193,900)	-
Contracted Services	203,000	80,000	(123,000)	-	(123,000)	-	-	-	(123,000)	-
Consulting & Professional Services	170,000	45,000	(125,000)	-	(125,000)	-	-	-	(125,000)	-
Financial Charges & Fees	3,000	3,000	-	-	-	-	-	-	-	-
Miscellaneous Expenses	7,400	7,400	-	-	-	-	-	-	-	-
Total Operating Expenditures	13,995,300	14,141,900	146,600	187,900	(370,300)	188,800	(736,700)	876,900	146,600	1,571,600
OPERATING REVENUES										
Investment Income / Slots / Elexicon	8,044,300	7,661,200	(383,100)	-	-	-	(383,100)	-	(383,100)	-
Grants & Donations	543,000	172,700	(370,300)	-	(370,300)	-	-	-	(370,300)	-
Miscellaneous Revenues	35,500	35,500	-	-	-	-	-	-	-	-
Reserve Allocations	1,020,200	90,000	(930,200)	-	-	-	(688,000)	(242,200)	(930,200)	-
Total Revenues / Recoveries	9,643,000	7,959,400	(1,683,600)	-	(370,300)	-	(1,071,100)	(242,200)	(1,683,600)	-
NET EXPENDITURES	4,352,300	6,182,500	1,830,200	187,900	-	188,800	334,400	1,119,100	1,830,200	1,571,600

* Some amounts may differ from Budget Analysis due to presentation, budget neutral transfers between departments or rounding

Variance Explanations

Inflationary

- Retiree benefits cost increase to account additional retirees and true up to 2023 rates \$103,900
- Annual payroll liability calculation to fund the next 27th pay \$87,700
- Annual provision reduction for Mayor/Council severance (\$18,100)
- Insurance Premium, inflationary increase and budget neutral reallocation \$6,400
- Increased allocation to Election reserve to fund estimated 2026 cost increases \$8,000

One Time

- Public Health Outbreak budgeted items eligible for funding include:
 - Softphone upgrade for queued calls
 - Electronic signatures
 - IT resources to streamline additional technological and records/data management projects
 - Software costs/subscriptions enabling hybrid work models
- Removal of Public Health Outbreak funding budgeted in 2022 (\$370,300)
- Growth
- Increase in reserve allocation from growth in Tax Assessment \$188,800

New/Other

- Increase in budget for vacancy gapping based on historical trends (\$165,000)
- Maternity/parental benefits \$30,000
- Health and Dental benefits for full time contract staff offset by full contribution from Benefits Claims reserve \$90,000
- Reduction in additional insurance policy (\$54,400)
- Reduction in Elexicon dividends transferred directly to reserve (\$637,300)
- Increase in investment income based on more active investing \$300,000
- Reduction in internal debt interest allocated to Town revenues (\$45,800)
- Inclusion of 2022 contribution from Stabilization Reserve used to mitigate 2022 tax impact related to new fire fighter recruitment (\$778,000)

Budget Neutral

- Reduction in Mayor/Council severance funded from reserves (\$48,300)
- Contribution to CIP/DC Exemption Reserve to fund approved Town obligations \$1,119,100
- Elimination of grant payments to Lakeridge Health Hospital and Durham Community Foundation and associated funding from reserves – all grants now managed within the new Ajax Partnership Fund (\$193,900)

Legislative and Information Services ►

Department Overview

Legislative and Information Services (LIS) provides a range of both inward-facing and outward-facing services in the areas of legislative research and compliance, Council and committee meeting administration, by-law enforcement and animal services, technology and innovation, customer service, privacy, records and information management. Located at Town Hall, the department provides the following services:

Legislative Services

- Council & Committee meeting management
- Advisory Committee and quasi-judicial board support and administration
- Administration of Town & Council accountability and transparency systems and policies
- Records & Information Management
- Privacy legislation compliance
- Freedom of Information requests
- Planning and executing municipal and school board elections
- Accessibility legislation compliance

LIS Customer Service

- Switchboard/Front-line customer service
- Council recognitions (proclamations, flag raisings, etc.)
- Marriage licences, civil marriage ceremonies, and Commissioner of Oaths
- Support for provincial vital statistics processes (death registrations, etc.)
- Mail services (e.g. sending/receiving mail, inter-office mail delivery, courier services)
- Customer service support for Regional programs (e.g. sale of recycling products)

By-Law / Animal Services

- Parking management and enforcement
- Maintaining and updating Town regulatory by-laws and enforcement protocols
- Property standards
- Permits and Licensing (e.g. business licenses, pool permits, pet licensing, etc.)
- Waterfront management and enforcement
- Animal control
- Charitable gaming & lottery licence administration

Technology and Innovation

- Productivity (ie. Microsoft, Adobe) software support
- Mobility/mobile workforce support
- Data centre and infrastructure management
- Information & application security/cybersecurity
- Disaster recovery operations

- Telephone, mail, messaging, and unified communications
- Corporate applications and systems support
- Database administration
- Business analysis and business case development
- Service desk support
- Project management and strategy development
- Geographic Information Systems (GIS)
- External/public facing online services support

2022 Accomplishments

Legislative Services & Customer Service

- Meeting Management
 - Conducted over 58 electronic livestreamed meetings of Council, Committees and advisory committees throughout the year.
 - Successful grant funding application for upgrades to Council Chambers audio-visual technology
 - Implemented a revised Public Notice Policy
 - Developed, with assistance from Technology and Innovation Services, a dashboard to support internal monitoring and reporting of actions flowing from Council decisions
- Records & Information Management
 - Launched online applications and payments for Freedom of Information requests
 - Digitized dozens of boxes of physical records, improving accessibility of critical Town information
 - Finalized an agreement for the transfer of accountability for archive services to the Ajax Public Library
- 2022 Municipal & School Board Elections:
 - Successfully delivered the 2022 Municipal and School Board Elections including:
 - Hiring and training 100+ temporary Election Officials over the course of 13 sessions
 - Completed special enumeration and voting activities at five licensed long-term care and retirement residences within the Town of Ajax
 - Hosted nine revision centres across the Town of Ajax to add, update or remove electors from the Voters' List
 - Offered nine Advanced Voting opportunities at three Town facilities and full day support on Voting Day
 - Responded to over 800 calls for service and addressed more than 600 emails concerning election-related matters
 - Added approximately 850 electors, updated more than 1000 elector records and removed at least 1400 electors from the Voters' List
 - Voter satisfaction rate exceeded 95%
 - Coordinated the 2023 Fees and Charges review and update process, to ensure the increased costs of providing related services are recovered in whole or in part.

Bylaw Services

- Created and implemented a “Private Transportation By-law” that regulates and licences both the taxicab and the private transportation network companies
- Partnered with Fire Services to conduct a review of the Town’s Fireworks By-law. This comprehensive review included wholesome engagement with both the industry and public. The conclusion of the project resulted in the creation and implementation of a more inclusive Fireworks By-law that recognizes several different diverse cultures and events that utilize the use of fireworks for celebrations.
- Amendments to several enforcement By-laws were completed to ensure staff had the required tools to adequately enforce Council’s mandates. These By-laws included the Park’s By-law, Clean Community By-law, Clean and Clear By-law, and Property Standards By-law.
- Implemented Phase II of the Waterfront Parking Management Program that included Resident Waterfront Guest Parking Permits and also provided for a more flexible fee structure for summer of 2022.
- Began work with the Humane Society of Durham Region for the change of sheltering services for Animal Services beginning on January 1, 2023.

Technology and Innovation

- Supporting the technological components of the 2022 municipal election
- Microsoft 365 Planning and Deployment:
 - Upgraded Email/Exchange environment from 2013-2019 (preparation for M365)
 - Infrastructure put in place for M365 (backups, servers, software/hardware)
 - Setup and enabled Multi-Factor

Authentication (MFA)

- Migrated all staff with emails to M365
- CityWorks deployed in Operations & Environmental Services
 - All field staff enabled with phones and tablets to complete work orders
 - Payroll integration developed
 - Fleet service request custom form developed
 - Planning and implementation to bring Building Maintenance on CityWorks
 - Replacement/Upgrade of fire apparatus laptops and technology
- Support physical security improvements being led by Operations department
- Rolled out soft phone to more staff, including adding queue staff;
- Various COVID response projects
 - Vaccination declaration website update and maintenance
- Completed the Corporate GIS Strategic Plan (GISSP)
- Business Solutions and corporate applications:
 - E-Signatures enabled for HR
 - Tax Certificates Online (TCOL)
 - Fire System GIS Mapping (Incidents, Alarm locations)
- Development of a ‘Council Decision Dashboard’ using M365 tools
- Completed Project Assessments, RFIs and RFPs
 - Global Positioning System/Automatic Vehicle Locating System (GPS/AVL) Solution
 - Human Resources Management System (HRMS)
 - Digital Plans Submissions
 - E-Signatures
 - Payment Gateway

- Completed 2 Phishing Campaigns and conducted follow up training with staff;
 - Procured a new cyber security training and campaign solution
- Infrastructure and Cyber Security
 - Hired a new Managed Security Services Provider (MSSP)
 - Completed 2 security audit and penetration tests
 - Commenced upgrading switches

- throughout the town
- Upgraded virtual machines (VMs)
- Implemented remote windows security updates for staff and Council;
- Commenced upgrading wireless access points (APs) town-wide
- Fire communications centre upgrades (Exacom Audio Recorder)
- RFQ completed and awarded for firewall upgrade

2023 Priorities

Legislative Services & Customer Service

- Complete the installation and launch of new Council Chambers audio-visual system; manage the implementation of hybrid meetings for Council and Committees
- Continue the digitization of physical records
- Development of Customer Service Strategy
- Complete, in collaboration with Technology and Innovation, an Information Governance and Security Strategy
- Pursue a refreshed Records and Information Management Strategy
- Implement significant enhancements to the Town's privacy management program, including revised policies, training materials and risk assessment methodologies
- Manage, in cooperation with the Ajax Public Library, the transition of the archival assets and program responsibility to the library
- Support, where appropriate, the implementation of E-Signatures, Global Positioning System/Automatic Vehicle Locating System and other key enterprise technology projects

- Review records and information management policies and procedures to support the continuing deployment of M365 capabilities across the organization

Technology and Innovation

- Roll out of Microsoft 365 (OneDrive, SharePoint and Teams) to all end users, including training for staff
- Bring Building Maintenance division onto City Works
- E-Signatures rolled out corporately
- Payment Gateway roll out to finance
 - Assessment and roll out to other departments
- Implement new Global Positioning System/Automatic Vehicle Locating System (GPS/AVL) solution for Operations
- RFP, award and begin implementation of Human Resources Management System (HRMS)
- Infrastructure Upgrades:
 - Complete firewall and redundant firewall upgrade
 - Complete wireless controller and AP (Wireless Access Point) upgrades town wide
 - SAN and host upgrade

- Continue “Switch” upgrades across the town to enhance network connectivity and expansion
- Internet bandwidth increase at various town facilities
- Virtualization of phone system
- Implement a Disaster Recovery as a Service solutions (DRaaS)
- Complete Information Governance and Security Strategy
- Digital Plan Submissions implementation
- Create Executive Dashboard for IT Projects using M365 tools
- Amanda 7 upgrade (Corporate software used by Building, Planning, Fire, Finance and Bylaw)
- Upgrade of JDE infrastructure
- Implement a GIS ETL solution
- RFP, award and implement OLA Replacement
- Continue GIS Strategy Implementation
- Accommodation Study – continue mobile workforce enablement, and prepare physical office space for shared workstations and other outcomes of Accommodation Study

- Improve and digitize the IT onboarding process for new staff
- JD Edwards (financial system) roadmap, review and upgrade plan
- Improve analytics and reporting using PowerBI for all town departments
- Begin Assessment for Ajax.ca replacement
- Support the corporate customer service strategy

By-Law Services

- Continue to investigate, research, and plan the potential introduction of an Administrative Monetary Penalty system.
- Transition to the new animal shelter provider. (HSDR)
- Develop and Implement a Comprehensive Private Transportation Enforcement Plan
- Review and update various By-laws including but not limited to Dog and Cat By-law, Storm Sewer By-law, Election Sign Bylaw, Temporary Sign Bylaw, and Sediment and Erosion Control By-law.



TOWN OF AJAX
2023 BUDGET BY DRIVER
Legislative & Information Services

	2022 Approved Budget	2023 Requested Budget	Budget Increase/ (Decrease)	Inflationary Impacts	One-time Changes	Growth Related Changes	New & Other Impacts	Budget Neutral Changes	Budget Increase/ (Decrease)	Proposed Business Cases
OPERATING EXPENDITURES										
Full Time Salaries & Benefits	4,492,100	4,780,300	288,200	126,400	(20,000)	-	181,800	-	288,200	334,400
Part Time Wages & Benefits	863,600	894,600	31,000	22,800	(10,700)	-	18,900	-	31,000	26,200
One-time Purchases under \$10,000	21,200	10,000	(11,200)	-	(11,200)	-	-	-	(11,200)	-
Insurance	31,000	60,700	29,700	29,700	-	-	-	-	29,700	-
Education & Training	67,100	67,100	-	-	-	-	-	-	-	-
Vehicle & Equipment Maintenance	39,400	48,200	8,800	5,500	-	-	3,300	-	8,800	-
Contracted Services	649,800	447,000	(202,800)	-	(190,400)	-	(12,400)	-	(202,800)	-
Equipment Rentals, Service, Lease	134,500	137,000	2,500	7,500	(5,000)	-	-	-	2,500	-
Consulting & Professional Services	158,000	170,000	12,000	-	12,000	-	-	-	12,000	-
Communications & Technology	1,812,000	2,178,900	366,900	21,200	1,900	-	337,900	5,900	366,900	15,800
Materials & Supplies	55,800	55,800	-	-	-	-	-	-	-	-
Administrative Expenses	162,400	89,900	(72,500)	300	(82,500)	-	5,700	4,000	(72,500)	-
Financial Charges & Fees	22,200	22,200	-	-	-	-	-	-	-	-
Miscellaneous Expenses	-	24,000	24,000	-	24,000	-	-	-	24,000	-
Total Operating Expenditures	8,509,100	8,985,700	476,600	213,400	(281,900)	-	535,200	9,900	476,600	376,400
OPERATING REVENUES										
Licencing & Fines	1,770,400	1,875,600	105,200	5,200	-	-	100,000	-	105,200	20,000
Recoveries	66,500	67,100	600	600	-	-	-	-	600	60,100
Miscellaneous Revenues	500	500	-	-	-	-	-	-	-	-
Reserve Allocations	331,700	29,000	(302,700)	-	(302,700)	-	-	-	(302,700)	-
Total Revenues / Recoveries	2,169,100	1,972,200	(196,900)	5,800	(302,700)	-	100,000	-	(196,900)	80,100
NET EXPENDITURES	6,340,000	7,013,500	673,500	207,600	20,800	-	435,200	9,900	673,500	296,300

* Some amounts may differ from Budget Analysis due to presentation, budget neutral transfers between departments or rounding

Variance explanations

Inflationary

- Salaries and benefits for both full-time and part-time staff increased by \$149,200 due to cost of living increase, progression and reclassification (change in grade or job step level) and benefit rates
- Insurance Premium, inflationary increase and budget neutral reallocation \$29,700
- Corporate software includes contract increases in fees and licencing \$21,200

One time

- 2022 Municipal Election funded from the Election Reserve (\$327,200); 2023 costs funded from the Election Reserve include the rebate program \$24,500
- Comprehensive review of multi-year accessibility plan \$5,000
- Removal of one time costs and adjustments for other corporate software and hardware requirements \$15,800

New / Other

- Salaries and benefits for both full-time and part-time staff increased by \$200,700 due to annualization of positions related to the IT Strategic Plan and new Parking Supervisor position
- Fuel for additional By-law vehicles \$3,300
- Additional funds for records digitization services \$5,000
- Contract savings with new animal sheltering service provider (\$31,400)
- New Audio Visual management service contract \$10,000
- Budget software server upgrade \$4,000
- Communications & Technology increase related to:
 - Microsoft 365 corporate licencing to accommodate all staff \$133,200
 - New software contracts and expansion of existing services \$110,000
 - Corporate mobile technology replacement plan, increased deployment of laptops and mobile phones \$60,500
 - Internet upgrade and redundant internet service for business continuity \$24,200
 - MTO fee associated with additional parking revenue \$10,000
 - New Advisory Committee Honorariums \$6,500
 - Private transportation revenue \$90,000
 - Permitted parking revenue \$10,000

Budget Neutral Changes

- Recreation software maintenance now managed by IT \$5,900
- Budget for Customer Service Week activities transferred from Office of the CAO \$4,000

Proposed Business Cases

- Details of proposed new staffing and/or initiatives are included in Section 3:
 - By-law Associate and Additional Part Time (seasonal) Waterfront Officer
 - Business Solutions Specialist – HRMS (funded from Capital Project)
 - Technology and Innovation Services
 - Supervisor, Cybersecurity and Infrastructure
 - Supervisor, GIS
 - GIS Analyst
 - Part time Service Desk Analyst



Fire and Emergency Services (AFES) ►

Department Overview

The **Ajax Fire and Emergency Services (AFES)** department contributes to community well-being by providing legislated public education and inspection programs, fire suppression and rescue services, emergency call taking and dispatching, emergency preparedness planning and provides direction designed to keep the residents, businesses, and visitors safe.

Locations

- Fire Station 1 – 40 Westney Road North
- Fire Station 2 – 435 Monarch Avenue
- Fire Headquarters – 900 Salem Road North

The department is comprised of:

Suppression, Training and Emergency Management

- Suppression in both offensive and defensive mode
- Search and rescue operations
- Specialized rescue such as ice/water rescue, auto/vehicle extrication
- First responders to motor vehicle accidents and emergency medical situations
- Participate in automatic aid and mutual aid incidents
- Develop and coordinate the delivery of AFES training programs and management of the training grounds and tower for other emergency service departments and community colleges
- Continuous community emergency planning and management for the Town of Ajax

Fire Prevention & Public Safety, Emergency Communications and Fire Administration

- Where required, conduct inspections, and ensure compliance under the Ontario Fire Code and Ontario Building Code
- Where required, conduct reviews and approvals of site plan and architectural plans
- Provide community education programs including, but not limited to, Learn Not to Burn programs in school and Home Safe Program
- Control all AFES radio communications
- Answer incoming emergency and non-emergency calls and dispatch AFES and Pickering Fire Service apparatus
- Fire Administration Division maintains effective and efficient management, leadership, and administrative support capabilities in order to ensure that the operations of Ajax Fire and Emergency Services are conducted with the highest standards of quality, customer service and corporate responsibility.

2022 Accomplishments

- Onboarding and training of twenty (20) Fire Suppression Firefighters
- Fire Station 1 traffic improvements to ensure safe responses, system was live in January 2023
- Emergency Management Study bid documents issued to ensure we are utilizing the most efficient methods for delivery
- Applied for and received grant funding for radio messaging for Poison Prevention Week and the Fire Prevention Twelve Days of Holiday Safety Campaign
- New Pumper Rescue P49 ordered October 2022, replacement of existing unit
- Purchase of hazardous materials operations equipment
- Procured and deployed four Fire Services replacement vehicles
- Replaced defibrillators for Fire Suppression medical incidents

2023 Priorities

- Renovations at Fire Station #2 to house an additional fire crew, pending approval
- Onboarding and training of an additional Training Officer, pending approval
- Hazardous materials operations training for Fire Suppression personnel
- Expansion of the in-house training programs due to the fire college closure and NFPA Certification requirements, including in-house proctoring and marking of exams
- Management of bunker gear replacement plan
- Full implementation of fifth apparatus resulting from new crew for emergency response
- Transition of a part-time administrative assistant to full time, pending approval, to alleviate administration pressure on Fire Prevention and increase Fire Prevention Public Safety Inspection
- Update establishing & regulating by-law
- Replacement of command vehicle

Call Summary

	2020	2021	2022
Motor Vehicle Collision (MVC)	298	396	462
Fire	214	186	203
Total	512	582	665



TOWN OF AJAX
2023 BUDGET BY DRIVER
Fire & Emergency Services

	2022 Approved Budget	2023 Requested Budget	Budget Increase/ (Decrease)	Inflationary Impacts	One-time Changes	Growth Related Changes	New & Other Impacts	Budget Neutral Changes	Budget Increase/ (Decrease)	Proposed Business Cases
OPERATING EXPENDITURES										
Full Time Salaries & Benefits	17,909,300	19,609,900	1,700,600	696,800	-	-	1,003,800	-	1,700,600	127,900
Part Time Wages & Benefits	44,100	45,500	1,400	1,400	-	-	-	-	1,400	(20,700)
One-time Purchases under \$10,000	266,300	372,600	106,300	-	51,300	-	-	55,000	106,300	10,500
Utilities (Electricity, Natural Gas & Water)	173,900	176,100	2,200	10,000	-	-	(7,800)	-	2,200	-
Insurance	95,400	114,800	19,400	19,400	-	-	-	-	19,400	-
Education & Training	113,200	113,200	-	-	-	-	-	-	-	-
Vehicle & Equipment Maintenance	274,200	289,300	15,100	16,600	-	-	600	(2,100)	15,100	-
Debenture	358,600	358,000	(600)	(600)	-	-	-	-	(600)	-
Municipal Grants & Subsidies	5,000	-	(5,000)	-	-	-	(5,000)	-	(5,000)	-
Contracted Services	170,300	149,500	(20,800)	3,700	-	-	(24,500)	-	(20,800)	-
Equipment Rentals, Service, Lease	36,300	38,900	2,600	300	(1,200)	-	3,500	-	2,600	-
Communications & Technology	234,400	241,900	7,500	-	-	-	7,500	-	7,500	3,400
Materials & Supplies	271,900	219,200	(52,700)	-	-	-	2,300	(55,000)	(52,700)	-
Administrative Expenses	74,200	47,200	(27,000)	-	-	-	(27,000)	-	(27,000)	-
Total Operating Expenditures	20,027,100	21,776,100	1,749,000	747,600	50,100	-	953,400	(2,100)	1,749,000	121,100
OPERATING REVENUES										
Other User Fees	292,500	292,500	-	-	-	-	-	-	-	-
Grants & Donations	1,000	-	(1,000)	-	-	-	(1,000)	-	(1,000)	-
Recoveries	1,021,800	1,065,000	43,200	43,200	-	-	-	-	43,200	-
Reserve Allocations	358,400	616,900	258,500	200	258,300	-	-	-	258,500	10,000
Total Revenues / Recoveries	1,673,700	1,974,400	300,700	43,400	258,300	-	(1,000)	-	300,700	10,000
NET EXPENDITURES	18,353,400	19,801,700	1,448,300	704,200	(208,200)	-	954,400	(2,100)	1,448,300	111,100

* Some amounts may differ from Budget Analysis due to presentation, budget neutral transfers between departments or rounding

Variance explanations

Inflationary

- Salaries and benefits for both full-time and part-time staff increased by \$698,200 mainly due to cost-of-living increase, progression and reclassification (change in grade or job step level) and benefit rates
- Insurance Premium, inflationary increase, and budget neutral reallocation \$19,400
- Additional dispatch recovery from Pickering \$43,200

One time

- Station 1 – new bunker gear dryer, replacement station furniture \$16,500
- Headquarters – Air conditioning install for SCBA compressor cooling \$15,000
- Reserve contribution for one time 2023 bunker gear purchases \$144,300
- DC Reserve contribution to fund 95% of bunker gear for new recruits \$114,000
- Total offset by reduction of 2022 purchases

New / Other

- Salaries and benefits for the annualization of 20 new recruits hired in 2022 and Promotion of 4 1st Class firefighters to Captains \$1,003,800
- PARA grant is now managed within the new Ajax Partnership Fund (\$5,000)
- Removal of recruitment costs and medical testing associated with 20 new recruits (\$57,000)
- NG911 monitoring and maintenance new contract \$12,500 (1/2-year cost, will be annualized in 2024 budget)

Budget Neutral Changes

- Reallocation of annual bunker gear requirements

Proposed Business Cases

- Details of proposed new staffing and/or initiatives are included in Section 3:
 - Training Officer
 - Conversion of Part-Time Administrative Assistant to Full-Time (Fire Master Plan & 3 Year Implementation Plan)



Operations and Environmental Services ►

Department Overview

Operations and Environmental Services delivers a wide range of municipal services and manages a variety of capital projects. With an emphasis on maintaining existing service levels and continuous improvement, the department balances competing priorities, legislative changes, community interests and environmental responsibility in delivering services. Located at the Operations Centre, 800 Salem Rd. N, the Operations and Environmental Services Department is comprised of the following areas:

Operations Administration

- Provide administrative support to the department
- Oversees payroll and tracks all work order costs relating to labour, equipment and materials
- Deliver exceptional customer service to a variety of stakeholders (internal departments, general public, community groups, other levels of government)
- Process and issue permits for outdoor sports and special events, as well as dedications for trees and benches
- Administration of the crossing guard program

Operations and Fleet Services

- Maintenance of major road infrastructure including roads, bridges, sidewalks, walkways, storm sewers, streetlights
- Administration of contracted services
- Winter Control services and Road Patrols
- Occupancy and Municipal Consents
- External liaison on capital projects
- Maintenance of Town fleet and equipment, as well as driver safety training

Environmental Services (Parks)

- Maintain the Town's parks, open space and trails system
- Maintain all park infrastructure including: sports fields, playgrounds, splash pads, skate parks, basketball/tennis courts, park furniture
- Manage the Town's urban forest and shrub beds along streets and within parks
- Support outdoor special events permits and parks security

Building Maintenance

- Ensure the ongoing maintenance of Town facilities including: electrical, mechanical, structural and building automation systems
- Oversee all Town facilities capital projects
- Manage all public utilities including hydro, water and gas
- Investigate new technologies regarding sustainable solutions to reduce the Town's carbon footprint
- Manage the Town's security portfolio with respect to policy development, CCTV (closed circuit television) systems and contracted services

Infrastructure and Asset Management

- Growth management infrastructure planning
- Capital Budget and Long Range Capital Forecasting for roads, bridges, trails, sidewalks and park related projects
- Preparation of Request for Tenders, Requests for Proposals and Terms of Reference for new roads, bridges, trails and parks
- Develop and maintain the Town's Asset Management Plan
- Complete conditional assessments of municipal assets and prioritize asset replacements

2022 Accomplishments

- Recreation and Parks Master Plan Approval
- Contract Award for St. Andrews Improvements – Playground, Pickleball Court, Parking Lot Expansion
- Replacement of Betty Bujold Playground
- Award of contract for Mulberry Meadows Neighbourhood Park – Construction
- Core Services Review
- CityWorks Implementation and Reporting
- Asset Management Plan approval – Core Services
- Accommodation Study Implementation – workstation modifications to reflect a mobile workforce

2023 Priorities

- Cricket Clubhouse and Field of Play – Construction
- Urban Forest Management Plan Update
- TRCA MOU and Management Agreement
- Range Line Road Re-Construction
- Core Services Review Implementation
- GPS/Dash Cam Installation
- Construction of St. Andrews Improvements – Pickleball Court, Parking Lot Expansion
- St. Andrews Feasibility Study
- Rotary Pavilion Feasibility Study
- Westney Road Multi-Use Trail Design – Harwood to Bayly
- Harwood Avenue East Side Multi-Use Trail Design – Clover Ridge to Bayly
- Town Hall Parking Lot Re-Construction
- New Cricket Wicket – North Ajax
- MCC Leash Free Dog Park
- Harwood Avenue South Soccer Pitch LED Sportsfield Lighting
- Road Rationalization
- Review of Seniors Snow Removal Program
- Green Fleet Strategy
- Asset Management Plan – Level of Service Study

TOWN OF AJAX
2023 BUDGET BY DRIVER
Operations Administration

	2022 Approved Budget	2023 Requested Budget	Budget Increase/ (Decrease)	Inflationary Impacts	One-time Changes	Growth Related Changes	New & Other Impacts	Budget Neutral Changes	Budget Increase/ (Decrease)	Proposed Business Cases
OPERATING EXPENDITURES										
Full Time Salaries & Benefits	6,467,500	6,562,200	94,700	154,700	-	-	-	(60,000)	94,700	604,700
Part Time Wages & Benefits	2,105,900	2,243,700	137,800	96,200	-	-	-	41,600	137,800	(252,300)
Utilities (Electricity, Natural Gas & Water)	162,900	172,000	9,100	8,600	-	-	500	-	9,100	-
Insurance	810,800	997,300	186,500	186,500	-	-	-	-	186,500	-
Education & Training	38,500	38,500	-	-	-	-	-	-	-	-
Vehicle & Equipment Maintenance	7,400	7,400	-	-	-	-	-	-	-	-
Debenture	214,400	214,900	500	500	-	-	-	-	500	-
Contracted Services	146,800	153,200	6,400	(2,800)	-	-	9,200	-	6,400	-
Equipment Rentals, Service, Lease	10,500	10,600	100	100	-	-	-	-	100	-
Communications & Technology	11,600	4,800	(6,800)	-	-	-	(6,800)	-	(6,800)	8,200
Materials & Supplies	29,900	31,900	2,000	-	-	-	2,000	-	2,000	-
Administrative Expenses	52,200	52,800	600	-	-	-	600	-	600	-
Financial Charges & Fees	9,600	9,600	-	-	-	-	-	-	-	-
Total Operating Expenditures	10,068,000	10,498,900	430,900	443,800	-	-	5,500	(18,400)	430,900	360,600
OPERATING REVENUES										
Recoveries	102,200	102,200	-	-	-	-	-	-	-	-
Total Revenues / Recoveries	102,200	102,200	-	-	-	-	-	-	-	-
NET EXPENDITURES	9,965,800	10,396,700	430,900	443,800	-	-	5,500	(18,400)	430,900	360,600

* Some amounts may differ from Budget Analysis due to presentation, budget neutral transfers between departments or rounding

Variance explanations

Inflationary

- Salaries and benefits for both full-time and part-time staff increased by \$250,900 mainly due to cost of living increase, progression and benefit rates
- Higher utility costs primarily due to increase in hydro rates at Operations Centre \$8,600
- Insurance Premium, inflationary increase and budget neutral reallocation \$186,500
- Net reduction in janitorial contract budget to adjust rates to actual (\$2,800)

New/Other

- EV Charging station monitoring contract \$9,200
- Reversal of one time IT related costs for new Asset Management students approved in 2022 (\$6,800)
- Increased electrical supplies based on historical needs \$2,000

Budget Neutral

- Allocation of Stormwater wages to Operations section (\$60,000)
- Transfer of CSR-Road Occupancy position from Infrastructure section \$41,600

Proposed Business Cases

- Details of proposed new staffing and/or initiatives are included in Section 3:
 - Business Analyst – CityWorks
 - Environmental Services Workers – Grounds Maintenance
 - Environmental Services Workers – Special Events



TOWN OF AJAX
2023 BUDGET BY DRIVER
Operations

	2022 Approved Budget	2023 Requested Budget	Budget Increase/ (Decrease)	Inflationary Impacts	One-time Changes	Growth Related Changes	New & Other Impacts	Budget Neutral Changes	Budget Increase/ (Decrease)	Proposed Business Cases
OPERATING EXPENDITURES										
Full Time Salaries & Benefits	486,700	614,200	127,500	12,700	-	-	54,800	60,000	127,500	119,600
Part Time Wages & Benefits	847,300	871,500	24,200	24,200	-	-	-	-	24,200	(21,600)
Utilities (Electricity, Natural Gas & Water)	23,000	28,500	5,500	3,200	-	-	2,300	-	5,500	-
Vehicle & Equipment Maintenance	1,059,900	1,152,900	93,000	57,900	-	-	35,100	-	93,000	-
Contracted Services	1,222,300	1,332,300	110,000	(61,800)	46,000	4,200	121,600	-	110,000	-
Communications & Technology	12,400	10,400	(2,000)	-	-	-	(2,000)	-	(2,000)	3,400
Materials & Supplies	850,300	676,900	(173,400)	25,600	-	-	(199,000)	-	(173,400)	5,200
Administrative Expenses	8,300	14,900	6,600	-	-	-	6,600	-	6,600	-
Total Operating Expenditures	4,510,200	4,701,600	191,400	61,800	46,000	4,200	19,400	60,000	191,400	106,600
OPERATING REVENUES										
Recoveries	31,500	24,000	(7,500)	100	-	-	(7,600)	-	(7,500)	-
Reserve Allocations	-	-	-	-	-	-	-	-	-	654,700
Total Revenues / Recoveries	31,500	24,000	(7,500)	100	-	-	(7,600)	-	(7,500)	654,700
NET EXPENDITURES	4,478,700	4,677,600	198,900	61,700	46,000	4,200	27,000	60,000	198,900	(548,100)

* Some amounts may differ from Budget Analysis due to presentation, budget neutral transfers between departments or rounding

Variance explanations

Inflationary

- Salaries and benefits for both full-time and part-time staff increased by \$36,900 mainly due to cost of living increase, progression and benefit rates
- Higher utility costs primarily due to increase in traffic signals hydro rates
- 7.6% contracted rate increase for winter clearing vehicle rentals \$57,900
- Contracted Services – New contracted rates for various services including:
 - Traffic signal maintenance based on the Region’s recent rates (\$67,300)
 - Sidewalk snow clearing \$8,300
 - Storm sewers repairs \$6,600
 - Savings from sweeping services (\$7,400)
- Materials & Supplies increase primarily due to rate increase for salt supplies \$24,200

One-time

- 2 additional traffic signal controller cabinets to be installed in 2023 \$46,000

Growth

- Contracted services to maintain increased road and storm sewer related infrastructure \$4,200

New/Other

- Salaries and benefits for full-time staff increased by \$54,800 due to annualization of the Operation Technologist position
- Increase in number of winter clearing events based on previous year \$35,100
- Storm sewer repairs based on two year average to counteract significant annual fluctuations in annual repair costs from aging infrastructures \$120,100
- Reduction in materials & supplies based on three year average of sand and salt usage (\$196,600)
- Increase in Crossing Guards car allowance due to higher cost of fuel \$6,600

Budget Neutral

- Allocation of Stormwater wages from Operations Admin section \$60,000

Proposed Business Cases

- Details of proposed new staffing and/or initiatives are included in Section 3:
 - Operations Technologist – Sidewalks & Curbs
 - Crossing Guard Supervisor – Conversion from Part time

TOWN OF AJAX
2023 BUDGET BY DRIVER
Environmental Services

	2022 Approved Budget	2023 Requested Budget	Budget Increase/ (Decrease)	Inflationary Impacts	One-time Changes	Growth Related Changes	New & Other Impacts	Budget Neutral Changes	Budget Increase/ (Decrease)	Proposed Business Cases
OPERATING EXPENDITURES										
Full Time Salaries & Benefits	668,500	688,200	19,700	19,700	-	-	-	-	19,700	-
Part Time Wages & Benefits	129,500	132,500	3,000	3,000	-	-	-	-	3,000	-
One-time Purchases under \$10,000	26,300	9,000	(17,300)	-	(17,300)	-	-	-	(17,300)	-
Utilities (Electricity, Natural Gas & Water)	134,700	160,600	25,900	27,600	-	-	(1,700)	-	25,900	-
Insurance	6,800	-	(6,800)	(6,800)	-	-	-	-	(6,800)	-
Vehicle & Equipment Maintenance	392,800	526,800	134,000	-	-	-	-	134,000	134,000	-
Contracted Services	1,124,000	1,265,100	141,100	155,700	-	12,000	(26,600)	-	141,100	(197,400)
Equipment Rentals, Service, Lease	1,700	1,900	200	200	-	-	-	-	200	-
Consulting & Professional Services	6,600	5,900	(700)	(700)	-	-	-	-	(700)	-
Communications & Technology	20,100	20,100	-	-	-	-	-	-	-	-
Materials & Supplies	563,900	625,400	61,500	37,300	-	-	26,700	(2,500)	61,500	-
Administrative Expenses	35,500	24,900	(10,600)	-	-	-	(4,000)	(6,600)	(10,600)	-
Miscellaneous Expenses	300	300	-	-	-	-	-	-	-	-
Total Operating Expenditures	3,110,700	3,460,700	350,000	236,000	(17,300)	12,000	(5,600)	124,900	350,000	(197,400)
OPERATING REVENUES										
Other User Fees	350,500	313,900	(36,600)	13,300	-	-	(49,900)	-	(36,600)	-
Grants & Donations	20,800	29,100	8,300	1,600	-	-	15,000	(8,300)	8,300	-
Recoveries	172,400	222,500	50,100	40,400	-	-	9,700	-	50,100	-
Total Revenues / Recoveries	543,700	565,500	21,800	55,300	-	-	(25,200)	(8,300)	21,800	-
NET EXPENDITURES	2,567,000	2,895,200	328,200	180,700	(17,300)	12,000	19,600	133,200	328,200	(197,400)

* Some amounts may differ from Budget Analysis due to presentation, budget neutral transfers between departments or rounding

Variance explanations

Inflationary

- Salaries and benefits for both full-time and part-time staff increased mainly due to cost of living increase and benefit rates \$22,700
- Water and hydro rate increase primarily at the baseball fields \$27,600
- Insurance Premium, budget neutral reallocation (\$6,800)
- Increase in various contracted services including:
 - Contracted rates increase for block pruning services and stumping removals \$20,600
 - Walkway lighting services new contracted rates \$25,400
 - Boulevard/Regional grounds maintenance \$89,100 (this will be eliminated if 2023 Boulevard Grounds Maintenance ESW business case is approved)
 - Other minor contracted rate increases for parks and sportsfields maintenance, portable toilet rentals, park security, holiday decoration and contracted waste removal \$20,600
- Net increase in materials and supplies primarily from:
 - Increase in cost of tree replacements and horticulture supplies \$25,100
 - Increase in cost of blue and green bins \$5,600
 - Revised cost for uniforms/safety clothing and boots as per the recent collective bargaining agreement \$3,500
 - Supplies and materials rate increase for special events, parks and sports fields maintenance \$3,100
- Net increase in revenues primarily from:
 - Fee increase as per the 2023 Fee By-law resulting in increased revenues \$18,600
 - New recovery rate for Regional boulevard grass cutting \$30,100
 - Recovery on blue box sales \$5,600

One time

- Playground equipment and signs purchased in 2022 (\$26,300)
- Field Hockey nets for turf fields \$9,000

Growth

- Additional contracted services related to growth in 2023; 355 trees to be pruned \$12,000

New/Other

- Net reduction in contracted services includes:
 - Park waste disposal removed pending discussions with Region (\$15,000)
 - Lifecycle replacement of solar lights at Paradise and Greenwood parks completed every three years, due next in 2025 (\$17,900)
 - Backlog of tree planting and stumping from 2022 windstorm to be completed in 2023 \$25,800
 - Emerald Ash Borer street planting program is winding down (\$16,800)
 - Other minor savings from various contracted services including park maintenance (\$2,700)
- Increase in material and supplies includes:
 - Backlog of 70 trees to be replaced in 2023 \$13,200
 - Mulch required for playgrounds maintenance based on the annual inspections \$12,600
- Reduction in revenues:
 - Reduction in sportsfield revenues due to less demand for soccer and planned construction of cricket field in 2023 (\$49,900)
 - Higher number of dedication bench requests based on trends over the past years \$15,000
 - Use of tree compensation to fund backlog of tree planting \$20,400
 - Reduction in Greenwood revenues such as portable toilet rentals, group camping, film production and picnic tables based on experience (\$8,700)

Budget Neutral

- Equipment Allocation Rental \$134,000
- Costs and donations for green/sustainable programs shifted to Planning and Development section

Proposed Business Cases

- Details of proposed new staffing and/or initiatives are included in Section 3:
 - Elimination of boulevard grass cutting contracted services and replace with in house resources (more details are included in the Environmental Services Workers – Grounds Maintenance staff request under the Operations Administration section)



TOWN OF AJAX
2023 BUDGET BY DRIVER
Fleet / Equipment Maintenance

	2022 Approved Budget	2023 Requested Budget	Budget Increase/ (Decrease)	Inflationary Impacts	One-time Changes	Growth Related Changes	New & Other Impacts	Budget Neutral Changes	Budget Increase/ (Decrease)	Proposed Business Cases
OPERATING EXPENDITURES										
Full Time Salaries & Benefits	274,500	282,100	7,600	7,600	-	-	-	-	7,600	94,700
One-time Purchases under \$10,000	10,300	7,600	(2,700)	-	(2,700)	-	-	-	(2,700)	-
Insurance	48,300	-	(48,300)	(48,300)	-	-	-	-	(48,300)	-
Vehicle & Equipment Maintenance	683,700	869,200	185,500	188,400	-	-	(6,700)	3,800	185,500	-
Contracted Services	56,600	56,300	(300)	(100)	-	-	(200)	-	(300)	-
Equipment Rentals, Service, Lease	12,400	9,300	(3,100)	(900)	-	-	(2,200)	-	(3,100)	-
Consulting & Professional Services	-	15,000	15,000	-	-	-	15,000	-	15,000	-
Communications & Technology	1,300	2,800	1,500	-	-	-	1,500	-	1,500	3,400
Materials & Supplies	85,900	83,300	(2,600)	(2,800)	-	-	200	-	(2,600)	-
Total Operating Expenditures	1,173,000	1,325,600	152,600	143,900	(2,700)	-	7,600	3,800	152,600	98,100
OPERATING REVENUES										
Recoveries	787,300	921,300	134,000	-	-	-	-	134,000	134,000	-
Total Revenues / Recoveries	787,300	921,300	134,000	-	-	-	-	134,000	134,000	-
NET EXPENDITURES	385,700	404,300	18,600	143,900	(2,700)	-	7,600	(130,200)	18,600	98,100

* Some amounts may differ from Budget Analysis due to presentation, budget neutral transfers between departments or rounding

Variance explanations

Inflationary

- Salaries and benefits for full-time staff increase mainly due to cost of living increase and benefit rates \$7,600
- Insurance Premium, budget neutral reallocation (\$48,300)
- Vehicle and Equipment Maintenance increase driven mainly by higher fuel prices \$188,400
- Reduction in materials and supplies based on requirements (\$2,800)

One time

- Reversal of 2022 purchases including an Automotive Scanner

New/Other

- Savings from reduction in fuel consumption (\$6,700)
- Increase in consulting fees primarily for a mock Commercial Vehicle Operator's Registration (CVOR) Audit \$15,000

Budget Neutral

- Equipment Allocation Recovery \$134,000

Proposed Business Cases

- Details of proposed new staffing and/or initiatives are included in Section 3:
 - Fleet and Inventory Supervisor



TOWN OF AJAX
2023 BUDGET BY DRIVER
Building Maintenance

	2022 Approved Budget	2023 Requested Budget	Budget Increase/ (Decrease)	Inflationary Impacts	One-time Changes	Growth Related Changes	New & Other Impacts	Budget Neutral Changes	Budget Increase/ (Decrease)	Proposed Business Cases
OPERATING EXPENDITURES										
Full Time Salaries & Benefits	583,600	793,200	209,600	23,500	-	-	71,600	114,500	209,600	-
One-time Purchases under \$10,000	19,800	10,600	(9,200)	-	(9,200)	-	-	-	(9,200)	-
Utilities (Electricity, Natural Gas & Water)	203,900	213,000	9,100	32,300	-	-	(23,200)	-	9,100	-
Insurance	7,000	14,500	7,500	7,500	-	-	-	-	7,500	-
Vehicle & Equipment Maintenance	19,700	19,700	-	-	-	-	-	-	-	-
Contracted Services	238,700	237,700	(1,000)	(1,500)	-	-	500	-	(1,000)	-
Equipment Rentals, Service, Lease	14,000	15,500	1,500	300	-	-	1,200	-	1,500	-
Communications & Technology	10,500	7,600	(2,900)	-	-	-	(2,900)	-	(2,900)	-
Materials & Supplies	45,500	47,000	1,500	1,500	-	-	-	-	1,500	-
Administrative Expenses	7,500	7,500	-	-	-	-	-	-	-	-
Miscellaneous Expenses	-	15,000	15,000	-	-	-	15,000	-	15,000	-
Total Operating Expenditures	1,150,200	1,381,300	231,100	63,600	(9,200)	-	62,200	114,500	231,100	-
OPERATING REVENUES										
Facility Revenue	200	200	-	-	-	-	-	-	-	-
Recoveries	-	11,300	11,300	-	-	-	11,300	-	11,300	-
Miscellaneous Revenues	52,800	52,800	-	-	-	-	-	-	-	-
Total Revenues / Recoveries	53,000	64,300	11,300	-	-	-	11,300	-	11,300	-
NET EXPENDITURES	1,097,200	1,317,000	219,800	63,600	(9,200)	-	50,900	114,500	219,800	-

* Some amounts may differ from Budget Analysis due to presentation, budget neutral transfers between departments or rounding

Variance explanations

Inflationary

- Salaries and benefits for full-time staff due to cost of living increase, progression and benefit rates \$23,500
- Increase in hydro and gas costs at Town Hall primarily due to rate increases \$32,300
- Insurance Premium, inflationary increase and budget neutral reallocation \$7,500

One time

- Reversal of 2022 one time expenditures (\$9,200)

New/Other

- Annualization of full time staff \$71,600
- Reduction in hydro and gas consumption at Town Hall (\$23,200)
- Property tax cost for Town leased property \$15,000 offset by recoveries of Regional and Education taxes \$11,300

Budget Neutral

- Transfer of one full time position from Infrastructure to Building Maintenance \$114,500



TOWN OF AJAX
2023 BUDGET BY DRIVER
Infrastructure

	2022 Approved Budget	2023 Requested Budget	Budget Increase/ (Decrease)	Inflationary Impacts	One-time Changes	Growth Related Changes	New & Other Impacts	Budget Neutral Changes	Budget Increase/ (Decrease)	Proposed Business Cases
OPERATING EXPENDITURES										
Full Time Salaries & Benefits	1,143,900	1,039,200	(104,700)	9,800	-	-	-	(114,500)	(104,700)	75,200
Part Time Wages & Benefits	82,500	50,600	(31,900)	9,700	-	-	-	(41,600)	(31,900)	-
Utilities (Electricity, Natural Gas & Water)	815,500	809,900	(5,600)	4,200	-	-	(9,800)	-	(5,600)	-
Vehicle & Equipment Maintenance	62,300	62,300	-	-	-	-	-	-	-	-
Contracted Services	1,144,100	1,314,000	169,900	176,200	-	-	(6,300)	-	169,900	74,800
Equipment Rentals, Service, Lease	2,800	2,800	-	-	-	-	-	-	-	-
Consulting & Professional Services	70,000	70,000	-	-	-	-	-	-	-	(70,000)
Communications & Technology	2,500	2,500	-	-	-	-	-	-	-	3,400
Materials & Supplies	26,300	27,800	1,500	1,500	-	-	-	-	1,500	-
Administrative Expenses	2,100	1,400	(700)	-	-	-	(700)	-	(700)	-
Miscellaneous Expenses	2,100	2,100	-	-	-	-	-	-	-	-
Total Operating Expenditures	3,354,100	3,382,600	28,500	201,400	-	-	(16,800)	(156,100)	28,500	83,400
OPERATING REVENUES										
Planning Fees	333,600	325,400	(8,200)	12,900	-	-	(21,100)	-	(8,200)	-
Recoveries	4,400	4,400	-	-	-	-	-	-	-	68,000
Total Revenues / Recoveries	338,000	329,800	(8,200)	12,900	-	-	(21,100)	-	(8,200)	68,000
NET EXPENDITURES	3,016,100	3,052,800	36,700	188,500	-	-	4,300	(156,100)	36,700	15,400

* Some amounts may differ from Budget Analysis due to presentation, budget neutral transfers between departments or rounding

Variance explanations

Inflationary

- Salaries and benefits for both full-time and part-time staff mainly due to cost of living increase, progression and reclassification and benefit rates \$19,500
- Higher streetlight hydro costs primarily due to rate increase \$4,200
- Contracted Services – New contracted rates for various services including:
 - Legislated Ontario One Call streetlight locates \$164,800
 - Trail maintenance \$11,400
- Road occupancy and municipal consent revenue increase per the 2023 fee By-Law \$12,900

New/Other

- Reduced utility budget due to reduction in prior year streetlight consumption (\$9,800)
- Reduction in number of streetlight and trail locate requests based on recent trends (\$6,300)
- Reduction in road occupancy permit revenue based on a 3 year average (\$21,100)

Budget Neutral

- Transfer of one full time position from Infrastructure to Building Maintenance (\$114,500)
- Transfer of one full time position from Infrastructure to Administration (\$41,600)

Proposed Business Cases

- Details of proposed new staffing and/or initiatives are included in Section 3:
 - Contract Administrator - Capital Projects
 - Borehole and Geotechnical Reporting – New service



Recreation & Culture ►

Department Overview

The **Recreation & Culture** department is committed to providing community-responsive programs, services, facilities and events that are accessible, inclusive and create opportunities to strengthen individuals, families and the community, raising the quality of life for Ajax residents.

The department consists of four sections:

Recreation Administration

- Customer service
- Facility bookings
- Manages and monitors ActiveNet Recreation software
- Recreation marketing and graphic design

Community & Cultural Development

- Development, coordination, and delivery of the Town's Festivals and Events
- Management of the Town of Ajax Volunteer Program
- Cultural programming, including for the St. Francis Centre for Community, Arts & Culture
- Management and coordination of the Art in Public Spaces program (public art)

Recreation Programs & Active Living

- Fitness & Health Centres
- Group fitness classes
- Operation of youth spaces and programming
- Recreational camp program development and administration
- Programming for Children, Adults, and Older Adult / Seniors

Recreation Facilities

- Operation and maintenance and supervision of all Town recreational facilities
- Operation and support of all lakefront and satellite facilities including all outdoor washrooms
- Operation of Pat Bayly Square ice rink

Locations

Main Community Centres:

- Ajax Community Centre (ACC)
- McLean Community Centre (MCC)
- Audley Recreation Centre (ARC)

Other Key Locations:

- St. Francis Centre for Community, Arts & Culture
- Pat Bayly Square
- Pickering Village Properties

Community Schools:

- Westney Heights P.S.
- Lakeside P.S.
- Lincoln Alexander P.S.

Satellite Facilities:

- Rotary Park Pavilion
- Carruthers Marsh Pavilion
- St. Andrews Community Centre & Gymnasium
- Ajax Memorial Pool
- Greenwood Discovery Pavilion & Washrooms
- Hartrick House
- Quaker Meeting House
- Sportsplex Pinwheel Washrooms
- Paradise Park Washrooms
- Paulynn Park Pavilion & Washrooms
- Millers Creek Washrooms
- Hermitage Park Washrooms
- Cedar Park Washrooms
- Veterans' Point Washrooms

2022 Accomplishments

- Re-opened all facilities and community centres to regular operations and capacities.
- Supported vaccination verification requirements and other COVID-19 entrance protocols as per Provincial regulations.
- Returned to in-person programming at the St. Francis Centre in March 2022, and then a return to a regular in-person season in September 2022 including the return of a Season Launch event and TIFF film screenings.
- St. Francis Centre microsite launch - mobile and user friendly and includes show information and ticketing, building history, rental information, photo gallery and volunteer and sponsorship opportunities.
- Returned to in-person festivals and event including Trailfest, Canada Day, Summer in the Square (Music/Kids in the Square), Movies in the Park, Ajax Spirit Walk, Pumpkinville, Santa Parade and Tree Lighting Event, and New Year's Eve.
- HMS Ajax and River Plate Veterans Association Visit - delivered 2 events including a Welcome BBQ and Closing Luncheon.
- World Sculpture Day - participated with social media posts highlighting sculptures in Ajax leading up and on the day of event.
- Continued to deliver regular Eco Team volunteer community clean-up sessions
- Successfully piloted the Ajax Snow Patrol volunteer program.
- Installation of a new movie screen at the St. Francis Centre.
- Received grant funding for 3 projects - Ajax Arts & Culture Plan, Ajax 3D Letters Signature Sign, and EngAGE Arts Ajax (55+ only mini-season at the St. Francis Centre).
- Increased number of Playground sites from 5 in 2021 to 14 in 2022.

- Reintroduced preschool and children's programming at various school satellite locations including Lakeside and Lincoln.
- Filled in the sport gap for children under 8 by offering a variety of play based and physical literacy sport programs.
- Re-Introduced a variety of specific Girls Only programming.
- Youth Camps returned: Counsellor in Training, Skateboard Camp.
- Youth Events Returned to in-person – Encourage Me Ajax Youth Symposium, YEAC (Youth Engagement Advisory Committee) Haunted House.
- Re-opened Youth Hubs – Wednesdays for Spring, Full capacity fall/winter.
- Re-opened Youth Rooms to full capacity in all 3 community centers.
- Winter Care Package Program – partnership with Durham Youth Services and YEAC for Durham youth in need.
- Community Partnerships returned – Community Living, Grandview Kids, Special Olympics, Cardiac Rehab.
- Offered a new free Drop-In Multisensory Space. Portable Snoezelen Cart purchased through the Enabling Accessibility Fund.
- MusiCare Therapy partnership – low ratio recreational music lessons with a focus on social skill development for participants with exceptionalities. Film Camp in a Box partnership – filmmaking camps to children and youth.
- Inclusion Services – approximately 140 – one-to-one Support spaces available to Ajax Residents in the Summer.
- Able to provide near full complement of March Break and Summer Camps including new Yoga camp.
- Virtual HIGH FIVE Principles of Healthy Child Development courses.
- Re-introduced bus routes for seniors' clubs.

- Re-introduced in person seniors' special events (June is Aging Well month, 55+ BBQ, 55+ Wellness fair).
- All four Aquatic Facilities opened for a full Summer of programming.
- Offered a record number of Aquatic Leadership courses (425 enrollments) to continue promoting employment opportunities.
- Record number of recruitment drives. We went from hiring approximately twice a year to more than four times a year.
- Operated staff-only Aquatic certifications to decrease barriers for program completion.
- Re-introduced swim lessons, ladies only swimming, and pool rental opportunities at MCC and ARC.
- Aquatic public education campaign was launched to include enhanced information and promotion of admission standards and bathing suit policy.
- Offering a resident-only registration period to allow Ajax Residents priority registration for Aquatic lessons and recreation programs.
- Re-introduction to full complement of Fitness and Health Centre spaces and programming.
- Increased usage for the Snowshoe loan program.
- Wellness Together initiatives by leading Lunch & Learns and staff Yoga.
- Provided demos/fitness instruction to engage residents during initiatives such as Seniors Centre Without Walls, Trailfest, 55+ Wellness Show, Youth Week.
- Free outdoor Tai Chi class – partnered with Ajax Library Services.
- Bike Safety Community Workshop – 28 registrations – partnered with P&D.

- Women's only squash workshop – 22 participants and launched professional showcase match – top Canadian women.
- Squash House league restarted – mixed and women's only.
- Partnered with Elexicon on ACC Pool cover for efficiency and energy savings.
- ARC Pool re-grouting and replacement of filtration equipment.
- ARC hosted one of the largest Regionally operated vaccination sites in Durham.
- Hosted various testing and pop-up vaccination clinics at a number of facilities throughout the year.
- LED lighting replacements throughout MCC including Pool, Gym, FHC.
- Boiler and HVAC replacements at ACC
- Replaced 5 air conditioning units at MCC
- New pool water boiler installed at Ajax Memorial Pool
- ACC supported the Long Term Care Centre that was constructed at Lakeridge Hospital by offering a portion of the ACC parking lot for hospital staff parking.
- Progress Pride Sidewalk installed at ARC

- Updated ACC flower bed areas in upper lobby
- Reevaluated and explored the direction for printed Guide alternatives – including a proposal for a Digital Guide in 2023
- Successfully rebuilt staffing compliment on front desks due to loss of staffing during COVID
- Successfully implemented digital promotions including e-flyers to schools and e-blast information to past program participants to promote programming and registration information
- Responded to significant requests for facility booking rentals for indoor gatherings/celebrations
- Recreation software system optimization – launched new CUI (Customer User Interface) and Facility View Availability for ice and floor rentals.
- Obtained \$51,000 in Grant funding for Seniors, Accessibility and Financial/low-income residents to increase access to programming and services



2023 Priorities

Recreation Administration

- Complete transition to a Digital Guide in 2023.
- Design and launch a Facility Booking microsite on ajax.ca.
- Age Friendly Mid-term Report (conclusion of Immediate Deliverable timeline).
- Gender Equity Review – continue to review program data and provide recommendations on gaps. Seek grant funding to support access to programs and services.
- Facility Rental Optimization – continue to explore opportunities including technology to maximize facility usage

Community & Cultural Development

- Ajax Arts & Culture Plan – community consultations, analysis of data, development of Plan, and presentation to Council for approval
- Ajax 3D Letters Signature Sign – working with fabricator to develop and install letters at Pat Bayly Square
- EngAge Arts Ajax – deliver arts & cultural performances and workshops to 55+ audiences at the St. Francis Centre, in addition to providing bussing for various senior serving agencies, refreshments, and a community information hub, from January to June 2023

Recreation Programs & Active Living

- Continue to grow programs/services post-pandemic in all program areas
- Targeted recruitment campaigns including outreach to high schools & post-secondary institutions to promote employment opportunities

- Return to offering events/workshops that help youth with academic/career success – Job Fairs, study/stress workshops, university/college/other opportunities for graduating students, scholarship opportunities
- Further exploration on No Cost Drop-In programs for identified children/youth to teach them life skills, provide mentorship and encourage meaningful programming in hopes of changing behaviour within the building and strengthening relationship.
- Increase Children/Youth/Adult women only Sports Programs to increase female participation in sport.
- Continue to grow and develop the Multisensory Space Drop-In.
- Implementation of new Swim for Life program.
- Reactivate additional FHC Fitness services, Teen Weight Training, Group Personal Training, Exercise of the Month, Member workshops
- E-Fitnews – reactivate monthly
- RxToGetActive outreach
- Fitness Membership strategy – implementation of outcomes from 2022 review.

Recreation Facilities

- MCC Pool Filtration System will be fully replaced
- Conversion of MCC Community Room 1 to Library Makerspace
- Renovation of MCC leased space to become new Community Room
- MCC Pool Slide will be replaced and returned to operation
- ACC Lighting Replacement Phase 3
- St. Andrew's parking lot enhancement completion
- Facility Booking Countertop Replacements

TOWN OF AJAX
2023 BUDGET BY DRIVER
Recreation Administration

	2022 Approved Budget	2023 Requested Budget	Budget Increase/ (Decrease)	Inflationary Impacts	One-time Changes	Growth Related Changes	New & Other Impacts	Budget Neutral Changes	Budget Increase/ (Decrease)	Proposed Business Cases
OPERATING EXPENDITURES										
Full Time Salaries & Benefits	1,322,200	1,350,800	28,600	28,600	-	-	-	-	28,600	-
Part Time Wages & Benefits	19,000	19,000	-	-	-	-	-	-	-	-
One-time Purchases under \$10,000	3,300	3,300	-	-	-	-	-	-	-	-
Insurance	83,800	121,100	37,300	37,300	-	-	-	-	37,300	-
Education & Training	40,300	40,300	-	-	-	-	-	-	-	-
Municipal Grants & Subsidies	40,000	40,000	-	-	-	-	-	-	-	-
Contracted Services	10,000	13,000	3,000	-	-	-	3,000	-	3,000	-
Equipment Rentals, Service, Lease	8,000	8,000	-	-	-	-	-	-	-	-
Communications & Technology	4,400	4,400	-	-	-	-	-	-	-	-
Administrative Expenses	73,100	79,500	6,400	-	-	-	7,300	(900)	6,400	-
Financial Charges & Fees	178,500	178,500	-	-	-	-	-	-	-	-
Total Operating Expenditures	1,782,600	1,857,900	75,300	65,900	-	-	10,300	(900)	75,300	-
OPERATING REVENUES										
Other User Fees	11,200	11,200	-	-	-	-	-	-	-	-
Miscellaneous Revenues	16,400	16,400	-	-	-	-	-	-	-	-
Total Revenues / Recoveries	27,600	27,600	-	-	-	-	-	-	-	-
NET EXPENDITURES	1,755,000	1,830,300	75,300	65,900	-	-	10,300	(900)	75,300	-

* Some amounts may differ from Budget Analysis due to presentation, budget neutral transfers between departments or rounding

Variance explanations

Inflationary

- Salaries and benefits for full-time staff increased by \$28,600 mainly due to cost-of-living increase, progression, and benefit rates
- Insurance Premium, inflationary increase, and budget neutral reallocation \$37,300

New/Other

- Increase in contracted services for promotional advertising of cultural events - \$3,000
- Shift to printed guides for Older Adults from traditional Recreation Fall / Winter guides to be available online \$3,300
- Additional supplies required at ARC and MCC \$4,000

Budget Neutral

- Canadian Municipal Network on Crime Prevention membership transferred to CAO's office (\$900)



TOWN OF AJAX
2023 BUDGET BY DRIVER
Recreation Facilities

	2022 Approved Budget	2023 Requested Budget	Budget Increase/ (Decrease)	Inflationary Impacts	One-time Changes	Growth Related Changes	New & Other Impacts	Budget Neutral Changes	Budget Increase/ (Decrease)	Proposed Business Cases
OPERATING EXPENDITURES										
Full Time Salaries & Benefits	4,428,900	4,544,500	115,600	115,600	-	-	-	-	115,600	124,200
Part Time Wages & Benefits	4,980,300	5,273,700	293,400	201,100	-	-	92,300	-	293,400	(61,400)
One-time Purchases under \$10,000	72,600	141,900	69,300	-	69,300	-	-	-	69,300	-
Utilities (Electricity, Natural Gas & Water)	2,406,000	2,475,400	69,400	234,500	-	-	(165,100)	-	69,400	-
Insurance	85,000	-	(85,000)	(85,000)	-	-	-	-	(85,000)	-
Education & Training	1,200	1,200	-	-	-	-	-	-	-	-
Vehicle & Equipment Maintenance	112,200	111,300	(900)	3,000	-	-	(3,300)	(600)	(900)	-
Debenture	1,365,300	1,365,000	(300)	(300)	-	-	-	-	(300)	-
Contracted Services	708,100	724,100	16,000	14,300	-	-	1,700	-	16,000	249,100
Equipment Rentals, Service, Lease	110,300	94,500	(15,800)	1,500	-	-	(17,300)	-	(15,800)	-
Communications & Technology	19,000	20,500	1,500	1,200	-	-	300	-	1,500	2,000
Materials & Supplies	574,200	598,300	24,100	7,000	1,300	-	15,800	-	24,100	-
Administrative Expenses	115,300	109,500	(5,800)	-	-	-	100	(5,900)	(5,800)	-
Miscellaneous Expenses	33,600	33,600	-	-	-	-	-	-	-	-
Total Operating Expenditures	15,012,000	15,493,500	481,500	492,900	70,600	-	(75,500)	(6,500)	481,500	313,900
OPERATING REVENUES										
Facility Revenue	2,647,200	2,915,600	268,400	86,100	-	-	182,300	-	268,400	-
Fitness Revenue	657,000	663,100	6,100	32,700	-	-	(26,600)	-	6,100	-
Program Registration	1,682,200	1,364,900	(317,300)	31,600	-	-	(348,900)	-	(317,300)	-
Other User Fees	1,500	1,500	-	-	-	-	-	-	-	-
Recoveries	85,400	90,500	5,100	-	-	-	5,100	-	5,100	-
Miscellaneous Revenues	443,800	434,200	(9,600)	10,000	-	-	(19,600)	-	(9,600)	-
Reserve Allocations	-	1,365,000	1,365,000	-	-	-	505,000	860,000	1,365,000	-
Total Revenues / Recoveries	5,517,100	6,834,800	1,317,700	160,400	-	-	297,300	860,000	1,317,700	-
NET EXPENDITURES	9,494,900	8,658,700	(836,200)	332,500	70,600	-	(372,800)	(866,500)	(836,200)	313,900

* Some amounts may differ from Budget Analysis due to presentation, budget neutral transfers between departments or rounding

Variance explanations

Inflationary

- Salaries and benefits for both full-time and part-time staff increased by \$316,700 mainly due to cost-of-living increase, annualization, progression and reclassification and benefit rates
- Higher utility costs primarily due to increases in natural gas and hydro rates \$234,500
- Insurance Premium, budget neutral reallocation to Recreation Administration (\$85,000)
- Contracted services rate increases on various contracts to support the facilities (ie. security, elevator, etc.) \$14,300
- Materials & Supplies impact price of increases, driven by Aquatics \$7,000
- Fee increases resulting in additional revenue for facility rentals, fitness, and programs \$160,400

One time

- One time facility small equipment and maintenance expenditures, net of completed 2022 purchases \$69,300
- Fitness and Health centre uniforms purchased every other year, due in 2023 \$1,300

New/Other

- Part time wages driven by additional hours to support rentals at ARC and Satellite facilities \$92,300
- Lower utility costs primarily due to reduction in consumption, primarily hydro (\$165,100)
- Removal of bus rental cost for the Swim to Survive program - not being offered in 2023 (\$17,300)
- Net cost for aquatic and replacement facility supplies \$15,800
- Increase in hall rental revenues driven by Audley Recreation Centre and satellite facilities based on anticipated demand \$144,300
- Increase in pool revenues, primarily from additional public swim participation \$32,500
- Reduction in membership/personal fees due to external competition (\$26,600)
- Reduction in number of swim lesson participants because of MCC pool shutdown in the first quarter, staffing issues and lesson programming changing from sixteen levels to twelve (\$348,900)
- Net increase in recoveries due to additional St. Francis programs \$5,100
- Loss of permanent rental contract at MCC partially offset by increase in Library rent for the Makerspace program (\$19,600)
- ARC phase II debenture offset by Development Charges collections \$505,000

Budget Neutral

- Transfer of fitness software costs to Information Technology (\$5,900)
- Draw from Development Charges reserve fund for ARC phase I debenture payments offset in the Non-Departmental section \$860,000

Proposed Business Cases

- Details of proposed new staffing and/or initiatives are included in Section 3:
 - Customer Service Representatives - Conversions
 - Part Time Facility Booking Representative
 - Recreation Facilities - Contracted Security

TOWN OF AJAX
2023 BUDGET BY DRIVER
Recreation Programs / Active Living

	2022 Approved Budget	2023 Requested Budget	Budget Increase/ (Decrease)	Inflationary Impacts	One-time Changes	Growth Related Changes	New & Other Impacts	Budget Neutral Changes	Budget Increase/ (Decrease)	Proposed Business Cases
OPERATING EXPENDITURES										
Full Time Salaries & Benefits	842,900	871,100	28,200	28,200	-	-	-	-	28,200	71,200
Part Time Wages & Benefits	1,740,300	1,825,500	85,200	83,400	-	-	1,800	-	85,200	(14,900)
One-time Purchases under \$10,000	-	13,000	13,000	-	13,000	-	-	-	13,000	-
Education & Training	2,700	2,700	-	-	-	-	-	-	-	-
Contracted Services	274,400	308,200	33,800	14,800	-	-	19,000	-	33,800	-
Equipment Rentals, Service, Lease	80,600	94,400	13,800	13,800	-	-	-	-	13,800	-
Communications & Technology	5,300	14,800	9,500	-	-	-	9,500	-	9,500	-
Materials & Supplies	90,400	94,400	4,000	4,600	-	-	(600)	-	4,000	-
Administrative Expenses	22,300	24,600	2,300	2,300	-	-	-	-	2,300	-
Total Operating Expenditures	3,058,900	3,248,700	189,800	147,100	13,000	-	29,700	-	189,800	56,300
OPERATING REVENUES										
Program Registration	1,225,500	1,259,100	33,600	56,200	-	-	(22,600)	-	33,600	-
Grants & Donations	2,500	2,500	-	-	-	-	-	-	-	-
Recoveries	37,100	29,900	(7,200)	-	-	-	(7,200)	-	(7,200)	-
Total Revenues / Recoveries	1,265,100	1,291,500	26,400	56,200	-	-	(29,800)	-	26,400	-
NET EXPENDITURES	1,793,800	1,957,200	163,400	90,900	13,000	-	59,500	-	163,400	56,300

* Some amounts may differ from Budget Analysis due to presentation, budget neutral transfers between departments or rounding

Variance explanations

Inflationary

- Salaries and benefits for both full-time and part-time staff increased by \$111,600 mainly due to cost of living increase, annualization, progression and benefit rates
- Increase in contracted services rates for playground and youth program delivery \$14,800
- Increase in bus rental rates for program delivery \$13,800
- Increase in program related supplies and telephone costs \$6,900
- Program registration fee increase \$56,200

One time

- One time program equipment expenditures \$13,000

New/Other

- Net increase in part-time staff hours to support program delivery \$1,800
- Contracted services for new recreation programs introduced \$19,000
- Camp program cell phone standardized plan costs \$9,500
- Reduction in the total number summer camp participants, summer camp running one less week in 2023 based on the school schedule, and changes to program mix (\$29,800)

Proposed Business Cases

- Details of proposed new staffing and/or initiatives are included in Section 3:
 - Recreation Programs Supervisor - Conversion



TOWN OF AJAX
2023 BUDGET BY DRIVER
Community & Cultural Development

	2022 Approved Budget	2023 Requested Budget	Budget Increase/ (Decrease)	Inflationary Impacts	One-time Changes	Growth Related Changes	New & Other Impacts	Budget Neutral Changes	Budget Increase/ (Decrease)	Proposed Business Cases
OPERATING EXPENDITURES										
Full Time Salaries & Benefits	504,100	507,100	3,000	3,000	-	-	-	-	3,000	54,200
Part Time Wages & Benefits	54,700	23,700	(31,000)	(1,300)	-	-	(29,700)	-	(31,000)	-
Vehicle & Equipment Maintenance	1,900	1,900	-	-	-	-	-	-	-	-
Contracted Services	299,200	203,000	(96,200)	-	-	-	8,300	(104,500)	(96,200)	-
Equipment Rentals, Service, Lease	19,900	25,400	5,500	3,500	-	-	2,000	-	5,500	-
Communications & Technology	500	700	200	200	-	-	-	-	200	3,400
Materials & Supplies	43,500	45,900	2,400	1,900	1,400	-	(900)	-	2,400	-
Administrative Expenses	30,500	27,500	(3,000)	-	2,000	-	(5,000)	-	(3,000)	-
Total Operating Expenditures	954,300	835,200	(119,100)	7,300	3,400	-	(25,300)	(104,500)	(119,100)	57,600
OPERATING REVENUES										
Grants & Donations	48,000	39,500	(8,500)	-	-	-	(8,500)	-	(8,500)	-
Recoveries	14,300	13,700	(600)	(600)	-	-	-	-	(600)	-
Reserve Allocations	104,500	-	(104,500)	-	-	-	-	(104,500)	(104,500)	-
Total Revenues / Recoveries	166,800	53,200	(113,600)	(600)	-	-	(8,500)	(104,500)	(113,600)	-
NET EXPENDITURES	787,500	782,000	(5,500)	7,900	3,400	-	(16,800)	-	(5,500)	57,600

* Some amounts may differ from Budget Analysis due to presentation, budget neutral transfers between departments or rounding

Variance explanations

Inflationary

- Salaries and benefits for both full-time and part-time staff including cost of living increase, progression, and benefit rates \$1,700
- Increase in contracted services rates for busing \$3,500
- Increase in supplies and telephone costs \$2,100
- Reduction in Winterfest vendor revenue, difficult to find vendors (\$600)

One time

- Expenditures for hosting Arts and Culture Plan Community Conference \$1,400
- Printing of the Arts and Culture Plan \$2,000

New/Other

- Decrease in part time staff hours and benefits driven by the removal of part time Festival and Events assistant hours (\$34,600) partially offset by additional hours to support new sensory zones programming \$4,900
- Additional cost for entertainment and rentals due to increased participation at events \$10,300
- Change in format of Volunteer appreciation event, caterer no longer required and reduction in food supplies for community group meetings (\$5,900)
- Reduction in donations from corporate sponsors (\$8,500)

Budget Neutral

- Removal of Impact Ajax program previously funded from Casino Ajax revenues (\$104,500) – Ajax Partnership Fund program is now managed in CAO's office

Proposed Business Cases

- Details of proposed new staffing and/or initiatives are included in Section 3:
 - Festival and Events Co-Ordinator



Planning and Development Services ►

Department Overview

Planning and Development Services works with multiple departments, community stakeholders, residents, external agencies, developers and homebuilders to ensure Ajax is a vibrant, inclusive and accessible community focused on attracting residents, businesses and visitors. Located at Town Hall, the department is comprised of five Sections overseeing the following functions:

Planning (Development Approvals, Policy Planning & Research, Environmental Sustainability & Climate Change)

- Official Plan and Zoning By-law conformity and compliance
- Growth Projections and Intensification Targets
- Provincial Legislation Commentary / Review
- Review planning applications including Official Plan Amendments, Zoning By-Law Amendments, Draft Plans of Subdivision, Site Plans & Site Plan Amendments
- Administer Minor Variances and provide comments on Land Division Applications
- Development and Administration of Community Improvement Plans
- Heritage Preservation and Conservation District Plans
- Preparation and administration of Parkland Dedication By-law and Community Benefits Charge By-law
- Ontario Land Tribunal (OLT) hearings
- Land Use, urban design and housing studies
- Implementation of Climate Risk and Resiliency Plan and Ajax Green Standards
- Preparation and implementation of various environmental sustainability initiatives and programs

Development Engineering and Stormwater

- Engineering design review and contract administration of projects
- Coordination, preparation and administration of Site Plan and Subdivision Agreements
- Inspection of new residential and non-residential infrastructure
- Engineering review and clearance for Residential Driveway Widening Permits
- Review and issuance of Sediment and Erosion Control Permits
- Engineering grading and servicing review of Building Permits
- Manages the Town's Engineering Design Criteria and Standard Drawings
- Maintenance and review of the Town's Stormwater Management System

Transportation Planning

- Traffic Management, Transportation Safety, Active Transportation, Community Safety Zones, and Traffic Calming Warrant initiatives
- Automated Speed Enforcement Program
- Transportation Review of Development Applications
- MEA Class Environmental Assessments (EAs) for Transportation Infrastructure

Building Approvals

- Administration of the *Ontario Building Code Act*
- Implementation of the Ontario Building Code through:
 - Processing of Building & Demolition Permit Applications
 - Review of Construction Drawings & Specifications
 - Issuance of Building & Demolition Permits
 - Inspection of Building Construction
- Enforcement of the *Ontario Building Code Act* and Ontario Building Code through investigation, inspection, and issuance of orders
- Provide support to residents and the development community on the building and demolition permit process

Economic Development & Tourism

- Promote and support local businesses including business retention and expansion
- New business attraction, marketing, and outreach management
- Build and maintain relationships with business community; locally and regionally
- Develop and deliver programs and services to support business growth
- Assist potential new businesses with locating property or facilities for lease or purchase
- Manage contractual agreements for Town-owned real estate as well as permission to enter and other issues
- Explore and develop tourism (hyper local and broader) opportunities
- Assess and manage filming permits

2022 Accomplishments

Development Approvals

- Launch of the 2-year Team/Pod structure pilot program to streamline the development approvals process
- Review and approval of an Indigenous Healing Community Garden at the Ajax Pickering Hospital
- Site Plan approval of a Hotel and Convention Centre at 650 Beck Crescent
- Site Plan approval of Medallion Phase 2 at Pat Bayly Square
- Site Plan approval of H&M warehouse distribution facility at 210 Kerrison Drive East
- Official Plan Amendment and Zoning By-law Amendment approvals for a 25-storey, mixed-use development consisting of 369 residential units and 1,156.21 square metres of commercial floor space at 310 Kingston Road East
- Official Plan Amendment and Zoning By-law Amendment approvals for a 10-storey mixed-use development consisting of 131 residential units and 316 square metres of commercial floor space at 27, 29 and 31 Harwood Avenue South
- Minor Variance Applications – 44 processed
- Land Division Applications – 10 reports prepared with comments to Durham Region
- Development Applications – 38 received and 29 approved
- Closed Files / Applications – 3 files / applications
- Pre-consultation applications – 31 processed

- 141 Property Information applications processed / compliance letters prepared

Planning Policy & Research

- Completion of the Central Ajax Intensification, Servicing and Transportation (CAIST) Strategy
- Prepared the Parkland Dedication By-law Background Study and passed the new Parkland Dedication By-law
- Completed and consulted on the Phase 1: Background Data and Housing Needs Analysis Report for the Ajax Housing Strategy; draft Phase 2 Housing Goals and Actions drafted and consultation started
- Completed a comprehensive review and implemented significant process changes as a result of Bill 109 including adjustments to the Town's pre-consultation process, fee by-law, Council and Committee procedure
- Passed an Official Plan Amendment to update Complete Application Requirements and delegate authority to staff for Minor Zoning By-law Amendments
- Initiated work on the Community Benefits Charge Strategy
- Review and comment on Provincial and Regional initiatives such as amendments to the Planning Act, Heritage Act, Greenbelt Plan, Municipal Comprehensive Review, and York Region Waste Water Act
- Completion of a Background Report on the Old Post Inn and approved major Façade and Property Improvement Grants in Pickering Village (Elizabeth Street Cemetery, 103 Old Kingston Road and 22 Linton Avenue)
- Issued 11 Heritage Permits and commemorated 1 Heritage Site with a historical plaque

Environmental Sustainability & Climate Change

- Continued implementation of priority actions identified in the Ajax Climate Risk and Resiliency Plan including the Kerrison Road Wetland Restoration Project and the Ajax Sustainable Neighbourhood Action Program (SNAP)
- Implemented Phase II and III actions identified in the Ajax Textile Diversion Program
- Completion and implementation of the Ajax Green Standard for all new Site Plan and/or Draft Plan of Subdivision applications
- Developed and implemented substantial updates to the Environmental Sustainability website, sustainability education materials, and stewardship engagement activities including the annual Green Living Days
- Implemented Phase II, III, and IV actions identified in the Corporate Ban of Single Use Plastics

Development Engineering and Stormwater

- Waterfront Environmental Assessment partnered with TRCA underway
- Stormwater Funding Implementation Plan is underway
- Multiple draft plan of subdivisions and site plans approved
- Multiple subdivision assumptions
- Multiple Erosion & Sediment Control Plans issued

Transportation Planning

- Implementation of an Automated Speed Enforcement (ASE) Program in the designated Community Safety Zones
- Implementation of Traffic Calming Measures on 13 Town roads
- Environmental Study Report (ESR) filed for the Rossland Road Environmental Assessment (EA)
- Implementation of a higher order Pedestrian Crossover (PXO) at the intersection of Harwood Avenue North and Haskell Avenue
- Numerous traffic counts and intersection reviews via various Council motions

Building Approvals

- The Building Approvals Section issued 1,263 building permits in 2022, compared to 1,301 in 2021. Overall, a total of 16,898 building inspections were conducted in 2022

Economic Development & Tourism

- Business check-in calls and maintenance of a centralized COVID-19 Business Support webpage
- Hosted three Ajax Business Networks events: Mompreneurs, Accessible Ajax, and Recruiting in a COVID Environment

2023 Priorities

Development Approvals

- Implement improvements to the development review process and roll out over 2023
- Procure and implement a software solution for the online submission of Development Applications
- Development of Site Plan Application Processing Manual (internal document)
- Continue the review and processing of development and planning applications within strategic areas within the Town (i.e. mixed-use and employment areas)

- Secured Federal funding through the Tourism Relief Fund Grant
- Formed new partnerships with: StudioCity Durham, Computek College, The Durham Distillery, and Ontario Tech University
- Exploring partnerships with: Bell/Rogers (5G Opportunities)
- Delivery of Innovation Focused Events: Ajax Economic Development Forum in partnership with BMO and Grant and Thornton, Diversity & Inclusion in the Workplace in partnership with RBC, Bank for Entrepreneurs, in partnership with BDC, and Collision Conference
- Managed film permit enquiries and began process of adding Town of Ajax film sites to the Ontario Film Library and attracted two Prime TV Series (Jack Reacher and The Boys), a CBC children's TV series (Detention Adventure), and CBC series Coroner
- Conducted a review of underutilized Town facilities and review of Hunt Street extension acquisition needs
- Created a new Instagram account called @AjaxAdvantage where we promote businesses and partner events

Planning Policy & Research

- Completion of Community Benefits Charge Strategy
- Continued review and engagement in Provincial and Regional Initiatives including in the Durham Region Municipal Comprehensive Review and new Provincial legislation
- Completion of the Ajax Housing Strategy
- Complete work on the Comprehensive Zoning By-law Review
- Complete consultation and draft of amendments to the Downtown and

Pickering Village Community Improvement Plans

Environmental Sustainability & Climate Change

- Continue implementation of the Ajax Climate Risk & Resiliency Plan, Textile Diversion Program, and Single-Use Plastics Ban

Development Engineering and Stormwater

- Consolidation of all stormwater municipal compliance approvals for the Ministry of the Environment, Conservation and Parks
- Finishing the Waterfront Conservation Class Environmental Assessment
- Stormwater Fee Implementation
- Waterfront Rain Garden Construction

Transportation Planning

- Harwood Avenue North Environmental Assessment and Detailed Design
- Rossland Road East Detailed Design
- Automated Speed Enforcement Program Implementation in remaining two sets of priority locations / Ongoing Operation
- Continued implementation of Active Transportation Infrastructure across the municipality
- Hunt Street Environmental Assessment (EA) Addendum
- Traffic Data Collection and Intersection Reviews

Building Approvals

- Completion of the Development Approvals Application Process review, which involves a comprehensive analysis of the exiting Department direct/indirect cost model, review of existing fee structures for the Development Engineering, Development Planning, and Building Standards Departments, and recommendations for a new cost model and fee structures for services provided by each Department to

provide for reasonable full cost recovery and stabilization of reserve balances

- Completion and implementation of an online portal for the submission and tracking of building permit applications

Economic Development & Tourism

- Conduct targeted Business Retention and Expansion of strategic locations to identify area-specific challenges and opportunities within the Midtown, Uptown Regional Centre, Downtown and Pickering Village
- Undertake follow-up interviews with selling, relocating or closing businesses to identify if succession planning, site or building requirements or other resources can be provided to keep the business open and located in Ajax
- Develop a roster of mentors within Ajax who have successfully built a business and are able to support peers
- Profile and highlight businesses that have adapted their operations to minimize the impact of COVID-19. Connect innovators with businesses struggling to adapt to ecommerce and alternative forms of delivering products and services
- Introduce the business community to our services and advise on how we can help
- Facilitate the wind down of BIA activities
- Start the Framework of the Business Retention & Expansion (BR&E) program

TOWN OF AJAX
2023 BUDGET BY DRIVER
Planning & Development Services

	2022 Approved Budget	2023 Requested Budget	Budget Increase/ (Decrease)	Inflationary Impacts	One-time Changes	Growth Related Changes	New & Other Impacts	Budget Neutral Changes	Budget Increase/ (Decrease)	Proposed Business Cases
OPERATING EXPENDITURES										
Full Time Salaries & Benefits	5,293,100	5,718,800	425,700	182,100	-	-	243,600	-	425,700	150,900
Part Time Wages & Benefits	166,900	171,000	4,100	4,100	-	-	-	-	4,100	-
One-time Purchases under \$10,000	4,700	2,700	(2,000)	-	(2,000)	-	-	-	(2,000)	-
Insurance	72,600	61,700	(10,900)	(10,900)	-	-	-	-	(10,900)	-
Education & Training	53,300	53,300	-	-	-	-	-	-	-	-
Vehicle & Equipment Maintenance	14,800	11,500	(3,300)	1,100	-	-	(3,400)	(1,000)	(3,300)	-
Reserve Allocations	496,500	485,500	(11,000)	-	-	-	(11,000)	-	(11,000)	(38,900)
Municipal Grants & Subsidies	75,000	75,000	-	-	-	-	-	-	-	-
CIP Grant	806,100	204,900	(601,200)	-	-	-	-	(601,200)	(601,200)	-
Contracted Services	321,800	317,000	(4,800)	-	-	-	(4,800)	-	(4,800)	-
Equipment Rentals, Service, Lease	5,200	5,200	-	-	-	-	-	-	-	-
Consulting & Professional Services	172,500	180,000	7,500	-	5,000	-	2,500	-	7,500	-
Communications & Technology	26,200	11,200	(15,000)	-	-	-	(15,000)	-	(15,000)	10,200
Materials & Supplies	9,600	13,100	3,500	-	-	-	1,000	2,500	3,500	-
Administrative Expenses	120,400	140,900	20,500	4,100	-	-	9,900	6,500	20,500	-
Financial Charges & Fees	1,500	1,500	-	-	-	-	-	-	-	-
Miscellaneous Expenses	118,100	118,100	-	-	-	-	-	-	-	-
Total Operating Expenditures	7,758,300	7,571,400	(186,900)	180,500	3,000	-	222,800	(593,200)	(186,900)	122,200
OPERATING REVENUES										
Licencing & Fines	1,800	1,800	-	-	-	-	-	-	-	-
Planning Fees	5,807,300	4,776,200	(1,031,100)	83,800	-	-	(513,700)	(601,200)	(1,031,100)	-
Grants & Donations	-	8,300	8,300	-	-	-	-	8,300	8,300	-
Recoveries	202,000	202,000	-	-	-	-	-	-	-	-
Miscellaneous Revenues	49,200	54,300	5,100	100	5,000	-	-	-	5,100	-
Total Revenues / Recoveries	6,060,300	5,042,600	(1,017,700)	83,900	5,000	-	(513,700)	(592,900)	(1,017,700)	-
NET EXPENDITURES	1,698,000	2,528,800	830,800	96,600	(2,000)	-	736,500	(300)	830,800	122,200

* Some amounts may differ from Budget Analysis due to presentation, budget neutral transfers between departments or rounding

Variance explanations

Inflation

- Salaries and benefits for both full-time and part-time staff increased by \$186,200 mainly due to cost-of-living increase, annualization, progression and benefit rates
- Insurance premium corporately reallocated (\$10,900)
- Planning fee increases as per the 2023 Fees By-law \$83,900

One-time

- Increase in one time Transportation peer review consulting fee offset with recovery \$5,000

New/Other

- Increase in full time Salaries, Wages & Benefits \$243,600 due to annualization of new staff offset by reversal of one-time onboarding IT related costs (\$16,000)
- Calculated reduction in Building Approvals Reserve contribution (\$11,000)
- Roadwatch is now managed within the new Ajax Partnership Fund Program (\$6,000)
- Honorariums for Heritage Committee \$6,500
- Revenue reduction mainly due to fewer anticipated planning and building permit applications as well as from a slow down in anticipated pace of development - (\$513,700)

Budget Neutral Changes

- Removal of Community Improvement Plan (CIP) grant expenditure for applications not approved to move forward under current CIP program; these are offset by matching revenue reduction \$601,200
- Materials and outside printing cost for environmental awareness events and educational campaigns transferred from Operations \$9,000
- Donation for Green Living Days event transferred from Operations \$8,300

Proposed Business Cases

- Details of proposed new staffing and/or initiatives are included in Section 3:
 - Mechanical Plans Examiner/Inspector
 - Design Technician
 - Energy & Sustainability Coordinator



Department Overview

Ajax Public Library provides information and resources which improve the quality of life for residents by fostering life-long learning and encouraging community involvement. The Library offers services in a variety of formats and languages to meet the diverse educational and social needs of residents of all ages. The Library is committed to being an accessible and inclusive gathering place welcoming all members of the community. Library services can be categorized into four (4) primary functions:

Collection Services

- Physical and electronic lending of books, movies, music, and audiobooks;
- Online research and support databases (ex. LinkedIn Learning, Consumer Reports, Explora, Learning Express, PressReader, and Worldbook Encyclopedias);
- Technology lending (laptops and mobile hotspots) and STEM (Science, Technology, Engineering and Math) kits;
- Visiting Library Service delivery to individuals who are homebound and/or living in seniors residences; and
- Inter-library loan (ILLO) services for collection materials outside of Ajax.

Technology Services

- Public computer workstations;
- Free wireless access in Library locations;
- Printing and photocopying services;
- Accessible computer workstations enabled with assistive and adaptive technologies; and
- Customer technology assistance.

Customer Service

- Quiet study spaces;
- Reference and local history research;
- Exam proctoring; and
- Room Rentals, including the Rotary Room which offers a hearing loop system.

Community Engagement Services

- Volunteer opportunities;
- Children's early literacy programs;
- Children's STEM and arts programs;
- Adult educational, employment help, recreational, and technology-based programs;
- Local art and cultural exhibits;
- Equity, diversity, and inclusion discussion panels; and
- Outreach and event participation.

Locations

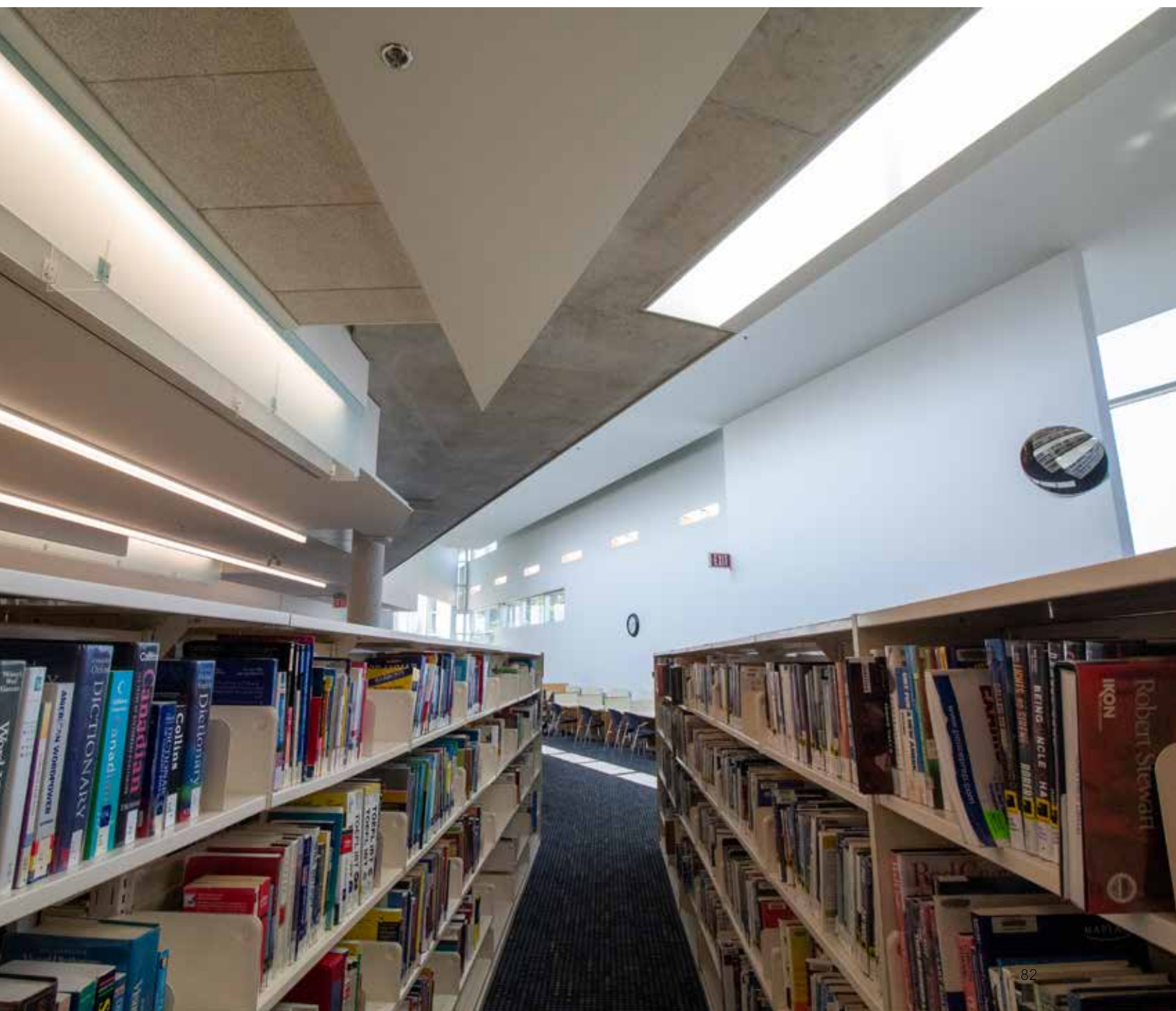
- The Library provides service to the public from its website and virtual branch, as well as three (3) physical locations:
 - Main Branch – 55 Harwood Avenue South (Ward 1)
 - Audley Branch – 1955 Audley Road North (in the Audley Recreation Centre, Ward 2)
 - McLean Branch – 95 Magill Drive (in the McLean Community Centre, Ward 3)

2022 Accomplishments

- Provided 28 days of Overnight Warming Centres to the community from Main Branch between January and March 2022;
- Transfer of Town Archives to Library approved and executed in phases between February and October 2022;
 - Business Case approved by Council in February 2022;
 - Archivist hired June 2022;
 - Memorandum of Understanding signed October 6, 2022.
- Library's 70th Anniversary Celebration (April – December 2022);
 - Updated logo used prominently, including limited edition Library cards and tote bags;
 - 70th Anniversary Scavenger Hunt (September-October 2022);
 - 70th Anniversary Party (December 1, 2022).
- TD Summer Reading Club increased participation over 2021, including a pilot program which generated over 1,000 new Library cards;
- Makerspace concept design complete October 2022;
- Expanded loaning items to include CO2 Monitors, Book Club kits, Speed Cubes, and Sensory Support Kits.
- Equity, Diversity, and Inclusion (EDI) programming, including:
 - Afghan Women's Organization Refugee and Immigrant Services (weekly, ongoing);
 - Black History Month with Cultural Expressions Inc. and Durham Black History Month (February 5 – 6, 2022);
 - Chinese for Families (March – April 2022);
 - Jewish Heritage Month Celebration (May 25, 2022)
 - AfriCANthology (June 18, 2022)
 - Drag Queen Storytime (June 1, 2022);
 - Durham Pride Parade and Celebration (June 5, 2022);
 - Black Girls Empowered (July 22, 2022);
 - Licensed to Learn: Let's Talk Racism (August 6, 2022);
 - Afiwi Groove Wrap-Up Party [TD Summer Reading Club] (August 20, 2022);
 - Virtual Centre for Understanding launch (September 2022);
 - Project of the Heart: An Exploration of the Legacy of Residential Schools (September 10, 2022);
 - An Evening with Joshua Whitehead (September 21, 2022);
 - Taking Action Against Anti-Black Racism (October 1, 2022);
 - Indigenous Creative Arts Showcase (October 26, 2022);
- COVID Recovery:
 - Restoration of Monday service hours to all branches in June 2022.
 - Service usage indicators at or above pre-pandemic levels as of Q3 (Q3 2019 to 2022 comparators: foot traffic +2.98%, program attendance +0.42%, circulation +36.37%).

2023 Priorities

- Orientation and training for new Library Board;
- Continue to expand EDI programs;
- Expand and promote content available through Centre for Understanding microsite;
- Launch Library Makerspace;
- Finalize Archives Transfer from Town, create policies and increase profile of Ajax history;
- Audit/upgrade accessible workstation hardware and software;
- Launch Library Volunteer Recognition Program;
- Implementation of results from Collection Diversity Audit; and
- Library Master Plan (2023-2028).



TOWN OF AJAX
2023 BUDGET BY DRIVER
LIBRARY SERVICES

	2022 Approved Budget	2023 Requested Budget	Budget Increase/ (Decrease)	Inflationary Impacts	One-time Changes	Growth Related Changes	New & Other Impacts	Budget Neutral Changes	Budget Increase/ (Decrease)	Proposed Business Cases
OPERATING EXPENDITURES										
Full Time Salaries & Benefits	2,890,500	2,979,900	89,400	47,900	-	-	41,500	-	89,400	-
Part Time Wages & Benefits	1,957,100	2,096,400	139,300	24,800	19,900	-	94,600	-	139,300	-
One-time Purchases under \$10,000	15,000	35,000	20,000	-	-	-	20,000	-	20,000	-
Insurance	40,400	45,400	5,000	5,000	-	-	-	-	5,000	-
Education & Training	32,000	35,000	3,000	3,000	-	-	-	-	3,000	-
Vehicle & Equipment Maintenance	19,000	19,200	200	200	-	-	-	-	200	-
Debenture	259,500	259,100	(400)	(400)	-	-	-	-	(400)	-
Contracted Services	123,200	146,500	23,300	-	-	-	23,300	-	23,300	-
Building Maintenance	134,100	128,900	(5,200)	(5,200)	-	-	-	-	(5,200)	-
Communications & Technology	164,000	195,500	31,500	13,500	-	-	18,000	-	31,500	-
Materials & Supplies	63,300	63,300	-	-	-	-	-	-	-	-
Library Collections	860,400	877,600	17,200	17,200	-	-	-	-	17,200	-
Library Rent	245,500	258,000	12,500	2,700	-	-	9,800	-	12,500	-
Administrative Expenses	43,600	55,100	11,500	1,900	1,500	-	8,100	-	11,500	-
Financial Charges & Fees	6,000	6,000	-	-	-	-	-	-	-	-
Miscellaneous Expenses	500	500	-	-	-	-	-	-	-	-
Total Operating Expenditures	6,854,100	7,201,400	347,300	110,600	21,400	-	215,300	-	347,300	-
OPERATING REVENUES										
Fines and Fees	16,000	12,000	(4,000)	(4,000)	-	-	-	-	(4,000)	-
Photocopier	32,000	30,000	(2,000)	(2,000)	-	-	-	-	(2,000)	-
Room Bookings	6,500	8,000	1,500	200	-	-	1,300	-	1,500	-
Grants & Donations	157,700	157,700	-	-	-	-	-	-	-	-
Miscellaneous Revenues	16,000	28,000	12,000	12,000	-	-	-	-	12,000	-
Reserve Allocations	125,000	259,100	134,100	-	-	-	(125,000)	259,100	134,100	-
Total Revenues / Recoveries	353,200	494,800	141,600	6,200	-	-	(123,700)	259,100	141,600	-
NET EXPENDITURES	6,500,900	6,706,600	(205,700)	104,400	21,400	-	339,000	(259,100)	(205,700)	-

Variance explanations

- The 2023 Operating budget request is \$205,700 of which \$125,000 is related to the use of one time funding to reduce the tax rate (2020 operating budget)

Inflationary

- Salaries and benefits increased by \$72,000 due to progression/reclassification (change in grade or job step level) benefit rates and general cost of living increases.
- Insurance Premium, inflationary increase and budget neutral reallocation \$5,000
- Pricing increases for communications and technology and library collections \$30,700
- Reduction in fines and photocopier fees based on experience (\$6,000)
- Increase in investment income \$12,000

One time

- Reversal of portion of gapping for 2022 vacant positions experienced during COVID \$39,900 offset by anticipated 2023 gapping \$20,000
- New board member orientation \$1,500

New/Other

- First of two-year annualization for Makerspace including:
 - New positions \$106,300
 - Net operating costs \$26,500
- Annualization of the Archivist position \$29,800 and operating expenses \$3,500
- Addition of lifecycle replacement of public computers \$20,000
- Increase in legal and job evaluation costs \$19,800
- New honorariums for Library Board Members \$8,100
- Final year of a three year phased-in Library Surplus repayment of \$125,000

Budget Neutral

- ARC phase II debenture offset by DC collections (\$259,100)



SECTION 3

Business Cases

BUSINESS CASE

Digital Graphic Designer

Department/Section	Office of the CAO
Start Date	July 1, 2023
Type	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input checked="" type="checkbox"/> Expanded Level of Service

Executive Summary

In 2019, Ajax Council approved and implemented an ambitious strategic plan for the 2018 – 2022 term. One of the three primary pillars of this plan was **Connecting our Community** which included the following seven goals:

- Creating a more engaged community (8 actions)
- Providing excellence in customer service (5 actions)
- Fostering a sense of place and celebrating our history (6 actions)
- Creating opportunities to foster a welcoming and inclusive community (11 actions)
- Promoting a range of programs, services, and supports for all ages and abilities (4 actions)
- Leveraging our arts and tourism opportunities to benefit our community and economy (4 actions)
- Enhancing connections to get people moving (4 actions)

The Corporate Communications section was a fundamental component of achieving 100% completion of the Connecting our Community pillar by implementing the tools required to achieve our goals and complete action items. Notable examples include but are not limited to: the launch and daily management of the In My Opinion (IMO) Hub online engagement platform, the expansion of our communications strategy to include new channels such as the Inside Ajax weekly electronic newsletter, two new corporate social media platforms (Instagram and TikTok), the introduction of video content to our communication channels, the introduction of virtual interactive events, and a new and modern Mayor Town Hall series – all requiring creative services support.

The Corporate Communications section either leads or supports each department in their own action items for the Connecting our Community Pillar despite being an extremely small team of permanent staff (4 positions). The addition of the contract position of Digital Graphic Designer in 2020 significantly assisted in ensuring we were able to meet our strategic plan goals, especially with the added burden of the Covid-19 pandemic that Corporate Communications lead public facing communications for. Since the introduction of the Digital Graphic Designer position, Town staff, Ajax Council and the public have grown accustomed to the services this position is able to provide to the corporation. The creation of this permanent position would allow the Town to maintain and expand current service levels and will allow the Town to continue the benefits implemented and momentum from the former strategic plan into this new council term.

Background

In March 2020, the Covid-19 pandemic changed the way business was conducted for the Town of Ajax, and all businesses across the province and globally - online communications and virtual events became normalized and the primary method of disseminating information. Due to this,

BUSINESS CASE

Digital Graphic Designer

the Town's Corporate Communications section were continually required to maneuver, adjust, and react to rapid changes as local municipalities play a crucial role in distributing information to the public. Communication products with movement have become a common and successful engagement practice, and industry research and trends continue to point to video content as the most effective form of content for marketing strategy.

The Digital Graphic Designer contract position has been in place since March 2020 to present. The position provides a specialized service in assisting all Town departments (with the exception of Recreation & Culture) with video and animated content and has supported the creation of +3,000 digital assets and +325 videos (statistics as of September 2022). As well, the position supports the workload of the corporate Senior Graphic Designer for other types of creative assets (print and digital) including infographics, static images, web content, flyers, newsletters, signage, and more. Corporate Communications has also worked with community organizations and businesses to produce video greetings from Ajax Council members when in-person attendance at external events from a council member is not possible. In addition to video content produced in-house since July 2020, the corporation has spent approximately \$25,000 working with an external vendor (videography) to produce specialty video content due to a lack of in-house resources and equipment. Notable examples include the Rotary Park Bridge video, Welcome Back Ajax (from Ajax Council), Indigenous Healing Garden, and Active Transportation options. These types of specialty videos that are approximately two minutes in length cost between \$1,000 – \$2,000 per video to produce. This position would be responsible for producing all video content which would eliminate the above external costs.

Further, online events have played an integral role in connecting the corporation and council with residents, community organizations and businesses, and will continue for the foreseeable future, post-covid. Producing successful online events like the At Home with Ajax Council Series, Summer Safety with Ajax Fire, and the Recreation & Parks Master Plan requires extensive creative services and graphic design support. Since March 2020, Corporate Communications has produced 24 high-quality significant online events, engaging with thousands of residents. Residents have become accustomed to the convenience of virtual events and an additional benefit is all virtual events are automatically fully recorded for public record. While Corporate Communications worked with a vendor to deliver the live stream, all digital and creative assets were produced in-house by the Digital Graphic Designer.

Corporate Communications continues to support and/or lead various corporate and departmental initiatives, including several priorities – economic development, development activity, active transportation, winter operations and several online public engagement initiatives – all requiring creative service support. In particular, the Economic Development section of Planning and Development services has recently launched a new Instagram account (June 2022), this account supports marketing for tourism and our businesses, including a queue of videos to be produced that require the assistance of creative services.

Stakeholders

Stakeholders this position would affect/benefit include Town of Ajax staff across departments, community organizations, local businesses, and residents.

BUSINESS CASE

Digital Graphic Designer

Strategic Alignment

The outputs from this permanent position aligns with the 2018 – 2022 Strategic Plan (Stronger Together) Connecting our Community pillar and all seven goals, mentioned above, within this pillar. Specifically goal one – creating a more engaged community and goal five – promoting a range of programs, services and supports for all ages and abilities.

Description

The Digital Graphic Designer would work collaboratively with departments across the corporation to develop a variety of creative digital design products with movement, including videos, imagery, animation, interactive pages, 2D or 3D modeling, promotional items and educational materials. This position would be required to increase awareness of Town's programs, services, and initiatives in the digital space and combines the skills of storytellers, graphic designers, editors, and other tech professionals.

Expected Benefits and Service Impacts

This permanent position is required to maintain current service levels to stakeholders and to expand our service level with an expected benefit of eliminating external vendor video production costs.

Comparative Analysis

Municipalities are critical for information sharing to the public and online public-facing communications are the norm/expected. All Durham Region municipalities have an online presence for information sharing to residents including web-based communications and social media that consists of video content at varying levels. In discussions with our neighbouring municipalities, those who were able to answer the call for information sharing, have staff that conduct graphic design work to some degree, but also do use external vendors for speciality work that cannot be conducted in-house. Ajax's closest neighbours, have numerous staff that have access to design software (Adobe Suite and Canva) and have also expressed a need for a permanent position to be able to deliver speciality graphic design assets to keep up industry trends and standards.

Ajax Council's promise from the 2018 – 2022 Strategic Plan was, "we strive to be leaders in all that we do; and foster a vibrant, innovative and connected community". Corporate Communications continues to strive to be leaders in municipal communications and to implement progressive, modernized products to elevate the services that we provide to the community, staff and Council, and will not be able to continue this without the appropriate staffing and resources.

Alternative Service Delivery Approaches

There are two potential alternative service delivery approaches. The first would be to utilize existing staff to complete the necessary workload. However, current staff are already at capacity with the current work plan and additional training and equipment investments would be required. With current permanent staffing levels this additional work would result in delays to other work plan items and would put an even greater burden on staff as a result of the heavy workload. The second alternative would be to utilize an external vendor for all video production needs. This

BUSINESS CASE

Digital Graphic Designer

would significantly increase our external vendor costs and would also significantly impact video turn-around time (Corporate Communications would require weeks of notice for lead time for each video request when utilizing an external vendor).

Cost / Benefit Analysis

The Digital Graphic Designer contract position has been in place since March 2020.

Table 1: Summary of Financial Impacts

	FTE	Full Year	2023	2024
Costs				
Salaries, Benefits & Employee-related Costs	1	109,800	54,500	55,300
Other Operating Costs		5,400	5,400	-
Funding Sources / Savings				
Internal				
External				
Net Operating Cost (Savings)				
		\$ 115,200	\$ 59,900	\$ 55,300
Capital Requirements				
		\$ -	\$ -	\$ -

BUSINESS CASE

Labour Relations Specialist

Department/Section	Office of the CAO - HR Services
Start Date	April 1, 2023
Type	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service

Executive Summary

To hire a Labour Relations Specialist to deal with various labour relations issues relating to both full and part time staff across the organization. Responsibilities would include interpretation of collective agreements and legislation as it relates to employment, labour negotiations, mediation/arbitration, workplace investigations, conduct research and grievance management.

Background

The current Senior Labour & Employee Relations Advisor is responsible for overseeing the administrative staff in HR services including recruitment & selection staff as well as compensation and salary administration staff. In addition to their duties, the position is also responsible for dealing with all issues relating to labour relations across the organization. This is a significant responsibility and carries a heavy workload. Issues relating to labour relations are generally complex in nature, highly confidential and sensitive. As the organization continues to grow and issues relating to labour relations and legislation continue to impact the organization, it has become increasingly difficult to manage this portfolio.

Stakeholders

All management and supervisory positions rely heavily on HR to provide advice, guidance and direction when dealing with labour relation issues, interpretation of collective agreements, legislative requirements, etc.

Strategic Alignment

Invest in Town resources to maintain excellent service delivery in response to growth and changes in legislative requirements.

Description

The Labour Relations Specialist would be accountable for and deal with matters relating to labour relations. This position will be the primary contact for matters relating to labour relations including, performance management issues, collective agreement interpretation, providing advice and guidance to management, front line dispute and conflict resolution, preparation for labour negotiations, conducting research and drafting policies, ensuring legislative compliance with various legislation i.e. Employment Standards Act, Pay Equity,

BUSINESS CASE

Labour Relations Specialist

Human Rights Code, etc., assist with workplace investigations and coordinating labour management meetings.

Expected Benefits and Service Impacts

The expected benefits of having a Labour Relations Specialist are to increase the level of service to departments who are experiencing labour relations issues. This position would also relieve some pressure on the workload of the current Senior Labour & Employee Relations Advisor position. Additional benefits would include increased specialized and expert knowledge in HR Services and the ability to assist in providing sound advice, guidance and direction to departments, increased preparedness in labour negotiations and act as a back up to the Senior Advisor and Manager of HR Services. The risks of not filling this position would result in possible burnout of staff, delays in responding to management issues and the potential of an increase in legal costs.

Comparative Analysis

The following chart shows the comparative analysis in the lakeshore municipalities:

Municipality	Full time & Part time staff	Number of dedicated Labour Relations staff
Ajax	770	1
Clarington	644	2
Pickering	508	2
Oshawa	1200	3
Whitby	729	3.5

Alternative Service Delivery Approaches

Alternative Service delivery may include contracting out labour relations issues to external legal services, however this would be a costly approach.

BUSINESS CASE

Labour Relations Specialist

Cost / Benefit Analysis

Table 1: Summary of Financial Impacts

	FTE	Full Year	2023	2024
Costs				
Salaries, Benefits & Employee-related Costs	1	120,800	90,100	30,700
Other Operating Costs		3,400	3,400	-
Funding Sources / Savings				
Internal				
External				
Net Operating Cost (Savings)		\$ 124,200	\$ 93,500	\$ 30,700
Capital Requirements		\$ -	\$ -	\$ -

BUSINESS CASE

HRMS - HR Analyst

Department/Section	Office of the CAO - HR Services
Start Date	March 1, 2023
Type	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service

Executive Summary

A new Human Resources Management System (HRMS) has been included in the proposed 2023 capital budget. The new HRMS will incorporate all HR related records as it pertains to employment of all full and part time staff and will be integrated with the payroll system. It is recommended that an HR Analyst be hired to lead the planning, development, integration, implementation, and execution of the new HRMS, including on-going maintenance of the system. The HR Analyst will be the lead for the project implementation and will be responsible for the ongoing maintenance of the system on a go forward basis.

Background

Currently the Town has several stand-alone systems that track various employee related records relating to the employee life cycle. These systems currently track the recruitment & selection process, applicant tracking, onboarding, compensation and benefits administration, labour relations, health and safety, training records, attendance, scheduling, and payroll. HR and Finance will be partnering together to implement an HRMS system that integrates all of the above information into one system. This is a large-scale project which will require a number of resources in HR, payroll and IT for successful execution and will have impacts on all departments across the organization.

Stakeholders

All departments who manage both full-time and part time staff will utilize and be impacted by the HRMS as it will be designed to maintain all employee related records, including payroll.

Strategic Alignment

Invest in Town resources to maintain excellent service delivery in response to growth and changes in legislative requirements.

Description

The HR Analyst would be accountable for and deal with all matters relating to the development, integration, implementation, and on-going maintenance of the new HRMS. This is a key position which will be responsible for the coordination of information from each area of HR, dealing with subject matter experts (SME's) to ensure that the new system meets the requirements and needs of the organization. This position will collect, compile,

BUSINESS CASE

HRMS - HR Analyst

and analyze HR data, ensure the integrity of the data is current and up to date, develop processes for the department and ensure legislative compliance with the employment standards act, and collective agreement administration. This position will coordinate and work with Payroll and IT during the implementation of the project. Upon implementation of the HRMS, this position will be responsible for the ongoing maintenance of the system, collecting, compiling, and analyzing data, producing reports/metrics and stats to develop insights and recommend processes to streamline activities, identify trends and processes, and coordinate activities across the HR Services department and payroll.

Expected Benefits and Service Impacts

The expected benefits of having an HR Analyst are to streamline processes, ensure evidence-based HR practices, enabling workforce planning, conduct and identify gap analysis, improving candidate experience, uncovering trends, supporting HR goals and objectives, and allowing the Town to be proactive. The risks of not filling this position would result in not having the resources available to implement the HRMS.

Comparative Analysis

n/a

Alternative Service Delivery Approaches

Alternative Service delivery is to continue with the current stand-alone systems and not implement the HRMS.

Cost / Benefit Analysis

Table 1: Summary of Financial Impacts

	FTE	Full Year	2023	2024
Costs				
Salaries, Benefits & Employee-related Costs	1	120,600	100,200	20,400
Other Operating Costs		-		-
Funding Sources / Savings				
Internal - Capital Project		(120,600)	(100,200)	(20,400)
External				
Net Operating Cost (Savings)		\$ -	\$ -	\$ -
Capital Requirements		\$ -	\$ -	\$ -

BUSINESS CASE

Senior Financial Analyst (Asset Management)

Department/Section	Finance
Start Date	July 1, 2023
Type	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service

Executive Summary

Reporting to the Lead, Long Range Financial Planning and Development Finance, and working closely with the Supervisor of Infrastructure and Asset Management in the Operations Department, this position will oversee the financial planning aspects of the Town's corporate Asset Management Plan (AMP) to meet provincial requirements and aim to optimize investments or reinvestments in Town assets based on data. Under the AMP legislation (as amended on March 15/21) all municipalities were required to prepare and publish an AMP including costs to maintain existing levels of service for core infrastructure assets by July 1, 2022, and for all other infrastructure assets by July 1, 2024. By July 1, 2025 municipalities must have an approved AMP identifying all proposed levels of service, the activities required to meet proposed levels of service, and a strategy to fund these activities.

The Town's \$1.2 billion in assets should be managed in the most cost-efficient manner possible. The addition of a Senior Financial Analyst (SFA) in finance will play a key role in the development and monitoring of a sustainable long term funding strategy for the Town's current and future assets (growth related/contributed). The optimization of capital investments and reinvestment in Town assets will need to be re-evaluated on an annual basis for changes in asset conditions, development forecasts, and approved service levels. The work completed by this position will be used to inform the prioritization of capital needs for the annual capital budget presentation, and the Town's overall financial strategy, which will also impact reserve management policies and the investment strategy. This position will also be actively involved in creating and presenting all required Asset Management Plan documents to Council/public.

Background

The Provincial Government introduced new legislation in 2017 due to indications of deteriorating municipal infrastructure. The AMP is a comprehensive plan and includes identifying and recording all of the town assets, assessing the condition of those assets, identifying technical and customer levels of service and the costs to maintain these assets. All these items together provide a rationale for the prioritization of replacement, upgrades, and rehabilitation of Town assets.

This legislation also requires municipalities to update their asset management plans on a five-year cycle. The addition of this SFA will work collaboratively with the Supervisor of Infrastructure and Asset Management in the Operations Department to ensure legislative requirements are met and that the Town manages the various prioritizations of its assets in a fiscally responsible manner. Currently, there is only one dedicated staff member coordinating

BUSINESS CASE

Senior Financial Analyst (Asset Management)

the Town's AMP in the Operations department, and it has been challenging to provide the level of reporting and financial analysis needed for the program.

The Town is further required to ensure that any long-term financial impacts of new or additional assets acquired or assumed over time is considered as part of the overall funding strategy. While the Town is currently focusing on documenting its existing assets and service levels, the maintenance and replacement costs of all new or growth-related assets that will be constructed to provide comparable levels of service to future residents and businesses need to be calculated.

Stakeholders

All residents, Council, staff, community members, and guests to the community will benefit from the proper management of Town assets.

Strategic Alignment

This request is aligned with the Investing on Our Community focus area of the 2018-2022 Strategic Plan.

Descriptions

The Senior Financial Analyst (SFA) Asset Management would be a corporate advocate for asset management and work collaboratively with the Supervisor of Infrastructure and Asset Management. They would be expected to provide leadership and work in partnership with departments to record and report on the Town's assets, develop, and maintain on-going long-term asset management strategies including future capital funding approaches. They would be responsible for analyzing the Town's inventory data and for calculating replacement costs based on per unit costs, reviewing the details for reasonability and assisting with updating the municipal risk assessment strategy.

This position would support the annual budget process with financial analysis, including reserve and reserve fund projections. The capital projects identified in the annual budget would be backed with financial and non-financial data to support the recommended improvements, including condition assessment, cost of ongoing maintenance versus replacement, downtime costs, etc. This position would work with the Supervisor of Infrastructure and Asset Management to develop and update AMP documents. They would be actively involved in creating and updating charts and graphs required for budget and AMP, and presenting all required Asset Management Plan documents to Council/public. They would provide scenario analysis, cost benefit analysis and other reporting which may be needed for senior leadership team.

BUSINESS CASE

Senior Financial Analyst (Asset Management)

Expected Benefits and Service Impacts

An additional staff member to assist with the AMP will provide much needed corporate support. The additional requirements of this plan and regular updates have become very onerous for one individual to manage. With the addition of a SFA, it is anticipated that there will be better annual budget analysis and funding strategies, reserve and reserve fund management and identification of assets that may be prioritized for grant opportunities. The additional staff will work with the Supervisor of Infrastructure and Asset Management on the corporate initiative and also work with the Senior Advisor, Grants & Partnership to ensure asset management requirements under grant applications are met.

Comparative Analysis

With the introduction of Ontario Regulation 588/17, many municipalities have identified the need to have dedicated staff related to asset management to ensure proper plans are created and maintained. The City of Oshawa currently has one coordinator and three analysts in their finance department assigned to work on the City's asset management plan. The Municipality of Clarington also has dedicated finance staff related to asset management and a corporate team to manage the requirements outlined in O.Reg 588/17.

Alternative Service Delivery Approaches

The hiring of consultants to complete the AMPs on a periodic basis is an alternate to updating the AMPs and this will take significant staff time to manage such projects. It is more desirable to have subject matter experts (SME) within the Town to manage the asset portfolio and identify requirements on a regular basis. The hiring of consultants will be more costly to the Town and may not provide the same in-depth knowledge of Town assets and needs. In addition, there may be analysis or reports required outside of the 5-year legislated requirements which would have to be done by the consultant if there is no dedicated finance staff.

The status quo is not recommended as the Town is currently having challenges keeping the AMP as a live document and providing financial analysis and reserve analysis to support town assets. As asset management is an expanding field, there is considerably more data analysis required which is not possible to maintain without a dedicated finance staff.

Cost / Benefit Analysis

Most Provincial and Federal funding opportunities including the regular allocation of Canada Community-Building Fund (CCBC) require that the municipalities have a current asset management plan before funding will be released. Without up-to-date AMPs, the Town risks losing the opportunities for grants. It is also a requirement of the Development Charges Act, 1997, subsection 10 (3) that the municipality demonstrates that all capital costs proposed to be funded under the development charges by-law are considered in the Town's long-term funding strategy. The regular review of the Town asset conditions and replacement costs helps to

BUSINESS CASE

Senior Financial Analyst (Asset Management)

prioritize projects through the annual budget and provide financial risk analysis to senior management and Council. This analysis should also inform appropriate costing and funding requirements.

Table 1: Summary of Financial Impacts

	FTE	Full Year	2023	2024
Costs				
Salaries, Benefits & Employee-related Costs	1	143,600	71,100	72,500
Other Operating Costs		3,400	3,400	
Funding Sources / Savings				
Internal				
External				
Net Operating Cost (Savings)		\$ 147,000	\$ 74,500	\$ 72,500
Capital Requirements		\$ -	\$ -	\$ -

BUSINESS CASE

Senior Financial Analyst (Accounting)

Department/Section	Finance
Start Date	July 1, 2023
Type	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service

Executive Summary

The accounting section in Finance assists and supports all other departments as well as the public in the Town of Ajax regarding cash management, accounts receivables, accounts payable and payroll. They answer questions, provide guidance, and make sure the day-to-day financial activity is completed on time. There is a need for a senior position to assist the Supervisor of Accounting with improving processes as well as analysing data to help with decision making.

This Senior Financial Analyst (SFA) position will report to the Supervisor of Accounting and will ensure deadlines are met and help assist with projects, provide deeper analysis on balance sheet accounts, and assist with the year end audit.

Over the last number of years, there have been many changes in legislation regarding municipal finance that staff have had to pivot and address. Additionally, there is a need to update and change the processes to become more efficient and effective. The volume of accounting transactions has increased, and staff are required to focus on daily work to meet the various deadlines. The changes in legislation and corporate priorities have pulled other SFAs from assisting with accounting duties, resulting in minimal time for the existing staff to investigate or implement potential improvements.

Background

The review and posting of weekly accounts payable (AP) batches has been completed by three SFAs in the budgets and accounting section on a rotating basis for a number of years. However, due to legislative changes, there was a conversion of one SFA to another role for which this task can no longer be accommodated, and the workload on the other two existing SFAs has increased by taking on other responsibilities such as the management of the investment portfolio, supporting the operations capital infrastructure team, and providing advice and support to departments who are also experiencing a growth in staff and focus areas. The new SFA for internal audit is temporarily assisting with weekly AP review, however, as part of the internal audit function, should not be performing this task but rather assessing the effectiveness and testing the controls of this function.

The increased volume in AP and AR as well as the significant volume of onboarding and turnover of staff over the last few years had prompted the conversion of a SFA to the Supervisor of Accounting to support the Manager. However, it has become evident that additional support

BUSINESS CASE

Senior Financial Analyst (Accounting)

is required in the accounting section that deals with weekly and bi-weekly deliverables in addition to monthly and year-end reporting.

Corporate projects led by other departments often rely on finance staff expertise on integration with financial systems and processes to ensure a successful rollout. It has become increasingly challenging for the Supervisor of Accounting to find time to investigate and provide the best information for these projects while also supporting accounting staff with daily functions. This position will assist the supervisor in gathering required financial information to support corporate initiatives and projects and provide ongoing support in the areas of AP, AR and payroll.

Stakeholders

This position would provide much needed internal support to the finance section and other corporate departments.

Strategic Alignment

This request is aligned with the Investing on Our Community focus area of the 2018-2022 Strategic Plan and aligns with the strategic goal of strengthening corporate governance and innovation.

Descriptions

This position will support the Supervisor of Accounting with training staff, project management on system enhancements and upgrades, and provide support and coverage for all positions in the accounting section for illness or vacations to ensure critical deadlines are not missed. This position will provide additional assistance on uploading financial information from other departments to the accounting system, prepare account reconciliations for some complex accounts and review those prepared by the accounting clerks. This role would review, and post journal entries prepared by other staff and provide deeper analysis on the Town balance sheet accounts to review transactions for data accuracy which will also support year end and audit requirements.

This role would help to develop and maintain cash position reports including weekly cash flows to forecast funds available for investing.

Expected Benefits and Service Impacts

The addition of a Senior Financial Analyst position in the accounting section will add more expertise with reviewing account reconciliations and preparing year end financial statements. It would provide needed support to both the Supervisor of Accounting and Manager of Budgets and Accounting.

BUSINESS CASE

Senior Financial Analyst (Accounting)

This position would free up time from the current SFA's in budget and auditing since they are currently reviewing and posting the accounts payable batches. Their workload has been increasing and this task can no longer be accommodated.

This position will help identify improvements and update current processes and provide the needed support to the corporation.

Comparative Analysis

N/A

Alternative Service Delivery Approaches

The alternative would be to maintain the status quo in the department and utilize other SFA's in the department to review and post AP batches. This would divert staff from other priorities and cause delays in approvals, reconciliation and corporate support on budget and project matters. This will also limit the ability of the Supervisor of Accounting or Manager to support other corporate initiatives as their time will be monopolized by supporting ongoing accounting daily tasks. This could also inhibit timely financial statement preparation as it is imperative that all expenditures are received and recorded by departments by specific deadlines. Any delays caused by missed deadlines results in a lengthier audit process and increased costs to the corporation.

Cost / Benefit Analysis

Table 1: Summary of Financial Impacts

	FTE	Full Year	2023	2024
Costs				
Salaries, Benefits & Employee-related Costs	1	143,600	71,100	72,500
Other Operating Costs		3,400	3,400	
Funding Sources / Savings				
Internal				
External				
Net Operating Cost (Savings)		\$ 147,000	\$ 74,500	\$ 72,500
Capital Requirements		\$ -	\$ -	\$ -

BUSINESS CASE

Financial Analyst (Development Accounting)

Department/Section	Finance
Start Date	March 1, 2023
Type	<input type="checkbox"/> Staff Request <input checked="" type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service

Executive Summary

This staff request formalizes the temporary full-time contract currently filled in the Budgets and Accounting section since November of 2021. Reporting to the Lead, Long Range Financial Planning and Development Finance (LLFPDF) position, the Financial Analyst is directly responsible for the administration, review and reconciliation of development related financial activities and development charges, with a focus on recent changes introduced to the Development Charges (DC) Act.

In addition to the above, this role will take over the preparation of select tasks (eg. monthly development charge collection reconciliations, remittances to School Boards and Region) from the Financial Data Specialist (FDS), allowing the latter position to focus on various accounting reconciliations that are currently being deferred due to the existing workload for that position. The Financial Analyst (FA) position will also be responsible for setting up new processes in JDE and Amanda to invoice developers for instalment payments on behalf of the Town and Region and will ensure the ultimate remittance to the Region is done on time.

The Financial Analyst (Development) also assists the Planning and Development Department with financial matters as their initial point of contact with the Finance Department for operating and capital budgets, including budget preparation, variance reporting, other departmental projects, year-end preparation of working papers, and develop and update procedures and policies. The position will participate in periodic reviews of legislative studies such as the DC Background Study and By-law, DAAP review, Community Benefits Charge (CBC) By-law, and Parkland Dedication By-Law. The position will also provide financial oversight for Planning and Development projects and studies such as the Community Improvement Plan, Stormwater User Fee, and Amanda upgrades.

Background

The Bill 108 legislation “More Homes, More Choice Act” introduced the requirement for DCs for some development types to be collected in 6 or 21 equal instalments requiring more involvement from Finance staff in the quoting of total DC charges upfront. The legislation has also resulted in additional tracking and reporting of DC collections for various building types. These changes have required the introduction of new policies and procedures, including a DC interest policy and procedures on how to collect, record and remit DC collections. This position was initially introduced as a contract position when the legislation was implemented to determine if the ongoing administration would require a dedicated individual. It has become

BUSINESS CASE

Financial Analyst (Development Accounting)

evident that there is considerable ongoing administration with the Development Charges that require regular attention.

The most recent introduction of Bill 23 will require new changes again to the recording and collection of DCs which need to be understood and implemented.

This position also supports Planning and Development with budgets and development accounting. There has been an increase in more complex developments in Ajax which require ongoing finance collaboration with Planning and Development. This position helps to support the Manager in determining financial impacts of these new developments and any financial or construction agreement requirements. As the Town is moving closer to build-out, the intensification of development delivers many challenges that the Town must address. It will be necessary to ensure that Planning and Development has the proper support from finance to address fiscal impacts to the Town.

Stakeholders

This position would support the corporation on the changes and impact to the DC legislation. It will also provide support to planning and development on financial matters associated with new development in Ajax.

Strategic Alignment

This request is aligned with the Investing on Our Community focus area of the 2018-2022 Strategic Plan.

Descriptions

This position will be the budget contact for Planning and Development (P&D) department, would support the Town through the ongoing changes to the DC Act, be the project lead on DC Background Studies and updates to by-laws and provide financial support to P&D on new development activity within the Town. The FA-Development would be required to update policies and procedures and regular reporting of DCs as well as ensure proper collection and remittance of DC funds. They would be responsible for tracking growth-funded capital projects against the associated DC background study, ensuring projects align with planned scope of work for which the Town is collecting funding. This position is also responsible for preparing revenue forecasts for development charges, future community benefits charges, parkland collections and associated exemptions. This position will also work with other corporate departments to develop an up-to-date capital costing database for all DC capital projects. Additionally, this position is required to provide functional advice, financial analysis and direction to staff in other departments on financial, accounting, policy procedure, internal control, report preparation and other operational issues to ensure compliance to financial and accounting requirements.

Expected Benefits and Service Impacts

BUSINESS CASE

Financial Analyst (Development Accounting)

This position will provide much needed assistance on the ongoing changes to the DC legislation to ensure the Town is collecting the maximum amount of funding for growth related projects while ensuring the Town is compliant with the requirements under the DC Act.

With Bill 23 limiting the funding capabilities of growth-related projects, this position will be required to update interest rate policies and potentially index DC charges on a more frequent basis, perhaps quarterly, to allow municipalities to maintain purchasing power.

Comparative Analysis

Some municipalities are dedicating staff to DC administration as a result of the changes from Bill 108. The Town of Whitby currently has two positions in place to address DC collections and development accounting.

Alternative Service Delivery Approaches

The alternative would be to maintain the status quo in the department and not convert this position. This is not recommended as it is evident development charge revenue is a focal point of developers and the province and will continue to garner much scrutiny. There will continue to be many administrative tasks to manage collections, policies and procedures to ensure that the Town can collect and utilize funding for growth related projects. It will be critical that there is stability within this position to lead and manage DC studies, interpret, and provide feedback on the by-law and ensure that legislative reporting is done in a timely manner.

Additionally, without the added support from finance to the P&D department, there is a risk that financial implications on new developments may not be identified or addressed.

Cost / Benefit Analysis

Table 1: Summary of Financial Impacts

	FTE	Full Year	2023	2024
Costs				
Salaries, Benefits & Employee-related Costs	1	120,600	100,200	20,400
Other Operating Costs				
Funding Sources / Savings				
Internal				
External				
Net Operating Cost (Savings)		\$ 120,600	\$ 100,200	\$ 20,400
Capital Requirements		\$ -	\$ -	\$ -

BUSINESS CASE

Budget Supervisor

Department/Section	Finance
Start Date	July 1, 2023
Type	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service

Executive Summary

This position will oversee the Operating and Capital budget process, including the Operating Budget Forecast, capital project status updates, reconciliations and closings, as well as administer the FMW budget processes, and ensure data integrity in the budget system. In addition, this position will be responsible for enhanced tracking of budget data and statistics to enhance transparency and communication to Council and residents. The Budget Supervisor will be responsible for continuous process improvements and developing the budget engagement tools, including the IMO page, to encourage public participation throughout the year. This position will also work closely with our Procurement team to refine existing procedures and policies with respect to budget management practices (eg. refine reporting and approval of over budget awards) and will be the key contact for operating and capital grant related matters to support the work being done by the Senior Advisor, Grants & Partnerships and the Grants & Strategic Initiatives Coordinator in the Office of the CAO.

The Budget Supervisor will report to the Manager of Budgets and Accounting and will manage 4 existing direct reports (1 SFA and 3 FAs) who are currently designated budget contacts for all departments, including the Library, but excluding Planning and Development.

Background

The budget section of the finance department is set up as a one stop shop to support departments with their financial requirements including budgets. The budget staff are embedded into the various departments to assist with a variety of budget and accounting questions, reports, analysis, and compliance with corporate policies and procedures. This staff ensures that budgets are developed, administered, and analyzed properly. These positions are currently all overseen by the Manager of Budgets and Accounting. In the last few years, there have been many changes in legislation, the addition of new accounting standards and more complex developments within the Town that are requiring the attention of the Manager.

The Lead, Long Range Financial Planning and Development Finance (LLFPDF) position was created in response to the changes to the Development Charges under Bill

BUSINESS CASE

Budget Supervisor

108 and new requirements under Ontario Regulation 588/17 – Asset Management Plan (AMP) and the need to focus on the town’s financial requirements and long-term financial planning related to development and Asset Management (AM). This position was not a newly created position, but a conversion of a Senior Financial Analyst (SFA) who was also a budget contact who consolidated and coordinated the capital budget.

Currently the corporate capital budget process is managed by LLFPDF, while the operating budget process is managed by the Manager of Budgets and Accounting. Shifting these responsibilities to the Budget Supervisor will allow both positions to focus on more strategic initiatives for the department including reserve management reporting, financial planning and policy development, asset management requirements, and financial sustainability plan updates, etc.

The budget process is a full year endeavor and with the various competing priorities, it has become more challenging for the Manager and the LLFPDF to provide the required attention and support to the budget staff and budget process. This new Budget Supervisor would alleviate some of the workload from the Manager and the LLFPDF, provide additional assistance to current budget staff, ensure the data integrity, statistical analysis and tracking are undertaken.

Stakeholders

This position would support enhancement of the Town’s annual budget process, assist current staff with their growing workload, and provide additional analysis for Senior Management, Council and residents. It would ultimately strengthen the budget process and final approval.

Strategic Alignment

This request is aligned with the Investing on Our Community focus area of the 2018-2022 Strategic Plan.

Descriptions

This position would lead and coordinate annual operating and capital budgets, preparing documents for budget review, public engagement and Council deliberation. This position would be responsible for the development of the budget guidelines, timetable and schedule to ensure effective completion by the deadlines. They would provide support to the Manager of Budgets and Accounting, the LLFPDF and the Director of Finance to ensure that multi-year budgets and plans align with Council’s goals and objectives and are in accordance with corporate policies and strategies. The Budget Supervisor would assess and ensure the accuracy and completeness of

BUSINESS CASE

Budget Supervisor

budgets and associated reports, reviewing and analyzing for compliance with guidelines, deadlines and corporate policies, communicating issues and recommending solutions. This position would also be responsible for the coordination and delivery of budget training materials, budget and financial strategy, developing performance measures related to the budget process to monitor ongoing activities, and recommend correction action when variances are discovered.

Expected Benefits and Service Impacts

This position would support budget contacts who are also dealing with increased work volumes, continuous training of staff across the organization and providing feedback, enhancements and updates to corporate policies and procedures. They would work to coordinate and prepare the annual budgets, encourage greater public awareness and engagement in the Town's budget process, provide analysis and funding strategy recommendations.

This position would alleviate some of the pressure on the Manager of Budgets and Accounting and the LLFPDF and allow those positions to focus on changes to legislation that impact the Town, support to departments on financial obligations on more complex projects and developments, new corporate initiatives and projects, and support to Senior Management and Council on financial strategic initiatives.

Comparative Analysis

N/A

Alternative Service Delivery Approaches

The alternative would be to maintain the status quo in the department and have the Manager of Budgets and Accounting and Lead, Long Range Financial Planning and Development Finance coordinate the respective budgets. This is a significant undertaking and will limit their ability to manage, lead and mentor staff, understand and manage financial impacts to the Town regarding increased legislative changes, support expanding departments corporately and provide strategic leadership and support to the Director of Finance, Department Heads and Council.

BUSINESS CASE

Budget Supervisor

Cost / Benefit Analysis

Table 1: Summary of Financial Impacts

	FTE	Full Year	2023	2024
Costs				
Salaries, Benefits & Employee-related Costs	1	158,400	78,400	80,000
Other Operating Costs		3,400	3,400	
Funding Sources / Savings				
Internal				
External				
Net Operating Cost (Savings)		\$ 161,800	\$ 81,800	\$ 80,000
Capital Requirements		\$ -	\$ -	\$ -

BUSINESS CASE

Business System Analyst - Finance

Department/Section	Finance
Start Date	July 1, 2023
Type	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service

Executive Summary

Reporting to the Manager of Budgets and Accounting, the Business Solution Specialist (Finance) will act as the Finance Department's subject matter expert (SME) of the financial systems, focusing on process review and continuous improvement, policy development and will act as a power user of finance technical solutions. This role can help the finance department with basic troubleshooting of technical issues and compile and analyze data through reporting. This role will work closely with all departments to document corporate financial needs from a technology perspective and will work closely with IT to develop and implement a technology roadmap for corporate financial solutions based on those needs.

This position will play a key role in important milestones throughout the year such as year end procedures, audits and budgets. They will work closely with stakeholders in Finance and other Departments to provide an understanding of accounting practices through ongoing training and process improvements. Knowledge of end-to-end finance processes including but not limited to accounts receivable, payroll, cash and banking, taxation, procurement as well as performance reporting, planning and forecasting will be required.

Background

The financial systems within the Town are utilized corporately by staff for recording and retrieving information. The systems are critical for the housing of financial information and the need for data and statistical information is paramount. Retrieving and consolidating data out of the financial systems has been challenging and currently has been requiring significant manual manipulation. Due to security rights, and to ensure the integrity of the financial data, only staff from IT currently have the ability to create and write reports, troubleshoot system and recurring errors, and implement upgrades. As identified in the IT Strategic Plan, there is currently only one person in IT who is responsible for managing the financial systems and this individual is also responsible for multiple other business solutions.

There are periodic system-generated errors that must be addressed immediately to ensure critical processes are completed in a timely manner and or by legislated timeframes. Examples of this include generation of tax bills, uploads to the bank for payroll and accounts payable, and submissions to the CRA for annual reporting. The IT group does an admirable job in addressing these requirements, however, there is often a time lag until issue resolution which causes staff downtime and potential of missing deadlines. The integration of an individual in the finance department that has financial as well as IT technical knowledge will help to provide that link between finance and IT. This individual would be a system administrator in finance to write

BUSINESS CASE

Business System Analyst - Finance

reports and fix routine system generated errors allowing issues to be addressed immediately without the need for IT integration.

As part of the IT Strategic Plan, phase 2 identified that the Town needs to focus on digitization of its core business processes including finance, to streamline and simplify aging paper-based processes. This position will help meet this objective by being the liaison between finance and IT.

Stakeholders

The main stakeholders to benefit from this position would be town wide financial system users and IT staff, as technical issues with the financial system would be addressed immediately with minimal involvement of IT staff.

This position will support finance staff with report writing, trouble shooting system errors and software upgrades. It will also support and be a conduit across the organization for corporate training on the various finance software including, automated purchasing (APS), JDEdwards and FMW (budgeting software).

Strategic Alignment

This request is aligned with the Investing on Our Community focus area of the 2018-2022 Strategic Plan.

Descriptions

This position would be the subject matter expert (SME) on the financial systems used by the town. They would be responsible for troubleshooting technical issues within the various financial systems. They would liaise with IT on various upgrades and enhancements focusing on process review and continuous improvement, policy development and will act as a power user of finance technical solutions. This role will work closely with all departments to document corporate financial needs from a technology perspective and will work closely with IT to develop and implement a technology roadmap for corporate financial solutions based on those needs. They would be the finance system administrator for the various financial systems including the general ledger, payroll, accounts payable, accounts receivable, taxation and budgeting. This position will play a key role in important milestones throughout the year such as year end procedures, audits and budgets. This position will work closely with stakeholders in finance and other departments to provide an understanding of accounting practices through ongoing training and process improvements.

This position would update and create corporate training material and administer corporate training on the various financial systems.

BUSINESS CASE

Business System Analyst - Finance

Expected Benefits and Service Impacts

This position will provide support to the finance department to minimize system down time and work to ensure processes are completed prior to deadlines. Additionally, they would create, update and manage reports for various reconciliations and analysis; project manage system upgrades and revise and provide corporate training. This role will also relieve existing JDE duties from the SFA position who supports the extensive Operations department and has taken a more active role on the Town's investment portfolio.

This position would also support the IT group, be the SME on the finance systems and be the link that would understand both the financial and technical requirements. This role can help the finance department with basic troubleshooting of technical issues and compile and analyze data through reporting. It is expected that this position would also be better able to be proactive in finding efficiencies in the finance system and to do testing on module upgrades and improvements, as well as train staff on any system changes, thus freeing up existing staff time in both the finance and IT departments.

The pandemic has highlighted an increasing need to operate in a digital environment where possible and this position would lead several projects identified to convert some paper-based processes to a more digital framework, including appropriate approval work flows. It is anticipated that this work would create efficiencies in current corporate processes and support staff accommodation plans.

It is also expected that this position would provide ongoing corporate support and training on system tools, thus alleviating some of the workload on budget contacts and procurement staff.

Comparative Analysis

This position is being requested to support the finance department similarly to the request for the Business Analyst - Cityworks in Operations and proposed HR Analyst to support the new HRMS system.

Some municipalities are introducing business solutions specialists into the finance department to provide the needed technical support on financial systems – Pickering recently transferred an IT position into finance to support their new financial system.

Alternative Service Delivery Approaches

One alternative would be to maintain the status quo in the department. This will limit the ability for timely resolution of issues, impacting staff down time; risk that deadlines may not be met, and limit any proactive changes and improvements to the financial systems. Additionally, without added support, there is significant risk of staff burnout.

This work is currently supported by third-party consultants, however, they do not have the in-depth familiarity with the Town's systems and do not actively look for improvements and

BUSINESS CASE

Business System Analyst - Finance

efficiencies. They are a resource to support finance and IT on system errors and technical issues. Without the added internal support, it will be challenging for finance staff to move forward with opportunities for streamlining, simplifying, and digitizing processes.

Cost / Benefit Analysis

Table 1: Summary of Financial Impacts

	FTE	Full Year	2023	2024
Costs				
Salaries, Benefits & Employee-related Costs	1	121,400	60,100	61,300
Other Operating Costs		3,400	3,400	
Funding Sources / Savings				
Internal				
External				
Net Operating Cost (Savings)		\$ 124,800	\$ 63,500	\$ 61,300
Capital Requirements		\$ -	\$ -	\$ -

BUSINESS CASE

Accounting Clerk – conversion from PT to FT

Department/Section	Finance
Start Date	April 1, 2023
Type	<input type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input checked="" type="checkbox"/> Expanded Level of Service

Executive Summary

The conversion of the Accounting Clerk from a current part time position to a full-time position is required to assist with system enhancements, digitization and the volume of entries currently being administered in the accounting section. The PT position has many tasks including entering the daily journal entries for the Active Net, Vtax and Pcard transactions. This position also recently undertook the new implementation of scanning back up documents to the accounting system for various journal entries. The digitization of this process provides significant support to the end user for data analysis, but is a time consuming exercise. The current PT staff has been working full time hours since January 2022 to keep up with the current daily workload and to ensure journal entries are entered on a timely basis. Some new tasks have also recently been assigned to this position from the current FT Accounting Clerk since that desk has also become increasingly busy or has become more time consuming to complete. With the increase to the banking and credit card transitions, the daily bank reconciliation is taking longer to do each day. Several of the account reconciliations that were assigned to the FT position have now been moved to the PT position, thus providing support to convert his position to be full-time.

Background

This position prepares the daily bank transactions and ensures that all items are balanced. Included in this entry are all Active Net and VTAX transactions which can take upwards of 2 hours/day to enter and balance, depending on the volume and if any deposits require investigation. This is currently a very manual process. From 2020 to 2021 the VTAX transactions have increased by 16%, while Active Net transactions have increased by 73%. Although the increase in Active Net transactions is largely due to 2020 COVID related slowdowns in recreation program registrations, some can be attributed to increases in the bookable facilities over the last several years (see PT Facility Booking Representative position request). The current transaction volume requires prompt and accurate posting to ensure variances can be identified and corrected as soon as possible.

New, due to COVID, most of the journal entries are now being done paperless. This process includes a PDF file being saved in a drive for approval to post and is attached to the voucher in the accounting software JDE. This has added time and effort to complete the journal entry process to make sure all back up and approvals are properly recorded. It is anticipated that this process will be kept as it simplifies the task of looking up journal entries and their backup since the need to keep the paper backup is eliminated.

BUSINESS CASE

Accounting Clerk – conversion from PT to FT

Stakeholders

The conversion of this position will assist all departments handling daily cash transactions as this position ensures the funds collected are recorded properly in the accounting system. Additionally, the shift to digital records for entries supports and simplifies data analytics and inquiries from all departments across the organization.

Strategic Alignment

This request is aligned with the Investing on Our Community focus area of the 2018-2022 Strategic Plan as well as aligns with the strategic goal of strengthening corporate governance and innovation.

Descriptions

The conversion from part time to full time would be effective April 2023 and would continue indefinitely. Converting this position to full time would assist in maintaining current work loads, improve processes, and provide for the time to assist with finance projects within the department.

Along with the previous tasks mentioned, this position is also responsible to input all the utilities invoices, including heat, hydro and water for all Town facilities; enter and distribute all accounts receivable invoices to customers; enter all P-Card transactions into JDE, collect backup and code weekly courier invoices to be processed for payment.

The position would also be cross trained with the other full time accounting clerk to cover for vacations and/or illness as required. Each accounting clerk position is responsible for very different daily and weekly tasks that need to be done in a timely manner to make sure items and transactions are properly recorded.

Expected Benefits and Service Impacts

The accounting section assists and supports all other departments so converting this position to full time will enhance the customer service for those departments. It would also help in improving current processes to be more efficient and effective. Providing backup for other positions is key in keeping financial records current and correct. Having an additional FT Accounting Clerk will ensure continuity of processes during absences.

Comparative Analysis

A review of the organizational structures for Finance in other Durham Region municipalities show that there are always at least two full-time accounting clerks in the department. Some have different levels for example there are Accounting Clerk I and Accounting Clerk II positions.

BUSINESS CASE

Accounting Clerk – conversion from PT to FT

Alternative Service Delivery Approaches

The alternative would be to maintain the status quo in the department.

Cost / Benefit Analysis

Table 1: Summary of Financial Impacts

	FTE	Full Year	2023	2024
Costs				
Salaries, Benefits & Employee-related Costs	0.5	23,600	17,600	6,000
Other Operating Costs				
Funding Sources / Savings				
Internal				
External				
Net Operating Cost (Savings)		\$ 23,600	\$ 17,600	\$ 6,000
Capital Requirements		\$ -	\$ -	\$ -

BUSINESS CASE

Summer Student - Finance

Department/Section	Finance
Start Date	July 1, 2023
Type	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service

Executive Summary

Finance is looking to hire a summer student enrolled in a Finance or Business program to assist with a variety of functions during the summer. The student will be shared between sections of the Finance Department (Budgets and Accounting, Procurement and Tax) and will assist with many financial administrative tasks and various projects including: research of best practices for developing stronger financial policies and controls, development and update of various statistics/KPIs, preparing balance sheet and capital project reconciliations, assisting with internal audits, scanning/filing of documents, budget related analysis, and various other tasks as assigned. The student will also be trained to provide backup coverage for vacations where appropriate (e.g. accounts payable/accounts receivable).

Background

Throughout the busy budget preparation cycle (August to February), year end/financial statement audit cycle (January to May), and tax due dates (February, April, June and September), many administrative tasks such as file clean up, financial system reviews/updates, data/report clean up, and boxing of files, are deferred to the summer months. The student would assist staff with administrative tasks, provide coverage support to ensure continuity of service during the summer holidays and contribute assistance and insight to various projects and strategic initiatives being done in a particular year.

Stakeholders

This position would support the finance section at the Town and provide learning opportunities related to municipal finance for business and finance students.

Strategic Alignment

This request is aligned with the Investing on Our Community focus area of the 2018-2022 Strategic Plan.

Descriptions

This position would work from early May to the end of August and would be responsible for assisting the finance department with various administrative tasks including filing and scanning of documents, account reconciliations, budget process documentation, monitoring financial transactions, entering data, maintaining updated records, processing invoices, cheques,

BUSINESS CASE

Summer Student - Finance

receipts and other documents. This position would be in communication with vendors, customers and colleagues while maintaining confidentiality of all actions.

Expected Benefits and Service Impacts

The student will assist finance through the summer months (May to August) when most staff take vacation. This will ensure that necessary tasks are done in a timely manner while allowing for opportunities to clean up administrative tasks that may have been deferred due to budget and year-end constraints.

Students can offer innovative ideas and perspectives on approaches used to accomplish specific tasks and present complicated information. They would be tasked with making suggestions for improvements throughout their time employed in Finance and identify any areas that require further attention.

This position also provides an opportunity for students to learn about municipal finance as a career path. It has been challenging of late to attract and hire qualified finance staff and this opportunity may assist with promoting municipal finance as a career option.

Comparative Analysis

Many municipalities offer summer jobs to students in college and university as an opportunity to provide experience to students and provide assistance to sections during high vacation season. Municipalities such as Scugog, Clarington and Whitby currently offer summer student opportunities in their finance departments.

Alternative Service Delivery Approaches

The alternative would be to maintain the status quo in the department with potential delays in work processes and completion of administrative tasks or hire staff from a temporary agency which would be a more costly endeavor.

Cost / Benefit Analysis

The hiring of a summer student in the finance department provides an opportunity for business and finance students to learn about municipal finance and possibly introduce municipal finance as a career path. It may potentially increase the candidate pool of qualified applicants when departmental vacancies occur. There are potential grant funding opportunities such as the Canada Summer Jobs Grant that could partially offset a portion of the cost of this employment. Grant funding applications will be submitted when possible.

BUSINESS CASE

Summer Student - Finance

Table 1: Summary of Financial Impacts

	FTE	Full Year	2023	2024
Costs				
Salaries, Benefits & Employee-related Costs	0.5	15,400	15,400	-
Other Operating Costs				
Funding Sources / Savings				
Internal				
External				
Net Operating Cost (Savings)		\$ 15,400	\$ 15,400	\$ -
Capital Requirements		\$ -	\$ -	\$ -

BUSINESS CASE

By-law Services Associate & Waterfront Admin Support

Department/Section	Legislative & Information Services – By-law Services
Start Date	May 1, 2023
Type	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service

Executive Summary

The Town’s By-law enforcement program has become more complex over the past several years, with the addition of programs like the Occasional Use Parking Program (OUPP) (2018), the Waterfront Permit & Parking Management Program (2021), and the proactive parking enforcement program (2021). By-law is a 7 day/week, 52 week/year operation, with a total of 6 permanent fulltime enforcement officers, 13 permanent part time enforcement officers, 5 waterfront officers, for 4 months of the year, causing dramatic increases in all of the division’s key metrics including complaints filed, parking tickets issued, ticket review meetings, calls to the By-law telephone queue, emails to the generic by-lawservices@ajax.ca account, social media and council inquiries, and revenue generated. All of these programs and the increased enforcement staff have resulted in an increased demand for administrative support.

The post pandemic landscape and the new “normal” has also added to the administrative workload. With the public and stakeholders pivoting to the utilization of new remote and electronic solutions, those solutions require administrative support such as the preparation of electronic charges and court folders for zoom trials, remote on demand ticket reviews, the processing of trial requests, and support and troubleshooting for the town’s online parking permit systems.

The By-law Section’s administrative contribution is increasingly complex, and that complexity has ballooned in the last 5 years; however, By-law’s administrative support complement has sat at 1 FTE for approximately 20 years. During this time the Town’s annual issuance of parking tickets and by-law complaints have each grown exponentially. While parking tickets generates impressive revenue, it also adds pressures on the by-law phone queue, in the first attendance/ticket review process, in data entry, in court appearances, and so on. Software introduced to support these programs has created efficiencies in certain areas as well as customer benefits but has also brought about the need for significant and ongoing back-end management. These new programs, in addition to others, have created enormous new time pressures for the administrative position, which is not sustainable at the current support levels. An additional administrator is required to review online Waterfront permit applications, provide support to residents applying for parking permits that are not technologically savvy, and to process online permit payments and refunds. This will also better enable the existing Manager and Supervisors to focus on leadership rather than administrative tasks.

BUSINESS CASE

By-law Services Associate & Waterfront Admin Support

Background

Since 2002 the By-law Services division has functioned with one administrative position. At that time, the By-law division employed 3 full time and 2 part time Municipal Law Enforcement Officers (MLEOs) and parking enforcement was a fairly straight-forward, reactive (complaint-based) operation that relied on paper tickets and operated during limited hours. Today in 2022, the By-law Division employs 24 MLEOs, and requires a broad range of support that did not exist decades ago. The Automated Purchasing System (APS), complaint management software (AMANDA), online permit application for licences and parking permits, online payment processing, the telephone queue, online complaints, AppJAX complaints, and website updates, are additional duties that have been added in recent years.

These additional duties have grown in complexity and time consumption. Put simply, By-law has become too big and too complex to be adequately supported by 1 administrative position.

Administration of the newest By-law parking permitting programs involves the following:

OUPP Program (GGC Report dated March 2020)

- Maintenance of permitting system in GTechna software system;
- Reconciliation of payments from vendor;
- issuance of refunds;
- Troubleshooting permit issues and responding to OUPP-related customer inquiries.

Waterfront Parking Management & Permit Program (GGC Report in 2020 and 2021)

- Maintenance of resident & visitor permitting systems in GTechna software system;
- Seasonal intake and processing of applications for free resident and free waterfront guest permits (includes application intake, verification of ID, and permit issuance);
- Troubleshooting customer issues.

Administration of the By-law programs introduced within the past several years involves the following:

APS

- Generating purchase orders and upon approval communicating PO number to vendor
- Confirming product delivery is in accordance with the quote and PO and receiving the purchase within the APS
- Forwarding PO and inventory receipt to accounts payable

Online complaints

- Receiving email in general By-law email account and inputting pertinent information (location and nature of complaint, complainant's person information, etc) into Amanda

BUSINESS CASE

By-law Services Associate & Waterfront Admin Support

- Assigning complaint based on its nature to the full-time officer responsible for the relevant geographical area of Town, or to an appropriate part time officer
- Attaching the email complaint and any submitted photos to the Amanda folder

AppJAX Complaints

- Receiving email in general By-law email account
- Logging on to the AppJAX portal and reviewing the information to determine if it falls under the jurisdiction of By-law or another department
- Reassigning the submission to operations or planning if it is within their purview
- Inputting the pertinent information into Amanda, generating, and assigning the complaint
- Marking the complaint within AppJAX as “assigned”

Part III charges

- Saving the information and summons on the shared drive, printing it on yellow paper for the officer, adding the details to the docket on the shared drive, creating a yellow folder for the crown brief

Trial requests (Part I tickets and parking tickets)

- Adding the details to docket on the shared drive (Part I tickets) or creating a spread sheet with the particulars for the prosecutor (parking tickets)
- advising the officer of their trial dates and forwarding them a copy of the ticket

Non-parking related permit and licence applications

- determination and collection of fee
- reviewing application for completeness including required attachments
- generating business licence folder in AMANDA
- forwarding application package to appropriate officer or section
- issuing permit and filing application

The waterfront management and parking plan is in effect annually from May 15th to September 15th. During the peak usage times of the weekends and statutory holidays within the summer months, by-law services is also requesting an additional Summer Waterfront Officer to complement the existing seasonal officers. Although the existing waterfront complement adequately patrols the waterfront and issues parking offence notices to vehicles without valid waterfront permits, and offences notices to those in breach of the Parks By-law, an additional Officer is required to review residents' online applications for waterfront parking permits. Currently, the waterfront officers rotate this task, which decreases the enforcement presence along the waterfront. The addition of another Officer will ensure that permit requests are reviewed and approved or denied within the expected 24-hour timeline without compromising the presence of enforcement officers along the waterfront.

BUSINESS CASE

By-law Services Associate & Waterfront Admin Support

The addition of this position is expected to be cost-neutral as it is anticipated that the presence of the additional officer along the waterfront will generate an increase in the parking ticket revenue of approximately \$20,000. For this reason, the bulk of this business case focuses on the request for permanent full time administrative support, a By-Law Service Associate

Stakeholders

Customers (including complainants, residents, local schools, parents, etc.) – will notice service improvements as enforcement officers will be freed up from ticket reviews, queue answering, complaint generation and front counter enquiries. With relief from some administrative tasks and queue responsibilities, the enforcement officers will be able to deliver increased services such as: seasonal parking enforcement programs (back-to-school, winter plowing assistance, waterfront parking enforcement, and mid-year DRPS school blitzes). These programs are highly valued by residents. Further, service levels on the by-law are expected to improve.

LIS Customer Service Team – This position provides support by acting as a back up for the switchboard attendant, processing front counter enquiries, and point of sale transactions. The LIS team will have another person to assist during unusually busy times or during staff shortages and will be able to deliver increased customer service.

Enforcement Officers – The enforcement officers will experience an increased speed in the generation of PO numbers for their retention of contractors and the processing of their pending charges.

Finance Department – Currently, By-law Services is delayed in responding to reconciliation issues regarding fees and payments. An additional administrative person would provide for more prompt and careful administration of the financial elements of the various sectional programs.

Software Partner(s) – The administrative position is the point of contact for system upgrades, and specific transaction investigations and will speed up the implementation of improvements and the correction of processing snags.

By-Manager, and Supervisors – will benefit from having less administrative tasks to complete, allowing them more time to focus on projects and managing staff.

Strategic Alignment

This Business Case supports the Town's Strategic Plan in the following areas:

Investing in our community, Goal 7: Ensuring the Town's workforce effectively and efficiently meets the community's needs

Connecting our Community, Goal 2: Providing excellence in customer service.

BUSINESS CASE

By-law Services Associate & Waterfront Admin Support

Description

The By-law Services Associate will be responsible for:

- logging onto the By-law, Animal and Parking queues Monday to Friday 8:30am-4:30pm
- monitoring and responding to incoming emails on the by-law email account, online complaint form, and AppJAX
- generating and assigning complaints
- preparing Part III charges and updating the court docket records
- generating and processing POs and disbursements
- invoicing sign companies monthly for sign permits
- generating disbursements
- compiling sectional statistics
- reconciling payment from the courts
- processing refunds for parking ticket, waterfront and OUPP permits
- receiving and processing applications for Taxi drivers, patio permits, swimming pool enclosure permits, refreshment vehicle permits, etc.
- editing of reports and draft by-laws
- contacting area Municipalities to compile statistics to support sectional projects
- reviewing and approving or denying online submissions for waterfront resident permits, waterfront paradise resident permits and waterfront guest permits
- scheduling of officers for upcoming trials (including Ajax staff and external agencies)
- manage the section's online and physical records storage

In addition, the Town is currently beginning the process of investigating the introduction of an Administrative Monetary Penalty System, which would involve transitioning parking matters away from the courts to an independent tribunal. This is a key strategic priority for the Town, and one that would be supported and administered by this position.

The start date for the position is proposed as May 1, 2023, due to the processing of free waterfront resident and guest permits. This will be a key function of this position and it is necessary for the incumbent to be fully trained and actively assisting with this task before the waterfront parking restrictions are in effect on May 15th. The online portal will be available for permit to begin applying for permits March 1st.

Expected Benefits and Service Impacts

This position would enhance the quality of an important and valued front-line service, by ensuring that residents complaints are received and dispatched to enforcement officers in a timely manner. The added administrative support will enable enforcement officers to be freed up from acting as queue support and give them increased ability to investigate their complaints and consistently meet enforcement timelines.

BUSINESS CASE

By-law Services Associate & Waterfront Admin Support

In addition, waterfront permit applications will be processed within the 24 hour timeline expected by Council. Refunds and residents' requests for customer service will be processed in a timely manner.

This position would also provide much needed relief for the existing Manager and Supervisors, who would be better enabled to focus on projects and managing the staff within the section instead of being overwhelmed by the day-to-day administration of the By-law section. Currently the By-law management team's time has a tendency to be monopolized by tasks that could be completed by the existing singular Bylaw Administrator, such as:

- completion of routine automated purchasing system processes, such as PO issuance and receiving processes
- resolving customer enquiries, processing refunds, and disabling/enabling the third-party parking permit portal
- monitoring and replenishing items of inventory such as office supplies, preprinted forms, notebooks, etc.
- the processing of Part III charges and summons and Part I ticket Early Resolution and trial requests.
- Generating and publishing PSASAC Agendas

Comparative Analysis

Ajax's By-law Division is adequately staffed with Officers, however the customer service queue lags behind established service levels due to the growing volume of calls. The By-law Services queue activity came second the Town's main switchboard in 2021. The overall call volumes, and the length of time to discuss the complex issues of the callers contributes to the need for another permanent full time staff member.

	2021 Queue calls
Main Switchboard	39,391
By-law	21,181
Tax	18,327
ARC	16,992
ACC	12,606
MCC	9,874
Operations	8,142
P&D	3,102
Building	4,143

BUSINESS CASE

By-law Services Associate & Waterfront Admin Support

Alternative Service Delivery Approaches

Status Quo – Not recommended

An alternative option is to maintain the By-law Division as is, with 1 permanent full time administrative position supporting 22 permanent staff and 5 seasonal staff. This option carries the risk of perpetuating the existing situation, where corporate customer service telephone queue standards are consistently not met, waterfront permit requests will not be approved within the required 24-hour timeline and enforcement officers' time will sometimes be spent on administrative tasks, as opposed to enforcement duties.

Service Level/Program Reduction – Not recommended

Another alternative could involve scaling back elements of the By-law services platform such as increasing the expected waterfront permit review timelines and increasing the officers' timelines for complaint investigations. This is not recommended, as these benchmarks are in place to provide timely response to meet the needs and expectations of the Town's residents.

Cost / Benefit Analysis

The Town's new parking enforcement and permitting programs have generated unprecedented non-tax revenues for the Town, which offset the cost of these programs.

For 2022, the sale of parking permits (OUPP and Waterfront) have generated new non-tax revenue of \$100,000. Ticket revenue for parking enforcement in 2022 has reached \$1.2 million.

The position proposed herein is necessary to properly support the By-law portfolio, with emphasis on the parking. The new revenue sources that have been found in the parking division over the last year will contribute to the recovery of the cost of this position.

BUSINESS CASE

By-law Services Associate & Waterfront Admin Support

Cost / Benefit Analysis

Table 1: Summary of Financial Impacts

	FTE	Full Year	2023	2024
Costs				
Full Time By-law Services Associate				
Salaries, Benefits & Employee-related Costs	1	83,200	55,000	28,200
Other Operating Costs		1,500	1,500	-
Part Time Summer Waterfront Officer				
Salaries, Benefits & Employee-related Costs	0.5	18,600	18,600	-
Other Operating Costs		2,100	2,100	-
Funding Sources / Savings				
Internal				
External - Waterfront Parking Revenue		(20,000)	(20,000)	-
Net Operating Cost (Savings)		\$ 85,400	\$ 57,200	\$ 28,200

BUSINESS CASE

HRMS - Business Solutions Specialist

Department/Section	Legislative & Information Services – Technology and Innovation Division
Start Date	July 1, 2023
Type	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service

Executive Summary

The IT Strategic Plan (ITSP) identified a number of priority technology systems that the Town needs to thoroughly review, upgrade, integrate and potentially replace in order to realize the goals of the plan. One of the priority systems identified within the ITSP was the implementation of a fully-integrated corporate Human Resources Management System (HRMS) which should include various modules as identified in the table below:

Administrative HR	Talent Management	Workforce Management
Core HR/HR data management	Candidate relations management and recruitment marketing tools	Time and attendance
Contingent worker management	Recruitment marketing tools	Absence management*
Absence management	Applicant tracking system	Workforce scheduling
Digital HR document management	Onboarding	Other
Organization chart	Performance and goal management	Timesheet
Payroll software	Career and succession management	Workforce planning and modelling
Benefits administration	Learning management system	Voice of the employee
Benefits administration services	Integrated HR service management	Employee wellness

Source: Gartner (February 2020)

As the Town continues advancing in technology, the value of work is being transformed through flexible work arrangements, diversity and culture, and being agile to adapt to the market environment. This evolution has led to a strain in the current Human Resource Information System used by the Town of Ajax.

The pandemic provided an opportunity to review business processes, examine technology and identify workforce implications with the current system. In creating a digital workplace, it is imperative that the Human Resource Solution not only meet the needs of the Town but also drive efficiencies and improve employee experience and engagement.

A new HRMS has been included in the proposed 2023 capital budget. To successfully implement and operationalize the HRMS, an IT resource is required to implement and support the solution once it has gone live. Without approval of this role, the implementation will not be successful and would not be recommended to proceed.

BUSINESS CASE

HRMS - Business Solutions Specialist

Dependant on approval of the HRMS through the 2023 capital budget, the following position is requested to be hired in the Technology and Innovation Division in 2023:

1. Hire 1 Business Solutions Specialist - HRMS

Background

Current State

The IT Projects team has spent the last 2+ years evaluating the current state of various technology systems at the Town. The purpose of these evaluations is to understand where business processes can be made more efficient either through changes in the way people work and/or through technology. The current HR and payroll systems have been thoroughly reviewed and below is the high-level summary of the key findings in assessing the business departments:

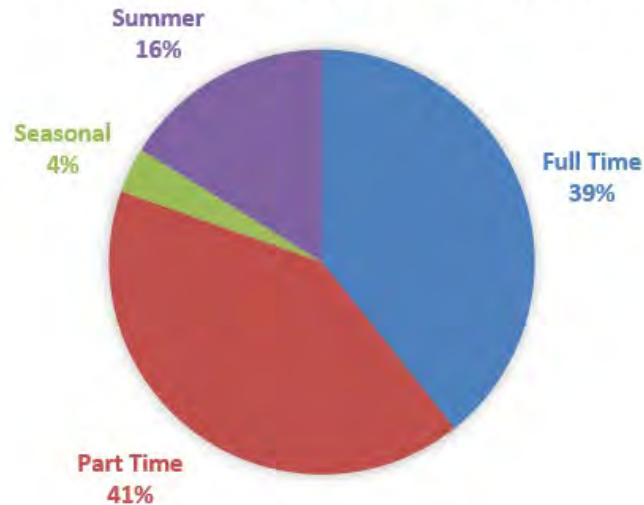
- There are multiple solutions and applications used in managing employee data across the Town.
 - A portion of the cost to run these systems will be consolidated with the HRMS
- High risk in data security as employee information is stored on multiple platforms, documents, and drives, some of which are not managed by the Town.
- There is no standardized method in processing employee information on these systems.
- Business Departments have little or no work instructions to support processes and business continuity.
- Business process and rules to support workflows are ambiguous or poorly defined.
- Current system/technologies require several manual processes to evaluate data and make decisions.
- Submission of timesheets are burdensome for department administrators as they must collate each employee's pay, verify entries, and submit to payroll for processing.

The existing technology platform utilized for these purposes, named "InfoHR", was deployed by the Town of Ajax in August 1996 (26 years ago). The solution was implemented to support workforce management, decision making, planning and employee administration. However, it has fallen short in delivering the expected value. In addition to the issues being experienced, there is no alignment with payroll; employee data is duplicated and manually processed both in JDE (Financial system) and InfoHR.

BUSINESS CASE

HRMS - Business Solutions Specialist

TOA EMPLOYEES AS OF MAY 2022



Payroll and Time & Attendance are another major concern across the Town as many employees are required to fill and submit timesheets bi-weekly. As of May 2022, 61% of employees are hourly (Part Time, Seasonal, Temporary and Contract employees). The process of capturing pay information such as overtime, hours worked, shift allowances, standby pay, etc. are manually calculated and are maintained using excel for each pay period. A great deal of effort is required by department administrators in ensuring that employee information is accurate and delivered in a timely manner to payroll for processing.

Furthermore, there are multiple systems that contain similar, related or duplicate information, but do not interface with one another or with business departments' processes in maintaining employee information. This makes it difficult to get real time, reliable information on employees, accurate data for decision making and effective workforce management.

The current system is no longer sustainable or adequate when considering the growth and maturation of the Town over the past 26 years, and the volume of business processes required to be completed daily.

As of June 2022, the Town has an estimate of 15 systems and applications in use to store, track, maintain and manage employee information. These solutions span across multiple departments to support employee administration. It is important to note that none of these solutions are integrated, hence data integrity and security could be compromised.

The move to a new HRMS will drive operational efficiencies and enable more strategic and well-informed decision-making when it comes to the Town's workforce planning and management.

BUSINESS CASE

HRMS - Business Solutions Specialist

The HRMS system, once implemented, will be one of the largest and complex enterprise applications in use by the Town, and it will require ongoing, dedicated maintenance and support. The Technology and Innovation Division Business Solutions Team does not currently have the capacity to support a new corporate application such as an HRMS and therefore needs an additional staff member to properly support this application. Without the approval of this position, the implementation of the HRMS would not be successful or recommended.

Stakeholders

An HRMS solution will be used by all town staff and all business departments. All persons employed by the town will use the HRMS in some form. Key beneficiaries will also include the Finance and Human Resources divisions who will see major benefits including business enablement, better data for workforce planning and decision-making, etc. Supervisor and Managers in all departments will benefit from more efficient tools to manage employee matters. All stakeholders will benefit from a resource in IT who will be dedicated to the ongoing support, development, and success of the HRMS system.

Strategic Alignment

The HRMS is a recommendation made by the ITSP and aligns with the following goals of the ITSP:

The Town must move towards implementing fully integrated off the shelf solutions, and plan for a number of major business systems initiatives that will support the digitization of business processes in preparation for digital service delivery.

- 1. Enhancements to Amanda (Planning, Permitting, Licensing) systems*
- 2. Fully implement the Cityworks (Work and Asset Management) System*
- 3. Implement an HRMS system that is properly integrated with Financial Systems/Payroll, and staff timesheet/scheduling solutions*
- 4. Work towards a Customer Relationship Management system*

It is critical that each of these initiatives achieve stellar outcomes. Strategy must be thought through, they must be well planned, and appropriately resourced. They must be designed with the customer at the centre, applying the Town's principles of designing processes before selecting technology, and focusing on user experience. Project teams must be empowered to lead change, using proven project and change management practices to manage outcomes.

While it is acknowledged that this represents significant investment – there is a clear need for change.

BUSINESS CASE

HRMS - Business Solutions Specialist

Description

Business Solutions Specialist – HRMS

The HRMS will be a corporate system that is used by all staff. As with any large technical system, IT subject matter experts are required to ensure the system and the components that support the system are functioning properly, updated and secured. Systems like this aren't simply setup by a vendor and they become operational, they require technical support from the town to implement as well as operationalize once the system goes live. A Business Solutions Specialist will be hired to implement the HRMS and will become the day-to-day subject matter expert once the system goes live and is in use by town staff. The support they will provide will include but is not limited to:

- Database management and security
- System maintenance, configuration, and administration
- Service Desk Support
- Reporting, data analytics support
- User and License Management
- Product lifecycle planning
- Continuous improvement and system development

As identified, implementation of an HRMS is dependant on having the proper resources available to support it. Without this role, an HRMS will not be successful.

Expected Benefits and Service Impacts

Hiring a Business Solutions Specialist to support the HRMS implementation and operational requirements will help ensure that the system meets the needs of the corporation. Without this resource the implementation will not be successful. A number of benefits of implementing an HRMS are noted below, and these benefits will not be realized without this position. The benefits and improvements that this role will support include but are not limited to:

- Increased productivity by automating processes
- Reduction in duplication of efforts and consolidation of 3rd party solutions
- Improved operational efficiency by simplifying, updating, and reporting on employee data.
- Increased level of data integrity
- Informed decisions by using analytics and reporting function for budgets, forecasting, labour negotiations etc.
- Promote better employee experience by allowing self-serve functions
- Elimination of manual timesheets
- Reduced use of multiple systems and applications
- Ensure that the Town is meeting legislative requirements
- Faster response time to service requests

BUSINESS CASE

HRMS - Business Solutions Specialist

Comparative Analysis

With a system as large as a HRMS, it is an industry best practice to have a dedicated subject matter expert on the IT team to support it. Other municipalities and businesses alike have similar roles supporting their major technology systems. For example, the Town of Whitby has 3 members of their Business Solutions team seconded to implementing an Enterprise Resource Management (ERP) system. The same staff will then be required to support the system when it goes live. The Town of Ajax for example has this model already in place for its major systems such as: AMANDA (Property Management), JD Edwards (Financials) and Cityworks (Work Order Management)

Cost / Benefit Analysis

The hiring of a Business Solutions Specialist – HRMS is integral to the success of the HRMS implementation and the benefits that a HRMS will have are identified in this business case.

Table 1: Summary of Financial Impacts

	FTE	Full Year	2023	2024
Costs				
Salaries, Benefits & Employee-related Costs	1	121,400	60,100	61,300
Other Operating Costs		-	-	-
Funding Sources / Savings				
Internal - Capital Project		(121,400)	(60,100)	(61,300)
External				
Net Operating Cost (Savings)		\$ -	\$ -	\$ -
Capital Requirements		\$ -	\$ -	\$ -

BUSINESS CASE

IT and GIS Strategic Plans – Staff Requests

Department/Section	Legislative & Information Services – Technology and Innovation Division
Start Date	May/September 1, 2023
Type	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service

Executive Summary

In 2019, the Town of Ajax underwent a thorough review of its IT Division and corporate technology needs and outlined a path forward for Ajax to bring its technology environment up to modern standards, and eventually become a municipal technology leader. The result of this review was the Information Technology Strategic Plan (ITSP), prepared with the assistance of a qualified consulting firm, which was endorsed by Council in March of 2020. The findings of the ITSP included:

- Key gaps in technology resources, skills and capacity that must be filled;
- Existing business solutions that are significantly under-utilized;
- Significant and long-term under-investment in technology including both hardware and software;
- Undertake a corporate GIS Strategic Plan;
- The Town had several failed or stalled business-technology projects; and
- An overall lack of organizational excitement around technology and the potential of technology.

In years 1 through 3 (2020 - 2022) of the ITSP, Ajax has invested significantly in Technology and Innovation to begin ‘undoing’ the issues that had arisen from years of underinvestment. This enabled the division to successfully deliver on key objectives within the plan, completing a wide range of large-scale, critical projects that have dramatically modernized the way staff work, and improved critical elements of the cybersecurity framework. Council’s willingness to make these investments has and will continue to pay dividends.

From a resource perspective, IT staffing requirements made by the ITSP are prescriptive for the first three years of the plan and were based on specific needs that were clear when the plan was written and approved. For the final two years (2023-2024) of the ITSP, the recommendations are not as prescriptive and require that an evaluation of the current needs of the corporation and make requests based on those needs. The plan states “Review existing status and determine new or evolved resource requirements” (pg. 37 of the ITSP). It has proven necessary to re-evaluate priorities in IT over the term of this ITSP, primarily because the cybersecurity landscape has changed dramatically over this period and presented an unprecedented level of risk that requires a level of investment not previously contemplated.

The corporate GIS Strategic Plan (GISSP) was completed by a third-party on behalf of the town through 2021-2022 and was endorsed by council on May 9th 2022. Similar to the ITSP, a thorough review of current use of GIS was completed and the plan made over 200 recommendations to be implemented over a 5-year period. Unlike the ITSP, the GISSP noted

that the current technology state of GIS was in good shape and the “base layer” components were already in place. Due to this, the town is ready to start realizing tangible staff and resident facing improvements almost immediately. However, a key gap found was that the current GIS staffing level in IT need to be increased to implement the recommendations, including a GIS leadership role. This role would be imperative to ensure the success of the GISSP.

For these reasons, and the reasons discussed in this business case, the staffing requests proposed herein represent a current state need for 2023 and beyond, with a focus on establishing a dedicated Cybersecurity team by hiring a Supervisor of Cybersecurity and Infrastructure, the re-establishment of a GIS team by hiring a Supervisor of GIS and a GIS Analyst, and an additional service desk support in the form of part time staff to improve customer service and response times.

The 2023 request for staff in the Technology and Innovation Division is therefore as follows:

1. Hire 1 Supervisor, Cybersecurity and Infrastructure (May start date)
2. Hire 1 Supervisor, GIS (May start date)
3. Hire 1 GIS Analyst (September start date)
4. Hire 1 Part Time – Service Desk Analyst (September start date)

Background

Current State

Council and Senior Management have showed exceptional and unwavering support for technology at the Town of Ajax. This support has and will continue to positively impact staff, council, residents and users that interact in any way with the Town. Continued support will be necessary to reach the goals identified by the ITSP and the GISSP and put the Town in a place to deliver on all the recommendations outlined in both plans.

The ITSP is a 5-year plan, and 2023 represents ‘year 4’ of this plan. Years 1 and 2 were focussed on improving the “base layer” of technology, setting it up for future success by improving our assets, and stabilizing and upgrading the infrastructure. Additionally, the creation of an IT Projects Team has allowed the Town to document numerous business processes, successfully run large projects, and identify areas of improvement. In Year 3, the results of all the investment have started to show in the form of customer facing and staff solutions that have greatly improved how we work and interact with our customers. For example, CityWorks is a multi-year project that was delivered in 2022 and has enabled the Operations and Environmental Services Department to receive service requests and create/complete work orders on tablets and cell phones in the field. In 2022 so far (up to October 20th 2022) the Department issued 13,446 work orders through this means. What was once a stack of paper that was being passed amongst workers and administrative staff, has turned into a completely digital service and aligns with the recommendations made from the ITSP and the goals set out by the town. As another example of the evolution toward leadership in technology, Ajax was awarded the 2022 Municipal Excellence Award from the Municipal Information Systems Association (MISA), for its Waterfront

BUSINESS CASE

IT and GIS Strategic Plans – Staff Requests

Parking Management & Permit Program. The award recognizes municipalities who have undertaken a significant project or set a new standard that other municipalities can follow. Criteria for this award include furtherance of a municipality's strategic objectives using information technology, innovation, and costs savings, efficiencies, and new revenue.

Cybersecurity and Infrastructure

From an information and cybersecurity perspective, the Town has invested heavily in technology and third-party support to monitor its network. What has become abundantly clear is that the cybersecurity portfolio requires the attention of a dedicated staff expert and team who can guide the implementation of projects, lead operational requirements, and provide a strategic outlook for cybersecurity at the Town. Currently, cybersecurity and infrastructure fall under the responsibility of the Supervisor of Infrastructure and Service Desk. The Supervisor oversees the Service Desk which includes but is not limited to: IT customer service, IT business relationship management, operational support for staff and council, all desktop hardware and endpoints, the phone system, mobile devices and productivity software such as the M365 product suite. The Supervisor also oversees the entire cybersecurity and infrastructure portfolio which is critical to the daily operations. This work includes managing risk from cyber threats through strategic planning and implementation, updating critical infrastructure like switches, hosts, SANs and servers and managing the town's network, back-up systems, and firewalls. Simply put, the portfolio is too large for any one person to manage effectively. To ensure that the town is in the best position to defend itself from threats, a skilled, experienced, and dedicated leader is needed who can focus themselves and their team on protecting the town and its data from cyber-threats that are continually growing in volume and sophistication.

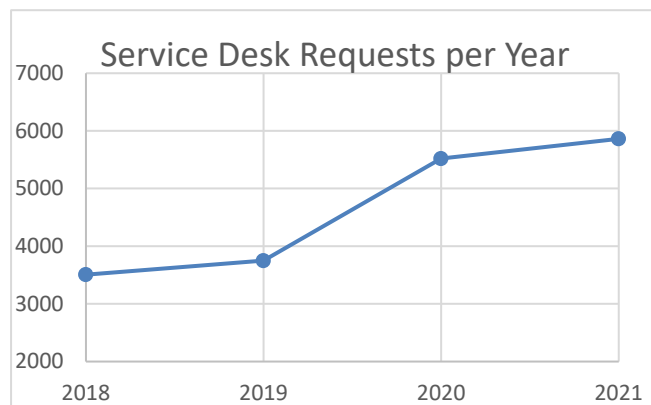
GIS

In 2021-2022, based on a recommendation made in the ITSP, the Town of Ajax underwent a Corporate GIS Strategy (GISSP). This strategy reviewed the current state of GIS and recommended a desired future state of the solution. GIS is used by all departments and is recognized as one of the most important systems that is utilized to enhance the work of staff and improve engagement with citizens. The strategy identified over 200 initiatives to be completed over the next 5 years and although the plan identified a strong current state, a major gap identified was the number of GIS staff and the lack of overall GIS Leadership required to implement the strategy. Unlike the ITSP, the GIS technology (the base layer) is already in a good place and the Town is ready to take advantage of it immediately. To do this, a new GIS team needs to be created within IT requiring a GIS leadership role as well as additional GIS staff. Of note, both the ITSP and the GISSP identified the need for a Supervisor of GIS and the creation of a stand-alone GIS team in 2023.

Service Desk

In 2021 the service desk received 5,862 requests which equates to 22.5 requests per working day. When compared to previous years, the service desk has seen a drastic rise in requests, receiving nearly 10 more a day since 2018. See below for more information:

- 2020 – 5,520 service desk tickets (21/day)
- 2019 – 3,749 service desk tickets (14/day)
- 2018 – 3,506 service desk tickets (13/day)



It is expected that the number of service desk requests will continue to rise in 2023 and in future years due to several contributing factors, including but not limited to:

- The number of staff that the service desk supports town-wide has increased (925 as of November 8, 2022)
- The number of technology devices such as laptops and cell phones has increased (currently 391 cell phones)
- The number of applications and technical systems has increased, over 70 applications are currently supported.

The Town has had one service desk analyst since 2008 when the role was first created. As identified above, the number of requests, staff and technology that this role supports have increased drastically over the years while the number of service desk positions has remained the same. Of note, between 60-70% of requests sent to the service desk are received in the morning.

The support offered by the Technology and Innovation Division would be greatly enhanced by having a part time service desk analyst added to the team. This additional resource will help with the increasing demands that have been put on the service desk and will focus on additional support in the morning and other identified peak times throughout the year.

Stakeholders

The deliverables from the ITSP and GISSP and the actionable items in this proposal will affect all staff and Council who use technology as well as residents.

The GISSP identified that hiring additional GIS Analysts and a Supervisor of GIS will provide the Operations and Environment Services and the Planning and Development Departments with the

BUSINESS CASE

IT and GIS Strategic Plans – Staff Requests

required solutions they need from a GIS perspective. These two departments account for the vast majority of GIS requests in the corporation and account for the majority of opportunities identified in the GISSP.

Strategic Alignment

In addition to aligning with the Town's ITSP and GISSP this proposal also aligns with the Town's 2019 – 2022 Strategic Plan, which states the promise that "We strive to be leaders in all that we do; and foster a vibrant, innovative and connected community." The Strategic Plan further identifies several goals within each focus area that will be fully supported by the IT Strategic Plan, including:

- *Connecting Our Community:*
 - Creating a more engaged community; and
 - Providing excellence in customer service.
- *Investing in Our Community:*
 - Modernizing existing municipal infrastructure and other assets; and
 - Ensuring the Town's workforce effectively and efficiently meets the community's needs.
- *Leading in Our Community:*
 - Strengthening corporate governance and innovation; and
 - Fostering and strengthening external relationships and partnerships to help achieve strategic goals.

Description

Supervisor, Cybersecurity and Infrastructure

A dedicated role is required to lead the cybersecurity and infrastructure portfolio. This role is responsible for maintaining and evolving the cybersecurity program to ensure that information assets and associated technology, applications, systems, infrastructure and processes are adequately protected in the digital ecosystem in which we operate.

There are many reasons why protecting staff and data is vitally important, which support the case for a dedicated Supervisor of Cybersecurity and Infrastructure including but not limited to:

- increased activity and sophistication of hackers trying to do harmful things;
- balance cybersecurity and the requirements to move to a more digital workplace. Securing digital data that was previously paper based; there has been and will be an exponential increase in data that will need to be secured, and the nature of the data being collected and stored is increasingly sensitive, for example:
 - The implementation of solutions identified in the ITSP and GISSP are predominantly digital enhancements from manual processes. These changes need to be thoroughly reviewed and tested for security risks and vulnerabilities;

BUSINESS CASE

IT and GIS Strategic Plans – Staff Requests

- Digital Signature Solution (nearly 1200 documents signed in 2021-2022) through HR Services, this number will grow exponentially as the solution is rolled out corporately;
- All work orders in the Operations department are completed digitally and field staff are working using phones and tablets;
- Future plans for employee or resident portal's (CRM) which will house sensitive data;
- Increased demand for online forms and applications from the public which may require transfer of sensitive information (Senior Snow Application)
- The need to support hybrid staff securely as the option to work-from-home becomes normalized, the threat from hackers has grown exponentially as staff work from home and access is required from outside the physical workspace;
- The requirement to install and maintain critical network infrastructure and supply disaster recovery, and business continuity:
 - Daily backups
 - Redundant systems (Firewalls, network for example)
 - Run emergency exercises and create incident response plans
- The need to have an internal specialist to review security risk of proposed solutions and to provide staff training and cybersecurity programs;
- A requirement to support remote interactions with residents, and enable large-scale virtual events and meetings in a secure manner;
- The move to cloud solutions to enable access anytime and anywhere; and,
- The difficulty encountered by municipalities in obtaining cyber-insurance and the standards that must be obtained to obtain coverage.

A leadership position is required to effectively direct the town through the issues identified above. They will assess security risks and develop plans to mitigate these risks. They will also ensure that the organization's security posture aligns with its business objectives as identified in the ITSP and GISSP. With the increase in cyber attacks and data breaches, more organizations have recognized the importance of hiring a cybersecurity lead, particularly organizations that handle sensitive data, such as personal or financial data like the town does. For example, other local municipalities have a Supervisor/ Managers of Cybersecurity and Infrastructure, including: Whitby, Clarington, Oshawa and Durham Region.

BUSINESS CASE

IT and GIS Strategic Plans – Staff Requests

Supervisor, GIS

GIS projects are inherently complex. Decisions must be made about hardware, software, networking, data standards, data sharing, data security, database design, data maintenance, data creation, priorities of data layers, training, programming, etc. Managing these tasks is the role of the GIS Supervisor and it is a full-time job. To build a fully functional GIS, the GIS Supervisor position is needed to ensure that all departments are involved, and that data is shared between departments. This role will also be crucial in ensuring that staff, residents, and council understand the use of GIS through training and other methods of information sharing. A gap identified through the GISSP is that staff need to have a better understanding of what GIS can do and that opportunities be provided for staff and even external parties to “self serve” to meet their GIS needs. This role will identify and develop a staff training plan and create a strategy and the technology for knowledge transfer that will enable those outside of IT to do some of their own GIS work where appropriate.

The GISSP identified over 200 initiatives that staff will aim to implement over the next 5 years. These initiatives vary in degree of size and complexity, but all the initiatives are designed to make the town a leader when it comes to its use of GIS. In order to successfully implement the recommendations, a Supervisor of GIS is required.

GIS Analyst

The Town completed a corporate GIS Strategy in 2022 and identified hundreds of actionable items to be led through a centralized GIS Team. To realize the plan, it was recommended that additional GIS resources are required to enable departments and the public to maximize the use of GIS. With an additional GIS Analyst, the GIS team will be able to assign the proper GIS resources and focus to support the ongoing and growing GIS needs of the Operations and Planning departments as well as support the ongoing and newly identified needs of the rest of the corporation. Data requirements, including reports and dashboards are required as data improves and grows; these roles will support departments in preparing, developing, collecting, and displaying departmental data. GIS professionals are trained with a strong data background and these roles will be crucial to enabling the town to do more with its data.

An additional GIS Analyst will focus on the operational work of departments, especially Planning & Development Services and Operations & Environmental Services, enabling the GIS Supervisor and the 2 Senior GIS Applications Analysts to lead corporate GIS projects and initiatives.

PT – Service Desk Analyst

The Town currently has one service desk analyst as part of its IT Team. The role of a service desk analyst is to be the first point of contact for the IT division when staff and council need technical support either through a walk-in to IT, a phone call or an email submitted to the service desk. Depending on the complexity and urgency of the request, the service desk analyst would either resolve the issue or assign it to another member of IT. Since there is only one service desk analyst on staff, this individual is only able to help one person at a time, making resolving

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or escalating issues a challenge. This also means that the current service desk analyst is limited in their ability to do other work such as imaging computers or do a site visit for technical support. When the service desk analyst is off-site, on vacation or sick another member of IT needs to back them up and monitor the service desk queue in order to maintain support, taking them away from their main responsibilities.

Service desk requests peak in the morning and tend to slow down throughout the day. By having a Part Time service desk analyst available, IT will be able to better respond to and resolve service desk requests quickly.

Expected Benefits and Service Impacts

The ITSP outlined a work plan for the Technology & Innovation team from 2020-2024. This work plan identifies specific actionable items which will repair the damage of prolonged underinvestment in IT in the past and position the Town of Ajax to meet its goal of becoming a municipal leader in technology. Thus far, Senior Management and Council have shown incredible support and willingness to invest in technology posture, as prescribed by the ITSP. So far, many benefits have been realized from these investments and the Town is continually realizing many more. Significant improvements have been made to technology infrastructure which continue to support the “customer facing” and “staff facing” solutions where benefits will be most visible.

Even with the investment and the progress that has been made, continued funding and resourcing remain important; without it, the vision is unachievable, and the initiatives identified within the strategy will not be delivered in the timeframes identified, and in a number of cases will not be delivered at all. In some cases such as cybersecurity, due to the increased risk that is being seen globally and the constant attacks from all angles on business and governments alike, without further investment in internal resources, the town will be at a greater risk to threats. Some examples of initiatives and resource gaps that need to be closed include, but are not limited to:

- Leadership and strategic focus of the cybersecurity and infrastructure program which includes:
 - Oversight of the security solutions that have been put into place;
 - The need for a dedicated team to focus on cybersecurity to keep up with the constant threats in the environment;
 - Managing, monitoring and responding to security threats proactively;
 - Leading the enhancement of the network infrastructure to meet growing expectations and needs of staff and residents;
 - Overseeing the Town’s back-up program;
 - Management of disaster recovery and business continuity programs;
 - Leading internal security-related tabletop exercises;
 - Testing of backup and disaster recovery processes;

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- Review requests for solutions and properly “vet” them with a security lens before they are implemented;
 - Management of servers and infrastructure to ensure they are up to date with the latest security patches;
 - Oversight of the corporate cybersecurity training program;
 - Support for the Town’s “Physical Security” program.
- Improved internal service and technical support through GIS, for example:
 - 3D modelling of site plans and to show council planned development areas
 - Incident Response Maps/Apps
 - Neighbourhood activities
 - Improved analytics and dashboards
 - The creation of department specific portals
 - A corporate GIS training program
 - Self-Service applications and maps
- GIS Governance
 - Standard operating procedures
 - Improving integrations
 - Workflow enhancements
- Improved services for the public through GIS:
 - Story map of Ajax strategic plan or other key master plans;
 - Web app of assets available for naming rights
 - General town viewer
 - Neighbourhood Services App
 - Road Closure map
 - Public engagement map
 - Grants Story Map
 - Heritage Tour Map
 - Public Economic Development Map
 - Facility available booking app
 - Age-Friendly amenity finder
 - Special Events Story Maps
 - Public Art Walking Tour App
- Data Analytics, Business Intelligence, Dashboards and improved reporting to aid in making better business decisions;
- Service Desk support for the Technology and Innovation Team
 - Increased capacity to receive and respond to service desk tickets
 - Ability to complete more tickets without escalation or re-assignment to other IT staff

The following vision statement was developed for the Town’s Technology & Innovation section through the ITSP:

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IT and GIS Strategic Plans – Staff Requests

To be a leader, an innovator, and a trusted partner in the use of technology for municipal service delivery.

It's a thoughtful statement that projects beyond the timeline of this 5-year strategy to provide inspiration and influence for future corporate technology strategic planning, customer focused thinking and digital service delivery. To achieve this vision, the Town's community and workforce should be fully empowered by technology, digital solutions and capabilities.

Comparative Analysis

Staff Requests:

As noted, Council and Senior Management have demonstrated unwavering support for technology at the Town of Ajax. This support has and will continue to positively impact staff, council, residents and users that interact in any way with the Town. Continued support will be necessary to reach the goals identified by the ITSP and GISSP and put the Town in a place to deliver on all the recommendations outlined therein.

The Technology & Innovation team has grown in the past 3 years with the support of Senior Management and Council. Based on the recommendations in the ITSP, GISSP and comparison to other municipalities, there is still some resource investment required to obtain minimum requirements to support the corporation. Although much improved, IT remains understaffed and therefore challenged to pursue the desired future direction and goals in the ITSP and GISSP.

It is important to note that the number of IT staff should be proportional to the number of total staff – as the number of staff grows the support demands increase. Thus, as the organization grows, it should be expected that the IT department would grow in parallel with the rest of the corporation. Future year staff requests are expected to be more modest given the significant progress and growth made over the term of the current ITSP.

The Town of Whitby, City of Oshawa, Town of Clarington, and the Region of Durham have a Supervisor/Manager of Cybersecurity and Infrastructure. The City of Pickering is also looking at creating this role in 2023.

The Town of Whitby has 3.5 service desk analysts and the City of Oshawa has 4 service desk analysts.

Cost / Benefit Analysis

GIS

The creation of a GIS team will enable the town to take advantage of one of the most important systems that the town has. Information from a GIS reveals patterns and relationships in geographic data not readily discernable in databases, tables, and lists. GIS provides insight into a place (spatial component), helps you focus actions, and enables you to visualize the best options. The benefits of a GIS are countless. Although everyone in an organization has varying

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IT and GIS Strategic Plans – Staff Requests

daily duties, they all share the same ultimate goal: Results. For example, elected officials want to know how GIS delivers a return on the taxpayers' investment, improves the community, makes an organization more transparent, impacts the community for good, optimizes operations, and makes the community a better and safer place to live. Department managers focus on GIS to improve operations, gain insight, manage their tasks better, optimize, and how best to invest resources to benefit all stakeholders. Clear lines of responsibility and accountability, as well as the ability to measure results, are concerns. End-users are concerned with how the tool can assist them in doing their job more effectively and enabling them to retrieve information faster, more holistically, and in such a way as to assist with decision-making. The public wants information in an easy-to-use context, whereby they can make decisions that impact their lives and expedite information retrieval.

Cybersecurity

Cybersecurity remains a major concern and must be addressed by creating a Cybersecurity and Infrastructure team. Incredible investment has been made to support the IT Infrastructure and to upgrade security solutions in the last couple years, and now an organizational shift is required to properly manage these systems. To do this the current Infrastructure and Service Desk team will be divided into two teams, the “Cybersecurity and Infrastructure” Team and the “Client Services” Team. This divide will allow both teams to focus on a manageable portfolio thereby providing better service and solutions to staff, council and residents.

Cybersecurity is a top priority for businesses and municipalities alike, the Town of Ajax is no exception. In 2022, many high-profile data breach cases have made headlines close to home. A couple examples are outlined below:

- Waterloo Region District School Board (WRDSB) had employee information dating back to 1970, including social insurance numbers were accessed through a breach, the cost of the breach is to be determined
- The Town of St. Mary’s had an incident that locked its internal servers and encrypted its data, cost of the breach is to be determined
- Maple Leaf foods experienced operational and service disruptions due to a cyber attack costing the company millions of dollars

Up until recently, municipalities like the town were covered by cyber insurance. The Town of Ajax had cyber insurance in place in the event of a cyber attack. The insurance would be utilized to stop, manage, and recover from a cyber event. Cyber insurance has become incredibly hard to obtain in 2022 since the risk of businesses having a cyber attack and subsequent costs of attacks are so high that insurance companies no longer offer it or have increased the cost of premiums so high that businesses can’t afford it. Additionally, even if a municipality manages to obtain cyber insurance, coverage has been reduced and many types of cyber attacks are not covered (like phishing) begging the question if cyber insurance is even a worthwhile purchase.

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Without cyber insurance coverage (or limited coverage) and the increased successful cyber attacks on business and governments close to home, the creation of a Cybersecurity and Infrastructure team is incredibly important. Investing in this team won't mean the town is immune to cyber threats, but will certainly help in mitigating the risks, cost, reputation loss and recovery that may occur from them.

Service Desk

Hiring a part time service desk analyst will enable the T&I Division to better support service desk requests made by staff and council. Often due to sheer volume of requests, staff and council have to wait for support which may not allow them to be productive until their issue is resolved or a fairly simple issue is escalated to other members of IT who are focussed on other projects. Having extra help in the morning or during peak times will allow staff to be supported quicker and will save other IT staff from being pulled away from other important work.

In order to continue to be the partner that the T&I Division wants to be with business departments, this momentum must continue and further investment in the division is required.

Find below some examples of projects that have been completed or are ongoing being led by the T&I Division which are modernizing the way the Town of Ajax does business.

Project/Change	Status	Benefits/Efficiencies Examples
CityWorks	Complete/Ongoing <ul style="list-style-type: none"> Operations and Environmental Services have 'gone live' and are using the system Building Maintenance being worked on through 2022. 	<ul style="list-style-type: none"> Work Orders, Service Requests and Time Sheets are now completed digitally and not on paper (13,446 Work Orders Jan-Oct 2022) Vastly improved data and reporting capabilities
Digital Plans Submission and Amanda Upgrade	Ongoing <ul style="list-style-type: none"> Q2-3 2023 	<ul style="list-style-type: none"> Improved functionality and ability to integrate with other solutions Residents/Contractors can submit plans through a completely digital process
Microsoft 365 (M365)	Ongoing <ul style="list-style-type: none"> MS Office completed in July 2022 Sharepoint, OneDrive, Teams Q2 2023 	<ul style="list-style-type: none"> Will realize transformative changes to the entire corporation Improved collaboration and access to data Ability to work on any device
E-Signatures	Ongoing	<ul style="list-style-type: none"> Ability to securely sign documents digitally, eliminating the need for manual signatures

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	<ul style="list-style-type: none"> • Human Resources is Live (over 1200 transactions thus far) • Other business departments will be onboarded through 2023 	<ul style="list-style-type: none"> • Over 5500 agreements/contracts expected per year to be signed digitally, eliminating paper and administrative tasks
Tax Certifications Online (TCOL)	Complete	<ul style="list-style-type: none"> • One of the most requested solutions from the public • Allows lawyers to obtain tax certificates virtually • Saves finance and customers significant time
Soft Phone	Complete	<ul style="list-style-type: none"> • Removal of costly desk phones • Ability for staff to use their desk phone through their computer at home or in the office, supporting mobility and flexible work arrangements
Payment Gateway	Ongoing Onboarding Finance first. Completing a corporate needs review	<ul style="list-style-type: none"> • Consistent payment methods for residents and users • Consistency for staff to take payments • Ability to negotiate more preferential payment process fees
Replacement of Fire Apparatus Hardware and implementation of Incident Response Solution	Complete	<ul style="list-style-type: none"> • Apparatus have upgraded hardware, connectivity, and software • Real time solution for incident response and better management/documentation of an incident <ul style="list-style-type: none"> ○ Track progress of incident ○ provide checklists/templates ○ time stamp each maneuver
GPS/Dashcam Hardware and software	Ongoing ○ Q3 2023	<ul style="list-style-type: none"> • All town vehicles will have enhanced GPS capabilities to track work etc. • Some vehicles will be equipped with dashcams • Improved public monitoring web map • Sophisticated data collection for use in business and operational planning

BUSINESS CASE

IT and GIS Strategic Plans – Staff Requests

Council Chambers Upgrades	Ongoing	<ul style="list-style-type: none"> Update the infrastructure in and to the Council Chambers to enable the Audio Visual upgrades (livestream, remote participation, etc.) and hybrid participation
Internal Training Registration Sites and Staff Survey	Ongoing/Complete	<ul style="list-style-type: none"> Development of multiple internal websites for staff to register for various items Included e-mail confirmation for better management; Significantly reduces time and administrative tasks associated with training/event registration
Internet Bandwidth Increase	Q1 2023	<ul style="list-style-type: none"> Infrastructure has been put in place (Firewall, Switches) to enable the town to increase its internet speed at Town Hall and other facilities; speed improvements will increase user productivity
Human Resources Management System (HRMS)	Capital Project 2023	<ul style="list-style-type: none"> A system that includes HR functionality and payroll. Will eliminate up to 15 different systems and databases that town currently uses and improve staff efficiency

The 4 positions requested in this proposal are integral additions to support the corporation and will be key contributors to the Technology and Innovation Division moving forward. These roles will improve the Town’s cybersecurity posture, increase efficiency, improve customer service levels, and provide better data to make informed financial and operational decisions.

BUSINESS CASE

IT and GIS Strategic Plans – Staff Requests

Table 1: Summary of Financial Impacts

	FTE	Full Year	2023	2024
Costs				
Salaries, Benefits & Employee-related Costs				
Supervisor, Cybersecurity and Infrastructure	1	143,200	94,800	48,400
Supervisor, GIS	1	143,200	94,800	48,400
GIS Analyst	1	88,600	29,500	59,100
Part time Service Desk Analyst	0.5	23,800	7,800	16,000
Other Operating Costs		12,200	12,200	-
Funding Sources / Savings				
Internal				
External				
Net Operating Cost (Savings)		\$ 411,000	\$ 239,100	\$ 171,900

BUSINESS CASE

PT to FT Admin. Assistant & FT Training Officer

Department/Section	Fire & Emergency Services
Start Date	July 1, 2023
Type	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service

Executive Summary

In 2019, Council approved the budget for the completion of the Fire Master Plan and a Community Risk Assessment. Upon completion of a Request for Proposal process, Emergency Management and Training Inc. (EMT) completed the 2021 Fire Master Plan and 2021 Community Risk Assessment.

A Fire Master Plan is a strategic long-range plan that provides a framework to guide future policy, organizational, capital, and operational planning decisions that address the hazards identified in the Community Risk Assessment. This Fire Master Plan includes plans for future needs relating to fire apparatus, equipment, facilities, human resources, fire prevention and public safety, emergency communications, emergency response and training as well as discussing the many external influences that impact on the fire service.

As part of the Fire Master Plan, EMT recommends:

- That the Ajax Fire & Emergency Services move the part-time administrative assistant to full time. Currently the Fire Prevention and Public Safety Division (FPPSD) does not have a dedicated administrative assistant and Fire Prevention Officers are often doing tasks that could be done by an administrative assistant and could be reallocating time to inspections. The Fire Master Plan also suggested that the FPPSD continue with its efforts towards meeting the inspection guidelines outlined by the Fire Underwriters and NFPA documents.
- That the Ajax Fire & Emergency Services (AFES) should continue following National Fire Protection Association (NFPA) certification models and training requirements for each position (that requires or recommends certification) to ensure that required skills and training are both maintained. This is recommended to be completed in the short term.
- That AFES hire an additional Training Officer to work in Suppression disciplines, especially if fire department growth is expected. This is recommended to be completed in the short term.

Background

The Ajax Fire & Emergency Services May 2021 Fire Master Plan identified the need to expand the Administration Division as we live in a day and age where the public and businesses expect thorough and expedient responses to inquiries. For almost every major fire that occurs, the Administration Division must process a request for a copy of the fire report and any related documentation. There are currently four administrative support personnel – three full-time and

BUSINESS CASE

PT to FT Admin. Assistant & FT Training Officer

one part-time. The demand for record keeping and reporting to the Office of the Fire Marshall and Emergency Management (OFMEM) has increased with the implementation of the O.Reg. 378/18, requiring the annual review of the Community Risk Assessment (CRA). The OFMEM also requires monthly statistical reporting of call volumes, types, and reports on mandatory fire prevention inspection and outcomes. All of this has placed increasing pressure on the administrative staff of every fire department.

As stated, the 2012 Fire Master Plan called for an increase in Training Division staff. It is important to note that no additional staff were added to this division after 2012.

In addition to this, as part of the Fire Master Plan of 2021, EMT recommended that the Ajax Fire & Emergency Services (AFES) should continue following National Fire Protection Association (NFPA) certification models and training requirements for each position (that requires or recommends certification) to ensure that required skills and training are both maintained. This is recommended to be completed in the short term.

In the Fire Master Plan of 2021, EMT also recommends that AFES hire an additional Training Officer to work in Suppression disciplines, especially if fire department growth is expected. This is recommended to be completed in the short term.

Stakeholders

A change in level of response levels affects all residents, businesses, and visitors to the Town of Ajax including neighbouring fire departments and internal stakeholders as well. With the increase in staffing and the addition of mandatory certifications required for each standard, or level of service provided by AFES staff, there will be a significant workload increase to all divisions of AFES, including the Training and Administration Divisions.

Strategic Alignment

This proposal supports the Town's Strategic Plan by "Providing excellence in customer service". It has become common practice in the fire service to refer to any person or people calling for our services as customers, further to that the internal customers for administration are fire management, the Suppression Division, the Fire Prevention & Public Safety Division, the Communications Division, and the Training Division. Further to this, the internal customers for training delivery is the AFES personnel. In most cases the public expects the fire department to show up to any circumstance and resolve their problem. An additional Training Officer will allow the Training Division the ability to deliver and expand its core training to all AFES staff.

Description

The workload of the Administrative Assistants will be re-aligned, and work will be evenly distributed to allow one dedicated to Fire Prevention to allow the Administrative Assistant to focus more on Fire Prevention Programs and data entry. Also, as part of the Fire Master Plan,

BUSINESS CASE

PT to FT Admin. Assistant & FT Training Officer

EMT is recommending additional staff throughout the department. This too, will add extra workload to the administrative staff.

The AFES Training Division is currently struggling to meet its established service delivery and programming. Part of this issue is the availability of only one Chief Training Officer (CTO) and one Training Officer (TO). There is also an unseen workload in the Training Division (administrative training, data entry and processing) which combined with holidays and vacation schedules creates gaps in program delivery. Additionally, it is important to recognize that the running of the training tower places strains on the Training Division.

In 2021, the Government of Ontario closed the Ontario Fire College. Prior to its closure the Ajax Fire & Emergency Services would send many of its Captains and Platoon Chiefs to the Fire College to receive National Fire Protection Association (NFPA) Officer courses. In addition to this, the Ajax Fire & Emergency Services would also send firefighters and fire inspectors to the Ontario Fire College for certain speciality NFPA courses. As a result of the Fire College closure, additional strains are now being placed upon the AFES Training Division.

Presently in Ontario, there is currently no minimum standard of firefighter certification under the Fire Protection & Prevention Act, 1997. On January 28, 2022, the Ontario Fire Marshall advised that the Office of the Ontario Fire Marshall and Emergency Management (OFMEM) had developed a proposal that would introduce mandatory minimum certification requirements for specific fire protection services. The proposed approach is based on the key competencies and job performance requirements of the National Fire Protection Association Standards. It is expected that the Government of Ontario will move forward with the implementation of this following the completion of the public consultation pieces early in 2022. As a result of the implementation of mandatory NFPA certification, additional strains will be placed on the AFES Training Division.

It is also important to be cognizant of the following. As part of the 2022 Operating Budget, Ajax Council approved the hiring of twenty (20) additional Fire Suppression firefighters. This increase in personnel will also placed a large increase in workload on the AFES Training Division as the Fire Suppression Division will have grown by approximately 24% in one year.

Suggested recommendations from 2012 FMP included the addition of two training officers to meet a more effective ratio of training officers per staff. The purpose to add two training officers was to develop a plan to maintain current training with anticipated future growth. This recommendation was never adopted.

The 2021 FMP is quoted as stating; Overall, the Training Division personnel are managing the basics based on Division resources; however, for the Division to offer training programs in a more efficient and effective manner, it is recommended that the Department: Create an additional TO position to work in Suppression disciplines, especially if fire department growth is expected (short-term).

When compared to the neighbouring regional fire departments Ajax has less staff than its comparators.

BUSINESS CASE

PT to FT Admin. Assistant & FT Training Officer

Training Division Regional Comparators (Based upon 2022 Staffing)

Municipality	Number of Training Staff
Ajax	2
Pickering	3
Oshawa	3
Whitby	4

Expected Benefits and Service Impacts

Additional administrative assistance would be beneficial to support existing department workloads as well as a rise in workload due to increasing demands of the public, corporate initiatives and additional staff hired by AFES to assist/match department growth. With the provincial regulations of mandatory certification, there will be additional workloads for administration to keep up with tracking & filing.

Moving the part-time Administrative Assistant to full-time will provide the opportunity for the Fire Prevention and Public Safety Division to concentrate on inspections as they would complete the following administrative tasks that are currently being done by Fire Prevention Inspectors. Below is a list of tasks which Fire Prevention currently completes that Fire Administration could take on with the additional capacity from this position moving to full time:

Filing of property files

- Filing of Notice of Violations, Ontario Building Code files, smoke alarm notices, S/A & CO declaration forms, Fire Safety Plans & Fire Safety Plan updates.

Electronic Filing / scanning:

- Smoke alarm forms
- S/A & CO Alarm forms
- Fire Safety Plans
- Fire Safety Plan - updates

Pub-Ed:

- LNTB administrative duties (school assignment contacts, handouts for classes etc.)
- GRA administrative duties (crew reports, crew forms)

File Room:

- Property file retention and thinning of property files.
- Architectural Drawings retention program and system at station #2 and existing files and ongoing files.

BUSINESS CASE

PT to FT Admin. Assistant & FT Training Officer

Station 2 Hardcopy Drawings:

- Filing system for current and future drawings. Need cataloguing, filing, and sorting.

With the additional 11 hours per week of administrative assistance dedicated to Fire Prevention, this could free up approximately 1.1 hours per inspector per week which would permit for an increase of approximately up to 50 inspections per year. This directly ties into the recommendation from the FMP that the Fire Prevention and Public Safety Division continue with its efforts towards meeting the inspection guidelines outlined by the Fire Underwriters and NFPA standards.

By having one additional staff in the Training Division, it will allow for more effective program development and delivery as staff will have more time to focus on each individual project. This will improve the ability for Ajax Fire & Emergency Services to meet required programming, training, and certification standards. The current staffing level of one Chief Training Officer and one Training Officer simply does not have the capacity to keep up with the current and anticipated workload increases.

Cost / Benefit Analysis

Table 1: Summary of Financial Impacts

	FTE	Full Year	2023	2024
Costs				
Training Officer				
Salaries, Benefits & Employee-related Costs	1	168,800	83,300	85,500
Other Operating Costs - Uniform & IT Costs		13,900	13,900	-
Admin Assistant conversion (PT to FT)	0.5	47,600	23,900	23,700
Funding Sources / Savings				
Internal				
External - Initial Uniform - 95% DC funded		(10,000)	(10,000)	-
Net Operating Cost (Savings)		\$ 220,300	\$ 111,100	\$ 109,200

BUSINESS CASE

Business Analyst - CityWorks

Department/Section	Operations and Environmental Services
Start Date	July 1, 2022
Type	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project, or Initiative <input type="checkbox"/> Expanded Level of Service

Executive Summary

This position will report to the Office Supervisor, Operations and Environmental Services supporting the current and future departmental framework of the Town's maintenance management software.

The nature of this position is to provide business support to the Operations and Environmental Services department ensuring that business needs are developed and documented, system audits are performed, industry best practices are adhered to, and future roadmaps are created to advance the maintenance management software program. The growth and development of this program lead by the Business Analyst, will work to create an efficient, accurate and well executed operational tool for the department.

The 2021 Core Services Review recommendation #68 as well as the 2020 IT Strategic Plan identified and supported this request for the Business Analysis position.

Background

In 2020 Operations and Environmental Services, as well as IT Services, initiated an IT project to configure the Town's Maintenance Management System within the department. The department and IT successfully implemented the software for Fleet, Operations and Environmental Services in November of 2021. The system is currently being configured for Building Maintenance services.

The intention of this software is to provide consistent end to end service delivery for the requesting of work and/or maintenance by a variety of stakeholders, including the public, internal work groups, and elected officials. For example, a member of the public or resident can submit a request for service on items ranging from tree pruning, pothole repairs, to grassing cutting and litter clean up. Staff adds labour, equipment, and asset related information prior to closing the work order, extracts the data and send it to payroll for processing. This system also extracts data in the form of reports to validate service delivery, identify trends, support asset management, ensure accuracy, determine work volumes, and provide data for benchmarking.

With the rollout of this maintenance management system software, there is the need to ensure that a sound governance structure exist, and that timely and consistent system maintenance procedures are in place to ensure data inputs and outputs are accurate, relevant and captures the specific needs of the department.

BUSINESS CASE

Business Analyst - CityWorks

The Business Analyst position will ensure that operational needs of the department are met and work in conjunction with IT Services to enhance the current system architecture to expand on the use of the software for future needs within the department.

Stakeholders

N/A

Strategic Alignment

This request aims to fulfil "Investing in our Community" with the following action item: "Invest in Town resources to maintain excellent service delivery in response to growth and changes in legislative requirements."

Description

To properly ensure the success and ongoing growth of the maintenance management system, an investment in the creation of a Business Analyst position within the Operations and Environmental Services department is an essential requirement.

This full-time position will develop an understanding of each relevant departmental business area to recommend appropriate solutions, required changes or amendments and best practices. The Business Analyst will rely on their technical skills to develop and test system changes in the appropriate environment for deployment.

As the software program develops and matures in use and functionality, this position will be responsible for creating a departmental road map for future growth, with the expansion from a technology and business process perspective. The Business Analyst will use their skillset and working relationship with IT Services to ensure that the future departmental growth plans, GIS (Global Information Services) and asset infrastructure, as well as the system architecture, are aligned for increased efficiency.

To ensure operational accuracy, this position will complete system audits and testing functionality of the reporting tools used. As Staff uses reports exported from the software systems for essential corporate functions, such as payroll reporting, it is critical that the system data is accurate, complete, and monitored frequently to ensure that the Town is complying with collective bargaining agreements, Employment Standards Act and Town policy as it relates to payroll processing. Since town staff intends to use system data to assist with reports involving compliance to legislated Minimum Maintenance Standards (MMS), this position will ensure that reporting methodologies are sound and redundant.

As previously mentioned, the 2021 Operations and Environmental Department Core Service Review as well as the 2020 IT Strategic Plan recommended the need for a full-time Business Analyst resource.

BUSINESS CASE

Business Analyst - CityWorks

Expected Benefits and Service Impacts

The approval of the Business Analyst position will assist in future planning, system auditing, continuation of business modelling, as well as ongoing training and development for all software users within the department. This work will ensure that the input and output of information from the software system has a high level of accuracy and efficiency.

Currently, the IT Services department is responsible for business process development, basic front-end troubleshooting, and training tasks. This position would alleviate the current pressure placed on the IT Service department to assist in the maintenance of departmental issues. The Business Analyst would become the point person within the Operations and Environmental Services department funneling all system and IT questions, problems, and issues through this role before engaging with IT Services. As well, it will eliminate duplication of issues being actioned by IT Services, allowing the IT team to focus on prioritized issues.

Comparative Analysis

N/A

Alternative Service Delivery Approaches

Operation and Environmental Services department staff could find no alternative approach to completing this work to the same level of involvement required of this position within the department. The successful Business Analyst is expected to become entrenched in the detail workings of the department, its successes, gaps, and opportunities for improvement. This role also requires a long-term commitment to the growth and development of the software system. Outsourcing this work to a third-party consultant would not produce the in-depth detail required of the role and would be costly due to current inflationary pressures.

Cost / Benefit Analysis

Table 1: Summary of Financial Impacts

	FTE	Full Year	2023	2024
Costs				
Salaries, Benefits & Employee-related Costs	1	99,800	66,100	33,700
Other Operating Costs		3,400	3,400	
Funding Sources / Savings				
Internal				
External				
Net Operating Cost (Savings)		\$ 103,200	\$ 69,500	\$ 33,700
Capital Requirements		\$ -	\$ -	\$ -

BUSINESS CASE

Environmental Service Workers - Grounds Maintenance

Department/Section	Operations and Environmental Services - Environmental Services
Start Date	April 1, 2022
Type	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project, or Initiative <input type="checkbox"/> Expanded Level of Service

Executive Summary

Reporting to the Supervisor of Grounds Maintenance and Sports fields, the four (4) Environmental Service Worker (ESW) positions will be conversions from four (4) part-time seasonal staff and offset with costs of the boulevard grass cutting contracted services budget. These positions will primarily assume the responsibilities of the Town and Regional boulevard grass cutting services in the spring, summer, and fall.

In the winter, these positions will assist with services such as winter control for parking lots, sidewalks, trails and required handwork. As well, the four ESWs would assist with other services such as emptying parks waste containers, community ice rinks, general repair to infrastructure, and picking litter as needed.

Background

Over the past number of years, the Town has, and continues to struggle with various contractors regarding the delivery of specified levels of service for the maintenance of Town and Regional boulevards. Consequently, the Town has dealt with high volume of complaints from residents regarding inadequate services for litter collection, grass cutting and string trimming. In addition, the Town has had to end its contractual arrangement with the past three contractors retained to deliver this service.

The Core Services Review completed in 2021 revealed the ratio of part-time staff to full-time staff as high (40% full time versus 60% of part-time) and recommended the optimal ratio to be the opposite, with a higher weight on full-time staff. The review also acknowledged that the current boulevard grounds maintenance contract has been a historical challenge and recommended that staff should consider in house delivery of this service.

Recent changes in the collective agreement allow for expanded hours of work, which permit ESWs to work on weekends and evenings. In the past, rain delays prevented the completion of grounds maintenance work during normal working hours and with these changes, it will allow staff to complete these services outside of normal business hours to maintain and deliver the required level of service.

Stakeholders

Ajax residents and businesses, visitors and tourist.

BUSINESS CASE

Environmental Service Workers - Grounds Maintenance

Strategic Alignment

This request aims to fulfil "Investing in our Community" with the following action item: "Invest in Town resources to maintain excellent service delivery in response to growth and changes in legislative requirements"

Description

The proposed start date of these positions would be April 1, 2023. It would allow for hiring and training of staff in time to deliver the grounds maintenance services and complete the expected summer workplan. The hiring of full-time staff will help reduce the impact of high seasonal staff turnover through retention of fully trained and experienced staff available to deliver service delivery expectations.

Expected Benefits and Service Impacts

If approved, the hiring of the full-time ESW's would be beneficial to have year-round staff to deliver the expected services such as grounds maintenance, litter collection, snow removal including senior snow, outdoor ice rink maintenance, and infrastructure repairs. These full-time resources would assist in meeting the growing community needs and growth experienced in the parks system over the last number of years and along with the new expanded hours of service the full-time staff will be in a better position to meet service levels expectations.

Comparative Analysis

With each municipality operating their business slightly different overall, it is difficult to compare some service delivery.

Other municipalities have started to move away from part-time staff due to the higher turnover, lack of knowledge and experience.

The time invested to hire the number of part-time seasonal resources is high as most candidates applying for positions have little to no experience.

Due to lack of skill and experience, staff spends a great deal of time to provide extensive training to newly hired staff. Learning curves are greater and staff need more time to develop and gain the necessary skills and experience to complete these tasks.

Alternative Service Delivery Approaches

Continue with contracted boulevard maintenance services but risk the commitment to the Town and Region to deliver the expected services. Note, staff estimated the 2023 budgeted costs for this service at \$197,400 and driven by recent inflation.

BUSINESS CASE

Environmental Service Workers - Grounds Maintenance

Contracted service is seasonal, from May to November. In contrast, full-time staff allows for year-round delivery of services and quicker deployment of resources, when required.

Cost / Benefit Analysis

Table 1: Summary of Financial Impacts

	FTE	Full Year	2023	2024
Costs				
Salaries, Benefits & Employee-related Costs	2	235,000	143,100	91,900
Other Operating Costs		5,000	5,000	
Funding Sources / Savings				
Internal - Contract (2023 budgeted value)		(197,400)	(197,400)	
External				
Net Operating Cost (Savings)		\$ 42,600	\$ (49,300)	\$ 91,900
Capital Requirements		\$ 363,900	\$ 363,900	\$ -

BUSINESS CASE

Environmental Service Workers – Special Events

Department/Section	Operations and Environmental Services - Environmental Services
Start Date	April 1, 2022
Type	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project, or Initiative <input type="checkbox"/> Expanded Level of Service

Executive Summary

Reporting to the Weekend Supervisor of Special Events and Senior Snow the four (4) full time Environmental Service Worker (ESW) positions will be conversions from four (4) Seasonal staff. The ESW staff would primarily assist with the delivery of special events on weekends, assist permit holders and complete litter collection in high traffic areas such as the Waterfront, Greenwood and Paulynn Park

Additionally, these staff will assist with the fall/winter season services such as winter control for parking lots, sidewalks, trails and required handwork. As well, staff would assist with other services such as emptying of garbage cans, general repair to infrastructure, and picking litter, as required.

Background

Over the past number of years, part-time staff including seasonals and students worked during the spring, summer, and early fall to assist on weekends with special events, permits and litter collection. However, the Town has, and continues to face ongoing challenges with hiring and retaining a full complement of seasonals and students to meet expected service levels for the maintenance of Town's infrastructure and delivery of special events.

Core Services Review completed in 2021 revealed the ratio of part-time staff to full-time staff as high with 40% full-time versus 60% part-time and recommended the optimal ratio should be the opposite with a higher weight on full-time staff.

Recent changes in the collective agreement allow for expanded hours of work which permit ESWs to work on weekend and evenings. ESW staff would work primarily in the summer months on weekends and if required, may include evening work to meet the requirements for programed Recreation events and permitted sites along the Waterfront, Greenwood and Paulynn Park.

Stakeholders

Ajax residents and businesses, visitors and members of the public.

Strategic Alignment

BUSINESS CASE

Environmental Service Workers – Special Events

This request aims to fulfil "Investing in our Community" with the following action item: "Invest in Town resources to maintain excellent service delivery in response to growth and changes in legislative requirements"

Description

The proposed start date for the new staff is April 1, 2023. It would allow for hiring and training of staff in preparation of service delivery for the 2023 spring/ summer weekend events. The hiring of full-time staff may reduce the impact of the high seasonal turnover through retention of fully trained and experienced staff available to meet the required level of service.

Expected Benefits and Service Impacts

With an increase in the volume of community events and private outdoor permits, there is a need for dedicated resources, with an emphasis on customer service, to support the range of activities that occur on weekends during the spring and summer. Trained full time staff will support these services including customer service support and waste management issues. These positions will also support additional services, year-round, such as grounds maintenance, litter collection, snow removal including senior snow, outdoor rink maintenance, and infrastructure repair. These full-time resources would assist in meeting the growing community needs, growth experienced over the last number of years to the parks and along with the expanded hours of service, staff will be in a better position to deliver service levels expectations.

Comparative Analysis

With each municipality operating their business slightly different overall, it is difficult to compare service delivery. Other municipalities have started to move away from part-time staff due to the higher turnover, lack of knowledge and experience. Time invested to hire the number of part-time seasonal resource is high as most candidates applying for positions have little to no experience. Due to lack of experience, staff spends a considerable amount of time to provide extensive training for newly hired staff. Learning curves are greater and staff need more time to develop and gain the necessary skills and experience to complete required tasks.

Alternative Service Delivery Approaches

Continue with the use of part-time resources but run the risk of service level shortfalls from difficulty in hiring and retaining staff.

As a result of current inflationary pressures, the Town has experienced considerable increase in contracted service costs. As well, contracted service is seasonal only, whereas full-time staff allow for year-round delivery of services and quicker deployment of resources, when required.

Cost / Benefit Analysis

Table 1: Summary of Financial Impact

BUSINESS CASE

Environmental Service Workers – Special Events

	FTE	Full Year	2023	2024
Costs				
Salaries, Benefits & Employee-related Costs	2	235,000	143,100	91,900
Other Operating Costs		5,000	5,000	
Funding Sources / Savings				
Internal				
External				
Net Operating Cost (Savings)		\$ 240,000	\$ 148,100	\$ 91,900
Capital Requirements		\$ -	\$ -	\$ -

BUSINESS CASE

Operations Technologist - Technical Services and Maintenance Contracts

Department/Section	Operations and Environmental Services
Start Date	July 1, 2023
Type	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project, or Initiative <input type="checkbox"/> Expanded Level of Service

Executive Summary

This position will report to the Supervisor of Technical Services and Maintenance Contracts.

The nature of this position is to provide contract administration and technical support to the Technical Service Section of the department. This includes contract administration for regular maintenance contracts that require dedication and focus to ensure efficiencies, effective management, contract performance and cost management.

The contracts range from large scale daily on-going maintenance to routine contracts with significant seasonal and customer service demands that are required to protect our roadways, sidewalks and infrastructure system/assets as well as comply with the Minimum Maintenance Standards (MMS) and our service level objectives for customer service.

Background

The Sidewalk Maintenance Contract requires daily ongoing management. These contracts are currently managed within the Infrastructure and Asset Management section of the Department through a contracted consulting service.

Several other routine maintenance contracts require a significant amount of dedicated time to administer responsibly. These contracts are currently administered and delivered by the Infrastructure and Asset Management section and Operational Supervisor. In addition to the benefits of the centralization of the maintenance contracts, under the Occupational Health and Safety Act, Supervisors have a responsibility for the health and safety of their direct reports. This would include ensuring a safe work environment and appropriate safety policies and protocols are followed routinely. Over time, the administrative burden to administer these contracts responsibly has limited the amount of time the supervisor is able to spend in the field overseeing staff.

Stakeholders

N/A

BUSINESS CASE

Operations Technologist - Technical Services and Maintenance Contracts

Strategic Alignment

This request aims to fulfil "Investing in our Community" with the following action item: "Invest in Town resources to maintain excellent service delivery in response to growth and changes in legislative requirements".

Description

The focus of this position will directly oversee the Sidewalk Maintenance Contract which requires daily ongoing management, accurate record keeping and significant technical and customer service skills. This program is directly tied to compliance of the Minimum Maintenance Standards and the associated claims received.

The Streetlight Maintenance Contract is high-volume, technical in nature and labour demanding contract that is currently being managed within the Technical Services section. This position will provide support to the streetlight maintenance contract including the management of locates. In addition to providing excellent customer service and maintaining public security, the response to repair a streetlight is determined by the Minimum Maintenance Standards.

The Park and Walkway lighting contract is currently administered by the Infrastructure and Asset Management section. This position will assume the responsibility of the management of this contract to allow the Infrastructure and Asset Management section to focus on capital projects.

The Operations Technologist will also lead the administration and delivery of other maintenance contracted services such as street sweeping, storm sewer flushing and catch basin cleaning including conducting various cost and performance analysis to ensure the most effective delivery of services methods continues to be delivered.

Expected Benefits and Service Impacts

The continuation of centralizing maintenance contracts will ensure that each contract can be focused on customer service, project performance management and accurate budgeting and forecasts. This will allow staff within the Infrastructure and Asset Management section to concentrate on capital work and the management of Town assets as legislatively required as well as reduce the administrative burden of the Operations Supervisor to provide more time to oversee staff in the field.

Centralizing the collection and management of the data generated by these programs will result in a more effective means to tracking compliance with legislation, associated costs of the program, and the ability to defend claims against the Town. In addition, this will permit other supporting/lead staff to focus on primary functions and controls such as health and safety of our workers, preparedness, communications, legislation changes, new best practices and customer service and the overall management of the services.

BUSINESS CASE

Operations Technologist - Technical Services and Maintenance Contracts

Comparative Analysis

With each municipality operating their business slightly different overall, it is very common amongst many municipalities to employ a similar business model for the management of contracts, data collection, cost analysis and technical support.

For example:

- Town of Whitby - Operations Technician;
- City of Pickering - Coordinator, Roads and Infrastructure Maintenance Contracts;
- City of Oshawa - Road Technologists;
- Township of Scugog - Public Works Technologist;
- Region of Durham - Operations Technologists;

Alternative Service Delivery Approaches

An alternative service delivery approach is to retain a contract administrator to oversee this service. This is the way the service has been delivered in the past. The primary concerns we have experienced, relates to the customer service and engagement required to support this program with Ajax residents. Advanced communication, conflict resolution, follow-up on deficiencies, are all examples that frustrate residents when not dealing directly with Town staff.

This position is considered part of our essential business services that requires consistency and responsible control over various aspects of the job. Coupled with the steep inflationary costs we face today; Internal staff are invested in our culture and community, therefore adding additional layers of benefit to that of contracted consulting services.

Cost / Benefit Analysis

Table 1: Summary of Financial Impacts

	FTE	Full Year	2023	2024
Costs				
Salaries, Benefits & Employee-related	1	109,700	54,300	55,400
Other Operating Costs		3,400	3,400	
Funding Sources / Savings				
Internal - Sidewalk Curb Contract		(70,000)	(70,000)	
External				
Net Operating Cost (Savings)		\$ 43,100	\$ (12,300)	\$ 55,400
Capital Requirements		\$ -	\$ -	\$ -

BUSINESS CASE

Crossing Guard Supervisor

Department/Section	Operations and Environmental Services
Start Date	May 1 st , 2023
Type	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project, or Initiative <input type="checkbox"/> Expanded Level of Service

Executive Summary

This position is being requested as a conversion from a current part time position to a full-time position and will continue to report to the Office Supervisor, Operations and Environmental Services.

The nature of this position is to provide enhanced Crossing Guard Supervisor duties ensuring that continuation of Health and Safety checks, supporting increased recruitment and training as well as the continuous delivery of the crossing guard program.

The conversion of this position from a part time to a full-time resource will help address the growing need to ensure crossing locations are safe and secure for pedestrians and address any problems, issues or concerns raised by the general public and school boards. This position will also support various additional essential duties such as recruitment, training, and financial management.

This request for a full time Crossing Guard Supervisor was identified and supported in recommendation #65 of the Administrative Services - Operations Core Service review, conducted in September 2021

Background

The crossing guard program within the Town of Ajax currently employs 72 crossing guards at 57 locations within the borders of Ajax. Crossing guards provide services to 33 schools within the Durham District School Board (DDSB) and Durham Catholic District School Board (DCDSB) systems. Crossing Guards are tasked with ensuring the safe crossing of pedestrians in the roadways of designated school zone areas.

The crossing guard program is comprised of functions such as administering the daily activities within each crossing location, maintaining attendance and coverage, as well as conducting a number of technical evaluations, health and safety inspections and training and recruitment.

The Crossing Guard Supervisor works as a liaison between the Town of Ajax and the Durham District and Durham Catholic District School Boards as well as attends to problems, issues, concerns and conflicts involving crossing guards, student, parents and school officials. This position also participates in payroll activities and budget management for the crossing guard program.

BUSINESS CASE

Crossing Guard Supervisor

Stakeholders

N/A

Strategic Alignment

This request aims to fulfil "Investing in our Community" with the following action item: "Invest in Town resources to maintain excellent service delivery in response to growth and changes in legislative requirements".

Description

Currently a part time position within the Crossing Guard program, Operations and Environmental Services is looking to undertake a conversion of the current position making it a full-time permanent role.

The conversion from a part time to a full-time role will allow the Town to invest in a number of areas within the crossing guard program ranging from health and safety, recruitment and training, and program monitoring.

Although Ajax is, geographically, a small municipality, its high density and movement of people in and out of Ajax, have caused concerns in the community regarding pedestrian safety. Over the past number of years, the Town has experienced significant growth resulting in an increase of schools and consequently the need for expansion of the crossing guard program.

As growth continues to contribute to an increase in pedestrians and vehicular traffic in school zones around the Town, more schools are reporting on an upsurge in aggressive drivers as well as congestion on school and surrounding streets. Through continuous monitoring and identification of solutions, this position will provide a dedicated resource to address and respond to these concerns including dealing with drivers, school and pedestrian complaints and conflicts as well as conducting investigations. Additionally, this position through additional hours, allows the Town to be proactive by conducting health and safety inspections to identify and address concerns.

Retention of crossing guards has been and continues to be an ongoing, consistent provincewide problem. Prior to the start of the pandemic and to combat the rate of attrition, Operations and Environmental Services was pressed to recruit crossing guards 17 times throughout a given year. From 2019 to 2022, the Town of Ajax Crossing Guard program has operated at a vacancy rate of approximately 23-27%.

Recruiting for these positions consumes a considerable amount of staff time and resources. As part of the recruiting process, the Crossing Guard Supervisor provides extensive training to new guards as well as continuous refresher training for existing crossing guards. This training requires consistent support from the Crossing Guard Supervisor in a classroom format as well

BUSINESS CASE

Crossing Guard Supervisor

as onsite to ensure guards understand their responsibility in a roadway as governed by the Highway Traffic Act. Converting this position from a part time to a full-time compliment would assist in the ongoing required recruitment and training.

This converted role would also be responsible for ongoing program maintenance, including the upkeep of best practices, legislative requirements, technical evaluations, payroll management and financial planning.

As previously mentioned, the conversion of the part time Crossing Guard Supervisor to a full-time position was recommended in the Operations and Environmental Services Core Services Review conducted in September 2021.

Expected Benefits and Service Impacts

It is expected that the conversion of the Crossing Guard Supervisor position from a part time position to a full-time resource will improve efficiencies including, continuous and timely completion of essential health and safety inspections, proactive recruitment to potentially reduce impact of vacancies, and provide ongoing essential training in the crossing guard program.

These efficiencies will enhance service delivery through improved public confidence and conflict avoidance.

Comparative Analysis

A comparative analysis has been completed regarding the number of municipalities that employ a Crossing Guard Supervisor or Crossing Guard Coordinator in a full-time capacity. The following is the respective list, highlighting the municipality and job title of the positions.

Municipality	Job Title
Belleville	Crossing Guard Coordinator
Brampton	Supervisor, Crossing Guards
Burlington	Supervisor of School Crossing Guards
Cambridge	Crossing Guard Coordinator
Fort Erie	Crossing Guard Coordinator
Grimsby	Crossing Guard Supervisor
Guelph	Crossing Guard Coordinator
Halton Hills	Crossing Guard Supervisor
Kitchener	Traffic Engineering Technologist
London	Crossing Guard Supervisor
Markham	Crossing Guard Supervisor
Milton	Manager, Traffic
Mississauga	Supervisor, Crossing Guards
Niagara	School Crossing Guard Coordinator
Oakville	Program Leader, Traffic Services
Orillia	Crossing Guard Coordinator

BUSINESS CASE

Crossing Guard Supervisor

Municipality	Job Title
Oshawa	Crossing Guard Supervisor
Ottawa	Crossing Guard Coordinator
Sault Ste. Marie	Crossing Guard Supervisor
Thorold	Crossing Guard Coordinator
Thunder Bay	Crossing Guard Supervisor
Vaughan	Crossing Guard Supervisor
Windsor	Crossing Guard Coordinator
Whitby	Transportation Project Engineer

Alternative Service Delivery Approaches

Operations and Environmental Services has previously reviewed the cost of outsourcing the Crossing Guard program and found that third party contractors would be extremely cost prohibitive for the municipality as the costing approximately double the current salary and benefits of the existing complement of Crossing Guards and Crossing Guard Supervisor.

Cost / Benefit Analysis

Table 1: Summary of Financial Impacts

	FTE	Full Year	2023	2024
Costs				
Salaries, Benefits & Employee-related Costs	0.5	65,500	43,400	22,100
Other Operating Costs				
Funding Sources / Savings				
Internal		-		
External				
Net Operating Cost (Savings)		\$ 65,500	\$ 43,400	\$ 22,100
Capital Requirements		\$ -	\$ -	\$ -

BUSINESS CASE

Fleet and Inventory Supervisor

Department/Section	Operations and Environmental Services
Start Date	May 1, 2023
Type	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project, or Initiative <input type="checkbox"/> Expanded Level of Service

Executive Summary

This position will report to the Manager of Fleet Services

The Supervisor of Fleet and Inventory Services will be responsible for the general administration and operational functions of fleet and inventory services which include the following:

- The day-to-day scheduling of staff, contract administration and work plan development to address unplanned repairs, preventative maintenance, work order and invoice processing, procurement and inventory control
- Utilize Fleet software as a maintenance management system, tracking labour costs and parts for each work order, leveraging information to generate reports to assist in making good business decisions regarding the Town's fleet of vehicles
- Ensure compliance with various legislations, agencies, and processes such as the Highway Traffic Act, Motor Vehicle Inspection Stations, Ontario College of Trades and the OHSA and Employment Standards Act
- Assist in the planning, organizing, forecasting, developing and executing the Town's Capital Fleet Budget in alignment with the long-range capital budget and the Town's Green Fleet Strategy
- Assist in the planning, organizing, forecasting, developing, and executing the section's annual Operating Budget
- Monitor and support the management of the Corporation's Commercial Vehicle Operator's Registration (CVOR) and Commercial Vehicles Inspections (PMCVI)
- Provide technical guidance and assistance to employees

Background

In 2022, a Core Services Review was completed for Operations and Environmental Services. As part of the review, one of the findings was the recommendation for a standalone Fleet Section within the department.

Fleet Services serves a corporate function that supports all departments within the Town. Currently, Fleet and Inventory are part of the Operations Section within Operations and Environmental Services.

BUSINESS CASE

Fleet and Inventory Supervisor

In recent years, significant changes in legislation, and investments in technology have been made, which provide opportunities to better align areas of responsibility within the department.

Through the Core Services Review, it was recommended that the Operations Section should focus on its primary mandate, which is road maintenance, including winter control. Changes in provincial legislation have placed increasing administrative requirements on documenting processes and maintaining records as it relates to winter maintenance activities, in addition to the requirement to support the on-going development and maintenance of Asset Management Plans.

By creating a Fleet Services Division, dedicated resources will be able to better advance many corporate policies, advance business processes relating to the Fleet Management software, leverage new technology relating to GPS and Dash Cams, advance initiatives relating to the Town's Green Fleet initiative etc.

This new Division will look after all fleet maintenance activities, procurement of fleet vehicles and parts, inventory control, driver training programs, accident investigations, yard maintenance activities and sustainable initiatives relating to the Town's fleet.

Stakeholders

Internal Town departments

Strategic Alignment

This request aims to fulfil "Investing in our Community" with the following action item: "Invest in Town resources to maintain excellent service delivery in response to growth and changes in legislative requirements".

Description

The focus of this position is to lead the day-to-day assignment of work within Fleet and Inventory Services including: work plan development and implementation, staff performance and providing support for staff training

This position ensures:

- processes are developed/maintained and records are maintained in the fleet software to support and monitor the management of the Corporation's Commercial Vehicle Operator's Registration (CVOR) including the safety violation rating, Commercial Vehicles Inspections (PMCVI)
- processes are developed/maintained and records are maintained to support and monitor to ensure compliance with the Highway Traffic Act, Motor Vehicle Inspection Stations, Ministry of Skill and Development, Ontario College of Trades and the Ontario Health and Safety Act as it relates to compliance, documentation, schedules including record keeping, general tracking and reporting processes

BUSINESS CASE

Fleet and Inventory Supervisor

- vehicles and equipment are adequately licensed, and all licences and insurance are maintained and up to date to ensure compliance

In addition to providing direction relating to the day-to-day maintenance of fleet vehicles and equipment, this position is also responsible for inventory control and yard maintenance at the Operations Centre.

Specifically, this position will:

- Monitor fuel usage, invoicing and ensure compliance with TSSA Regulation 217/01 and Liquid Fuels Handling Code 2007
- Support and maintain the inventory system (includes items such as fuel, lubricants, auto parts and approved consumable items that support the department such as safety wear)
- Develop, implement, and maintain the policy framework that supports the day-to-day internal business processes of the department (purchasing, receiving, physical layout, reconciling, catalogue of items, requisition process etc.)
- Manage various procurement functions for the department as it relates to materials, goods, and equipment, by working collaboratively with each Section, developing an annual purchasing calendar as may be required.
- Responsible to ensure various yard functions are maintained such as:
 - shipping and receiving
 - load and unloading of items
 - Monitoring various programs such as garbage bin levels, recycle bins, traffic barricades, waste and scrap bins, hazardous waste, fuel storage cage etc.

Expected Benefits and Service Impacts

This position will ensure the dedication of resources committed to the maintenance of the Town's fleet of vehicles and equipment. This position will be dedicated to supporting the Town's Fleet management system, which will capture costs associated with the maintenance of each vehicle and will allow for the reporting of information which will lead to improved business decisions.

It will also allow the Manager of Fleet Services to focus on strategic priorities of the Section such as the employee driver training, the development and implementation of a Green Fleet Strategy, taking a lead role as part of the Town's Health and Safety Committee and the development of corporate policy, such as: Vehicle Usage, Vehicle Utilization, Fuel Handling etc.

BUSINESS CASE

Fleet and Inventory Supervisor

Comparative Analysis

With each municipality operating their business slightly different overall, it is very common amongst many municipalities to employ a similar business model for the management of fleet services and inventory control.

Alternative Service Delivery Approaches

Without the addition of this position, the day-to-day administration of the Fleet Technicians, and distribution of work orders, would be the responsibility of the Fleet Manager. This would take away from the more strategic needs of the Fleet Section, including the implementation of a Green Fleet Strategy, the development and delivery of an employee vehicle training program, the development of fleet related policies etc.

Cost / Benefit Analysis

Table 1: Summary of Financial Impacts

	FTE	Full Year	2023	2024
Costs				
Salaries, Benefits & Employee-related Costs	1	143,200	94,800	48,400
Other Operating Costs		3,400	3,400	
Funding Sources / Savings				
Internal				
External				
Net Operating Cost (Savings)		\$ 146,600	\$ 98,200	\$ 48,400
Capital Requirements		\$ -	\$ -	\$ -

BUSINESS CASE

Contract Administrator – Capital Projects

Department/Section	Operations and Environmental Services
Start Date	May 1 st , 2023
Type	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project, or Initiative <input type="checkbox"/> Expanded Level of Service

Executive Summary

This position will report to the Supervisor of Infrastructure Design and Construction.

The nature of this position is to provide contract administration and field support for the Infrastructure and Asset Management section of the department. Responsibilities for this position includes field inspections and contract administration (CA) services for capital project contracts, support internal processes to ensure project efficiencies, ensure contract performance and cost management and comply with legislative requirements.

Background

The Infrastructure and Asset Management section is responsible for the delivery of a diverse capital project portfolio ranging from roads to park infrastructure. Responsibilities related to Capital Projects include the preparation and review of contract documents, terms of reference and requests for proposals, design reviews, tender preparation, public consultation, site inspections and CA services.

The annual Capital projects portfolio include:

- Large scale road reconstruction projects including widening and urbanization identified in the Development Charges background study
- Local road reconstruction projects prioritized through the Towns asset management plan and infrastructure maintenance program
- Construction of new multi-use trails as identified in the Integrated Transportation Master Plan and
- Construction of Parks and Playgrounds as identified in the Recreation and Parks Master Plan

These projects require daily full-time inspection and contract administration services to ensure that the contractors adhere to the terms and conditions of the contract documents, legislative requirements, and Town standards.

Historically, the Town has relied primarily on consultants to provide full-time inspection and CA services, at a significant cost. In some cases, for small scale projects, and where daily inspections are not required, inspection and CA is managed by the Towns project managers.

BUSINESS CASE

Contract Administrator – Capital Projects

The delivery of the capital program over the 10-year forecast is the responsibility of the Infrastructure and Asset Management section. A significant number of capital projects within the 10-year forecast will require dedicated full-time inspection and CA services, to efficiently manage and deliver the projects.

The complexities of managing multiple projects and providing CA and inspection services is a constant challenge. The Contractor Administrator would meet this challenge by working primarily in the field, providing oversight to a range of capital projects. This position would verify work completed by contractors, administer, and ensure the proper execution of contracts while providing necessary support to the Infrastructure and Asset management section.

Stakeholders

N/A

Strategic Alignment

This request aims to fulfil "Investing in our Community" with the following action item: "Invest in Town resources to maintain excellent service delivery in response to growth and changes in legislative requirements."

Description

This position will support Project Managers by providing inspection and CA services for a range of capital projects. This will include managing the contractor to ensure adherence to the terms and conditions of the contract and Town standards, and be the primary contact between the Town, the contractor, and the public.

In addition, this position would verify work completed by contractor(s), prepare progress payment certificates, attend site meetings, respond, and provide direction in the field to contractors, identify and validate change requests and escalate disputes or concerns to project managers, as required.

Also, this position will be responsible to track and analyze bids and unit costs, manage and update the cost estimating software, manage projects in partnership with the Region of Durham, Conservation Authorities and assist project managers with cost recoveries.

The position will work jointly with the Capital Projects Inspector, and identify gaps related to Health and Safety Standards for infrastructure inspection.

BUSINESS CASE

Contract Administrator – Capital Projects

Expected Benefits and Service Impacts

The 10-year forecast period consists of a significant number of capital infrastructure projects which will require full-time inspection and CA services. The responsibility for monitoring and documenting progress, administering, ensuring proper execution of infrastructure contracts, and delivering quality product will form the primary functions of the Contract Administrator.

A dedicated contract administrator would offer valuable qualities including experience, knowledge, conflict resolution, ability to identify quality workmanship, meet the requirements of the prompt payment legislation, which are all crucial to the success and delivery of capital projects.

Additionally, a dedicated contract administrator would offer efficiencies and some cost savings to the Town. Recent inflationary pressures have significantly increased construction costs and since CA costs is typically a percentage of construction costs, it will increase accordingly.

The cost of the CA is estimated to be 90% recoverable through cost allocations to various capital projects.

As well, the CA position will allow project managers to focus on primary functions such as preparedness, budgeting and forecasting, planning, communications, legislation changes, best practices, customer service and the overall management and delivery of projects.

Comparative Analysis

With each municipality operating their business slightly different overall, it is very common amongst many municipalities to employ a similar business model for Contract Administration and Inspection services. For example, the Town of Whitby's model consists of a dedicated team of Contract Administrators reporting to a construction manager. The City of Pickering's model consists of two Contract Administrators/ Inspectors who are also responsible for providing various detail design.

Alternative Service Delivery Approaches

The alternative approach to completing this work to the current level of expectation and engagement within the Infrastructure and Asset Management section is to continue with external consulting services but at a significant cost to the Town. It is expected that this cost will continue to increase, primarily driven by recent inflationary impacts to construction costs.

BUSINESS CASE

Contract Administrator – Capital Projects

Cost / Benefit Analysis

Table 1: Summary of Financial Impacts

	FTE	Full Year	2023	2024
Costs				
Salaries, Benefits & Employee-related Costs	1	114,000	75,500	38,500
Other Operating Costs		3,400	3,400	
Funding Sources / Savings				
Internal - Capital Project (90%)		(102,700)	(68,000)	(34,700)
External				
Net Operating Cost (Savings)		\$ 14,700	\$ 10,900	\$ 3,800
Capital Requirements		\$ -	\$ -	\$ -

BUSINESS CASE

Borehole & Geotechnical Reporting

Department/Section	Operations and Environmental Services
Start Date	November 1 st , 2023
Type	<input type="checkbox"/> Staff Request <input checked="" type="checkbox"/> New Service, Project, or Initiative <input type="checkbox"/> Expanded Level of Service
Attachments	N/A

Executive Summary

As required through Ontario Regulation 406/19 On-Site and Excess Soil Management, the nature of this project and initiative is to provide an efficient and effective solution to increasing Infrastructure and Asset Management staff's ability to complete soil and material assessments for various roadways, parking lots, parks, and trails. This, in addition to other benefits, will determine a more accurate costing and renewal method or approach for Town infrastructure. Ontario Regulation 406/19: On-Site and Excess Soil Management is a new provincial legislation, and the main component of the report will be to provide geotechnical and subsurface data to identify the chemical compositions of existing sub surface materials, in the event bulk excavation and removal off site is required. Once the soil has been evaluated, an approved receiving site may be more easily determined with on-site coordination requirements during the time of construction.

To accommodate 2023 capital contracts, the borehole testing and geotechnical reporting for 2022 has been funded through an offset in the Operating Budget following an Unbudgeted Operating Expense Request in accordance with the Town's Operating Budget Management Policy. The borehole testing and reporting required as per O. Reg 406/19 will be required before Capital budget approval, in preparation for capital projects scheduled for construction in the following year. As such, it is recommended the expenditure for future projects be funded from the Operating Budget.

In addition to compliance with Provincial Legislation, the initiative will also aide in Capital Project contract procurement, support internal processes to increase project efficiencies, increase contract performance, and increase cost management due to a decrease in unforeseen costing during time of construction.

Background

The Infrastructure and Asset Management section is responsible for the delivery of a diverse Capital Project Portfolio ranging from roads, parking lots, trails, parks and playgrounds, and other assets/infrastructure. Responsibilities related to Capital Projects include the preparation and review of contract documents, terms of reference or requests for proposals, design preparation or review, tender preparation, public consultation, site inspections and contract administration services.

BUSINESS CASE

Borehole & Geotechnical Reporting

Certain projects are managed and completed in house, rather than outsourcing the design, contract administration and inspection services to consultants. Projects managed solely by Infrastructure and Asset Management Staff will be at the forefront of this initiative, as currently no pre-construction investigations are completed prior to construction.

In 2019, The Ministry of the Environment, Conservations and Parks (MECP) had finalized a new Excess Soil Regulation, supported by risk-based soil reuse standards, to make it easier and safer for the industry to reuse more excess soil locally. (“Proposed amendment for Ontario excess soils regulations”) The Excess Soil Regulation is being phased in over several years, and until the full extent of this regulation is understood, Staff will continue to be fully engaged with the proposed soil regulations for construction projects.

The borehole and reporting initiative has not been completed until recently. Currently the expenditure is unbudgeted for 2022, and this initiative-taking approach allows us to get ahead of schedule and prepare accordingly to ensure compliance with Ontario Regulation 406/19 On-Site and Excess Soil Management.

Stakeholders

N/A

Strategic Alignment

This request aligns with "Investing in our Community" as per the Town of Ajax Strategic Plan, with the following action item: "Invest in Town resources to maintain excellent service delivery in response to growth and changes in legislative requirements."

Description

Through staff initiative, borehole testing and geotechnical reporting are proposed to accommodate and be proactive with in-house projects that do not require external design services for construction. These reports allow Project Managers to accurately determine construction quantities during the tendering phase while also reducing the risk of unknown site conditions and quantity over runs during construction.

The final report will give us a better idea of the following:

- 1) Asphalt and underlying granular depth, make up and condition.
- 2) Subgrade condition and general subsurface condition.
- 3) Presence, type and/or concentration of asbestos if encountered.
- 4) Rehabilitation strategy and recommendations.

BUSINESS CASE

Borehole & Geotechnical Reporting

- 5) Additional soil testing as required in accordance with excess soils O. Reg 406/19 regulations, as well as general soil chemical analysis.

As per the Ontario Regulation 406/19: On-Site and Excess Soil Management (O. Reg. 406/19 or the Excess Soil Regulation), Owners and Contractors are faced with strict requirements for material removal, hauling and dumping. Borehole testing and reporting on the chemical composition of the soil prior to construction will result in the following.

- 1) Reduce construction timelines as investigations, analysis and reporting of existing site conditions have been completed.
- 2) Mitigate the risk of encountering unknown site conditions during construction.
- 3) Decrease in construction cost for material hauling as the condition and composition of the soil has been pre-determined and Contractors can coordinate accordingly prior to construction.

Expected Benefits and Service Impacts

The 10-year forecast period consists of a substantial number of capital infrastructure projects. An increase in benefits and service impacts is expected through the determination of the following:

- 1) Asphalt and underlying granular depth, make up and condition.
- 2) Subgrade condition and general subsurface condition.
- 3) Presence, type and/or concentration of asbestos if encountered.
- 4) Avoiding unforeseen site conditions which can lead to an increase in construction timelines.

With the due diligence of Staff prior to construction commencement, the initiative will reduce the risk of unknown site conditions, extra work required beyond the original scope of work, and quantity over runs of construction items specified within the contract during construction, as mentioned.

Comparative Analysis

With each Municipality operating their business slightly different overall, it is common amongst municipalities to employ a similar business model for geotechnical investigations to accommodate future construction projects, which may include the borehole and geotechnical reporting initiative or a similar program to ensure compliance with On-Site and Excess Soil Management (O. Reg. 406/19 or the Excess Soil Regulation).

BUSINESS CASE

Borehole & Geotechnical Reporting

Alternative Service Delivery Approaches

The alternative approach to completing this work to the current level of expectation and engagement within the Infrastructure and Asset Management section is to have this project completed through Capital Budget. This is not recommended, with the reasoning being that Capital Projects will not be approved before the borehole testing and reporting is required.

Cost / Benefit Analysis

The final number of borehole testing and applicable reporting in 2022 for 2023 Capital projects has resulted in an unbudgeted expenditure of \$74,800 (net of HST rebate). Borehole testing and reporting in 2023 for 2024 Capital Projects remains unknown at this time as the number of boreholes and subsequent reports required will vary from year to year based on upcoming approved capital projects. Pricing per borehole was secured from a vendor, based off the estimated quantities provided for the 2022 scope of work, with the addition of an annual percentage increase.

BUSINESS CASE

Customer Service Representative – Conversion

Department/Section	Recreation & Culture
Start Date	July 1, 2023
Type	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service

Executive Summary

The Recreation Administration section is responsible for supporting the delivery of centralized business services of the Department in the areas of front desk customer reception, facility booking services, policy and procedure development, department planning, marketing, and promotional services.

Customer Service desks within the 3 major community centres (ACC, MCC, ARC) are often the first point of contact for a customer. Customers line up for swimming/skating, seek information on rentals/memberships, register for programs, purchase garbage tags and bus tickets, request phone use, along with a plethora of other inquiries. Hours of operation vary by centre and day, but for the most part the desks are staffed from 6:30am to 10:30pm.

Background

The current staffing model includes 2 FT Customer Service Representatives at each site, with all other hours filled with PT staff. MCC and ARC schedule 360 part-time hours / week, and ACC at 264 hours/week for desk coverage. FT staff for the most part provide coverage for available daytime shifts, with evenings and weekends being covered by PT staff for the most part. The additional FT staff person at each site would allow for fulsome coverage of FT staff up to closing time each night Monday-Friday.

PT coverage would be reduced by 35 hours/week at each centre for the addition of 1 new FT position at each community centre (for a total of 3).

Stakeholders

Recreation customers are the most impacted stakeholder through this conversion. One of the greatest areas of feedback we receive pertaining to the front desk is inconsistency in information due to high # of staff, specifically PT staff, working in this area. We also receive feedback from both staff and customers that PT staff are not able to process the same type of transactions, such as facility bookings, as efficiently outside of normal business hours. Having consistent FT coverage for more of our operating hours would provide a greater level of consistency in response for our customers. FT staff, due to their more regular attendance at the workplace, are more up to date on programs and events taking place, have better ability to respond to a broader range of customer inquiries, and can better support facility booking requests outside of regular business hours.

BUSINESS CASE

Customer Service Representative – Conversion

Strategic Alignment

This request supports the Town’s Strategic Plan – “*Connecting to our Community*”, Providing excellence in customer service. By reviewing current standards and making recommendations for improvement, this conversion will provide a more consistent level on the front desks with an improved service delivery for our residents and customers.

Description

The conversion of these positions will provide greater support on the front desks. The Supervisor Customer Service Administration oversees the customer service staff and these additional positions will benefit the after hours/weekend rotation as it will provide full time staff where we currently only have part time support. There are no additional service hours being requested, all hours being converted are currently budgeted for at PT rates.

Evening and weekend coverage is most heavily concentrated with our PT staff compliment, and these are generally the times in which we hear higher frequency of customer complaints. With the conversion of these hours, it would be our intention to cover all operating hours more fulsomely with FT staff to provide a more consistent level of service and support for both customers and staff.

Expected Benefits and Service Impacts

Due to the high volume of knowledge and information needed to be successful within this role, onboarding of new staff generally includes several weeks of training on systems, operating procedures, and policies. After that, on the job training and familiarity with the role general takes up to a year for staff to be fully comfortable. The Town invests significant time and resources to ensure staff are fully prepared to perform this role. We have historically seen a high rate of staff turnover in this area, which requires constant recruitment, selection, and continuous investment in training time and resources by both Supervisory staff and existing CSR and other support staff involved with staff hiring and training.

Comparative Analysis

Other operational and service areas within recreation, specifically facilities including pools and arenas, have traditionally been staffed with far greater FT support in relation to their required operational hours, compared with the Customer Service Representatives group. As mentioned, each Centre has 2 FT Customer Service Representatives and fills all other available hours with PT staff. Each pool area at ARC, MCC and ACC have 4 FT Pool Operators, and fills remaining hours with PT staff. The Arena operations include 7 FT Arena Operators who cover most operational hours including evening and weekends, with PT staff filling remaining hours. FT Customer Service Representative represent under half of the FT staff support than these other areas despite operating under similar hours to support the same services.

BUSINESS CASE

Customer Service Representative – Conversion

Alternative Service Delivery Approaches

PT CSR's are currently scheduled at the front counters most predominantly on evenings and weekends. If there is an issue, staff follow a process of redirecting the customer issues to a FT CSR who is scheduled the next day. There is performance expectation of the service level that is provided by a FT CSR as opposed to a PT CSR. With the conversion of these PT hours, we will provide a more consistent level on the front desks with an improved service delivery for our residents and customers.

Cost / Benefit Analysis

Table 1: Summary of Financial Impacts

	FTE	Full Year	2023	2024
Costs				
Salaries, Benefits & Employee-related Costs	1.5	88,800	43,800	45,000
Other Operating Costs				
Funding Sources / Savings				
Internal				
External				
Net Operating Cost (Savings)		\$ 88,800	\$ 43,800	\$ 45,000
Capital Requirements		\$ -	\$ -	\$ -

BUSINESS CASE

Part Time Facility Booking Representative

Department/Section	Recreation & Culture
Start Date	July 1, 2023
Type	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project, or Initiative <input type="checkbox"/> Expanded Level of Service
Attachments	

Executive Summary

The Facility Booking Representative is responsible for booking recreation facilities for both internal and external customers, which includes liaising, co-ordinating, scheduling and creation of permits/contracts for facility rental needs. This position assists in the organization of seasonal and itinerant permits for programs, activities, special events, multi-functions, tournaments, and festivals, to maximize facility utilization and contribute to the achievement of set, significant revenue projections.

Additional support in Facility Booking is required due to the increased facilities available for rental and the need to accommodate customer requests for support during evenings and weekends. This will also include time working offsite at the Audley Recreation Centre (ARC) where facility booking needs have increased significantly with the opening of the ARC Community Hall.

Background

Recreation currently staffs 2 FT Facility Booking Representatives who oversee all facility booking rentals for indoor Town recreation facilities and spaces including arena, floors, gymnasiums, community halls, rooms, pavilions, and community schools. There has been significant growth to bookable facilities over the last several years, however, staff administrative support has not increased with that growth.

Several satellite facilities (Quaker Meeting House, Hartrick House, Carruthers Marsh Pavilion, St Francis Centre, Greenwood Discovery Pavilion) in addition to our largest facility, the ARC Community Hall, have come online, in addition to increased rental usage of existing sites. The ARC Community Hall alone has generated over \$150,000 in revenue in 2022, its first near full year of use, which included periods of closures and public health restrictions in place for significant periods of time. Rental interest for 2023 is strong and we anticipate revenue growth in 2023 and beyond.

Stakeholders

Customers would be positively impacted through the addition of the PT Facility Booking Representative as we would create the ability for staff to respond to customers at times outside of regular operating hours, something that we do not currently offer. Further, by having the position work hours at ARC, we will be able to respond better in person on questions specific to

BUSINESS CASE

Part Time Facility Booking Representative

the ARC Community Hall, which given its various amenities and variable booking options, can be extensive to review at the time a customer is completing a booking.

Strategic Alignment

This request supports the Town's Strategic Plan – *"Connecting to our Community,"* Providing excellence in customer service – section 2.5, #21 – introduction of online tool to view Pavilion availability. Customers can view availability, but the bookings must still be processed through the Facility Booking section. This position will support the requests being received, and support the increased demand for room bookings for gatherings and celebrations.

Description

In addition to providing needed support for the growth that this area has experienced, the PT position would allow the Town to expand hours of service for completion of permit bookings into evenings/weekends, as well as offsite to ARC, to respond to customer expectations more appropriately.

With ARC Community Hall open staff have a more fulsome understanding of the complexities of booking such a space, including the typically extensive customer expectations for its use. Each rental is unique and requires numerous touch points with customers to review documentation, rental specifications, and other specifications unique to the amenity. These include discussions on a variety of rental considerations including alcohol, music, A/V equipment, insurance, timing, rules, restrictions, and an assortment of ever changing and increasing requests from our customers.

Expected Benefits and Service Impacts

The expected benefit for this position is to provide adequate resources in response to the growth that we have experienced within facility booking and enhance customer service by improving our level of service.

The increase in bookings, and the additional complexities that have been added due to the specific amenities of the ARC Community Hall have resulted in additional administrative time required to ensure the completion of the facility booking documentation; final payments are collected; insurance purchased; customer room set-up sheets are completed; and SOP's if requested are approved and part of the rental package.

These requests – emails, phone calls and in person visits have increased substantially since the opening of the ARC Community Hall and staff spend considerable time responding to customer rental inquiries.

BUSINESS CASE

Part Time Facility Booking Representative

Comparative Analysis

It is difficult to make an apples to apples comparison due to the variance in number and type of available rental facilities across municipalities. However, extending service hours for bookings spaces outside of non-standard hours has become more common place.

The City of Oshawa has four FT Facility Booking Representatives and 1 PT Facility Booking Representative. The PT representative works 30 hours a week including two evenings and Saturdays from 9am – 12 noon to assist with bookings from weekend/evening callers.

Alternative Service Delivery Approaches

There have been a number of alternate approaches that staff have worked through in order to provide short-term respite for the increased busyness that the facility booking section has been experiencing.

1. Overtime (OT) for existing staff – evening and weekend overtime has been used substantially more in facility booking in 2022 than any year prior. Staff have been willing to work additional hours to assist in managing the high volume of rental requests. This approach is not sustainable as it will lead to staff burnout, and where utilized consistently, would cost more in OT than it would to have an additional PT staff that is being requested.
2. Rotating FT Customer Service Representatives – CSRs from our front desks have been shifted to work in Facility Booking during busy periods and/or for staff absences. This assists facility booking in managing workload, however, it creates another staffing deficiency on our front desks, which then has to be accounted for via staff replacement, OT, or reduced service levels at facility counters. It has also led to inconsistency in service, where 1 staff who has started a booking process may not be the staff continuing to work with that customer due to being shifted back to their CSR role.

Staff are currently exploring alternate booking options including partnership opportunities with service providers of electronic facility booking platforms. This may be an opportunity to reduce staff administrative time as part of the booking process, however more research and trial of the platform will help inform any future decision on this service.

BUSINESS CASE

Part Time Facility Booking Representative

Cost / Benefit Analysis

Table 1: Summary of Financial Impacts

	FTE	Full Year	2023	2024
Costs				
Salaries, Benefits & Employee-related Costs	0.5	37,900	18,800	19,100
Other Operating Costs		2,000	2,000	
Funding Sources / Savings				
Internal				
External				
Net Operating Cost (Savings)		\$ 39,900	\$ 20,800	\$ 19,100
Capital Requirements		\$ -	\$ -	\$ -

BUSINESS CASE

Recreation Facilities - Contracted Security

Department/Section	Recreation & Culture
Start Date	March 1, 2023
Type	<input type="checkbox"/> Staff Request <input checked="" type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service

Executive Summary

Town Recreation Facilities are lively and active buildings during program times. It is typical to have several hundred patrons visiting Town recreation facilities on evenings and weekends, and sometimes even more depending on the event.

Staff working within Recreation Facilities are tasked to manage the behaviour of patrons attending Town facilities, and unfortunately, have been experiencing an increase in aggressive behaviours and violent incidents by those attending Town buildings. Assault, threats, sexual violence, vandalism, theft, trafficking, drug dealing, drug use, drug overdosing, are all behaviours that have been witnessed within our community centres. These behaviours jeopardize the health and safety of both staff and patrons.

In order to better protect Town staff and the public, the Town would like to extend the contracted security guard services currently in place by providing a more consistent level of service and expanding security coverage to better support busy periods at the following sites: Ajax Community Centre (ACC), Audley Recreation Centre (ARC), McLean Community Centre (MCC), Ajax Memorial Outdoor Pool (AMP) and Pat Bayly Square (PBS).

Background

In 2019 Recreation introduced contracted uniformed security guard services during peak times within the Ajax Community Centre and the McLean Community Centre in response to escalating issues of patron behaviour management. This addition has provided staff greater support in managing issues of patron behaviour, and the approach of having a visual security presence actively patrolling the centres to assist with the enforcement of facility protocols has led to a reduction of incidents, vandalism, and customer complaints.

Staff continue to experience challenging behavioural management situations at several other facilities. Specifically, staff have been experiencing an increase in aggressive patron behaviour, verbal abuse of staff, and refusal of patrons to accept staff decisions and direction. These challenges peaked in 2021-2022 when staff were required to enforce COVID-19 protocols including vaccination passport verification. While these requirements have now been removed, it is staff's experience that the 'COVID-19 hangover' continues to be felt during their interactions with the public, where there exists generally stronger resistance and often refusal by the public to staff requests to adhere to program policies, facility rules, etc.

BUSINESS CASE

Recreation Facilities - Contracted Security

Stakeholders

Town Staff – Staff are the first line of response for behaviour management incidents that arise within Recreation Facilities. Where security officers are on site, staff are able to more effectively manage difficult situations. Patrons generally take direction from security more seriously than direction from Town staff.

Facility Patrons – incidents of behaviour management often arise from conflicts with patrons, where staff are tasked with being the intermediary in managing disputes. Incidents of aggressive behaviour can impact children and families who attend our programs and services and become inadvertent witnesses to issues of unacceptable behaviour and/or criminal activity.

Strategic Alignment

This request supports the Town's Strategic Plan – *"Connecting to our Community"*, 3. Fostering a sense of place and celebrating our history. 3.1 Design and promote our public spaces as inclusive community hubs for engagement, learning and play, and introduce exciting and lively activations.

The request further supports this plan through *"Leading in Our Community"*, 5. Investing in community safety by ensuring our facilities and safe spaces for patrons to visit and play.

Description

Recreation is requesting additional hours of Contracted Security Services in Recreation Facilities to improve safety for both staff and patrons, and to reduce issues of vandalism and building damage.

ACC and MCC currently have some contracted security officers budgeted for during select 'peak' evening and weekend hours.

ARC currently does not have security hours budgeted. Pat Bayly Square does not have security hours allocated within the operating budget, and issues have arisen during the course of operation as an ice rink each year since opening which has led to the addition of security during each operating season.

The Ajax Memorial Outdoor Pool currently does not have security hours budgeted. There have been increasing issues of disturbances in and around the Pool and Town Hall campus, and security officers were brought on during 2022 to help staff manage these challenges.

Expected Benefits and Service Impacts

Expanded contracted security within recreation facilities will have a number of benefits including:

BUSINESS CASE

Recreation Facilities - Contracted Security

Increased staff and patron safety – the addition of security will support staff in their response and managing of behavioural incidents.

Decreased vandalism and graffiti - Town facilities, most prominently Pat Bayly Square, became the target of heavy vandalism during the Winter 2021-2022 season. Dozens of incidents of broken walls, windows, and washroom defacing occurred, along with resident complaints looking for Town staff to address these concerns. Reduced vandalism will result in reduced equipment downtime/closures and reduce maintenance costs including repairs/replacements/staff time in addressing vandalism damage.

Consistent level of customer service – greater consistency in operating hours being monitored by contracted security will help to ensure a more positive customer experience through the reduction of inappropriate behaviour customers witnesses while attending Town facilities.

Comparative Analysis

Site	Current Service Level	Current Budget	Expanded Service Level	Addtl. Budget Requested
ACC	42 hours/week 4:30pm-10:30pm 7 days/week	\$48,000	59 hours/week 42 hours/week - Summer 4:30pm-10:30pm M-F 8:00am-10:30pm S-S Summer Weekends (8 weeks) 11:00am-5:00pm S-S	\$20,100
MCC	10 hours/week 6:30pm-10:30pm Friday + Saturday 7:30pm-10:30pm Sunday	\$10,200	52 hours/week 4:30pm-10:30 M-F 10:00am-9:00pm S-S	\$52,600
ARC	Currently no budgeted hours for security	n/a	52 hours/week 4:00pm-9:00pm M-F 8:00am-9:30pm S-S	\$62,800
PBS	6 hours/week	\$6,100	66.5 hours/week 11:30am-9:00pm ALL 16 hours/week - 16-week ice season 9:00pm-3:00am	\$80,300 \$15,600
AMP	Currently no budgeted hours for security	n/a	58 hours/week (12-week season) 4:00pm-10:00pm M-F 8:00am-10:00pm S-S	\$17,700

BUSINESS CASE

Recreation Facilities - Contracted Security

2023 Security Guard rate - \$23.23/hour

Alternative Service Delivery Approaches

Where contracted security is not present, the requirement to respond to any and all incidents that arise within our facilities falls solely with staff. The risks associated with working within our facilities has continued to increase which is evidenced by the types of incidents staff have experienced. The presence of security helps our patrons feel safer using our facilities and decreases the incidence of unacceptable behaviour. The ongoing monitoring by our security presence within high incident spaces helps mitigate situations before they become larger issues.

Cost / Benefit Analysis

Table 1: Summary of Financial Impacts

	Full Year	2023	2024
Costs			
Salaries, Benefits & Employee-related Costs			
Other Operating Costs	254,100	249,100	5,000
Funding Sources / Savings			
Internal			
External			
Net Operating Cost (Savings)	\$ 254,100	\$ 249,100	\$ 5,000
Capital Requirements	\$ -	\$ -	\$ -

BUSINESS CASE

Recreation Program Supervisor - Conversion

Department/Section	Recreation Culture & Community Development
Start Date	July 1, 2023
Type	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project, or Initiative <input type="checkbox"/> Expanded Level of Service

Executive Summary

The Recreation Programs & Active Living (RPAL) section is responsible for the development and delivery of programs, events, and services for Ajax residents of all ages, including Sports, Arts & Culture, General Interest, School Break Camps, and Inclusion Services. The section consists of 3 specific divisions – 1) Aquatics, 2) Active Living, and 3) Recreation Programs.

Background

Recreation Programs is currently staffed with 6 FT Community Recreation Supervisors (CRS) and 1 PT Recreation Program Administrator, all of whom report to the Manager of RPAL. These are in addition to the Aquatics Supervisor and Active Living Supervisor who also report directly to the Manager of RPAL. Each CRS is responsible for a specific age group and/or service area of program development, each with specific needs.

Stakeholders

The current reporting structure is not consistent. It has created a significant imbalance in supervisory requirements amongst the team, lack of efficiency in supervising due to the size and specialization of each of the portfolios needing to be managed, which has strained our ability to effectively manage regular program development and special projects.

The addition of a full time Recreation Program Supervisor position in lieu of the part time Recreation Program Administrator will provide the additional resources required for efficient staff supervision and support. The Manager of RPAL will be able to focus on strategic initiatives that will drive increased customer engagement & participation, including those who are underrepresented in the community.

Strategic Alignment

As part of the Recreation Core Services Review, an evaluation of the current structure of the section was undertaken. This review showed both an inequity in the distribution of direct reports at the Manager level within Recreation, which impacts RPAL most significantly, as well as the need to create a Supervisor for Recreation Programs. Staff were tasked to review and evaluate the current structure in order to make recommendations on how best to structure the section in order to create this lead role. After a thorough review of the section, staff are recommending

BUSINESS CASE

Recreation Program Supervisor - Conversion

the conversion of the current PT Recreation Programs Administrator to the new Supervisor of Recreation Programs.

The span of control of the Manager of RPAL is significantly broader than all other Recreation & Culture Manager portfolios:

	Manager of Customer & Administrative Services	Manager of Culture & Community Development	Manager Recreation Programs & Active Living	Facility Manager ACC Pool & Satellites	Facility Manager ARC	Facility Manager Maclean/St. Francis	Facility Manager Arenas ACC & Village
Direct Reports	7	5	9	7	5	6	8
Full-Time / Portfolio	13	4	13	7	5	6	8
Part-Time	25	11	523	41	16	25	48

With the elimination of the PT Administrative Support position, the Recreation Program Supervisor will be responsible for the redistribution of administrative tasks within the division. Additionally, they would take on certain responsibilities that currently fall with the Manager, specifically, 1-1 meeting and Supervision of full-time staff and new program development. This would allow The Manager of RPAL more efficient and effective use of time in order to focus on strategic initiatives such as increasing program participation rates (female youths and other underrepresented groups), research into industry trends and emerging activities including that impact the entire section.

The Service Delivery Analysis report completed in conjunction with the Recreation & Parks Master Plan identified several recommendations in relation to service area deliverables for which RPAL should focus on in the short to medium term. This includes research into determining penetration rates for individual neighbourhoods including age cohorts, then using this data to benchmark and inform community outreach and set participation #'s for future years. Auditing and surveying of female participation in direct, drop-in and community driven sport organizations to ensure equitable access and removal of participation barriers. Additionally, the development and monitoring of participation rates for all underrepresented populations, where feasible, is another focus area for the Section.

The addition of the Recreation Programs Supervisor position will allow for additional time and resources to be allocated and assist in moving these initiatives forward, resulting in increased program development, community participation and additional non-tax revenue for the Town.

Expected Benefits and Service Impacts

The addition of a Supervisor will align the Recreation Programs division with the Aquatic and Active Living divisions which currently have a Supervisor who oversees each service area, creating more consistency in structure amongst the 3 service areas, along with the Section as whole.

BUSINESS CASE

Recreation Program Supervisor - Conversion

The Recreation Program Supervisor will be responsible for the overall leadership and coordination of the recreation program section including service planning and delivery of programs and services to the community, day-to-day supervision & direction of sectional work planning including; staff management, purchasing within operating & capital budget and purchasing guidelines and procedures, program development recommendations, on-site incident/accident management, customer service and participant behaviour management. The addition of the Recreation Program Supervisor will have greater overall leadership to the team of 6 FT CRS, drive greater innovation in recreation programming, and ensure accountability, consistency and focus with the Programs area.

Comparative Analysis

Pickering

Pickering manages programming with their Manager of RPAL equivalent split into 2 Managerial roles, with Aquatics and Fitness being managed distinctly from other program areas:

Manager, Aquatics and Fitness

- 1 Supervisor, Fitness Services
- 1 Aquatic Programmer
- 3 Coordinators Fitness Services

Manager, Recreation Services

- 1 Coordinator of Recreation Programs
- 1 Coordinator of Community Recreation Programs
- 1 Coordinator of Camp and Youth Programs
- 1 Recreation Programmers
- 2 Assistant Programmers

Whitby

Whitby's service areas in programming have a different alignment in terms of responsibility areas, being divided into 4 separate program areas and each with its own Supervisor who reports to the Sectional Manager. This model includes 2 more Supervisors than Ajax's current alignment. Whitby's size of programming areas compare most closely with Ajax:

Full time Senior Manager (Manager of RPAL equivalent)

Supervisor of Fitness and Aquatics

BUSINESS CASE

Recreation Program Supervisor - Conversion

Supervisor of 55 Plus and Recreation Services

Supervisor of Recreation Client Services

Supervisor Recreation and Community Programs

1 full time Fitness Coordinator

1 full time Aquatics Coordinator

3 full time Recreation Coordinators

1 full time Program and Volunteer Coordinator

1 full time Recreation Clerk

1 full time Recreation Services Clerk

1 full time Facilities Program Coordinator

1 full time Permit Coordinator – Halls/ Meeting rooms

1 full time Permit Coordinator – Ice/Floor

1 full time Permit Coordinator – Outdoor/Schools

1 full time Recreation Coordinator, Youth Programs

1 full time Recreation Coordinator, Active Living Programs

1 full time Recreation Coordinator, Children's Programs, Camps and Inclusion Services

Oshawa

In Oshawa, all Program areas (Aquatics, Fitness, Camps, Sports and Pres-School, Ice, Arts) have a Manager and Supervisor designated as the team chair. The Manager and Supervisor also manage their respective facilities; this is not an operational model that has been recommended for Ajax.

Clarington

While close in proximity, the breadth of program offerings in Clarington are not on the same scale as a municipality such as Whitby, Ajax, Oshawa, or Pickering, and this is reflected in their reduced staffing #'s in all areas of programming:

Recreation Manager (Manager of RPAL equivalent)

1 Aquatic Coordinator

2 Aquatic Programmers

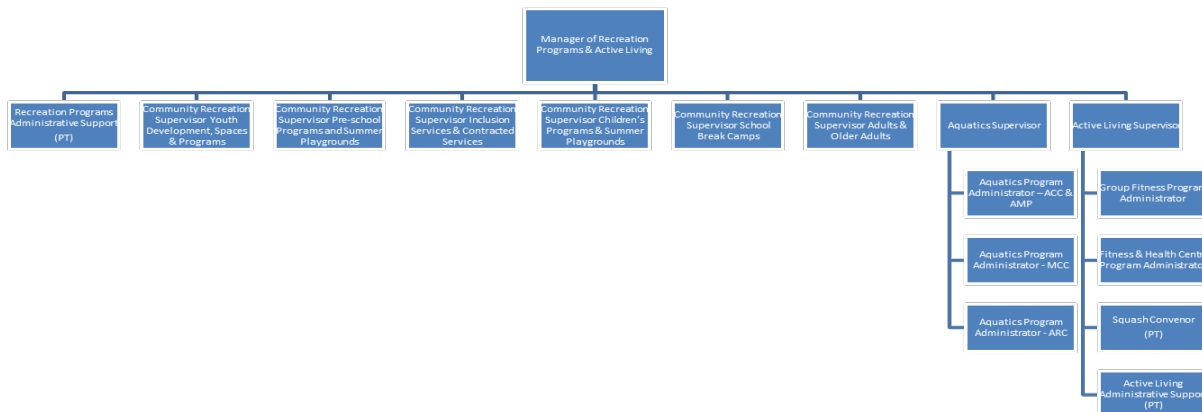
BUSINESS CASE

Recreation Program Supervisor - Conversion

- 1 Fitness & Adult Coordinator
- 1 Fitness Programmer
- 1 Recreation Coordinator
- 1 Recreation Programmer
- 1 PT Recreation Programmer
- 1 Older Adult Programmer

Alternative Service Delivery

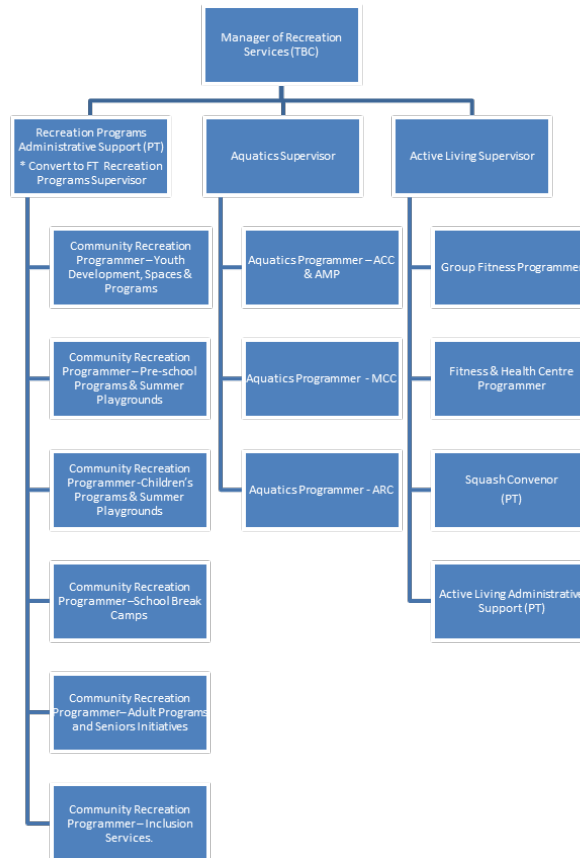
The current staffing model is below, showing the 6 CRS positions, Aquatics Supervisor, Active Living Supervisor, and PT Administrative Support all reporting to the Manager:



BUSINESS CASE

Recreation Program Supervisor - Conversion

The proposed re-alignment would change to the following:



Cost / Benefit Analysis

Table 1: Summary of Financial Impacts

	FTE	Full Year	2023	2024
Costs				
Salaries, Benefits & Employee-related Costs	0.5	113,700	56,300	57,400
Other Operating Costs				
Funding Sources / Savings				
Internal				
External				
Net Operating Cost (Savings)		\$ 113,700	\$ 56,300	\$ 57,400
Capital Requirements		\$ -	\$ -	\$ -

BUSINESS CASE

Festivals & Events Coordinator

Department/Section	Recreation & Cultural
Start Date	July 1, 2023
Type	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service
Attachments	

Executive Summary

The Festivals & Events Coordinator is a position that received previously approval for FT conversion in the 2020 Operating Budget. Due to the impact of COVID on Recreation services, the FT conversion was removed. In Spring of 2022, we returned to delivering in-person events. Anticipating event participation rates increasing from pre-pandemic 2019 levels based on our past success and the desire from the public in wanting to get back a sense of normalcy and craving social participation and interaction, a Temporary FT Festivals & Events Coordinator was approved. This second staff was needed to co-manage the delivery of the Town event roster, as well as co-manage the rising participation rates that had been seen prior to the pandemic. As we returned to in-person events, our assumptions regarding event participation were correct with events seeing an even higher increase in participation numbers over pre-pandemic levels. Through the recent Recreation & Culture Core Services Review, it was recommended that the Community & Cultural Development section be restructured to Culture & Special Events, not only to streamline the portfolio to focus on advancing arts and culture locally, but also to reimagine special events programming.

Background

Festivals & Events staff deliver 20 annual Town sponsored events, in addition to one-time events such as Grand Openings, Veterans Visits, etc. Staff also provide extensive support, resources, and expertise to community groups and organizations wanting to host events in Ajax, who may not have the experience to do so. Respective staff responsibilities include event and program trend research; program development; contracted services management; sponsor and vendor solicitation; volunteer recruitment, training, and supervision; logistics; marketing and promotions; event administration; and sponsor recognition. Pre-pandemic participation rates for the Town's annual events ranged anywhere from 150 to 15,000 attendees. As we moved to in-person events in 2022, we saw a marked increase in event participation numbers, some up to 71% increase.

Notable increases in 2022

Ajax Canada Day Celebrations – 25% increase in participation
2019 – 15,000
2022 – 20,000

BUSINESS CASE

Festivals & Events Coordinator

Music in the Square – 71% increase in participation
(typical for all 5 Music in the Square events throughout the summer)
2018 – 350
2022 – 1,200

Kids in the Square – 63% increase in participation
(typical for all 4 Kids in the Square events throughout the summer)
2019 – 150
2022 – 400

Staff deliver quality Festivals and Events that are family friendly, engaging, well attended, safe, and fun, however, with the rise in participation numbers we have been experiencing, even pre-pandemic, the second FT Festivals & Events Coordinator is required in order to manage event attendance while still coordinating, delivering and maintaining safe and quality events.

Through the recent Recreation & Culture Core Services Review, it was recommended that events administered by the Chief Administrative Officer's office be transferred to the newly renamed section, Culture & Special Events, along with any funding and resources for these occasional events. Without the second Festivals & Events Coordinator, this will not be possible as the workload would be unmanageable.

In addition, there has been a desire from Council to develop additional community events throughout the year. This was noted in the Strategic Plan (see below). Staff were also successful in receiving funding to develop a new Arts & Culture Plan for the Town, in which Festivals & Events will be an areas of focus. It is anticipated that developing new events will be a deliverable of the Plan. Without the assistance of a second Festivals & Events Coordinator, new events will not be able to be developed or added to the roster due to lack of staff resources.

Stakeholders

Event participants

As seen by the increase in event participation numbers as well as the number of positive feedback received, Festivals & Events are important for Ajax residents. The Town's Festivals & Events program offers a free opportunity for families and friends to engage with one another, participating in family-friendly, safe, unique, and creative activities and experiences. In order to continue to provide a robust festivals & events program, as a means to engage our community, an additional FT Coordinator is required.

Staff

The addition of a FT Festivals & Events Coordinator will allow for a more connected events team to build and grow our current roster of events, but also develop additional events for our community to participate in. This will also allow other coordinators, who were assisting in event leadership roles due to lack of an additional coordinator, to do their own respective roles, making for a more efficient use of staff time and resources.

Council

Festivals and events are a great way to engage the community, allowing for civic pride and appreciation for the experiences being delivered within their own Town. This holds a positive

BUSINESS CASE

Festivals & Events Coordinator

“trickle up” effect for our Council as our residents will continue to have positive and engaging experiences without having to leave our community.

Strategic Alignment

This staff request aligns with the 2018 – 2022 Strategic Plan – Connecting Our Community 1.4: Review our festival and event offerings to introduce new programming. This deliverable was listed as one of the “Top 22 for 2022” for the Strategic Plan.

This staff request also aligns with recommendations from the Recreation & Culture Core Services Review, as stated above and in the Executive Summary.

Description

As mentioned, the additional staffing will assist with both event coordination and delivery, while also managing the increased event participation numbers. The additional staffing will also provide more capacity for staff to develop new community events for our residents and visitors.

Expected Benefits and Service Impacts

Festivals and events have been proven as benefits for our community. Every quarter, the number of positive comments received regarding our Festivals & Events program far outweigh any other area in Community & Cultural Development and are much higher than any negative feedback received. As an example, Summer in the Square 2022 alone received 37 compliments praising staff for their efforts in providing free concert and children’s experiences, as well as the selection of entertainment provided. Festivals and events provide opportunities for the community to come together to have fun, engage with one another, and show civic pride. They also have economic value as tourism opportunities as well as providing economic development opportunities for vendors and corporate citizenship opportunities for sponsors. Festivals and events also provide opportunities for businesses and artists/performers.

The new FT Festivals & Events Coordinator will help manage our current event roster, both from a programming and participant management perspective, as well as build capacity to develop additional new events, additional vendors and additional sponsors. As our population continues to grow and diversify, the additional staffing will be paramount in helping to build and grow the Festivals and Events portfolio and program, continuing to bring quality event experiences to our community.

Comparative Analysis

In order to manage the current event roster and our increasing participation numbers, while also building capacity to add additional events to our event roster, the additional FT Festivals & Events Coordinator is needed.

BUSINESS CASE

Festivals & Events Coordinator

A review of other Durham municipal event staff was done pre-pandemic with the results being as follows:

- Ajax – 1 Manager, 1 Event Coordinator, 1 PT Events Assistant (Note: The PT Events Assistant was removed from the budget in 2021 as a cost saving measure due to the pandemic and its effect on service delivery)
- Pickering – 1 Supervisor, 3 Event Coordinators
- Whitby – 1 Supervisor, 2 Event Coordinators
- Oshawa – 1 Supervisor, 3 Event Coordinators
- Clarington – 1 Manager (more of a liaison role as Clarington does not directly deliver events)

Alternative Service Delivery Approaches

It is a good thing to see event participation number grow and to see lots of positive feedback on the events that we deliver in the community. This shows that the Festivals and Events program is doing what it is supposed to do – provide community engagement and arts & culture opportunities for residents and their families, as well as provide tourism opportunities for area visitors. If the additional staff is not received, it will have a detrimental effect on the number of events and the number of attendees that one staff can manage effectively and safely. It will also not allow for growth in the event program, or growth in the number of vendor and sponsor opportunities at events.

Cost / Benefit Analysis

Table 1: Summary of Financial Impacts

	FTE	Full Year	2023	2024
Costs				
Salaries, Benefits & Employee-related Costs	1	109,500	54,200	55,300
Other Operating Costs		3,400	3,400	
Funding Sources / Savings				
Internal				
External				
Net Operating Cost (Savings)		\$ 112,900	\$ 57,600	\$ 55,300
Capital Requirements		\$ -	\$ -	\$ -

BUSINESS CASE

Mechanical Plans Examiner/Inspector

Department/Section	Planning & Development Services Department / Building Approval Services
Start Date	July 1, 2023
Type	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service
Attachments	Attachment 1 – Financial Analysis

Executive Summary

This business case is to request approval for a new position, Mechanical Plan Examiner/Inspector in the Building Approval Services section of the Planning & Development Services Department for 2023. The Position would report to the Senior Building Inspector position.

Over the last two years the Building Approvals Section has been seeing a steady increase in both the volume and complexity of building permit applications. Low rise semi and detached dwellings that were the predominant building type ten years ago, have made way for medium and high-density buildings, and large-scale warehouse facilities requiring more and longer inspections by comparison.

The addition of a Mechanical Plan Examiner/Inspector will benefit the section by adding a building system expert to the building inspection staff and alleviate a portion of the building inspector's workload allowing them to focus on other building systems and provide more time for them to take on additional projects.

Background

Currently, the Building Inspection division of Building Approval Services consists of five staff, two (2) Senior Building Inspectors and three (3) Building Inspectors. This staffing level has existed for over 15 years.

During this time both the number and complexity of building reviews in Ajax has increased. Low-rise construction was the prevalent building type for many years but because of intensified infill development it is now changing to medium and high-density buildings. Consequently, the mechanical systems for these building types are much more complex than that of low-rise building types.

The Ontario Building Code establishes the mandatory inspections that the municipality must perform and the timeframes in which they shall be completed. There are a minimum of 13 mandatory inspections required for each dwelling.

The growing volume and complexity of buildings under construction combined with frequent staff vacancies within the section have left the building inspection staff facing escalating demands on their time. This has resulted in some of their daily duties including following up on

BUSINESS CASE

Mechanical Plans Examiner/Inspector

customer complaints either not being given their full attention or not able to be completed. The addition of a Mechanical Plan Examiner/Inspector will effectively relieve the responsibilities related to building mechanical systems from the building inspectors allowing them to focus on other building systems and afford more time for them to take on additional projects and other duties.

Further, Bill 23 – More Homes Built Faster Act, 2022, introduced by the Province on October 25th, may assign a housing target over the next 10 years of 17,000 new housing units expected to be constructed in Ajax representing approximately 1,700 units per year. Over the last 10 years on average, 552 new housing units have been constructed per annum. To maintain satisfactory service levels and timeframes legislated by the Ontario Building Code required to meet this target, the Building Approval Services section needs to increase its staff compliment over the coming years.

Given the increasing development projected for Ajax, and the Provincial housing target, maintaining the existing staffing compliment level is not sustainable. Staffing levels remaining in the current state will result in an inability to perform comprehensive inspections, non-compliance with Provincial timelines, inadequate response to customer complaints, staff burnout, and frequent staff turnover.

Stakeholders

N/A

Strategic Alignment

The Mechanical Plan Examiner/Inspector is required to support the Town's Strategic Plan and departmental work plan by meeting identified key initiatives. This additional position will help achieve the Goals and Actions outlined in the Focus Areas of "Connecting our Community", and "Investing in our Community". Specifically, it will help the Town achieve the Goals of "Providing Excellence in Customer Service", "Modernizing Existing Municipal Infrastructure and Other Assets", and "Ensuring the Town's Workforce Effectively and Efficiently Meets the Community's Needs".

Description

The Mechanical Plan Examiner/Inspector will be responsible for:

- Conducting on-site inspections and review of plans for all plumbing and mechanical systems to ensure conformance to the requirements of the Building Code and all applicable laws to maintain a minimum required level of safety, health, accessibility for persons with disabilities of buildings prior to and during use.
- Discussing, reviewing, and answering any questions or complaints which the public, permit applicants, consultants, or designers may have regarding construction.
- Assessing, consulting, and reporting on the design, construction, and occupancy of all types

BUSINESS CASE

Mechanical Plans Examiner/Inspector

- of new and existing buildings and structures in accordance with applicable laws and bylaws.
- Reviewing and inspecting construction, renovations, alterations, changes of use, interior improvements, and demolitions.
- Responding to complaints regarding construction without a permit for all plumbing and mechanical systems. Initiate corrective actions related to unsafe conditions in new and existing construction.
- Responding to complaints and requests that occur outside the construction realm.
- Using training and experience to administer laws and bylaws related to the design and construction of building and structures as defined in provincial legislation.
- Entering records and notes into the permit tracking system (AMANDA).

Expected Benefits and Service Impacts

As the number of complex of buildings increase because of intensification, the greater the need is for staff that are experts by both education and training in the field of building mechanical systems. The addition of Mechanical Plan Examiner/Inspector will relieve the responsibilities related to building mechanical systems from the building inspectors allowing them to focus on other building systems and provide more time for them to take on additional projects.

Comparative Analysis

A scan of the 2021 survey conducted by the Large Municipalities Chief Building Officials (LMCBO) group indicates that of the 28 survey responses, 19 have staff dedicated to either plumbing and/or mechanical building systems. The Durham municipalities that have dedicated staff include Clarington, Oshawa, and Whitby. The LMCBO is comprised of the Chief Building Officials of municipalities with populations over 50,000.

Alternative Service Delivery Approaches

An alternative would be to engage the services of an external firm that could provide third party inspections and review. However, the demand for these services far exceeds the number of firms currently providing this service in the Province.

Cost / Benefit Analysis

The addition of a Mechanical Plan Examiner/Inspector position within Building Approval Services would be partially offset by funding from the Building Approvals Reserve. This position will help Building Approval Services better support the Town's Strategic Plan and maintain the level of service to the development industry, landowners, and residents. This position will also allow the section to better utilize its building inspection staff resources around specialty areas to fulfill the legislated building inspection requirements by the Ontario Building Code.

As a significant portion of the Building Approvals Section salaries are funded from building permit revenue, the cost associated with the position will have a negligible impact on the tax base.

BUSINESS CASE

Mechanical Plans Examiner/Inspector

Table 1: Summary of Financial Impacts

	Full Year	2023	2024
Costs			
Salaries, Benefits & Employee-related Costs	112,400	55,600	56,800
Other Operating Costs	3,400	3,400	
Funding Sources / Savings			
Internal - DAAP	(78,700)	(38,900)	(39,800)
External			
Net Operating Cost (Savings)	\$ 37,100	\$ 20,100	\$ 17,000
Capital Requirements	\$ -	\$ -	\$ -

BUSINESS CASE

Design Technician

Department/Section	Planning & Development Services
Start Date	July 1, 2023
Type	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service
Attachments	Attachment 1 – Financial Analysis

Executive Summary

This position will increase the capacity of the Planning and Development Services Department and free up time for the Development Engineering Technologists, the Transportation Technologists, and the Active Transportation Coordinator. It will also free up time for the GIS Analysts in the Technology and Innovation department. Currently, many of the duties that this new position would be responsible for are being completed by either the above noted staff or hired service providers. Additional duties, above and beyond what is being done now, will expand the capability of the department, namely: AutoCAD design and analysis (including AutoTurn and block plan/massing designs), better GIS capability and compatibility with the Town’s existing GIS team, and faster responses to customer inquiries.

Background

The Design Technician position is being requested for 2023. Currently the Planning and Development Services Department does not have staff resources to develop and prepare engineering drawings, concept plans, maps, diagrams or layouts, and 3D massing from sketches or GIS mapping and the current staff are not able to keep up with the ever-growing workload for this department. The current lack of staff resources in Planning and Development Services risks affecting the level of service, efficiency and overall timelines of planning projects, programs, and/or studies due to overwork of staff on the team.

The workload for the Planning and Development Services Department has steadily increased and is expected to continue to increase in the coming years. The number of initiatives, capital projects, Council requests, planning studies and programs which are managed by the department continues to increase. Additionally, the complexity of the planning studies, capital projects and programs continue to rise.

The Town's strategic plan identifies several initiatives, projects, programs, and studies which have specific design requirements that impact all sections of the Planning and Development Services Department. Increases in the volume of work has made it very difficult for existing staff to manage existing design activities and unplanned/emerging design activities as a result of development applications for intensified development. The new Design Technician position would help alleviate the current workload on the department and enhance design capabilities which will help all section of the Planning and Development Services Department, especially for the Engineering/Transportation Planning Sections.

BUSINESS CASE

Design Technician

Stakeholders

N/A

Strategic Alignment

This position helps support some of the Council strategic initiatives, including Transportation Planning related items like traffic calming. The designs for the latest traffic calming installations around town were completed in-house by one of the Transportation Technologists. The time commitment required by staff for this review took away from development review, which is the primary function of the department.

This new position will help achieve the 2018-2022 Strategic Plan Goals and Actions outlined in the Focus Areas of “Investing in our Community” and “Connecting our Community”. Specifically it will help the Town achieve the Goals of “Encouraging and Supporting Strategic Land Use Development”, “Modernizing Existing Municipal Infrastructure and Other Assets”, Fostering a Sense of Place and Celebrating our History”, and “Enhancing the Beauty and Appeal of the Town”.

Having this dedicated staff member will allow our development review to continue uninterrupted, which is especially important given the implications of Bill 109. Bill 109 is enforcing strict deadlines for development review and will make it very difficult for existing staff to commit time to Capital initiatives and Council requests.

Description

The start date for this position would be after Operating Budget is approved in February (aiming for July 1, 2023). This position is fulltime, permanent.

This position will meet the digital support requirement of the department by providing AutoCAD and GIS expertise. There are continuous infrastructure updates to the Town’s GIS database required when subdivisions and other services are constructed. Planning and Development Services staff are responsible for sending the Town’s GIS team this information. The GIS infrastructure database feeds into CityWorks, which is the software used to track all maintenance activities in the Operations & Environmental Services Department. It is important to regularly add newly-constructed infrastructure to this database so proper maintenance can be scheduled and budgeted for. It is important for the Town’s Asset Management Plan, which is required under O. Reg. 588/17, to have a comprehensive and complete picture of all Town-owned infrastructure.

Bill 109, More Homes for Everyone Act, 2022, is enforcing strict deadlines for development review and will make it very difficult for existing staff to commit time to Capital initiatives and Council requests. Planning & Development Services will be focussed on complying with this new legislation, which will require all existing positions to focus on their core areas of responsibility: Development Review. Transportation Planning responses to Council requests for

BUSINESS CASE

Design Technician

traffic calming design, implementation and repeated warrant analyses diverge time from that core responsibility. The design technician will be able to provide digital support that is currently lacking in the department and GIS support that is currently stretching the GIS Analyst position in the Innovation and Technology department, which will result in expedited responses to Council, and on-time review of development applications.

Expected Benefits and Service Impacts

The benefit to having this position in-house is that we would have the expertise to produce Traffic Control Implementation Plans (TCIPs) needed to adjust traffic signage around town in response to resident complaints and updated legislation as opposed to outsourcing for this service.

This in-house/in-department expertise will also eliminate the need to engage external consultants for alternate design drawing services that are more commonly being needed for staff to assess complex mixed-use development. The cost of engaging external consultants is not a flow through and cannot be billed back to the developer.

This position will also assist in compiling and reviewing as-constructed engineering drawings, coding the drawings for upload into DMS, and coordinating their upload to MapViewer.

Additionally, the Design Technician will perform the following duties:

- Develop and prepare engineering designs and drawings from preliminary concepts, sketches, engineering calculations, specification sheets and other data
- Operate computer-assisted design (CAD) and drafting workstations
- Develop and prepare design sketches
- Complete documentation packages and produce drawing sets
- Check and verify design drawings to conform to specifications and design data
- Write technical reports
- Prepare contracts and tender documents
- Prepare construction specifications, costs and material estimates

Comparative Analysis

Most neighbouring municipalities have dedicated staff for these types of duties. Often there will be multiple Design Technician positions at a municipality specific to disciplines: Engineering, Stormwater, Transportation, Parks, etc. Generally, they are either performing in-house design, or in-house support for municipal asset management plans.

Alternative Service Delivery Approaches

The tasks of development review, site inspections, updating of the as-constructed drawing database, and traffic calming design have all been compromised by either being postponed, delayed, or cancelled due to other positions making up for the absence of a Design Technician.

BUSINESS CASE

Design Technician

The Development Engineer Technologists would be handling all the as-constructed document management, but their time has been dominated by Building Permit review, site inspections, and customer complaints. The Transportation Technologists would normally be doing Site Plan and development application review, but their time is also diverted to tasks that would be specific to the Design Technician. The Planning section has hired external consultants to assist with alternate design drawing services and heavily relies on the GIS Analyst in the Technology and Innovation department for development planning and policy planning mapping needs.

Cost / Benefit Analysis

Table 1: Summary of Financial Impacts

	Full Year	2023	2024
Costs			
Salaries, Benefits & Employee-related Costs	91,900	45,500	46,400
Other Operating Costs	3,400	3,400	
Funding Sources / Savings			
Internal			
External			
Net Operating Cost (Savings)	\$ 95,300	\$ 48,900	\$ 46,400
Capital Requirements	\$ -	\$ -	\$ -

BUSINESS CASE

Energy & Sustainability Coordinator

Department/Section	Planning & Development Services Department / Sustainability Section
Start Date	
Type	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service
Attachments	Attachment 1 – Cost Benefit Analysis

Executive Summary

This business case is to request approval for a new position; the Energy & Sustainability Coordinator (formerly Energy and Waste Officer) in the Sustainability Section of the Planning & Development Services department for 2023. The position would report to the Supervisor of Environmental Sustainability & Climate Change.

As municipal environmental sustainability portfolios have been expanding in response to emerging trends and issues over the last several years, it is becoming evident that the Town needs to establish and build a dedicated team to address the various aspects of environmental sustainability and climate change. Based on a scan of other municipalities, the Planning & Development Services department has restructured the Planning Section to create a Sustainability Section consisting of at least three (3) full-time staff: a Supervisor of Environmental Sustainability & Climate Change (hired October 2020); an Environmental Planner (hiring in process); and an Energy & Sustainability Coordinator (formerly Energy and Waste Officer) (proposed).

The addition of an Energy & Sustainability Coordinator will help advance the environmental sustainability and climate change portfolio and add a dedicated and knowledgeable energy/GHG-related staff position to advance the Town's reputation as a leader in environmental sustainability.

Background

Based on a scan of other municipalities (discussed in the Comparative Analysis section below), Planning & Development Services has restructured the Planning Section to add a Sustainability Section that focuses on environmental sustainability and climate change planning and action. In October 2020, the Supervisor of Environmental Sustainability & Climate Change was hired to lead the Sustainability Section and its associated workplan and deliverables. The Supervisor of Environmental Sustainability & Climate Change identified the remaining needs within the Section and, as a result, began the hiring process for an Environmental Planner in 2022 and proposed the hiring of an Energy & Sustainability Coordinator (formerly Energy and Waste Officer) for 2023. In addition, a position focused on stakeholder engagement, community education, and community climate action is being proposed in 2024.

BUSINESS CASE

Energy & Sustainability Coordinator

The provincial government mandates that municipalities prepare and annually update Energy Conservation and Demand Management Plans. Trends and best practices for the management of municipal facilities have shifted towards a greater focus on energy conservation and management. The development and regular updating of community and corporate greenhouse gas inventories is also now a key function in almost all Ontario municipalities. These shifts have resulted in a need for staff that are knowledgeable of, and dedicated to, energy planning and conservation as well as GHG reduction. The Energy & Sustainability Coordinator would report to the Supervisor of Environmental Sustainability & Climate Change.

Stakeholders

N/A

Strategic Alignment

The Energy & Sustainability Coordinator is required to support the Town's Strategic Plan and departmental work plan by delivering identified key initiatives. This new position will help achieve the Goals and Actions outlined in the Focus Areas of "Investing in our Community" and "Leading in our Community". Specifically, it will help the Town achieve the Goals of "Encouraging and Supporting Strategic Land Use Development", "Modernizing Existing Municipal Infrastructure and Other Assets", and "Providing Continued Leadership in Environmental Sustainability". This position will support the Town in achieving Council-endorsed GHG reduction targets, addressing Council's Climate Emergency Declaration, and meeting annual requirements associated with the Council-endorsed Cities Race to Zero initiative.

Description

The Energy & Sustainability Coordinator will be responsible for overseeing and implementing the Town's energy portfolio, and supporting the sustainability portfolio, which includes:

- Updating and monitoring the implementation of the Town's Energy Conservation and Demand Management Plan and coordinating other corporate and community energy management initiatives.
- Reviewing energy modelling and studies to support the development application review process and ensure compliance with the Ajax Green Standard and building codes.
- Supporting the development of sector-specific energy reduction plans such as the Green Fleet Strategy.
- Monitoring and reporting the Town's annual energy consumption and GHG emissions to ensure the Town is achieving Council-approved GHG emissions reduction targets.
- Undertaking research, data collection and analysis to identify, assess, prioritize, and support energy and sustainability initiatives including capital improvement projects and operational and maintenance changes that reduce corporate energy consumption.
- Supporting the development and implementation of plans and policies related to energy and sustainability including the Corporate Ban on Single Use Plastics, Textile Diversion Program, and Ajax Climate Risk and Resiliency Plan.

BUSINESS CASE

Energy & Sustainability Coordinator

- Representing the Town of Ajax on internal and external committees and stakeholder groups as a technical expert.
- Preparing and delivering staff reports and formal presentations to Committees and Council

Expected Benefits and Service Impacts

The addition of an Energy & Sustainability Coordinator will add a vital, dedicated, and knowledgeable staff position to help meet provincial requirements for annual energy conservation reporting and advance the Town's reputation as a leader in environmental sustainability and climate action.

This position will help advance the Sustainability Section's portfolio by updating and reporting on corporate and community greenhouse gas emissions and other environmental sustainability and climate change plans and policies. This position will also help the Planning & Development Services Department better support the Town's Strategic Plan.

Comparative Analysis

As noted in the Background section above, Planning & Development Services is continuing to build a Sustainability Section that would consist of a Supervisor of Environmental Sustainability & Climate Change (hired in 2020), an Environmental Planner (hiring in 2022), and an Energy & Sustainability Coordinator. In addition, a position focused on stakeholder engagement, community education, and community climate action is being proposed in 2024. A scan of other similar Ontario municipalities reveals that most have dedicated environmental sustainability teams or divisions that range in size from 3 to 8 staff¹. These teams consist of a manager or supervisor, sustainability coordinators, researchers, technologists, and planners.

Alternative Service Delivery Approaches

As outlined in the Background section above, the Town has identified the importance of continuing to build a Sustainability Section within the Planning & Development Services department.

Alternatives to adding the Energy & Sustainability Coordinator would be to:

- 1) Add this position's responsibilities onto the Supervisor of Environmental Sustainability & Climate Change's already full work plan which includes overseeing the development of strategic corporate initiatives and plans and implementing two of those major corporate plans (Ajax Climate Risk & Resilience Plan, and Integrated Community Sustainability Plan). Engaging in this solution would result in the quality (and potentially the accuracy) of work being compromised to just get the work done or result in projects remaining dormant. Additionally, this position requires specific education and experience related to

¹ Municipalities reviewed include: Clarington, Pickering, Whitby, Burlington, Newmarket, Oakville, and Kingston,

BUSINESS CASE

Energy & Sustainability Coordinator

energy conservation, planning, and management that current staff within Planning & Development Services do not have.

- 2) The other alternative would be to divide and add the work that would be undertaken by the Energy & Sustainability Coordinator to the already full workload of staff in the Operations & Environmental Services department. However, this would not be effective as the Supervisor of Environmental Sustainability & Climate Change would not be their functional manager and therefore not have much in the way of influence on the staff's work priorities.

Neither of these alternate service delivery approaches would benefit the Town or the effectiveness of the Sustainability Section. Not adding a dedicated Energy & Sustainability Coordinator would be a detriment to the Town. These alternative approaches would put the Town in a position that lags other municipalities in reputation and innovation, especially regarding climate action.

Cost / Benefit Analysis

Table 1: Summary of Financial Impacts

	Full Year	2023	2024
Costs			
Salaries, Benefits & Employee-related Costs	100,200	49,800	50,600
Other Operating Costs	3,400	3,400	
Funding Sources / Savings			
Internal			
External			
Net Operating Cost (Savings)	\$ 103,600	\$ 53,200	\$ 50,600
Capital Requirements	\$ -	\$ -	\$ -