



# Town of Ajax

## 2024 Operating Budget



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## SECTION 1

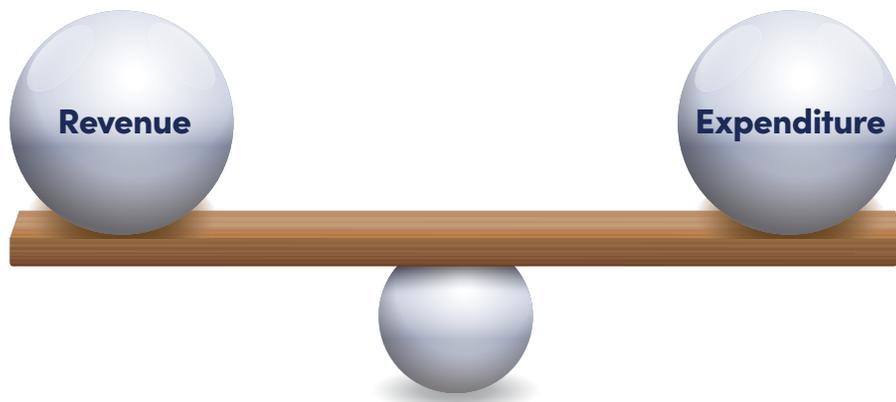
# Operating Budget Overview – Executive Summary

## Executive Summary ►

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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.



## Strong Mayor Power's

Staff begin the budget process in June with a report to Council identifying the budget timetable and various deliverables. Subsequent to the budget timetable report in 2023, the Provincial Government provided Strong Mayor Powers, as outlined in the Municipal Act, to municipalities, including the Town of Ajax, effective July 1, 2023. Under the provisions of the Act, the duty to propose a budget rest with the Mayor, if the budget is presented prior to February 1. However, the Mayor can issue staff direction for staff to undertake the work to prepare a draft budget.

On July 10, 2023, the Mayor provided Town staff with Town of Ajax Mayoral Direction No 2-2023, as amended, which states in part:

"In accordance with section 284.3 of the Act, the Mayor hereby directs the Chief Administrative Officer and Director of Finance/ Treasurer to:

- Prepare the budget in accordance with past practices; and
- Present the draft budget to the Mayor prior to December 15, 2023 for distribution by the Mayor to Council prior to December 18, 2023."

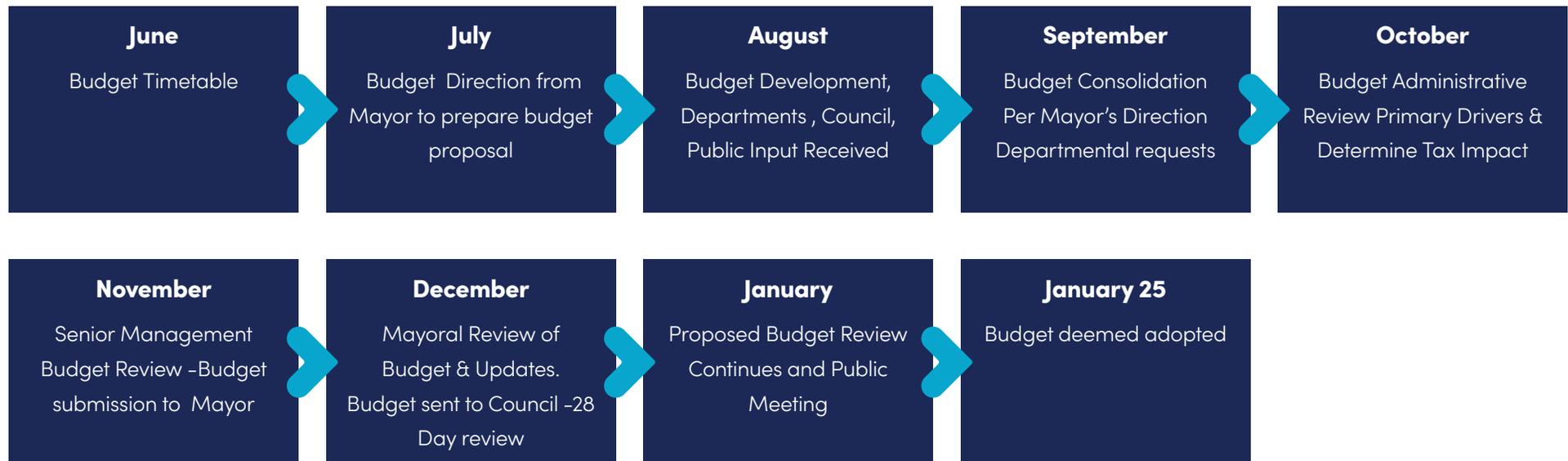
Under Part VI.1 of the Act, Council has 30 days following receipt of the budget to pass resolutions amending the budget. The Mayor may veto Council-approved amendments within 10 days of the amendment period expiring, by providing a written veto document to all members of Council and the Clerk. This must include the reasons for the veto. Two-thirds of Council may, by resolution, override such a veto within 15 days of the veto period expiring. Following conclusion of the above noted processes and time periods, the budget is deemed adopted. The Act also provides that each of the above noted timelines may be shortened.

On October 23, 2023, the Mayor and Ajax Council approved the adjusted timelines:

**Table 1 - 2024 Budget Timelines**

Period	Legislated Timeline	Shortened Timeline	Date(s)
Council Amendment Period	30 days	28 days	Dec 18, 2023 to Jan 15, 2024
Veto Period	10 days	4 days	Expires Jan 19, 2024
Veto Override Period	15 days	5 days	Expires Jan 24, 2024
<b>Total Days</b>	<b>55 days</b>	<b>37 days</b>	

The following outlines the steps taken towards developing the 2024 budget.



## 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:

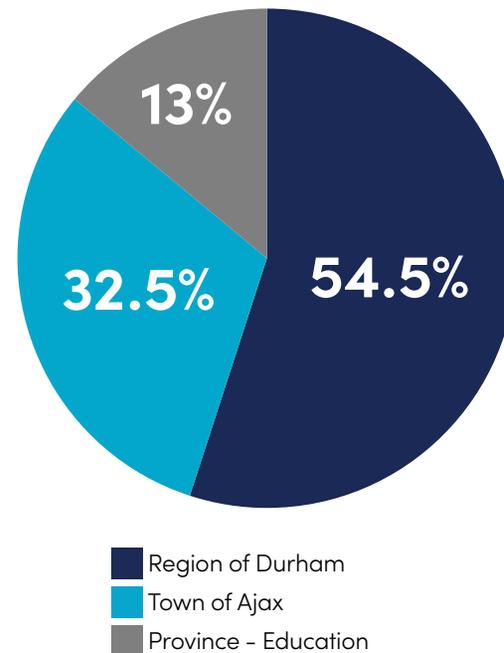
- Existing service levels approved by Council;
- Annualization of prior year budget decisions (e.g. staffing, operating costs for previously approved capital projects, new services introduced);
- Additional external resources required as a result of growth (e.g. increase in park acreage, new roads/streetlights/sidewalks, 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 184 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.

## Provincial Impact on the Town's Local Levy (PILL)

Provincial impacts on the Town's Local Levy includes items where the province is underfunding services or the province has

downloaded services to the municipality. Such examples include addressing the housing crisis and homelessness, impacts from various Provincial legislative changes such as those made to the Development Charges Act (DCA) and Planning Act through Bills 108, 109, 23 and 134. Although the Town of Ajax is not yet budgeting for the anticipated shortfall in revenues from these legislative changes, one of the business cases being proposed is to address the download of land division applications processing from the Region as a result of Provincial Bill 23. Staff continue to monitor the impacts of these legislative changes and will identify impacts as required in future budgets.



## Property Tax Distribution

Your property tax bill is made up of three parts. It includes taxes for the municipal portion of 32.5% (Town of Ajax), Regional portion 54.5% and education portion 13%. 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.

The services funded by each part of the tax bill include the following.

## Municipal vs Regional vs provincial Service

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

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

## Estimated taxation impact on the average homeowner

The 2024 budget identifies \$94,094,200 as the amount to be raised from property taxation. The municipal tax rate increase is based on the budget amount deemed adopted. The regional tax rate increase is determined by the Region of Durham and the education rate increase is determined by the Province of Ontario.

The tax rate increase for the Town is 7.59% which amounts to a change of 2.47% on the average residential property tax bill. The monthly increase of the Town portion of the tax bill is approximately \$12 / month based on the average assessed home in Ajax of \$493,000.

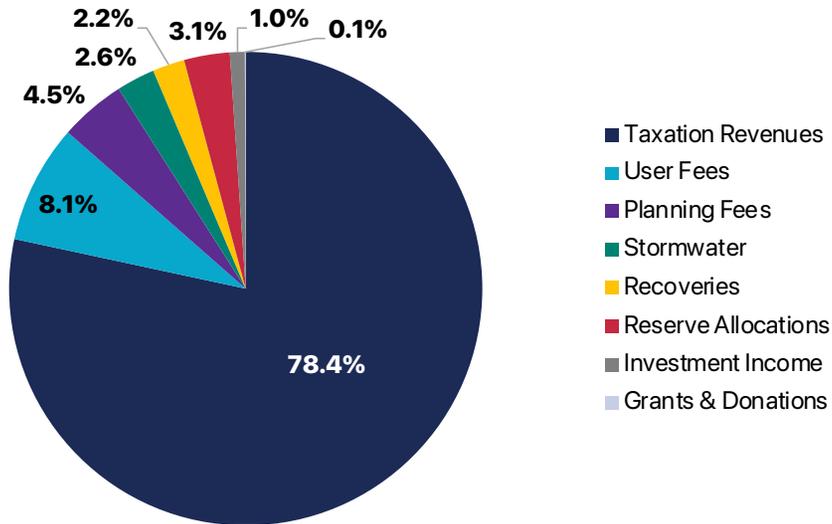
**Table 2 - 2024 Combined Tax Rate (Amended)**  
(Region / Town / Board of Education)

	% Increase	Weighting	Tax Rate Impact
Town of Ajax	7.59%	32.5%	2.47%
Region of Durham *	7.00%	54.5%	3.82%
Province of Ontario	0%	13.0%	0.00%
<b>Total Blended Tax rate</b>		<b>100%</b>	<b>6.29%</b>

\* estimate based on December 12, 2023 Region of Durham F&A Committee

## Operating Budget

### Operating Revenues



### Taxation Revenue

The most important source of revenue for the Town is property taxes accounting for 78.4% of the revenue the town needs to fund the services provided including fire and emergency response, planning and building services, road maintenance, winter control and maintenance of parks

### User Fees

The Municipal Act, 2001 permits the town to impose user fees and charges. These fees are the rates charged for the delivery of products or services to residents that are optional and offered on a fee-for-service basis. They include things such as room rentals,

permit fees, registration fees for day camps. As a part of our budget development all user fees are reviewed to ensure the fees reflect where possible the cost of providing certain programs and services, thereby limiting the demand for property tax dollars. The review includes an adjustment of fees to reflect the municipal price index (MPI). The MPI is a composite index reflecting increases of the Town's cost to provide services and deliver programs.

### Planning Fees

Planning fees are revenues arising from the services provided by the Planning & Development (P&D) department. These fees fluctuate based on anticipated development. Additionally building permit fees are regulated under Bill 124 which requires that fees are based on a cost recovery of only what it costs to administer and enforce permits. A detailed review of costs and revenues is done annually and will result in applicable upward or downward adjustments to the Building Approvals Reserve.

### Stormwater Fees

In accordance with the stormwater fee and Credit Policy/By-law number 16-2023 a new fee was identified following an initial feasibility study and as an important step in the Town's stormwater management program. The By-Law imposed a fee that is indexed annually in line with the Town's calculated municipal price index (MPI). For 2024, a fee of \$49.60 will be charged for each residential unit and for every 192 m<sup>2</sup> of non-residential impervious area. The Fee allows the town to improve and maintain its stormwater management program.

## Recoveries

Recoveries are revenues derived either internally or externally to cover the costs of various expenditures. Internal recoveries include contributions from capital projects and reserves to achieve defined business objectives (i.e. implementation of large software projects and road construction contract administration). External recoveries include revenue for the performance of work for other organizations, boards or governments for which the town recovers the costs it incurs in performing that service for the entity. This includes winter maintenance for Regional Roads, reports or peer reviews required through planning agreements and insurance claims.

## Investment Income

This revenue line item includes the interest income anticipated to be earned on the funds held by the Town in the various reserves and general accounts. The Town has been pursuing a more robust investment strategy since 2022 and higher rates of return on investment are expected over the next number of years. Any investment income earned over the budgeted amount will be contributed to the capital reserves to assist with inflationary pressures on the capital program as per the Discretionary Reserve Administration Policy 123.

## Grants & Donations

The federal and provincial government may occasionally provide the town with funding for designated purposes. They impact both the gross revenues and gross expenditures of the town and will

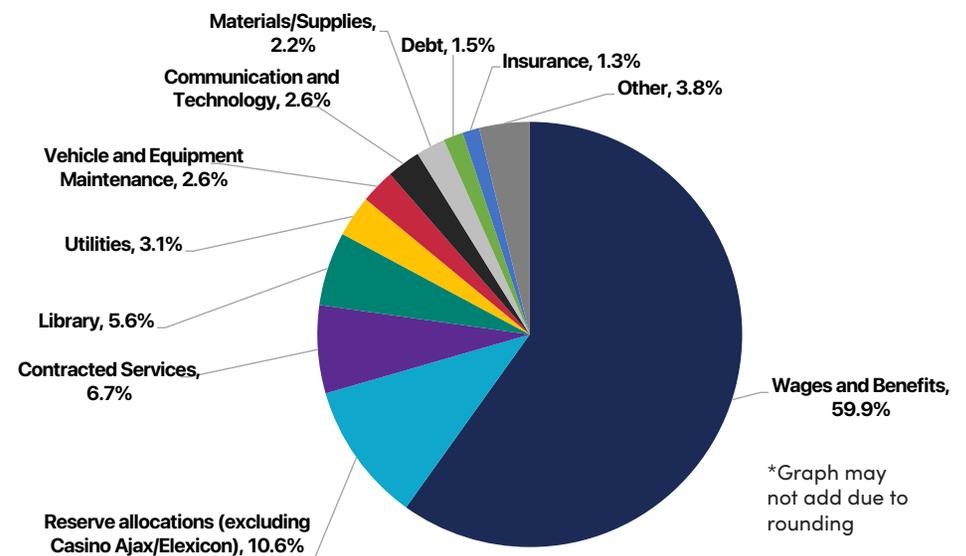
have mitigating impacts to the budget. The main reduction in Grants and Donations for 2024 is the reversal of the COVID related grants and associated expenses that were included in the 2023 budget.

## Reserve Allocation

The reserve allocations include funds transferred to offset and reduce pressure on the general levy. Reserve allocations can also be used to help offset one-time projects identified in the operating budget to negate an increase in the budget.

## Operating Expenditures

Operating expenses are expenses required for the daily needs of the Municipality. Operating expenses help us to maintain the current levels of services in the community and cover items like snow plowing, parks and recreation maintenance, fire and emergency services and administrative costs.



## **Wages and Benefits**

The town employs staff on both a full time and part time basis. These employees receive wages, which are the monetary payments for services provided, and benefits which can include health and dental coverage, paid vacation as well as sick days. Staff support our administrative, recreation, operational, planning and development, legislative, information technology and library programs.

## **Utilities**

This is the costs incurred by the Town for natural gas, hydro, water and sewage services at its facilities. The Town has seen a reduction in its consumption levels year over year across all facilities due to the implementation of energy efficient initiatives such as energy efficient heating ventilation and cooling systems, green roof technology and solar panels.

## **Vehicles & Equipment**

The Town's vehicle ownership is extensive. It includes vehicles used by the fire services such as aerial fire trucks, the operations department; including snowplows, articulated tractors, cargo vans and sedans as well as vehicles used by the By-Law officers to provide essential services to the Town. Service level targets include maintaining vehicles in a state of good repair, ensuring they are safe, reliable, and adequate as well as managing and optimizing our parts inventory to minimize costs. The operational cost to service, maintain a parts inventory and fuel these assets or rent where applicable is being managed to ensure costs are minimized

through effective Lifecycle management.

## **Reserve Allocations**

Reserve allocations are transfers of revenues to the various reserves. The reserve allocations in the Town's budget include general levy allocations, Casino Ajax and Elexicon revenues and Stormwater fees to support the Town's capital program. These are in addition to other funding sources to capital projects such as transfers or grants from agencies including the government.

## **Contracted Services**

Contracted services supplement the delivery of services by the Town. These contracts are partnerships with various vendors entered into across all Town departments. They perform services such as drain cleaning, HVAC maintenance, elevator servicing, facility cleaning, electrical repairs as well as security services. The Town has seen cost savings by adjusting the terms of some contracts from "fixed price" terms contracts to contracts based on the "pay as you go" model of costing. The Town continues to leverage its scale to derive cost efficiencies where possible.

## **Communication & Technology**

Communication and Technology will include business applications, technology infrastructure, network communications, telephone services and related expenditure for the required levels of service expected by the Town. This enables the town to provide effective public services and maintain efficient government operations through the appropriate and innovative application of information technology.

## Materials / Supplies

Materials and supplies are a broad category of costs that contains the supplies needed for the maintenance of the Town's bridges, culverts, catch basins, roads, parks and facilities. The primary supplies required here are sand, salt, small tools such as shovels and rakes, granular, garbage bags, perennial and annual plants among other things. These need to be purchased on an ongoing basis throughout the year to ensure the Town maintains its Levels of service.

## Other

Other expenditure comprises a miscellaneous group of expenses including one-time purchases such as bunker gear for the fire department, education and training to ensure the continuous professional development of staff, consulting and professional services including legal support as required, finance charges from the use of electronic payment services and administrative costs such as marketing materials and digital communication. These costs combined make up approximately four percent of the operational budget and help the Town maintain its commitment to a high level of service to its stakeholders.

## 2024 Primary Budget Drivers (Amended)

2024 Tax Levy Impact	\$ Increase (Decrease)	% Increase (Decrease)	Tax Bill Impact
2024 Inflationary Increase	\$ 3,113,100	3.56%	1.16%
One-time charges	\$ (333,600)	-0.38%	-0.12%
Growth related charges	\$ 14,600	0.02%	0.01%
New & other impacts	\$ 4,208,800	4.81%	1.55%
Assessment growth and PILs	\$ (1,436,300)	-1.64%	-0.53%
<b>2024 Impact before Business Cases</b>	<b>\$ 5,566,600</b>	<b>6.37%</b>	<b>2.07%</b>
Business Cases - new positions	\$ 800,500	0.91%	0.30%
Business Case - Provincial impact on local levy (PILL)	\$ 61,000	0.07%	0.02%
Business Cases - security contracts	\$ 209,000	0.24%	0.08%
<b>Total Business Cases</b>	<b>\$ 1,070,500</b>	<b>1.22%</b>	<b>0.40%</b>
<b>Total Changes &amp; Blended Tax rate</b>	<b>\$ 6,637,100</b>	<b>7.59%</b>	<b>2.47%</b>

## Budget Drivers

The Town's budget is impacted year over year by varying factors which are classified into five main groups based on their effect on the budget. These impacts drive or cause the changes that will result in the proposed budget. The drivers are;

- **Inflationary impacts** Primarily price changes and other inflationary impacts on the cost of goods and services required by the Town to meet the required levels of service. This includes cost escalations on various items such as cost of living adjustments, contract awards, and utilities. The Town reviews its fees and charges on an annual basis using a cost recovery model. The change in fees is typically driven by a Town calculated Municipal Price Index (MPI) based on a municipal basket of goods and services.
- **One Time Changes** items that occur in the current year and are not expected to form part of the base budget in subsequent years (i.e. capital purchases less than \$10,000). Also included are reversals 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.). Included in growth related changes will be the assessment growth discussed in greater detail below.
- **New and Other 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 the prior year budget decision, the impacts of Council approved decision 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 having no net impact to the budget.

## Assessment Growth and Payment in Lieu of Taxes (PILs)

The tax base includes the total assessed value of homes and other properties within the Town. The larger the tax base the greater the distribution in the cost of managing the Town's affairs and the smaller the individuals share of the tax burden. A growing tax base also increases revenue stability for the Town. Assessment growth is the net change that happens to the Town's tax base during a year and can include modifications caused by new construction, major renovation, demolitions and property values assessment disputes.

Payment in Lieu of Taxes (PILs) are voluntary payments made to the Town by the federal, provincial, and municipal governments and agencies to compensate the Town for municipal services it delivers to their properties. Examples of these agencies include Canada Post and Metrolinx.

## Business Cases

The budget highlights twenty business cases which are also detailed in section 3 of this document. Included in these business cases for 2024 are 14 new full time staff being requested, including the position in response to Provincial legislation, and 9 conversions of part time staff to full time at a total cost of \$861,500. There are also two business cases which relate to security initiatives, one each for the Library and the Town at a total cost of \$209,000.

These security initiatives aim to keep stakeholders that use the Town facilities safe. The combined business case impact is \$1,070,500 resulting in a local tax increase of 1.22%.

## Business Case - Provincial Impact on the Town's Local Levy (PILL)

One of the business cases is to address the download of land division applications processing from the Region as a result of Provincial Bill 23. This has an impact of \$61,100 in 2024, and an annualized total cost of \$120,500.

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 an analysis of the annual 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.

#### 2023 Accomplishments

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

#### 2024 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

#### The Budget By Driver Report

The Budget By Driver Report identifies the prior year approved budget and the total 2024 budget requested. It will look at the year-over-year budget changes by the major drivers: inflationary, one-time, growth related, new and other as well as budget neutral changes. This will facilitate understanding of the reason behind the change at a corporate and departmental level.

- **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 2024 Budget by Driver report.

- **Proposed Business Cases** New items being introduced to the budget that have specific detailed information requiring separate approval. This information is identified in the last column of the report. This column is not included in the 2024 requested Budget amount in this report.

## 2. 2024 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 business cases typically include requests for ongoing budget funding but could also include requests 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 2024 Operating Budget document include various staffing requests and an expanded level of service request. The staffing requests are related to the continuation of 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) along with requests required to address various departmental priorities and deal with the continued growth in the Town.



**TOWN OF AJAX**  
**2024 BUDGET BY DRIVER**

**AMENDED**

	2023 Approved Budget	2024 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
<b>OPERATING EXPENDITURES</b>										
Full Time Salaries & Benefits	56,888,400	62,116,400	5,228,000	3,842,400	-	-	1,385,600	-	5,228,000	1,232,900
Part Time Wages & Benefits	11,401,200	12,736,900	1,335,700	1,049,700	80,500	-	205,500	-	1,335,700	(197,500)
One-time Purchases under \$10,000	628,900	471,400	(157,500)	-	(157,500)	-	-	-	(157,500)	-
Utilities (Electricity, Natural Gas & Water)	4,108,300	3,974,200	(134,100)	(236,500)	-	-	102,400	-	(134,100)	-
Insurance	1,571,000	1,631,300	60,300	44,300	-	-	16,000	-	60,300	-
Education & Training	509,000	511,600	2,600	600	-	-	2,000	-	2,600	-
Vehicle & Equipment Maintenance	3,106,300	3,346,700	240,400	12,000	5,100	-	182,100	41,200	240,400	(32,500)
Debtenture	2,197,000	1,898,400	(298,600)	(359,700)	-	-	61,100	-	(298,600)	-
Reserve Allocations	15,483,600	21,035,300	5,551,700	137,600	-	185,300	5,883,500	(654,700)	5,551,700	(282,500)
Municipal Grants & Subsidies	7,071,600	7,290,700	219,100	187,900	-	-	31,200	-	219,100	170,400
CIP Grant	849,600	794,900	(54,700)	-	-	-	(400)	(54,300)	(54,700)	-
Contracted Services	7,088,700	7,882,200	793,500	68,300	(73,000)	25,800	858,500	(86,100)	793,500	140,000
Equipment Rentals, Service, Lease	456,900	452,500	(4,400)	5,700	-	-	(10,100)	-	(4,400)	-
Consulting & Professional Services	649,800	658,100	8,300	500	(49,900)	-	47,700	10,000	8,300	-
Communications & Technology	2,623,600	3,227,100	603,500	69,500	(69,000)	-	549,500	53,500	603,500	39,700
Materials & Supplies	2,539,300	2,814,300	275,000	128,200	3,000	-	139,400	4,400	275,000	-
Administrative Expenses	1,115,000	1,236,200	121,200	9,500	-	-	93,500	18,200	121,200	-
Financial Charges & Fees	671,300	690,900	19,600	500	-	-	19,100	-	19,600	-
Miscellaneous Expenses	200,500	158,100	(42,400)	(15,100)	(24,000)	-	(3,300)	-	(42,400)	-
<b>Total Operating Expenditures</b>	<b>119,160,000</b>	<b>132,927,200</b>	<b>13,767,200</b>	<b>4,945,400</b>	<b>(284,800)</b>	<b>211,100</b>	<b>9,563,300</b>	<b>(667,800)</b>	<b>13,767,200</b>	<b>1,070,500</b>
<b>OPERATING REVENUES</b>										
Taxation Revenue	87,884,200	89,320,500	1,436,300	61,000	-	1,375,300	-	-	1,436,300	-
Facility Revenue	2,915,800	3,081,400	165,600	200,800	-	-	(35,200)	-	165,600	-
Fitness Revenue	663,100	708,300	45,200	21,900	-	-	23,300	-	45,200	-
Licencing & Fines	1,897,400	2,427,800	530,400	2,000	-	-	528,400	-	530,400	-
Program Registration	2,624,000	2,618,200	(5,800)	109,100	-	-	(114,900)	-	(5,800)	-
Planning Fees	5,101,600	5,668,200	566,600	99,000	317,700	-	204,200	(54,300)	566,600	-
Stormwater Fees	-	3,311,000	3,311,000	106,800	-	-	3,204,200	-	3,311,000	-
Other User Fees	691,900	756,500	64,600	15,300	-	-	49,300	-	64,600	-
Penalties & Interest	2,000,000	2,500,000	500,000	-	-	-	500,000	-	500,000	-
Investment Income / Slots / Elexicon	7,661,200	8,661,900	1,000,700	(32,000)	-	-	1,032,700	-	1,000,700	-
Grants & Donations	252,100	69,000	(183,100)	900	(172,700)	-	(9,300)	(2,000)	(183,100)	-
Recoveries	3,551,800	3,716,800	165,000	40,100	80,500	-	1,200	43,200	165,000	-
Miscellaneous Revenues	595,700	594,800	(900)	9,500	-	-	(10,400)	-	(900)	-
Reserve Allocations	3,321,200	3,926,200	605,000	1,258,900	(176,700)	196,500	(19,000)	(654,700)	605,000	-
<b>Total Revenues / Recoveries</b>	<b>119,160,000</b>	<b>127,360,600</b>	<b>8,200,600</b>	<b>1,893,300</b>	<b>48,800</b>	<b>1,571,800</b>	<b>5,354,500</b>	<b>(667,800)</b>	<b>8,200,600</b>	<b>-</b>
<b>NET EXPENDITURES</b>	<b>-</b>	<b>5,566,600</b>	<b>5,566,600</b>	<b>3,052,100</b>	<b>(333,600)</b>	<b>(1,360,700)</b>	<b>4,208,800</b>	<b>-</b>	<b>5,566,600</b>	<b>1,070,500</b>

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

**TOWN OF AJAX**  
**2024 BUDGET BY DRIVER**  
**All Departments**

**AMENDED**

	2023 Approved Budget	2024 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	668,300	702,500	34,200	11,200	-	-	23,000	-	34,200	-
Office of the CAO	4,569,800	4,943,200	373,400	342,200	(8,800)	-	41,200	(1,200)	373,400	165,400
Finance	2,723,600	2,874,600	151,000	306,100	(18,500)	-	(136,600)	-	151,000	72,900
Non-Departmental	7,754,100	7,437,700	(316,400)	(1,761,800)	-	-	1,449,100	(3,700)	(316,400)	-
Legislative & Information Services	7,309,800	8,740,600	1,430,800	782,500	(25,800)	-	633,400	40,700	1,430,800	79,800
Fire & Emergency Services	19,912,800	22,045,100	2,132,300	1,064,800	5,000	-	1,043,300	19,200	2,132,300	-
Operations & Environmental Services	22,472,200	23,418,400	946,200	742,800	(290,500)	14,600	556,200	(76,900)	946,200	336,300
Recreation & Culture	13,656,000	15,561,100	1,905,100	1,127,700	13,500	-	756,000	7,900	1,905,100	117,100
Planning & Development Services	2,111,000	2,216,700	105,700	311,200	(8,500)	-	(211,000)	14,000	105,700	128,600
Ajax Public Library	6,706,600	6,947,200	240,600	186,400	-	-	54,200	-	240,600	170,400
<b>Total before Assessment Growth</b>	<b>87,884,200</b>	<b>94,887,100</b>	<b>7,002,900</b>	<b>3,113,100</b>	<b>(333,600)</b>	<b>14,600</b>	<b>4,208,800</b>	<b>-</b>	<b>7,002,900</b>	<b>1,070,500</b>
<b>Assessment Growth / PIL / Supplemental taxes</b>	<b>(427,100)</b>	<b>(1,863,400)</b>	<b>(1,436,300)</b>	<b>(61,000)</b>	<b>-</b>	<b>(1,375,300)</b>	<b>-</b>	<b>-</b>	<b>(1,436,300)</b>	<b>-</b>
<b>Total after Assessment Growth / PIL / Supp taxes</b>	<b>87,457,100</b>	<b>93,023,700</b>	<b>5,566,600</b>	<b>3,052,100</b>	<b>(333,600)</b>	<b>(1,360,700)</b>	<b>4,208,800</b>	<b>-</b>	<b>5,566,600</b>	<b>1,070,500</b>
<b>Proposed Business Cases</b>		<b>1,070,500</b>	<b>1,070,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,070,500</b>	
<b>Total Amount to be Raised by Taxation</b>	<b>87,457,100</b>	<b>94,094,200</b>	<b>6,637,100</b>	<b>3,052,100</b>	<b>(333,600)</b>	<b>(1,360,700)</b>	<b>4,208,800</b>	<b>-</b>	<b>6,637,100</b>	

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

## SECTION 2

# Department Summaries

## Mayor and Council ►

### Department Overview



**Shaun Collier**  
Mayor & CEO

**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.

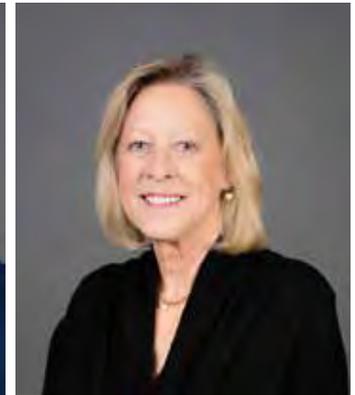
The role of Council is to represent the public and to consider the well-being and interests of the municipality, develop and evaluate the policies and programs the municipality provides, ensure that administrative practices and procedures are in place to implement the decisions of Council and maintain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



**Crawford Marilyn**  
Regional Councillor  
Ward 1



**Sterling Lee**  
Regional Councillor  
Ward 2



**Joanne Dies**  
Regional Councillor  
Ward 3



**Rob Tyler-Morin**  
Councillor  
Ward 1



**Nancy Henry**  
Councillor  
Ward 2



**Lisa Bower**  
Councillor  
Ward 3

**TOWN OF AJAX**  
**2024 BUDGET BY DRIVER**  
**Mayor/Council Office**

	2023 Approved Budget	2024 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
<b>OPERATING EXPENDITURES</b>										
Full Time Salaries & Benefits	515,200	841,000	325,800	11,200	-	-	314,600	-	325,800	-
Education & Training	21,800	21,800	-	-	-	-	-	-	-	-
Communications & Technology	3,600	3,600	-	-	-	-	-	-	-	-
Administrative Expenses	127,700	142,700	15,000	-	-	-	15,000	-	15,000	-
<b>Total Operating Expenditures</b>	<b>668,300</b>	<b>1,009,100</b>	<b>340,800</b>	<b>11,200</b>	<b>-</b>	<b>-</b>	<b>329,600</b>	<b>-</b>	<b>340,800</b>	<b>-</b>
<b>OPERATING REVENUES</b>										
Recoveries	-	306,600	306,600	-	-	-	306,600	-	306,600	-
<b>Total Revenues / Recoveries</b>	<b>-</b>	<b>306,600</b>	<b>306,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>306,600</b>	<b>-</b>	<b>306,600</b>	<b>-</b>
<b>NET EXPENDITURES</b>	<b>668,300</b>	<b>702,500</b>	<b>34,200</b>	<b>11,200</b>	<b>-</b>	<b>-</b>	<b>23,000</b>	<b>-</b>	<b>34,200</b>	<b>-</b>

\* 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 \$11,200 mainly due to cost of living increase and benefit rates

### New/Other

- New Regional portion of wages and benefits for Mayor and Regional Councillors and new Deputy Mayor salary including benefits \$314,600
- Mayor and Council Community BBQ Event \$15,000
- Recovery from Region of Durham for portion of Mayor and Regional Councillors wages and benefits \$306,600



## Office of the CAO ►

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### 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

- 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 programming
- Ajax Partnership Fund administration
- Non-tax revenue and grant funding for the Town

### Quality Management System

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

### 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

### Economic Development

- Business retention and expansion programs
- Business growth and support
- Outreach and engagement opportunities
- Marketing and promotions
- Tourism programming

## 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)



## 2023 Accomplishments

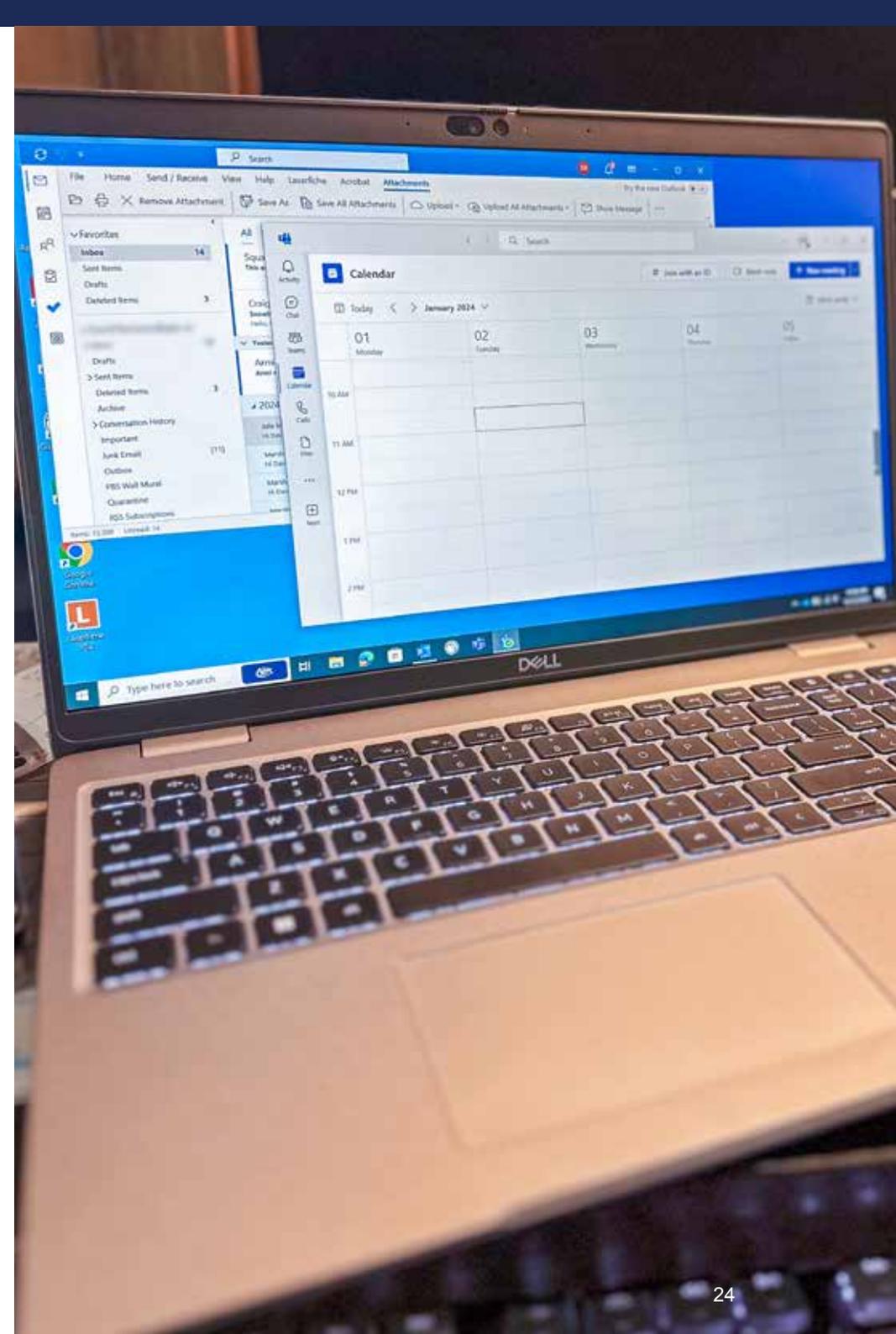
- Facilitated the development of the Ajax Council 2023-2026 Ajax Strategic Plan, Ajax26
- Administered the first full lifecycle of Ajax Partnership Fund grants
- Implemented a new, integrated process for in-kind facility rentals
- Hosted three TOA Mini-Market events as part of Farmers Market Feasibility Study
- Lead the request for \$43M through the federal Housing Accelerator Fund (HAF) grant
- Applied for \$10 million (excluding HAF) in grant funding and was approved for \$6.5 million to date
- Initiated a comprehensive business retention & expansion project
- Launched 17-part Ajax Business Profile Video Series
- Created and promoted new Ajax Community Profile
- Consulted with former BIAs on future business support and engagement
- Facilitated two homelessness community drop-in sessions
- Developed a working Encampment Response Strategy
- Facilitated encampment support and cleanups, including 30+ between July and September 2023
- Supported four delegations to provincial ministers at the Association of Municipalities of Ontario (Association of Municipalities of Ontario) annual general meeting
- Supported the crafting and implementation of Strong Mayor procedures and directives
- Supported four Community Infrastructure and Housing Accelerator applications

- Reintroduced Town's corporate newsletter (Ajax Today) with a refreshed style and new content strategy
- Supported the design and delivery of the term's first Councillor Ward Newsletters (September 2023)
- Updated corporate Social Media Policy to include guidance on current trends and elected officials' social media
- First in Durham to launch a corporate municipal podcast (TOA Talks)
- Hosted two Live w/ Mayor Collier Events (March and October 2023)
- Hosted two CAO Café session for Town of Ajax staff
- Coordinated 10 formal photo opportunities and wrote 41 news releases to promote and launch Town initiatives (e.g., Ajax Fire Pride shirts, groundbreaking, E-bike and E-scooter Pilot Program, etc.)
- Worked with departments to improve processes and customer experiences (E.g.; assisted Recreation & Culture increase Average Service Level for incoming calls)
- Revamped Quarterly Quality reporting to provide better insights into trends and data
- Updated Work Instruction, Operating Procedure, and Policy Templates to improve accessibility
- Recommended changes to Town's Quality Management program (ISO 9001 to Lean Thinking)
- Hosted first Mayor & Community BBQ of the Council term
- Honoured eight former Ajax elected officials and department heads with a Tree dedication ceremony
- Coordinated the Joe Dickson Park dedication
- Responded to 500 constituent inquiries with a focus on 5 key concerns: encampments, homelessness, winter response, 2023 budget, property standards

- Coordinated the Indigenous and Community Healing Garden Opening with the Ajax Pickering Hospital Foundation
- Featured informative Diversity X Change Pop-Up Exhibits: a community campaign highlighting Anti-Islamophobia & Community, Black Lives Matter & Entertainment, and Missing Indigenous Women to raise awareness, engagement, and civic resiliency in the community
- Relunched 'Ajax For All' as the new portfolio identifier for all diversity, equity, and inclusion programs internally and externally for the Town.
- Completed the Workforce Census with Turner Consulting Group
- Launched the Ajax Anti-Racism Task Force
- Completed comprehensive compensation reviews for Exempt Full Time and Non-Union Part Time
- Conducted 866 interviews and recruited 387 full-time, part-time and seasonal/summer staff
- Implemented new software to improve and streamline the summer hiring process
- Hosted a staff appreciation food truck event with 300+ staff members in attendance
- Executed several Corporate Wellness programs ("Walk this Way" Wellness Challenge, 2023 Wellness Calendar, Wellness Booths)
- Accepted into the WSIB Excellence Program to secure a WSIB premium rebate
- Implemented new Health and Safety orientation training to meet legislative/corporate requirements
- Introduced new OMERS pension plan option for Council
- Supported corporate-wide transition to M365

## 2024 Priorities

- Reintroduce school tours at Town Hall
- Initiate the Corporate Gender Diversity Training Program
- Formalize Indigenous Consultation Policy
- Implement workforce census recommendations
- Apply Lean Strategy and Thinking
- Identify critical processes for process mapping
- Develop process for all corporate partnerships
- Secure non-tax revenue through Town's first high value, large scale naming rights sponsorship program
- Leverage grant funding in support of the Pickering Village Redevelopment Project
- Implement results tracking system for strategic plan actions
- Finalization of formal Encampment Response Policy
- Develop a local Community Safety Action Plan and conduct crime reporting education
- Continue to advocate on matters important to Ajax, including transportation connections, homelessness, housing, environmental issues, Downtown Ajax (Hunt Street) etc.
- Review of traditional communications tools
- Initiate OLA redesign
- Prepare for website redesign in 2025
- Introduce a quarterly social media and website analytics report to senior management
- Implement business retention and expansion program
- Design new Tourism webpage
  - Introduce Post-Secondary Student Business Program
  - Participate in the HR Management Software (HRMS) project development
  - Develop a HR Strategic Plan



**TOWN OF AJAX**  
**2024 BUDGET BY DRIVER**  
Office of the CAO

	2023 Approved Budget	2024 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
<b>OPERATING EXPENDITURES</b>										
Full Time Salaries & Benefits	3,749,600	4,212,000	462,400	351,200	-	-	111,200	-	462,400	186,400
Part Time Wages & Benefits	55,200	55,500	300	300	-	-	-	-	300	(27,600)
Insurance	31,900	17,000	(14,900)	(14,900)	-	-	-	-	(14,900)	-
Education & Training	129,200	129,200	-	-	-	-	-	-	-	-
Municipal Grants & Subsidies	250,000	250,000	-	-	-	-	-	-	-	-
Contracted Services	296,100	178,000	(118,100)	(1,300)	-	-	(96,000)	(20,800)	(118,100)	-
Equipment Rentals, Service, Lease	4,100	4,100	-	-	-	-	-	-	-	-
Consulting & Professional Services	162,000	130,200	(31,800)	-	-	-	(31,800)	-	(31,800)	-
Communications & Technology	31,400	28,400	(3,000)	4,100	(8,800)	-	1,700	-	(3,000)	6,600
Materials & Supplies	3,500	4,500	1,000	1,000	-	-	-	-	1,000	-
Administrative Expenses	306,000	357,300	51,300	1,300	-	-	30,400	19,600	51,300	-
<b>Total Operating Expenditures</b>	<b>5,019,000</b>	<b>5,366,200</b>	<b>347,200</b>	<b>341,700</b>	<b>(8,800)</b>	<b>-</b>	<b>15,500</b>	<b>(1,200)</b>	<b>347,200</b>	<b>165,400</b>
<b>OPERATING REVENUES</b>										
Licencing & Fines	1,300	1,500	200	200	-	-	-	-	200	-
Recoveries	100,200	120,300	20,100	(700)	-	-	20,800	-	20,100	-
Miscellaneous Revenues	51,200	51,200	-	-	-	-	-	-	-	-
Reserve Allocations	296,500	250,000	(46,500)	-	-	-	(46,500)	-	(46,500)	-
<b>Total Revenues / Recoveries</b>	<b>449,200</b>	<b>423,000</b>	<b>(26,200)</b>	<b>(500)</b>	<b>-</b>	<b>-</b>	<b>(25,700)</b>	<b>-</b>	<b>(26,200)</b>	<b>-</b>
<b>NET EXPENDITURES</b>	<b>4,569,800</b>	<b>4,943,200</b>	<b>373,400</b>	<b>342,200</b>	<b>(8,800)</b>	<b>-</b>	<b>41,200</b>	<b>(1,200)</b>	<b>373,400</b>	<b>165,400</b>

\* 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 \$351,500 mainly due to cost-of-living increase, progression and reclassification (change in grade or job step level) and benefit rates
- Insurance, inflationary increase, and corporate allocation (\$14,900)

### One time

- Removal of one-time costs associated with 2023 new staff (\$8,800)

### New & Other

- Annualization of 2023 new staff \$111,200
- Reduction in contracted services of (\$96,000) driven primarily by:
  - The Durham community page no longer operating (\$64,700)
  - Completion of the compensation review (\$25,000)
  - Continued increase in recruitment advertising costs \$10,000
  - Funds for economic development website content removed with Ajax.ca redesign scheduled for 2025 (\$9,000)
  - Maintenance savings from decommissioned electronic signs and reduced HR related assessment costs (\$7,300)
- Costs associated with ISO recertification removed as moving to new Lean Thinking (LT) program (\$31,800)

- Increased administrative costs of \$30,400 related to:
  - Cost increase for printing the constituent newsletter and additional delivery routes and boundaries \$17,400
  - Photography for significant events \$6,000
  - Funds to account for unique and innovative ways to increase civic resiliency and awareness for diversity and inclusion \$5,000
  - Administration of deliverables and initiatives \$2,000
- Annualization of 2023 new HR Analyst position funded from the HRMS Capital Project \$20,800
- Removal of draw from reserve due to the completion of the compensation review (\$25,000) and the elimination of the ISO program (\$21,500)

### Budget Neutral

- Shift in contracted service expenditures to support additional printing costs associated with the closure of the Durham community page and Language Line service transferred to LIS \$1,200

### Proposed Business Cases

- Details of proposed new staffing and/or initiatives are included in Section 3:
  - Diversity & Inclusion Officer
  - Strategic Initiatives Coordinator of Community Support Programs
  - Administrative Assistant – HR Services – conversion from PT to FT

# Finance ▶

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## 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, the procurement of goods and services and corporate insurance and risk mitigation support.

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

### Administration

- Corporate Insurance: coverage, insurance certificate review and renewal, claims, risk management
- Departmental personnel records
- Department records management
- Department website updates
- Departmental Strategic Management
- Corporate financial analysis and advice

### Budgets & Accounting Services

- Accounts payable, accounts receivable, general accounting
- Payroll

- Banking, cash management, investments, debenture financing
- Operating and capital budgets and forecasts
- Development charge interpretation, administration, collection and reporting
- Development securities, including letters of credit, surety bonds and 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)
- Stormwater Management Fee Collection

### 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 Procurement 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

## 2023 Accomplishments

### Administration

- 2023-24 comprehensive insurance policy renewals which included significant retrieval and consolidation of asset catalogues and replacement values
- Core service review implementation and Finance Strategic Plan execution
- Legal and Insurance coordination, review and update to the Town's Senior Snow application waiver
- Review of insurance certificates and various agreements for acceptable insurance and indemnity requirements (i.e facility rental agreements, site plan and subdivision agreements and various other partnership agreements)
- Document Management System liaison ensuring updates to policies and procedures were completed and finance work instructions documented into the DMS
- Creation and implementation of new quarterly corporate insurance newsletters
- In collaboration with grants coordinators, review, accept and execution of various grant applications as well as claims

submissions for grant funding

### Budgets & Accounting Services

- Provided financial support and guidance on special projects (Development Application Approval Process, Community Improvement Plan Review, Electronic Signatures Implementation, Digital Plans Submission Portal, Strong Mayor Powers Legislation, Asset Management Plan, Core Services Review implementation, Human Resources Management System (HRMS) RFP Terms of Reference)
- Financial guidance and department support provided with development of Ajax Partnership Fund, Computek Grant and expansion of grant portfolio
- Banking services RFP review and recommendation
- Implementation of a new online payment tool to streamline processes and gain efficiencies in processing credit card transactions
- Provided support to HR with new eligibility for all staff to opt into the OMERS program, requiring much more additional reporting and reconciliation at year end
- Successfully implemented harmonization of Regional Council and Mayoral remuneration as one payment stream
- Facilitated the administration of 117 new PT staff to OMERS pension plan
- Initiated, coordinated, and reported 2024 Annual User Fee with calculated 2024 Municipal Price Index (MPI)
- Initiated use of cheque scanner at Town Hall to recognize immediate deposit of cheques and eliminate time lag with bank on physical cheque retrieval
- Liaised with external parties on various ad hoc external government audits (Payroll, Canada Community Building

- Fund) which resulted in compliance with regulations
- Actively managing investments to obtain highest return in changing economic landscape
- Completed review of use of debt for large vehicle and equipment as well as for all capital projects with a useful life of 10 years or greater
- Updated DC interest rate policy to align with Legislated Bill 23 changes
- Completed a review of the Development Charge Background Study taking into account Bill 23 legislation – outcome of review and update resulted in Town maintaining current DC by-law
- Completed Cash Handling Internal Audit and reported findings to Senior Management team; P-Card and Agreement Security internal audit development underway
- Completed hiring process and onboarding of 6 new positions approved by Council in 2023 with last converted position recruitment underway
- Completed implementation of 2023 FT & PT Exempt Review
- Improved accounting process around construction holdbacks in accounting system to decrease manual accruals at year end to allow for electronic tracking and more efficient reconciling at year end
- Adjusted WSIB monthly premium payments from manual cheques to payment through electronic banking platform
- Assisted P&D with the digitization of utilities invoices to allow for improved information flow and consumption analysis

## **Taxation**

- Streamlined the billing process for Payments in Lieu (PIL's) to cut down on paper-based billing methods

- Successfully implemented billing and collection of the new Stormwater Management Fee
- Updated our Region water liens review process to capture additional non- tax revenues where applicable
- Worked with the host of the Tax Certificate Online (TCOL) portal to implement additional search criteria, improving the customer experience
- Maintained an active database of over 10,900 pre-authorized tax payment accounts.
- Completed over 1,500 ownership changes and contacted new owners regarding their account
- Processed more than 2,000 requests for statements / bill reprints with a standard 2-day (or same day) turnaround time
- Issued more than 58,750 tax bills
- Processed approximately 150 assessment changes / appeals as provided by MPAC

## **Procurement**

- Implementation of new purchasing card program provider, including process improvements and increased revenue generation.
- Developed and issued RFP for Human Resources Management System (HRMS) in collaboration with Technology and Innovation
- Launch of new digital purchasing card reconciliation and approval program.
- Ongoing updates to Bid Document Templates to reflect new legislative changes pertaining to excess soil management.
- Continuous procurement process improvements through enhanced automation
- Reviewed and update Procurement by-law increasing

minimum threshold to help departments streamline purchases.

- Fully implemented Bids and Tenders “Contract Module” to store contracts and related documents enabling vendors to provide key documents in a digital format.

## 2024 Priorities

### Budgets and Accounting Services

- Automating DC Deferral and DC Freeze calculations in AMANDA 7 software (delayed project start due to status of AMANDA upgrade)
- Formalize DC Deferral, DC Freeze, policies and work instructions (delayed from 2022 and introduction of Bill 23)
- Continue to develop tracking mechanism for financial impacts of Bill 23 working in partnership with the Municipal Finance Officers Association of Ontario (MFOA)
- Finalize Local Service Policy (LSP) with all Operations and Planning and Development Services. The LSP is a guiding document clearly identifying developer and Town responsibility for new infrastructure required due to growth.
- Provide Finance support and guidance to departments on:
  - Community Benefits Charge Study & Bylaw implementation
  - Parkland Dedication Bylaw updates required due to Bill 23
  - Asset Management Plan and related financing strategy
- Ongoing transition to automated accounting workflows
- Develop cash flow forecasting model to assist with investment timing decisions
- Develop grant tracker in partnership with the Office of the CAO

- Support and provide advice on the HRMS implementation
- Streamline employee expense reimbursement from accounts payable to payroll
- JD Edwards (financial system) roadmap, review and upgrade plan in partnership with Technology and Innovation

### 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
- Implementation of an Online Property Tax portal for residents to review account balances, recent payments, and upcoming due dates, etc.
- Investigate the option of combining Residential and Commercial billing on one bill
- Review the potential impact of offering an application-based tax grant for low-income seniors and low-income persons with disabilities
- Review and Implement cash payment limits

### Procurement

- Leverage capabilities of current bids & tenders eBidding platform to manage online evaluations of Request for Proposal (RFP) and Request for Pre-Qualification (RFQ) and continue to utilize platform as contract repository and management tool.
- RFP Process Review and training.
- Review and update of the vendor performance evaluation process
- Collaborate with Economic Development to develop an

effective and sustainable supplier outreach and education program.

- Develop and launch a Business information session with the Ajax-Pickering Board of Trade.
- Promote and increase the Town's participation in Durham Purchasing Cooperative (DPC) and utilize Group Procurement Organization contracts for efficiency and economies of scale savings.
- Continue to create and provide comprehensive Procurement education and training program for Town staff.
- Continue reviewing of Procurement By-law and Procedures to improve procurement process and its alignment with best practices.



### Various Financial Statistics

	2021	2022	2023 to Nov
Accounts Payable Cheques/EFT's	4,708	5,568	5,253
Accounts Payable Vouchers	8,632	9,642	9,017
Accounts Receivable Invoices	378	370	215
Number of T4's issued	1,047	979	1,137
Number of pay statements	15,823	20,098	21,020
ROE's	338	512	417
Number of payroll inquiries	N/A	N/A	190
Number of reconciled bank transactions	10,909	12,415	12,092
Number of Tax calls	17,794	13,455	11,967
Number of tax bills issued	56,247	57,313	58,752
Revenue collected	\$251,628,423	\$260,843,333	264,809,938
Number of business units supported	183	185	184
Number of Finance reports/bylaws sent to Council/GGC/Cap	21	19	19
Number of contracts finalized	233	258	140*
Value of contracts	\$38,241,987	\$30,777,508	\$33,709,989*
Average procurement Cycle time	24 days	25 days	26 days

\* to June 2023

**TOWN OF AJAX**  
**2024 BUDGET BY DRIVER**  
**Finance**

	2023 Approved Budget	2024 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
<b>OPERATING EXPENDITURES</b>										
Full Time Salaries & Benefits	3,652,100	4,310,400	658,300	323,100	-	-	335,200	-	658,300	69,600
Part Time Wages & Benefits	139,400	133,200	(6,200)	8,000	-	-	(14,200)	-	(6,200)	-
Insurance	31,900	17,000	(14,900)	(14,900)	-	-	-	-	(14,900)	-
Education & Training	46,400	46,400	-	-	-	-	-	-	-	-
CIP Grant	644,700	644,700	-	-	-	-	-	-	-	-
Contracted Services	47,900	50,600	2,700	2,600	-	-	100	-	2,700	-
Equipment Rentals, Service, Lease	2,900	2,900	-	-	-	-	-	-	-	-
Consulting & Professional Services	76,900	72,000	(4,900)	-	(4,900)	-	-	-	(4,900)	-
Communications & Technology	15,800	2,400	(13,400)	-	(13,600)	-	200	-	(13,400)	3,300
Materials & Supplies	1,800	3,600	1,800	1,800	-	-	-	-	1,800	-
Administrative Expenses	117,600	120,900	3,300	-	-	-	3,300	-	3,300	-
Financial Charges & Fees	456,500	430,100	(26,400)	500	-	-	(26,900)	-	(26,400)	-
<b>Total Operating Expenditures</b>	<b>5,233,900</b>	<b>5,834,200</b>	<b>600,300</b>	<b>321,100</b>	<b>(18,500)</b>	<b>-</b>	<b>297,700</b>	<b>-</b>	<b>600,300</b>	<b>72,900</b>
<b>OPERATING REVENUES</b>										
Other User Fees	72,800	70,500	(2,300)	1,800	-	-	(4,100)	-	(2,300)	-
Penalties & Interest	2,000,000	2,500,000	500,000	-	-	-	500,000	-	500,000	-
Recoveries	437,500	389,100	(48,400)	13,200	-	-	(61,600)	-	(48,400)	-
<b>Total Revenues / Recoveries</b>	<b>2,510,300</b>	<b>2,959,600</b>	<b>449,300</b>	<b>15,000</b>	<b>-</b>	<b>-</b>	<b>434,300</b>	<b>-</b>	<b>449,300</b>	<b>-</b>
<b>NET EXPENDITURES</b>	<b>2,723,600</b>	<b>2,874,600</b>	<b>151,000</b>	<b>306,100</b>	<b>(18,500)</b>	<b>-</b>	<b>(136,600)</b>	<b>-</b>	<b>151,000</b>	<b>72,900</b>

\* 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 \$331,100 mainly due to cost-of-living increase, progression, and benefit rates
- Insurance Premium, inflationary increase and corporate allocation (\$14,900)
- Tax billing cost increase due to postage, paper cost and updated printing contract with vendor \$2,600
- Fee increases as per 2024 Fees By-Law \$15,000

### One Time

- Removal of full post-employment valuation review costs which occur every 3 years for preparation of annual financial statement disclosures (\$4,900)
- Decrease in Communications & Technology due to removal of one-time costs associated with 2023 new staff (\$13,600)

### New/Other

- Annualization of 2023 FT/PT Council Approved Staff \$321,000
- Increase in administrative costs due to increase in tax bill mailings and memberships for 2023 Council Approved Staff \$3,300
- Reduction in 2024 Bank Fees due to new banking contract (\$26,900)
- Decrease in volume on Tax Certificate Issuance (\$4,100)
- Increase in penalties and interest revenue based on historical trends \$500,000
- Reduction in external recoveries due to fewer mortgage companies collecting property taxes on behalf of owners (\$61,600)

## Proposed Business Cases

- Details of proposed new staffing and/or initiatives are included in Section 3:
- Senior Buyer (Capital Projects Lead)



**TOWN OF AJAX**  
**2024 BUDGET BY DRIVER**  
**Non-Departmental**

	<b>2023 Approved Budget</b>	<b>2024 Requested Budget</b>	<b>Budget Increase/ (Decrease)</b>	<b>Inflationary Impacts</b>	<b>One-time Changes</b>	<b>Growth Related Changes</b>	<b>New &amp; Other Impacts</b>	<b>Budget Neutral Changes</b>	<b>Budget Increase/ (Decrease)</b>	<b>Proposed Business Cases</b>
<b>OPERATING EXPENDITURES</b>										
Full Time Salaries & Benefits	356,300	(143,600)	(499,900)	(183,400)	-	-	(312,800)	(3,700)	(499,900)	-
One-time Purchases under \$10,000	47,700	-	(47,700)	-	(47,700)	-	-	-	(47,700)	-
Insurance	137,100	155,400	18,300	2,300	-	-	16,000	-	18,300	-
Reserve Allocations	15,037,000	18,020,400	2,983,400	5,000	-	196,500	2,781,900	-	2,983,400	-
Contracted Services	80,000	-	(80,000)	-	(80,000)	-	-	-	(80,000)	-
Consulting & Professional Services	45,000	-	(45,000)	-	(45,000)	-	-	-	(45,000)	-
Financial Charges & Fees	3,000	3,000	-	-	-	-	-	-	-	-
Miscellaneous Expenses	7,400	4,100	(3,300)	-	-	-	(3,300)	-	(3,300)	-
<b>Total Operating Expenditures</b>	<b>15,713,500</b>	<b>18,039,300</b>	<b>2,325,800</b>	<b>(176,100)</b>	<b>(172,700)</b>	<b>196,500</b>	<b>2,481,800</b>	<b>(3,700)</b>	<b>2,325,800</b>	<b>-</b>
<b>OPERATING REVENUES</b>										
Investment Income / Casino Ajax / Elexicon	7,661,200	8,661,900	1,000,700	(32,000)	-	-	1,032,700	-	1,000,700	-
Grants & Donations	172,700	-	(172,700)	-	(172,700)	-	-	-	(172,700)	-
Miscellaneous Revenues	35,500	35,500	-	-	-	-	-	-	-	-
Reserve Allocations	90,000	1,904,200	1,814,200	1,617,700	-	196,500	-	-	1,814,200	-
<b>Total Revenues / Recoveries</b>	<b>7,959,400</b>	<b>10,601,600</b>	<b>2,642,200</b>	<b>1,585,700</b>	<b>(172,700)</b>	<b>196,500</b>	<b>1,032,700</b>	<b>-</b>	<b>2,642,200</b>	<b>-</b>
<b>NET EXPENDITURES</b>	<b>7,754,100</b>	<b>7,437,700</b>	<b>(316,400)</b>	<b>(1,761,800)</b>	<b>-</b>	<b>-</b>	<b>1,449,100</b>	<b>(3,700)</b>	<b>(316,400)</b>	<b>-</b>

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

# Non-departmental Summary ▶

## Variance Explanations

### Inflationary

- Salaries and benefits reduction primarily due to decreased annual payroll liability offset by net retiree benefits cost increases (\$183,400)
- Insurance Premium, inflationary increase, and budget neutral reallocation \$2,300
- Increased allocation to Election reserve of \$5,000 to fund estimated 2026 cost increases
- Reduction in interest earned on internal debentures (\$32,000)
- Draw from Stabilization Reserve to mitigate impact of exempt review over three years \$1,617,700

### One Time

- Removal of Public Health Outbreak 2023 budgeted costs and related grant funding (\$172,700)

### Growth

- Assessment growth previously allocated to capital reserves through the Financial Sustainability Plan, has been reallocated to the operating budget \$196,500

### New/Other

- Reduction in budget for vacancy and employee benefits gapping based on historical trends (\$328,000)
- Increase in Mayor and Council severance accrual based on updated By-Law guidelines \$15,200

- Increase for corporate insurance policy \$16,000
- Contribution to capital reserves of \$1,032,700 due to:
  - Increase in Casino Ajax revenue based on prior year trend \$1,000,000
  - Increase in Elexicon dividends transferred directly to reserve \$32,700
- Additional infrastructure levy contributed to asset management reserves \$1,749,200
- Taxation related adjustment (\$3,300)

### Budget Neutral

- Reallocation of full-time staff benefits to Recreation Facilities budget (\$3,700)



# 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 and corporate privacy program
- 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) and data/analytics
- Online services

## 2023 Accomplishments

- Legislative Services & Customer Service
  - Meeting Management
  - Completion of Council Chambers Technology Upgrades
  - Developed the Council Decision Dashboard – implementation continues
  - Electronic Participation Policy developed and approved by Council
  - Procedure Bylaw Updates to support new hybrid meeting format, plus other procedural improvements and new language to reflect Part VI.1 of the Municipal Act;
  - Implement new processes in response to ‘Strong Mayor’ powers
- Records & Information Management
  - Development of Corporate Privacy Program and related policies
  - Digitized dozens of boxes of physical records, improving accessibility of critical Town information
  - Finalized transfer of accountability for archive services to the Ajax Public Library
  - Commencement of Records and Information Strategy
- Accessibility
  - Commenced LEAD program in partnership with the Abilities Centre
  - Mobile Device Charging Station Project, funded by grant
- Transitioned responsibility for 2023 Fees and Charges review

and update process to Finance department

- Development and Implementation of Electronic Signatures Policy
- Advisory Committee recruitment, appointment and onboarding for new term of Council
- Customer Service Strategy set to be completed by end of 2023

## Bylaw Services

- Obtained Council approvals for implementation of an Administrative Monetary Penalty (AMP) system;
- Completed updates to Public Nuisance and Noise By-laws to support DRPS enforcement of nuisance behaviors
- Implementation of new contract for sheltering services for Animal Services with Humane Society
- Implemented new processes for Towing contracts based on accountability changes made by DRPS

## Technology and Innovation

- Microsoft 365 Phase I and Phase II deployments
- Implementation of InterviewStream software
- CityWorks fully deployed in Operations & Environmental Services
- Full deployment of E-signatures
- Tax Certificates Online (TCOL) implementation in partnership with Finance
- GIS Mapping Projects (e.g. Fire incident mapping, senior snow removal program app, etc.)
- Development of “Council Decision Dashboard”
- Commenced Global Positioning System/Automatic Vehicle Locating System (GPS/AVL) Solution project

- Developed and issued RFP for Human Resources Management System (HRMS) in collaboration with Finance
- Digital Plans Submissions project commenced
- Payment Gateway project completed
- Implementation of new cyber security training and campaign solution
- Major improvements in Infrastructure and Cyber Security
  - Implementation and 'fine-tuning' of new Managed Security Services Provider (MSSP)
  - Completed 2 security audit and penetration tests
  - Upgraded switches throughout the Town
  - Commenced upgrading wireless access points (APs) Town-wide
  - Firewall upgrade
  - Increase Internet bandwidth at various town facilities
- Technology Support for Accommodation Plan
- Commenced JDE Infrastructure Upgrade and completed Financial System Assessment
- Amanda 7 Upgrade



## 2024 Priorities

### Legislative Services & Customer Service

- Continue the digitization of physical records
- Completion of Customer Service Strategy and year 1 rollout
- Improve and digitize the Corporate Customer Service training for staff
- Complete Records and Information Strategy
- Operationalization of Corporate Privacy Program
- Council Decision Dashboard – Phase II
- Review records and information management policies and procedures to support the continuing deployment of M365 capabilities across the organization
- Review of Election Contribution Rebate Program
- Further development of Hybrid Meeting technology (i.e. configuration improvements, enablement of remote chairing)
- Enhance the digital accessibility of electronic records to ensure continued compliance with the Accessibility for Ontarians with Disabilities Act

### Technology and Innovation

- Implement new Global Positioning System/Automatic Vehicle Locating System (GPS/AVL) solution for Operations
- Award and begin implementation of Human Resources Management System (HRMS)
- Infrastructure Upgrades and implement a Disaster Recovery as a Service solution (DRaaS)
- Support Completion of major strategies including Customer Service Strategy and Records & Information Strategy
- Development and approval of Cybersecurity Strategy (in partnership with Durham College)
- Digital Plan Submissions implementation

- Complete upgrade of JDE infrastructure
- Implement 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 in partnership with Finance
- Improve analytics and reporting using PowerBI for all Town departments
- Begin Assessment for Ajax.ca replacement
- Modernize key corporate workflows using M365 Tools
- Procure Customer Relationship Management (CRM) system

### By-Law Services

- Implement Administrative Monetary Penalty System (AMPS).
- 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, and Sediment and Erosion Control By-law.

**TOWN OF AJAX**  
**2024 BUDGET BY DRIVER**  
**Legislative & Information Services**

	2023 Approved Budget	2024 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
<b>OPERATING EXPENDITURES</b>										
Full Time Salaries & Benefits	5,114,700	6,231,300	1,116,600	612,300	-	-	504,300	-	1,116,600	76,500
Part Time Wages & Benefits	920,800	1,074,400	153,600	141,500	-	-	26,100	(14,000)	153,600	-
One-time Purchases under \$10,000	10,000	-	(10,000)	-	(10,000)	-	-	-	(10,000)	-
Insurance	60,700	48,200	(12,500)	(12,500)	-	-	-	-	(12,500)	-
Education & Training	67,100	67,100	-	-	-	-	-	-	-	-
Vehicle & Equipment Maintenance	48,200	50,800	2,600	2,600	-	-	-	-	2,600	-
Contracted Services	447,000	522,200	75,200	1,400	-	-	72,600	1,200	75,200	-
Equipment Rentals, Service, Lease	137,000	131,400	(5,600)	-	-	-	(5,600)	-	(5,600)	-
Consulting & Professional Services	170,000	210,000	40,000	-	-	-	40,000	-	40,000	-
Communications & Technology	2,194,700	2,867,200	672,500	50,500	(15,800)	-	584,300	53,500	672,500	3,300
Materials & Supplies	55,800	55,800	-	-	-	-	-	-	-	-
Administrative Expenses	89,900	99,000	9,100	300	(400)	-	9,200	-	9,100	-
Financial Charges & Fees	22,200	22,200	-	-	-	-	-	-	-	-
Miscellaneous Expenses	24,000	-	(24,000)	-	(24,000)	-	-	-	(24,000)	-
<b>Total Operating Expenditures</b>	<b>9,362,100</b>	<b>11,379,600</b>	<b>2,017,500</b>	<b>796,100</b>	<b>(50,200)</b>	<b>-</b>	<b>1,230,900</b>	<b>40,700</b>	<b>2,017,500</b>	<b>79,800</b>
<b>OPERATING REVENUES</b>										
Licencing & Fines	1,895,600	2,425,800	530,200	1,800	-	-	528,400	-	530,200	-
Recoveries	127,200	206,700	79,500	10,400	-	-	69,100	-	79,500	-
Miscellaneous Revenues	500	500	-	-	-	-	-	-	-	-
Reserve Allocations	29,000	6,000	(23,000)	1,400	(24,400)	-	-	-	(23,000)	-
<b>Total Revenues / Recoveries</b>	<b>2,052,300</b>	<b>2,639,000</b>	<b>586,700</b>	<b>13,600</b>	<b>(24,400)</b>	<b>-</b>	<b>597,500</b>	<b>-</b>	<b>586,700</b>	<b>-</b>
<b>NET EXPENDITURES</b>	<b>7,309,800</b>	<b>8,740,600</b>	<b>1,430,800</b>	<b>782,500</b>	<b>(25,800)</b>	<b>-</b>	<b>633,400</b>	<b>40,700</b>	<b>1,430,800</b>	<b>79,800</b>

\* 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 \$753,800 due to cost of living increase, progression and reclassification (change in grade or job step level) and benefit rates
- Insurance Premium, inflationary increase, and corporate allocation (\$12,500)
- Technology includes corporate software fees and licencing contract increases \$50,500
- Recoveries of inflationary impacts on portion of the Business Solutions Specialist position funded from the HRMS capital project \$10,400

### One time

- Removal of one time costs and adjustments for other corporate hardware requirements (\$25,800)
- Removal of 2023 Election rebate program costs funded from the Election Reserve (\$24,400)

### New / Other

- Salaries and benefits for both full-time and part-time staff increased by \$530,400 due to annualization of positions related to the IT Strategic Plan and new By-law Associate. Also included are two new staff associated with the new Administrative Monetary Penalties System (AMPS).
- Increase in contracted services of \$72,600 due to:
  - Costs associated with the new AMPS program include a contracted hearings and security officer offset by savings in prosecution services \$54,100

- Increase in funds required for new audio-visual management service contract \$12,500
- Additional funds for records digitization services due to the accommodation plan \$10,000
- FMW infrastructure upgrade completed in 2023 (\$4,000)
- Savings with new photocopier/printer contract and reduced usage (\$5,600)
- Consulting and professional service cost increases of \$40,000 are comprised of:
  - An annual security audit review \$20,000
  - Phone system software version update required to keep systems current and up to date \$20,000
- Communications & Technology increase of \$584,300 related to:
  - Server licencing, information security and infrastructure monitoring \$270,000
  - New software contracts, annualization and expansion of existing services \$189,100
  - MTO aris fee associated with new AMPS program \$96,500
  - Deployment of corporate mobile technology, including laptops and mobile phones, as well as internet and mobile device management costs for business continuity \$28,700
  - Postage associated with new AMPS program \$9,200
- Increase in licencing and fines of \$528,400 driven primarily by:
  - Penalty revenue associated with new AMPS program \$490,700
  - Private transportation revenue \$30,000
  - Permitted parking revenue \$10,000
  - Other revenue (\$2,300)

- Increase in recoveries of \$69,100 due to:
  - Annualization of the Business Solutions Specialist position funded from the HRMS capital project \$70,800
  - Decline in Freedom Of Information requests (\$1,700)

### **Budget Neutral Changes**

- New 2023 Waterfront Staff allocated to Operations & Environmental Services (\$14,000)
- Language Line service transferred from Office of the CAO \$1,200
- GPS costs transferred from Operations and consolidated with new dashcam contract \$53,500

### **Proposed Business Cases**

- Details of proposed new staffing and/or initiatives are included in Section 3:
  - Project Manager / Business Analyst (IT PM/BA)



# 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

- Conduct inspections, and ensure compliance under the Ontario Fire Code and Ontario Building Code
- 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
- It is projected that Ajax will outsource its emergency call taking and dispatch services to Oshawa Fire Services in the second quarter of 2024. This will result in a more efficient and cost effective service.
- Fire Administration Division maintains effective and efficient management, leadership, and administrative support capabilities to ensure that the operations of Ajax Fire and Emergency Services are conducted with the highest standards of quality, customer service and corporate responsibility.

### 2023 Accomplishments

- Following the completion of hiring and training of 20 additional firefighters, a fifth staffed Fire apparatus was put in service (Fire Master Plan , FMP, recommendation # 20)
- Expansion of the in-house training programs due to the fire college closure, National Fire Prevention Association

Certification (NFPA) requirements, including in-house proctoring and marking of exams (FMP Recommendation #9)

- Transitioned a part-time administrative assistant to full time to alleviate administration pressure on Fire Prevention and increase Fire Prevention Public Safety Inspection (FMP Recommendation # 7)
- Onboarding and training of an additional Training Officer (FMP Recommendation # 10)
- Replaced command vehicle
- Renovations at Fire Station #2 awarded and construction started. Completion expected in Q1 2024.
- Hazardous materials operations training for Fire Suppression personnel (FMP Recommendation #1)
- Management of bunker gear replacement plan
- Updated establishing & regulating by-law (FMP Recommendation #1)
- Updated the Emergency Management Program to be more efficient and effective, including training for MECG to ensure all are equipped in the event of an emergency
- Following research to reduce traffic congestion on Westney Road in front of Station#1, Opticomms were added to Fire Apparatus to decrease delays in responding to emergency incidents
- Completed upgrades for apparatus laptops, including implementation of a new response program for crews
- Partnered with Camp Molly Program in the support of and empowerment of young woman looking to pursue a career in the Fire Services

## 2024 Priorities

- Onboarding and training of an additional Fire Prevention Inspector (FMP Recommendation #14)
- Onboarding and training of an additional 8 probationary Firefighters (FMP Recommendation #21)
- Continuation of the in-house training programs to meet requirements of NFPA Certifications (FMP Recommendation #9)
- Replacement of the Records Management System
- Purchase a vehicle for the additional Fire Prevention Inspector
- Replacement of 6 thermal imaging cameras which are used to locate fire sources in homes

## Call Summary

	2020	2021	2022	2023 (to Nov 30)
Motor Vehicle Collision (MVC)	298	396	462	406
Fire	214	186	203	184
<b>Total</b>	<b>512</b>	<b>582</b>	<b>665</b>	<b>590</b>



**TOWN OF AJAX**  
**2024 BUDGET BY DRIVER**  
**Fire & Emergency Services**

	2023 Approved Budget	2024 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
<b>OPERATING EXPENDITURES</b>										
Full Time Salaries & Benefits	19,737,800	20,349,800	612,000	1,064,800	-	-	(452,800)	-	612,000	-
Part Time Wages & Benefits	24,800	3,900	(20,900)	100	-	-	(21,000)	-	(20,900)	-
One-time Purchases under \$10,000	383,100	232,600	(150,500)	-	(150,500)	-	-	-	(150,500)	-
Utilities (Electricity, Natural Gas & Water)	176,100	171,900	(4,200)	(6,700)	-	-	2,500	-	(4,200)	-
Insurance	114,800	112,700	(2,100)	(2,100)	-	-	-	-	(2,100)	-
Education & Training	113,200	113,200	-	-	-	-	-	-	-	-
Vehicle & Equipment Maintenance	289,300	293,800	4,500	5,700	-	-	(1,200)	-	4,500	-
Debenture	358,000	61,100	(296,900)	(358,000)	-	-	61,100	-	(296,900)	-
Contracted Services	149,500	924,900	775,400	1,800	-	-	754,400	19,200	775,400	-
Equipment Rentals, Service, Lease	38,900	39,000	100	100	-	-	-	-	100	-
Communications & Technology	245,300	203,000	(42,300)	-	3,200	-	(45,500)	-	(42,300)	-
Materials & Supplies	219,200	212,000	(7,200)	800	-	-	(8,000)	-	(7,200)	-
Administrative Expenses	47,200	48,200	1,000	-	-	-	1,000	-	1,000	-
<b>Total Operating Expenditures</b>	<b>21,897,200</b>	<b>22,766,100</b>	<b>868,900</b>	<b>706,500</b>	<b>(147,300)</b>	<b>-</b>	<b>290,500</b>	<b>19,200</b>	<b>868,900</b>	<b>-</b>
<b>OPERATING REVENUES</b>										
Other User Fees	292,500	292,800	300	300	-	-	-	-	300	-
Recoveries	1,065,000	284,700	(780,300)	-	-	-	(780,300)	-	(780,300)	-
Reserve Allocations	626,900	143,500	(483,400)	(358,600)	(152,300)	-	27,500	-	(483,400)	-
<b>Total Revenues / Recoveries</b>	<b>1,984,400</b>	<b>721,000</b>	<b>(1,263,400)</b>	<b>(358,300)</b>	<b>(152,300)</b>	<b>-</b>	<b>(752,800)</b>	<b>-</b>	<b>(1,263,400)</b>	<b>-</b>
<b>NET EXPENDITURES</b>	<b>19,912,800</b>	<b>22,045,100</b>	<b>2,132,300</b>	<b>1,064,800</b>	<b>5,000</b>	<b>-</b>	<b>1,043,300</b>	<b>19,200</b>	<b>2,132,300</b>	<b>-</b>

\* 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 \$1,064,800 mainly due to cost-of-living increase, progression and reclassification (change in grade or job step level) and benefit rates
- Utilities savings primarily due to reduced hydro consumption at Fire Headquarters (\$6,700)
- Fuel rate increase \$5,700
- Fire Hall debenture expired in 2023 (\$358,000) offset by reduction in contribution from Debt reduction Reserve

### One time

- Net reduced one time purchases of (\$150,500) is primarily driven by;
  - One-time 2023 bunker gear replacement purchases offset by reversal of reserve contribution (\$144,300)
  - Net reduction in DC Reserve contribution adjustment to fund 95% of bunker gear for new staff associated with the Fire Master Plan and outsourcing of dispatch (\$8,000)
  - Net reduction in other 2023 one-time purchases (\$51,300)
  - 2024 bunker gear replacement plan \$26,100
  - New bunker gear dryer for Station #2 and Headquarters \$14,000
  - Replacement hose winch at Station #2 \$8,000
  - Replacement kitchen table and chairs at Station #1 \$5,000
- Removal of one-time costs associated with 2023 new staff \$3,200

### New / Other

- Annualization of 2023 new staff, new 2024 suppression and prevention staff and the transfer of dispatch staff with the change in outsourcing of dispatch services (\$473,800)
- Fire truck and fire hall renovation debenture interest \$61,100
- Increase in contracted services of \$754,400 primarily driven by:
  - Contracted dispatch services with the City of Oshawa \$750,000
  - Annual safety testing required for anchors on the training tower \$5,500
- Savings in communications and technology cost primarily from outsourcing dispatch services to the City of Oshawa (\$45,500)
- Savings in station wear and supplies from outsourcing dispatch services to the City of Oshawa (\$8,000)
- Reduction in recoveries of \$780,800 is primarily driven by:
  - The removal of Pickering recovery with change in outsourcing dispatch (\$775,300)
  - Reduced revenue with increase in training tower competition (\$5,000)
- Reserve allocation from development charges to fund Fire hall renovation debenture interest \$27,500

### Budget Neutral Changes

- Reallocation of Generator Service costs for the three fire halls from Building Maintenance \$19,200

# 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
- Oversee payroll and track all work order costs relating to labor, 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 and streetlights
- Administration of contracted services

- Winter Control services and Road Patrols
- Occupancy and Municipal Consents
- External liaison on capital projects

### Fleet Services

- Maintenance and acquisition of Town fleet and equipment
- Administer the Town's driver safety training program
- Implementation of the Town's Green Fleet Strategy
- Support and maintain the inventory system (includes items such as fuel, lubricants, auto parts and approved consumable items such as safety wear, that support the department)
- Support and monitor the management of the Corporation's Commercial Vehicle Operator's Registration (CVOR) including the safety violation rating, Commercial Vehicles Inspections (PMCVI)

### 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 and 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 on-going maintenance of Town facilities including: electrical, mechanical, structural and building automation systems
- Oversee all Town facilities capital projects
- 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

### 2023 Accomplishments

- Completion of the Rossland Road widening between Church Street and Westney Road
- Completion of St. Andrews Improvements – Playground, Pickleball Court, Parking Lot Expansion
- Construction of Joe Dickson Neighbourhood Park
- Construction of Mulberry Meadows Neighbourhood Park
- Contract award for the Ajax Cricket Field
- Contract award for the Town's Green Fleet Strategy
- Contract award for the Town Hall Parking Lot Improvements
- Hermitage Park Trail Rehabilitation and Leash-Free Park expansion for small dogs
- Completion of the Town's Urban Forest Study
- GPS/Dash-Cam installation on Town vehicles
- Harwood Avenue South Soccer Pitch LED Sportsfield Lighting
- Review of Seniors Snow Removal Program
- Contract award for the St. Andrews and Rotary Park Feasibility Study





## 2024 Priorities

- Completion of the Cricket Clubhouse and Field of Play
- Naturalization and Restoration Plan
- TRCA Management Agreement
- Accessibility audit for outdoor public spaces
- Hunt Street extension detailed design
- Rossland Road detailed design – Westney to Lake Ridge
- Exeter Park Improvements
- Ajax Community Centre Community Park design (Harwood North Soccer Field)
- Harwood Avenue Multi-Use Trail (east side south of Bayly Street)
- Completion of St. Andrews Feasibility Study
- Completion of Rotary Pavilion Feasibility Study
- Ajax Fairgrounds
- Cricket Infrastructure – St. Patrick’s, Imagination and Applecroft
- Lord Elgin Playground Replacement
- Completion of Town Hall Parking Lot Re-Construction
- Recreation and Parks Master Plan - Detailed Implementation Strategy
- MCC Trail Rehabilitation and Leash Free Dog Park

**TOWN OF AJAX**  
**2024 BUDGET BY DRIVER**  
**Operations Administration**

	<b>2023 Approved Budget</b>	<b>2024 Requested Budget</b>	<b>Budget Increase/ (Decrease)</b>	<b>Inflationary Impacts</b>	<b>One-time Changes</b>	<b>Growth Related Changes</b>	<b>New &amp; Other Impacts</b>	<b>Budget Neutral Changes</b>	<b>Budget Increase/ (Decrease)</b>	<b>Proposed Business Cases</b>
<b>OPERATING EXPENDITURES</b>										
Full Time Salaries & Benefits	7,166,900	8,122,900	956,000	293,300	-	-	332,300	330,400	956,000	222,200
Part Time Wages & Benefits	1,991,400	2,075,500	84,100	74,200	-	-	9,900	-	84,100	-
Utilities (Electricity, Natural Gas & Water)	172,000	152,600	(19,400)	(21,000)	-	-	1,600	-	(19,400)	-
Insurance	997,300	1,115,000	117,700	117,700	-	-	-	-	117,700	-
Education & Training	38,500	38,500	-	-	-	-	-	-	-	-
Vehicle & Equipment Maintenance	7,400	7,400	-	-	-	-	-	-	-	-
Debenture	214,900	214,800	(100)	(100)	-	-	-	-	(100)	-
Contracted Services	153,200	164,300	11,100	4,700	-	-	-	6,400	11,100	-
Equipment Rentals, Service, Lease	10,600	10,600	-	-	-	-	-	-	-	-
Communications & Technology	13,000	4,800	(8,200)	-	(8,200)	-	-	-	(8,200)	6,600
Materials & Supplies	31,900	31,900	-	-	-	-	-	-	-	-
Administrative Expenses	52,800	55,300	2,500	1,500	-	-	1,000	-	2,500	-
Financial Charges & Fees	9,600	9,600	-	-	-	-	-	-	-	-
<b>Total Operating Expenditures</b>	<b>10,859,500</b>	<b>12,003,200</b>	<b>1,143,700</b>	<b>470,300</b>	<b>(8,200)</b>	<b>-</b>	<b>344,800</b>	<b>336,800</b>	<b>1,143,700</b>	<b>228,800</b>
<b>OPERATING REVENUES</b>										
Recoveries	102,200	206,000	103,800	-	-	-	35,800	68,000	103,800	-
<b>Total Revenues / Recoveries</b>	<b>102,200</b>	<b>206,000</b>	<b>103,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>35,800</b>	<b>68,000</b>	<b>103,800</b>	<b>-</b>
<b>NET EXPENDITURES</b>	<b>10,757,300</b>	<b>11,797,200</b>	<b>1,039,900</b>	<b>470,300</b>	<b>(8,200)</b>	<b>-</b>	<b>309,000</b>	<b>268,800</b>	<b>1,039,900</b>	<b>228,800</b>

\* 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 \$367,400 mainly due to cost of living increase, progression, and benefit rates
- Reduction in utility costs primarily due to lower hydro rates at Operations Centre (\$21,000)
- Insurance Premium, inflationary increase, and corporate reallocation \$117,700
- Increase in contracted services resulting primarily from janitorial costs at new contracted rates \$4,700

### One-time

- One-time 2023 new staff costs removed (\$8,200)

### New/Other

- Annualization of new staff approved in 2023 \$342,200
- Annualization on internal staff recovery for new 2023 position \$35,800

### Budget Neutral

- Full time salaries had transfers of \$330,500:
  - 2 full time staff from Infrastructure to Administration \$168,000
  - 2 full time staff from Operations to Administration \$162,500
- Reallocation of Generator Service costs from Building Maintenance \$6,400
- Reallocation of staff recovery from Infrastructure to Administration (\$68,000)



**TOWN OF AJAX**  
**2024 BUDGET BY DRIVER**  
**Operations**

	2023 Approved Budget	2024 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
<b>OPERATING EXPENDITURES</b>										
Full Time Salaries & Benefits	673,700	625,500	(48,200)	70,100	-	-	44,200	(162,500)	(48,200)	-
Part Time Wages & Benefits	849,900	862,400	12,500	22,700	-	-	(10,200)	-	12,500	-
Utilities (Electricity, Natural Gas & Water)	28,500	24,800	(3,700)	(3,700)	-	-	-	-	(3,700)	-
Vehicle & Equipment Maintenance	1,152,900	1,261,700	108,800	36,800	-	-	72,000	-	108,800	-
Contracted Services	741,000	586,000	(155,000)	(123,900)	7,000	100	(38,200)	-	(155,000)	-
Communications & Technology	13,800	7,200	(6,600)	(3,200)	(3,400)	-	-	-	(6,600)	-
Materials & Supplies	678,800	793,000	114,200	37,400	-	-	82,000	(5,200)	114,200	-
Administrative Expenses	14,900	14,900	-	-	-	-	-	-	-	-
<b>Total Operating Expenditures</b>	<b>4,153,500</b>	<b>4,175,500</b>	<b>22,000</b>	<b>36,200</b>	<b>3,600</b>	<b>100</b>	<b>149,800</b>	<b>(167,700)</b>	<b>22,000</b>	<b>-</b>
<b>OPERATING REVENUES</b>										
Recoveries	24,000	46,400	22,400	100	-	-	22,300	-	22,400	-
<b>Total Revenues / Recoveries</b>	<b>24,000</b>	<b>46,400</b>	<b>22,400</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>22,300</b>	<b>-</b>	<b>22,400</b>	<b>-</b>
<b>NET EXPENDITURES</b>	<b>4,129,500</b>	<b>4,129,100</b>	<b>(400)</b>	<b>36,100</b>	<b>3,600</b>	<b>100</b>	<b>127,500</b>	<b>(167,700)</b>	<b>(400)</b>	<b>-</b>

\* 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 \$92,800 mainly due to cost of living increase, progression and benefit rates
- Reduction in utility costs primarily due to a decrease in traffic signals hydro rates (\$3,700)
- Contracted rate increase for winter clearing vehicle rentals \$36,800
- Contracted Services – New contracted rates for various services of (\$123,900) including:
  - Substantial savings from sweeping services (\$154,900)
  - Traffic signal maintenance based on the Region’s recent rates \$20,700
  - Sidewalk snow clearing \$5,800
  - Gravel road maintenance services \$2,200
- Savings from revised telephone rates (\$3,200)
- Materials & Supplies increase primarily due to rate increase for winter salt \$37,400

### One-time

- Removal of one-time 2023 budget adjustment for sidewalk snow clearing \$7,000
- One-time 2023 new staff costs removed (3,400)

### New/Other

- Salaries and benefits for full-time staff increased by \$34,000 due to annualization of 2023 approved positions
- Increase in number of winter clearing events based on previous three year average number of events \$72,000

- Net decrease in various contracted services of (\$38,200) are primarily due to:
  - 2 traffic signal controller cabinets not being installed in 2024, as per Region’s schedule (\$45,900)
  - Increase in number of bike lanes and road lines requiring painting in 2024, based on pre-season inspection \$6,500
- Net Increase in materials and supplies of \$82,000 primarily from:
  - Increase in materials & supplies based on three year average of sand and salt usage \$62,100
  - Increase in materials and supplies required for the Town’s pavement markings and sign replacement program \$18,300
  - Increase in Crossing guards clothing allowance, approved in 2023 \$2,700
- Recovery from winter control services \$22,300

### Budget Neutral

- Allocation of two full time positions from Operations to Administration (\$162,500)
- New staff costs allocated from Operations to Environmental Services (\$5,200)

**TOWN OF AJAX**  
**2024 BUDGET BY DRIVER**  
**Environmental Services**

	2023 Approved Budget	2024 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
<b>OPERATING EXPENDITURES</b>										
Full Time Salaries & Benefits	688,200	648,700	(39,500)	53,000	-	-	-	(92,500)	(39,500)	-
Part Time Wages & Benefits	132,500	236,600	104,100	14,900	-	-	75,200	14,000	104,100	-
One-time Purchases under \$10,000	9,000	19,000	10,000	-	10,000	-	-	-	10,000	-
Utilities (Electricity, Natural Gas & Water)	160,600	150,800	(9,800)	(11,100)	-	-	1,300	-	(9,800)	-
Vehicle & Equipment Maintenance	526,800	568,000	41,200	-	-	-	-	41,200	41,200	-
Contracted Services	1,067,700	1,146,700	79,000	47,200	-	14,200	17,600	-	79,000	140,000
Equipment Rentals, Service, Lease	1,900	1,900	-	-	-	-	-	-	-	-
Consulting & Professional Services	5,900	5,900	-	-	-	-	-	-	-	-
Communications & Technology	20,100	37,700	17,600	17,600	-	-	-	-	17,600	-
Materials & Supplies	625,400	675,600	50,200	41,200	-	-	3,800	5,200	50,200	-
Administrative Expenses	24,900	20,900	(4,000)	-	-	-	-	(4,000)	(4,000)	-
Miscellaneous Expenses	300	300	-	-	-	-	-	-	-	-
<b>Total Operating Expenditures</b>	<b>3,263,300</b>	<b>3,512,100</b>	<b>248,800</b>	<b>162,800</b>	<b>10,000</b>	<b>14,200</b>	<b>97,900</b>	<b>(36,100)</b>	<b>248,800</b>	<b>140,000</b>
<b>OPERATING REVENUES</b>										
Other User Fees	313,900	368,700	54,800	13,200	-	-	41,600	-	54,800	-
Grants & Donations	29,100	30,000	900	900	-	-	-	-	900	-
Recoveries	222,500	260,900	38,400	33,000	-	-	7,600	(2,200)	38,400	-
<b>Total Revenues / Recoveries</b>	<b>565,500</b>	<b>659,600</b>	<b>94,100</b>	<b>47,100</b>	<b>-</b>	<b>-</b>	<b>49,200</b>	<b>(2,200)</b>	<b>94,100</b>	<b>-</b>
<b>NET EXPENDITURES</b>	<b>2,697,800</b>	<b>2,852,500</b>	<b>154,700</b>	<b>115,700</b>	<b>10,000</b>	<b>14,200</b>	<b>48,700</b>	<b>(33,900)</b>	<b>154,700</b>	<b>140,000</b>

\* 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 \$67,900
- Water and hydro rate reduction primarily at the baseball fields and playgrounds (\$11,100)
- Net increase in various contracted services of \$47,200 including:
  - Tree planting services new contracted rates \$38,300
  - Contracted rates increase for various forestry services such as block pruning services, stumping removals and pest management treatment \$20,300
  - Parkette maintenance savings from new contracted rates (\$15,200)
  - Walkway lighting services savings from new contracted rate (\$7,400)
  - Rate increase for snow clearing services at the Downtown Plaza \$9,500
  - Other minor contracted rate increases for parks and sports fields maintenance, park security, holiday decoration and contracted waste removal \$3,400
- Rate increase for telephone and iPad data \$17,600
- Increase in materials and supplies of \$41,200 primarily from:
  - Increase in cost of tree replacement and horticulture supplies \$15,100
  - Revised cost of parkette maintenance supplies \$13,900
  - Contracted rate increase for materials required for sport fields maintenance \$5,200

- Supplies and materials rate increase for special events, forestry and parks benches \$4,500
- Other minor cost increase for sportsfield, playground, forestry and park materials and supplies \$2,500
- Increase in revenues of \$49,200 primarily from:
  - Senior snow removal program based on 2023 rate increase \$31,400
  - Fee increase as per the 2024 Fee By-law resulting in increased revenues \$15,000

### One time

- 2 batting cages to be replaced at the Baseball fields \$10,000

### Growth

- Additional contracted services related to growth in 2024 for one additional parkette to be maintained \$14,200

### New/Other

- 8 new senior snow staff added in 2023 to support the senior snow program \$75,200
- Parkette maintenance contracted services revised for 2 additional cuts per park \$17,600
- Net increase in materials and supplies \$3,800 including materials required at the baseball fields \$4,500
- Net increase in revenues of \$49,200 driven primarily by:
  - Net increase in sports field revenues as a result of cricket field back on line following construction in 2023 \$44,700 offset by demand for baseball (\$3,100)
  - Increase in number of anticipated senior snow applicants \$36,900

- Removal of tree compensation to fund backlog of tree planting in 2023 (\$20,400)
- Reduction in Greenwood and Waterfront revenues such as portable toilet rentals, group camping and shelter revenues based on experience (\$8,900)

### **Budget Neutral**

- Staff costs allocated from Environmental Services to Administrative Services (\$92,500)
- New 2023 Waterfront Staff costs distributed from Legislative and Information Services \$14,000
- Equipment Allocation Rental - \$41,200
- 2023 new staff costs allocated from Operations Services to Environmental Services \$5,200
- Costs for green/sustainable programs shifted to Planning and Development Sustainability section (\$4,000)
- Shelter revenues reallocated from Greenwood to Paulyn Park (\$2,200)

### **Proposed Business Cases**

- Details of proposed new staffing and/or initiatives are included in Section 3:
  - Contracted Security – Downtown
  - Arborists – 2 Staff



**TOWN OF AJAX**  
**2024 BUDGET BY DRIVER**  
**Fleet / Equipment Maintenance**

	2023 Approved Budget	2024 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
<b>OPERATING EXPENDITURES</b>										
Full Time Salaries & Benefits	376,800	487,200	110,400	58,800	-	-	51,600	-	110,400	-
One-time Purchases under \$10,000	7,600	37,300	29,700	-	29,700	-	-	-	29,700	-
Vehicle & Equipment Maintenance	869,200	946,600	77,400	(33,700)	-	-	111,100	-	77,400	(32,500)
Contracted Services	56,300	3,500	(52,800)	200	-	-	500	(53,500)	(52,800)	-
Equipment Rentals, Service, Lease	9,300	9,300	-	-	-	-	-	-	-	-
Consulting & Professional Services	15,000	-	(15,000)	-	-	-	(15,000)	-	(15,000)	-
Communications & Technology	6,200	2,800	(3,400)	-	(3,400)	-	-	-	(3,400)	-
Materials & Supplies	83,300	85,600	2,300	-	-	-	2,300	-	2,300	-
<b>Total Operating Expenditures</b>	<b>1,423,700</b>	<b>1,572,300</b>	<b>148,600</b>	<b>25,300</b>	<b>26,300</b>	<b>-</b>	<b>150,500</b>	<b>(53,500)</b>	<b>148,600</b>	<b>(32,500)</b>
<b>OPERATING REVENUES</b>										
Recoveries	921,300	962,500	41,200	-	-	-	-	41,200	41,200	-
<b>Total Revenues / Recoveries</b>	<b>921,300</b>	<b>962,500</b>	<b>41,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>41,200</b>	<b>41,200</b>	<b>-</b>
<b>NET EXPENDITURES</b>	<b>502,400</b>	<b>609,800</b>	<b>107,400</b>	<b>25,300</b>	<b>26,300</b>	<b>-</b>	<b>150,500</b>	<b>(94,700)</b>	<b>107,400</b>	<b>(32,500)</b>

\* 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, job classification and increased benefit rates \$58,800
- Reduction in vehicle and equipment costs driven mainly by fuel cost, based on a lower average market rate (\$33,700)

### One time

- Increase in one-time costs, primarily due to replacement of a baseball worn out drag, 18 new string trimmers as well as the purchase of an air brake board \$29,700
- One time staff costs removed in 2023 (\$3,400)

### New/Other

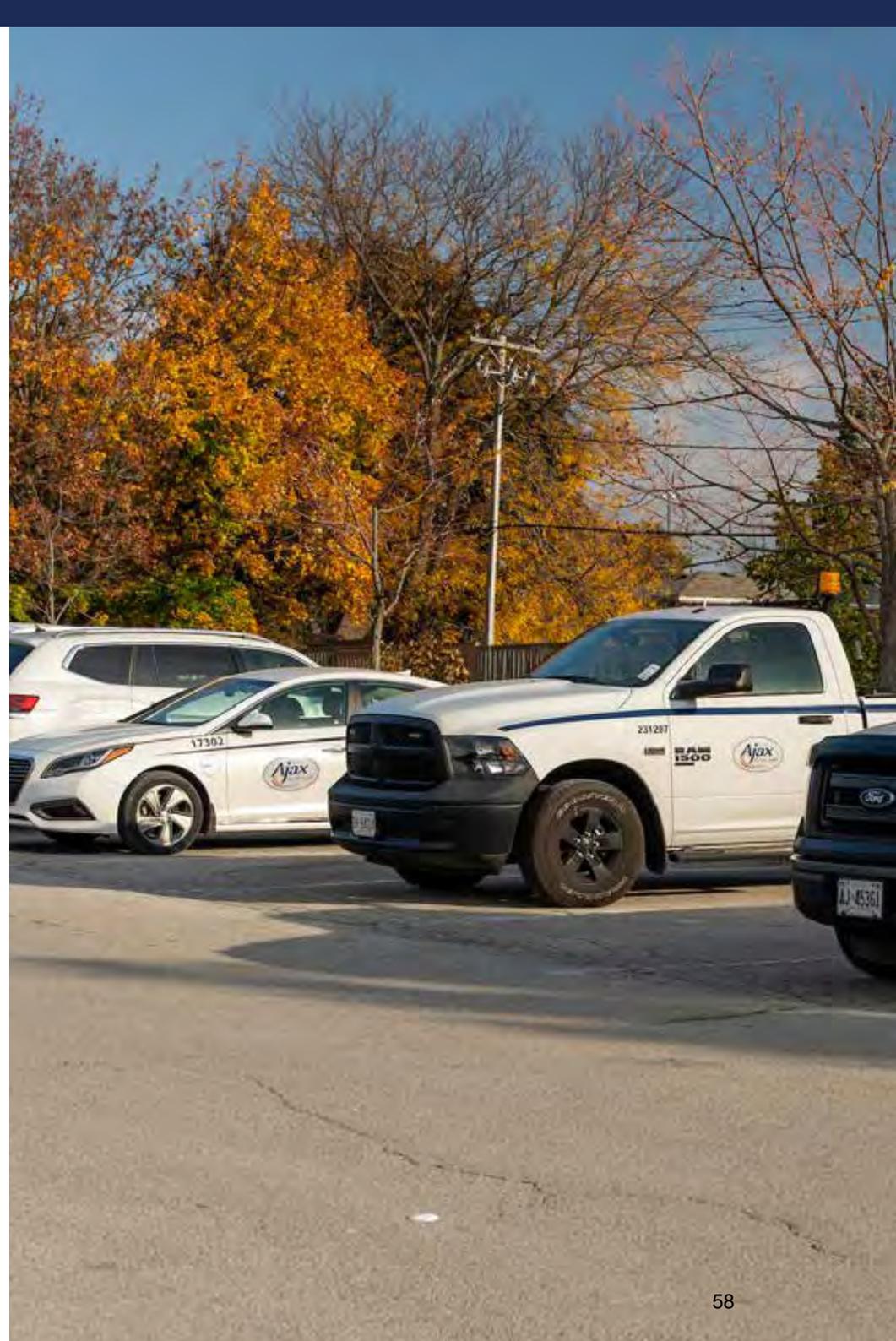
- Annualization of full time staff \$51,600
- Increase in vehicle and equipment maintenance primarily due to increase in fuel consumption, required vehicle rust proofing and replacement of damaged tires \$111,100
- Mock Commercial Vehicle Operator's Registration (CVOR) Audit deferred to a later date, pending process review (\$15,000)

### Budget Neutral

- GPS costs transferred to Information Technology and consolidated with the new dashcam contract (\$53,500)
- Equipment Allocation Recovery \$41,200

### Proposed Business Cases

- Details of proposed new staffing and/or initiatives are included in Section 3:
  - Certified Maintenance Technician



**TOWN OF AJAX**  
**2024 BUDGET BY DRIVER**  
**Building Maintenance**

	2023 Approved Budget	2024 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
<b>OPERATING EXPENDITURES</b>										
Full Time Salaries & Benefits	793,200	867,400	74,200	74,200	-	-	-	-	74,200	-
One-time Purchases under \$10,000	10,600	7,500	(3,100)	-	(3,100)	-	-	-	(3,100)	-
Utilities (Electricity, Natural Gas & Water)	213,000	197,200	(15,800)	(23,700)	-	-	7,900	-	(15,800)	-
Insurance	14,500	20,100	5,600	5,600	-	-	-	-	5,600	-
Vehicle & Equipment Maintenance	19,700	19,700	-	-	-	-	-	-	-	-
Contracted Services	237,700	194,800	(42,900)	300	-	-	(1,200)	(42,000)	(42,900)	-
Equipment Rentals, Service, Lease	15,500	15,900	400	400	-	-	-	-	400	-
Communications & Technology	7,600	8,500	900	-	-	-	900	-	900	-
Materials & Supplies	47,000	49,500	2,500	2,400	-	-	100	-	2,500	-
Administrative Expenses	7,500	7,500	-	-	-	-	-	-	-	-
Miscellaneous Expenses	15,000	15,000	-	-	-	-	-	-	-	-
<b>Total Operating Expenditures</b>	<b>1,381,300</b>	<b>1,403,100</b>	<b>21,800</b>	<b>59,200</b>	<b>(3,100)</b>	<b>-</b>	<b>7,700</b>	<b>(42,000)</b>	<b>21,800</b>	<b>-</b>
<b>OPERATING REVENUES</b>										
Facility Revenue	200	200	-	-	-	-	-	-	-	-
Recoveries	11,300	11,300	-	-	-	-	-	-	-	-
Miscellaneous Revenues	52,800	52,800	-	-	-	-	-	-	-	-
<b>Total Revenues / Recoveries</b>	<b>64,300</b>	<b>64,300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET EXPENDITURES</b>	<b>1,317,000</b>	<b>1,338,800</b>	<b>21,800</b>	<b>59,200</b>	<b>(3,100)</b>	<b>-</b>	<b>7,700</b>	<b>(42,000)</b>	<b>21,800</b>	<b>-</b>

\* 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 increased benefit rates \$74,200
- Savings from hydro and gas costs primarily due to rate reduction at Town Hall (\$23,700)
- Insurance Premium, inflationary increase, and corporate allocation \$5,600
- Increase in materials and supplies \$2,400 primarily driven by increase in uniforms and tool cost for building maintenance staff.

### One time

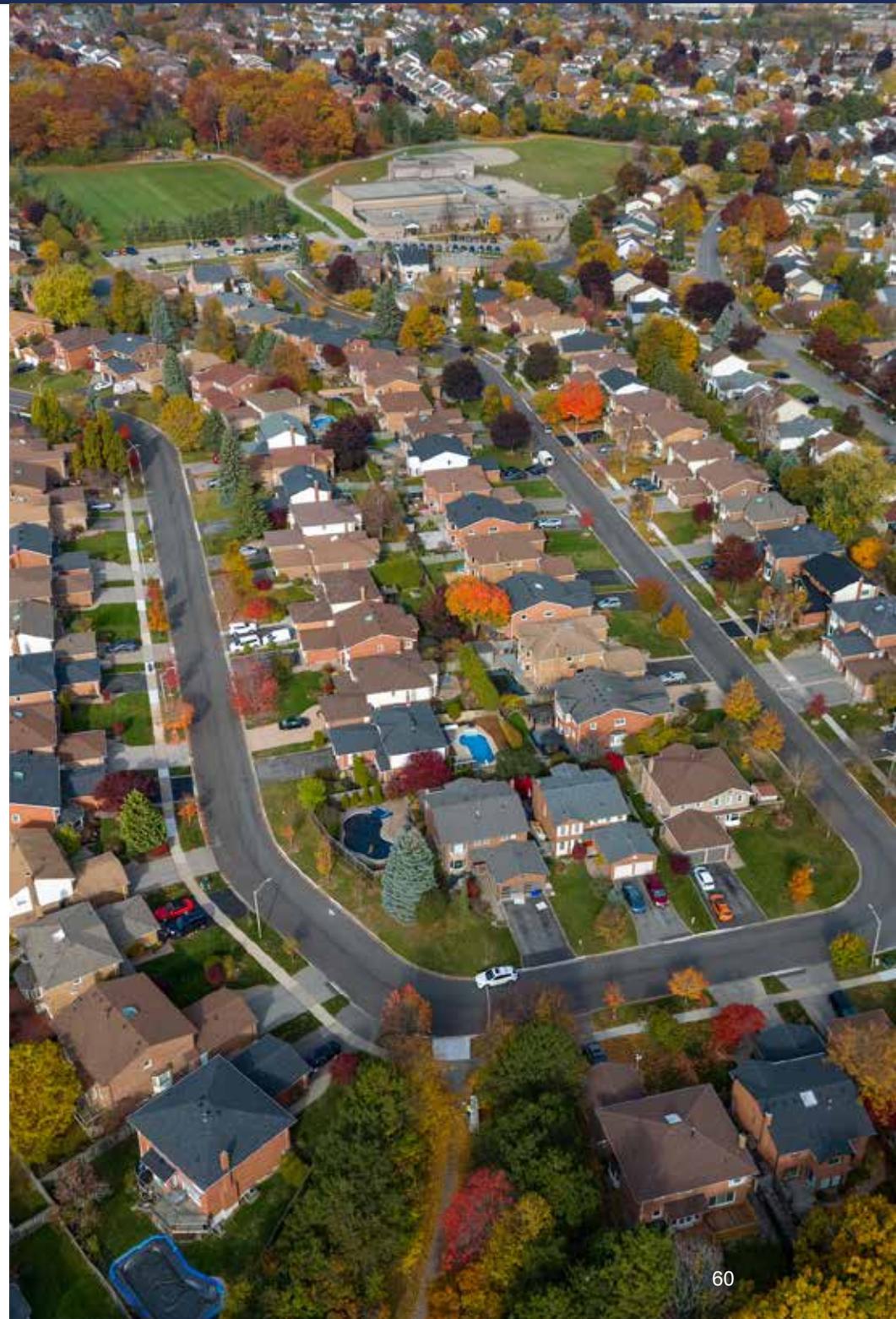
- Reversal of 2023 one-time expenditures (\$3,100)

### New/Other

- Increase in hydro and gas consumption at Town Hall \$7,900

### Budget Neutral

- Budget neutral charges of (\$42,000)
  - Energy services contract moved to Planning and Development (\$10,000)
  - Elevator services contract allocated to various business units (\$32,000)



**TOWN OF AJAX**  
**2024 BUDGET BY DRIVER**  
**Infrastructure**

	2023 Approved Budget	2024 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
<b>OPERATING EXPENDITURES</b>										
Full Time Salaries & Benefits	1,114,400	1,104,800	(9,600)	65,800	-	-	-	(75,400)	(9,600)	-
Part Time Wages & Benefits	50,600	141,300	90,700	10,200	80,500	-	-	-	90,700	-
One-time Purchases under \$10,000	-	2,000	2,000	-	2,000	-	-	-	2,000	-
Utilities (Electricity, Natural Gas & Water)	809,900	763,800	(46,100)	(55,300)	-	-	9,200	-	(46,100)	-
Vehicle & Equipment Maintenance	62,300	62,300	-	-	-	-	-	-	-	-
Contracted Services	1,388,800	1,299,800	(89,000)	24,200	-	300	(113,500)	-	(89,000)	-
Equipment Rentals, Service, Lease	2,800	2,800	-	-	-	-	-	-	-	-
Consulting & Professional Services	-	-	-	-	-	-	-	-	-	-
Communications & Technology	5,900	2,500	(3,400)	-	(3,400)	-	-	-	(3,400)	-
Materials & Supplies	27,800	27,500	(300)	500	-	-	(800)	-	(300)	-
Administrative Expenses	1,400	1,400	-	-	-	-	-	-	-	-
Miscellaneous Expenses	2,100	2,100	-	-	-	-	-	-	-	-
<b>Total Operating Expenditures</b>	<b>3,466,000</b>	<b>3,410,300</b>	<b>(55,700)</b>	<b>45,400</b>	<b>79,100</b>	<b>300</b>	<b>(105,100)</b>	<b>(75,400)</b>	<b>(55,700)</b>	<b>-</b>
<b>OPERATING REVENUES</b>										
Planning Fees	325,400	634,400	309,000	9,200	317,700	-	(17,900)	-	309,000	-
Recoveries	72,400	84,900	12,500	-	80,500	-	-	(68,000)	12,500	-
<b>Total Revenues / Recoveries</b>	<b>397,800</b>	<b>719,300</b>	<b>321,500</b>	<b>9,200</b>	<b>398,200</b>	<b>-</b>	<b>(17,900)</b>	<b>(68,000)</b>	<b>321,500</b>	<b>-</b>
<b>NET EXPENDITURES</b>	<b>3,068,200</b>	<b>2,691,000</b>	<b>(377,200)</b>	<b>36,200</b>	<b>(319,100)</b>	<b>300</b>	<b>(87,200)</b>	<b>(7,400)</b>	<b>(377,200)</b>	<b>-</b>

\* 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 increased benefit rates \$76,000
- Reduction in streetlight hydro costs primarily due to lower rates (\$55,300)
- Contracted Services – Net increase of \$24,200 from new contracted rates for various services including:
  - Sidewalk maintenance \$41,400
  - Curb repairs \$21,600
  - Streetlight maintenance \$12,900, offset by
  - Reduction in legislated Ontario One Call streetlight locates (\$51,700)
- Road occupancy and municipal consent permits fee increase, as per the 2024 fee by-law \$9,200

### One Time Costs

- Salary and associated recovery for staff working on the Bell Fibe project \$80,500
- Upgrade for software used by the Infrastructure group \$2,000
- 2023 one-time staff costs removed (\$3,400)
- Increase in planning fees primarily driven by an increase in road occupancy permits revenues generated from the Bell Fibe project \$317,700

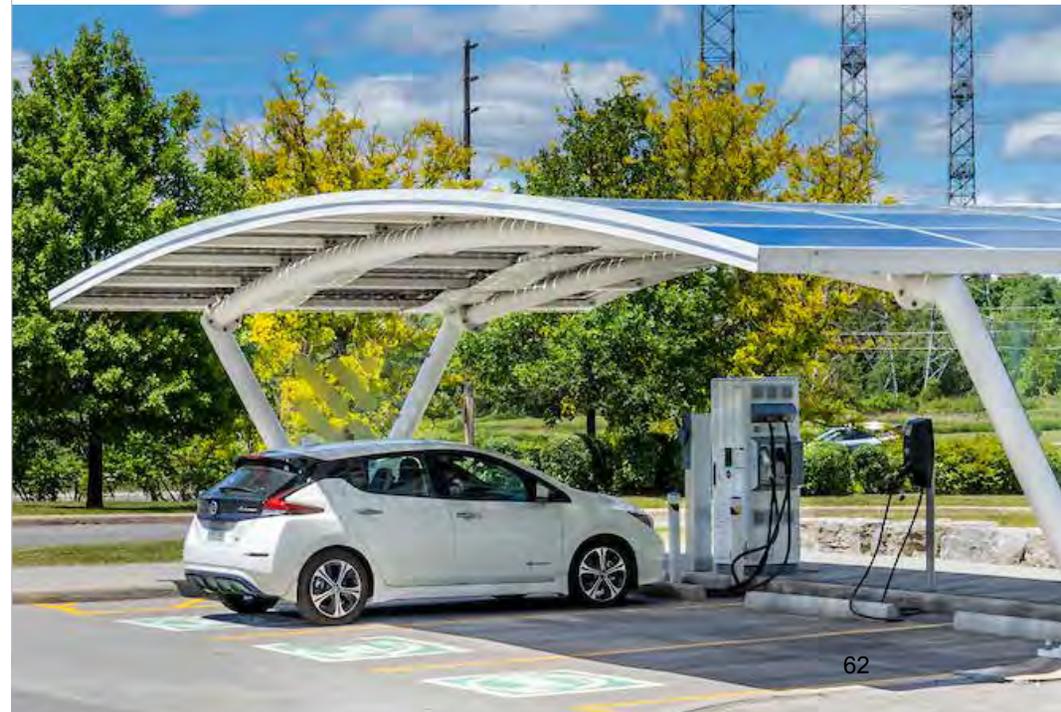
### New/Other

- Increased utility budget due to increase in streetlight consumption \$9,200
- Net reduction in contracted services primarily driven by:

- Substantial reduction in sidewalk repairs and curb repairs due to extensive number of repairs completed in 2023 (\$213,700)
- Increase in number of streetlight and trail locate requests based on recent trends \$100,100
- Reduction in in road occupancy permits and municipal consents based on three year average number of permits (\$17,900)

### Budget Neutral

- Transfer of one full time position from Infrastructure to Administration (\$75,400)
- 2023 business case staff recoverable costs moved from Infrastructure to Administration (\$68,000)



# 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

### Culture & Events

- Development, coordination, and delivery of the Town's Festivals and Events program, including solicitation and coordination of event vendors and sponsorship.
- Management of the Town of Ajax Volunteer Program.
- Development, coordination, and delivery of cultural programming at the St. Francis Centre for Community, Arts & Culture.
- Management and coordination of the Art in Public Spaces program including art exhibitions at the McLean Community Centre and Town Hall, and public art installations throughout the Town.

## Recreation Programs & Active Living

- Fitness & Health Centres
- Group fitness classes
- Aquatic leadership and instruction
- Operation of youth spaces and programming
- Recreational camp program development and administration
- Programming for children, youth, adults, and older adult / seniors

## Recreation Facilities

- Operation, 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



## 2023 Accomplishments

- Developed and delivered the largest season to date at the St. Francis Centre, part of which included a new series of events, Friday Night Live, which sold out 3 of the 4 events presented.
- Presented the first performance for a deaf and hearing-impaired audience at the St. Francis Centre.
- Delivered the EngAGE Arts Ajax 55+ series of performances/events at the St. Francis Centre from January to May 2023. This 5-event series was developed through a provincial Seniors Community Grant, and provided arts and cultural performances/experiences, refreshments, busing, and a community resource hub, all free of charge to participants. The program engaged 332 participants, 28 volunteers, and worked with 10 different community partners.
- Ajax Winterfest 2023 was the largest to date this year with approx. 8,000 people in attendance: an increase of approx. 4,000 people.
- Continued diverse programming at Ajax festivals and events including cultural programming at Ajax Winterfest to celebrate Black History Month and Indigenous, cultural, and therapeutic programming at Ajax Canada Day Celebrations.
- Assisted the Office of the CAO and the Mayor's Office in delivering the Mayor and Council Community BBQ at the Village Arena.
- Participated in World Sculpture Day again in 2023 with social media posts highlighting Ajax sculptures leading up and on the day of the event.
- New large format, automated movie screen installed at the St. Francis Centre.
- Developed and finalized the 2023-2033 Ajax Arts & Culture

Plan which includes 5 Strategic Goals, 12 Objectives, and 61 Actions. The process to develop the Plan included extensive community consultations including 4 targeted focus groups, 11 stakeholder interviews, a community consultation event, and a community survey. The Plan was approved by Council on September 11, 2023. Funding for this project of \$88,000 was funded by the Federal Tourism Relief Fund

- Developed and delivered the largest Pumpkinville event to date at approximately 18,000 participants – 4,000 more than Pumpkinville 2019 (our last highest attended Pumpkinville event).
- As part of placemaking efforts in the Town, worked with a local sign manufacturer and lighting company to develop the Ajax Signature Sign – an illuminated 3D letter sign which measures approx. 32' long and 7' tall and has the capability to program lighting changes. The sign was installed at Pat Bayly Square in December 2023. Partial funding for this project of \$125,700 was funded by the Federal Tourism Relief Fund.
- Printed and distributed the ActiveAjax 55+ Community Recreation Guide for Fall 2023.
- Ongoing research and exploration of printed Recreation Guide alternatives – including a proposal for a Digital Guide in 2024
- Responded to significant requests for facility booking rentals for indoor gatherings/celebrations.
- Town has entered a 2-year pilot partnership with CatchCorner focusing on available Arena Ice, with the goal of maximizing use of these facilities specifically during non-peak times.
- Designed and implemented processes to allow for the rental of arena ice and gymnasium facilities online via ActiveNet.

- Completed the design and launched a Facility Booking microsite on ajax.ca.
- Facility Health Centre “pay-go” and “bring-a-friend” payment processes were converted from paper to digital.
- Durham Region Recreation Card (financial assistance) registration process was made more accessible to allow customers needing financial assistance to register online.
- Implemented the Power Up Ajax program funded through the Ministry of Seniors & Accessibility. Installed 20 personal mobility device charging stations across 17 Town facilities and popular outdoor spaces.
- Obtained \$13,865 in grant funding from the Ministry of Seniors & Accessibility to provide free education workshops for 55+ residents in the areas of: Financial Literacy & Security, Personal Safety & Protection, and Planning for the Future.
- Between May 2022 and May 2023, distributed 1000 Age-Friendly Community Resource Guides and 500 Information Totes.
- Completed a gender equity analysis of all co-ed registered sport programming for children, youth, and adult programs from 2017 to 2020 (pre-covid analysis). Identified gaps in service. Worked with RP and Facilities to develop/launch girls-only sport programming opportunities, including camps, basketball, and shinney hockey.
- Developed a partnership with Alzheimer Society of Durham Region to establish a program and service hub at the Ajax Community Centre.
- Redesigned the Riverbreeze free Drop-In program and launched at ARC. The Program is designed to teach children/youth life skills, provide mentorship, and encourage

meaningful programming in hopes of changing behaviour within the building and strengthening relationships. Program is at capacity and researching expansion opportunities to other facilities.

- First year running pre-registration March Break Drop-in programs at Community Schools.
- Expanded Playgrounds from 14 sites (2 of which were ½ day) in 2022 to 19 full day sites in 2023 with over 20,000 visits.
- Expanded Summer preschool classes at our Lakeside location and re-introduced seasonal programs to the McLean Community Centre.
- Introduced Elevate GirlSport Summer camp to provide girls only sport opportunities to foster inclusive programming and encourage participation – we had 30 registrations.
- Re-introduced Day Trippers and Youth on the Move Summer Camps.
- Mental Health Symposium was held during Youth week to help raise awareness, reduce stigma, and foster a culture of care and compassion.
- Developed a partnership with Autism Home Base to provide day programming for Adults with ASD.
- Inclusion Services provided 1-1 support for approximately 130 children in summer camps and approximately 50 participants through seasonal programs.
- Re-introduced Youth Hub at Ajax High School.
- Expanded Youth programming (skateboarding basics, badminton).
- Refreshed ACC Youth Space (paint and furniture).
- Obtained funding for Seniors Active Living Programs and offered free Aging Well month activities.

- Re-introduced in person Lunch & Learns and partnered with the Ajax Seniors Clubs.
- Received funding of \$2,500 from OACAO to offer the 55+ Wellness & Information Fair
- Targeted video promotions of the Core Performance Zone at ARC.
- Offered 5 free outdoor fitness events (Fitness in the Square, Yoga by the Lake) with a record 120 participants of various ages from Zumba in the Square.
- Cardiac Rehab presentations by Fitness & Health Centre staff to Cardiac Rehab participants (partnership with Scarborough Health Network).
- Extended free Fitness & Health Centre memberships to all Town of Ajax Part Time staff (over 200 membership)
- Introduced prorated seniors discount to members who turn 65 during an active membership term.
- Expanded professional development opportunities for FHC & Group Fitness staff including a Canfitpro conference draw.
- Community Outreach on fitness services including Town events and school/corporate wellness fairs.
- Revised Teen Weight Training program time commitment based on customer feedback.
- Women's Toronto & District League Squash Team created for the Fall season. T&D is an interclub league. i.e., east-GTA Mayfair, Pickering, GoodLife, Richmond Hill. Ajax host 'home games' and then travel to other clubs.
- Successful transition from the Red Cross Instructional program to the Life Saving Society Swim For Life program which included public education forums.
- Lowered hiring age of Aquatic employment from 16 to 15



years. Prioritized and increased Leadership classes to increase # of qualified aquatic staff. Open recruitment opportunities for lifeguard/instructors on Town website.

- Interviewed 81 candidates between January & September and completed 4 hirings with onboarding 53 new staff (current hiring still in progress).
- Successful re-opening of MCC pool after winter/spring construction closure.
- Partnered with Elexicon on ACC Pool cover for efficiency and energy savings.
- ARC Pool re-grouting and replacement of filtration equipment.
- Hosted COVID testing and pop-up vaccination clinics at various 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 was 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.
- Successfully implemented digital promotions including e-flyers to schools and e-blast information to past program participants to promote programming and registration information.
- Recreation software system optimization – launched new CUI (Customer User Interface) and Facility View Availability for ice and floor rentals.
- MCC Pool Filtration System was fully replaced.
- New Waterslide installed at the MCC.
- Conversion of MCC Community Room 1 to Library Makerspace.
- Completion of Stained-Glass Window Restoration Project at St. Francis Centre.



## 2024 Priorities

### Recreation Administration

- Complete transition to a fully Digital Guide in 2024.
- Facility Rental Optimization – continue to explore opportunities including utilizing technology to maximize facility usage.
- Launch Community Sport Affiliation Program.
- Age-Friendly Ajax Interim Report (reporting on status of 48 Immediate Recommendations).
- Implementation of new allocation policies for both ice and gymnasium usage.
- Pathways to Sport – gender equity initiatives.
- Dementia-friendly training for front desk and facility staff (provided through ASDR partnership).

### Culture & Events

- Develop a Staff Steering Committee for the Ajax Arts and Culture Plan and commence work on the short-term action items listed in the Plan, including, but not limited to:
  - developing a new culture brand for Ajax and innovative ways/tactics to market and promote culture in the community.
  - developing a festival and event participation audit for future benchmarking.
  - beginning the process of developing a comprehensive list of built and natural locations within Ajax to add to the provincial film database.
  - updating the Ajax on the Map cultural resource tool.
  - updating the Art in Public Spaces Plan.
  - revitalizing networking opportunities for the arts and cultural sector.

- developing Artist and Poet Laureate in Residence programs.
- diversifying and increasing marketing avenues and tactics for the St. Francis Centre.
- Work with the Office of the CAO to launch the Ajax Signature Sign lighting calendar, recognizing significant days/months throughout the year.

### Recreation Programs & Active Living

- Develop a staff review/recruitment/retention strategy for all program areas including targeted recruitment campaigns and outreach to youth service agencies, high schools & post-secondary institutions to promote employment opportunities.
- Re-start quarterly meetings with Ajax Public Library to create more partnership opportunities.
- Refresh MCC Youth Space based on recommendations from Youth.
- Increase summer camp offerings for the 4-6 and 7-9 age group where possible due to 2023 waitlist numbers.
- Increase girls only sport programs including March Break Camps.
- Increase offerings for 55+ programs in partnership with Ajax Seniors Clubs.
- Continue to grow partnership with Grandview Children Centre to increase education and opportunities for Municipal program participation for children with special needs.
- Implementation of fitness membership service deliverables based on the 2022/2023 municipal/private scan (i.e., introduce free summer Fitness Health Club memberships for 14-17 year olds).
- Increase internal professional development for Fitness staff.
- Increase Corporate Fitness membership outreach to local

businesses (i.e. Amazon, H&M) to increase usership.

- Targeted promotion of the ARC Core Performance Zone to Sport Teams.
- Re-introduction of the aquatic volunteer program.
- Develop a leadership practice program to continue to support participant success in our leadership programs.
- Continue to expand the offering of information/education booths during peak times in our programming.

### Recreation Facilities

- Renovation of former leased space at MCC for new Community Room for programming and rentals.
- ACC Lighting Replacement Phase 3.
- Completion of St. Andrew's parking lot enhancements.
- Replacement of Facility Booking countertops and service counter re-design.
- MCC Partial Roof replacement



**TOWN OF AJAX**  
**2024 BUDGET BY DRIVER**  
**Recreation Administration**

	<b>2023 Approved Budget</b>	<b>2024 Requested Budget</b>	<b>Budget Increase/ (Decrease)</b>	<b>Inflationary Impacts</b>	<b>One-time Changes</b>	<b>Growth Related Changes</b>	<b>New &amp; Other Impacts</b>	<b>Budget Neutral Changes</b>	<b>Budget Increase/ (Decrease)</b>	<b>Proposed Business Cases</b>
<b>OPERATING EXPENDITURES</b>										
Full Time Salaries & Benefits	1,350,800	1,475,600	124,800	124,800	-	-	-	-	124,800	-
Part Time Wages & Benefits	19,000	66,000	47,000	14,400	-	-	15,900	16,700	47,000	25,400
One-time Purchases under \$10,000	3,300	3,300	-	-	-	-	-	-	-	-
Insurance	121,100	85,900	(35,200)	(35,200)	-	-	-	-	(35,200)	-
Education & Training	40,300	40,300	-	-	-	-	-	-	-	-
Municipal Grants & Subsidies	40,000	40,000	-	-	-	-	-	-	-	-
Contracted Services	13,000	17,000	4,000	1,000	-	-	-	3,000	4,000	-
Equipment Rentals, Service, Lease	8,000	5,000	(3,000)	-	-	-	(3,000)	-	(3,000)	-
Communications & Technology	4,400	4,400	-	-	-	-	-	-	-	100
Administrative Expenses	79,500	90,700	11,200	1,000	-	-	7,100	3,100	11,200	-
Financial Charges & Fees	178,500	224,500	46,000	-	-	-	46,000	-	46,000	-
<b>Total Operating Expenditures</b>	<b>1,857,900</b>	<b>2,052,700</b>	<b>194,800</b>	<b>106,000</b>	<b>-</b>	<b>-</b>	<b>66,000</b>	<b>22,800</b>	<b>194,800</b>	<b>25,500</b>
<b>OPERATING REVENUES</b>										
Other User Fees	11,200	23,000	11,800	-	-	-	11,800	-	11,800	-
Miscellaneous Revenues	16,400	2,000	(14,400)	-	-	-	(14,400)	-	(14,400)	-
<b>Total Revenues / Recoveries</b>	<b>27,600</b>	<b>25,000</b>	<b>(2,600)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,600)</b>	<b>-</b>	<b>(2,600)</b>	<b>-</b>
<b>NET EXPENDITURES</b>	<b>1,830,300</b>	<b>2,027,700</b>	<b>197,400</b>	<b>106,000</b>	<b>-</b>	<b>-</b>	<b>68,600</b>	<b>22,800</b>	<b>197,400</b>	<b>25,500</b>

\* 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 \$139,200 mainly due to cost-of-living increase, exempt review, and benefit rates.
- Insurance premium, inflationary increase, and corporate allocation (\$35,200)
- Increase in the contracted cost of mobile signs, \$1,000 and administrative printing fees \$1,000.

### New/Other

- Part time wages and benefits increase of \$15,900 driven by:
  - annualization of the part time Facility Booking Representative position approved in 2023 \$26,700 partially offset by
  - vacancy savings as the part time Facility Booking Representative will be covering full time vacation coverage (\$10,800)
- Less colour copying at ACC than anticipated (\$3,000).
- Higher administrative costs driven by the printing of an additional 55+ guide for spring and summer are being produced and new membership \$7,100
- Increase in ActiveNet charges as program registration returns to normal and interest in facility rentals grow \$46,000.
- Increase in other user fees based on consistent application of cancellation, permit change and nsf (non-sufficient funds) fees \$11,800.
- Reduction in Recreation guide advertising revenue as no brochures are being produced. Anticipate some revenue from 55+ guides (\$14,400)

### Budget Neutral

- Transfer of part time Facility Booking Representative 2023 hours from Recreation Facilities \$16,700
- Transfer of videography and administrative costs from Community and Cultural Development. \$6,100

### Proposed Business Cases

- Details of proposed new staffing and/or initiatives are included in Section 3:
  - Facility Booking Representative – Part Time

**TOWN OF AJAX**  
**2024 BUDGET BY DRIVER**  
**Recreation Facilities**

	2023 Approved Budget	2024 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
<b>OPERATING EXPENDITURES</b>										
Full Time Salaries & Benefits	4,668,700	5,175,900	507,200	366,700	-	-	136,800	3,700	507,200	-
Part Time Wages & Benefits	5,212,300	5,887,900	675,600	633,400	-	-	58,900	(16,700)	675,600	(185,500)
One-time Purchases under \$10,000	141,900	141,700	(200)	-	(200)	-	-	-	(200)	-
Utilities (Electricity, Natural Gas & Water)	2,475,400	2,444,800	(30,600)	(111,100)	-	-	80,500	-	(30,600)	-
Education & Training	1,200	3,800	2,600	600	-	-	2,000	-	2,600	-
Vehicle & Equipment Maintenance	111,300	112,900	1,600	400	1,600	-	(400)	-	1,600	-
Debtenture	1,365,000	1,363,600	(1,400)	(1,400)	-	-	-	-	(1,400)	-
Contracted Services	973,200	1,073,900	100,700	81,700	-	-	12,600	6,400	100,700	-
Equipment Rentals, Service, Lease	94,500	95,800	1,300	800	-	-	500	-	1,300	-
Communications & Technology	22,500	17,500	(5,000)	-	(2,000)	-	(3,000)	-	(5,000)	-
Materials & Supplies	598,300	683,100	84,800	37,300	-	-	47,500	-	84,800	-
Administrative Expenses	109,500	109,700	200	-	-	-	200	-	200	-
Miscellaneous Expenses	33,600	33,600	-	-	-	-	-	-	-	-
<b>Total Operating Expenditures</b>	<b>15,807,400</b>	<b>17,144,200</b>	<b>1,336,800</b>	<b>1,008,400</b>	<b>(600)</b>	<b>-</b>	<b>335,600</b>	<b>(6,600)</b>	<b>1,336,800</b>	<b>(185,500)</b>
<b>OPERATING REVENUES</b>										
Facility Revenue	2,915,600	3,081,200	165,600	200,800	-	-	(35,200)	-	165,600	-
Fitness Revenue	663,100	708,300	45,200	21,900	-	-	23,300	-	45,200	-
Program Registration	1,364,900	1,352,200	(12,700)	71,500	-	-	(84,200)	-	(12,700)	-
Other User Fees	1,500	1,500	-	-	-	-	-	-	-	-
Recoveries	90,500	99,600	9,100	600	-	-	6,300	2,200	9,100	-
Miscellaneous Revenues	434,200	447,700	13,500	9,500	-	-	4,000	-	13,500	-
Reserve Allocations	1,365,000	1,363,600	(1,400)	(1,400)	-	-	-	-	(1,400)	-
<b>Total Revenues / Recoveries</b>	<b>6,834,800</b>	<b>7,054,100</b>	<b>219,300</b>	<b>302,900</b>	<b>-</b>	<b>-</b>	<b>(85,800)</b>	<b>2,200</b>	<b>219,300</b>	<b>-</b>
<b>NET EXPENDITURES</b>	<b>8,972,600</b>	<b>10,090,100</b>	<b>1,117,500</b>	<b>705,500</b>	<b>(600)</b>	<b>-</b>	<b>421,400</b>	<b>(8,800)</b>	<b>1,117,500</b>	<b>(185,500)</b>

\* 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 \$1,000,100 mainly due to cost-of-living increase, exempt review, progression and reclassification and benefit rates.
- Lower utility costs primarily due to reduction in electricity rates (\$111,100).
- Contracted services rate increases on various contracts to support the facilities (i.e., security services, elevator maintenance, etc.) \$81,700.
- Increase in materials and supplies driven by the impact of price of increases for janitorial and pool supplies \$37,300.
- Fee increases resulting in additional revenue for facility rentals, enrollment in fitness programs, and various other program registration \$302,900.

### One time

- Net reduction in one time facility, small equipment and maintenance expenditures completed in 2023 (\$600).

### New/Other

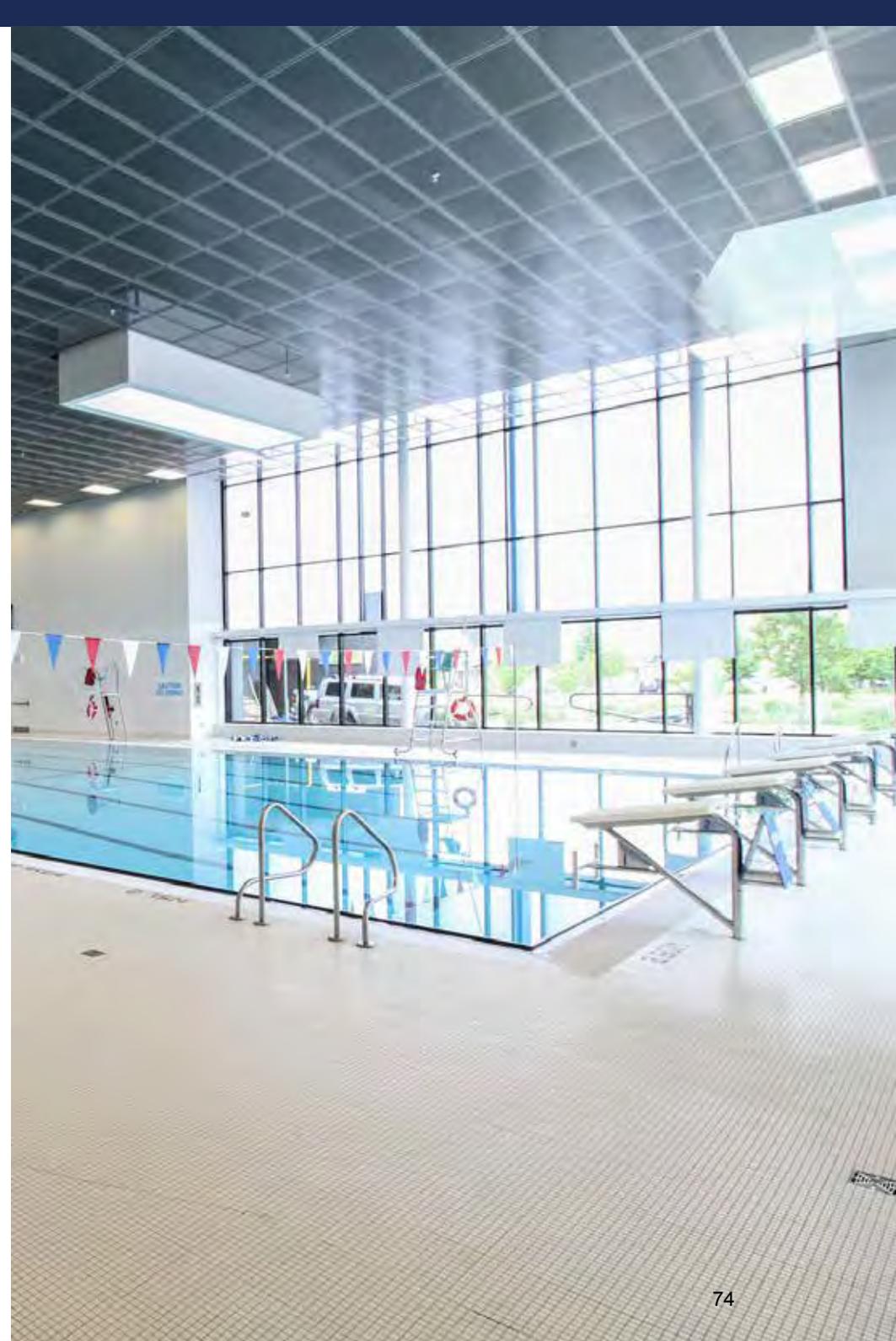
- Annualization of new full time staff approved in 2023 \$136,800
- Increase in part time wages of \$58,900 driven by:
  - the return of aquatic/aquafit lifeguard hours removed due to the six month closure of the MCC pool in 2023 and additional hours to support fitness programs and related statutory benefits \$155,600 partially offset by
  - annualization of the reduction in part time Customer Service Representatives hours due to conversion to full time. (\$96,700)
- Higher utility costs primarily due to increased electricity usage at Ajax Community Centre (ACC) and Audley Recreation Centre (ARC). \$77,100
- Contracted snow removal rate increase and new facility maintenance contracts \$12,600.
- Net increased cost of facility supplies due to higher volume and replacement of parts for fitness/aquatics equipment due to wear \$36,400.
- Impact of increase in staff clothing allowance \$11,100
- Decrease in facility rental revenues of (\$35,200) driven primarily by:
  - Village arena not operating for winter season and reduction in daytime rentals at McLean Community Centre (MCC) (\$100,300)
  - Increase in hall rental revenues driven by Audley Recreation Centre (ARC) and satellite facilities based on demand \$34,600.
- Increase in pool revenues, primarily from additional public swim participation at ARC and MCC \$30,000
- Increase in fitness revenue due to growing interest in personal

training programs \$23,300.

- Reduction in number of swim lessons for participants because of lesson programming changed from sixteen levels to twelve (\$84,200)
- Increase in non-resident rentals \$6,300.
- Net revenues from the increase in library rent for the Makerspace program partially offset by loss of advertising revenue at Village arena \$4,000.

### **Budget Neutral**

- Reallocation of full time staff benefits from Non-Departmental budget \$3,700.
- Transfer of part time Facility Booking Representative 2023 position to Recreation Administration (\$16,700)
- Generator testing contract, transferred from Operations \$6,400
- Transfer of non-resident facility fees for Paulynn Park from Operations \$2,200



**TOWN OF AJAX**  
**2024 BUDGET BY DRIVER**  
**Recreation Programs / Active Living**

	2023 Approved Budget	2024 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
<b>OPERATING EXPENDITURES</b>										
Full Time Salaries & Benefits	942,300	1,160,900	218,600	134,900	-	-	83,700	-	218,600	286,900
Part Time Wages & Benefits	1,810,600	1,995,500	184,900	123,000	-	-	61,900	-	184,900	(9,800)
One-time Purchases under \$10,000	13,000	10,000	(3,000)	-	(3,000)	-	-	-	(3,000)	-
Education & Training	2,700	2,700	-	-	-	-	-	-	-	-
Contracted Services	308,200	307,100	(1,100)	9,000	-	-	(10,100)	-	(1,100)	-
Equipment Rentals, Service, Lease	94,400	94,900	500	4,300	-	-	(3,800)	-	500	-
Communications & Technology	14,800	15,100	300	-	-	-	300	-	300	-
Materials & Supplies	94,400	99,000	4,600	2,800	-	-	1,800	-	4,600	-
Administrative Expenses	24,600	23,200	(1,400)	-	-	-	(1,400)	-	(1,400)	-
<b>Total Operating Expenditures</b>	<b>3,305,000</b>	<b>3,708,400</b>	<b>403,400</b>	<b>274,000</b>	<b>(3,000)</b>	<b>-</b>	<b>132,400</b>	<b>-</b>	<b>403,400</b>	<b>277,100</b>
<b>OPERATING REVENUES</b>										
Program Registration	1,259,100	1,266,000	6,900	37,600	-	-	(30,700)	-	6,900	-
Grants & Donations	2,500	-	(2,500)	-	-	-	(500)	(2,000)	(2,500)	-
Recoveries	29,900	41,900	12,000	1,400	-	-	8,600	2,000	12,000	-
<b>Total Revenues / Recoveries</b>	<b>1,291,500</b>	<b>1,307,900</b>	<b>16,400</b>	<b>39,000</b>	<b>-</b>	<b>-</b>	<b>(22,600)</b>	<b>-</b>	<b>16,400</b>	<b>-</b>
<b>NET EXPENDITURES</b>	<b>2,013,500</b>	<b>2,400,500</b>	<b>387,000</b>	<b>235,000</b>	<b>(3,000)</b>	<b>-</b>	<b>155,000</b>	<b>-</b>	<b>387,000</b>	<b>277,100</b>

\* 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 \$257,900 mainly due to cost-of-living increase, exempt review, progression, and benefit rates
- Increase in contracted services rates for child/youth sports and camp program delivery \$9,000
- Bus rental rate increase for program delivery \$4,300
- Program related supplies cost increase \$2,800
- Program registration fee increase \$37,600

### One time

- One-time youth programs expenditures, net of completed 2023 purchases (\$3,000)

### New/Other

- Annualization of 2023 full-time staff \$83,700
- Increase in part-time salaries of \$61,900 driven by:
  - Net increase in part-time staff hours to support program delivery \$76,900 offset by
  - Savings in annualization of part-time hours due to conversion to full time (\$15,000)
- Contracted services reduced due to change in programming related to multimedia camp (\$10,100)
- Reduction in number of planned busing trips (\$3,800)
- Reduction in the total number summer camp participants, based on changes to program mix (\$30,700)
- Additional recoveries due to increased interest in drop-in programs \$8,600

## Proposed Business Cases

- Details of proposed new staffing and/or initiatives are included in Section 3:
  - Lifeguard/Swim Instructor – Conversion (3 Positions)
  - Fitness & Health Consultant – Conversion (3 Positions)



**TOWN OF AJAX**  
**2024 BUDGET BY DRIVER**  
**Community & Cultural Development**

	2023 Approved Budget	2024 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
<b>OPERATING EXPENDITURES</b>										
Full Time Salaries & Benefits	561,300	699,000	137,700	70,800	-	-	66,900	-	137,700	-
Part Time Wages & Benefits	23,700	27,500	3,800	800	-	-	3,000	-	3,800	-
One-time Purchases under \$10,000	-	17,500	17,500	-	17,500	-	-	-	17,500	-
Vehicle & Equipment Maintenance	1,900	1,900	-	-	-	-	-	-	-	-
Contracted Services	203,000	230,200	27,200	7,300	-	-	25,900	(6,000)	27,200	-
Equipment Rentals, Service, Lease	25,400	27,200	1,800	-	-	-	1,800	-	1,800	-
Communications & Technology	4,100	1,200	(2,900)	500	(3,400)	-	-	-	(2,900)	-
Materials & Supplies	45,900	55,500	9,600	500	3,000	-	5,700	400	9,600	-
Administrative Expenses	27,500	37,500	10,000	1,300	-	-	9,200	(500)	10,000	-
<b>Total Operating Expenditures</b>	<b>892,800</b>	<b>1,097,500</b>	<b>204,700</b>	<b>81,200</b>	<b>17,100</b>	<b>-</b>	<b>112,500</b>	<b>(6,100)</b>	<b>204,700</b>	<b>-</b>
<b>OPERATING REVENUES</b>										
Grants & Donations	39,500	39,000	(500)	-	-	-	(500)	-	(500)	-
Recoveries	13,700	15,700	2,000	-	-	-	2,000	-	2,000	-
<b>Total Revenues / Recoveries</b>	<b>53,200</b>	<b>54,700</b>	<b>1,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,500</b>	<b>-</b>	<b>1,500</b>	<b>-</b>
<b>NET EXPENDITURES</b>	<b>839,600</b>	<b>1,042,800</b>	<b>203,200</b>	<b>81,200</b>	<b>17,100</b>	<b>-</b>	<b>111,000</b>	<b>(6,100)</b>	<b>203,200</b>	<b>-</b>

\* 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, exempt review, progression, and benefit rates \$71,600
- Increase in contracted services rates for entertainment \$7,300
- Increase in communication, supplies and telephone costs \$2,300

### One time

- One time equipment purchases and land acknowledgement art piece \$17,500
- Removal of costs related to new 2023 staff (\$3,400)
- Increased material and supplies expenditures for hosting municipal coordinators network meeting \$3,000

### New/Other

- Annualization of 2023 full time staff \$66,900
- Increase in part time staff hours and benefits to support summer events programming \$3,000
- Additional cost for entertainment and security due to increased participation at events \$25,900
- Rental of tents and lighting for Canada Day \$1,800
- Replenishment of volunteer appreciation awards \$5,700
- Increase in administrative costs of \$9,200 driven by:
  - As recommended by the Arts & Culture Plan, the development of a brand for Art & Culture Ajax \$7,000
  - Net increased cost of printing additional volunteer brochures and new sign for New Years Eve \$2,200
- Net revenues driven by additional vendors \$1,500

### Budget Neutral

- Transfer of costs to Recreation Administration budget. (\$6,100)



# 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 four 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 and processing of planning applications including Official Plan Amendments, Zoning By-Law Amendments, Draft Plans of Subdivision, Site Plans & Site Plan Amendments, and Pre-Consultation
- Review and processing of Minor Variances and Land Division Applications (starting in 2024)
- Development and Administration of Community Improvement Plans
- Heritage Preservation and Conservation District Plans
- Preparation and Implementation of various environmental sustainability initiatives and programs
- 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
- Manages the Stormwater Charge and Credit Program
- 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
- Active Transportation (e-bikes / e-scooters, Active Travel Program, implementation of Active Transportation Infrastructure and Pedestrian Crossovers (PXOs)

## 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



## 2023 Accomplishments

### Development Approvals

- First year of the Development Application Review Team structure pilot program complete – resulted in a 70% improvement in development application review approval times
- Improved the pre-consultation process:
  - Developed Terms of Reference for all studies and reports
  - Refined the pre-consultation minutes to provide detailed directions to applicants
- Significant Development Approvals:

Applicant	Address	Development Details
Petrina Developments	21 & 23 Harwood Ave South	Official Plan Amendment (OPA20-A2), Zoning By-law Amendment (Z3/20) 12-storey mixed use building and a 5-storey catered to independent living for seniors
Triovest Realty Advisors	575 Harwood Ave North	Site Plan (SP11/21) 1-storey, 17,238.62 m <sup>2</sup> (185,555 ft <sup>2</sup> ) multi-unit industrial building
NORR Architects & Engineers Ltd	555 Beck Crescent	Site Plan (SPA11/21) 1-storey 4,676 m <sup>2</sup> (50,332 ft <sup>2</sup> ) addition to an existing 9,253 m <sup>2</sup> (99,600 ft <sup>2</sup> ) industrial building
Imperial Ready Mix Ltd	51 Thompson St	Site Plan (SP14/21) Ready-mix concrete batching plant which includes a 2-storey, 583 m <sup>2</sup> building
Salem Ajax Holdings	334 Rossland Rd East	Site Plan (SPA4/22) 2,407 m <sup>2</sup> , 3-storey commercial building

■ Development Application Statistics (as of November 2023)

Application Type	# Processed / Received
Minor Variance Applications	38 processed
Land Division Applications	8 reports prepared with comments to Durham Region
Development Applications	9 received and 36 approved (or closed as a result of Bill 23)
Closed Files / Applications	6 files / applications
Pre-consultation Applications	42 processed
Property Information Applications / Compliance Letters	105 processed

**Planning Policy & Research**

- Approval of the Ajax Municipal Housing Pledge
- Completion of the Ajax Housing Strategy and Action Plan
- Continued to process Ontario Land Tribunal Appeals of the Town’s new Parkland Dedication By-law and Official Plan Amendment #71, which is to update Complete Application Requirements and delegate authority to staff for Minor Zoning By-law Amendments
- Finalized updates to the Downtown Ajax Community Improvement Plan and Pickering Village Community Improvement Plan
- Prepared Community Benefits Charge Strategy
- Review and comment on Provincial and Regional initiatives such as amendments to the *Planning Act*, *Heritage Act*, *Development Charges Act*, *Municipal Comprehensive Review*, and the proposed new *Provincial Policy Statement (PPS)*

which combines the PPS with the Growth Plan, 2020

- Issued five (5) Heritage Permits and commemorated two (2) Heritage Sites with a historical plaque
- Processed and worked with Ministry staff on one (1) Minister Zoning Order and four (4) Community Infrastructure and Housing Accelerator Orders

**Environmental Sustainability & Climate Change**

- Continued implementation of priority actions identified in the Ajax Climate Risk and Resiliency Plan including the completion of the Kerrison Road Wetland Restoration Project and the Ajax Sustainable Neighbourhood Action Program (SNAP)
- Implemented remaining actions identified in the Ajax Textile Diversion Program including adding designated reporting options on Ajax’s Report an Issue website and AppJax
- Continued implementation of the Ajax Green Standard for all new Site Plan and/or Draft Plan of Subdivision applications including the creation of Sustainability Review Fees and a fillable verification report
- Developed and implemented substantial updates to the Environmental Sustainability website, sustainability education materials, and stewardship engagement activities including the annual Green Living Days
- Implemented remaining actions identified in the Corporate Ban of Single Use Plastics including working with Mind Your Plastic to create interactive plastic reduction toolkits and host residential workshops
- Completed a Salt Vulnerable Areas Assessment to identify areas across the Town that are sensitive to road salt use and provide potential measures to mitigate negative environmental impacts



### **Development Engineering and Stormwater**

- Waterfront Environmental Assessment partnered with TRCA underway
- Stormwater Funding Plan is implemented
- Initiating Waterfront Rain Gardens construction
- Multiple draft plan of subdivisions and site plans approved
- Multiple subdivision assumptions
- Multiple Erosion & Sediment Control Plans issued
- Continuous Linear Infrastructure Environmental Compliance Approval issued to the Town by the Ministry of the Environment, Conservation and Parks
- Completed an emergency cleanout of an oil/grit separator

### **Transportation Planning**

- Completion of the 1st full cycle of Automated Speed Enforcement (ASE) Camera deployment in the designated Community Safety Zones
- Implementation of 24 additional Community Safety Zones along the frontages of schools
- Environmental Study Report (ESR) completed for Harwood Avenue Widening between Taunton Road and Woodcock Avenue
- Implementation of Five (05) Level 2 Type D pedestrian crossovers (PXOs) at various locations
- Hunt Street Extension Environmental Assessment (EA) Addendum
- Numerous traffic counts and intersection reviews via various Council motions

## Building Approvals

- The Building Approvals Section issued 919 (YTD November 30th) building permits in 2023, compared to 1,213 in 2022. Overall, a total of 13,023 (YTD August) building inspections were conducted in 2023.
- A Development Approvals Application Process review was completed in 2023. The review involved a comprehensive analysis of the existing Department direct/indirect cost model, review of existing fee structures for the Development Engineering, Development Planning, and Building Standards Departments. As a result of the review, 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 were implemented.



## 2024 Priorities

### Development Approvals

- Continue implementation of the Development Application Review Team structure pilot program
- Continue the review and processing of development and planning applications within strategic areas within the Town (i.e. mixed-use and employment areas)
- Develop an Intensification Education Series / Communications Strategy for Planning Projects

### Planning Policy & Research

- Launch of the Ajax Official Plan Review
- Continued review and engagement in Provincial and Regional Initiatives including new Provincial legislation
- Completion of the Street Naming Policy and Addressing By-law Update
- Complete work on the Comprehensive Zoning By-law Review
- Completion of an update to the Town's Sign By-law

### Environmental Sustainability & Climate Change

- Continue implementation of the Ajax Climate Risk & Resiliency Plan including the completion of a Phragmites Strategic Management Plan
- Complete the Ajax Climate Risk & Resiliency Plan five-year progress report and implementation plan update
- Completion of an update to the Town's Energy Conservation and Demand Management Plan
- Continue to implement waste diversion strategies and initiatives including the Textile Diversion Program and Corporate Ban on Single-Use Plastics
- Complete a Pet Waste in Parks Feasibility Study

## Development Engineering and Stormwater

- Finishing the Waterfront Conservation Class Environmental Assessment
- Multiple Stormwater Management Pond rehabilitation capital projects
- Completion of the Town's Stormwater Master Plan
- Continuation of the Stormwater Charge and Credit program

## Transportation Planning

- Detail Design of Harwood Avenue North widening between Taunton Road and Woodcock Avenue
- Detailed Design of Rossland Road East
- Second cycle of Automated Speed Enforcement Camera Deployment / Ongoing Operation
- Continued implementation of Active Transportation Infrastructure across the municipality
- Town-wide Residential Parking Permit (RPP) Feasibility Study
- Achilles Road Extension Environmental Assessment (EA)
- Audley Road Extension Environmental Assessment (EA)
- Traffic Data Collection and Intersection Reviews
- Implementation of shared e-bike / e-scooter program

## Building Approvals

- Completion and implementation of an online portal for the submission and tracking of building permit applications
- Completion and implementation of a step progression model for the building inspectors and plans examiners in collaboration with HR Services and the Union. The impetus behind the model is to help attract qualified individuals and retain current trained staff in these positions.



**TOWN OF AJAX**  
**2024 BUDGET BY DRIVER**  
**Planning & Development Services**

	2023 Approved Budget	2024 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
<b>OPERATING EXPENDITURES</b>										
Full Time Salaries & Benefits	5,366,300	5,887,500	521,200	350,800	-	-	170,400	-	521,200	308,000
Part Time Wages & Benefits	171,000	175,100	4,100	4,100	-	-	-	-	4,100	-
One-time Purchases under \$10,000	2,700	500	(2,200)	-	(2,200)	-	-	-	(2,200)	-
Insurance	61,700	60,000	(1,700)	(1,700)	-	-	-	-	(1,700)	-
Education & Training	48,600	48,600	-	-	-	-	-	-	-	-
Vehicle & Equipment Maintenance	11,500	15,700	4,200	200	3,500	-	500	-	4,200	-
Reserve Allocations	446,600	446,600	-	41,100	-	-	(41,100)	-	-	(195,900)
Municipal Grants & Subsidies	75,000	-	(75,000)	-	-	-	(75,000)	-	(75,000)	-
CIP Grant	204,900	150,200	(54,700)	-	-	-	(400)	(54,300)	(54,700)	-
Contracted Services	297,800	541,500	243,700	-	-	-	243,700	-	243,700	-
Equipment Rentals, Service, Lease	5,200	5,200	-	-	-	-	-	-	-	-
Consulting & Professional Services	175,000	225,700	50,700	-	-	-	40,700	10,000	50,700	-
Communications & Technology	20,400	20,800	400	-	(10,200)	-	10,600	-	400	16,500
Materials & Supplies	12,800	23,100	10,300	2,400	-	-	3,900	4,000	10,300	-
Administrative Expenses	84,000	102,900	18,900	4,100	400	-	14,400	-	18,900	-
Financial Charges & Fees	1,500	1,500	-	-	-	-	-	-	-	-
Miscellaneous Expenses	118,100	103,000	(15,100)	(15,100)	-	-	-	-	(15,100)	-
<b>Total Operating Expenditures</b>	<b>7,103,100</b>	<b>7,807,900</b>	<b>704,800</b>	<b>385,900</b>	<b>(8,500)</b>	<b>-</b>	<b>367,700</b>	<b>(40,300)</b>	<b>704,800</b>	<b>128,600</b>
<b>OPERATING REVENUES</b>										
Licencing & Fines	500	500	-	-	-	-	-	-	-	-
Planning Fees	4,776,200	5,033,800	257,600	89,800	-	-	222,100	(54,300)	257,600	-
Grants & Donations	8,300	-	(8,300)	-	-	-	(8,300)	-	(8,300)	-
Recoveries	202,000	551,800	349,800	(15,100)	-	-	364,900	-	349,800	-
Miscellaneous Revenues	5,100	5,100	-	-	-	-	-	-	-	-
<b>Total Revenues / Recoveries</b>	<b>4,992,100</b>	<b>5,591,200</b>	<b>599,100</b>	<b>74,700</b>	<b>-</b>	<b>-</b>	<b>578,700</b>	<b>(54,300)</b>	<b>599,100</b>	<b>-</b>
<b>NET EXPENDITURES</b>	<b>2,111,000</b>	<b>2,216,700</b>	<b>105,700</b>	<b>311,200</b>	<b>(8,500)</b>	<b>-</b>	<b>(211,000)</b>	<b>14,000</b>	<b>105,700</b>	<b>128,600</b>

\* 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 \$354,900 mainly due to cost-of-living increase, annualization, progression and reclassification (change in grade of job step level) and benefit rates
- Insurance Premium, inflationary increase, and corporate allocation (\$1,700)
- Contribution to Building Approvals reserve based on net inflationary impacts and change in fee structure brought forward by the review of the Development Application Approval Process (DAAP) completed in 2023 \$41,100
- Purchase of updated professional planning law documents \$4,100
- Rate reduction of Automated Speed Enforcement (ASE) cameras rental offset by a reduction in cost recoveries from Region of Durham (\$15,100)
- Planning fee increases as per the 2024 Fees By-law and DAAP study offset by volume reductions in applications and building permit fees \$89,800

### One-time

- Increase due to rust-prevention and maintenance required for aging hybrid vehicles \$3,500
- Removal of one-time costs related to 2023 approved positions (\$10,200)

### New/Other

- Increase in full time salaries, wages and benefits due to annualization of new 2023 approved positions \$170,400
- Annualization of Building Approval Reserve contribution to fund a portion of the new 2023 approved positions (\$41,100)
- Discontinued CIP (Community Improvement Plan) sign and facade grant (\$75,000)
- Increase in ASE Program court costs and processing fees for increased ticketing volume \$161,600
- Contracted services for structural and mechanical building plans review \$82,700
- Legal and consulting cost increases for planning and building matters based on historical trends \$40,700
- Annual wayfinding program costs previously included in capital budget \$10,000
- Administrative cost increases primarily due to memberships for new staff, online access to Ontario Building Code, and new Blue Box regulatory fee \$14,400
- Planning fee increases due to new fees identified in the DAAP review and anticipated new non-residential building permit offset by fewer planning applications \$222,100
- Green Living Days donations not expected in 2024 (\$8,300)
- Recoveries from Region of Durham to offset all ASE non-wage related costs \$364,900

### **Budget Neutral Changes**

- Reduction in the anticipated CIP (Community Improvement Plan) Grant for a previously approved application \$54,300
- Sustainability costs moved from Operations to Planning \$14,000

### **Proposed Business Cases**

- Details of proposed new staffing and/or initiatives are included in Section 3:
  - Secretary Treasurer of Land Division Committee and Committee of Adjustments
  - Supervisor – Building Inspection and Enforcement & Deputy Chief Building Official
  - Supervisor – Permit Review and Compliance & Deputy Chief Building Official
  - Stormwater Technologist
  - Transportation Planning Clerk
  - Zoning Examiner



# Stormwater Management ►

## Program Overview

The Stormwater Management program oversees the infrastructure and systems required to manage stormwater runoff in the community. This is essential to protect the quality of our waterways like rivers and lakes from becoming polluted, prevent flooding that can cause property damage or harm to residents, and decrease unwanted erosion that affects our shoreline, trail networks and open spaces.

Stormwater infrastructure and systems managed under this program include ditches, sewers, manholes, catchbasins, oil/grit separators, stormwater management ponds, raingardens, and other infrastructure. The Town's stormwater management program includes activities such as stormwater management pond rehabilitation, street sweeping, catchbasin cleaning, oil/grit separator cleanout, condition assessments and water resource related projects such as the Waterfront Environmental Assessment currently underway. Stormwater management requirements have grown in parallel with increases in legislated environmental protection that new developments are required to implement, including stormwater management ponds. There are currently 62 of these ponds within the Town with many having reached the end of their operating lifespan and are now in need of rehabilitation and general maintenance.

Stormwater infrastructure is considered a core asset in Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure. All municipalities are required to have an asset

management plan which, by July 1, 2025, must include information about the levels of service that the municipality proposes to provide, the activities required to meet those levels of service, and a strategy to fund activities. The implementation of the Stormwater Management fee addresses this legislative requirement. The Stormwater fee was first collected as part of the 2023 Final Tax Bill and replaced \$654,700 of operating budget previously funded by the tax base.

## 2023 Accomplishments

- A new Stormwater Fee was identified following an initial feasibility study, as the next steps towards full implementation of a stormwater management program. By-Law Number 16-2023 was enacted to levy a stormwater management fee and to implement rules and regulations for its billing, collection, and a credit program. A fee of \$48 per residential unit was levied in addition to a fee of \$48 for every 192 m<sup>2</sup> of impervious areas on non-residential sites.
- Stormwater information pamphlets were included with the 2023 final tax bill, which detailed how the charge is calculated and outlined why investments in stormwater infrastructure is important. The pamphlets were specific to residential vs. non-residential properties.
- The Town performed an emergency oil/grit separator cleanout to mitigate an oil spill into the storm sewer system.
- Many dead and fallen trees were causing flooding in lower Carruthers Creek. In partnership with TRCA (Toronto Region Conservation Authority), these trees were removed from the creek and valley lands to mitigate future flooding within the area. Several pedestrian bridges were being affected by this flooding.

## 2024 Priorities

The 2024 stormwater workplan will focus on multiple stormwater pond rehabilitation projects, oil/grit separator cleanouts, and furthering the town-wide storm sewer condition assessment, which is being completed to support the asset management plan.

Several projects initiated in 2023 will be completed, including construction of new waterfront rain gardens, the stormwater master plan, waterfront environmental assessment, and pond rehabilitations.

In partnership with TRCA, the Town will begin the work to repair flood diversion dykes within the Duffins Creek valley, north of the 401. These dykes are required to protect private, residential properties from the 100-year storm event.

The Town is also exploring several grant opportunities to fund the forthcoming recommendations from the Waterfront Environmental Assessment, which will be finalized in early 2024.

### **Ongoing Capital Project Management:**

The Town has completed condition assessments on approximately half of its stormwater management facilities so far. The results of these analyses have shown that all the facilities need rehabilitation, or at least maintenance for them to function as designed.

Stormwater management facilities should typically be cleaned out and maintained every 10 years according to the Ministry of the Environment, Conservation and Parks.

Expansion of stormwater management infrastructure is very important for the health of the creeks and watercourses within Ajax. Much of the Town was developed prior to modern stormwater

management practices, and thus discharge untreated runoff directly to the natural environment. Targeted water quality control retrofits over the past 5 years have resulted in over 90 hectares of previously untreated stormwater runoff now being treated for water quality. This work will continue in a strategic way to slowly transform those untreated areas of the Town.

Roads maintenance, including street sweeping and catchbasin cleanout helps remove sediment before it gets to the stormwater management ponds or to the creeks. This is an effective way to reduce the overall frequency of stormwater pond rehabilitation and to mitigate areas of the Town with no stormwater management treatment.



**TOWN OF AJAX**  
**2024 BUDGET BY DRIVER**  
**Stormwater Management**

	2023 Approved Budget	2024 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
<b>OPERATING EXPENDITURES</b>										
Full Time Salaries & Benefits	60,100	60,100	-	-	-	-	-	-	-	83,300
Part Time Wages & Benefits	-	2,100	2,100	2,100	-	-	-	-	2,100	-
Reserve Allocations	-	2,568,300	2,568,300	91,500	-	(11,200)	3,142,700	(654,700)	2,568,300	(86,600)
Municipal Grants & Subsidies	-	53,500	53,500	1,500	-	-	52,000	-	53,500	-
Contracted Services	591,300	603,700	12,400	11,100	-	11,200	(9,900)	-	12,400	-
Consulting & Professional Services	-	14,300	14,300	500	-	-	13,800	-	14,300	-
Communications & Technology	-	-	-	-	-	-	-	-	-	3,300
Materials & Supplies	3,300	4,900	1,600	100	-	-	1,500	-	1,600	-
Administrative Expenses	-	4,100	4,100	-	-	-	4,100	-	4,100	-
<b>Total Operating Expenditures</b>	<b>654,700</b>	<b>3,311,000</b>	<b>2,656,300</b>	<b>106,800</b>	<b>-</b>	<b>-</b>	<b>3,204,200</b>	<b>(654,700)</b>	<b>2,656,300</b>	<b>-</b>
<b>OPERATING REVENUES</b>										
Stormwater Fees	-	3,311,000	3,311,000	106,800	-	-	3,204,200	-	3,311,000	-
Reserve Allocations	654,700	-	(654,700)	-	-	-	-	(654,700)	(654,700)	-
<b>Total Revenues / Recoveries</b>	<b>654,700</b>	<b>3,311,000</b>	<b>2,656,300</b>	<b>106,800</b>	<b>-</b>	<b>-</b>	<b>3,204,200</b>	<b>(654,700)</b>	<b>2,656,300</b>	<b>-</b>
<b>NET EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\* 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 \$2,100 mainly due to cost of living increase, progression, and benefit rates
- Increase in transfer to Stormwater reserve based on net inflationary increase in Stormwater fees \$91,500
- Inflationary impact on Stormwater rebates issued in 2023 \$1,500
- Annual contracted rate increase to maintain storm sewer related infrastructure \$11,100
- Increase in stormwater fee revenues – Residential \$71,400 and Non-residential \$35,400

### Growth

- Contracted Services to maintain road and storm sewer related infrastructure offset by matching draw from the Stormwater reserve \$11,200

### New/Other

- Net transfer to Stormwater reserve for capital projects based on net new fee increase in Stormwater fees \$3,142,700
- Rebates of stormwater fees to non-residential properties first provided in 2023 to recognize existing stormwater management practices and infrastructure on private sites and encourage collaboration with the Town on stormwater impact mitigation \$52,000
- Industrial water pump no longer required due to the stabilized lake water levels (\$9,900)
- Consulting and Professional services include the TRCA Stormwater Initiative program, pond assessments, surveys and quality surface water and soil monitoring as well as the annual report to summarize data and findings from an accredited laboratory \$13,800
- Administrative expenses include communication that is sent to ratepayers with the tax bill \$4,100
- Stormwater fee collection includes \$2,143,000 in residential fees and \$1,061,200 in non-residential fees

# Ajax Public Library ►

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## Department Overview

**Ajax Public Library** designs experiences and connections where community, discovery, and innovation intersect. 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 materials for all ages, including books, movies, music, magazines, audiobooks, book club kits, and daisy readers.
- Online research and support databases to support students, researchers, general information sharing, and skill development (ex. LinkedIn Learning, Consumer Reports, Learning Express, PressReader, and Worldbook Encyclopedias).
- Digital streaming services for movies, TV shows, and music (ex. Kanopy, hoopla, and CBC Corner).
- Technology lending (laptops, tablets, and mobile hotspots) and STEM kits.
- Wellness initiatives through non-traditional item lending (Sensory Support Bags, Bird Watching Kit, Co2 monitors, provincial park passes).
- Inter-library loan (ILLO) services for collection materials outside of Ajax.

- Archival services focusing on the preservation and sharing of local history.

### Technology Services

- Free WiFi access in all Library locations.
- Public computer workstations, including accessible stations with assistive and adaptive technologies.
- Low-cost printing, photocopying, faxing, and scanning services.
- Customer technology assistance.
- Makerspace Services including 3D printing, laser engraving, embroidery, vinyl cutting, sewing, and robotics.

### Customer Service

- Quiet study and collaborative group study/work spaces.
- Reference, Readers' Advisory, and local history/genealogy research assistance.
- Visiting Library Service delivery to individuals who are homebound and/or living in seniors' residences.
- Community Service referrals.
- Exam proctoring for post-secondary students and professional development.
- Room rentals for local community groups and residents.
- Multilingual customer service through staff identification.

## Community Engagement Services

- Volunteer opportunities to support secondary school students.
- Children's early literacy and STEAM (science, technology, engineering, arts, and math) programs.
- Teen programming to support exam studying, life skill development, and civic engagement opportunities (ex. Teen Advisory Council).
- Adult educational, employment help, recreational, and technology-based programs.
- Older adult programming to support lifelong learning, community connection, and civic engagement (ex. Older Adult Advisory Committee).
- Local art and cultural exhibits available for public viewing.
- Equity, diversity, and inclusion focused programming.
- Outreach to schools and community groups, and local 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 (Ward 1) 55 Harwood Avenue S.
- Audley Branch (Ward 2) 1955 Audley Road N.
- McLean Branch (Ward 3) 95 Magill Drive



## 2023 Accomplishments

- Completion and release of the Library Strategic Master Plan 2023–2028, including new Mission, Vision, and Values statements with 40 recommended actions (July 2023).
- Orientation and training of new Library Board (January–February 2023).
- Signed Memorandum of Understanding with Grandview Kids for a satellite Library branch in the new Grandview Kids Facility (February 10, 2023).
- Restored full pre-pandemic service hours to all branches on March 19, 2023.
- Service use indicators indicate further growth and demand for Library services (Q2 2022 to 2023 comparators):
  - Active cardholders +32%
  - Foot traffic +77%
  - Library programs +34%
  - Program attendance +23%
  - Content Borrowing +17%
  - Public computer usage +37%
- Installed three (3) “Muteboxes” in Main Branch to increase quiet study and meeting space (June 2023).
- Hosted Volunteer Recognition event to acknowledge the extensive support of community volunteers to the Library (April 2023).
- Finalized transfer and implemented strategies to increase access to Ajax Archives:
  - Confirmed safety certification of decommissioned explosives in Archives collection (January 2023);
  - Created Archives Management Policy (April 2023);
  - Library website updated to include Archives information and webforms for inquiries (July 2023);
  - Legal transfer for archival collection from the Town of Ajax to the Library (August 30, 2023);
  - Hosted Archives-focused programs (September–October 2023).
- Reached one million checkouts on the Library’s primary eBook and digital audiobook platform, Overdrive (June 2023).
- Over 1,600 TD Summer Reading Club participants who enjoyed programs focused on reading, writing, environmental literacy, and STEAM (July and August 2023).
- Makerspace construction completed and Grand Opening event (October 2023).
- Expanded loaning items to include Bird Watching Kits (September 2023), Decodable book collection (October 2023), and C-Pen kits (October 2023).
- Equity, Diversity, and Inclusion (EDI) initiatives, including:
  - Revised plans with collection vendors based on the Collective Diversity Audit report to improve EDI representation in new materials (January 2023).
  - Durham World Religion Day (January 15, 2023).
  - Ontario Parasport Games Virtual Panel (January 18, 2023).
  - 16th Annual Durham Black History Month Celebrations (February 4, 5, and 12, 2023).
  - BlackLit Durham (February 26, April 30, and June 11, 2023).
  - Advancing Innovation, Diversity, and Equity in Employment Career Fair (March 23, 2023).
  - Internal training on trends, best practices, and resource sharing for creating displays, programs and lists using an EDI lens (May 2023).
  - Drag Queen Storytime (June 10, 2023).
  - Project of Heart: An Exploration of the Legacy of Residential Schools (September 9, 2023).

- Outdoor Explorers with Abilities Centre (September 23 and October 21, 2023).
- Islamic History Month Storytime (October 28, 2023).
- Odibaadodaan: Celebrating First Nation, Métis, and Inuit Storytellers (November 24, 2023).
- 2SLGBTQ+ Book Club in partnership with Whitby, Oshawa, and Clarington Public Libraries (monthly in 2023).
- Improved purchasing and delivery of physical Library materials by changing collection vendors suppliers expediting public access to the collection (January 2023).
- Expanded digital streaming offerings for Library card holders with the inclusion of CBC Corner (March 2023).
- Hosted Big Book Sale, ensuring Library materials are re-homed with taxpayers, limiting waste, and contributing to a circular economy (April and November 2023).
- Provided Study Hall hours at Audley and Main Branches to support high school and post-secondary students (January, April, and June 2023).
- Installed an adjustable table for the 3D printer including an adaptive keyboard and mouse to improve accessible computer use (May 2023).
- Promoted environmental literacy and responsibility through an installed beehive through contractor Alvéole in Audley Reading Garden (May–October 2023).
- Installed Brave Sensors in Main Branch to increase the response times to emergency health related incidents (August 2023).
- Expanded partnerships with local support organizations for community connections (January–December 2023).
- Installed mobility charging station at Main Branch with Town of Ajax “Power Up, Ajax!” initiative (June 2023).

## 2024 Priorities

- Create Equity, Diversity, and Inclusion and Intellectual Freedom statements for the Ajax Public Library Board.
- Develop respectful subject headings to improve the discoverability and inclusivity of the Library’s collection.
- Expand partnerships to support vulnerable populations in Ajax.
- Review all Library branches to ensure a safe, secure, and welcoming atmosphere in all physical spaces.
- Expand outreach, including the Library Board, to raise the profile of intellectual freedom and freedom to read.
- Expand the reach of the Library’s Makerspace and maker experiences and introduce programming to support innovation and discovery using the new services available.
- Open the Grandview Kids Branch satellite location in the new Grandview Kids headquarters.
- Develop strategies to maximize use and access of the collections to the community.
- Refresh interactive toys in children’s areas with a focus on placemaking.
- Increase profile of Archives in the Library and community.

**TOWN OF AJAX  
2024 BUDGET BY DRIVER  
LIBRARY SERVICES**

	<b>2023 Approved Budget</b>	<b>2024 Requested Budget</b>	<b>Budget Increase/ (Decrease)</b>	<b>Inflationary Impacts</b>	<b>One-time Changes</b>	<b>Growth Related Changes</b>	<b>New &amp; Other Impacts</b>	<b>Budget Neutral Changes</b>	<b>Budget Increase/ (Decrease)</b>	<b>Proposed Business Cases</b>
<b>OPERATING EXPENDITURES</b>										
Full Time Salaries & Benefits	2,979,900	3,103,600	123,700	87,500	-	-	36,200	-	123,700	101,400
Part Time Wages & Benefits	2,096,400	2,242,200	145,800	58,600	20,000	-	67,200	-	145,800	-
One-time Purchases under \$10,000	35,000	35,000	-	-	-	-	-	-	-	-
Insurance	45,400	35,600	(9,800)	(9,800)	-	-	-	-	(9,800)	-
Education & Training	35,000	40,000	5,000	-	-	-	5,000	-	5,000	-
Vehicle & Equipment Maintenance	19,200	19,200	-	-	-	-	-	-	-	-
Debtenture	259,100	258,900	(200)	(200)	-	-	-	-	(200)	-
Contracted Services	146,500	150,100	3,600	3,600	-	-	-	-	3,600	69,000
Building Maintenance	128,900	135,300	6,400	6,400	-	-	-	-	6,400	-
Communications & Technology	195,500	218,800	23,300	-	-	-	23,300	-	23,300	-
Materials & Supplies	63,300	67,300	4,000	-	-	-	4,000	-	4,000	-
Library Collections	877,600	895,200	17,600	17,600	-	-	-	-	17,600	-
Library Rent	258,000	264,500	6,500	6,500	-	-	-	-	6,500	-
Administrative Expenses	55,100	54,600	(500)	1,000	-	-	(1,500)	-	(500)	-
Financial Charges & Fees	6,000	6,000	-	-	-	-	-	-	-	-
Miscellaneous Expenses	500	500	-	-	-	-	-	-	-	-
<b>Total Operating Expenditures</b>	<b>7,201,400</b>	<b>7,526,800</b>	<b>325,400</b>	<b>171,200</b>	<b>20,000</b>	<b>-</b>	<b>134,200</b>	<b>-</b>	<b>325,400</b>	<b>170,400</b>
<b>OPERATING REVENUES</b>										
Fines and Fees	12,000	10,000	2,000	(2,000)	-	-	-	-	(2,000)	-
Photocopier	30,000	35,000	(5,000)	5,000	-	-	-	-	5,000	-
Room Bookings	8,000	10,000	(2,000)	2,000	-	-	-	-	2,000	-
Grants & Donations	157,700	157,700	-	-	-	-	-	-	-	-
Miscellaneous Revenues	28,000	108,000	(80,000)	-	-	-	80,000	-	80,000	-
Reserve Allocations	259,100	258,900	200	(200)	-	-	-	-	(200)	-
<b>Total Revenues / Recoveries</b>	<b>494,800</b>	<b>579,600</b>	<b>84,800</b>	<b>4,800</b>	<b>-</b>	<b>-</b>	<b>80,000</b>	<b>-</b>	<b>84,800</b>	<b>-</b>
<b>NET EXPENDITURES</b>	<b>6,706,600</b>	<b>6,947,200</b>	<b>240,600</b>	<b>166,400</b>	<b>20,000</b>	<b>-</b>	<b>54,200</b>	<b>-</b>	<b>240,600</b>	<b>170,400</b>

## Variance explanations

### Inflationary

- Salaries and benefits increased by \$146,100 due to cost of living increase, progression and reclassification (change in grade or job step level) and benefit rates. This includes the impacts of a review of exempt group salaries to be funded over 3 years.
- Insurance premiums, inflationary increase, and corporate allocation. (\$9,800)
- Pricing increases affected contracted services, building maintenance and administrative expenses. \$27,600
- Library rent increase as per memorandum of understanding with the Town of Ajax. \$6,500
- Reduction in fines and fees based on experience. (\$2,000)
- Increase photocopier fees and room bookings as the community continues to evolve out of COVID, return to normalcy and growth in population. \$7,000

### One time

- Reversal of gapping budgeted for vacant position at the beginning of 2023. \$20,000

### New/Other

- Second of the two-year annualization for positions related to the makerspace. \$103,400
- Increase in education and training to align with the board's policy of 1% staff budget for training. \$5,000
- Increase in communications and technology for makerspace related costs for licenses and software. \$23,300
- New sharps disposal service at the main branch. \$4,000
- Decrease in board training expenses resulting from reduced orientation needs for new members. (\$1,500)
- A change in the investment strategy for short-term funds has resulted in additional interest income. \$80,000

### Proposed Business Cases

- Details of proposed new staffing and/or initiatives are included in Section 3:
  - Full Time Coordinator of Safety & Operations
  - Full Time Marketing Assistant conversion from Part Time
  - Contracted Security Services

## SECTION 3

# Business Cases

# BUSINESS CASE

## *Diversity & Inclusion Officer*

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<b>Department/Section</b>	Office of the CAO – Public & Strategic Affairs
<b>Start Date</b>	July 1, 2024
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project, or Initiative <input type="checkbox"/> Expanded Level of Service

### Executive Summary

In 2020, the Office of CAO reviewed and filled the Diversity and Inclusion Coordinator role. This happened during sensitive historic social justice movements that continue to affect the needs of Diversity, Equity, and Inclusion (DEI) across all organizations and municipalities.

Due to the impact of COVID-19, the organization held virtual diversity, equity, and inclusion programs to continue to stay connected with the community, staff, and stakeholders.

In the Spring of 2022, the Town returned to delivering in-person programs for the community, supporting staff in-person and virtually, and continuing to support DEI corporately across the organization. This includes providing DEI services, review, and advisement departmentally.

In 2022, the Town implemented its first staff Workforce Census in partnership with Turner Consulting Group. The final report outlined twenty-one recommendations for implementation across the organization, including providing enhanced DEI support for the Town’s Diversity and Inclusion Coordinator to help streamline internal DEI services corporately to support staff better and assist in successfully implementing the Workforce Census recommendations. The recommendations outlined by Turner Consulting Group are the basis for the Town’s internal DEI work plan.

The Recreation and Culture department collaborated with Nordicity in 2023 to create an Arts and Culture Plan that provides a strategy to support a diversity of artists and cultural organizations. The Town's DEI lead and the Recreation and Culture department continuously collaborate to develop DEI- programs and initiatives. The Nordicity report recommends a designated DEI support to support the current DI coordination with the implementation of the 10-year plan.

A secondary DEI role will provide needed support in managing the Town’s DEI portfolio. This position will be instrumental in handling the increasing demand for the Town’s DEI services, especially since the Town has resumed in-person programming for the community, staff, and stakeholders. The primary responsibility of this role is to efficiently

# BUSINESS CASE

## *Diversity & Inclusion Officer*

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implement our DEI workplan to the internal and external corporation. This role will be critical in ensuring the success of the organization's initiatives and the Town's commitment to promoting DEI in all operations.

### Background

Fostering an inclusive workplace is ethically and strategically advantageous in an increasingly diverse and competitive public sector environment. Supporting the increasing demands of the DEI portfolio enables the Town to proactively address diversity and inclusion challenges, leverage opportunities, and align our corporate values, ultimately contributing to improved organizational performance.

The current Diversity and Inclusion Coordinator is the direct contact for all DEI concerns and provides a social justice and inclusion lens internally and externally for the Town. This means they are responsible for strategizing, creating, managing, and optimizing all efforts to make the workplace and community fairer and more equitable. They analyze the results of existing programs, suggest improvements departmentally, train staff and act as an advisor on DEI for external stakeholders, Council, senior management and all other departments and levels of the organization. Specifically, the Diversity and Inclusion Coordinator works closely with staff to identify, resolve conflict, mediate, and develop a sense of belonging to implement real solutions considering all experiences and perspectives.

The Diversity and Inclusion Coordinator also works closely with community partners to deliver initiatives and programs promoting diversity and inclusion to staff and the growing diverse community. They are responsible for leading dialogue, understanding, and learning through an intersectional approach and perspective to strengthen organizational communications and help build an understanding of and commitment to DEI across the Town.

The Diversity and Inclusion Officer would support the current workplan to promote belonging and visibility in the Town by providing direct support and delivering direct programs.

### Stakeholders

Stakeholders that this position will benefit include:

#### Employees

- **Underrepresented Groups:** Employees from underrepresented backgrounds, such as women, racialized groups, 2SLGBTQIA+, persons with differing abilities, etc.,

# BUSINESS CASE

## *Diversity & Inclusion Officer*

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benefit from DEI efforts as it creates a more inclusive and equitable workplace, reducing bias, discrimination and microaggressions.

- **All Employees:** DEI continues to improve the overall work environment by promoting respect, empathy, trust, and a sense of belonging for all staff. It leads to greater job satisfaction, better mental health and reduced turnover.

### **Senior Leadership and Respective Departments:**

- **Talent Attraction and Retention:** DEI initiatives help attract a diverse talent pool, ensuring a more comprehensive range of skills and perspectives within the organization. Once staffed accordingly, it also helps to improve employee retention by creating an inclusive culture for all employees.
- **Innovation and Creativity:** Diverse teams often generate more innovative and creative solutions to problems. By supporting DEI, attracting different perspectives can lead to better decision-making and a competitive advantage in the market.
- **Compliance and Reputation:** Effectively equipping the DEI portfolio is considered a socially responsible organizational practice. Organizations prioritizing DEI are more likely to comply with legal and ethical standards and maintain a more robust and inclusive reputation.

### **Council**

- **Advisory Role:** Current DEI staff serve in an advisory role, providing expertise and guidance to Council on DEI-related issues. They help bring training, best practices, emerging trends, and potential policy changes related to DEI. During crises or incidents related to discrimination, bias, or inequality, DEI staff continue to support Council in response strategies, community healing and conflict resolution.
- **Community Engagement:** DEI staff continue to facilitate community engagement efforts on behalf of Town Council. They organize programming, public forums and community outreach campaigns to help gather input from residents, promote DEI causes and maintain the Town's DEI values.
- **Data Collection and Analysis:** DEI staff collect and analyze data related to DEI. This data is often used to identify disparities, track progress, and make data-driven decisions about DEI initiatives to help foster a more inclusive workplace and community.

# BUSINESS CASE

## *Diversity & Inclusion Officer*

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- **Training and Education:** DEI staff develop and deliver training programs for staff, Council, and community members. These programs continue to raise awareness about DEI issues and help promote cultural competency, civic resilience, and inclusivity.

### **Residents and Community Organizations**

DEI initiatives contribute to the Town's broader social progress by challenging discriminatory norms and promoting social justice through external programming and services, reiterating the Town's inclusive values and practices, and promoting zero tolerance for hate and discrimination. The portfolio manages DI relationship management with for-profit and non-profit organizations, religious-based organizations, and underrepresented group organizations to help develop appropriate partnerships and programming externally to the Town.

### **Strategic Alignment**

The outputs from this permanent DEI position align with numerous 2022-2026 Strategic Plan actions and other corporate strategies including the results of the Workforce Census and recently approved Arts & Cultural plan.

### **Description**

The role of the Diversity and Inclusion Officer is to provide adequate support to the Town's Diversity and Inclusion portfolio in managing the increase in DEI services both within the department and across the entire corporation. They will assist in supporting DEI-related projects, initiatives, and policy development. The Diversity and Inclusion Officer will work closely with staff to identify conflicts, develop a sense of belonging, and implement effective solutions considering all experiences and perspectives. They will also play a key role in implementing the DEI work plan and working with the public and community partners to promote inclusion and visibility in the Town. Additionally, they will provide support and deliver programs to increase awareness of DEI in the Town.

### **Expected Benefits and Service Impacts**

This Diversity and Inclusion Officer role will enable the Town to proactively respond to the influx in DEI services to address diversity and inclusion challenges, leverage opportunities, and align with our strategic goals and corporate values, ultimately contributing to improved organizational performance and growth, successful implementation of the corporate internal DEI work plan and support for the Town's Arts and Culture Plan.

# BUSINESS CASE

## *Diversity & Inclusion Officer*

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- **Organizational Commitment to DEI:** The Town is committed to creating an inclusive workplace where all employees feel valued and have equal growth opportunities. This commitment is embedded in the Town's mission and values, and it recognized that dedicated DEI staff support is essential to translate this commitment into tangible, sustainable actions and progressive results.
- **Competitive Advantage:** Diverse and inclusive organizations are better positioned to adapt to changing market dynamics and stakeholder preferences. Hiring a DEI officer will enhance the Town's competitiveness by enabling the corporation to serve diverse customers better and tap into a broader talent pool.
- **Employee Engagement and Retention:** An inclusive workplace fosters higher employee engagement, job satisfaction, and retention rates. By adequately staffing the DEI portfolio, the Town can implement the DEI work plan and address diversity and inclusion issues. As a result, turnover can be reduced, enhance productivity, and create a more positive work environment.
- **Legal and Regulatory Compliance:** Laws and regulations related to DEI are evolving, and non-compliance can result in legal consequences and damage. The role of DEI staff is to monitor and review regulatory DEI continuously changes to ensure that the Town is compliant with DEI trends.
- **Sustainability and Longevity:** DEI is not a short-term trend but continues to increase service goals for long-term organizational sustainability. Investing in DEI through a new hire, the Town ensures the organization remains relevant and resilient in a changing world.

DEI staff are essential as corporate resources and catalysts for positive change in the Town. Their specialized expertise and efforts positively impact the successful delivery of DEI services to Town staff, community members, leadership, and other stakeholders. Their work helps create more inclusive and equitable communities, addresses systemic inequalities, and ensures that the DEI needs of the internal and external corporation are being considered and implemented.

# BUSINESS CASE

## *Diversity & Inclusion Officer*

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### Comparative Analysis

#### 2023 Diversity, Equity and Inclusion Municipal Scan

City of Kitchener	4 (FT)
Niagara Region	2 (FT) + 2 (PT)
City of Oshawa	3 (FT)
Town of Whitby	2 (FT)
City of Hamilton	3 (FT) + 3 (PT)
City of Brampton	5 (FT)

### Cost / Benefit Analysis

Table 1: Summary of Financial Impacts

	FTE	Full Year	2024	2025
<b>Costs</b>				
Salaries, Benefits & Employee-related Costs	1	129,500	63,600	65,900
Other Operating Costs		3,300	3,300	
<b>Funding Sources / Savings</b>				
Internal				
External				
<b>Net Operating Cost (Savings)</b>		<b>\$ 132,800</b>	<b>\$ 66,900</b>	<b>\$ 65,900</b>
<b>Capital Requirements</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# BUSINESS CASE

## Strategic Initiatives Coordinator of Community Support Programs

<b>Department/Section</b>	Office of the CAO – Public and Strategic Affairs
<b>Start Date</b>	July 1, 2024
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service

### Executive Summary

This proposal serves to support the implementation of a Full-Time Strategic Initiatives Coordinator of Community Support Programs for the Town of Ajax. The existing environment in the Town and other municipalities across Canada illustrates an increase in the visibility and impact of community safety and homelessness on businesses, residents, and the overall community. The coordinator holds a significant role in implementing and coordinating solution-based approaches and policies in addressing the local complex issues related to community safety and homelessness.

### Background

Since the onset of the pandemic, there has been a staggering increase in issues associated with community safety and homelessness, such as encampments and the lack of programming and shelter space. This required the Town to take on more responsibility and act swiftly as demanded by the public.

In May 2023, the Town retained a Strategic Initiatives Coordinator of Community Support Programs on a contract basis. The intent of the creation of the role was to assess the need of the position and identify what the Town’s role should be in this space moving forward and set logical next steps.

The decision to move to a FT position is based on the clear need for a designated Town representative to proactively lead and facilitate municipal solutions to create a safer Ajax. The role has centralized the Town’s response, dramatically accelerated our efforts, and built more capacity. Since on-boarding, the position has been identifying and implementing actions at the community and neighbourhood levels to proactively address complex social issues such as homelessness, crime, addiction, and mental illness. The role advises, consults, and facilitates action in these areas through linking with other levels of governments, agencies and community groups.

### Stakeholders

#### Internal

- Mayor / Council
- Office of the CAO
- By-law
- Security

# BUSINESS CASE

## *Strategic Initiatives Coordinator of Community Support Programs*

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- Operations
- Ajax Public Library

### **External**

#### **Community Safety**

- Ajax Community (Residents and Business)
- DRPS
  - o West Division
  - o Community Safety Specialist
- The Region of Durham
  - o Office of the CAO – Community Safety and Well-Being Office
  - o Municipal Leads
- CMNCP (Canadian Municipal Network on Crime Prevention)

#### **Homelessness**

- Ajax Community (Residents and Business)
- The Region of Durham
  - o Office of the CAO – Community Safety and Well-Being Office
  - o Health and Social Services
  - o PCOP (Primary Care Outreach Program)
  - o Public Health
  - o Municipal Leads
- DRPS
  - o West Division
  - o Community Safety Specialist
- Ajax Homelessness Taskforce
- Ajax Municipal Housing Corporation
- CDCD (Community Development Council Durham)
- CFOC (Christian Faith Outreach Centre)
- DCHC (Formerly Carea)
- DRT (Durham Region Transit)
- John Howard Society of Durham
- Salvation Army
- Lakeridge Health Corporation
- Ontario Shores Centre for Mental Health

### **Strategic Alignment**

The need for a dedicated position was identified as part of the 2022-2026 Strategic Plan.

# BUSINESS CASE

## *Strategic Initiatives Coordinator of Community Support Programs*

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### Description

- Develop and implement annual community safety and homelessness report to Senior Management and Council.
- Implement cross-sectoral projects (i.e., partnerships between governments, agencies, service providers, community organizations) to address local complex social challenges.
- Develop and implement Town-focused community safety strategies and actions that align with the provincially legislated Community Safety and Well-Being Plan developed by the Region of Durham in 2021.
- Collaborate with agencies and committees serving the unsheltered population to facilitate and leverage system-wide strategic programs and resources.
- Work with neighbourhood groups, business associations, and individuals to respond to area specific challenges and opportunities, share information, foster dialogue, and develop relationships.
- Coordinate staff and external partner response to immediate concerns associated with community safety and homelessness (i.e., encampment and debris clean-ups).
- Provide advice, and problem-solving and conflict resolution support to Council and Town staff.
- Support council initiatives and programs.
- Write and manage policies and procedures, service/partner agreements, etc.
- Produce information packages, campaigns and other resources.
- Hold community forums and training sessions.

### Expected Benefits and Service Impacts

- Increased education and information to residents and businesses.
- New, applicable, and research-based informed related policies and solutions.
- Increased and improved collaboration with neighbouring municipalities, the Region of Durham, DRPS, local community organizations and general beneficial stakeholder engagement.
- Data and evidence-based solutions to community safety related issues.
  - o Ajax (606 DRPS cases to date in 2023).
  - o Pickering (550 DRPS cases to date in 2023).
- Evidence based solutions to create environments less susceptible to crime (i.e. Crime Prevention Through Environmental Design reviews and changes for identified spaces to reduce open drug use, loitering, illegal dumping, etc.)
- Reduced encampment establishments and longevity of settlement in visible, dangerous community areas.
  - o Ajax experienced the second highest increase in homelessness in communities across Durham between 2021 and 2022 – reported to reflect a 121% increase in homelessness here in Ajax.

# BUSINESS CASE

## Strategic Initiatives Coordinator of Community Support Programs

- In July 2023 Global News reports “Town of Ajax facing an emergency crisis” as the community is met with surge of asylum seekers in the midst of an already overextended social service support system.
- Centralized and coordinated response.
  - Timely response to neighbourhood and encampment issues.
  - TOA initiated encampment responses (35 coordinated responses from July - September 2023)

### Comparative Analysis

There are full time positions within the following organizations:

- Region of Durham – Community Safety and Well-Being Coordinator
- City of Pickering – Community Safety & Well-Being Advisor (NEW)
- DRPS - Community Safety Specialist (NEW)

### Alternative Service Delivery Approaches

NA

### Cost / Benefit Analysis

**Table 1: Summary of Financial Impacts**

	FTE	Full Year	2024	2025
<b>Costs</b>				
Salaries, Benefits & Employee-related Costs	1	142,500	70,000	72,500
Other Operating Costs		3,300	3,300	
<b>Funding Sources / Savings</b>				
Internal				
External				
<b>Net Operating Cost (Savings)</b>		<b>\$ 145,800</b>	<b>\$ 73,300</b>	<b>\$ 72,500</b>
<b>Capital Requirements</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# BUSINESS CASE

## Administrative Assistant – HR Services – conversion from PT to FT

<b>Department/Section</b>	CAO – HR Services
<b>Start Date</b>	July 1, 2024
<b>Type</b>	<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 has been in HR Services on a part time basis for several years, it is the only administrative position within the Section. The HR Services portfolio has grown over the last several years and the volume of employee supported events, activities and initiatives have increased and requires full time administrative support to assist in HR Services. We are requesting that this position be converted to a full time position.

### Background

Currently the Administrative Assistant is a part time position within HR Services however, this position has been working full time hours since July 1, 2021. The additional hours have assisted the HR Team in many areas such as supporting the recruitment team with administrative follow up of documentation, creating digital files, onboarding new staff and data entry. It also supports the learning and development portfolio by creating online learning programs for mandatory and legislative training needs thereby reducing the need for in-person training.

This role supports the Manager of HR Services with all budget tracking, bill payments, union billing and conducting research on various HR related matters, it also supports the team in coordinating employee special events such as Service Recognition luncheon, Take your Kids to Work Day, Food Truck/Ice Cream Truck initiatives, Flu Shot Clinics, Recruitment Job Fairs, etc. In addition, this position supports all the part time employment related activities including tracking of part time staff, contract follow up and administration, data entry and record keeping.

### Stakeholders

This is a front line position and the first point of contact for all staff and community members who contact HR Services. This position will continue to support all recruitment related activities, part time employee supports and all employee group functions, initiatives, and events.

# **BUSINESS CASE**

## ***Administrative Assistant – HR Services – conversion from PT to FT***

### **Strategic Alignment**

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

### **Description**

Reporting to the Manager of HR Services, the HR Assistant is accountable for providing front line and administrative support to HR staff in addition to responding to general inquiries, processing financial transactions, performing administrative tasks including but not limited to, scheduling meetings/appointments, updating organization charts, liaising with all departments on various HR matters, coordinating overtime payout process, coordinating the driver's license verification process, processes all invoices and tracks budget expenditures, reconciles accounts, photocopying, data entry, verifying part time payroll forms, payroll processing, tracking contract letters, preparation of orientation/on-boarding materials, scheduling interviews, managing the reference check process, preparing reports, preparing forms, special events, etc. filing, sourcing & maintaining supplies and other duties as may be assigned.

### **Expected Benefits and Service Impacts**

The expected benefits of having a full time HR Administrative Assistant are to support the HR team by providing administrative support so that the team can focus on strategic HR initiatives, enhance HR practices and enabling workforce initiatives. This position will support HR goals and objectives and provide front line support to all staff who require HR Services. The risk of not filling this position would result in reduced levels of service.

### **Comparative Analysis**

n/a

### **Alternative Service Delivery Approaches**

Alternative Service delivery is to continue with the current model.

# BUSINESS CASE

## *Administrative Assistant – HR Services – conversion from PT to FT*

### Cost / Benefit Analysis

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**Table 1: Summary of Financial Impacts**

	<b>FTE</b>	<b>Full Year</b>	<b>2024</b>	<b>2025</b>
<b>Costs</b>				
Salaries, Benefits & Employee-related Costs	0.5	47,300	25,200	22,100
Other Operating Costs				
<b>Funding Sources / Savings</b>				
Internal				
External				
<b>Net Operating Cost (Savings)</b>		<b>\$ 47,300</b>	<b>\$ 25,200</b>	<b>\$ 22,100</b>
<b>Capital Requirements</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# BUSINESS CASE

## *Senior Buyer (Capital Projects Lead)*

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<b>Department/Section</b>	Finance
<b>Start Date</b>	July 1, 2024
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project, or Initiative <input checked="" type="checkbox"/> Expanded Level of Service

### Executive Summary

The Senior Buyer position will be the lead for capital project procurement to ensure timely and appropriately planned bids and will ensure procurement delivery timelines are integrated in the project plans. The Senior Buyer (Capital Projects) will be better positioned to handle the profile, complexity, and sensitivity of capital projects. It will ensure the necessary attention to detail is given to bid calls, i.e., Request for Tenders (RFT), Requests for Information (RFI), Request for Quotes (RFQ), Requests for Proposals (RFP) and requests for pre-qualification related to capital projects.

This individual will also be responsible for collaboratively working with client departments during the budget process to prepare an annual procurement plan for all capital requirements and ensure timely delivery of procurement contracts according to the plan.

The Senior buyer will also share the analytical insight with the client departments by tracking the procurement data and trends and help in preparation of the budget.

### Background

The Procurement section would like to create two teams to increase its level of service to its stakeholders. One team will comprise of a lead senior buyer and one buyer to handle all capital procurements. This team will allow departments to leverage their procurement expertise to assist in advanced planning and budgeting of capital projects. The second team will also be comprised of one senior lead buyer and one buyer to adequately handle the procurement workload for operating contracts. This team will handle advanced planning with client departments, processing of operational extensions and pricing as well as ensuring all multiyear contracts are managed efficiently for the continuity of the Town’s business.

These two teams will ensure all new procurements are planned and initiated in a timely manner from a procurement perspective and enhance the overall service delivery to client departments for both capital and operating contracts.

# BUSINESS CASE

## *Senior Buyer (Capital Projects Lead)*

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### Stakeholders

All departments who need procurement services for capital and operational purposes will be impacted by the efficiencies brought forward by creating specialized streams for each type of procurement contract. The two teams would be better positioned to provide targeted advice and support to departmental stakeholders.

### Strategic Alignment

The request is aligned with the investing on Our Community focus area of the 2023 – 2026 Strategic plan.

Pillar: Modernizing our Community

Goal 4. Ready our organization for the future

4.2 Ensure an efficient and effective service delivery.

Goal 5. Demonstrate sound Financial Management

5.1 Manage financial resources and assets to address growing needs.

### Description

Working closely with project managers this position would be reporting to the Manager of Procurement and will perform the following duties in relation to approved capital projects:

- Prepare Bid Call documents including: RFIs, RFTs, RFPs, RFQs.
- Research market for vendors.
- Consult with other jurisdictions.
- Develop and prepare the evaluation process for RFPs including guidelines.
- Facilitate kickoff meetings.
- Facilitate evaluation deliberations and negotiations.
- Facilitate site meetings.
- Act as the official point of contact for bid calls.
- Receive, review, and answer all questions during the bid process including issuing addendum.
- Facilitate vendor debriefing.
- Review all bids for compliance with the Purchasing By-Law and other approved processes.
- Issue purchase orders and purchase order amendments
- Consulting with Legal experts as necessary

# BUSINESS CASE

## *Senior Buyer (Capital Projects Lead)*

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- Monitor contracts for expiration, over-expenditure.
- Prepare accurate and timely recommendation memos.
- Assist with preparing reports to CAO, SMT and Council
- Address inquiries from internal and external clients
- Obtaining and managing required documentation including but not limited to insurance, WSIB, bonds, etc.

### **Expected Benefits and Service Impacts**

The position will provide the following benefits and improved levels of service as follows:

1. Improve the timeliness of Bid calls.
2. Reduced the time of departments and project managers to initiate capital projects.
3. Centralize all procurement processes within the purchasing department.
4. Increase the quality of support in the procurement process to internal clients and to the Town.

### **Comparative Analysis**

A survey of municipalities across the Region of Durham indicated the use of two or more senior buyers in municipalities that handle a similar volume of bid documents. In 2022, The Town of Whitby had three senior buyers while issuing 203 bid documents. The city of Pickering had two senior buyers and issued 149 bid documents. In contrast The Town of Ajax, with one senior buyer, issued 258 bid documents. Processing this volume of bids came at a great cost to the Town and departments in terms of timeliness of delivery and an overwhelming workload for staff. The current model is not sustainable.

### **Alternative Service Delivery Approaches**

The alternative service delivery would be to continue with the current model which overwhelms staff and adversely impacts the level of service delivery that the capital procurement process deserves.

# BUSINESS CASE

## *Senior Buyer (Capital Projects Lead)*

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### Cost / Benefit Analysis

**Table 1: Summary of Financial Impacts**

	FTE	Full Year	2024	2025
<b>Costs</b>				
Salaries, Benefits & Employee-related Costs	1	142,100	69,600	72,500
Other Operating Costs		3,300	3,300	
<b>Funding Sources / Savings</b>				
Internal				
External				
<b>Net Operating Cost (Savings)</b>		<b>\$ 145,400</b>	<b>\$ 72,900</b>	<b>\$ 72,500</b>
<b>Capital Requirements</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# BUSINESS CASE

## *Project Manager / Business Analyst (IT PM/BA)*

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Department/Section	Legislative & Information Services – Technology and Innovation Division
Start Date	Start Date, July 1, 2024
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.
- The Town needs to 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 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 Town's 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 current needs of when the plan was written and approved. Conversely, the final two years (2023-2024) of the ITSP, the recommendations are not as prescriptive and require that the Town evaluate 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).

The Town has hired a contract IT PM/BA through a hiring service for the last two years to work on specific projects. The annual cost of hiring a contract employee is greater than hiring a Full-Time employee due to the high hourly rate. Because of the number of

# BUSINESS CASE

## Project Manager / Business Analyst (IT PM/BA)

projects currently in progress and planned are significant, it is recommended that the contract position be converted to a full-time position. Not only will this save the Town money each year, but it will allow for improved continuity of work and service being provided by a full-time staff member as opposed to an employee on an annual contract.

For these reasons, and the reasons discussed in this business case, the staffing request proposed herein represents a current state need for 2024 and beyond with a focus on continued corporate Project Management and Business Analysis. The 2024 request for staff in the Technology and Innovation Division is as follows:

1. Hire 1 IT Project Manager / Business Analyst (IT PM/BA) - Replacing the current unbudgeted contract position.

### 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 Town 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 put the Town in a place to deliver all the recommendations.

The ITSP is a 5-year plan, and 2024 represents 'year 5' of this plan. Years 1 and 2 were focused on improving the Town's "base layer" of technology, setting it up for future success by improving our assets, and stabilizing and upgrading the Town's infrastructure allowing the Technology and Innovation Division to successfully implement a number of initiatives in year 3, 4 and 5, The past two years in particular have demonstrated the return on investment that has been made as a number of efficiencies have been found and the Town has been awarded 3 annual awards for technology excellence from the Municipal Information Systems Association (MISA).

The creation of an IT Projects Team in 2021 has allowed the Town to document numerous business processes, improve efficiencies, and successfully run large corporate technology projects. The current IT Projects team is made up of a supervisor and three full time IT PM/BAs and one contract IT PM/BA. Functionally, each IT PM/BA is assigned to key corporate projects with a role of either documenting business requirements for the initiative (BA) or to lead the implementation of the project (PM) once requirements are gathered. This has proven to be a successful model; the results speak for themselves as several key initiatives have been delivered at a rate the Town has never seen before. (see Cost/Benefit Analysis)

# BUSINESS CASE

## Project Manager / Business Analyst (IT PM/BA)

### Stakeholders

The deliverables from the ITSP and the actionable items in this proposal will affect all Town Staff and Council who use technology as well as residents who use the Town's services.

### Strategic Alignment

In addition to aligning with the Town's ITSP this proposal also aligns with the Town's 2023 – 2026 Strategic Plan "Action 26" which has identified several goals that will be supported by the work of the IT Projects team, including:

#### Connecting our Community

- o Corporate Security Assessment Implementation

#### Growing our Community

- o Explore Online Services (i.e. Mapping Tool & Planning Portal)

#### Modernizing our Community

- o Digital Recreation Guide
- o Online Facility & Outdoor Spaces Booking Tours
- o GPS Fleet Dashcam Project
- o Ajax Website Redesign
- o Human Resources Management System
- o Records and Information Strategy and Information Security/Privacy Program
- o GIS Strategy Implementation/Advancements in Data Governance and Use
- o Invest in Cybersecurity
- o Customer Relationship Management Software
- o Continuous Improvement Activities
- o Online Property Tax portal
- o Financial Systems and Process Review

### Description

#### IT Project Manager / Business Analyst (IT PM/BA)

The IT PM/BA's primary role is to build strong relationships with their assigned departments and business units. In this role, they will support departments in identifying business requirements for technology related projects and lead the implementation of projects. They fulfill this by applying the principles of business analysis in the requirement gathering, planning and re-engineering of business processes and practices, and convert these

# BUSINESS CASE

## *Project Manager / Business Analyst (IT PM/BA)*

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practical requirements into technology requirements. The IT PM/BAs will then implement new project governance processes that will increase the success of technology projects.

These positions fill a key gap identified in the ITSP in that the Town had not previously taken a strategic approach to the design and implementation of new software and business solutions, resulting in underutilized systems and lost investments. The IT PM/BA positions will ensure that new technology projects will be properly designed and implemented in accordance with the business needs of the Town’s departments, greatly increasing the successful deployment of new technologies and improving outcomes for users and ultimately for residents and customers of the Town. It is important to note that all projects identified in the Cost/Benefit Analysis section of this document were supported by an IT PM/BA.

### 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 the Town’s 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. The Town has made significant improvements to its technology infrastructure which continues to support the “customer facing” and “staff facing” solutions where benefits will be most visible. Hiring of an IT PM/BA will allow the Town to have appropriate resources available to deliver key corporate digital projects.

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

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.

# BUSINESS CASE

## Project Manager / Business Analyst (IT PM/BA)

### 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 Town 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 put the Town in a place to deliver on all the recommendations outlined therein.

The Technology & Innovation team has grown significantly in the past 4 years with the support of Senior Management and Council. Based on the recommendations in the ITSP and comparison to other municipalities, Ajax is approaching its desired state as far as staffing complement, which is reflected in the fact that only one new position is proposed to be added for 2024.

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, coupled with the increase in public expectations for digital service options. Thus, as the organization grows and public expectations change, the Town should expect the IT Department to grow in parallel with the Town.

### Cost / Benefit Analysis

#### Projects

Current staffing levels and skills within the Technology and Innovation Division have improved over the last couple of years due to the investment made by the Town. The T&I Division now proudly supports corporate technology projects and performs business analysis for departments through the IT Projects Team. At the time of writing, the T&I Division has 35 “In Progress” projects.

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	<ul style="list-style-type: none"> <li>• Work Orders, Service Requests completed in the field on tablets and phones</li> <li>• Vastly improved data and reporting capabilities</li> </ul>

# BUSINESS CASE

## *Project Manager / Business Analyst (IT PM/BA)*

Project/Change	Status	Benefits/Efficiencies Examples
Digital Plans Submission	Ongoing	<ul style="list-style-type: none"> <li>• Modern system that will be used by Town staff</li> <li>• Improved functionality and ability to integrate with other solutions</li> <li>• Residents/Contractors can submit plans through a completely digital process</li> </ul>
Microsoft 365 (M365)	Complete	<ul style="list-style-type: none"> <li>• Teams Chat, Collaboration Meetings and OneDrive are all in use.               <ul style="list-style-type: none"> <li>○ 77% of staff feel they are more productive at work</li> <li>○ 77% of staff cited having more productive meetings</li> <li>○ 74% cite savings time when collaborating</li> </ul> </li> </ul>
E-Signatures	Ongoing/Complete	<ul style="list-style-type: none"> <li>• Ability to securely sign documents digitally, eliminating the need for manual signatures</li> <li>• Average time to complete a signature is 1.5 days</li> <li>• Over 5500 agreements/contracts expected per year to be signed digitally</li> </ul>
Tax Certifications Online (TCOL)	Complete	<ul style="list-style-type: none"> <li>• March to September 2023 – 99.51 hours in staff time saved (estimated)</li> </ul>
Soft Phone	Complete	<ul style="list-style-type: none"> <li>• Removal of costly desk phones</li> <li>• Ability for staff to use their desk phone through their computer at home or in the office</li> </ul>
Payment Gateway	Ongoing	<ul style="list-style-type: none"> <li>• Consistent payment methods for residents and users</li> <li>• Paymentus has gone live saving significant back-office time. Estimated at 45 minutes per day.</li> <li>• 1/3 the processing time for residents.</li> </ul>

# BUSINESS CASE

## Project Manager / Business Analyst (IT PM/BA)

Project/Change	Status	Benefits/Efficiencies Examples
Replacement of Fire Apparatus Hardware	Complete	<ul style="list-style-type: none"> <li>Apparatus have upgraded hardware, connectivity, and software to help with emergency response</li> </ul>
GPS/Dashcam Hardware and software	Ongoing <ul style="list-style-type: none"> <li>On Schedule for fall 2023.</li> </ul>	<ul style="list-style-type: none"> <li>All Town vehicles will have enhanced GPS capabilities to track work etc.</li> <li>Some vehicles will be equipped with dashcams</li> <li>Improved public monitoring web map</li> </ul>
Council Chambers Upgrades	Complete	<ul style="list-style-type: none"> <li>Update the infrastructure in and to the Council Chambers to enable the Audio Visual upgrades (livestream, remote participation, etc.)</li> </ul>
Internal Training Registration Sites and Staff Survey	Ongoing/Complete	<ul style="list-style-type: none"> <li>Development of multiple internal websites for staff to register for various items</li> <li>Included e-mail confirmation for better management</li> </ul>
Internet Bandwidth Increase	Q3 2023	<ul style="list-style-type: none"> <li>Infrastructure has been put in place (Firewall, Switches) to enable the Town to increase its internet speed at Town Hall and other facilities</li> </ul>
Human Resources Management System (HRMS)	Capital Project 2023	<ul style="list-style-type: none"> <li>A system that includes HR functionality and payroll.</li> <li>Will eliminate up to 15 different systems and databases that Town currently uses and improve staff efficiency</li> </ul>
InterviewStream	HR video interviewing of temporary staff	<ul style="list-style-type: none"> <li>4.95 hours saved by HR and hiring manager per recruitment</li> </ul>

The position requested in this proposal is an integral addition to supporting the corporation and will be a key contributor to the Technology and Innovation Division moving forward. Key projects in the coming years include a Customer Relationship Management (CRM) implementation and replacement of the Town’s financial management software. This position will replace the current unbudgeted contract IT PM/BA position. The amount of key corporate projects in the current year and the 10-year forecast justifies a new Full Time position.

# BUSINESS CASE

## Project Manager / Business Analyst (IT PM/BA)

Table 1: Summary of Financial Impacts

	Full Year	2024	2025
Costs			
Salaries, Benefits & Employee-related Costs	156,700	76,500	80,200
Other Operating Costs	3,300	3,300	
Funding Sources / Savings			
Internal			
External			
Net Operating Cost (Savings)	\$ 160,000	\$ 79,800	\$ 80,200
Capital Requirements	\$ -	\$ -	\$ -

# BUSINESS CASE

## Contracted Security- Downtown

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Department/Section	Operations and Environmental Services
Start Date	January 1, 2024
Type	<input type="checkbox"/> Staff Request <input checked="" type="checkbox"/> New Service, Project, or Initiative <input type="checkbox"/> Expanded Level of Service

### Executive Summary

Since 2020, the Town has observed an increasing need for contracted security patrols within the Downtown area. The Downtown area is generally bound by Bayly Street to the south, Highway 401 to the north, Salem Road to the East and Mackenzie Avenue to the west.

The purpose of contracted security patrols is to enforce the Town’s Parks Bylaw, report graffiti and vandalism, enhance public safety and uphold acceptable customer behaviour within our parks and along municipal streets. The Downtown has experienced an increase in aggressive behaviours and violent incidents, threats, vandalism, theft, substance usage, and overdosing in recent years. These behaviours jeopardize the health and safety of the public, visitors, business owners and their employees.

Since 2020, the Town introduced contracted security patrols within the Downtown area and continue with this service today. This service is currently provided seven (7) days per week from 12:00 pm to 10:00 pm.

Currently, this service is provided as an unbudgeted item. We have been able to gather three (3) years of data, and do not see discontinuing this service soon. As a result, staff are proposing to capture these costs as part of the department’s annual operating budget going forward.

### Background

The Town has featured contracted security patrols within the parks and open space system for more than ten (10) years, providing oversight after hours, enforcing the Town’s Parks By-law, reporting illegal activities to Durham Regional Police Services (DRPS) and submitting daily shift reports to staff. These patrols take place four (4) days per week, from May through October, and require patrolling the entire Town, based on direction provided by staff.

# BUSINESS CASE

## Contracted Security- Downtown

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This information allows staff to respond to issues and concerns in a timely manner. Repairing damaged park infrastructure (benches, signs, garbage cans etc.), removing graffiti in a timely manner, responding to litter, broken glass etc. that are observed during these patrols. These are all important matters that need to be responded to daily.

As previously mentioned, in 2020, staff introduced contracted uniformed security patrols specific to the Downtown area, in response to increasing issues that were being experienced on a daily basis throughout the year. The park patrols were unable to respond to the demands and frequency of issues being experienced in the Downtown.

These additional resources have provided greater support in managing issues of resident behaviour, and the approach of having a visual security presence actively patrolling the Downtown to assist with the enforcement of By-laws.

### Stakeholders

Town Staff – Where security officers are on site, staff can more effectively assist in managing difficult situations.

Residents – incidents are occurring more frequently, with residents being more concerned about their safety in Downtown Ajax.

Business Owners – more and more, businesses are expressing their frustration with increasing vandalism, litter, drug usage, unwarranted behavior, thereby impacting the viability of their business.

Employees – safety concerns are being expressed about the safety of their employees as they enter and exit their workplace.

### 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.

# BUSINESS CASE

## Contracted Security- Downtown

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### Description

Operations and Environmental Services are requesting the continued service to contract security patrols within the Downtown area, which is currently provided seven (7) days per week, 365 days per year, from 12:00 pm to 10:00 pm.

This service will be recognized within the department’s operating budget and will allow for the continued contracted security park patrols which are currently budgeted separately within the department’s operating budget.

### Expected Benefits and Service Impacts

Expanded contracted security patrols within the Downtown will have a number of benefits including:

Increased security presence within the Downtown – the continuance of contracted security will assist in creating a safer environment for all stakeholders.

Decreased vandalism and graffiti – contracted security reduces opportunities for illicit behaviour including graffiti and vandalism.

Responsiveness – contracted security patrols provide written daily reports. Staff become aware of incidents quicker, and able to respond in a timely manner on matters relating to litter, damaged infrastructure, graffiti, broken glass etc.

Consistent level of customer service – greater consistency in having a physical presence demonstrates a response that will hopefully lead to a more positive experience for those enjoying the Downtown for a variety of purposes.

### Comparative Analysis

Site	Current Service Level	Current Budget	Expanded Service Level	Additional Budget Requested *
Downtown	Seven (7) days per week from 12:00 pm to 10:00 pm	\$0	Seven (7) days per week from 12:00 pm to 10:00 pm	\$140,000  \$140,000

\*2023 Security Guard rate - \$38.02/hour. Stat day rate is \$95.04/hour

# BUSINESS CASE

## Contracted Security- Downtown

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### Alternative Service Delivery Approaches

Where contracted security is not present, the requirement to respond to incidents that arise within the Downtown falls solely with staff (By-law or Operations and Environmental Services), or Durham Region Police. The risks associated with working within this environment has continued to increase, which is evidenced by the types of incidents staff have experienced. The presence of security helps stakeholders feel safer and decreases the incidence of unacceptable behaviour.

### Cost / Benefit Analysis

Table 1: Summary of Financial Impacts

	Full Year	2024	2025
Costs			
Salaries, Benefits & Employee-related Costs			
Other Operating Costs - Contracted Services	140,000	140,000	
Funding Sources / Savings			
Internal			
External			
Net Operating Cost (Savings)	\$ 140,000	\$ 140,000	\$ -
Capital Requirements	\$ -	\$ -	\$ -

# BUSINESS CASE

## Arborist (2)

Department/Section	Operations and Environmental Services
Start Date	May 1 <sup>st</sup> , 2024
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 Forestry and Horticulture within the Environmental Services section, the two (2) arborists will provide field support for the care and maintenance of municipally owned trees. Responsibilities for this position include the overall maintenance of trees including pruning, diagnosis, removal, condition and tree health and field inspections. Currently the Town has two arborists to respond to public requests for tree maintenance and inspections and struggles with the high volume of requests for maintenance. Recent climate change storm impacts have also created challenges to meet customer expectations for cleanup, pruning, removal and replanting.

### Background

Over the past number of years, Arborist staff work during the spring, summer, and fall to prune, remove, mulch, water, plant, and inspect municipal trees. The growth of the Town has increased over the past number of years not only through development and building of residential homes, but on trail installations through valley lands and natural corridors. The municipal trees are aging and growing at a rapid pace. Also, through aggressive planting programs, the Town has established tree canopy targets, approved and endorsed by Town Council. As a result of the plantings and the aging of the urban forest, many of the trees require maintenance and the requests from customers has increased dramatically. It can take up to six months to have general tree pruning completed.

The Core Services Review completed in 2021 revealed the Forestry section is understaffed compared to benchmarked municipalities.

### Stakeholders

- Ajax residents and businesses
- Visitors and members of the public

# BUSINESS CASE

## Arborist (2)

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### Strategic Alignment

This request aims to fulfil "Preserve and enhance greenspaces and water quality" with the following supporting action item: " Update the Town's Urban Forest Strategy".

### Description

These positions will support all aspects of arboriculture work with a specific focus on customer requests and work orders relating to tree maintenance. The goal is to reduce the response time, presently up to six months, to complete work required relating to general maintenance of municipal trees meeting Town standards and be the primary contact to assist storm cleanup relating to climate change.

In addition, this position would be available should they be required to assist with winter control service delivery including maintenance of parking lots and trails relating to large winter storm events.

### Expected Benefits and Service Impacts

Following best practices, meeting customer service expectations and the overall improvement of forestry services.

### Comparative Analysis

With each municipality operating their business slightly different overall, it is very common amongst many municipalities to employ different business models for Arboriculture work. For example, some municipalities will contract out certain services and others will complete in house with municipal staff. With the growth of Ajax over the past number of years and the urban forest aging there is increasing demand for tree maintenance.

The majority of work will be in response to resident service requests, which are best facilitated by Town staff, to enhance the customer service experience.

### Alternative Service Delivery Approaches

The alternative approach to completing this work is to look at additional contracted services, but without the day-to-day ability to assign specific tasks should priorities change. Town staff can provide a better customer experience and respond to emergencies and priorities in a timelier fashion.

# BUSINESS CASE

## Arborist (2)

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### Cost / Benefit Analysis

Table 1: Summary of Financial Impacts

	FTE	Full Year	2024	2025
<b>Costs</b>				
Salaries, Benefits & Employee-related Costs **	2	226,200	164,000	62,200
Other Operating Costs		3,300	3,300	
<b>Funding Sources / Savings</b>				
Internal		-		
External				
<b>Net Operating Cost (Savings)</b>		<b>\$ 229,500</b>	<b>\$ 167,300</b>	<b>\$ 62,200</b>
<b>Capital Requirements</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

\*\* Staff costs are budgeted under the Operations Administration Section

# BUSINESS CASE

## *Certified Maintenance Technician*

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<b>Department/Section</b>	Operations & Env. Services, Fleet Services
<b>Start Date</b>	July 1, 2024
<b>Type</b>	<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 Fleet Services through the Fleet Lead Technician, the additional Fleet Technician will work primarily on heavy duty vehicles including Fire and Emergency apparatus, Snowplows and Off-Road Heavy Equipment.

The requirement to perform maintenance and repairs internally due to the excessively long downtimes and poor customer support levels provided by contracted services vendors has precipitated the need for an additional technician to meet the growing demand for legislative inspections of Fire Apparatus, Specialty Turf Equipment, Roads Maintenance, and the overall growth of the fleet.

As outlined in the Fire Services E&R by-law, the maintenance of the apparatus shall be in accordance with the relevant NFPA standard(s) and manufacturer(s) recommendations. This requirement, in addition to the existing preventative maintenance and repairs required by all fleet clients, is not achievable with the current compliment of staff and existing contracted services.

The new Fleet Technician will start July 1, 2024, and will immediately inspect and repair all Fire apparatus to improve the aesthetic appearance and improve the operational standards previously adhered to by Ajax Fleet Services.

Additional tasks include assisting with the fall/winter season change over services on all multi-seasonal equipment including sidewalk tractors, stake truck and pick-up trucks with plows and salters, winterizing equipment, servicing plows, wings, and calibration of salt dispensing equipment. Performing preventative maintenance and requested repairs throughout the year on all equipment. Currently, these tasks are being completed by existing staff whose resources are stretched to maximum capacity even during normal demand periods. The current staff are long term employees who garner lengthy vacation periods and increased personal leave time further straining the available work hours.

### Background

Over the past number of years, contractors were used to supplement the maintenance and repair activities, specifically for Fire Apparatus. While the contracted services will still be used on an as needed basis, to better serve Ajax Fire and Emergency Services for demand repairs and inspections, the use of internal staff is more responsive and allows the Department more flexibility to keep apparatus in service.

# BUSINESS CASE

## *Certified Maintenance Technician*

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The inspections currently performed will be increasing due to the updated Fire Department establishing a regulating By-law and recent Cancer prevention legislation invoked by Bill C-224 receiving Royal Assent. The Bill requires all responding apparatus to be inspected after each fire for cabin air filter contamination.

The Core Services Review completed in 2021 revealed the number of full-time staff in Fleet Services, including automotive technicians was half of that of our municipal comparators. The study also recommended an additional small engine mechanic. The recommendation of the review, coupled with the Fire Master Plan's recommendation to hire an additional Emergency Vehicle Technician support the requested staff member.

### Stakeholders

- All Fleet Users
- Town Departments

### Strategic Alignment

The staff request for an additional Certified Maintenance Technician aims to fulfil Action 26 Pillar and Priorities, Pillar #3 "Modernizing Our Community (MC) Priority #4.2 Ensure an efficient and Effective service delivery. In adding a Certified Maintenance Technician, Fleet Services is better positioned to support its clients and exceed the current high customer service expectations provided by the department while meeting all legislative requirements.

### Description

The proposed start date for the new staff is July 1, 2024. Allowing staff to support annual maintenance requirements for Winter Control and support the apparatus testing regiment required by industry best practices and operation guidelines.

### Expected Benefits and Service Impacts

If approved, the hiring of the additional Certified Maintenance Technician would be beneficial in supporting seasonal maintenance and repair demands, enhance current response times to fire apparatus and snowplows repairs, while reducing the pressure on current staff during peak demand times.

The additional Technician would also allow for a more proactive approach to scheduled preventative maintenance and critical post fire inspections of apparatus. The new requirement to inspect and potentially replace cabin air filters after every fire due to contamination will add more pressure to the current allotment of staff and impede their ability to meet the new

# BUSINESS CASE

## Certified Maintenance Technician

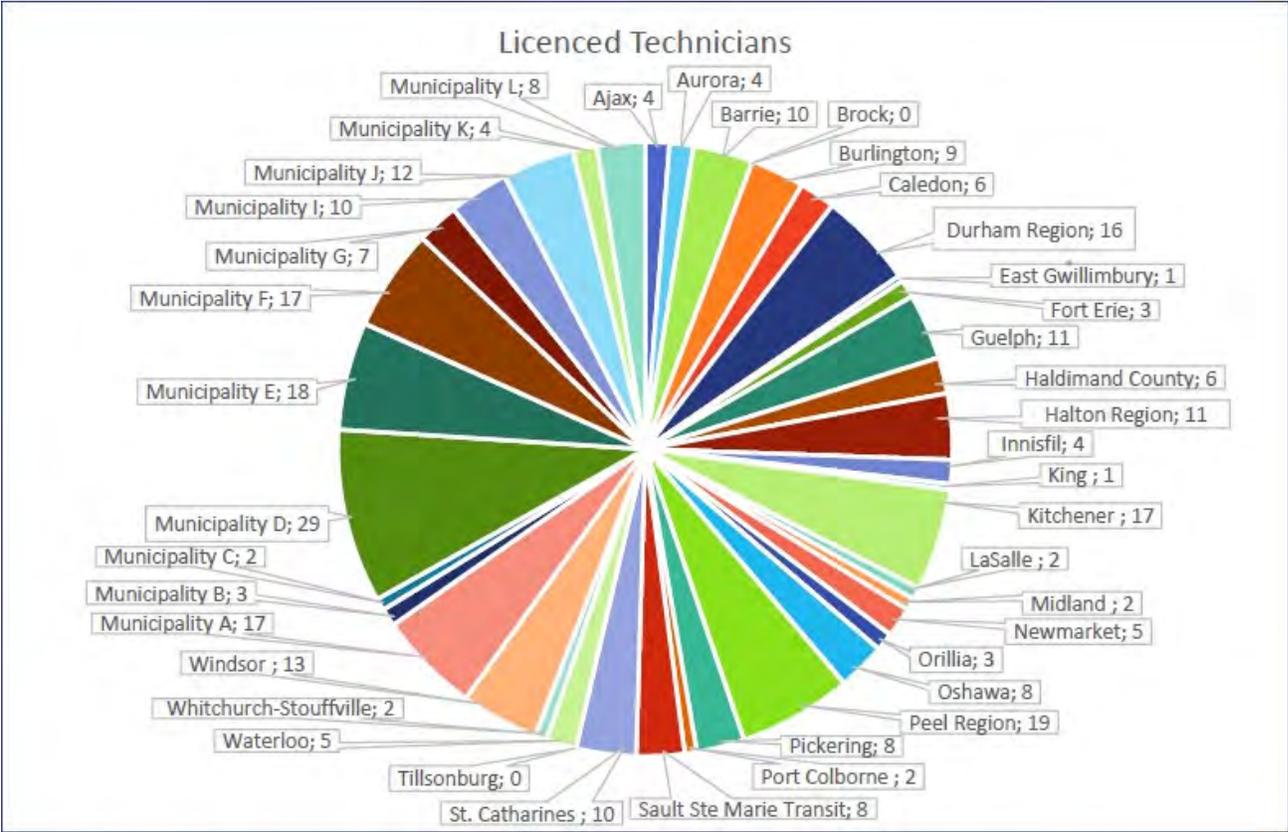
standards. These inspections may also require technicians to obtain specialized training to Donn and Doff personal protective equipment to limit their exposure as well.

### Comparative Analysis

The recent Core Services review produced a comparison of current full-time staff employed in each municipal service area, citing Fleet Services at Ajax as 53-58% of those comparator municipalities.

Service	Ajax	Whitby	Barrie	Richmond Hill
Fleet Staffing Compliment	7	12	13	12

The Town of Newmarket produced a Fleet Services study that identifies the number of licensed technicians supporting Fleet Services in their communities.



The study further shows that Ajax Fleet Services is among the lowest (percentage wise) departments to contract out work. Further, we are among the few municipalities to work on the specialized area of Fire Services apparatus and equipment.

# BUSINESS CASE

## *Certified Maintenance Technician*

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### **Alternative Service Delivery Approaches**

Approaches considered prior to requesting additional staff consist of increasing contracted services or creating another Fleet Department solely managed by Ajax Fire and Emergency Services to service their fleet.

The current model for Ajax Fire & Emergency Services is to contract out repairs to a GTA based manufacturer for all work related to the non-chassis portion of the Apparatus. (Pumps, Aerials, body fabrication) This approach has created significant delays, downtime, and excessive logistical demands on the day-to-day operations for emergency response. Mutual aid, relocating apparatus daily and increased needs for spare apparatus would all be affected, putting the Town at risk for liability and delayed emergency response times.

The creation of a separate department to manage the fire fleet is not a viable option for multiple reasons. The need to utilize existing space within Operations, co-ordinating repairs between two separate fleet departments, multiple unions working within the same shop and increased workload on Deputy Chiefs to manage their fleet and staff.

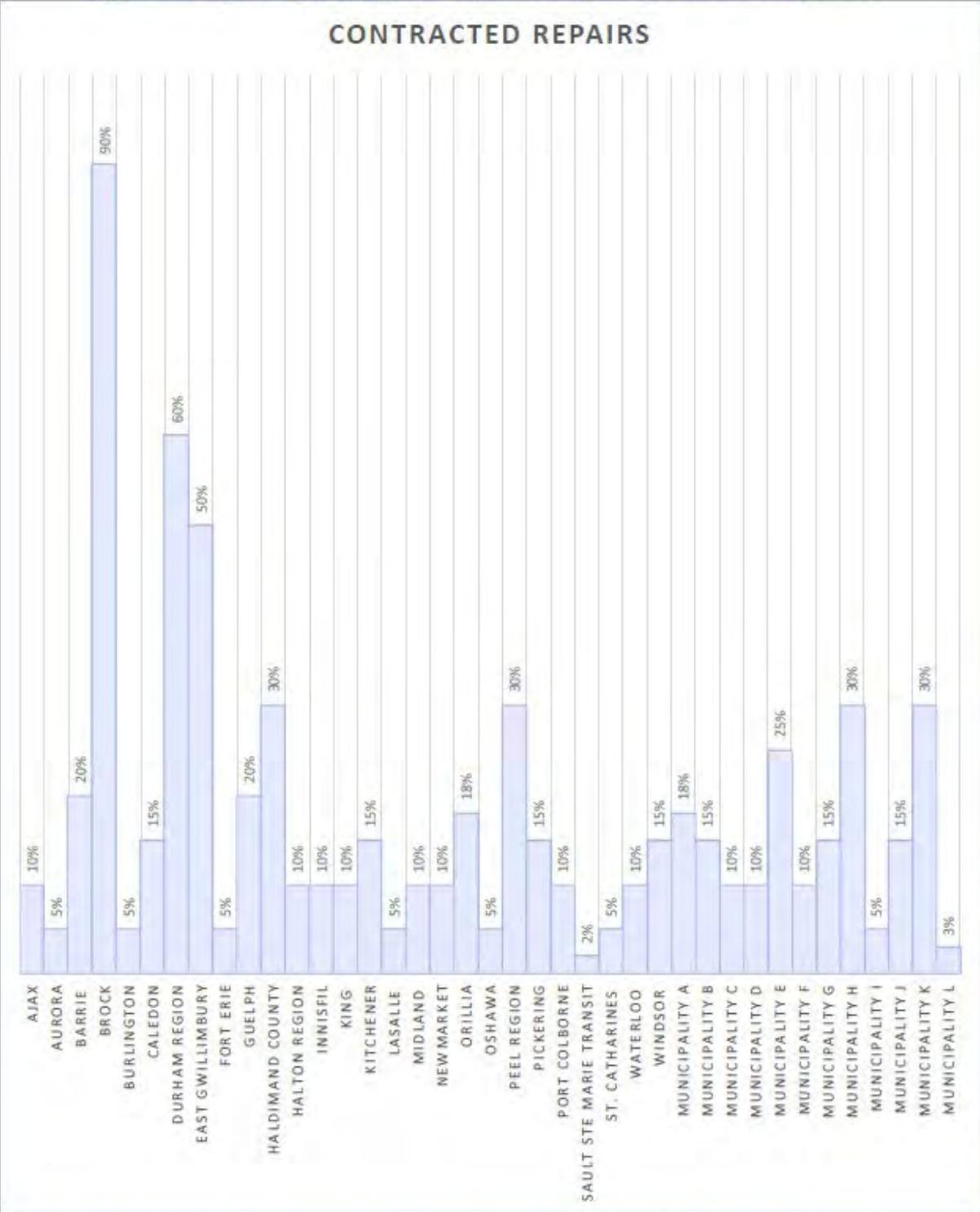
The most efficient and effective way to manage the Town of Ajax's fleet is to utilize internal staff who are specially trained to repair all equipment from string trimmers to Snowplows, Fire Apparatus to lawn mowers.

Existing staff are currently obtaining their Emergency Vehicle Technician Certificates to better service apparatus, modernize diagnostic techniques for all heavy duty trucks and equipment while gaining further understanding of the life saving equipment on board a front run apparatus.

# BUSINESS CASE

## Certified Maintenance Technician

Approximately what percentage of maintenance and/or repairs are contracted out?



\*Please note that all percentages indicated above have been entered as accurately to the responses provided as possible

# BUSINESS CASE

## *Certified Maintenance Technician*

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### Cost / Benefit Analysis

**Table 1: Summary of Financial Impacts**

	FTE	Full Year	2024	2025
<b>Costs</b>				
Salaries, Benefits & Employee-related Costs **	1	118,500	58,200	60,300
Other Operating Costs		3,300	3,300	
<b>Funding Sources / Savings</b>				
Internal		-		
External		65,000	32,500	32,500
<b>Net Operating Cost (Savings)</b>				
		<b>\$ 56,800</b>	<b>\$ 29,000</b>	<b>\$ 27,800</b>
<b>Capital Requirements</b>				
		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

\*\* Staff costs are budgeted under the Operations Administration section and savings of \$32,500 are budgeted under the Operations Fleet section.

# BUSINESS CASE

## Facility Booking Representative- Part Time

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Department/Section	Recreation & Culture
Start Date	July 1, 2024
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 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, festivals, vendor markets and licence or partnership agreements, internal reservation requests in addition to one-off rental requests 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 ARC where facility booking needs have increased significantly with the opening of the ARC Community Hall.

### Background

There has been significant growth in inquiries and requests to book facilities over the last several years as new facilities have been brought online and the population and resultant demand within Town has grown, however, staff administrative support has not increased enough to support this growth. Recreation currently staffs 2 full time (FT) and 1 permanent part time (PT) Facility Booking Representatives (acquired in 2023) who oversee all facility booking rentals for indoor Town recreation facilities and spaces including arena ice and floors, gymnasiums, community halls, rooms, pavilions, pools, and community schools and support the rental needs of Licence Agreement partners and the Corporate Partnership Fund as well as internal reservation requests.

The ARC Community Hall alone is projected to generate over \$250,000 in revenue in 2023. This revenue excludes a variety of internal or Town supported events that have no revenue but still require the same level of support through the facility booking process (staff/departmental appreciation events, new process for discounted room rentals). Since opening, rental interest has been strong in this space. Its unique amenities require

# BUSINESS CASE

## Facility Booking Representative- Part Time

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a high # of discussion points and contact requirements with customers all requiring the time of facility booking staff to respond. We anticipate increased interest and revenue growth in 2024 and beyond.

### Stakeholders

Customers, both internal and external, would be positively impacted through the addition of a second PT Facility Booking Representative as it would allow us to reallocate hours for better response outside of regular operating hours. Further, by having the position work predominately at the ARC location, we will be able to respond better and in person on questions specific to that room, which given its amenities and variable booking options, can be extensive when completing a booking.

This additional part-time position will provide back-up and support to the 2 FT Facility Booking Representatives as they work to develop, test and support new initiatives.

### Strategic Alignment

One of the key findings of the Department Core Services Review was a lack of resources in Facility Booking and the need to review existing processes and systems for optimal use. Providing additional staff support to address the demand of day-to-day operational requirements will allow other team members to allocate time and resources toward service enhancement projects, such as incorporating technology and greater automation (i.e. On-line facility bookings, digital rental request forms, documentation acquisition and processes etc.).

This request supports the Town's Strategic Plan – *"Modernizing our Community"*, *Implement innovative communication technologies and tools*. By better allocating staff time and resources, greater time can be focused towards creating and implementing online indoor facility & outdoor spaces booking and tours options, which will provide improved service delivery for our residents and customers. Recreation staff support the goal of automation for both Recreation indoor facilities and Operations and Environmental Services outdoor facilities (i.e., picnic shelters, sports fields).

### Description

In addition to providing needed support for the growth that this area has experienced, the PT position would allow us 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.

# BUSINESS CASE

## Facility Booking Representative- Part Time

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ARC Community Hall specifically, due to the popularity and guest capacity and the complex nature of the booking requests (i.e. large-scale cultural events and vendor markets etc.), requires staff to understand 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, catering and food services, public health clearances, 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 benefits of this position are to provide adequate resources in response to the growth that we have experienced within facility booking at ARC and in general within our facility rentals, along with enhancing customer service by improving our level of service.

The increase in bookings, specifically at ARC, 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, complete 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.

### Comparative Analysis

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. Based on a review of available facilities, it would appear Ajax has a greater level of both volume and variety of rental facilities.

### Alternative Service Delivery Approaches

The addition of the permanent PT Facility Booking Representative in 2023 has been beneficial in helping respond to the high volume of booking requests. This PT position also provides better coverage options during FT staff absences for meeting/training attendance, vacation absences and to work on other facility booking projects. The

# BUSINESS CASE

## Facility Booking Representative- Part Time

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departmental Core Service Review identified the need for resourcing and implementation of improved processes and technology to better support the work pressures of the section, as well as to improve revenue generation.

Staff entered a partnership with a service provider in 2023 to assist in selling unused ice. Although for the customer the ice booking process is seamless, Facility Booking must provide configuration settings for this third-party software and reconcile account balances weekly and recreate the booking in our registration software which is time consuming and may not be the most efficient use of staff time. One of the recommendations in the Core Service review was to explore integration capabilities to reduce duplication of work and re-entry of data.

The Core Services Review recommended several enhancements to the booking process including the investigation of alternate document management systems to assist in saving documents that are easily accessed by all staff. Clearly defining document and storage management protocols will ensure an effective and consistent storage of documents.

The additional resources to this area, will allow staff to continue to respond to requests and to research, develop and trial new and improved processes to streamline booking processes.

# BUSINESS CASE

## Facility Booking Representative- Part Time

### Cost / Benefit Analysis

Table 1: Summary of Financial Impacts

	FTE	Full Year	2024	2025
Costs				
Salaries, Benefits & Employee-related Costs	0.5	51,600	25,400	26,200
Other Operating Costs		100	100	
Funding Sources / Savings				
Internal				
External				
Net Operating Cost (Savings)		\$ 51,700	\$ 25,500	\$ 26,200
Capital Requirements		\$ -	\$ -	\$ -

# BUSINESS CASE

## Lifeguard/Swim Instructors – Conversion (3 Positions)

<b>Department/Section</b>	Recreation & Culture
<b>Start Date</b>	July 1, 2024
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service

### Executive Summary

The Aquatics section of Recreation & Culture is responsible for the delivery of Instructional swimming lessons for all ages, aquatics Leadership Development, liaising with aquatic user groups (i.e., Ajax Swim Club) and providing aquatic and water safety education to the public.

Aquatics facilities operate within the 3 major community centres (ACC, MCC, ARC) as well as the seasonal operation of the Ajax Memorial Outdoor Pool (June-Sept). Qualified Lifeguards are scheduled during all programming times which include Aqua Fitness, Public/Lane Swims, Ladies Only Swim, Special Needs Swim and during Instructional lessons to ensure the safety of all participants. Lifeguards may also be required during special construction or maintenance projects where water remains in the tank and guarding for potential incident is mandated. Swim Instructors are scheduled on sessional basis to provide residents with the required skills & tools under the Lifesaving Society’s “Swim For Life” program which assists in drowning prevention.

### Background

The aquatics industry is experiencing increased difficulty in attracting and retaining experienced and qualified lifeguards/instructors. This has traditionally been an ongoing challenge, but economic factors including pay disparity have grown significantly in recent years and has become so prominent that the industry wide impact has been featured in news headlines in many municipalities, with cities and towns in many cases making decisions to close pools or beaches, or simply leave them unattended, in order to manage through the lifeguard shortage.

One of the largest factors is the industry’s reliance on PT staff, which includes Ajax where we staff all lifeguard and instructional hours with PT staff (approximately 210 hours per week during peak periods at ARC Pool alone). Daytime coverage specifically can be challenging as most in this area are historically secondary & post-secondary school students. This position would reduce the reliance on PT staff by 35 hours per week at each of the 3 community centres and provide stability for shift times for which have historically been the most difficult to staff.

# BUSINESS CASE

## Lifeguard/Swim Instructors – Conversion (3 Positions)

It is important to note that no additional staff hours are being requested; these hours and coverage already exist within our operating budgets, and we would be converting 35 existing PT hours at each of the main community centres to create these permanent roles.

### Stakeholders

From a service level perspective, the addition of the full-time lifeguard/instructors would allow for more regular and consistent staff scheduling, especially weekday-daytime, and provide more consistent customer service for our patrons and staff. It will also help to establish a more sustainable staffing framework for Aquatics, reducing the frequency of recruiting, hiring, onboarding, and training, which for Aquatics is a very time-consuming process.

### Strategic Alignment

This request supports the Town's Strategic Plan – “Modernizing our Community” # 3 Equip our workforce for the future, 3.1 Prioritize proactive recruitment, 3.2 Continue to be an employer of choice, #4 Ready our organization for the future – 4.2 Ensure an efficient and effective service delivery.

By reviewing current supporting actions and making recommendations for improvement, this conversion will provide a more consistent level of services within the Aquatic section, assist in consistent service delivery for our residents with a focus on increasing daytime programming.

### Description

Leading recreation associations such as the Ontario Recreation Facilities Association, Lifesaving Society and Parks & Recreation Ontario are taking steps towards increasing promotion of Aquatics as a viable career opportunity. Post-secondary institutions acknowledge that the pandemic caused many of those working towards a career in programming and pools to change career paths due to recreation facility lockdowns and layoffs.

The extensive time and costs involved in becoming a qualified lifeguard/Instructor is a reality for those looking to seek employment in aquatics. Potential candidates must complete approximal 136 hours of extensive training and renew their qualifications every 2 years. Approximate costs to achieve these certifications is approximately \$1300. This can be challenging when other PT positions that historically paid less than lifeguards are now at or above the current PT wage rates, making the commitment to pay for and complete these certifications far less desirable.

# **BUSINESS CASE**

## **Lifeguard/Swim Instructors – Conversion (3 Positions)**

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Having additional FT opportunities within Aquatics promotes Ajax's commitment to job progression within the section, increasing the Town's probability of retaining quality staff.

### **Expected Benefits and Service Impacts**

Due to the specific qualifications required, knowledge and information needed to be successful within this role, onboarding of new staff generally includes several weeks of training on facility operations, policy/procedures, and emergency situations. After that, on the job training and familiarity with the role generally takes up to a year for staff to be fully comfortable. After which time many may leave or move on to post secondary education. 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 Supervisory staff. Further, the consistency of full-time staff in each facility would provide residents with a constant and familiar approach to quality services.

With the current gap in staffing, program availability to residents is limited to the staff we can hire and retain, with each registration period showing high wait lists which ultimately leaves leaving families frustrated and unable to have their children complete the aquatics progression as timely as they would otherwise be able to.

Ajax is already recognized by others in Durham as a progressive leader in the Aquatics industry and the addition of full-time opportunities would further assist in Ajax being considered an employer of choice.

### **Comparative Analysis**

Currently the employment of full-time lifeguards is a growing trend with this occurring in several Ontario municipalities, and many others expressing their own plans to add full-time lifeguards to their complement to help ensure they can keep aquatic facilities open. This includes other Durham municipalities, where our counterparts are discussing similar plans. Ajax is recognized by others in the Region as a leader in Aquatics and having full-time lifeguarding opportunities would make Ajax a more appealing employer for those starting their careers in Aquatics.

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 Aquatics group. At full capacity, Ajax employs approximately 120 PT lifeguards/instructors to cover all operating hours of each facility. Currently we are at 92. Each pool area at ARC, MCC and ACC has 4 FT Pool Operators, and fills remaining hours with PT staff. The Arena operations

# BUSINESS CASE

## Lifeguard/Swim Instructors – Conversion (3 Positions)

include 7 FT Arena Operators who cover most operational hours, including evening and weekends, with PT staff filling remaining hours. Not having FT Lifeguard/Instructors currently, leaves gaps in scheduling where other areas of facility operations benefit from FT support.

### Alternative Service Delivery Approaches

Part time lifeguard/instructors are scheduled at each facility Monday to Sunday during normal facility operating hours. Additional hours are required to be filled on modified operating hours during some Statutory Holiday, e.g., Family Day. With the conversion of these PT hours, we will be able to provide a more consistent level of service Monday to Friday with PT staff allocated more appropriately during the evenings and weekends, where we see their overall availability more prevalent.

### Cost / Benefit Analysis

**Table 1: Summary of Financial Impacts**

	FTE	Full Year	2024	2025
<b>Costs</b>				
Salaries, Benefits & Employee-related Costs	1.5	125,600	62,500	63,100
Other Operating Costs				
<b>Funding Sources / Savings</b>				
Internal				
External				
<b>Net Operating Cost (Savings)</b>		<b>\$ 125,600</b>	<b>\$ 62,500</b>	<b>\$ 63,100</b>
<b>Capital Requirements</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# BUSINESS CASE

## *Fitness & Health Centre Consultants – Conversion (3)*

<b>Department/Section</b>	Recreation & Culture
<b>Start Date</b>	July 1, 2024
<b>Type</b>	<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 of Ajax offers residents 2 fully operational Fitness & Health Centres (FHC), one at the Ajax Community Centre and one at the McLean Community Centre. Both facilities provide residents with a variety of traditional fitness equipment for both cardiovascular and weight resistance training opportunities. The Audley Recreation Centre houses the Core Performance Zone & Studio that provides a multifunctional dual space for individual cross functional training and programmed fitness activities.

All facilities are fully staffed with qualified PT Fitness and Health Centre Consultants who assist members with safe orientation and operation of equipment, provide customer service and public relation supports as well as provide Fitness Assessments and Personal Training opportunities.

Residents are provided with a variety of membership options including swim/skate and squash options, to meet their family and individual needs, with the convenience of having 3 fitness centres and other membership amenities throughout town, all under 1 membership.

### Background

The Fitness Industry has traditionally seen difficulty in attracting and retaining experienced and qualified fitness staff to provide the best level of service to members. One of the main reasons cited by staff who leave the Town is due to the lack of FT opportunity, with many leaving to pursue employment outside of the fitness industry where greater FT opportunities exist. The current labour market conditions have further exacerbated this challenge; the Town is consistently in the position of recruiting, hiring, and training only to see these individuals leave, and this cyclical pattern is growing.

It is important to note that no additional staff hours are being requested; for these hours and coverage already exist within our operating budgets, we would be converting 35 existing PT hours at each of the Fitness Centres to create these roles.

### Stakeholders

# **BUSINESS CASE**

## ***Fitness & Health Centre Consultants – Conversion (3)***

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An integral component of a fitness centre's success is the ability to introduce new & existing members and establish a supportive framework for their success and confidence in pursuing their fitness goals. The addition of full-time fitness consultants would allow for scheduling consistency, reduction of unforeseen shift coverage that disrupts service levels to members, continuity of administrative tasks and most importantly, fostering member relationships by enhancing their experience and resulting in improved membership retention and growth.

### **Strategic Alignment**

This request supports the Town's Strategic Plan – "Modernizing our Community" #3 Equip our workforce for the future, 3.1 Prioritize proactive recruitment, 3.2 Continue to be an employer of choice, #4 Ready our organization for the future – 4.2 Ensure an efficient and effective service delivery.

By reviewing current supporting actions and making recommendations for improvement, this conversion will provide a more consistent level of services within the FHC's, assist in consistent service delivery for our members with a focus on membership retention.

### **Description**

The conversion of these positions will provide greater customer and member support within each FHC. The Fitness Coordinator currently oversees all PT Fitness Centre Consultants, and the consistent hours will cover over the daytime staffing rotation, where challenges in staff scheduling are most prominent, due to most of the PT contingent working alternate jobs with other employers.

### **Expected Benefits and Service Impacts**

Due to the specific qualifications required, along with the extensive knowledge and information needed to be successful within this role, the onboarding of new staff includes several weeks of training on facility operations, 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 considerable 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 Supervisory staff. Further, the consistency of full-time staff in each facility would provide members with a constant and familiar approach to our services.

## **BUSINESS CASE**

### ***Fitness & Health Centre Consultants – Conversion (3)***

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Ajax is recognized by others in Durham as a progressive leader in the fitness industry and the addition of full-time opportunities would further assist in Ajax being considered an employer of choice.

#### **Comparative Analysis**

The trend towards changing employment conditions in Fitness is being seen throughout the industry, with Markham, Pickering, Caledon, and Belleville all employing permanent fulltime staff within their fitness facilities, and many others have indicated they are adding fulltime positions within their budget planning.

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 Fitness Consultant group. Each Centre has 17 PT Fitness Consultants to cover all operating hours of each facility. Each pool area at ARC, MCC and ACC has 4 FT Pool Operators, and fills the 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. Not having FT Fitness Consultants currently, leaves gaps in scheduling where other areas of facility operations benefit from FT support.

#### **Alternative Service Delivery Approaches**

PT Fitness Consultants are scheduled 7 days a week at each facility during normal facility operating hours. Additional hours are required to be filled on modified operating hours during some Statutory Holiday, e.g., Family Day. With the conversion of these PT hours, we will be able to provide a more consistent level of service Monday to Friday with only being required to backfill during the evenings and weekends, where we see staff availability more prevalent.

#### **Cost / Benefit Analysis**

##### **Table 1: Summary of Financial Impacts**

# BUSINESS CASE

## *Fitness & Health Centre Consultants – Conversion (3)*

<b>Costs</b>	<b>FTE</b>	<b>Full Year</b>	<b>2024</b>	<b>2025</b>
Salaries, Benefits & Employee-related Costs	1.5	56,600	29,100	27,500
Other Operating Costs				
<b>Funding Sources / Savings</b>				
Internal				
External				
<b>Net Operating Cost (Savings)</b>		<b>\$ 56,600</b>	<b>\$ 29,100</b>	<b>\$ 27,500</b>
<b>Capital Requirements</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# BUSINESS CASE

## Secretary Treasurer of Land Division and Committee of Adjustment

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Department/Section	Planning & Development Services Department / Planning Services
Start Date	July 2, 2024
Type	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project, or Initiative <input type="checkbox"/> Expanded Level of Service

### Executive Summary

As a result of Provincial Bill 23, the Region of Durham’s responsibility for reviewing, managing, and processing Land Division applications will be downloaded to the lower-tier municipalities. The Region began the downloading process in September 2023 and will be passing a By-law to delegate Land Division to the lower-tier municipalities in October 2023. Lower-tier municipalities are expected to start receiving Land Division applications in December 2023 to be heard at either a January or February 2024 Land Division Committee meeting. This additional Land Division responsibility cannot be met by any existing staff positions. As such, the Planning Section of Planning & Development Services requires the new position of Secretary Treasurer of Land Division and Committee of Adjustment for 2024.

The Secretary Treasurer of Land Division and Committee of Adjustment is a higher-level administrative position that has legislated responsibilities to stamp and sign deeds and/or legal documents signifying that approval has been given pursuant to the Planning Act. The position will also be responsible for organizing appeals of applications to the Ontario Land Tribunal, including preparation and submission of documents. Further detail on the position’s responsibilities is provided in the Description section.

### Background

The Town is currently responsible for processing Minor Variance applications via the Committee of Adjustment. The Town’s Secretary Treasurer for the Committee of Adjustment has always been a Senior Development Planner. The Secretary Treasurer role has required a substantial amount of overtime as it has always been in addition to the Senior Development Planner’s prime responsibility of reviewing, managing, and processing development applications. Additionally, all Committee of Adjustment meetings are held in the evening. The current arrangement of having a Senior Development Planner also take on the Secretary Treasurer for the Committee of Adjustment role results in an inordinate amount of unpaid overtime and overloads the Senior Development Planner’s responsibilities. There is no capacity for the current position to also take on the Land Division responsibilities.

# BUSINESS CASE

## Secretary Treasurer of Land Division and Committee of Adjustment

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### Stakeholders

Council, residents, businesses, development community, Committee of Adjustment and Land Division Committee members, and the following internal Town of Ajax departments/sections: Development Approvals, Planning Policy & Research, Engineering, and Building Approvals.

### Strategic Alignment

The addition of the Secretary Treasurer of Land Division and Committee of Adjustment to the Planning Section of Planning & Development Services will support the Town's 2022-2026 Strategic Plan (Action 26) and departmental work plan by achieving the following Strategic Plan initiatives:

- Pillar: Growing our Community
- Priority: 1. Embrace dynamic growth and sustainable growth
- 1.1 Advance our vision for community growth
  - 1.2 Streamline processes and approvals for development

This position will also support Planning & Development Services in delivering one of its key functions, the processing of Minor Variance applications. Planning & Development Services receive a steady and significant volume of minor variance applications per year (40-45 per year).

### Description

The Secretary Treasurer of Land Division and Committee of Adjustment will be part of the Planning Section and is being requested for 2024. The Secretary Treasurer of Land Division and Committee of Adjustment will be responsible for:

- Managing Consent applications (Land Division) and Minor Variance applications (Committee of Adjustment), including:
  - Intaking and reviewing applications for completeness;
  - Accepting and processing payments;
  - Responding to public inquiries;
  - Preparing and circulating public notices;
  - Formatting and review of staff reports;
  - Circulating staff reports and other material to Committee members;
  - Coordinating internal and external comments;

# BUSINESS CASE

## Secretary Treasurer of Land Division and Committee of Adjustment

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- Preparing Land Division Committee and Committee of Adjustment agendas including:
  - electronically distributing to Committee Members before a regularly scheduled or special meeting
  - posting agendas and reports on the website for the public
- Attending and taking minutes at all Land Division Committee and Committee of Adjustment meetings, including:
  - recording the Members present and absent
  - recording a summary of the discussion for each item, actions to be taken and recommendations
  - recording the names of the movers of motions
- Preparing and circulating minutes and notice of decisions, and posts them on the website
- Acting as a resource to Committee of Adjustment and Land Division Committee members
- Receiving and organizing appeals of applications to the Ontario Land Tribunal (OLT), including preparation and submission of documents to the OLT
- Keeping track of clearance of conditions for Consent and Minor Variance applications
- Stamping and signing deeds and/or legal documents signifying that approval for a Consent application has been given pursuant to the Planning Act;
- Performing all other statutory responsibilities as outlined in the Planning Act and other relevant legislation
- Overall records management
- Managing AMANDA files; and
- Supporting of other departmental administrative responsibilities, such as Pre-consultation.

### Expected Benefits and Service Impacts

The addition of a dedicated Secretary Treasurer of Land Division and Committee of Adjustment will allow the current Senior Development Planner the ability to provide fulltime attention to their development application load thereby providing a better level of service and efficiency to their development application proponents. As Minor Variance and Consent applications are primarily submitted by residents (not developers), a dedicated Secretary Treasurer of Land Division and Committee of Adjustment will also ensure an increased level of service to the residents of Ajax.

# BUSINESS CASE

## Secretary Treasurer of Land Division and Committee of Adjustment

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### Comparative Analysis

Most lower-tier municipalities in the GTHA already have the processing of Consent (Land Division) applications under their purview. Municipalities in the GTHA that have similar development pressures to Ajax and that have the responsibility for Committee of Adjustment and Land Division (e.g. Markham, Richmond Hill, Milton) all have a dedicated person as the Secretary Treasurer.

Through provincial legislation that will be removing the land use planning function from upper-tier municipalities, the Region of Durham will have to transition Land Division to all the lower-tier municipalities. The Region began the process in September 2023 and will be passing a By-law to delegate Land Division to the lower-tier municipalities in October 2023.

### Alternative Service Delivery Approaches

There is no alternative service delivery approach. The Region's responsibility for processing and making decisions on Land Division applications will be the Town's responsibility as of January 1, 2024. The additional tasks required for Land Division cannot be absorbed by the current Secretary Treasurer for the Committee of Adjustment who is a Senior Development Planner. Other Planning staff will have to be reallocated to help fill the position's responsibilities until there is a dedicated person in the role.

### Cost / Benefit Analysis

The addition of a Secretary Treasurer of Land Division and Committee of Adjustment will to the Development Approvals Division would be at an annual salary cost of \$120,906. This will help the Planning & Development Services department better support the Town's Strategic Plan; and increase the level of service to the development industry, landowners, and residents.

# BUSINESS CASE

## Secretary Treasurer of Land Division and Committee of Adjustment

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**Table 1: Summary of Financial Impacts**

	<b>FTE</b>	<b>Full Year</b>	<b>2024</b>	<b>2025</b>
<b>Costs</b>				
Salaries, Benefits & Employee-related Costs	1	117,200	57,800	59,400
Other Operating Costs		3,300	3,300	-
<b>Funding Sources / Savings</b>				
Internal		-	-	-
External		-	-	-
<b>Net Operating Cost (Savings)</b>		<b>\$ 120,500</b>	<b>\$ 61,100</b>	<b>\$ 59,400</b>
<b>Capital Requirements</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# BUSINESS CASE

## *Supervisor, Building Inspection and Enforcement & Deputy Chief Building Official*

<b>Department/Section</b>	Planning & Development Services Department / Building Approvals Section
<b>Start Date</b>	July 2, 2024
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project, or Initiative <input type="checkbox"/> Expanded Level of Service

### Executive Summary

This business case is to request approval for a new position, Supervisor, Building Inspection and Enforcement & Deputy Chief Building Official in the Building Approvals Section of the Planning & Development Services Department for 2024. The Position would report to the Manager, Building Approvals & Chief Building Official.

Over the past few years, the Town has experienced a frequent turnover of staff positions in the permit review division within the Building Approvals Section. Occurring in combination with this has been the steady decline in the number of qualified candidates applying to fill these vacancies. This has resulted in the Town having to hire individuals that do not have either the minimum education or experience necessary to perform the duties of the positions.

The addition of a Supervisor, Building Inspection and Enforcement & Deputy Chief Building Official will benefit the section by adding a position dedicated to supervision and training to the building inspection staff and alleviate a portion of the Senior Building Inspector’s workload allowing more emphasis on building inspection and rebalance the workload.

### Background

Currently, the building inspection area of the Building Approvals Section consists of six (6) staff, two (2) Senior Building Inspectors, three (3) Building Inspectors, and one (1) Mechanical Examiner/Inspector.

Building inspection staff report to the Senior Building Inspectors, which are dual role positions also responsible for fulfilling the building inspection function for large and complex building permit applications. With both the increase in complexity and volume of these building permit types, and a rise in the number of customer complaints, the ability for the Senior Building Inspectors to perform the duties of supervisor has greatly diminished. This coupled with the expanded need for training and coaching for new underqualified staff has increased the Towns exposure to liability significantly.

# BUSINESS CASE

## *Supervisor, Building Inspection and Enforcement & Deputy Chief Building Official*

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A recent Development Application Approval Process (DAAP) study commissioned by the Town to review its cost recovery model and fee structures found that, with the anticipated average annual volume of building permit applications, the Senior Building Inspectors will be operating at 157% capacity. By removing the supervisory responsibilities from these positions and refocusing it to strictly building inspection can assist to alleviate the overutilization.

Further, Bill 23 – More Homes Built Faster Act, 2022, introduced by the Province on October 25<sup>th</sup>, 2022, assigns a housing target over the next 10 years of 17,000 new housing units expected to be constructed in Ajax representing 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 Approvals Section needs to increase its staff complement over the coming years.

With the intent to retain staff, the Building Approvals Section is planning to move to a graduated progression compensation model for the Building Inspector position which will require a dedicated supervisor position to perform the important roles of supervision, training, mentoring, and evaluation of the plan examination staff that will be necessary to administer the program.

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 compromised building permit reviews, non-compliance with Provincial timelines, inability to respond to customer complaints, staff burnout, and frequent staff turnover.

### **Stakeholders**

N/A

### **Strategic Alignment**

The addition of the Zoning Examiner to the Building Approvals Section of Planning & Development Services will support the Town's 2022-2026 Strategic Plan (Action 26) and departmental work plan by achieving the following Strategic Plan initiatives:

- Pillar: Growing our Community
- Priority: 1. Embrace dynamic growth and sustainable growth
- 1.2 Streamline processes and approvals for development
  
- Pillar: Modernizing our Community
- Priority: 4. Ready our organization for the future

# BUSINESS CASE

## *Supervisor, Building Inspection and Enforcement & Deputy Chief Building Official*

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### 4.2 Ensure an efficient and effective service delivery

#### **Description**

The Supervisor, Building Inspection and Enforcement & Deputy Chief Building Official will be responsible for:

- Day-to-day implementation of procedures, policies and regulations for building permit application review and plan examination ensuring compliance with mandated timeframes legislated under the Ontario Building Code (OBC).
- Providing training, coaching and feedback for staff to ensure delivery of high quality and consistent plans examination. Develop and implement ongoing training to ensure staff maintains up to date knowledge of amendments to legislation, and sectional policies and procedures. Review individual training and development plans with staff.
- Monitoring staff performance and workload with respect to timeliness and efficiency of review and adjust work distribution or take other corrective action as required.
- Providing interpretations of the Building Code Act (BCA) and OBC for both staff and customers to ensure compliance with legislation and policies. By-laws and department procedures.
- Creation and implementation of operational policies for the application of the BCA and OBC.
- Implementing quality control measures to ensure that a high standard of building permit application review and plans examination service is provided.
- Coordinating with the Supervisor, Permit Review and Compliance to ensure conformity and consistency with regulations, Provincial applicable laws, and service delivery.
- Liaising with other sections, departments, or external agencies with respect to approvals related to permit issuance, policy issues affecting the permit process and special projects as required.
- Preparation and presentation of reports on projects and division performance.
- Overseeing the scheduling of staff, managing attendance, and ensuring health and safety procedures are followed by staff.
- Delivering quality, customer focused services regarding customer service counter, data processing, file management, and other administrative functions.
- Coordination and follow-up on complaints or enquiries from the public, Council, staff, and agencies pertaining to OBC regulations, staff, processing times and customer service.
- Participating in the development and preparation of the section's annual operating and capital budgets.

## **BUSINESS CASE**

### ***Supervisor, Building Inspection and Enforcement & Deputy Chief Building Official***

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- As a Deputy Chief Building Official, assuming the powers and duties of the Chief Building Official in their absence.
- Performance of other duties as assigned and directly related to the responsibilities of the position.

#### **Expected Benefits and Service Impacts**

The Supervisor, Building Inspection and Enforcement & Deputy Chief Building Official will lead the building inspection area of the Building Approvals Section into a future of intensified growth through the provision of consistent enforcement, using a customer focused approach.

Having a dedicated supervisor position in the building inspection area dedicated to staff supervision and training will benefit the Town through decreasing the exposure to liability by ensuring that staff are appropriately trained and are delivering a uniform approach in the execution of their duties.

From a customer service perspective, this position will ensure that the building inspection area is achieving corporate standards by monitoring the timeliness and efficiency of complaint investigation, resolution, and communication.

#### **Comparative Analysis**

Other comparable municipalities to Ajax have a dedicated supervisor as part of the staff complement for their building permit review in their building departments. Municipalities reviewed include Aurora, Brampton, Burlington, Markham, Milton, Oakville, Oshawa, Pickering, Richmond Hill, and Whitby.

#### **Alternative Service Delivery Approaches**

The alternatives to adding this position would be to maintain the status quo with supervision and training of the building permit review staff the responsibility of the Senior Building Inspector. This would not be as efficient as having a dedicated position, and as time goes by would make it increasingly difficult to meet the required timelines of the Ontario Building Code.

#### **Cost / Benefit Analysis**

The addition of the Supervisor, Building Inspection and Enforcement & Deputy Chief Building Official position would be at a net cost of \$16,100. This will help the

# BUSINESS CASE

## *Supervisor, Building Inspection and Enforcement & Deputy Chief Building Official*

Building Approvals Section 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 staff resources around specialty areas to fulfill the legislated 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.

**Table 1: Summary of Financial Impacts**

	FTE	Full Year	2024	2025
<b>Costs</b>				
Salaries, Benefits & Employee-related Costs	1	156,900	76,700	80,200
Other Operating Costs		3,300	3,300	-
<b>Funding Sources / Savings</b>				
Internal - Offset by permit revenue per DAAP		144,100	71,900	72,200
External				
<b>Net Operating Cost (Savings)</b>		<b>\$ 16,100</b>	<b>\$ 8,100</b>	<b>\$ 8,000</b>
<b>Capital Requirements</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# BUSINESS CASE

## *Supervisor, Permit Review and Compliance & Deputy Chief Building Official*

<b>Department/Section</b>	Planning & Development Services Department / Building Approvals Section
<b>Start Date</b>	July 2, 2024
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project, or Initiative <input type="checkbox"/> Expanded Level of Service

### Executive Summary

This business case is to request approval for a new position, Supervisor, Permit Review and Compliance & Deputy Chief Building Official in the Building Approvals Section of the Planning & Development Services Department for 2024. The Position would report to the Manager, Building Approvals & Chief Building Official.

Over the past few years, the Town has experienced a frequent turnover of staff positions in the permit review division within the Building Approvals Section. Occurring in combination with this has been the steady decline in the number of qualified candidates applying to fill these vacancies. This has resulted in the Town having to hire individuals that do not have either the minimum education or experience necessary to perform the duties of the positions.

The addition of a Supervisor, Permit Review and Compliance & Deputy Chief Building Official will benefit the section by adding a position dedicated to supervision and training to the building inspection staff and alleviate a portion of the Senior Plan Examiner’s workload allowing more emphasis on plan examination and rebalance the workload.

### Background

Currently, the building permit review area of the Building Approvals Section consists of five staff, one (1) Senior Plan Examiner, three (3) Plan Examiners, and one (1) Permit Application Examiner.

Building permit review staff report to the Senior Plan Examiner, which is a dual role position also responsible for fulfilling the plans examination function for large and complex building permit applications. With both the increase in complexity and volume of these building permit application types, and a rise in the number of customer complaints, the ability for the Senior Plans Examiner to perform the duties of supervisor has greatly diminished. This coupled with the expanded need for training and coaching for new underqualified staff has increased the Towns exposure to liability significantly.

# BUSINESS CASE

## *Supervisor, Permit Review and Compliance & Deputy Chief Building Official*

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A recent Development Application Approval Process (DAAP) study commissioned by the Town to review its cost recovery model and fee structures found that, with the anticipated average annual volume of building permit applications, the Senior Plan Examiner will be operating at 312% capacity. By removing the supervisory responsibilities from this position and refocusing it to plan examination can assist to alleviate the overutilization.

Further, Bill 23 – More Homes Built Faster Act, 2022, introduced by the Province on October 25<sup>th</sup>, 2022, assigns a housing target over the next 10 years of 17,000 new housing units expected to be constructed in Ajax representing 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 Approvals Section needs to increase its staff complement over the coming years.

With the intent to retain staff, the Building Approvals Section is planning to move to a graduated progression compensation model for the Plan Examiner position which will require a dedicated supervisor position to perform the important roles of supervision, training, mentoring, and evaluation of the plan examination staff that will be necessary to administer the program.

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 compromised building permit reviews, non-compliance with Provincial timelines, inability to respond to customer complaints, staff burnout, and frequent staff turnover.

### **Stakeholders**

N/A

### **Strategic Alignment**

The addition of the Zoning Examiner to the Building Approvals Section of Planning & Development Services will support the Town’s 2022-2026 Strategic Plan (Action 26) and departmental work plan by achieving the following Strategic Plan initiatives:

- Pillar: Growing our Community
- Priority: 1. Embrace dynamic growth and sustainable growth
- 1.2 Streamline processes and approvals for development
  
- Pillar: Modernizing our Community
- Priority: 4. Ready our organization for the future

# BUSINESS CASE

## *Supervisor, Permit Review and Compliance & Deputy Chief Building Official*

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### 4.2 Ensure an efficient and effective service delivery

#### **Description**

The Supervisor, Permit Review and Compliance & Deputy Chief Building Official will be responsible for:

- Day-to-day implementation of procedures, policies and regulations for building permit application review and plan examination ensuring compliance with mandated timeframes legislated under the Ontario Building Code (OBC).
- Providing training, coaching and feedback for staff to ensure delivery of high quality and consistent plan examination. Develop and implement ongoing training to ensure staff maintains up to date knowledge of amendments to legislation, and sectional policies and procedures. Review individual training and development plans with staff.
- Monitoring staff performance and workload with respect to timeliness and efficiency of review and adjust work distribution or take other corrective action as required.
- Providing interpretations of the Building Code Act (BCA) and OBC for both staff and customers to ensure compliance with legislation, policies, by-laws, and department procedures.
- Creation and implementation of operational policies for the application of the BCA and OBC.
- Implementing quality control measures to ensure that a high standard of building permit application review and plans examination service is provided.
- Coordinating with the Supervisor, Building Inspection and Enforcement to ensure conformity and consistency with regulations, Provincial applicable laws, and service delivery.
- Liaising with other sections, departments, or external agencies with respect to approvals related to permit issuance, policy issues affecting the permit process and special projects as required.
- Preparation and presentation of reports on projects and division performance.
- Overseeing the scheduling of staff, managing attendance, and ensure health and safety procedures are followed by staff.
- Delivering quality, customer focused services regarding customer service counter, data processing, file management, and other administrative functions.
- Coordination and follow-up on complaints or enquiries from the public, Council, staff, and agencies pertaining to OBC regulations, staff, processing times and customer service.
- Participating in the development and preparation of the section's annual operating and capital budgets.

## **BUSINESS CASE**

### ***Supervisor, Permit Review and Compliance & Deputy Chief Building Official***

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- As a Deputy Chief Building Official, assuming the powers and duties of the Chief Building Official in their absence.
- Performance of other duties as assigned and directly related to the responsibilities of the position.

#### **Expected Benefits and Service Impacts**

The Supervisor, Permit Review and Compliance & Deputy Chief Building Official will lead the building permit review area of the Building Approvals Section into a future of intensified growth through the provision of consistent enforcement, using a customer focused approach.

Having a dedicated supervisor position in the building permit review area dedicated to staff supervision and training will benefit the Town through decreasing the exposure to liability by ensuring that staff are appropriately trained and are delivering a uniform approach in the execution of their duties.

From a customer service perspective, this position will ensure that the building permit review area is achieving corporate standards by monitoring the timeliness and efficiency of complaint investigation, resolution, and communication.

#### **Comparative Analysis**

Other comparable municipalities to Ajax have a dedicated supervisor as part of the staff complement for their building permit review in their building departments. Municipalities reviewed include Aurora, Brampton, Burlington, Markham, Milton, Oakville, Oshawa, Pickering, Richmond Hill, and Whitby.

#### **Alternative Service Delivery Approaches**

The alternatives to adding this position would be to maintain the status quo with supervision and training of the building permit review staff the responsibility of the Senior Plan Examiner. This would not be as efficient as having a dedicated position, and as time goes by would make it increasingly difficult to meet the required timelines of the Ontario Building Code.

#### **Cost / Benefit Analysis**

The addition of the Supervisor, Permit Review and Compliance & Deputy Chief Building Official position would be at a net operating cost of \$17,500. This will help the Building Approvals Section better support the Town's Strategic Plan and maintain the level of service to the development industry, landowners, and residents. This position will also

# BUSINESS CASE

## *Supervisor, Permit Review and Compliance & Deputy Chief Building Official*

allow the section to better utilize its staff resources around specialty areas to fulfill the legislated 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.

**Table 1: Summary of Financial Impacts**

	FTE	Full Year	2024	2025
<b>Costs</b>				
Salaries, Benefits & Employee-related Costs	1	171,100	83,300	87,800
Other Operating Costs		3,300	3,300	-
<b>Funding Sources / Savings</b>				
Internal - Offset by permit revenue per DAAP		156,900	77,900	79,000
External				
<b>Net Operating Cost (Savings)</b>		<b>\$ 17,500</b>	<b>\$ 8,700</b>	<b>\$ 8,800</b>
<b>Capital Requirements</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# BUSINESS CASE

## Stormwater Technologist

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Department/Section	Planning & Development Services
Start Date	March 6, 2024
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 support the Water Resources Engineer and the Manager of Development Engineering in administering the stormwater program. The newly implemented Stormwater Charge and Credit program is generating revenue for stormwater related infrastructure maintenance and rehabilitation. This position will help implement the maintenance and capital projects required to keep the Town’s Stormwater system functioning adequately. This position will inspect stormwater infrastructure, help produce technical specifications, and respond to resident inquiries and complaints about grading and drainage.

### Background

The Town of Ajax recently implemented a Stormwater Charge and Credit program to generate revenue for stormwater maintenance and infrastructure rehabilitation. The stormwater management system consists of ponds, oil/grit separators, sewers, manholes, catch basins, and rain gardens. The new funding has allowed many projects to move forward into the budget and long-range capital forecast. Additional staff support is required to manage and execute all the proposed stormwater related projects.

The current lack of staff resources in Planning and Development Services risks affecting the level of service, efficiency and overall timelines of capital projects, inspections, and/or studies due to overwork of staff on the stormwater team.

### Stakeholders

Every property in Town contributes to stormwater. This position will respond to residents who have complaints or concerns about grading, drainage, or the stormwater charge on their tax bill. They will also coordinate Stormwater Charge Credits with the non-residential properties that apply for the credit. This will involve a site inspection and review of any pertinent site plans on file.

# BUSINESS CASE

## Stormwater Technologist

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### Strategic Alignment

This new position will help achieve multiple Supporting Actions within the Action 26 Strategic Plan under the pillar of Modernizing our Community, specifically:

- 1. Lead the green transition – 1.1 Take meaningful climate action: Flood Mitigation Measures
- 5. Demonstrate sound financial management – 5.1 Manage financial resources and assets to address growing needs: Infrastructure Management (Stormwater Management Fee)

### Description

This position will provide support to the stormwater team within the Development Engineering Section by providing:

- Respond to resident complaints about grading and drainage
- Inspect stormwater management facilities, including ponds, wetlands and rain gardens
- Provide inspection for stormwater capital projects
- Inspect oil/grit separator cleanouts
- Check and verify design drawings to conform to specifications and design data
- Prepare technical reports to accompany infrastructure inspections
- Prepare contracts and tender documents
- Prepare construction specifications, costs and material estimates

Planning and Development Services receives many resident complaints about drainage which require customer service and field inspections. This work is currently completed by Engineering Development Technologists, which takes away from their other duties (development inspections and review).

The stormwater capital projects in the budget and the long-range capital forecast will require specifications, tender documents and field inspections. The Stormwater Technologist will support the Water Resources Engineer in preparing documents and managing these capital projects. The number of capital projects has increased substantially since the implementation of the Stormwater Charge and Credit program. This position will support the Stormwater Charge and Credit program by providing data quality control, field inspections, and credit review.

This position will also support the continuous updating of the GIS infrastructure database with the Design Technologist. 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

# BUSINESS CASE

## Stormwater Technologist

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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.

### Expected Benefits and Service Impacts

The benefit to having this expertise in house is that we will be able to expand our services to meet the needs of the stormwater system. The Stormwater Charge provides consistent, reliable funding and staff are needed to ensure this funding is spent on stormwater infrastructure. Having a dedicated person to address resident complaints and concerns will ensure prompt and consistent customer service.

### Comparative Analysis

With the increase in stormwater management requirements on new developments, all comparable municipalities have assumed new stormwater infrastructure, such as ponds. Most neighbouring municipalities have a dedicated stormwater team as part of their operations department, which would deal with operational issues with stormwater ponds, resident complaints, and other stormwater and drainage specific issues.

### Alternative Service Delivery Approaches

This position's duties are currently completed, in combination, by the Development Engineering Technologists, the Water Resource Engineer, Seasonal Operations staff and the Manager of Development Engineering. The volume of work is large enough to warrant a dedicated full-time employee. The dedicated funding from the Stormwater Charge and Credit program further reinforces the need for this position.

# BUSINESS CASE

## Stormwater Technologist

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### Cost / Benefit Analysis

This position will be fully funded by the Stormwater Reserve.

Table 1: Summary of Financial Impacts

	FTE	Full Year	2024	2025
<b>Costs</b>				
Salaries, Benefits & Employee-related Costs	1	103,600	83,300	20,300
Other Operating Costs		3,300	3,300	-
<b>Funding Sources / Savings</b>				
Internal -100% recovery from Stormwater Reserve		106,900	86,600	20,300
External				
<b>Net Operating Cost (Savings)</b>		\$ -	\$ -	\$ -
<b>Capital Requirements</b>		\$ -	\$ -	\$ -

# BUSINESS CASE

## *Transportation Planning Clerk*

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<b>Department/Section</b>	Planning & Development Services – Transportation Planning
<b>Start Date</b>	July 2, 2024
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service

### Executive Summary

This business case is to request the approval of a new Transportation Planning Clerk position in the Transportation Planning Section of the Planning & Development Services for 2024. The full-time position will provide administrative support to the Manager of Transportation Planning and other staff members in daily administrative activities. This position will also assist full-time and contract staff with the increasing volume of transportation/traffic inquiries (Cityworks) received by the Office. This position is required to ensure the continuation of effective customer support for constituent inquiries that come through the Mayor’s Office and other modes of communication and to increase service level standards.

Over the last three years, the workload for the section has steadily increased and will continue to increase in the coming years. The number of programs (Traffic Calming, Automated Speed Enforcement, ActiveTOA, etc.) which are managed by the section continues to increase, and Cityworks inquiries from residents and Councillors continue to rise with a growing number of them requiring detailed reviews and response from full-time technical staff. Furthermore, the Town’s strategic plan identifies several initiatives/programs/projects which have specific administrative impacts on the Transportation Planning Section. Increases in the volume of work have made it very difficult for the existing staff to manage inquiries within established service levels. With current staffing levels, the increase in workload puts the customer service levels at risk. The new full-time Clerk position would help alleviate and better organize the current workload on the section.

### Background

The Transportation Planning Section is made up of six staff (the Manager of Transportation Planning, Active Transportation Coordinator, 2 full-time Transportation Technologists, and 2 contract Transportation Technologists). With this small group, there is a growing number of projects and initiatives that they are required to lead or participate in. Furthermore, as the Town of Ajax continues to urbanize and intensify transportation issues are enhanced and amplified. Safety issues associated with traffic operations have been and continue to be top issues for all members of Council and residents of the Town of Ajax.

# **BUSINESS CASE**

## ***Transportation Planning Clerk***

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The Transportation Planning section oversees the development and implementation of all long-range transportation planning projects such as the Transportation Master Plan, and completion of transportation related Environmental Assessments. This group is also responsible for the development and oversight of Town wide initiative such as Traffic Calming, Automated Speed Enforcement, Community Safety Zones, Active and Sustainable Transportation Programs (shared e-scooter/e-bike pilot, active school travel Active TOA, Pedestrian Crossovers, etc.), Traffic Data Collection, Warrant Analysis, Parking Management and more.

Every year, this group responds to hundreds of complaints and/or inquiries from the public, members of Council, stakeholder groups, government agencies, contractors and consultants regarding various traffic and transportation planning related matters in Town. Many of these inquiries require staff to collect additional information, complete analysis and even write reports in order to properly respond to the inquiry.

Transportation staff are also required to review and provide comments on all development applications submitted each year. The complexity of development applications which are received continues to rise with traffic and transportation issues often emerging as the major element of concern for a proposed development. This results in a significant amount of time spent on each development application by transportation staff.

Finally, staff from this group are required to represent the Town on a wide variety of advisory groups on projects lead by Durham Region, adjacent Municipalities, MTO and Metrolinx.

With the current staffing level, there is immense strain on all staff to manage and complete the work necessary to deliver this ever-growing work plan in an effective and timely manner. Over the past two years, staff have received several complaints from residents that the Town is not addressing their concerns fast enough and Council has expressed concerns on several occasions related to the amount of time it takes to provide a timely response to resident complaints/inquiries and also to implement various transportation initiatives. Both are a direct result of increased workload and limited staff resources.

Without an increase to staff, the Transportation section will continue to fall behind on their work plan. The operation and implementation timelines related to annual programs will remain strained with extended timelines and the timeliness at which they can response to resident and council concerns, or review development applications will continue to deteriorate.

# BUSINESS CASE

## *Transportation Planning Clerk*

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### Stakeholders

N/A

### Strategic Alignment

The addition of a Transportation Planning Clerk is required to ensure the Transportation Planning Section has sufficient staff to support the Town’s Strategic Plan (Action26) and departmental work plan. Specifically, this position will help ensure the appropriate number of staff necessary to support the Priorities and Actions outlined in each Pillar of the Strategic Plan. The position will help the Town achieve Priorities of “Support and Promote Active and Accessible Transportation”, “Increase a Sense of Safety and Security for the Community”, “Plan for and Define Critical Corporate Processes” and “Ensure an Efficient and Effective Service Delivery”.

### Description

The full-time position will provide administrative support to the Manager of Transportation Planning and other staff members in daily administrative activities. This position will also assist full-time and contract staff with the increasing volume of transportation/traffic inquiries (Cityworks) received by the Office. This position is required to ensure the continuation of effective customer support for constituent inquiries that come through the Mayor's Office and other modes of communication and to increase service level standards.

Over the years, the overall workload and number of complaints/inquiries for the section have steadily increased and will continue to increase in the coming years. The number of programs and initiatives which are managed by the section continues to increase, and Cityworks inquiries from residents and Councillors continue to rise with a growing number of them requiring detailed reviews and response from full-time technical staff. Furthermore, the Town’s strategic plan identifies several initiatives/programs/projects which have specific administrative impacts on the Transportation Planning Section. Increases in the volume of work have made it very difficult for the existing staff to manage inquiries within established service levels. With current staffing levels, the increase in workload puts the customer service levels at risk. The new full-time Clerk position would help alleviate and better organize the current workload in the section.

### Expected Benefits and Service Impacts

The additional staff will provide increased efficiency, output and service response related to transportation planning. Having a Transportation Planning Clerk position will help

# BUSINESS CASE

## *Transportation Planning Clerk*

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ensure the Transportation Planning Section can deliver high quality customer service, innovation and forward-thinking content that is expected. It will also ensure that all the customer service related complaints/inquiries can be addressed and communicated promptly, on time and will help keep staff from becoming overworked or burnt out.

### Comparative Analysis

Currently the Transportation Planning Section has a total of 6 staff. This complement of staff is relatively smaller than other municipalities, especially when considering the breadth of the responsibilities for this group. Additionally, the organizational structure of the Transportation Planning group is much different than other municipalities. In other municipalities, long range Transportation Planning, Transportation Engineering and Active/Sustainable Transportation Planning are often separated into separate divisions or sections to undertake work. With the Town, all these disciplines are found within this one group.

### Alternative Service Delivery Approaches

The alternative would be to leave the staffing complement at its current level. However, if staffing levels are left at the status quo there would be increased strain put on the existing staff and would be detrimental to their effectiveness as a whole because of the heavy workload and growing complaints/inquiries. This heavy workload would lead to missed deadlines, delayed responses, staff burnout, and potentially staff turnover.

### Cost / Benefit Analysis

**Table 1: Summary of Financial Impacts**

	FTE	Full Year	2024	2025
<b>Costs</b>				
Salaries, Benefits & Employee-related Costs	1	84,200	42,200	42,000
Other Operating Costs		3,300	3,300	-
<b>Funding Sources / Savings</b>				
Internal		-	-	-
External		-	-	-
<b>Net Operating Cost (Savings)</b>		<b>\$ 87,500</b>	<b>\$ 45,500</b>	<b>\$ 42,000</b>
<b>Capital Requirements</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# BUSINESS CASE

## Zoning Examiner

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Department/Section	Planning & Development Services Department / Building Approval Services
Start Date	July 2, 2024
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 business case is to request approval for a new position, Zoning Examiner, in the Building Approvals Section of the Planning & Development Services Department for 2024. The position would report to the Senior Plan Examiner. Currently the Planning & Development Services Department does not have a dedicated staff position specifically responsible for the zoning review of building permit applications.

Planning & Development Services has been seeing a steady increase in the amount and complexity of building permit applications. The Ontario Building Code has established timeframes for the review and issuance of building permit applications to which the municipality must adhere to. Due to the increased volume and complexity of the building permit applications, it has been challenging for the staff responsible for the review to meet the timeframes.

The addition of a Zoning Examiner to the Planning & Development Services Department will help ensure a more expeditious review of zoning and subsequently quicker turn-around in building permit application review and building permit issuance.

### Background

Currently the zoning review component of building permit applications are reviewed by a combination of Building Approval and Planning Section staff. Building Approvals staff review zoning for most low-rise residential building permit applications, while planning staff review the zoning for medium and high-rise residential projects, and all non-residential projects.

The staff fulfilling the role of zoning review are facing increasing demands on their time because of the volume and complexity of building permit applications, in addition to their other responsibilities. A recent Development Application Approval Process (DAAP) study commissioned by the Town to review its cost recovery model and fee structures found that, with the anticipated average annual volume of building permit applications, the Plan Examiners will be operating at 128% capacity. Removing the zoning review responsibilities from these positions can assist in reducing some of this overutilization.

# BUSINESS CASE

## Zoning Examiner

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Further, Bill 23 – More Homes Built Faster Act, 2022, introduced by the Province on October 25<sup>th</sup>, 2022, assigns a housing target over the next 10 years of 17,000 new housing units expected to be constructed in Ajax representing 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.

### Stakeholders

N/A

### Strategic Alignment

The addition of the Zoning Examiner to the Building Approval Section of Planning & Development Services will support the Town's 2022-2026 Strategic Plan (Action 26) and departmental work plan by achieving the following Strategic Plan initiatives:

- Pillar: Growing our Community  
Priority: 1. Embrace dynamic growth and sustainable growth  
1.2 Streamline processes and approvals for development
- Pillar: Modernizing our Community  
Priority: 4. Ready our organization for the future  
4.2 Ensure an efficient and effective service delivery

### Description

This position will be part of the Plan Examination team and review all building permit applications for compliance with the zoning and other applicable by-laws, comment on zoning compliance letters, respond to all internal and external customer's enquiries.

### Expected Benefits and Service Impacts

As the complexity of building permit applications increase because of intensified infill development, a more involved review of the zoning will be required. Subsequently adding additional time to the review of applications. Having a position that specializes in zoning and is solely dedicated to zoning review, will result in a quicker review of applications, and alleviate the responsibilities of plan examination and planning staff allowing them to focus on the other aspects of their jobs.

# BUSINESS CASE

## Zoning Examiner

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### Comparative Analysis

Other comparable municipalities to Ajax have zoning examiners as part of the staff complement in their building departments. Municipalities reviewed include Aurora, Brampton, Burlington, Markham, Milton, Oakville, Oshawa, Pickering, and Richmond Hill.

### Alternative Service Delivery Approaches

The alternatives to adding this position would be to maintain the current operations and methods of zoning review as is, which consists of a combination of staff from both the Building Approval and Planning Sections. As explained earlier these areas, going forward, are projected to experience inadequate staffing levels leading efficiency concerns, non-compliance with Provincial timelines, inability to respond to customer complaints, staff burnout, and frequent staff turnover.

### Cost / Benefit Analysis

The addition of a Zoning Examiner position to the Building Approval Services would be at an annual cost of \$99,132. This will help the Planning & Development Services department better support the Town’s Strategic Plan and increase the level of service to the development industry, landowners, and residents.

As the Building Approvals Section salaries are funded almost entirely from building permit revenue, the cost associated with the position will have a negligible impact on the tax base.

Table 1: Summary of Financial Impacts

	FTE	Full Year	2024	2025
<b>Costs</b>				
Salaries, Benefits & Employee-related Costs	1	96,400	48,000	48,400
Other Operating Costs		3,300	3,300	-
<b>Funding Sources / Savings</b>				
Internal - Offset by permit revenue per DAAP		89,700	46,100	43,600
External				
<b>Net Operating Cost (Savings)</b>		<b>\$ 10,000</b>	<b>\$ 5,200</b>	<b>\$ 4,800</b>
<b>Capital Requirements</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# BUSINESS CASE

## Archives Services Librarian

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<b>Department/Section</b>	Ajax Public Library
<b>Start Date</b>	March 2024
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input checked="" type="checkbox"/> Expanded Level of Service

### Executive Summary

To advance the Town of Ajax’s and Library’s strategic plans, it is recommended the Library’s part-time Archives Services Librarian be converted to a full-time position. The conversion of this role will allow the Library to move forward the actions from Memorandum of Understanding (MOU) in a more efficient and time effective way while also seeking opportunities to enhance the role and community presence of the Archives in Ajax.

Throughout 2023, the Library worked to integrate the Archives into the Library portfolio. This work entailed completing a high level inventory of the archives, writing an Archives Management Policy, revisions to procedures, introduction of a new public display case, increased educational visits (six in total), and commencing work to enhance preservation and themes of equity, diversity, and inclusion in the collection, as outlined in the MOU. As the inventory took place, it was identified that many items in the collection have not been reviewed, are not accessioned, are undocumented, and in need of preservation. Based on these findings, increased staff time is needed to catalogue, preserve, and promote this historical resource while actively seeking opportunities to increase the presence in the community and expand digitization efforts.

### Background

Ajax Town Council formally established the Ajax Archives in February 2010. The Archives are housed in the basement of Town Hall (65 Harwood Avenue South). Until 2022, the Archives were managed by the LIS department, specifically under the jurisdiction of the Records & Freedom of Information (FOI) Coordinator. The department did not have the technical expertise, resources, or capacity to properly preserve, conserve, or restore<sup>1</sup> the collection, and time allotments spent within the Archives came at the expense of critical records management work.

Through Council approval in 2022, the Archives was transferred from the Town of Ajax to Ajax Public Library. A Memorandum of Understanding (MOU) was established between the parties which details the formal transfer of ownership and outlines management, scope, and storage of

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<sup>1</sup> Preservation and conservation aim to prolong the life of documents or objects. Includes itemizing the collection, storage in appropriate acid-free boxes marked with content identification and digitizing the content. Digitization reduces touchpoints, and thereby, reduces deterioration. Restoration refers to treatment and/or repairs to return the item to its original state and maintain its usability.

# BUSINESS CASE

## *Archives Services Librarian*

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the Archives. As the owner and manager of the Archives collection, the Library is responsible for:

- Preserving the collection using archival process and supplies to slow down the decay of photos, fonds (in print form), artifacts, and other objects;
- Conserving and restoring items to their original state. This process maintains the items longevity and accuracy;
- Indexing (arranging/describing) archival materials according to archival principles;
- Providing accessibility to residents, visitors, researchers, and Municipal staff through reference and appointment services;
- Curating, accessioning acquisitions, and de-accessioning items based on established archival principles and philosophies;
- Providing programming and outreach to increase public awareness and appreciation of Ajax's history and development; and
- Maintaining displays within designated areas of the Town and the Library

In June 2022, a part-time Archives Services Librarian was hired. Since then, the Archivist has been working twenty-four (24) hours a week, the maximum amount permitted for a part-time Library employee per the Collective Agreement.

Under the direction of the Library, the position has contributed to the creation of the Archives Management Policy defining the scope and mandate of the Archival collection which guides decision-making. Furthermore, this position plays a key role in recommending changes to procedures, formalizing the process of donating items to the Archives, completing research requests, digitizing items, and accessioning/deaccessioning items to standardize processes related to archival practices.

To improve safety, this position took the lead in reviewing items and identifying artifacts in need of safety inspections to be properly stored. As well, this position recommended the installation of a temperature and humidity monitoring equipment throughout the Archives to track the conditions in the storage space. Tracking humidity in the Archives is important to the maintenance and integrity of archival materials.

Over the past year, this position has supported increasing the presence of the Archives in the community by hosting several tours. Furthermore, this position rotates and maintains displays at the Main Branch of the Library and Town Hall. Additionally, the Library has improved awareness of the service by creating a dedicated landing page on the website, which includes the Archives mandates, how to donate items, and research requests.

### **Stakeholders**

Interested parties for the expansion of the Archives Services Librarian from part-time to full-time include, but are not limited to, current and future Town of Ajax residents, Town employees, scholars/researchers, students, and educators. These groups will benefit from the increased

# BUSINESS CASE

## *Archives Services Librarian*

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access, both in-person and digitally, if the role is expanded to full-time. Increased presence in this role also provides support for HMS veteran groups and the Heritage Advisory committee (HAC).

Preserving current archival holdings and increasing digitization efforts are important to achieve the goal of increasing public access to the collection. Furthermore, developing community partners and building relationships will help to encourage groups to donate items to the Archives that are representative of Ajax's diversity; this is essential to expanding a collection that is reflective of the Town's equity, diversity, and inclusion in Ajax.

### **Strategic Alignment**

This request supports the Town's Strategic Plan Pillar, Connecting Our Community, Encourage Community Pride, by advancing action 2.1 Acknowledge and celebrate our local history and culture by expanding the Archives and promotion. The conversion of the part-time position to a full-time position will better position the Library to expand the Archives and enhance the presence in the community.

The Library's Strategic Masterplan pillar 3, Inspire Connections & Discovery, action 24 outlines the need to increase the Archival team complement to 1 FTE archivist to properly fulfill the requirements of the Memorandum of Understanding between the Town and Library with respect to the Archives.

### **Description**

The conversion from a permanent part-time to a permanent full-time would be effective February 2024, pending approval. Most notably, converting this position to full-time will allow the Library to increase digitization efforts as the collection is being inventoried and catalogued. The current volume of work needed to fulfill the Town and Library's shared vision, surpasses the resources allotted to a part time role.

Performing the high-level inventory led the Library to discover that many boxes of items in Archives have not been accessioned or investigated for many years and the details of their contents is unknown/undocumented. The collection contains artifacts, photographs, and other ephemera and regalia that require proper care to ensure they are preserved. Without preservation, the collection risks greater deterioration over time. The conversion to a full-time position will allow more time to be devoted to the inventory, digitization, and preservation process.

The Archives mandate outlines the goal to develop a diverse and inclusive archival collection that represents the community and the various experiences of living in Ajax, past and present. Converting this position to full-time will give the role more time to attend community and cultural events in Ajax, to connect with groups to develop relationships to gain confidence of the groups to entrust their histories and items to the Ajax Archives, with the objective to expand the diverse representation in the Archives holding.

# BUSINESS CASE

## *Archives Services Librarian*

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### Expected Benefits and Service Impacts

A significant impact of the expanding role from part-time to full-time is the ability to work through the inventory and digitization of the archival collection at a quicker pace than possible while working part-time hours. The Library will gain a better understanding of what types of materials and subjects are in the Archives while also identifying any gaps and opportunities for growth. For the discovery and research needed to understand and organize the collection, it is most effective to have one full-time staff completing the inventory initially to create standards and continuity.

Furthermore, a full-time position will support and improve customer service. Full-time hours will create more time for digitization of the collection, thereby, improving community remote access. Full-time hours will allow for increased opportunities to assist customer research requests and provide opportunities to book in-person appointments.

In 2022-2023, there has been a marked interest for the service from community members, Council, and Town committees. Expanding the Archivist position from part-time to full-time would help further cultivate this interest and create opportunities to attend Town events, support Town initiatives and research requests. Likewise, the Archivist will have more availability to join or lead programs and outreach with Library staff.

### Comparative Analysis

A review of staffing levels of systems with GLAM models shows that all archives and local history related services have at minimum one (1) full-time staff member. Conversion of the role of Archives Services Librarian would better align Ajax Archives with similar GLAM model systems and allow Ajax to provide more comparable services provided by other local systems.

Institution	Services	Staff
Ajax Public Library	Library, Archives	0.5 FT Archives Services Librarian
Clarington Public Library	Library, Museum	1 FT Manager 3 FT Associates 1 FT Clerk
Hamilton Public Library	Library, Local History and Archives	1 FT Manager 1 FT Archivist 1 FT Archives Assistant 1 FT Digitization Technician 2 PT Archives Technicians 2 PT Information Clerks 2 PT Pages
Oshawa Public Library	Library, Local History	1 FT Local History Librarian
Pickering Public Library	Library, Local History	1 FT Client Specialist – Local History
Whitby Public Library	Library, Archives	1 FT Archivist

# BUSINESS CASE

## *Archives Services Librarian*

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### Alternative Service Delivery Approaches

#### Option 1 – Maintain Status Quo

The alternative would be to maintain status quo of the part-time Archives Services Librarian. Should the Library maintain status quo, the Archivists' focus will be on preserving and cataloguing the collection which will leave few opportunities for digitization, programming, and partnership development.

#### Option 2 – Contract out Digitization

Alternatively, the Library can explore contracting a company to digitize the archival collection. This option is not recommended as there are significant gaps of information about the full inventory of the Archives and the Archivist needs to thoroughly review all items before digitization can take place. This review requires a detailed itemized list including format types and details of the condition of items in order to seek accurate quotes from vendors. Without a detailed inventory, items may be unnecessarily digitized that are not relevant to the mandate of the collection and/or are loaded without appropriate finding aids. Furthermore, decisions will need to be made about whether physical items should be retained after digitization, restored, or destroyed based on the condition of the item which requires the expertise of the Archives Services Librarian.

Digitization projects of this magnitude can range in cost from \$40,000 to \$80,000 with third party vendors depending on scope of the collection. As the detailed inventory is still in progress, the Library is unable to get accurate quotes from vendors. If contracting out digitization were to be successful, it would still require additional staff resources to prepare items for digitization, review items for accuracy after digitization, and make recommendations for retention of items following digitization. As a result, it is not recommended this option is moved forward as it would require both staff and contracted service costs.

Lastly, contracting out digitization would not have the added benefits of additional programming, preservation of materials, and curation.

### Cost / Benefit Analysis

#### Archivist Full Time

The cost related to this proposal is \$29,300 in 2024 which considers a conversion of the part-time Archivist position to a full-time Archivist position. Should this business case be approved, it is recommended it start April 1, 2024.

# BUSINESS CASE

## *Archives Services Librarian*

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**Table 1: Summary of Financial Impacts**

	FTE	Full Year	2024	2025
<b>Costs</b>				
Salaries, Benefits & Employee-related Costs	1	105,700	77,200	28,500
Other Operating Costs				
<b>Funding Sources / Savings</b>				
Internal		65,600	47,900	17,700
External				
<b>Net Operating Cost (Savings)</b>		<b>\$ 40,100</b>	<b>\$ 29,300</b>	<b>\$ 10,800</b>
<b>Capital Requirements</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Not Approved

# BUSINESS CASE

## Marketing Assistant – Conversion from PT to FT

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<b>Department/Section</b>	Ajax Public Library
<b>Start Date</b>	April 2024—subject to 2024 budget approval
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input checked="" type="checkbox"/> Expanded Level of Service

### Executive Summary

Ajax Public Library is seeking to convert one (1) part time Marketing Assistant to a full time Marketing Assistant meet the growing demands of its services and programming. The additional staff hours are needed to keep pace with the Library’s growth in various service areas (ex. programming, collections, Makerspace, and/or Archives). The expanded role will support the ability to communicate and promote Library services available free to all Ajax residents, who expect the delivery of information across a multitude of platforms and channels and beyond traditional business hours.

The Library's Marketing team has various responsibilities, including website content, social media management, publications, press releases, graphic design, program support, newsletters, analytics, and compliance with relevant legislation. With an increasing expectation to deliver information across multiple channels and grow their online marketing and communications presence, the Library recognizes the importance of a well-staffed Marketing and Communications team. The proposed expansion aligns with the Town’s strategic goal of implementing innovative communication technologies and tools (Action26 - Modernizing 2.1), addresses service impacts and benefits, and improves how the Library compares with other libraries in the region. Three (3) alternatives are considered but not recommended due to limitations in consistency, continuity, and responsiveness.

The conversion of this role to full-time is a necessary investment to meet the expectations of Ajax residents and effectively communicate the Library's services and programs to the growing community.

### Background

A strong Marketing and Communications team is an essential part of a modern public library. Expectations of roles within the team are varied, requiring broad skill sets to support numerous channels as the functions of the Marketing team have increased exponentially. Currently the Library’s Marketing team oversees, maintains, and completes all external communications to the public. This includes:

- Content development and publication on the Library’s website (ajaxlibrary.ca);
- Publishing on four (4) social media channels;
- Bi-monthly (6 per year) community guide publications in both physical and digital formats;

# BUSINESS CASE

## Marketing Assistant – Conversion from PT to FT

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- Advertising and promotional campaigns
- Press/media releases;
- Library signage changes and updates;
- Graphic design work to support all publications and promotions;
- Photography at Library events;
- Program registration and support;
- Library eNewsletters;
- Analytics and data tracking/reporting;
- Compliance with relevant legislation (ex. AODA, Fair Use, CASL);
- Program support publications like flyers and/or posters generated by the Library;
- Supplemental publications including the Annual Report, TD Summer Reading Club calendars, Collection Review reports, etc.

Additionally, as Library services and programming continue to grow, the list of Marketing responsibilities and expectations expands accordingly.

To maintain relevance, Ajax Public Library has expanded the media channels that it uses to engage with residents and Library customers (i.e. social media, website, email newsletters etc.). Historically, digital marketing activities were limited to weekly or monthly posts. In contrast, today's online engagement strategy involves tailored messaging simultaneously across different platforms and media styles, and regular oversight. The Marketing team executes all work associated with social media, eNewsletters, and publications.

In addition, the Marketing Team is also responsible for content creation on the Library's website, also referred to as the "virtual branch". Library customers expect 24/7 access to digital materials and resources. The virtual branch acts as a portal to these items and promotes Library programs, collections, and facilities. The site content requires regular maintenance, updates, and monitoring.

Marketing and communication support needs have increased through the realization of Audley Branch post pandemic. Although originally opened in late 2019, pandemic closures meant the impacts of the branch were not fully realized in Library services until 2023. This extends to impact the Marketing team as Audley offers additional services and programs requiring promotional support to ensure success.

## **Stakeholders**

### **Library Customers**

Library customers would benefit from seeing more promotional materials about their Library leading to a greater discovery of the breadth of services the Library provides. Additionally, they would have customized eNewsletters sent to them based on their interests and demographics.

# BUSINESS CASE

## Marketing Assistant – Conversion from PT to FT

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### Ajax Residents

The Library would attract new customers by communicating the Library's value across new mediums and channels. Additionally, those not interested in utilizing Library services would still gain a greater understanding of the value the Library provides to the community.

### Town of Ajax Strategic Alignment

This report aligns with:

- **2022-2026 Town of Ajax Strategic Plan: Modernizing our Community**
  - Goal 2.1: Implement innovative communication technologies and tools.
- **2023-2028 Library Strategic Master Plan**
  - Action #37: Include an additional staff position (0.5 FTE) to support the Coordinator of Marketing and Communications for engagement and external communications functions.

### Description

This business case proposes to convert one (1) part time Marketing Assistant into one (1) full time Marketing Assistant. The conversion from the existing part-time role to full-time creates continuity in the broad skill sets and institutional knowledge that support marketing and communications functions. The conversion to a full-time role also supports the Library Strategic Master Plan, which included a recommendation to seek opportunities to create more full-time positions (Strategic Pillar #4, Recommendation #38)..

Expansion of this role would ensure that the Library can leverage marketing tactics which are demonstrated to be successful (ex. email marketing) but underutilized due to limited staff capacity. The conversion to full-time supports responsiveness as marketing channels change rapidly and sets the Library up to further explore new marketing technologies and campaigns.

Deliverables expected from this role include:

- Increased engagement and faster response times through online channels;
- Web page development, including adjustments to meet changing trends or best practices;
- Improved signage design for wayfinding and placemaking;
- Expanded email marketing (eNewsletters) campaigns and segmentation;
- Additional attendance at Library and local events;
- Expanded program registration functionality and support.

### Expected Benefits and Service Impacts

Ajax residents expect service options available to them either in-person or online as needed/preferred. To support this hybridization in programs and service delivery for the Library,

# BUSINESS CASE

## Marketing Assistant – Conversion from PT to FT

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the Marketing team must ensure that the Library’s website, social media, publications, and communications are reflective and responsive, creating channels and connections between Library offerings and resident needs/interests.

This role would support priority areas of Library service such as expanding membership, collection use, and program promotion, etc., can be better supported with more staff hours, the primary barrier to additional promotional activities. Additionally, increased output would be a result of this role conversion. The Library will be able to expand communication through reels and tailored eNewsletter campaigns.

It is also vital the Library’s Marketing team keeps pace with trends, and this is most succinctly done through staff hours. These trends may be in accessible design, social media platforms or algorithms, web design, or generative technologies. Keeping pace with trends will ensure the Library is always presented as a modern and responsive organization, reflecting the community it serves.

### Comparative Analysis

Other Durham Region libraries have grown their marketing teams in step with their organizational growth, recognizing the role they play in communicating with residents and customers. Although Ajax is one of the more populous, the Library has one of the smallest marketing teams. Oshawa Public Library supplements their Marketing team with student intern roles when possible, as they have a larger administrative body to support their oversight and contributions.

Organization	Population Served*	Marketing Team Size**
Pickering Public Library	99,186	2.0
Clarington Public Library	101,427	2.0
Ajax Public Library	126,666	1.5
Town of Ajax – Recreation & Culture	126,666	2.0
Town of Ajax – Office of the CAO	126,666	4.0
Whitby Public Library	138,501	0.5
Oshawa Public Library	175,383	2.5

\*2021 Census Data

\*\*FTE, excludes managerial roles.

### Alternative Service Delivery Approaches

Three (3) alternatives to maintain or expand the Marketing team’s capacity.

#### Maintain 1.5 FTE Marketing Team (Not Recommended)

The Library can maintain current Marketing functions at 1.5 FTE on the Marketing team, which includes the publication of bi-monthly (6/year) publications, supplemental publications, internal

# BUSINESS CASE

## Marketing Assistant – Conversion from PT to FT

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graphic design, website maintenance, and other Library service and function support and promotion.

However, expansion to support changing media channels (i.e. new social media platforms, loss of print publications, etc.), further leveraging of successful tactics, upcoming/initiated portfolio expansions (i.e. Archives, Makerspace, Grandview Kids Branch) or program/service changes is not possible without some cost to current supports. This could come at reduced collection or program promotion as those staff efforts become focused on promoting new Library services or otherwise re-focusing this role's efforts.

As technologies evolve and more virtual branch (i.e. website) support is expected of the Marketing team to maintain hybridized service models, the Library may be slower to adopt the new methods and technologies than their peers if staff capacity is not available to implement and maintain.

### **Expand to 2.0 FTE Through Part-Time (Not Recommended)**

Adding another part-time Marketing Assistant to the Marketing team would achieve the 2.0 FTE goal; however, is more likely to lead to high turnover rates. A full-time position creates consistency and continuity in style and voice that is important in public-facing brands.

### **Contract Third-Party Services (Not Recommended)**

The Library could contract out specific services related to Marketing, to alleviate some pressures on the existing team. This could include contracting out graphic design work, publication design, or social media activities. Contracting out services does not provide the same flexibility in support for other marketing/Library functions, or response to Library service needs.

Contracting services out is likely not as cost effective. For example, to contract out social media support only it is estimated to cost upwards of \$4,200 per month. This is not recommended.

Building this capacity internally versus will also allow for increased flexibility and responsiveness in a rapidly changing and evolving industry.

# BUSINESS CASE

## Marketing Assistant – Conversion from PT to FT

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### Cost / Benefit Analysis

#### Full Time Marketing Assistant

The cost related to this proposal is \$25,320 in 2024 which considers a conversion of the part-time Marketing Assistant to a full-time Marketing Assistant. Should this business case be approved, it is recommended it start April 1, 2024.

**Table 1: Summary of Financial Impacts**

	FTE	Full Year	2024	2025
<b>Costs</b>				
Salaries, Benefits & Employee-related Costs	1	79,300	57,500	21,800
Other Operating Costs				
<b>Funding Sources / Savings</b>				
Internal		43,600	32,200	11,400
External				
<b>Net Operating Cost (Savings)</b>		<b>\$ 35,700</b>	<b>\$ 25,300</b>	<b>\$ 10,400</b>
<b>Capital Requirements</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# BUSINESS CASE

## Ajax Public Library - Contracted Security

### Expected Benefits and Service Impacts

Expanded contracted security within the Library will have a number of benefits including:

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

**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 witness while attending the Main Branch.

**Reduce reputational harm** – the Library regularly receives customer feedback about the perceived decline of safety at the Main Branch. A dedicated security guard service and increased presence during winter months will help mitigate this perception.

### Comparative Analysis

It is industry practice in urban libraries to hire security guard services to assist with difficult situations. Typically, services are available for every hour the Library is open. The number of guards required depends on the size/design of a library branch and number of incidents occurring.

Oshawa Public Library was the first Durham Region public library to require a security guard presence which has been present since at least 2010. Security is primarily used at their Main Branch and deployed to other branches when needed. There are two on duty guards at the Main Oshawa Branch for all hours they are opened. The two guards are dedicated to the Library and only patrol the Library grounds and the inside of the Library.

The Main Branch of the Whitby Public Library has also recently experienced a dramatic increase in incidents with the advent of a shelter being placed across the street. At Whitby’s Main Branch there are always two security guards on duty at all times.

**Figure 2 – Comparative Analysis**

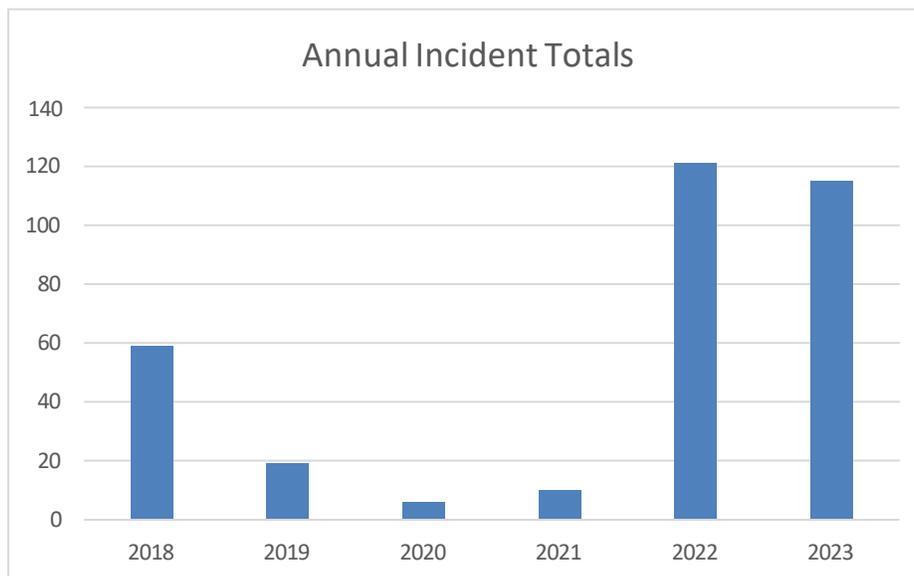
Library System	Security Presence Location	Security Guard # per location	Frequency
Ajax Public Library	Main Branch	1 Guard – roves Town property with Town guard and Library	All opening hours.
Oshawa Public Library	McLaughlin Branch (downtown)	2 guards – second guard roves inside and outside. Second guard acts as backup to City	All opening hours.

# BUSINESS CASE

## Ajax Public Library - Contracted Security

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**Figure 1 – Incidence Response Data 2018-2023**



*Note: 2023 covers January 1 to August 31, 2023*

The 2023 budget accounted for sharing security guard services with Town during Town Hall operating hours. This cost sharing reduced the Library's costs by 25%. Incidents at Town Hall in February 2023 generated a need for the Town to have a permanent guard. This cost was absorbed into the Library's 2023 budget.

Unacceptable customer behaviour and health and safety risks increased at the Main Branch during the winter months and required a second security guard. The Library experienced increased incidents, customer complaints, and staff reporting feeling unsafe at work during in November 2022. In December 2022 to March 2023 the Library sought out additional security services. These costs were unbudgeted, but critical to maintaining a safe place.

# BUSINESS CASE

## Ajax Public Library - Contracted Security

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### Stakeholders

#### Library Staff

Staff are the first line of response for behaviour management incidents that arise within the Main Branch. Where security officers are on site, they are able to maintain regular patrols of the site and assist staff to more effectively manage difficult situations. Library staff regularly debrief on incidents with their manager and where appropriate are referred to secondary counselling services to help them cope with potential jobsite trauma.

Some Library staff report that they are anxious working at the Main Branch and request placement at other locations. Management are able to make some accommodation requests where appropriate, but not all requests can be satisfied as the Library maintains service operations.

#### Library Customers

Disruptive behaviour impacts all Library users at the Main Branch. Incidents of behaviour management often arise from conflicts with customers, where staff are tasked with being the intermediary in managing disputes. Through the Customer Feedback Forms or Incident Reports these incidents impact the general public who attend programs and services and become inadvertent witnesses to issues of unacceptable behaviour and/or criminal activity. Incidents of drug usage are also increasing, and as a result, staff and security are responding to drug overdose incidents regularly.

#### Contracted Security Service

On multiple occasions, the security guards that we contract through Paragon Security Services have voiced their concerns about approaching incidents alone as well as requested to be removed from the Library due to the multiple behaviour management incidents.

### Strategic Alignment

- Library's Strategic Masterplan - Pillar 2, Design Welcoming Experiences. Ajax Public Library leadership and staff continue to balance the needs of marginalized communities with the need to provide a safe working environment for their teams as well as a safe space for everyone else using the Library.
- Town's Strategic Plan (Action 26), Foster a safe and welcoming community, to increase a sense of safety and security for the community. This service will focus on providing safe and welcoming spaces and experiences through security and incident investigation.

Lastly, the Town's 2019 Security Audit identified the need for a second guard at the Main Branch during peak business hours.

# BUSINESS CASE

## Ajax Public Library - Contracted Security

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### Description

Security Guards ensure the safety and well-being of library patrons, with a focus on customer welfare, substance abuse response, alarm response, incident response, and premises inspections.

- **Customer Welfare:** Security Guards assist in maintaining a safe environment. They aid unhoused or vulnerable populations move out of inappropriate areas. They are also responsible for crowd control during busy library events or gatherings. They will intervene in cases of disruptive behavior or conflicts among patrons. The Guards will use verbal de-escalation techniques to defuse tense situations and enforce library policies regarding behavior.
- **Substance Abuse Response:** Security Guards respond to incidents where customers are suspected to have overdosed and require assistance. The Guards administer Naloxone and stay with the customer until medical professionals arrive. They also patrol the premises for sharps instruments (needles) to isolate the area and ensure customer safety.
- **Alarm Response:** The Guards respond promptly to alarms within the Library, including security alarms, fire alarms, and intrusion alarms. They will investigate the cause and take appropriate action. The Guards also respond to the Brave Sensor System alerts. If a customer enters the washroom, and has not moved for 3 minutes, the Guard will receive a text message from the Brave Sensor system. The Guards will investigate if the customer needs medical attention/emergency.
- **Incident Response:** In instances of emergency, feeling unsafe, or if customers are aggressive and violent, the Guards will immediately call 911. The Guards will complete an Incident Report detailing the incident's nature, location, and any actions taken. Security guards maintain logs and records of incidents and security checks.
- **Premises Inspections:** The Guards conduct routine safety inspections of the library premises, including stairwells, emergency exits, and outdoor areas. They report any safety hazards, such as broken equipment, lighting problems, or hazards and work with library staff to address them.

As described above, the Library's contracted security needs at the Main Branch outpaced the allotted budget in 2023. The Library requests \$32,720 to fund the 25% cost-share gap and an additional \$36,280 to fund a second guard during the winter months (January to March and November to December). The Contracted Security Services are required and currently active at the Main Branch. Security presence improves safety for both staff and customers, and reduces issues of aggressive behaviour and drug overdose during peak seasons of the year.

The Main Branch is the only Library location which requires a regular security guard. The McLean and Audley Branches do not have the volume of difficult situations to warrant a dedicated security guard inside the branches. Through partnership, the Library is able to utilize the Town's Recreation guard when required.

# BUSINESS CASE

## Ajax Public Library - Contracted Security

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### Expected Benefits and Service Impacts

Expanded contracted security within the Library will have a number of benefits including:

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

**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 witness while attending the Main Branch.

**Reduce reputational harm** – the Library regularly receives customer feedback about the perceived decline of safety at the Main Branch. A dedicated security guard service and increased presence during winter months will help mitigate this perception.

### Comparative Analysis

It is industry practice in urban libraries to hire security guard services to assist with difficult situations. Typically, services are available for every hour the Library is open. The number of guards required depends on the size/design of a library branch and number of incidents occurring.

Oshawa Public Library was the first Durham Region public library to require a security guard presence which has been present since at least 2010. Security is primarily used at their Main Branch and deployed to other branches when needed. There are two on duty guards at the Main Oshawa Branch for all hours they are opened. The two guards are dedicated to the Library and only patrol the Library grounds and the inside of the Library.

The Main Branch of the Whitby Public Library has also recently experienced a dramatic increase in incidents with the advent of a shelter being placed across the street. At Whitby's Main Branch there are always two security guards on duty at all times.

**Figure 2 – Comparative Analysis**

Library System	Security Presence Location	Security Guard # per location	Frequency
Ajax Public Library	Main Branch	1 Guard – roves Town property with Town guard and Library	All opening hours.
Oshawa Public Library	McLaughlin Branch (downtown)	2 guards – second guard roves inside and outside. Second guard acts as back to City	All opening hours.

# BUSINESS CASE

## Ajax Public Library - Contracted Security

		security when needed.	
	Northview Branch & Jess Hann Branch	1 temporary guard	When needed as increased incidents arise.
Pickering Public Library	Central Branch	1 guard – roves inside and outside. Calls Town security when needed for backup.	7 day per week coverage with limited hours. Additional hours allocated issue dependent.
Whitby Public Library	Central Branch	2 Guards – second guard roves outside of building and across the street at shelter.	All opening hours.
Brampton Public Library			
Newmarket Public Library			

### Alternative Service Delivery Approaches

#### Option 1 – Maintain Status Quo

The alternative would be to maintain status quo of the 2023 budget allocation for security guard services. Should the Library maintain status quo, this will lead to a reduction of Security Guard services as this item cannot remain unbudgeted.

This strategy is not recommended given the need to maintain a safe and welcoming environment.

#### Option 2 – Internal Staff Team

Alternatively, the Library can explore hiring dedicated employees to preform security guard services. The public library profession generally does not consider this strategy due to insurance risks, and lack of knowledge associated with running a security service. To maintain the existing levels of service, multiple staff would be required and it would necessitate an additional supervisor. For these reasons, this option is considered too high risk and cost prohibitive.

### Cost / Benefit Analysis

Maintaining adequate security coverage at the Main Branch is critical to mitigating health and safety risks and reputational harm. Without adequate security presence, the Library places more responsibility to de-escalate potentially violent and hazardous situations in Library staff's

# BUSINESS CASE

## Ajax Public Library - Contracted Security

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responsibility. Furthermore, the Main Branch is frequently visited by families, seniors, and adults who bare witness to negative situations inside the Library. Despite best efforts, the Library has receives customer feedback indicating that they no longer feel safe visiting the Main Branch.

As these security services are required to help maintain a safe and welcoming space for customers and staff, the Library is already funding this service level enhancement. This has caused this line area to be grossly overspent in 2023.

**Table 1: Summary of Financial Impacts**

	<b>Full Year</b>	<b>2024</b>	<b>2025</b>
<b>Costs</b>			
Salaries, Benefits & Employee-related Costs			
Other Operating Costs	69,000	69,000	-
<b>Funding Sources / Savings</b>			
Internal			
External			
<b>Net Operating Cost (Savings)</b>	<b>\$ 69,000</b>	<b>\$ 69,000</b>	<b>\$ -</b>
<b>Capital Requirements</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# BUSINESS CASE

## Coordinator of Safety & Operations

<b>Department/Section</b>	Library
<b>Start Date</b>	March 1, 2024
<b>Type</b>	<input checked="" type="checkbox"/> Staff Request <input type="checkbox"/> New Service, Project or Initiative <input type="checkbox"/> Expanded Level of Service

### Executive Summary

In alignment with the Library’s Strategic Masterplan to design welcoming experiences and the Town of Ajax’s Strategic plan to foster a safe and welcoming community, the Library is requesting funding for a Coordinator of Safety & Operations.

Since the pandemic, the Library has seen a significant rise in the number and severity of incidents, specifically at the Main Branch. This has resulted in a reactive approach across many teams to provide security oversight, incident investigation, procedure development, incident trauma debriefs and investigation, and deliver relevant training opportunities. The introduction of a Coordinator position to provide oversight of incident management while taking proactive steps to enhance welcoming and inclusive services at the Library will improve the overall user experience.

According to the Canadian Urban Libraries Council, industry trends demonstrate that public libraries across Canada are facing an unprecedented increase in the frequency and severity of safety and security incidents in their spaces. In alignment with the trends across the industry, Ajax Public Library has experienced an 150% increase comparing 2018-2023 (cumulative, January to August). The Library has noticed a significant increase in incidents related to disruptive or aggressive behaviour, suspected drug use, theft, and medical emergencies. This is similar to safety concerns at other urban public libraries.

This position would align approaches across all the branches while working with the Town to find efficiencies for safety. This position would support the Town’s work to increase a sense of safety and security for the community as it pertains to the Library and take a proactive approach to facilities and Library operations. This strategy will assess needs and further support staff and the community while responding to incidents in a timely and consistent manner in alignment with the Library’s vision, mission, and values.

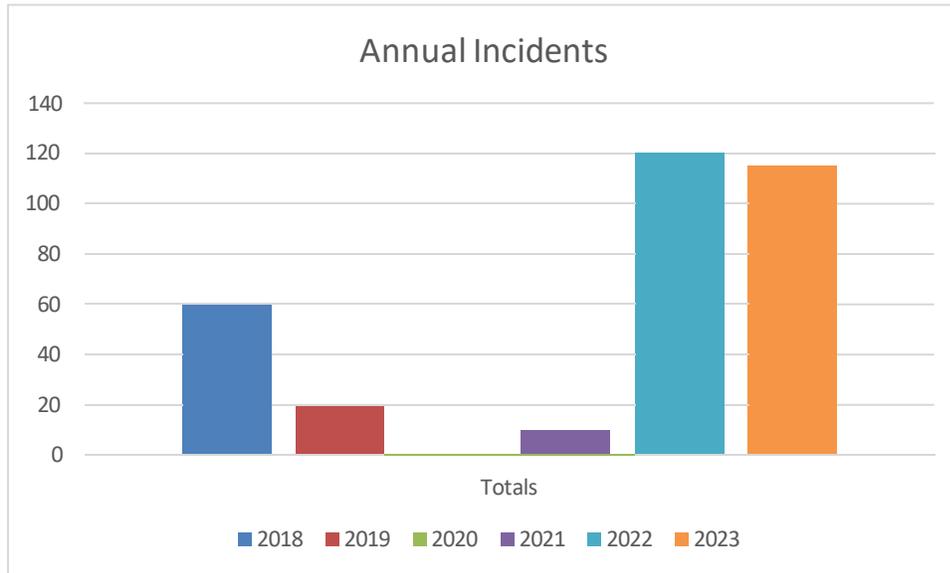
### Background

As part of the Library’s Strategic Masterplan, the topic of safety was prevalent in consultation discussions, the survey, and with staff and customer focus groups. Furthermore, the Library is seeing a significant increase in incidents which results in staff spending more time managing, addressing, and documenting incidents related to safety, security, and emergency services. Unfortunately, incident response and investigation are forecasted to continue to increase based on industry trends across Canada, thus creating a need for a permanent Coordinator of Safety and Operations.

# BUSINESS CASE

## Coordinator of Safety & Operations

From January to August 2023, the Library recorded 115 incidents. Based on the current trend, it is estimated the Library will record approximately 170 incidents by end of year. This would result in a 189% increase in comparison to 2018 and a 41% increase compared to 2022 if trends continue as predicted.



The Library has seen more complex needs from community members with supporting vulnerable populations including people experiencing homelessness, mental health challenges, unstable housing, loss of employment, and substance abuse. The Library works closely with community partners to connect people with community groups such as the CFCO Ajax Hub which opened across from the Main Branch in October 2022, staff at the Ajax Emergency Temporary Shelter which opened December 2022, and other community agencies. The Library will also strive to work with staff from the Salvation Army which is expected to open their new location next to Town Hall late 2023.

Designing welcoming and safe experiences is paramount for the Library; as such, incident response takes priority over all other operations and projects. This results in delays moving forward initiatives and decreases regular service levels. Today’s climate implores urban libraries to review spaces, policies, and procedures with a lens of safety. This ensure responses to incidents are appropriate and proactive steps are put in place to redesign spaces to mitigate problems.

Furthermore, debriefing with staff following incidents is paramount to ensuring their well-being in the workplace. This includes discussions, mental health supports, and connecting to resources. As well, it is vital to provide staff with ongoing training to safely respond to incidents. This position would play a key role in working with staff teams to provide necessary supports.

Incidents arise due to a variety of circumstances. Mitigation efforts will reduce incidents, but they are not expected to eliminate them. Instead, the resources dedicated to investigating,

# BUSINESS CASE

## *Coordinator of Safety & Operations*

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debriefing, reporting, and responding would fall within this portfolio. Current resources do not allow for consistent debriefs and continual proactive mitigation techniques.

### Stakeholders

#### Library Customers and Town of Ajax

Customers have expressed concerns about safety ranging from suspected drug use, drug paraphernalia found on the property surrounding the Library, and children safely accessing the branch. This is resulting in reputational harm to the Library and hinders the Library's ability to design welcoming experiences.

#### Library Staff

Staff have expressed concerns working at the Main Branch as they do not feel equipped to handle incidents. Reviewing safety procedures and responses are vital to ensuring the Library is creating a safe working environment for staff. This position would strive to enhance staff training, ongoing support, and actions to improve the overall Library experience. Additionally this role would ensure trauma debriefing is completed consistently and purposefully for serious incidents.

### Strategic Alignment

The Library's Strategic Masterplan recommends the creation of a Coordinator of Safety and Operations under pillar 2, Design Welcoming Experiences, action 17 to provide safe and welcoming space and whose portfolio includes security oversight, incident investigation, Library use restrictions, and facilities management.

The position also aligns with the Town's Strategic Plan pillar, Connecting our Community to foster a safe and welcoming community by increasing a sense of safety and security for the community. This position would focus on providing safe and welcoming spaces and experiences through security oversight, incident investigation, and facilities management.

### Description

The Coordinator of Safety & Operations position would be responsible for security oversight, incident investigation, trauma debriefs, reporting, and Library use restrictions. This position would make recommendations of the branches using a CPTED or similar lens model. The Coordinator would work closely with the Town of Ajax's teams (Corporate Security Supervisor and Strategic Initiatives Coordinator) to support the advancement of the Town's initiatives while responding to the unique needs of Library customers.

This position would play a key role in safety programs such as emergency procedures, life safety systems, risk assessments, coordinating system wide security initiatives, and provide training for non-violent crisis intervention and de-escalation strategies. Using a trauma-informed approach, this position would lead efforts to foster a welcoming environment through ongoing

# BUSINESS CASE

## *Coordinator of Safety & Operations*

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interactions and relationship building with customers, staff, guards, local community agencies, social service providers, and police. By engaging with customers and building relationships, the Coordinator can review Library use expectations and understanding helping to gain compliance with rules of conduct while connecting customers with community resources to help provide support beyond Library services.

The Coordinator would oversee the Library's contracted security at the Main Branch. This would include reviewing and revising strategies to maximize patrols based on current incidents and trends of behaviour happening at the Main Branch. Additionally, the Coordinator would provide training to the security guards on Library policies and procedures. Currently, the security guards receive minimal orientation to Library operations, which has resulted in negative customer interactions with Library customers including families and teens. Enhanced training would focus on de-escalation strategies to help resolve situations before they become problematic behaviour and how to respond to incidents in a timely manner in accordance with the Library's vision, mission, and values.

The Coordinator would make recommendations to Library spaces to design welcoming experiences. This role would ensure there is system-wide oversight of the Library's physical locations resulting in responsive and effective operation of all branches. It will also strive to design experiences at each Library location.

This new resource is an urgent need to coordinate the growing response to security and incidents at the Library.

### **Expected Benefits and Service Impacts**

This position will enhance the end user experience for customers and improve staff's feeling of safety at work. It will further support the Town's strategic plan to increase a sense of safety and security for the community. Through the creation of a Coordinator position, the Library will be able to enhance staff competencies in responding to incidents through procedure development, training, and debriefing.

### **Comparative Analysis**

A review of comparable positions at other urban Ontario public libraries who experience high levels of incidents was conducted. The findings are outlined below:

- Caledon Public Library has a Health and Safety Manager who is responsible for incident reporting, investigations, and review and is supported by Branch Managers.
- Hamilton Public Library has a Security Supervisor who oversees contracted security, reviews incidents, recommends library exclusions, builds relationships with customers, and recommends changes to facilities to improve safety.
- Markham Public Library has a Manager, Facilities and Workplace Safety that is responsible for facilities and health and safety program. This includes management of incident reporting protocol and safety-related concerns raised.

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## *Coordinator of Safety & Operations*

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- Oshawa Public Libraries has a Manager of Building Operations, Health & Safety whose portfolio includes incident oversight, investigation, staff support, and training.
- Ottawa Public Library's Facilities Development & Planning Manager oversees incident reports with support from a security assistant. This role supports following-up with senior management and branch staff, coordinates risk analysis, track incident trends, and oversees guard service.
- Toronto Public Library deploys a safety strategy including Library Safety Specialists, Welcoming Spaces Staff, and Security Management Staff. Taking a trauma informed approach, staff work collaboratively to manage incidents.

However, with the rise of incidents which is expected to continue to increase, creating a position similar to some of the larger urban public library systems is needed to improve responses and strategies to address incidents. This position is deemed high priority as it is essential to begin reviews of policies, procedures, and safety plans immediately allowing the Library to become proactive in steps to improve safety and security. As mentioned above, the Library has seen a 150% increase compared to 2018. Trend analysis indicates incidents will continue to rise. Based on the volume, it is not feasible to maintain a responsive model, but instead, it is recommended the Library take action to develop and implement systems to improve safety immediately.

### Alternative Service Delivery Approaches

#### **Maintain Status Quo**

The Library could maintain status quo which means that safety and security fall under several portfolios at the Library: Coordinator of Customer Service, Coordinator of Human Resources & Corporate Services, Manager of Public Service, and Manager of Corporate Services. This is not recommended as the fragmented responsibility lacks consistency and is burdensome to current workloads since incidents always take priority over other operational needs. As a result, other projects are often de-prioritized to respond to time-sensitive incidents.

#### **Contracted Services**

The Library presently contracts out its security guard contract. The Library could investigate bringing on an additional contracted service to perform the work described. This is not recommended as the level of the position would require supervisory status and needs to be dedicated to the Library to be effective. This type of contract service would not provide the day-to-day support required to respond to and investigate incidents in a timely and effective way.

### Cost / Benefit Analysis

The primary cost related to this proposal is a staff resource. The proposal recommends the Library recruit a full-time Coordinator of Safety & Operations (\$145,631 annually). The role would have an estimated July 2024 start date. There would be a cost of \$76,116 in 2024 which includes the cost of hardware and software for the new position.

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## *Coordinator of Safety & Operations*

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This position would provide a consistent and dedicated approach to responding to incidents, investigating, and debriefing on incidents across the three Library branches. In doing so, this will reduce reputational harm to the Library by swiftly addressing incidents. Furthermore, this position will focus on debriefing with staff following incidents to provide supports to assist with stress management and burn out fostering a supportive environment focused on emotional well-being. Additionally, this will allow other positions to focus on their service delivery outputs and strategic focuses instead of responding to incidents.

**Table 1: Summary of Financial Impacts**

	FTE	Full Year	2024	2025
<b>Costs</b>				
Salaries, Benefits & Employee-related Costs	1	80,100	72,800	7,300
Other Operating Costs		3,300	3,300	
<b>Funding Sources / Savings</b>				
Internal				
External				
<b>Net Operating Cost (Savings)</b>		<b>\$ 83,400</b>	<b>\$ 76,100</b>	<b>\$ 7,300</b>
<b>Capital Requirements</b>		<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>