

2024 BUDGET

Creating a vibrant, healthy
and sustainable community



GEORGINA

georgina.ca/budget

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A message from the Mayor



Georgina is a vibrant community that is seeing considerable growth and change. Managing how and where the Town grows is vital to ensuring a successful future.

The 2024 budget represents a continued strategic investment in Georgina. It is a plan for the future that focuses on balancing what is needed now and for years to come, and building a community that embraces sustainability, diversity and inclusion.

Our goal is to make community investments that maintain economic sustainability while minimizing the tax burden on residents and businesses. We are continuing to strive to increase satisfaction with programs and services, enhance the service experience and find efficiencies in service delivery.

The cost of living continues to be a challenge for many in our community. Prices continue to rise and it's a struggle for some to manage these increased costs. The 2024 budget reflects this and includes a modest tax increase that allows us to continue to move forward with programs, services and infrastructure improvements.

We also have the new 2023-2027 Corporate Strategic Plan that will serve as our guide. It outlines the priorities for the organization, ensuring a common direction and purpose for Council and staff over the next four years. The strategic plan is the blueprint for how we will drive success and focus on what matters most for our growing community.

I want to thank my Council colleagues, our Town's senior leadership team and staff for their hard work on this budget. I also want to acknowledge our residents who participated in the budget process and provided valuable feedback. We remain committed to improving the quality of life for our community and building a strong future for everyone.

Margaret Quirk
Mayor



A message from the CAO



The Town of Georgina's 2024 Budget is focused on making critical investments today in order to build a better tomorrow. Our goal is to create a vibrant, healthy and sustainable community for the future, and this budget is reflective of that aim.

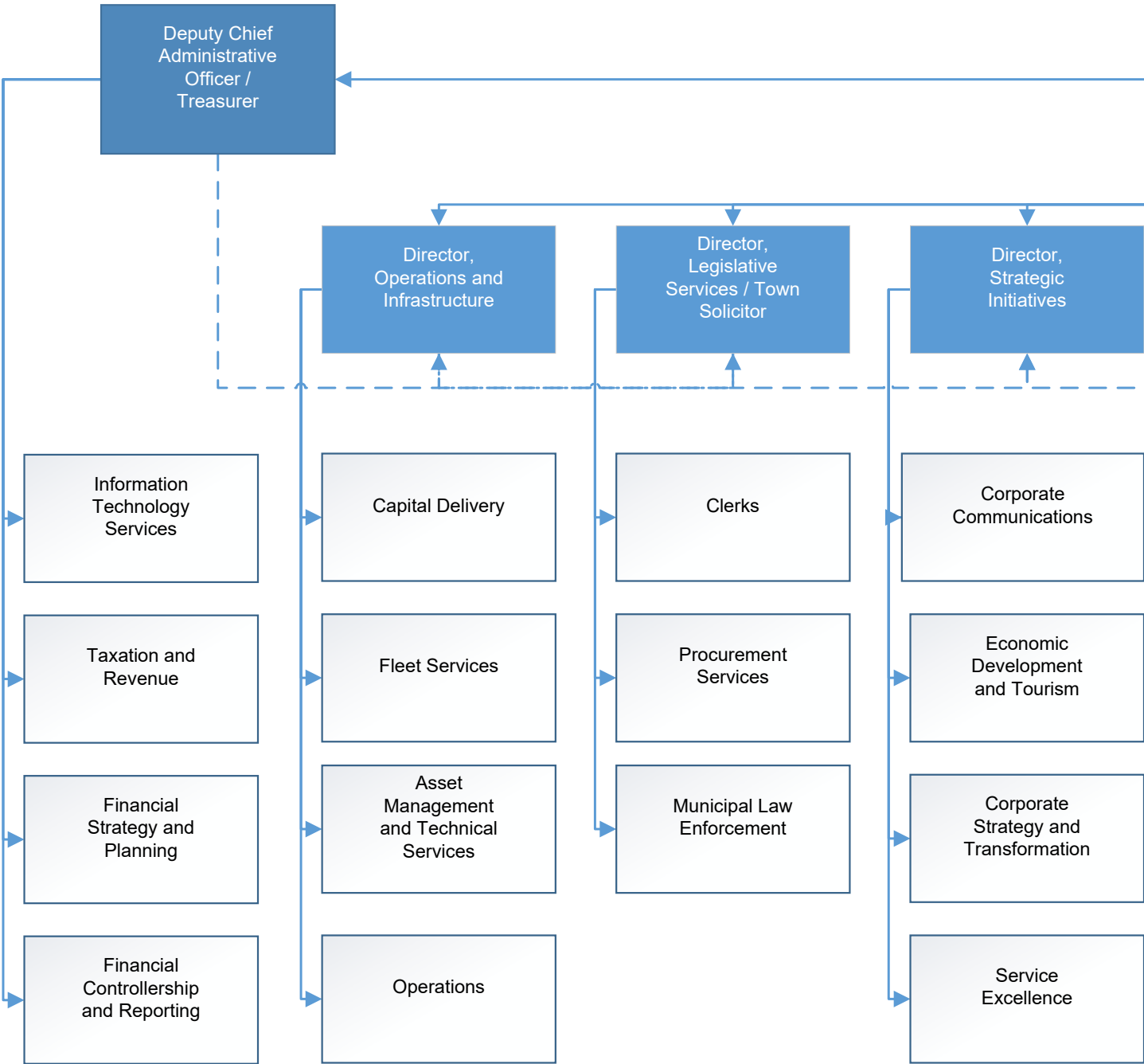
In supporting the creation of the Town's budget, staff were asked to explore new and innovative ways to get the job done effectively while maintaining fiscal responsibility. This, in an effort to respect taxpayers' money and continue to deliver quality customer service to residents, businesses and visitors.

I am extremely confident in this responsible and realistic plan that strikes a balance between improving our services, saving for tomorrow and supporting the infrastructure needed for the future. The Town has many projects underway and they can only be achieved through responsible fiscal management. We are investing in capital infrastructure and delivery to provide the necessary assets that will support and attract continued growth in Georgina. With our dedicated team of staff and focused approach, we will continue to build on our successes.

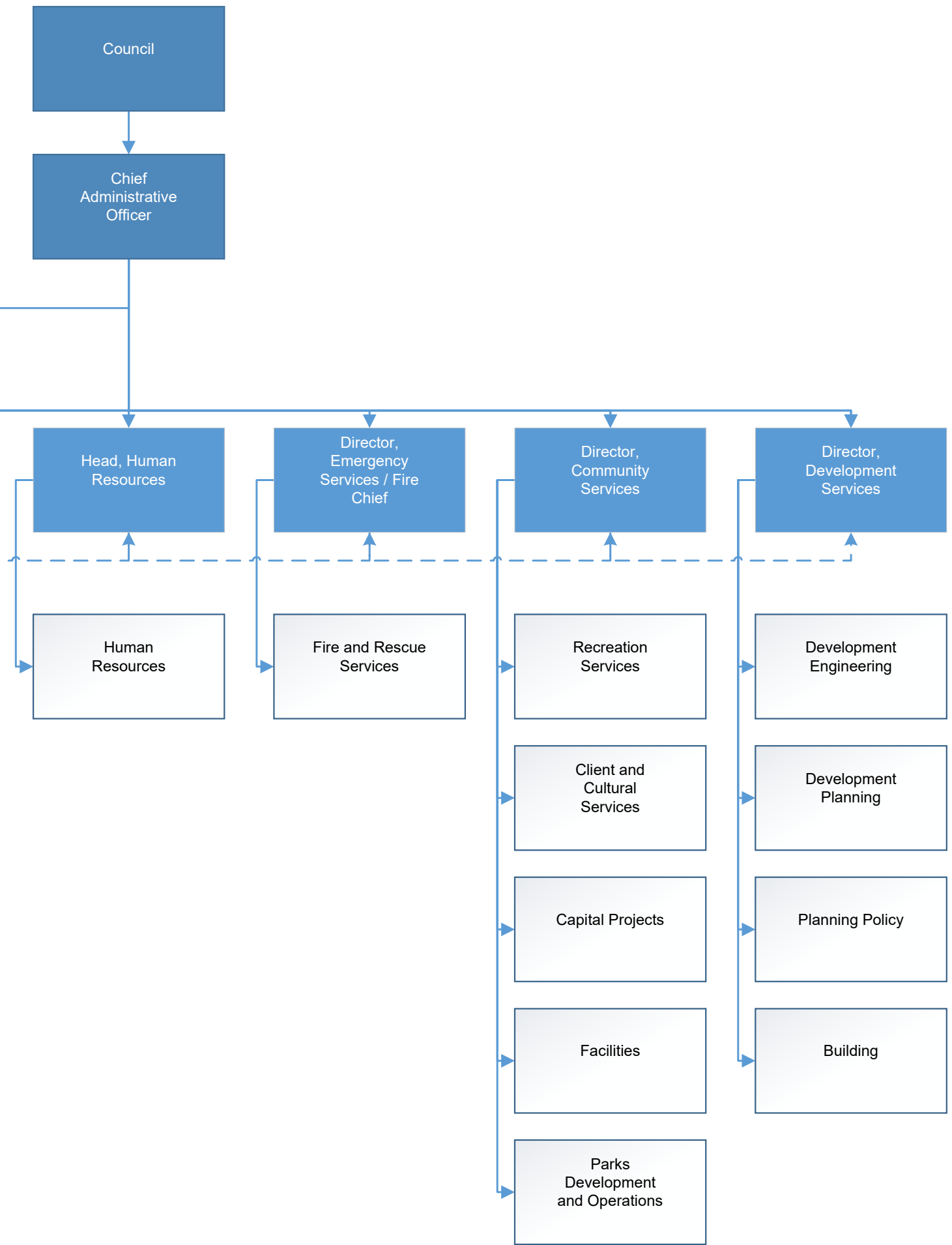
Staff will continue to work to identify new ways of maintaining and enhancing our program and service delivery along with the quality of life for our residents, while also looking to the future and embracing the exciting changes that are taking place in Georgina. I am pleased to share the 2024 Budget Book with our residents and businesses.

Ryan Cronsberry
CAO

Organizational chart



* Includes permanent positions





Town of Georgina organizational structure

The governing body of the Town of Georgina is Town Council, guided by provincial legislation, who establish policies by resolutions and by-laws. Town Council meetings are open to the public and can be viewed online.

The Town of Georgina operates under a ward boundary system, whereby the entire municipality is divided up into five sections with each section being represented by a Ward Councillor.

While the Mayor and Regional Councillor are elected as representatives for the entire municipality, the Ward Councillors are elected as representatives of the residents in their Ward.

Mayor Margaret Quirk

Regional Councillor - Naomi Davison

Ward 1 Councillor - Charlene Biggerstaff

Ward 2 Councillor - Dan Fellini

Ward 3 Councillor - Dave Neeson

Ward 4 Councillor - Dale Genge

Ward 5 Councillor - Lee Dale

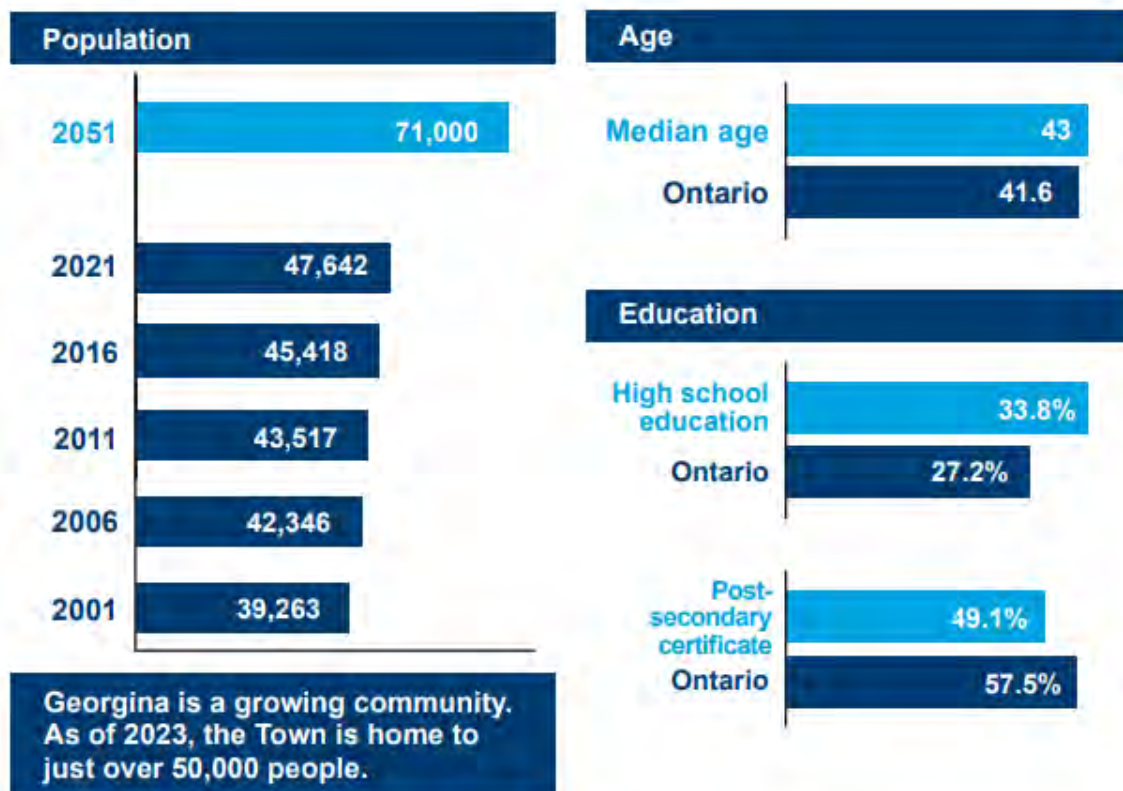
As the Town of Georgina continues to grow and evolve, the organizational structure remains flexible to respond to the needs of the community as staff work together to deliver on Council’s priorities and the shared commitment to service excellence.

The Town of Georgina is made up of a variety of departments and divisions:

- Mayor and Council
- Chief Administrative Officer
- Deputy Chief Administrative Officer
- Community Services
- Development Services
- Fire and Rescue Services
- Legislative Services
- Operations and Infrastructure
- Public Library
- Strategic Initiatives

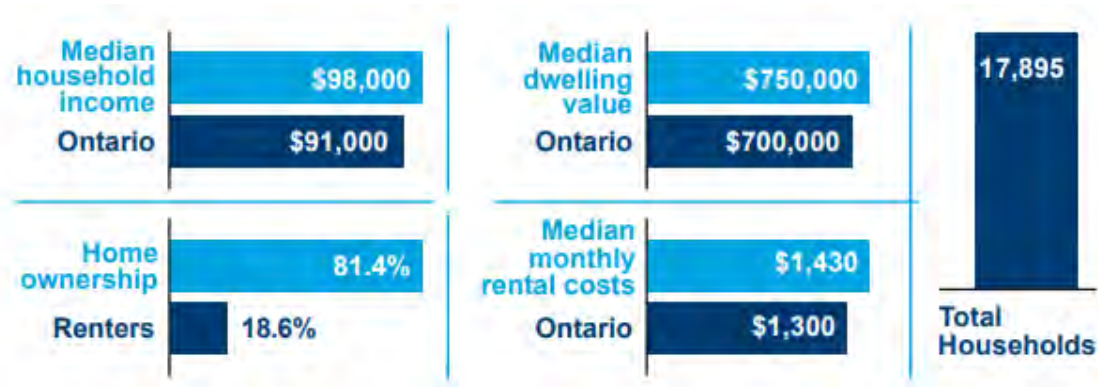
Population and demographics

The data and information below is from the following sources: Statistics Canada Census Data; Town of Georgina Community Profile; Province of Ontario Labour Market Report; York Region Population Estimate (March 31, 2023), 2022 York Region Employment Survey



Household and earnings

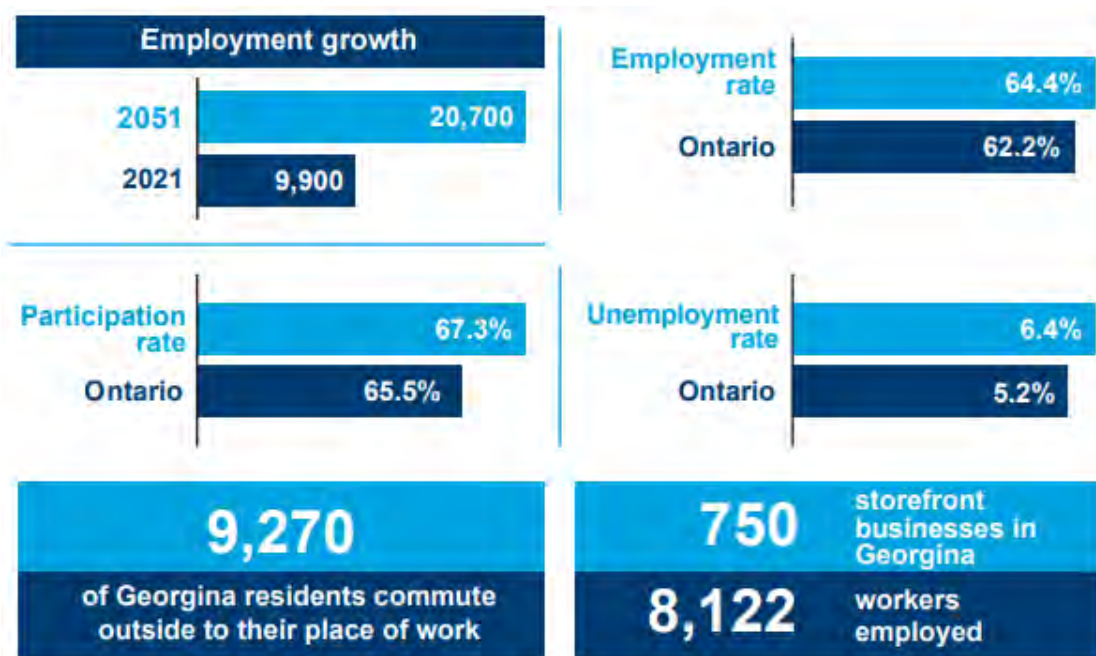
76.5 per cent of Georgina's population spend less than 30 per cent of total income on shelter costs, with 23.5 per cent spending more than 30 per cent (compared to 75.8 per cent and 24.2 per cent, respectively, in Ontario).



Labour force and local economy

Georgina's top five employment sectors:

1. Accommodation and food services
2. Retail trade
3. Health care and social assistance
4. Arts, entertainment and recreation
5. Educational services



About this document

The Town of Georgina revised the content contained in the annual budget book for 2024. This update was to reflect the best practices for transparency in government budgeting as outlined through the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award Program.

Developing the budget is a significant undertaking that involved many Members of Council and Town staff, and public consultation. Thanks and appreciation are extended to the following for their efforts in 2023:

- Mayor Margaret Quirk
- Members of Council
- Ryan Cronsberry, CAO
- Rob Wheater, Deputy CAO/Treasurer
- Michael Vos, Director of Operations and Infrastructure
- Denis Beaulieu, Director of Development Services
- Steve Lee-Young, Director of Community Services
- Ron Jenkins, Director of Emergency Services/Fire Chief
- Michael Bigioni, Director of Legislative Services/Town Solicitor
- Shawn Nastke, Director of Strategic Initiatives
- Kelly Atkinson, Head of Human Resources
- Valerie Stevens, Director of Library Services/CEO
- Dina Havkin, Manager of Financial Strategy and Planning/Deputy Treasurer
- Alison Yu, Senior Financial Analyst
- Tamara Edmunds, Capital Asset Accountant
- Anne Winstanley, Communications Supervisor
- Melissa Moss, Graphic Designer, Communications Division
- Members of the public who provided comments
- All staff who contributed towards the budget





Assumptions

For the purposes of this budget document in general all monetary figures are rounded to the nearest dollar and all other numbers are rounded to the nearest decimal as appropriate.

Basis of budgeting

The Town of Georgina prepares the annual budget in accordance with the Municipal Act, 2001, and in accordance with Ontario Regulation 284/09: Budget Matters.

Release dates

To increase the time available for Council and the public to review specific sections of the budget, this document was released:

- Draft version presented to Council on Nov. 8, 2023
- Council budget deliberation dates on Dec. 5 and Dec. 6, 2023
- Final budget will be deemed adopted at the end of the legislated timelines, unless shortened by Mayor and Council.

Accessibility

If you require this document or any of the enclosed charts and tables in an alternative format, contact the Finance Division:

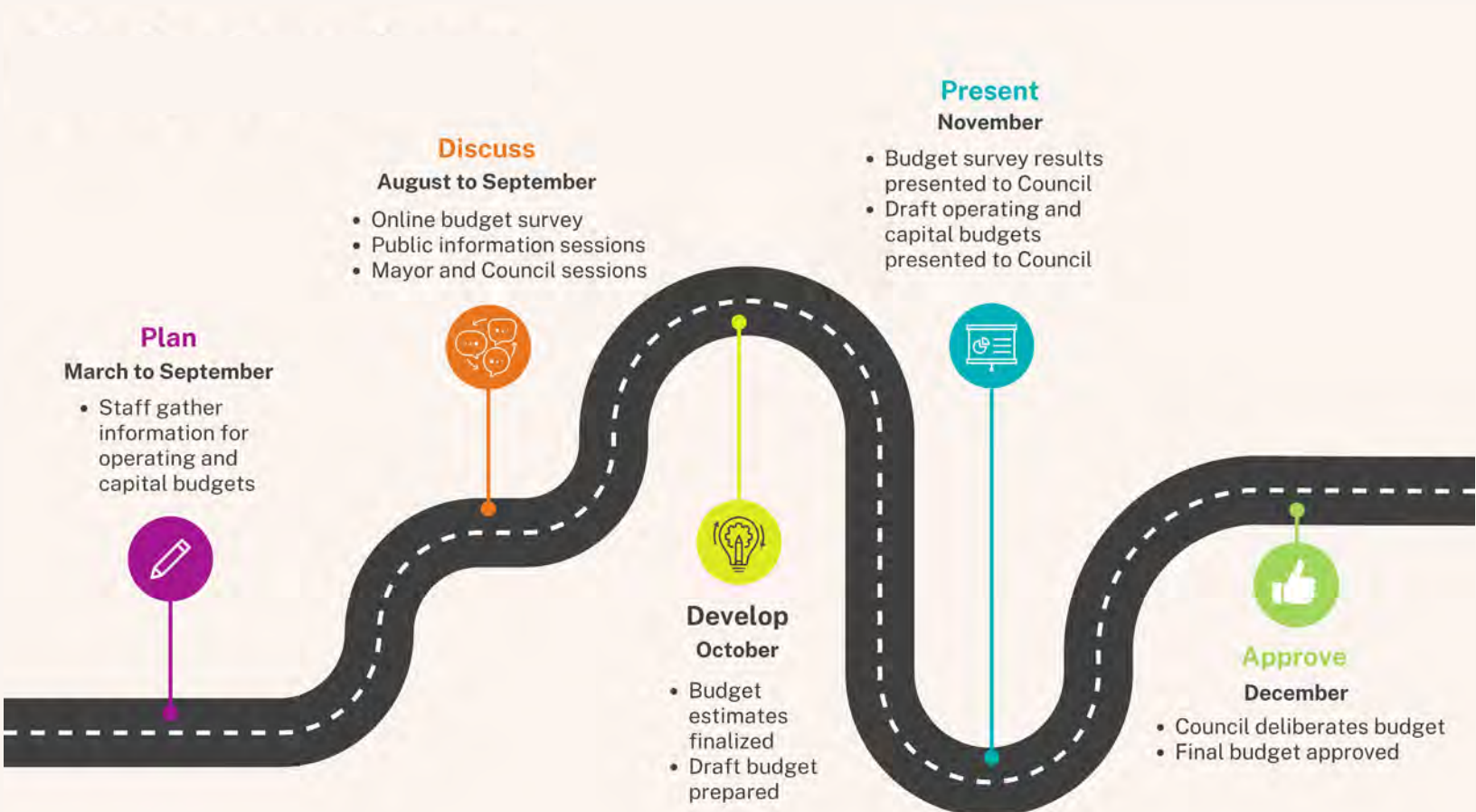
- In person: Georgina Civic Centre
26557 Civic Centre Rd., Keswick,
ON L4P 3G1
- By email: info@georgina.ca
- By phone: 905-476-4301

Budget roadmap

In 2023, the Town unveiled Georgina's Game Plan, the 2023-2027 Corporate Strategic Plan. It outlines the priorities for the organization, ensuring a common direction and purpose for Council and staff over the next four years. The budget is focused on the delivery of core municipal services and achieving the Corporate Strategic Plan.

The annual budget process is lengthy. Town management and staff started to work on the 2024 budget as early as March 2023. In the initial stages of the budget process, staff gathered information, analyzed financial trends and considered the economic climate. In the summer and early fall months, there was a public survey and two public information sessions. All of this information was then taken into consideration when the final budget was consolidated in October.

Council endorsed the process and timetable for the budget deliberation early in the year, setting Dec. 5 and Dec. 6, 2023, as Special Council meetings for budget deliberations. To allow sufficient time to review and provide feedback on the draft budget, copies were released on Nov. 8 for Council and public review.





What makes Georgina great

The Town of Georgina is a lakeshore community located on the southern shores of Lake Simcoe. It offers year-round fun with numerous amenities, businesses and activities for residents and visitors alike. It is a community of communities, with each area having a unique and historical identity, all united and proud to collectively call Georgina home.

From fishing and boating to beaches and parks, Georgina is a great place for families taking day trips, a weekend getaway or vacation. Only an hour north of Toronto, Georgina is the perfect place to escape the city, and experience the beauty and charm of a thriving community on the lake.

The Township of Georgina was named and declared open for settlement on Aug. 28, 1818. North Gwillimbury Township and the Village of Sutton were amalgamated with Georgina Township in 1971. Georgina was granted Town status in 1986.

Physical features

- Georgina is the northernmost municipality in York Region.
- At 288 square kilometres, it is one of the largest municipalities in the region.
- 52 kilometres of Lake Simcoe shoreline.
- Georgina consists of three urban centres – Keswick, Sutton/Jackson’s Point and Pefferlaw – and six hamlets – Virginia, Udora, Baldwin, Belhaven, Brownhill and Ravenshoe.
- Georgina is bordered by Lake Simcoe to the north, Township of Brock to the east, Cook’s Bay and the Town of Bradford-West Gwillimbury to the west, and the Town of East Gwillimbury and the Township of Uxbridge to the south.
- Georgina is part of a two-tier municipality. The upper-tier – York Region – delivers select services for its nine local municipalities – Aurora, East Gwillimbury, Georgina, King, Markham, Newmarket, Richmond Hill, Whitchurch-Stouffville and Vaughan.

Population and demographics

- Population of 47,642 [Census 2021] – a 4.9 per cent increase from 2016.
- Georgina residents speak more than 106 different languages [Census 2021].

Economy

- The Town has designated 550 acres on the east side of Woodbine Avenue at the Highway 404 extension for the development of a business park. Panattoni Development Company Canada is currently developing more than 200 acres, making it one of the largest development opportunities within an ideal distance of Toronto.
- Georgina is dedicated to facilitating local economic growth and prosperity, and to ensuring that the infrastructure and development policies are in place to provide for a healthy community, which meets the social, economic and cultural needs of the residents and business owners.
- Georgina is home to 1,155 businesses.

Attractions

- Georgina Pioneer Village and Archives
- Stephen Leacock Theatre of Performing Arts
- The Georgina Centre for Arts and Culture
- The ROC, York Region’s Adventure Headquarters
- Waterfront parks

Vision, mission and values

Vision

To be the most progressive, inclusive, vibrant and growing community on Lake Simcoe, with a balance of rural and urban character.

Mission

To promote a high quality of life for our community through the delivery of exceptional services, inclusive engagement and a commitment to support a thriving economy and sustainable environment.



Values

Respect: We are empathetic, fair, welcoming and inclusive.

Excellence: We strive to go the extra mile.

Communication: We actively listen and are responsive to what we hear.

Teamwork: We achieve our goals together.

Accountability: We are transparent and take responsibility for our actions and decisions.

Resilience: We can adapt to whatever comes our way.





The MURC includes

A six-lane, 25-metre pool

Therapy pool

Leisure pool

Double gymnasium

Indoor walking track

Multi-use meeting/
activity rooms

Active living space

Discovery Library branch

MURC

Multi-use Recreation Complex

You can see daily progress being made on the new Multi-use Recreation Complex. Located on the west side of Woodbine Avenue between Glenwoods Avenue and Ravenshoe Road, construction is on track and it's anticipated to open to the public in early 2024.

Construction on the Multi-use Recreation Complex (MURC), began in the fall of 2021.

The project is designed with energy, environment, and occupant health and well-being in mind. It is being built to achieve a Gold level of LEED (Leadership in Energy and Environmental Design) Certification, one of the highest rankings available.

The recreation complex will be a community space for the whole family and will include a six-lane 25-metre pool,



therapy pool, double gymnasium, indoor walking track, multi-use meeting/activity rooms, active living space and a Discovery Library branch.

The anticipated annual net operating costs for the MURC will be approximately \$2 million. The entire amount is funded through assessment growth, which is the new property taxes that will be collected from new development. As a result, there will be no tax levy increases relating to the MURC operating costs.

Construction on the MURC is anticipated to be complete in Q4 of 2023.



October 1958

Replacement Civic Centre

The Town is moving forward with building a replacement Civic Centre. The estimated 44,600-square-foot building will provide for the Town’s staffing and public needs today and in the future. It will be designed with a focus on energy efficiency and sustainability.

The replacement Civic Centre will be –

An inclusive, fully accessible building

A healthy, safe and functional building

A community gathering space with a courtyard

A place of civic pride

The replacement Civic Centre is anticipated to have a staff capacity of approximately 125 with 22 shareable office spaces and up to 10 smaller collaboration/meeting rooms. With the Town’s Flex Work Arrangements Policy, this new Civic Centre can be expected to meet the Town’s needs well into the future.

Estimated to be completed in Q4 2025



In January 2023, Council approved creating a replacement Civic Centre reserve and associated financial plan to fund the project. It will be funded by using existing annual reserve contributions that have been set aside previously for the purpose of replacing facilities, short-term capital and debenture financing, as well as the annual infrastructure levy for 2023 and 2024 only.

The process of building a new standalone replacement Civic Centre began in March 2018, when Council approved the construction of a replacement building to be located on site within the present Civic Centre campus.

The full design process will be completed, such that a complete set of drawings and specifications are expected to go out for tender in Q1 2024. The replacement Civic Centre is estimated to be completed in Q4 2025 with the demolition of the existing Civic Centre completed in Q1 2026.

To learn more about the replacement Civic Centre, visit georgina.ca/CivicCentre.

**In 1973,
Georgina
purchased the
Civic Centre
building**





Pefferlaw Sports Zone
Pickleball court

Building GEORGINA

There are a number of exciting projects underway throughout our community. From a new pump track and skatepark and the sports zone at Pefferlaw Park to the revitalized Uptown Keswick Parkette and Community Garden – these are some of the projects that are helping to bring our community together, enhance public spaces and celebrate our collaborative efforts of Building Georgina. Here is a look at some exciting initiatives.

Pefferlaw sports zone

Do you like to play pickleball? Maybe some basketball? Then the new Pefferlaw Sports Zone is the place for you. Utilizing the Pefferlaw Ice Pad for the spring, summer and fall seasons, the new Sports Zone includes –

- Colourful athletic tile flooring
- One outdoor basketball court, two dedicated pickleball courts and one multi-purpose court for pickleball or short-court tennis (not regulation, shorter in length)
- Facility divider curtains allow uninterrupted play between courts

Sports Zone equipment will be removed by staff seasonally for it to be used as an ice pad and skating rink each winter.



Community garden

Green thumb anyone? The Town partnered with the Georgina Brock Garden Club to create the new Pefferlaw Community Garden. It includes a new pathway, an at-grade garden plot, six raised cedar garden beds of varying heights, a storage shed, a composter, an accessible picnic table/workbench and two dwarf apple trees. Happy gardening.



Uptown Keswick parkette

It's the perfect spot to sit and enjoy a coffee, cone or a local musician. The revitalization of the Uptown Keswick Parkette, located at 2 the Queensway S., is complete. The parkette features a new multi-purpose shelter with power outlets to support community events and performances, accessible seating throughout, a concrete plaza and gathering space, a public art installation celebrating indigenous culture, and other improvements to beautify the space. Come and enjoy!



Building
GEORGINA



Pefferlaw pump track and skatepark

The Town is creating a new combined pump track and skatepark in Pefferlaw Park. It is located between the Pefferlaw Ice Pad and the playground facilities. The Town worked with a design-builder and the community to ensure a range of skill-level features were included in the design.

Estimated opening of the skatepark and pump track is November 2023.



Construction continues on 200-acre business park in Georgina

Georgina's 404 Logistics Park is becoming a reality. Phase 1 is under construction and will be completed in Q4 2023. The approximately 370,000-square-foot building, which is the first of three buildings in the first of three phases, is located along the Woodbine Avenue frontage and is expected to result in more than 200 new jobs. The build-out of all three phases has the potential to create more than 1,000 jobs.

Panattoni Development Company broke ground in October 2022 on the business park at the northeast corner of Woodbine Avenue and Glenwoods Avenue. It is one of the largest business park developments within a one-hour drive from major urban centres in the Greater Toronto Area (GTA) and the largest development in Georgina's history.

The 404 Logistics Park is zoned to accommodate a variety of industrial and institutional business operations as well as small-scale commercial uses accessory to these uses.

Panattoni Development Company purchased approximately 250 of the 500 acres of designated employment lands. The development plans include the potential for eight buildings and a naturalized trail system along the Maskinonge River that will be designed as the development proceeds. With the future extension of Hwy 404, and the approved connection of Hwy 404 to Hwy 400 (Bradford Bypass), transportation networks will be enhanced to support the full build-out of the business park lands.



We're strategic about Georgina's future

The Town of Georgina 2023-2027 Corporate Strategic Plan was approved by Council on June 14, 2023. The plan outlines the priorities for the organization, ensuring a common direction and purpose for Council and staff over the next four years.

The strategic plan includes the collaborative input of more than 1,200 stakeholders, representing a diverse range of perspectives. All of this input and feedback shaped the priorities that are at the core of the Town of Georgina's 2023-2027 Corporate Strategic Plan.

The new strategic plan contains five strategic areas that are key to the success of the Town's mission and specific goals that will help achieve progress. The five strategic areas are:

Delivering service excellence

Ensuring balanced growth

Diversifying our local economy

Creating a vibrant, healthy and safe community for all

Advancing environmental sustainability

To support implementation of the strategic plan, Town staff have developed an implementation plan that sets out high-level timelines and corporate performance measures for each strategic initiative that will be updated on an annual basis.

The strategic plan represents the Town's commitment to Georgina's residents, the Chippewas of Georgina Island First Nation, businesses, visitors and key partners. Over the coming months and years, the Town will actively work to foster awareness of the plan within the community and communicate our shared successes.

To learn more, visit georgina.ca/StrategicPlan.





Corporate-wide **efficiencies** – 2023 featured achievement

Over the past few years, Town staff have developed and implemented many initiatives to improve efficiencies for the community and the organization. Among these initiatives, the online self-serve program has yielded numerous benefits and positive results, and therefore is being featured as a significant achievement for the year.

As part of the online self-serve program, more than 60 forms have been digitized, including automation of corresponding processes. As well, additional online payment options were implemented for customer convenience and the Town's website was enhanced with the introduction of an online chatbot. The chatbot provides residents with another channel of communication to get their questions answered.

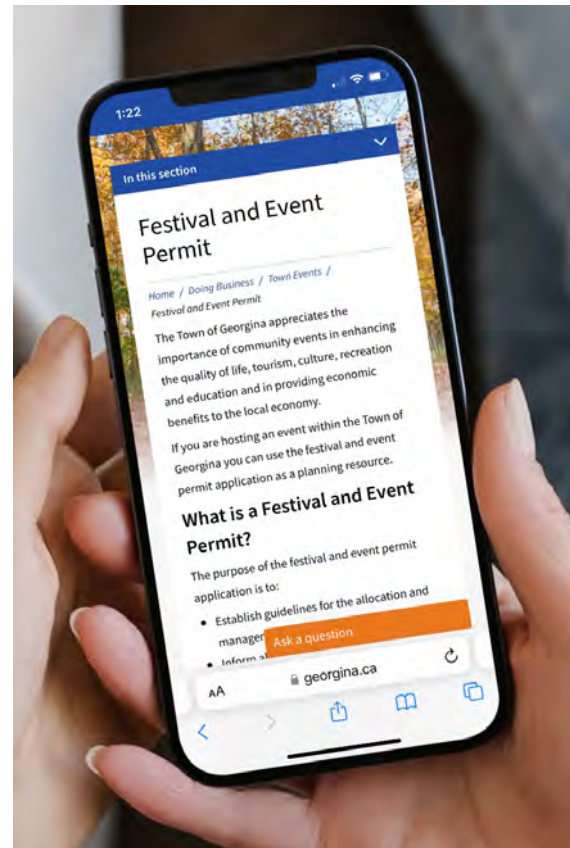


In the past year, the Town received more than 20,000 online applications. The online forms and payment options let residents submit applications to the Town at their convenience, and allows the Town to respond more rapidly to the growing demand for virtual self-service. The chatbot has engaged residents in more than 4,000 interactions. Serving as a convenient guide, the chatbot assists residents in finding information about the Town and its services. It undergoes regular maintenance and improvements based on feedback and insights derived from residents' questions.

The Town has also introduced the "Report a Problem" feature on the website. Residents can report a problem online or through Georgina's Recycle Coach App by using the 'Request Service' feature.

There are a number of other online services available to residents allowing them to pay, apply, find or connect –

- Building package request automation
- Building permits
- Burn permits
- Business Licence automation
- Festival and events permits
- Lottery licensing
- Marriage licensing
- Pool permits
- Residential parking passes
- Short-term Rental Accommodations
- Site alteration and entrance permits





National Day for Truth and Reconciliation

The Town of Georgina held a flag raising in partnership with the Chippewas of Georgina Island in honour of National Day for Truth and Reconciliation on Sept 30, 2023. Flags were also raised at Ravenshoe Road and Woodbine, and at Dalton Road and Lake Drive. Members of Council, dignitaries and Town staff joined members of the Chippewas of Georgina Island First Nation for this special event.

A smudging ceremony was performed and a drummer also performed at the ceremonial event.

In addition to this important event, the Town unveiled two Indigenous sculptures in 2023. Both were created by sculptor Ron Baird with input from Indigenous consultant Jared Big Canoe. Nanabush is located at the revitalized Uptown Keswick Parkette and Old Fox Woman is located at the Georgina Centre for Arts and Culture.

The Town has two Every Child Matters crosswalks, created in partnership with the Chippewas of Georgina Island First Nation. One is located at Dalton Road and Black River Road. The other is located in front of the Island View Business Centre/Georgina Island Ferry dock. The crosswalks serve to raise awareness of the victims and survivors of Canada's residential school system, while also helping to advance reconciliation through renewed relationships with Indigenous partners.



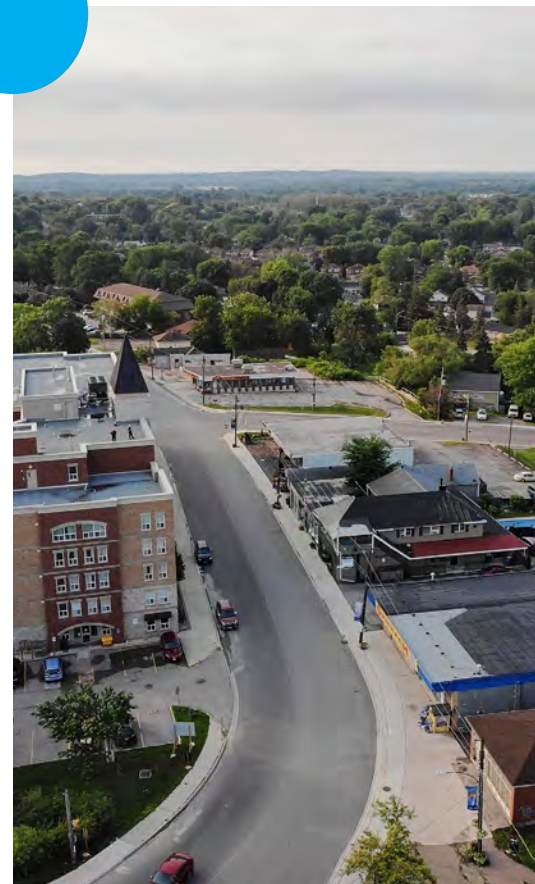


2024 Budget overview

The Town is committed to creating a vibrant, healthy and sustainable community.

Georgina's 2024 budget was developed with commitments to investing in the community's future while providing the most value to residents and businesses. The budget, which includes an operating budget and capital investments, builds on the priorities identified in the new 2023-2027 Corporate Strategic Plan.

The 2024 budget addresses increasing costs while improving the current service levels and allowing for sustainable future planning.



Developing the budget

The municipality is required by provincial law to balance its operating budget each year. To balance the budget, the municipality can either increase its revenue stream through raised property taxes and fees, or manage expenses through adapting or reducing the cost of programs and services.

The goals of the budget are to:

- Deliver a fiscally responsible budget, while maintaining a sustainable financial position for the municipality
- Continue analysis on reducing costs and creating more efficient processes
- Build municipal reserve funds to address infrastructure funding gaps
- Implement the priorities in the 2023-2027 Strategic Plan
 - Delivering service excellence
 - Ensuring balanced growth
 - Diversifying our local economy
 - Creating a vibrant, healthy and safe community for all
 - Advancing environmental sustainability

Key priorities and issues considered during development of the budget included:

- Focus on enhancing transparency, accountability and continuous service improvement
- Mitigate risks from inflationary pressures and supply-chain delays
- Mitigate risks from legislative and regulatory changes
- Incorporate public feedback gathered at various outreach initiatives
- Provide a balance between investing in the community and maintaining financial sustainability

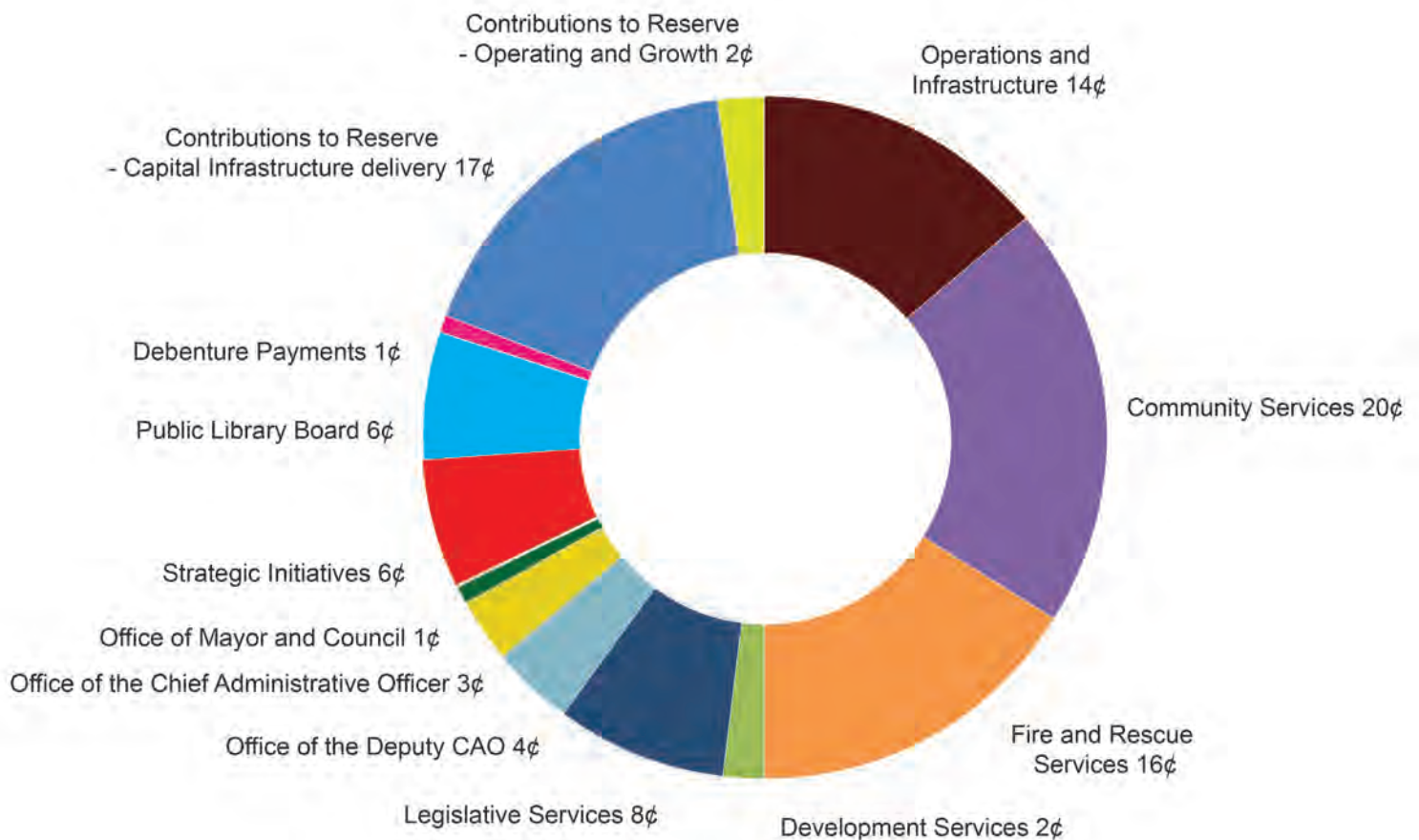
Throughout the year, staff closely monitored the budget-to-actual spending to ensure the municipality is on track to sustain current levels of service and respond to the budgetary pressures associated with continued growth and prosperity.

Staff worked to reduce costs wherever possible to deliver the most efficient and effective services to residents and local businesses.

Within the recommended tax rate increase, the Town has the fundamental building blocks of a well-considered balanced municipal budget that encompasses all the key goals and priorities.

All decisions involving amendment of approved budgets require the approval of Council, following public notice as prescribed by the Municipal Act, 2001.

How your tax dollar is spent



Operating and capital budgets

A capital budget is a budget allocating money for the acquisition or studies related to the maintenance of assets such as land, buildings, and equipment. An operating budget shows the Town's annual expenses, estimated revenues, and reserve contributions.

The Town of Georgina's 2024 Operating Budget, including contributions to reserves of \$12 million, is \$95 million. The 2024 Capital Budget is \$24 million, including \$3 million cash flows for the Civic Centre, for a total operating and capital budget of \$119 million.

The estimated assessment growth added to the tax roll in 2024 is estimated to be 2.05 per cent.



Property tax levy

The tax levy for Georgina is \$55.3 million, which results in an increase of 3.5 per cent for operating, and an additional two per cent for an infrastructure levy, for a total increase of 5.5 per cent.

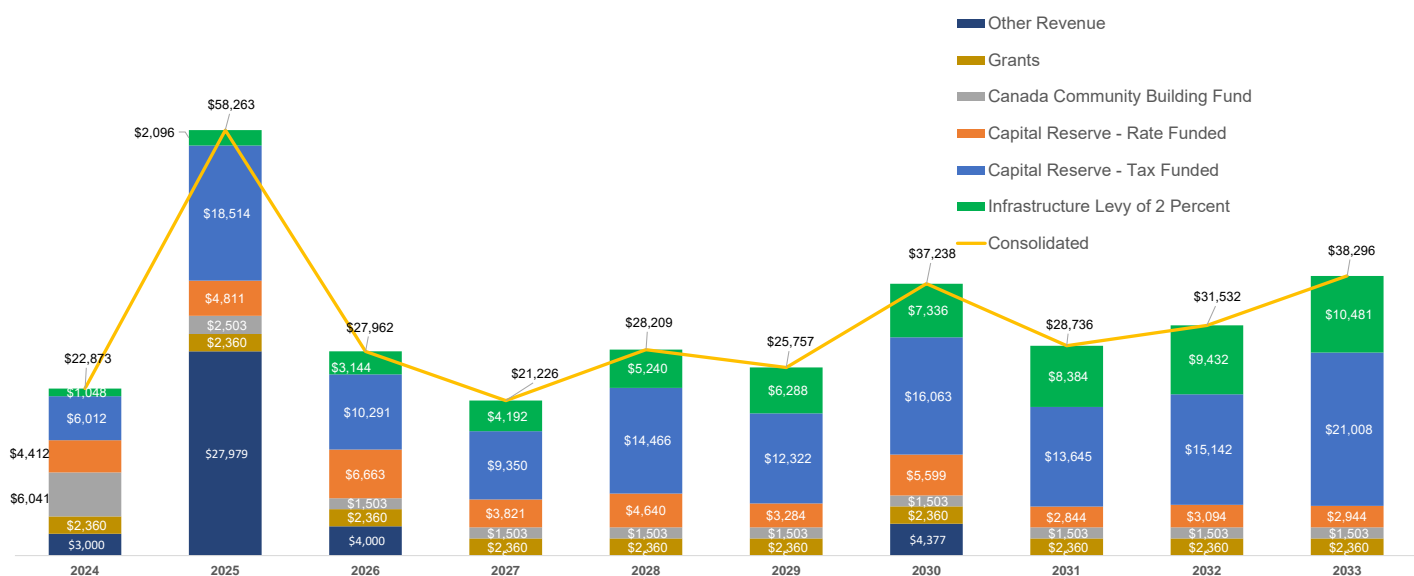
The two per cent infrastructure levy contribution to capital reserves is essential in order to address the funding shortfalls identified in the Core Asset Management Plan and Building Condition Assessments. The annual contributions are used to deliver on the \$320 million 10-year capital plan, which includes the infrastructure investments necessary to continue to provide high-quality services to residents.



Ten-year Capital Financial Plan and Capital Infrastructure Levy

The 10-year Capital Financial Plan is an updated financial plan to ensure the Town can fully fund its 10-year capital plan. The Town's updated 10-year capital plan is set at \$319 million, which includes \$262 million in non-growth related expenditures and \$58 million in growth related expenditures. In addition to this, the Town is carrying forward \$33 million in capital expenditures, which includes \$13 million in carry forward cash flows for the Replacement Civic Centre project. This results in a total 10-year capital delivery of \$352 million. The graph below breaks down the associated funding sources over the next 10 years relating to the \$262 million in non-growth expenditures. As shown in the graph, the proposed two per cent will result in an infrastructure levy of \$1,048,050 in 2024; however, it will grow to \$10.5 million in infrastructure investments within the 10-year capital plan. A two per cent increase in the tax levy results in a 12 per cent increase to the 2024 capital reserve contributions.

Non-Growth Related Funding Sources (\$000)
Total Non-Growth Related Funding is 262 Million



The proposed infrastructure levy of two per cent per year for 10 years will ensure the Town can continue to keep its infrastructure in a state of good repair, which is necessary to provide high-quality services to residents. This levy is based on the current information from our Core Asset Management Plan, Building Condition Assessments and Development Charge study. This budget contains service level recommendations relating to core assets, such as roads, which the 10-year capital plan and infrastructure levy requested. Service levels relating to non-core assets, such as facilities and parks, will need to be evaluated and determined as part of the non-core asset management plan that is being developed throughout 2023 and 2024. The proposed infrastructure levy of two per cent and the timeframe it is required for is based off of the information on assets available today.

Staff will review the infrastructure levy annually to ensure it is at the required amount to maintain service levels, continue to close the infrastructure funding gaps, and deliver on the ten year capital plan. Based on the 10-year capital plan today, the Town is forecasting the below allocations:

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Core Assets	0.00%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%	0.75%
Non-Core Assets	2.00%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%
Total	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%



Where your residential tax dollars go

While the Town of Georgina collects all property taxes, funds are distributed to other levels of government as well. Property taxes are divided between the Town of Georgina, York Region and the Ministry of Education. Here is a breakdown of how the funds are divided:





Water and wastewater rates

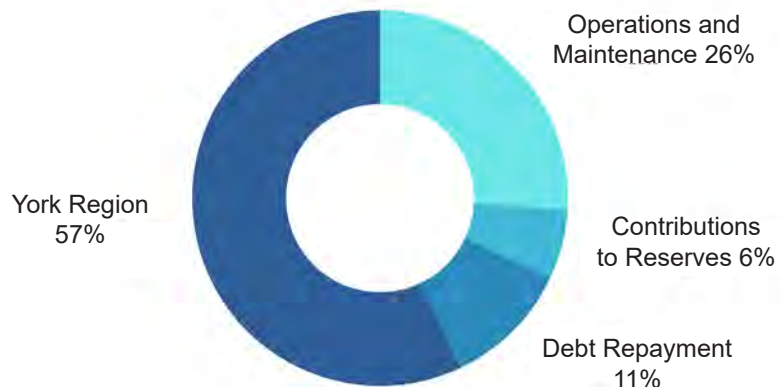
The Town of Georgina is responsible for the local distribution of water and collection of wastewater. York Region is responsible for the supply of water, and the treatment and disposal of wastewater.

Georgina’s water and wastewater budget includes its own costs, as well as those water and wastewater costs billed by the Region. The primary funding source for the operating budget is water and wastewater rates. The local water and wastewater rates have been established based on the anticipated water consumption and related wastewater discharge for 2024. An average single family detached dwelling will see their water and wastewater bill increase by 8.90 per cent.

Water and wastewater rates



Where your water and wastewater dollars are spent



Looking to the future

Georgina is a vibrant community that is growing and evolving, and with that come challenges and opportunities.

With high inflation reaching levels not seen in many years, and with limited revenue earning opportunities, municipalities have to do more with less to ensure the budget is balanced.

In 2023, the Town introduced its new 2023-2027 Corporate Strategic Plan. This is the Town's overarching document – its north star – that informs and shapes all other corporate planning documents, such as the Official Plan, master plans and strategies, and the corporation's annual business plans and budgets. It is also one of the most important tools for communicating priorities to the public.

The Town has successfully completed an Asset Management Plan for Core Infrastructure and a Building Condition Assessment (BCA) study which identified significant funding gaps in the replacement and maintenance of existing infrastructure. The Town is currently working to complete an Asset Management Plan for Non-Core Infrastructure and a Waterfront Parks Masterplan which will further enhance and inform the long term planning for capital needs.

Through this budget cycle and onward, staff will work diligently with other levels of government, Council and the community towards the achievement of the goals identified in the strategic plan while balancing between investing in the community and maintaining financial sustainability.



Municipal services

It can be confusing who takes care of what, here is a break down of what services we as the Town of Georgina take care of and what York Region handles.



Georgina services

- Local roads
- Sidewalks
- Snow removal on local roads and sidewalks
- Curbside waste pick-up
- By-law enforcement
- Animal services
- Licensing and permits
- Fire and rescue services
- Parks
- Community centres
- Libraries
- Crossing guards
- Water transmission and distribution
- Wastewater collection and transmission
- Stormwater management
- Tree and plant maintenance along local roads

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York Region services

- Regional roads
- Snow removal on regional roads
- Public transit
- Processing of recycling and compostable
- Landfill disposal
- Police services
- Paramedic services
- Social services and social housing
- Public health services
- Water transmission, treatment and storage
- Wastewater transmission and treatment
- Tree maintenance along regional roads

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Have a question?
Ask our chatbot at georgina.ca or call Service Georgina at 905-476-4301, ext. 3001.



GEORGINA

2024 BUDGET - SUMMARY OF CAPITAL PROJECTS

Pg.	Capital Investment	Gross Costs to Complete	Discretionary Reserve	Canada Community-Building Fund	Grants	Development Charges (DC)	Cash-in-Lieu of Parkland
		\$	\$	\$	\$	\$	\$
Operations & Infrastructure							
306	24-CI-OI-01	SWM ponds CA - 20W Planning/Assessment Baseline	200,000	200,000			
309	24-CI-OI-02	SWM - Minor Culverts and Ditching	275,000	275,000			
312	24-CI-OI-03	SWM - Major Culverts and Ditching	250,000	250,000			
315	24-CI-OI-04	SWM CA: Road Crossing Culverts	40,000	40,000			
318	24-CI-OI-05	SWM CA: Linear (urban)	100,000	100,000			
321	24-CI-OI-06	SWM Watercourse - Vegetation Control	10,000	10,000			
324	24-CI-OI-07	Lake Drive N Revetment (Design)	40,000	40,000			
331	24-CI-OI-08	Streetlight New/Rehab	30,000	30,000			
334	24-CI-OI-09	Minor Capital Concrete (Sidewalks/CB/Curbs)	100,000	100,000			
338	24-CI-OI-10	PMS - 2024 Road Repairs & Construction	4,500,000	-	2,500,000	2,000,000	
342	24-CI-OI-11	Pavement Marking /Sign Upgrades	20,000	20,000			
346	24-CI-OI-12	Pollock Road Construction	700,000		700,000		
350	24-CI-OI-13	Signs/Active Transportation - Construction	50,000	50,000			
353	24-CI-OI-14	Walkways - thru connections (Mid-Block Crossings)	20,000	20,000			
357	24-CI-OI-15	Bridge CA: Bi-annual OSIM Inspection	25,000	25,000			
360	24-CI-OI-16	B4 Old Shiloh: Engineering Design	250,000		250,000		
364	24-CI-OI-17	Pefferlaw Dam Repairs - Estimated increases	1,000,000		1,000,000		
369	24-CI-OI-18	Mobile Lifts/Jacks - Fire Apparatus/Large Equipment	150,000	150,000			
372	24-CI-OI-19	VERS strategy	1,542,500	1,542,500			
384	24-CI-OI-20	Roads Material Storage Building	450,000	450,000			
388	24-CI-OI-21	Alice Avenue Area Drainage Improvements - Engineering	250,000	250,000			
392	24-CI-OI-22	Station Road – Drainage Improvements	70,000	70,000			
395	24-CI-OI-23	Support for BIA Road Closures - Pilot	30,000	30,000			
398	24-CI-OI-24	Lake Drive Improvements – Phase 1	120,000	120,000			
			10,222,500	3,772,500	4,450,000	2,000,000	-
Community Services							
404	24-CI-CS-01	Building Condition Assessment Program	1,567,000	1,567,000			
411	24-CI-CS-02	Facilities Repair and Remediation Program	604,500	604,500			
415	24-CI-CS-03	Parks Repair and Remediation Program	775,000	200,000	575,000		
420	24-CI-CS-04	Ainslie Hill Park and Trail Development	1,440,000			776,000	664,000
426	24-CI-CS-05	Holmes Point Washrooms	130,000	130,000			
428	24-CI-CS-06	Terrace Park Fencing	15,000	15,000			
	24-CI-CS-07**	Bike Parking & Repair Stations	10,000	10,000			
			4,541,500	2,526,500	575,000	-	776,000
Fire & Rescue Services							
430	24-CI-FS-01	Suppression Equipment	110,700	110,700			
433	24-CI-FS-02	Helmet Replacement Program	26,000	26,000			
435	24-CI-FS-03	Replacement of Bunker Gear	71,400	71,400			
438	24-CI-FS-04	Communications Equipment	49,400	49,400			
			257,500	257,500	-	-	-
Development Services							
441	24-CI-DS-01	Development Engineering Comprehensive Design Criteria Review	250,000			250,000	
			250,000	-	-	250,000	-



GEORGINA

2024 BUDGET - SUMMARY OF CAPITAL PROJECTS

Pg.	Capital Investment	Gross Costs to Complete	Discretionary Reserve	Canada Community-Building Fund	Grants	Development Charges (DC)	Cash-in-Lieu of Parkland
		\$	\$	\$	\$	\$	\$
Legislative Services							
444	24-CI-LS-01 Kennels Purchase and Installation	120,000	120,000				
448	24-CI-LS-02 Electric Bike	10,000	10,000				
		130,000	130,000	-	-	-	-
Office of the Deputy Chief Administrative Officer							
450	24-CI-DCAO-01 ICT Cycling	230,000	230,000				
454	24-CI-DCAO-02 Inter-Facility Connectivity	70,000	70,000				
458	24-CI-DCAO-03 Water and Wastewater Financial Plan and Rate Study	60,000	60,000				
461	24-CI-DCAO-04 Telecommunication Infrastructure	100,000	100,000				
		460,000	460,000	-	-	-	-
Strategic Initiatives							
465	24-CI-SI-01 Multi-Year Accessibility Plan	175,000	175,000				
468	24-CI-SI-02 Climate Change Action Plan	250,000	250,000				
472	24-CI-SI-03 Resident Satisfaction Survey	60,000	60,000				
475	24-CI-SI-04 Corporate Broadband Roadmap	15,000	15,000				
478	24-CI-SI-05 Develop Georgina's Health Care Strategy and Action Plan	225,000	225,000				
	18-CAO-2/19-FAC-3/SI-2023-0105* Replacement Civic Centre (2024 Cash Flow)	3,000,000	3,000,000				
		3,725,000	3,725,000	-	-	-	-
Library							
482	24-CI-LI-01 Library Capital Initiatives	26,500	26,500				
10		26,500	26,500	-	-	-	-
TOTAL CAPITAL INVESTMENT		19,613,000	10,898,000	5,025,000	2,000,000	1,026,000	664,000
Water and Wastewater							
486	24-CI-WAT-01 Water Service Connections - Contract 1 - Royal/Bayview	1,170,000	1,170,000				
490	24-CI-WAT-02 Service Connections - Design of Contract 4,5,6	400,000	400,000				
494	24-CI-WAT-03 Watermain Renewal The Queensway South - Joe Dales to Elmdale Avenue	228,300	228,300				
498	24-CI-WAT-04 Watermain Renewal High Street - Snooks Rd to Burke Street/River St to Dalton Rd	189,000	189,000				
501	24-CI-WAT-05 Water Meter Replacement Program	250,000	250,000				
504	24-CI-WAT-06 Line Valves & Hydrant - Rehabilitation & Replace	200,000	200,000				
507	24-CI-SEW-01 Gravity Sewer Main and Manhole Repair - From CA/I-I	250,000	250,000				
511	24-CI-SEW-02 Gravity Sewer/MH (10%) - CA	200,000	200,000				
514	24-CI-SEW-03 Condition Assessment of Sanitary Pumping Stations (12,13,17,20)	165,000	165,000				
517	24-CI-SEW-04 SPS 1,2,7,8 Construction	500,000	500,000				
520	24-CI-SEW-05 SPS 6,11, 18, 19 Design and Construction	150,000	150,000				
523	24-CI-SEW-06 SPS Generator Rehab	200,000	200,000				
		3,902,300	3,902,300	-	-	-	-
TOTAL CAPITAL INVESTMENT - TOWN OF GEORGINA		23,515,300	14,800,300	5,025,000	2,000,000	1,026,000	664,000

* Previously approved. No business case

** Per Council request. No business case



2024 BUDGET - CARRY FORWARD CAPITAL PROJECTS

Carry Forward Capital Investment		Spent to Date <small>As of Oct 16 2023</small>	Approved Cost to Complete	Carry Forward (Estimated)	Discretionary Reserve	Canada Community Building Fund	Grants	Development Charges (DC)	Cash-in-Lieu of Parkland	Other Revenue
		\$	\$	\$	\$	\$	\$	\$	\$	\$
Operations & Infrastructure										
19-PWK-14	2019 Roads Now Needs Plan	343,140	1,000,000	656,860	656,860					
20-OI-3	2020 Roads Reconstruction Plan (Approved in 2019)	-	1,261,000	1,261,000	78,350	1,182,650				
20-OI-5	Bridge Rehabilitations and Replacements	510,020	856,390	346,370		346,370				
20-OI-22/ C-2023-0064	Removable Floating Finger Dock(s) at Mill Pond Park	-	5,000	5,000	5,000					-
21-OI-2	2021 Roads Rehabilitation	-	1,049,060	1,049,060			1,049,060			
21-OI-3	Pollock Road Slope Design	-	50,000	50,000		50,000				
22-CI-OI-01/23- CI-OI-06	EAB Tree Removal Program	1,567,040	3,603,240	2,036,200	2,036,200					
22-CI-OI-13	Development of an AMP for Non-Core Assets	11,430	150,000	138,570		138,570				
22-CI-OI-15	Vehicle and Equipment Replacement Program	1,013,010	2,157,940	1,144,930	1,144,930					
22-CI-OI-19	Pefferlaw Dam	169,060	1,000,000	830,940	830,940					
23-CI-OI-14/OI- 2023-0009	Vehicle and Equipment Replacement Program	340,850	2,617,490	2,276,640	2,276,640					
23-CI-OI-08	Streetscape Redevelopment Detailed Design High St	-	400,000	400,000	400,000					
C-2023-0246	Aerial Apparatus (F5-020/A166)	-	2,300,000	2,300,000	2,300,000					
		3,954,550	16,450,120	12,495,570	9,728,920	1,717,590	1,049,060	-	-	-
Community Services										
19-PRK-6	Maskinonge Pedestrian Bridge	-	500,000	500,000		250,000			250,000	
20-OI-25	Trails Lighting	-	30,000	30,000	30,000					
22-CI-RC-02	Building Condition Assessment (BCA) Items	296,860	470,000	173,140	173,140					
22-CI-RC-07	Pefferlaw Recreation Opportunities	458,820	1,546,750	1,087,930	987,930		100,000			
23-CI-CS-07	Building Condition Assessment (BCA) Items	62,070	452,000	389,930	389,930					
23-CI-CS-08	Parks & Trails Plan Study	-	100,000	100,000	100,000					
		817,750	3,098,750	2,281,000	1,681,000	250,000	100,000	-	250,000	-
Fire & Rescue Services										
23-CI-FS-03/23- CI-FS-04	Bunker Gear/PPE/Bunker Gear for 4 New Staff	19,890	89,000	69,110	69,110					
Agreement 59263	Skills Development Fund Grant - Fire	108,010	176,000	67,990			67,990			
		127,900	265,000	137,100	69,110	-	67,990	-	-	-
Development Services										
19-REC-9	Tree Preservation and Compensation Policy Update	-	30,000	30,000	30,000					
C2021-0299	Dovedale Drive Extension	1,112,640	1,830,000	717,360				717,360		
C-2022-0238	Lake Drive Jurisdiction Action Plan	305,750	1,263,000	957,250	957,250					
DS-2023-0074	Review and Assessment of Town's Heritage Register	-	100,000	100,000	100,000					
		1,418,390	3,223,000	1,804,610	1,087,250	-	-	717,360	-	-
Office of the Deputy Chief Administrative Officer										
20-CS-3	Enterprise Content Management	123,830	283,000	159,170			159,170			
22-CI-CS-01	Annual ICT Cycling	104,370	270,000	165,630	165,630					
22-CI-CS-02	Long Range Financial Plan Update	-	70,000	70,000				70,000		
23-CI-DCAO-02	Additional Resources for Corporate IT Projects	-	562,500	562,500	562,500					
23-CI-DCAO-01	Development Tracking Solution	-	500,000	500,000				500,000		
23-CI-DCAO-03	Stormwater Rate Study	20,790	50,000	29,210	29,210					
		248,990	1,735,500	1,486,510	757,340	-	159,170	570,000	-	-



2024 BUDGET - CARRY FORWARD CAPITAL PROJECTS

Carry Forward Capital Investment		Spent to Date As of Oct 16 2023	Approved Cost to Complete	Carry Forward (Estimated)	Discretionary Reserve	Canada Community Building Fund	Grants	Development Charges (DC)	Cash-in-Lieu of Parkland	Other Revenue
		\$	\$	\$	\$	\$	\$	\$	\$	\$
Legislative Services										
C-2022-0219	Digitization of Existing Town Records	160,240	388,000	227,760	227,760					
23-CI-LS-01	Delegated Authority Bylaw, Policy and Procedure	-	25,000	25,000	25,000					
		160,240	413,000	252,760	252,760	-	-	-	-	-
Strategic Initiatives										
18-CAO-2/19- FAC-3/ SI-2023-0105	Replacement Civic Centre (Carryforward Cashflow)	1,706,600	50,000,000	13,314,400						13,314,400
C-2021-0299	Business Incubator/Accelerator	234,420	475,000	240,580	150,000		41,810			48,770
		1,941,020	50,475,000	13,554,980	150,000	-	41,810	-	-	13,363,170
Library										
22-CI-LIB-01	Library Capital Initiatives	26,950	49,500	22,550	22,550					
	Library CPRA Grant	-	28,090	28,090						28,090
		26,950	77,590	50,640	22,550	-	-	-	-	28,090
TOTAL CARRY FORWARD CAPITAL		8,695,790	75,737,960	32,063,170	13,748,930	1,967,590	1,418,030	1,287,360	250,000	13,391,260
Water and Wastewater (Operations & Infrastructure)										
19-SEW-1	Wastewater Pumping Station Improvements	142,820	260,000	117,180	117,180					
22-CI-WAT-05	Public Water Tap and Bulk Water Station	-	60,000	60,000	60,000					
22-CI-SEW-01	Rehabilitation of Sewage Pump Stations 1, 2, 7 & 8	-	270,000	270,000	270,000					
22-CI-SEW-02	Sewer Pumping Station Rehabilitation – Fuel System Upgrades	-	200,000	200,000	200,000					
22-CI-WAT-03	Water Systems Mainline Valves, Fire Hydrants & Secondary Valve	90,050	100,000	9,950	9,950					
23-CI-WAT-04	Condition Assessment of Joe Dales WBPS	-	50,000	50,000	50,000					
TOTAL CARRY FORWARD: WATER/WASTEWATER		232,870	940,000	707,130	707,130	-	-	-	-	-
TOTAL CARRY FORWARD - TOWN OF GEORGINA		8,928,660	76,677,960	32,770,300	14,456,060	1,967,590	1,418,030	1,287,360	250,000	13,391,260



2024 BUDGET - CANCELLED CAPITAL PROJECTS

Cancelled Capital Projects		Spent to Date As of Oct 16 2023	Approved Cost to Complete	Outstanding Balance (Estimated)	Discretionary Reserve	Canada Community- Building Fund	Grants	Development Charges (DC)	Cash-in-Lieu of Parkland
		\$	\$	\$	\$	\$	\$	\$	\$
Strategic Initiatives									
22-CI-CAO-01	Develop a Corporate Sustainability Plan	-	40,000	40,000	40,000				
Community Services									
22-CI-RC-03	Train Station Repairs	2,140	50,000	47,860	22,860		25,000		
23-CI-CS-07	Building Condition Assessment (BCA) Items (Stn 1-6 Generator)		52,000	52,000	52,000				
		2,140	102,000	99,860	74,860	-	25,000	-	-
Development Services									
22-CI-DS-01	Development Engineering Comprehensive Design Criteria Review		65,000	65,000				65,000	
TOTAL CANCELLED CAPITAL - TOWN OF GEORGINA		2,140	207,000	204,860	114,860	-	25,000	65,000	-

Department	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Non-Growth Related Expenditures											
Operations & Infrastructure	9,712,500	16,131,020	9,484,860	9,006,800	13,017,990	11,209,670	10,651,800	11,625,670	12,422,070	17,889,470	121,151,850
Water & Wastewater	4,412,300	4,810,930	6,663,440	3,820,550	4,639,860	3,283,530	5,599,400	2,844,330	3,094,330	2,944,330	42,113,000
Community Services	3,101,500	4,610,000	3,200,000	3,380,000	4,470,000	4,265,000	12,870,000	5,250,000	5,770,000	6,250,000	53,166,500
Fire & Rescue Services	257,500	255,240	959,600	161,100	245,570	265,570	195,830	207,060	277,930	286,720	3,112,120
Office of the Deputy CAO	460,000	2,165,000	350,000	370,000	350,000	410,000	415,000	350,000	350,000	350,000	5,570,000
Legislative Services	130,000	-	-	-	-	-	-	-	-	-	130,000
Strategic Initiative	3,725,000	28,049,000	4,085,000	180,000	160,000	10,000	145,000	10,000	160,000	70,000	36,594,000
Public Library Board	26,500	145,250	75,000	115,000	85,000	25,000	25,000	65,000	25,000	25,000	611,750
	21,825,300	56,166,440	24,817,900	17,033,450	22,968,420	19,468,770	29,902,030	20,352,060	22,099,330	27,815,520	262,449,220
Growth Related Expenditures											
Operations & Infrastructure	-	440,000	-	-	-	-	-	-	-	-	440,000
Community Services	1,440,000	2,197,000	500,000	-	550,000	997,000	2,900,000	579,000	1,500,000	1,750,000	12,413,000
Fire & Rescue Services	-	3,168,000	19,622,000	100,000	-	-	65,000	-	-	-	22,955,000
Development Services	250,000	2,145,000	2,855,000	11,295,000	-	60,000	110,000	2,430,000	2,455,000	-	21,600,000
Office of the Deputy CAO	-	70,000	-	-	-	-	140,000	-	-	-	210,000
	1,690,000	8,020,000	22,977,000	11,395,000	550,000	1,057,000	3,215,000	3,009,000	3,955,000	1,750,000	57,618,000
Total Annual Capital Expenditu	23,515,300	64,186,440	47,794,900	28,428,450	23,518,420	20,525,770	33,117,030	23,361,060	26,054,330	29,565,520	320,067,220
Non-Growth Related Funding											
Capital Reserve - Tax Funded	6,012,480	18,513,510	10,291,460	9,349,900	14,465,560	12,322,240	16,062,530	13,644,730	15,142,000	21,008,190	136,812,600
Capital Reserve - Rate Funde	4,412,300	4,810,930	6,663,440	3,820,550	4,639,860	3,283,530	5,599,400	2,844,330	3,094,330	2,944,330	42,113,000
Park Cash-In-Lieu	-	-	-	-	-	-	4,377,100	-	-	-	4,377,100
Reserve Funds - CCBF	6,040,520	2,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	20,567,520
Grants	2,360,000	2,360,000	2,360,000	2,360,000	2,360,000	2,360,000	2,360,000	2,360,000	2,360,000	2,360,000	23,600,000
Other Revenue	3,000,000	27,979,000	4,000,000	-	-	-	-	-	-	-	34,979,000
	21,825,300	56,166,440	24,817,900	17,033,450	22,968,420	19,468,770	29,902,030	20,352,060	22,099,330	27,815,520	262,449,220
Growth Related Funding											
Development Charges	1,026,000	4,707,000	3,974,000	7,582,000	550,000	997,000	2,900,000	3,009,000	3,458,000	1,750,000	29,953,000
Capital Reserve - Tax Funded	-	426,000	261,000	2,683,000	-	60,000	250,000	-	-	-	3,680,000
Capital Reserve - Rate Funded	-	344,000	62,000	546,000	-	-	-	-	-	-	952,000
Park Cash-In-Lieu	664,000	-	-	-	-	-	-	-	-	-	664,000
Debenture - Development Charges	-	1,918,000	18,182,000	-	-	-	-	-	-	-	20,100,000
Grants	-	625,000	498,000	584,000	-	-	65,000	-	497,000	-	2,269,000
	1,690,000	8,020,000	22,977,000	11,395,000	550,000	1,057,000	3,215,000	3,009,000	3,955,000	1,750,000	57,618,000
Total Annual Capital Funding	23,515,300	64,186,440	47,794,900	28,428,450	23,518,420	20,525,770	33,117,030	23,361,060	26,054,330	29,565,520	320,067,220

Tax Levy Supported

	Office of the CAO	Office of the Deputy CAO	Development Services	Fire and Rescue Services	Office of Mayor and Council	Operations and Infrastructure	Community Services	Georgina Public Libraries	Legislative Services	Strategic Initiatives	Corporate	2024 Budget	% change from 2023
Revenue													
Tax Levy											(55,288,070)	(55,288,070)	7.67%
Payment In Lieu & Supplemental Taxes		(380,000)									(575,000)	(955,000)	6.11%
Development Fees			(3,818,000)									(3,818,000)	17.15%
User Fees and Service Charges		(462,450)		(97,500)		(197,760)	(3,369,400)	(93,630)	(503,750)	(50)		(4,724,540)	15.61%
Donations & Grants & Misc Revenues		(31,750)	(6,000)	(27,500)		(21,250)	(74,050)	(77,040)	(34,390)	(134,680)	(48,970)	(455,630)	(1.32%)
Lease and Rental		(12,500)					(553,560)			(480)		(566,540)	11.23%
Transfer Payments and Recoveries		(3,100)	(268,920)			(207,700)	(100,000)		(661,920)	(78,560)		(1,320,200)	(1.20%)
Interest and Penalty		(1,210,000)					(30,890)				(1,000,000)	(2,240,890)	1.59%
Provision from Reserve	(50,000)	(10,000)	(60,000)	(50,000)		(943,740)	(738,900)	(10,000)	(7,000)	(260,550)	(3,948,190)	(6,078,380)	172.75%
Revenue Total	(50,000)	(2,109,800)	(4,152,920)	(175,000)		(1,370,450)	(4,866,800)	(180,670)	(1,207,060)	(474,320)	(60,860,230)	(75,447,250)	
Expense													
Salaries and Benefits	1,314,830	2,963,000	4,660,060	8,360,910	489,370	4,285,260	10,801,650	2,608,670	4,085,400	2,724,160	(258,110)	42,035,200	9.21%
Staffing Other Direct Expenses	171,480	160,620	86,900	158,050	50,190	73,210	237,360	53,320	71,270	59,170		1,121,570	17.43%
Consulting Services	77,500		5,000									82,500	3.13%
Contracted Services	129,500	327,900	69,750	21,690		4,022,430	888,120	28,700	620,630	98,560		6,207,280	5.77%
Hydro/Sewer/Gas		3,000		60,100		292,400	1,546,900	121,990	22,600	5,860		2,052,850	13.06%
Other Direct Costs	55,530	830,220	27,460	314,940	33,080	274,620	1,427,260	232,690	835,460	361,350		4,392,610	12.47%
Supplies and Maintenance	8,450	35,390	43,950	447,010	4,000	643,820	1,323,590	317,950	157,300	14,450		2,995,910	6.75%
Donations & Grants							105,500		2,000	535,000		642,500	13.82%
Contributions to Capital Reserves								170,890			9,628,740	9,799,630	11.98%
Contributions to Operating Reserves			289,250								905,010	1,194,260	65.90%
Contributions to Growth Reserves											201,930	201,930	(87.45%)
Debenture Repayment											4,721,010	4,721,010	510.88%
Expense Total	1,757,290	4,320,130	5,182,370	9,362,700	576,640	9,591,740	16,330,380	3,534,210	5,794,660	3,798,550	15,198,580	75,447,250	
2024 Budget	1,707,290	2,210,330	1,029,450	9,187,700	576,640	8,221,290	11,463,580	3,353,540	4,587,600	3,324,230	(45,661,650)	-	5.51%

Water and Wastewater Rate Supported

	Water	Wastewater (Sewer)	Grand Total
Revenue			
Water	(9,507,560)	(10,285,600)	(19,793,160)
Wastewater	(7,788,370)		(7,788,370)
Capital Recovery (Water/Wastewater)		(8,528,220)	(8,528,220)
Local Improvements (Water/Wastewater)	(808,130)	(776,000)	(1,584,130)
Donations & Grants & Misc Revenues	(631,920)	(947,880)	(1,579,800)
User Fees and Service Charges	(12,490)		(12,490)
Expense	(266,650)	(33,500)	(300,150)
Expense	9,507,560	10,285,600	19,793,160
Salaries and Benefits	1,261,140	1,261,140	2,522,280
Staffing Other Direct Expenses	25,880	27,000	52,880
Contracted Services	1,296,240	445,290	1,741,530
Hydro/Sewer/Gas	55,830	144,070	199,900
Supplies and Maintenance	138,780	135,330	274,110
Other Direct Costs	218,080	141,840	359,920
Water Payments to York region	4,788,700	6,549,730	11,338,430
Debenture Repayment	1,372,050	749,220	2,121,270
Contributions to Reserve	350,860	831,980	1,182,840
Grand Total	-	-	-

Water and Wastewater Rates

	Rate	Increase (%)
Water		
Consumption Rate (\$/m3)	3.10	8.66%
Fixed Charge (\$/month)	4.94	12.70%
Wastewater		
Consumption Rate (\$/m3)	3.39	8.06%
Fixed Charge (\$/month)	4.87	17.75%
Water and Wastewater Rate Increase		8.90%

Tax Levy Cost Drivers

	GROWTH	SERVICE LEVEL	INFLATIONARY	OTHER	CAPITAL LEVY	TOTAL
2024 Tax Levy \$ Change	(318,080)	453,260	1,501,190	201,310	1,048,050	2,885,730
2024 Tax Levy %	(0.61%)	0.86%	2.86%	0.38%	2.00%	5.51%



2024 Staffing Summary

Pg.	<u>New Positions</u>		Salary	Payroll Costs	Total
			\$	\$	\$
	Operations & Infrastructure				
271	24-SI-OI-01	Water Operator Funded by Water/Wastewater Rates	80,000	24,000	104,000
	Legislative Services				
274	24-SI-LS-01	MLE Supervisor Funded by Assessment Growth	102,500	30,750	133,250
	Strategic Initiatives				
277	24-SI-SI-01	Web Content Specialist Funded by Assessment Growth	68,000	20,400	88,400
283	24-SI-SI-02	Grant Program Manager Funded by Capital Reserves	123,500	37,050	160,550
	Library				
286	24-SI-LI-01	Library Staffing (PPT to PFT) Funded by Tax Levy	6,670	9,330	16,000
Total Salaries and All Other Payroll Costs			380,670	121,530	502,200

2024 New Initiatives Summary

Pg.	<u>New Initiatives</u>		Amount
			\$
	Operations & Infrastructure		
289	24-NI-OI-01	On Call Staffing Funded by Tax Levy	35,000
	Community Services		
292	24-NI-CS-01	Parks Contracted Services and Seasonal Staff Funded by Tax Levy	250,000
	Fire & Rescue Services		
295	24-NI-FS-01	Training and Professional Development Funded by Tax Levy	32,950
	Office of the Chief Administrative Officer		
298	24-NI-CAO-01	Professional Development: Training Funded by Tax Levy	49,310
	Strategic Initiatives		
302	24-NI-SI-01	Advertising, Special Events/Downtown Revitalization, Investment Attraction & Marketing Initiatives Funded by Tax Levy	50,000
Total New Initiatives			417,260



Reserve Category	Reserve name	Projected Opening Balance	Contributions	Draws	Transfer	Projected Closing Balance
Discretionary						
	Civic Centre	631,040	3,473,220			4,104,260
	Corporate Capital/New Infrastructure	3,422,160	586,940	(2,126,290)		1,882,810
	Election	128,570	84,000			212,570
	Facilities - Repair & Replacement	8,121,130	1,003,640	(3,279,590)		5,845,180
	Fleet & Equipment - Repair & Replacement	5,422,250	1,735,010	(5,169,190)		1,988,070
	Keswick Cemetery	2,230	6,800	(9,030)		-
	Land Acquisition	2,484,480	250,000			2,734,480
	Landfill Site	26,000		(26,000)		-
	Library Capital	267,580	54,890	(43,050)		279,420
	Library Professional Development and Staff Engagement	34,820		(6,000)		28,820
	Library Stabilization	293,240				293,240
	Operating Growth Stabilization	5,263,850	201,930	(88,420)		5,377,360
	Parks - Repair & Replacement	142,790	155,000	(175,970)		121,820
	Professional Development and Staff Engagement	192,460		(60,000)		132,460
	Provincial Grant	601,250		(601,250)		-
	Roads - Repair & Replacement	7,127,530	2,229,130	(1,300,330)		8,056,330
	Storm Water Repair and Replacement	(250,000)	100,000	(1,125,000)		(1,275,000)
	Tax Rate Stabilization	7,608,580	822,550	(6,702,710)		1,728,420
	Wastewater - Fleet & Equipment - Repair & Replacement	302,380	31,450	(455,000)	150,000	28,830
	Wastewater - Infrastructure - Repair & Replacement	2,223,400	394,020	(2,042,860)		574,560
	Wastewater Rate Stabilization	79,630	406,510	(75,000)	(150,000)	261,140
	Water - Fleet & Equipment - Repair & Replacement	640,130	31,450	(255,000)		416,580
	Water - Infrastructure - Repair & Replacement	2,574,990	206,580	(2,807,930)	50,000	23,640
	Water Rate Stabilization	348,650	112,830	(75,000)	(50,000)	336,480
	Waterfront Parks	3,178,360	205,000	(150,000)		3,233,360
Discretionary Total		50,867,500	12,090,950	(26,573,620)	-	36,384,830
Obligatory						
	Building Division	719,260	289,250			1,008,510
	Canada Community Building Fund	6,730,110	1,503,070	(6,992,590)		1,240,590
	Cannabis Legalization	26,930				26,930
	Cash in Lieu of Parkland	5,107,820		(914,000)	7,040	4,200,860
	COVID-19	227,820		(227,820)		-
	Development Charges	18,585,880	6,000,000	(6,316,550)		18,269,330
	Judge's Plan	7,040			(7,040)	-
	Tree Compensation	363,160				363,160
Obligatory Total		31,768,020	7,792,320	(14,450,960)	-	25,109,380
Capital Line of Credit						
	Civic Centre			(16,314,400)		(16,314,400)
Capital Line of Credit Total				(16,314,400)		(16,314,400)
Projected Closing Balance		82,635,520	19,883,270	(57,338,980)	-	45,179,810



2024 STAFF COMPLEMENT

5 Years Historical Trend

	2024	2023	2022	2021	2020
<i>Operations & Infrastructure</i>					
Permanent Full Time	48	47	43	53	53
Permanent Part Time					
<i>Community Services</i>					
Permanent Full Time	70	67 *	60	46	46
Permanent Part Time	14	14 *	7	7	7
<i>Fire & Rescue Services</i>					
Permanent Full Time	53	53	49	48	48
Permanent Part Time					
<i>Development Services</i>					
Permanent Full Time	35	35	37	38	38
Permanent Part Time					
<i>Human Resources</i>					
Permanent Full Time	5	5	7	7	7
<i>Legislative Services</i>					
Permanent Full Time	28	27	23	23	24
Permanent Part Time	22	22	22	22	20
<i>Deputy Chief Administrative Officer</i>					
Permanent Full Time	27	28	36	35	35
Permanent Part Time	1	1	1	1	1
<i>Chief Administrative Officer</i>					
Permanent Full Time	2	2	12	8	8
<i>Strategic Initiatives</i>					
Permanent Full Time	23	23			
Total Town Permanent Full Time					
	291	287	267	258	259
Total Town Permanent Part Time					
	37	37	30	30	28
Total Town					
	328	324	297	288	287
Library Permanent Full Time					
	24 **	23 *	15	15	15
Library Permanent Part Time					
	12	13 *	12	12	12
Total Town and Library					
	364 ***	360	324	315	314

Comments

* Include MURC positions approved in 2023

** Library Positions: Not including 17 permanent student positions

*** New positions in 2024 are subject to council's approval

Note: the year over year fluctuations between the departments are a result of reorganizations

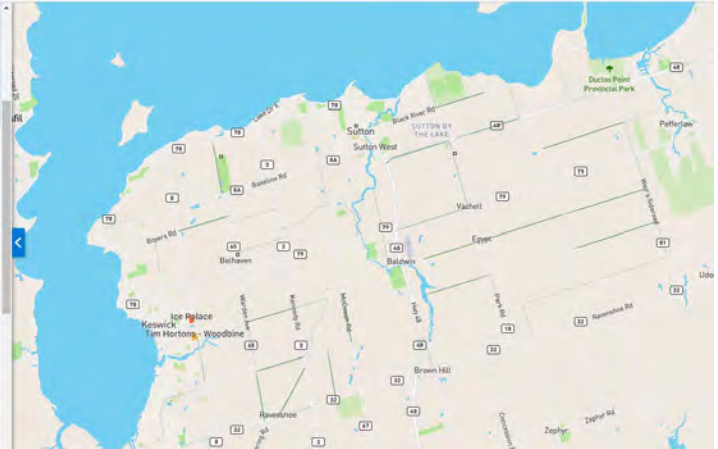
Operations and Infrastructure

The Operations and Infrastructure Department provides a wide range of Town services that residents receive every day. The department is responsible for the operation and maintenance of the Town's municipal infrastructure including all municipal roads, drinking water distribution, wastewater collection and transmission, storm water management, sidewalks, streetlights, and urban forestry. The department is also responsible for managing the solid waste collection and recycling programs, environmental management programs, and traffic management programs.



Route Completion

SP	1, 10, 12, 13, 2	94%
1	(0449E2D*, (8AC0B33*, (DC029C14*, (0C36...	98%
10	(041C7CD9*, (044AE546*, (02B1729*, (0A85...	99%
12	(0502E031*, (0774EA75*, (08FE3F94*, (0A202...	81%
13	(0046E97*, (010E48E6*, (02434EB*, (0563...	100%
2	(0580C327*, (06AAA74*, (0913CA53*, (09E...	97%
3	(10A0EE13*, (17FC5C1C*, (19480EB4*, (19A0...	99%

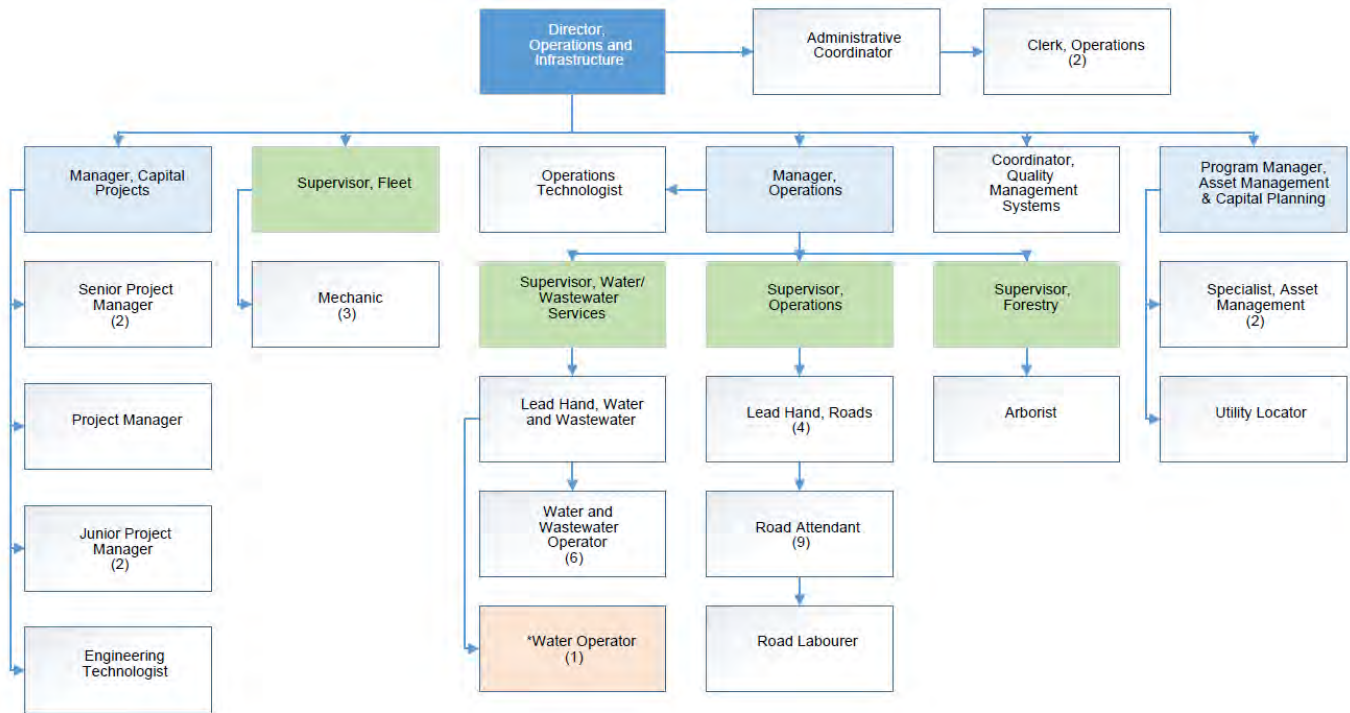


2023 Success Story

In 2023, following direction from Council in late 2022, staff successfully installed the Town’s first set of permanent speed humps. The five speed humps were placed at three locations that met the criteria for traffic calming measures. These included three on Riveredge Drive, two on Lake Drive E., one at Willow Beach and one on Lake Drive E. at Franklin Beach. The locations were studied for vehicle speed and volume before and after installation. If proven successful after a period of 12 months, the speed humps will be added as a proven measure to the Town Traffic Calming Policy.



Organizational Chart



*New Position Subject to Council Approval

Divisions

- Asset Management Division
- Capital Delivery Division
- Fleet Services
- Operations Division
 - Water and Wastewater Services
 - Road Services
 - Forestry Services

Major Operating Drivers

- Ensuring all regulatory requirements are met in an increasingly complex regulatory environment
- Delivering excellent customer service and maintain service level standards as the Town grows
- Managing the Town's core assets in a fiscally responsible manner

Major Initiatives Planned for 2024

- Completing the Asset Management Plan and Program for all non-core municipal infrastructure assets (parks, open space, fleet and facilities) in accordance with the provincial requirements
- Continue the urban tree canopy maintenance program while managing the removal of Ash trees killed by Emerald Ash Borer infestation
- Continued delivery of the Pavement Management System, and auditing and rehabilitating roads to achieve an average "good" rating network wide
- Design of keys projects including water main replacements on the Queensway South and High Street, streetscape improvements on High Street, and various pumping station upgrades.
- Continue to expand open-data availability including operational programs and services to the public through the internet
- Continue to deliver various stormwater management projects including ditch maintenance, culvert replacement and outlet maintenance
- Review opportunities for land transfer, acquisition and divestiture

Corporate Strategic Plan - Departmental Implementation Plan

To support the implementation of the 2023-2027 Corporate Strategic Plan, a Departmental Implementation Plan was developed which sets out specific initiatives and corporate performance measures for each strategic goal. These initiatives and measures will be evaluated and updated on an annual basis.

Pillar	Goal	Indicators/Measurements	Initiatives
Delivering Service Excellence	5. Proactively manage infrastructure and assets ensuring service continuity	- # of assets in good condition (by asset class) - % of building condition assessments with average rating of "good"	Improve and modernize Public Works
Delivering Service Excellence	5. Proactively manage infrastructure and assets ensuring service continuity	- # of assets in good condition (by asset class) - % of building condition assessments with average rating of "good"	Develop and implement the Asset Management Plan for non-core assets, including creation of an Invest/Divest Strategy for facilities and vacant lands
Ensuring Balanced Growth	3. Improve physical and communications infrastructure	- # of advocacy efforts initiative to enhance local/regional transportation	Enhance public transportation in Georgina in collaboration with other governments: - Advocate for improved public transit - Continue to advocate to the Province for the Hwy 404 extension into Keswick Business Park in collaboration with York Region - Align with Regional transportation goals
Creating A Vibrant, Healthy and Safe Community for All	2. Support a safe, inclusive and healthy community	- # of accessible parks, facilities and services - Results from Citizen Engagement and Inclusivity Survey	Update the Active Transportation Master Plan, including trails and expansion of the traffic and road safety program
Advancing Environmental Sustainability	1. Celebrate and respect Georgina's natural environment, including Lake Simcoe	- LSRCA approved indicators - # of new and/or replacement trees planted	Work with LSRCA on the water shed health, including improving Stormwater Management to reduce pollutants entering Lake Simcoe
Advancing Environmental Sustainability	2. Support Georgina's resilience through environmental sustainability and climate mitigation and adaptation	- % of energy and water consumption reduction in Town facilities	Conduct a feasibility study to consider opportunities and options to greening the fleet
Advancing Environmental Sustainability	2. Support Georgina's resilience through environmental sustainability and climate mitigation and adaptation	- % of energy and water consumption reduction in Town facilities	Continue to implement Waste Management Plan (corporate and community)



2024 OPERATING BUDGET

Operations and Infrastructure - Department Administration - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits	218,290			6,280	98,880	323,450	48%	105,160	Increase in salaries and benefits; staff reallocation; Water/Wastewater labour allocation
Staffing Other Direct Expenses	7,670				1,220	8,890	16%	1,220	
Other Direct Costs	1,000					1,000	0%	0	
Expense Total	226,960			6,280	100,100	333,340	47%	106,380	
Administration Total	226,960			6,280	100,100	333,340	47%	106,380	
Grand Total	226,960			6,280	100,100	333,340	47%	106,380	

Operations and Infrastructure – Asset Management

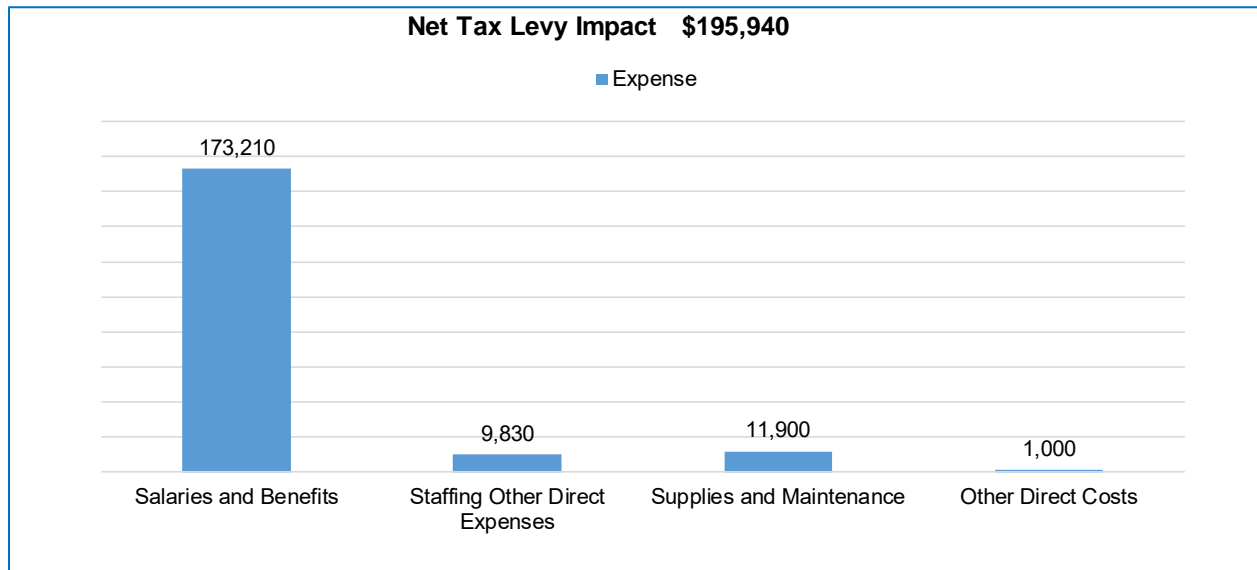
The Asset Management Division provides a range of services to coordinate the administration, planning and management of asset lifecycles of municipal infrastructure assets such as roads, bridges, water and sewer mains. This division also conducts the necessary studies and assessments to inform the decision making for infrastructure planning.

Services provided by the Asset Management and Technical Services Division includes:

- Preparing, maintaining and implementing the Town's Asset Management Plan and Program for core and non-core municipal assets
- Planning major and minor capital design and construction projects and studies for the next 10 years
- Developing and maintaining maintenance routines, standard operating procedures, and risk assessments on various assets
- Protecting municipal assets through administration of permits and approvals for utility installations and external contractors working on Town roads and other private infrastructure
- Administering the condition assessments of all core and non-core assets
- Providing technical and engineering support to the Operations and Infrastructure Department

2024 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2023 Accomplishments

- Started the preparation of an Asset Management Plan for the Town’s non-core assets
- MECP submission of the Town of Georgina’s Draft CLI ECA application for the wastewater collection system and the stormwater management system
- Completion of the condition assessment of sanitary pumping stations #6, 11, 18 and 19.
- Completion of the 2023 Pavement Management Survey in partnership with York Region to inform the Road Matrix Asset Management Software and future years of the program implementation
- Started the condition assessment for 10 per cent of the Town’s gravity sanitary sewer and manhole inventory
- Started the Town’s inflow/infiltration (I/I) study to identify high I/I areas to support York Region’s Inflow and Infiltration Reduction Strategy
- Completion of the technical review and oversight of the transfer of ownership of South River Road SPS from the Regional Municipality of York to the Town

- Oversight of the installation of telecommunication fiber to Keswick and Sutton by a third-party provider

Key Projects for 2024

- Completion of the Town's non-core Asset Management Plan (facilities, parks, buildings, fleet, urban forestry, active transportation, roadway appurtenances and information technology assets)
- Issuance of the Town of Georgina's Final CLI-ECA for the Wastewater Collection System and the Stormwater Management System
- Continuation of the condition assessment of four sewage pumping stations and linear wastewater collection system components (sanitary sewer)
- Commencement of the Inspection and Monitoring Program for the Wastewater Collection System and the Stormwater Management System in accordance with the reporting requirements for the respective CLI ECAs
- Continuation of the bi-annual structural inspection of bridges and culverts (>3m) in accordance with the Ontario Structure Inspection Manual (OSIM)
- Completion of the inflow/infiltration (I/I) study to identify high I/I areas to support York Region's Inflow and Infiltration Reduction Strategy
- Commencement of the condition assessment for the Town's stormwater management facilities
- Review opportunities for land asset acquisition or disposal
- Feasibility study to examine the cost-effectiveness of the potential to electrify some of Georgina's fleet of on-road vehicles in combination with small scale generation of renewable energy to reduce the Town's carbon footprint



2024 OPERATING BUDGET

Operations and Infrastructure - Asset Management - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits	197,130			7,270	(31,190)	173,210	-12%	(23,920)	Adjustment to Water/Wastewater labour allocation
Staffing Other Direct Expenses	11,610				(1,780)	9,830	-15%	(1,780)	
Supplies and Maintenance	9,200				2,700	11,900	29%	2,700	
Other Direct Costs	1,000					1,000	0%	0	
Expense Total	218,940			7,270	(30,270)	195,940	-11%	(23,000)	
Administration Total	218,940			7,270	(30,270)	195,940	-11%	(23,000)	
Grand Total	218,940			7,270	(30,270)	195,940	-11%	(23,000)	

Operations and Infrastructure – Capital Delivery Division

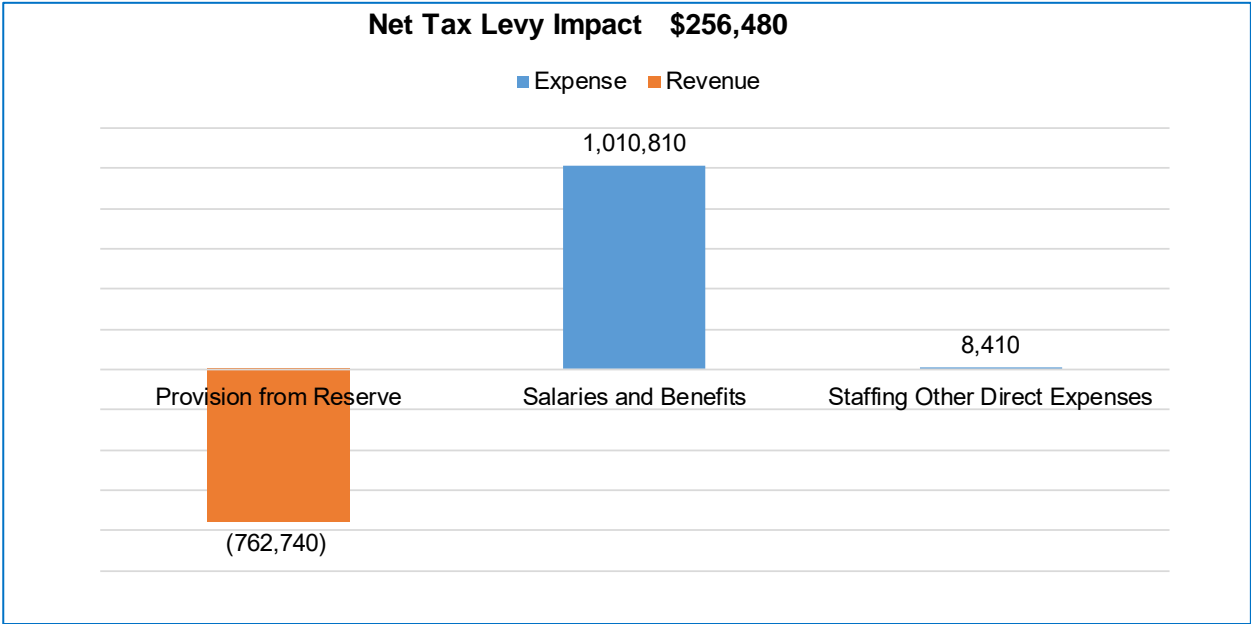
The Capital Delivery Division is responsible for conducting capital projects within the Operations and Infrastructure Department’s portfolio. This includes procurement, consultant’s engineering designs, permitting, construction and contract administration for various types of existing municipal infrastructure projects. These projects include many kinds of major repairs, upgrades, rehabilitations and replacements.

Services provided by the Capital Delivery Division include:

- Road design, repairs, resurfacing, reconstruction and shoreline protection
- Water system rehabilitation and repairs including booster station upgrades
- Wastewater system repairs including permanent sewer break repair and pump station upgrades
- Stormwater management system and local drainage improvements
- Repairs, rehabilitation and replacement of large culverts, bridges and dams

2024 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2023 Accomplishments

- Developed and implemented new engineering Request for Proposal and Agreement and new construction Request for Tender and Contract procurement documents in-keeping with current practice in municipal infrastructure engineering services
- Completed construction of the first year of the Town-wide 2023 to 2025 road repairs contract under the Pavement Management Program
- Stabilized approximately 200m of failed bluff along the Lake Simcoe shoreline to protect the adjacent portion of Hedge Road from long-term scour damage
- Completed roadway reconstruction and drainage improvements on Irving Drive
- Replaced 2.1 km of deteriorated cast iron watermain to improve water quality aesthetics in the Cockburn subdivision (Grew Boulevard, Sunnidale Boulevard, Meadowlea Avenue, Faircrest Avenue, and O'Connor Drive)
- Replaced 115 aged and leaking plastic drinking water supply pipes for homes on Tampa Drive and Hollywood Drive
- Completed the initial project planning, public consultation and conceptual phase of design of upgrades for the roads in the former Estonian Camp area of Udora
- Initiated the following engineering design projects: reconstruction of portions of Black River Road, Boyers Road and Riverglen Drive; rehabilitation of sewage pump stations 1, 2, 7 and 8; stabilization of shoulders on Pollock Avenue; rehabilitation and remediation of the Pefferlaw Dam; and design of High Street streetscape redevelopment and water supply system upgrades
- Installation and effectiveness monitoring of seven speed humps as an initial pilot program to reduce traffic speeds in selected areas
- With funding from the Lake Simcoe Region Conservation Authority, installed and conducted effectiveness monitoring of 14 “LittaTrap” catch basin inserts in selected locations as a pilot program to reduce discharge of sediment into receiving water bodies

2024 Key projects

- Implementation of the second year of the Town-wide 2023 to 2025 road repairs construction contract under the Pavement Management Program
- Major road reconstruction of portions of Black River Road and Riverglen Drive
- Preliminary design for replacement of the Old Shiloh Bridge
- Construction rehabilitation and remediation of the Pepperlaw Dam
- Construction of rehabilitation works for sewage pump stations 1, 2, 7 and 8
- Construction of the next phase of replacement of aged and leaking plastic drinking water supply pipes
- Continuation of the long-term program of design and construction of ditch and culvert drainage improvements
- Continuation of the long-term program of repairs to sanitary sewers at various locations throughout Georgina
- Continuation of the long-term program of rehabilitation of sewage pump stations at various locations throughout Georgina



2024 OPERATING BUDGET

Operations and Infrastructure - Capital Delivery - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Provision from Reserve	(704,730)			(58,010)		(762,740)	8%	(58,010)	To fund increase in salaries and benefits
Revenue Total	(704,730)			(58,010)		(762,740)	8%	(58,010)	
Expense									
Salaries and Benefits	952,800			58,010		1,010,810	6%	58,010	Increase in salaries and benefits
Staffing Other Direct Expenses					8,410	8,410	0%	8,410	
Expense Total	952,800			58,010	8,410	1,019,220	7%	66,420	
Administration Total	248,070			0	8,410	256,480	3%	8,410	
Grand Total	248,070			0	8,410	256,480	3%	8,410	

Operations and Infrastructure – Operations

Road Operations, Forestry, Traffic

The Operations Division provides operations and maintenance on all roads infrastructure (bridges, ditches, culverts, streetlights, sidewalks). The division delivers engineering and technical services related to traffic operations including traffic studies for speed limits, traffic calming, parking control and roadside safety. The division also provides forestry services.

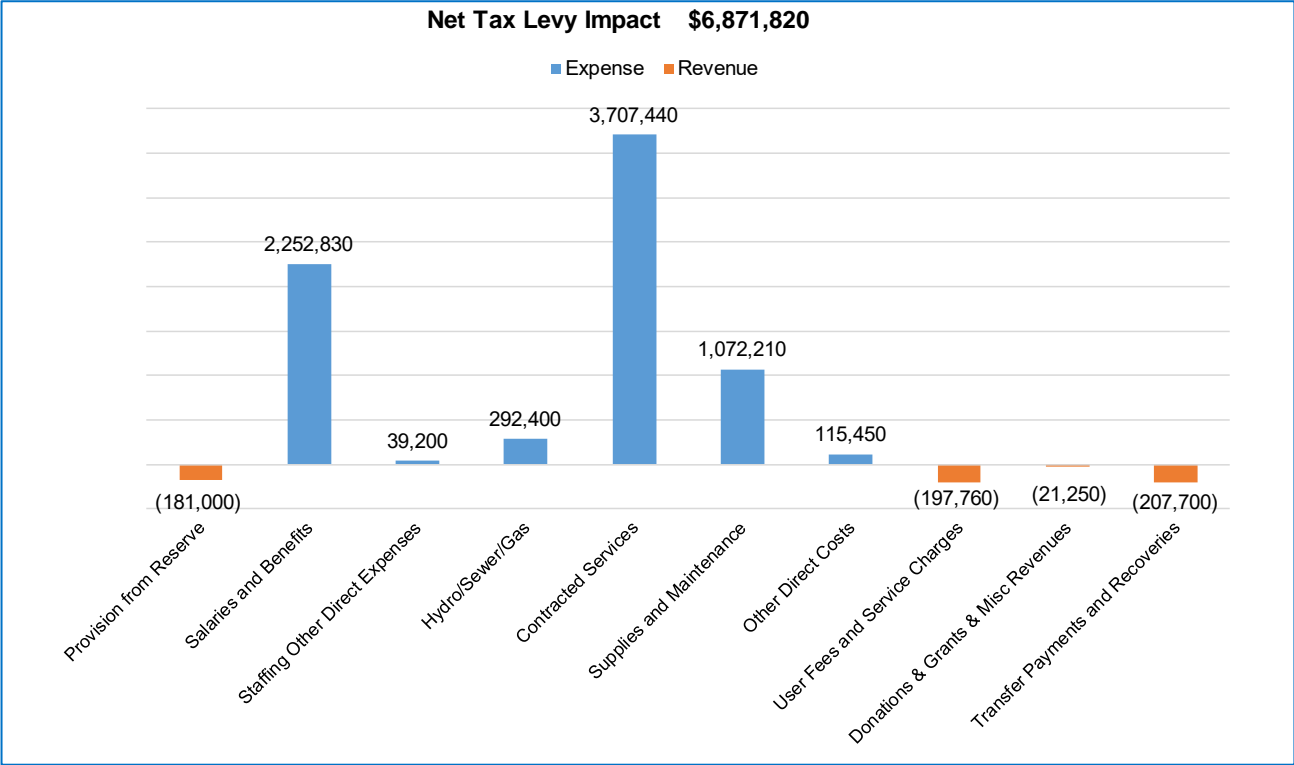
Services provided by the Operations Division include:

- Road operations: street sweeping, ditch maintenance, culvert installation, pothole repairs, catch basin cleaning, line painting, street and traffic sign installation/maintenance, road side grass cutting, brush removal, traffic control, minor resurfacing
- Winter patrolling, snow plowing, sanding, salting and snow removal on road surfaces and sidewalks/multi-use paths
- Forestry services including tree removals, stumping, planting, boulevard and park tree maintenance, and sightline issues
- Aquatic weed removal, mosquito control and solid waste management and recycling
- Emergency response to flooding, wind damage, vehicle incidents
- Traffic management, studies, analysis, and traffic calming
- Streetlight repair and maintenance

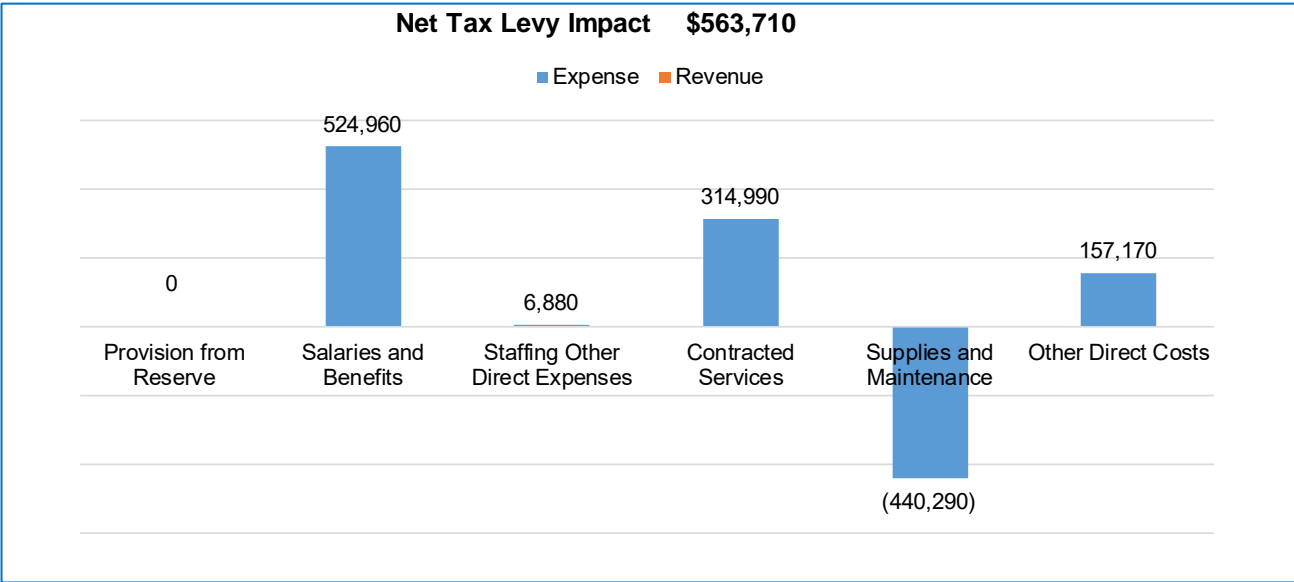
2024 Budgeted Expenditures and Revenues

The below charts show the budgeted operating activities for the division.

Operations



Fleet Services



2023 Accomplishments

- Delivered the minor capital program including sidewalk replacement, curb replacements, gravel surface repairs throughout Georgina
- Removed approximately 1,632 Ash trees due to the Emerald Ash Borer
- Stormwater Maintenance Program: 7500m of ditch maintenance and more than 100 culvert replacements
- Met winter service levels at 98 per cent
- Expanded the traffic calming initiatives by adding more bollard locations, pavement markings and installed Georgina’s first speed humps in collaboration with Capital Delivery
- Implemented digital tools and automation to increase efficiency of field operations
- Implementation of the driveway hump removal program
- School zone safety enhancements inclusive of radar sign boards, increase in pavement markings and signage

Key Projects for 2024

- Complete removal of dead and dying Ash trees that have been affected by the Emerald Ash Borer
- Stormwater maintenance: proactive catchment maintenance
- Tree planting program expansion through Emerald Ash Borer replacement works, grant funding opportunities and urban forestry expansion
- Updates to the Salt Management Plan
- Street name sign upgrades and replacements



2024 OPERATING BUDGET

Operations and Infrastructure - Operations - Budget Summary

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administration	735,620			23,310	(373,080)	385,850	-48%	(349,770)
Aquatic Weed Removal	170,500					170,500	0%	0
Closed Landfill - Monitoring	230				11,000	11,230	4783%	11,000
Dams and Bridges	5,520				130	5,650	2%	130
Bridges	3,820				130	3,950	3%	130
Dams	1,700					1,700	0%	0
Fleet Maintenance	439,320				(3,400)	435,920	-1%	(3,400)
Fleet	385,370					385,370	0%	0
Vehicle Maintenance	53,950				(3,400)	50,550	-6%	(3,400)
MOSQUITO	126,000					126,000	0%	0
Refuse and Recycling	1,351,770				167,990	1,519,760	12%	167,990
Blue Boxes	332,600					332,600	0%	0
Collection	449,080				(3,000)	446,080	-1%	(3,000)
Electronic Waste Collection and Disposal	800					800	0%	0
Green Bins	545,720					545,720	0%	0
Labour Allocation	(170,990)				170,990	0	-100%	170,990
Yard Waste Collection	194,560					194,560	0%	0
Roads Maintenance	1,406,460	4,000		8,500	23,800	1,442,760	3%	36,300
Brush, Tree, Trim	138,800			5,000	(17,760)	126,040	-9%	(12,760)
Catch Basins, Curbs, Storms	30,870				1,260	32,130	4%	1,260
Debris, Litter	33,310				880	34,190	3%	880
Ditching	375,560				10,590	386,150	3%	10,590
Dust Layer	20,250	4,000		1,000		25,250	25%	5,000
Grading and Scarifying	48,050				(4,120)	43,930	-9%	(4,120)
Grass Mowing	55,110				12,770	67,880	23%	12,770
Gravel Pit	3,410				250	3,660	7%	250
Gravel Resurfacing	16,930				630	17,560	4%	630
Other Overhead	117,050				2,940	119,990	3%	2,940
Patching, Spraying	233,410			2,500	9,060	244,970	5%	11,560
Shoulder Maintenance	71,560				2,650	74,210	4%	2,650
Sidewalks	219,040				4,650	223,690	2%	4,650
Summer Standby	43,110					43,110	0%	0
Roads Operations Centre	146,240	3,000		1,000	6,560	156,800	7%	10,560
Roadside Safety	302,540				24,000	326,540	8%	24,000
Community Art (Asphalt)	20,000					20,000	0%	0
Railroad Crossing	13,000					13,000	0%	0
Routine Patrols	54,510				5,680	60,190	10%	5,680
Signs and Markings	204,310				8,320	212,630	4%	8,320
Guiderails/Fences	10,720				10,000	20,720	93%	10,000
Stormwater Administration	4,200				(4,200)	0	-100%	(4,200)
Street Lighting	319,000			22,000		341,000	7%	22,000
Sweeping, Flushing, Cleaning	253,190				2,770	255,960	1%	2,770
Urban Forestry	259,920				0	259,920	0%	0



GEORGINA

2024 OPERATING BUDGET

Operations and Infrastructure - Operations - Budget Summary

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Winter Maintenance	1,382,870			29,670	21,390	1,433,930	4%	51,060
Sanding and Salting	1,079,570			19,670	4,670	1,103,910	2%	24,340
Snow Fence, Culvert Thawing	63,990				7,440	71,430	12%	7,440
Snow Plowing and Removal	205,120				16,390	221,510	8%	16,390
Winter Standby	34,190			10,000	(7,110)	37,080	8%	2,890
Grand Total	6,903,380	7,000		84,480	(123,040)	6,871,820	0%	(31,560)



2024 OPERATING BUDGET

Operations and Infrastructure - Operations - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
User Fees and Service Charges	(35,000)					(35,000)	0%	0	
Donations & Grants & Misc Revenue	(21,250)					(21,250)	0%	0	
Transfer Payments and Recoveries	(5,000)					(5,000)	0%	0	
Revenue Total	(61,250)					(61,250)	0%	0	
Expense									
Salaries and Benefits	779,530			23,310	(369,830)	433,010	-44%	(346,520)	Water/Wastewater labour allocation; staff reallocations
Staffing Other Direct Expenses	8,000				(500)	7,500	-6%	(500)	
Supplies and Maintenance	3,300				(3,000)	300	-91%	(3,000)	
Other Direct Costs	6,040				250	6,290	4%	250	
Expense Total	796,870			23,310	(373,080)	447,100	-44%	(349,770)	
Administration Total	735,620			23,310	(373,080)	385,850	-48%	(349,770)	
Aquatic Weed Removal									
Expense									
Contracted Services	170,500					170,500	0%	0	
Expense Total	170,500					170,500	0%	0	
Aquatic Weed Removal Total	170,500					170,500	0%	0	
Blue Boxes									
Revenue									
User Fees and Service Charges	(10,260)					(10,260)	0%	0	
Transfer Payments and Recoveries	(200,000)					(200,000)	0%	0	
Revenue Total	(210,260)					(210,260)	0%	0	
Expense									
Staffing Other Direct Expenses	800					800	0%	0	
Contracted Services	529,660					529,660	0%	0	
Supplies and Maintenance	12,400					12,400	0%	0	
Expense Total	542,860					542,860	0%	0	
Blue Boxes Total	332,600					332,600	0%	0	
Bridges									
Expense									
Salaries and Benefits	2,820				130	2,950	5%	130	
Supplies and Maintenance	1,000					1,000	0%	0	
Expense Total	3,820				130	3,950	3%	130	
Bridges Total	3,820				130	3,950	3%	130	
Brush,Tree,Trim									
Expense									
Salaries and Benefits	127,300				(17,760)	109,540	-14%	(17,760)	Budget reallocation to Grass Mowing and Sands and Salts
Contracted Services	10,000			5,000		15,000	50%	5,000	
Supplies and Maintenance	1,500					1,500	0%	0	
Expense Total	138,800			5,000	(17,760)	126,040	-9%	(12,760)	
Brush,Tree,Trim Total	138,800			5,000	(17,760)	126,040	-9%	(12,760)	

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Catch Basins, Curbs, Storms									
Expense									
Salaries and Benefits	7,870				1,260	9,130	16%	1,260	
Contracted Services	20,000					20,000	0%	0	
Supplies and Maintenance	3,000					3,000	0%	0	
Expense Total	30,870				1,260	32,130	4%	1,260	
Catch Basins, Curbs, Storms Total	30,870				1,260	32,130	4%	1,260	
Closed Landfill - Monitoring									
Revenue									
Provision from Reserve	(37,000)				11,000	(26,000)	-30%	11,000	Landfill Site Reserve depleted
Revenue Total	(37,000)				11,000	(26,000)	-30%	11,000	
Expense									
Contracted Services	37,230					37,230	0%	0	
Expense Total	37,230					37,230	0%	0	
Closed Landfill - Monitoring Total	230				11,000	11,230	4783%	11,000	
Collection									
Revenue									
User Fees and Service Charges	(140,000)					(140,000)	0%	0	
Revenue Total	(140,000)					(140,000)	0%	0	
Expense									
Contracted Services	574,080					574,080	0%	0	
Other Direct Costs	15,000				(3,000)	12,000	-20%	(3,000)	
Expense Total	589,080				(3,000)	586,080	-1%	(3,000)	
Collection Total	449,080				(3,000)	446,080	-1%	(3,000)	
Community Art (Asphalt)									
Expense									
Contracted Services	20,000					20,000	0%	0	
Expense Total	20,000					20,000	0%	0	
Community Art (Asphalt) Total	20,000					20,000	0%	0	
Dams									
Expense									
Salaries and Benefits	1,200					1,200	0%	0	
Other Direct Costs	500					500	0%	0	
Expense Total	1,700					1,700	0%	0	
Dams Total	1,700					1,700	0%	0	
Debris, Litter									
Expense									
Salaries and Benefits	30,310				880	31,190	3%	880	
Other Direct Costs	3,000					3,000	0%	0	
Expense Total	33,310				880	34,190	3%	880	
Debris, Litter Total	33,310				880	34,190	3%	880	
Ditching									
Expense									
Salaries and Benefits	294,810				10,590	305,400	4%	10,590	Labour allocation
Contracted Services	60,750					60,750	0%	0	



2024 OPERATING BUDGET

Operations and Infrastructure - Operations - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Supplies and Maintenance	20,000					20,000	0%	0	
Expense Total	375,560				10,590	386,150	3%	10,590	
Ditching Total	375,560				10,590	386,150	3%	10,590	
Dust Layer									
Expense									
Salaries and Benefits	1,290					1,290	0%	0	
Supplies and Maintenance	18,960	4,000		1,000		23,960	26%	5,000	
Expense Total	20,250	4,000		1,000		25,250	25%	5,000	
Dust Layer Total	20,250	4,000		1,000		25,250	25%	5,000	
Electronic Waste Collection and Disposal									
Revenue									
Transfer Payments and Recoveries	(2,700)					(2,700)	0%	0	
Revenue Total	(2,700)					(2,700)	0%	0	
Expense									
Contracted Services	3,500					3,500	0%	0	
Expense Total	3,500					3,500	0%	0	
Electronic Waste Collection and Disposal 1	800					800	0%	0	
Fleet									
Expense									
Supplies and Maintenance	385,370					385,370	0%	0	
Expense Total	385,370					385,370	0%	0	
Fleet Total	385,370					385,370	0%	0	
Grading and Scarifying									
Expense									
Salaries and Benefits	13,050				880	13,930	7%	880	
Contracted Services	35,000				(5,000)	30,000	-14%	(5,000)	
Expense Total	48,050				(4,120)	43,930	-9%	(4,120)	
Grading and Scarifying Total	48,050				(4,120)	43,930	-9%	(4,120)	
Grass Mowing									
Expense									
Salaries and Benefits	43,110				12,770	55,880	30%	12,770	Budget reallocation from Brush, Tree, Trim
Contracted Services	12,000					12,000	0%	0	
Expense Total	55,110				12,770	67,880	23%	12,770	
Grass Mowing Total	55,110				12,770	67,880	23%	12,770	
Gravel Pit									
Expense									
Salaries and Benefits	1,410				250	1,660	18%	250	
Supplies and Maintenance	2,000					2,000	0%	0	
Expense Total	3,410				250	3,660	7%	250	
Gravel Pit Total	3,410				250	3,660	7%	250	
Gravel Resurfacing									
Expense									
Salaries and Benefits	6,930				630	7,560	9%	630	
Supplies and Maintenance	10,000					10,000	0%	0	
Expense Total	16,930				630	17,560	4%	630	



2024 OPERATING BUDGET

Operations and Infrastructure - Operations - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Gravel Resurfacing Total	16,930				630	17,560	4%	630	
Green Bins									
Revenue									
User Fees and Service Charges	(12,500)					(12,500)	0%	0	
Revenue Total	(12,500)					(12,500)	0%	0	
Expense									
Contracted Services	537,970					537,970	0%	0	
Supplies and Maintenance	20,250					20,250	0%	0	
Expense Total	558,220					558,220	0%	0	
Green Bins Total	545,720					545,720	0%	0	
Guiderails/Fences									
Expense									
Salaries and Benefits	720					720	0%	0	
Contracted Services	10,000				10,000	20,000	100%	10,000	Increase for fence repairs
Expense Total	10,720				10,000	20,720	93%	10,000	
Guiderails/Fences Total	10,720				10,000	20,720	93%	10,000	
Labour Allocation									
Expense									
Salaries and Benefits	(170,990)				170,990	0	-100%	170,990	Water/Wastewater labour allocation
Expense Total	(170,990)				170,990	0	-100%	170,990	
Labour Allocation Total	(170,990)				170,990	0	-100%	170,990	
Machine Shed									
Expense									
Salaries and Benefits	47,230				6,560	53,790	14%	6,560	
Staffing Other Direct Expenses	14,400	3,000		1,000		18,400	28%	4,000	
Hydro/Sewer/Gas	47,400					47,400	0%	0	
Supplies and Maintenance	28,000					28,000	0%	0	
Other Direct Costs	9,210					9,210	0%	0	
Expense Total	146,240	3,000		1,000	6,560	156,800	7%	10,560	
Machine Shed Total	146,240	3,000		1,000	6,560	156,800	7%	10,560	
MOSQUITO									
Expense									
Contracted Services	126,000					126,000	0%	0	
Expense Total	126,000					126,000	0%	0	
MOSQUITO Total	126,000					126,000	0%	0	
Other Overhead									
Expense									
Staffing Other Direct Expenses	12,500					12,500	0%	0	
Supplies and Maintenance	20,600				2,440	23,040	12%	2,440	
Other Direct Costs	83,950				500	84,450	1%	500	
Expense Total	117,050				2,940	119,990	3%	2,940	
Other Overhead Total	117,050				2,940	119,990	3%	2,940	
Patching, Spraying									
Revenue									
Provision from Reserve	(30,000)					(30,000)	0%	0	



2024 OPERATING BUDGET

Operations and Infrastructure - Operations - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Revenue Total	(30,000)					(30,000)	0%	0	
Expense									
Salaries and Benefits	146,410				6,560	152,970	4%	6,560	
Contracted Services	60,000					60,000	0%	0	
Supplies and Maintenance	57,000			2,500	2,500	62,000	9%	5,000	
Expense Total	263,410			2,500	9,060	274,970	4%	11,560	
Patching, Spraying Total	233,410			2,500	9,060	244,970	5%	11,560	
Railroad Crossing									
Expense									
Contracted Services	13,000					13,000	0%	0	
Expense Total	13,000					13,000	0%	0	
Railroad Crossing Total	13,000					13,000	0%	0	
Routine Patrols									
Expense									
Salaries and Benefits	54,510				5,680	60,190	10%	5,680	
Expense Total	54,510				5,680	60,190	10%	5,680	
Routine Patrols Total	54,510				5,680	60,190	10%	5,680	
Sanding and Salting									
Revenue									
Provision from Reserve	(45,000)					(45,000)	0%	0	
Revenue Total	(45,000)					(45,000)	0%	0	
Expense									
Salaries and Benefits	258,330				4,670	263,000	2%	4,670	
Contracted Services	472,220					472,220	0%	0	
Supplies and Maintenance	394,020			19,670		413,690	5%	19,670	Sands and salt contracted services increases
Expense Total	1,124,570			19,670	4,670	1,148,910	2%	24,340	
Sanding and Salting Total	1,079,570			19,670	4,670	1,103,910	2%	24,340	
Shoulder Maintenance									
Expense									
Salaries and Benefits	26,360				2,650	29,010	10%	2,650	
Supplies and Maintenance	45,200					45,200	0%	0	
Expense Total	71,560				2,650	74,210	4%	2,650	
Shoulder Maintenance Total	71,560				2,650	74,210	4%	2,650	
Sidewalks									
Expense									
Salaries and Benefits	11,040				4,650	15,690	42%	4,650	
Contracted Services	208,000					208,000	0%	0	
Expense Total	219,040				4,650	223,690	2%	4,650	
Sidewalks Total	219,040				4,650	223,690	2%	4,650	
Signs and Markings									
Expense									
Salaries and Benefits	89,110				8,320	97,430	9%	8,320	
Contracted Services	104,200					104,200	0%	0	
Supplies and Maintenance	11,000					11,000	0%	0	
Expense Total	204,310				8,320	212,630	4%	8,320	

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Signs and Markings Total	204,310				8,320	212,630	4%	8,320	
Snow Fence, Culvert Thawing									
Expense									
Salaries and Benefits	62,490				7,440	69,930	12%	7,440	
Supplies and Maintenance	1,500					1,500	0%	0	
Expense Total	63,990				7,440	71,430	12%	7,440	
Snow Fence, Culvert Thawing Total	63,990				7,440	71,430	12%	7,440	
Snow Plowing and Removal									
Revenue									
Provision from Reserve	(80,000)					(80,000)	0%	0	
Revenue Total	(80,000)					(80,000)	0%	0	
Expense									
Salaries and Benefits	185,120				16,390	201,510	9%	16,390	Labour allocation
Contracted Services	100,000					100,000	0%	0	
Expense Total	285,120				16,390	301,510	6%	16,390	
Snow Plowing and Removal Total	205,120				16,390	221,510	8%	16,390	
Stormwater Administration									
Expense									
Salaries and Benefits	4,200				(4,200)	0	-100%	(4,200)	
Expense Total	4,200				(4,200)	0	-100%	(4,200)	
Stormwater Administration Total	4,200				(4,200)	0	-100%	(4,200)	
Street Lighting									
Expense									
Contracted Services	66,000			22,000		88,000	33%	22,000	Based on historical trend
Hydro/Sewer/Gas	245,000					245,000	0%	0	
Supplies and Maintenance	8,000					8,000	0%	0	
Expense Total	319,000			22,000		341,000	7%	22,000	
Street Lighting Total	319,000			22,000		341,000	7%	22,000	
Summer Standby									
Expense									
Salaries and Benefits	43,110					43,110	0%	0	
Expense Total	43,110					43,110	0%	0	
Summer Standby Total	43,110					43,110	0%	0	
Sweeping,Flushing,Cleaning									
Expense									
Salaries and Benefits	56,420				2,770	59,190	5%	2,770	
Contracted Services	196,770					196,770	0%	0	
Expense Total	253,190				2,770	255,960	1%	2,770	
Sweeping,Flushing,Cleaning Total	253,190				2,770	255,960	1%	2,770	
Urban Forestry									
Expense									
Salaries and Benefits	145,920				0	145,920	0%	0	
Contracted Services	114,000					114,000	0%	0	
Expense Total	259,920				0	259,920	0%	0	
Urban Forestry Total	259,920				0	259,920	0%	0	



2024 OPERATING BUDGET

Operations and Infrastructure - Operations - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Vehicle Maintenance									
Expense									
Salaries and Benefits	53,950				(3,400)	50,550	-6%	(3,400)	
Expense Total	53,950				(3,400)	50,550	-6%	(3,400)	
Vehicle Maintenance Total	53,950				(3,400)	50,550	-6%	(3,400)	
Winter Standby									
Expense									
Salaries and Benefits	34,190			10,000	(7,110)	37,080	8%	2,890	
Expense Total	34,190			10,000	(7,110)	37,080	8%	2,890	
Winter Standby Total	34,190			10,000	(7,110)	37,080	8%	2,890	
Yard Waste Collection									
Expense									
Contracted Services	194,560					194,560	0%	0	
Expense Total	194,560					194,560	0%	0	
Yard Waste Collection Total	194,560					194,560	0%	0	
Grand Total	6,903,380	7,000		84,480	(123,040)	6,871,820	0%	(31,560)	



2024 OPERATING BUDGET

Operations and Infrastructure - Fleet - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Mechanic's Garage									
Revenue									
Provision from Reserve	(140,100)			140,100		0	-100%	140,100	Remove one time provision
Revenue Total	(140,100)			140,100		0	-100%	140,100	
Expense									
Salaries and Benefits	469,540		35,000	17,920	2,500	524,960	12%	55,420	24-NI-OI-01 On Call Staffing, increase in salaries and benefits
Staffing Other Direct Expenses	4,160				2,720	6,880	65%	2,720	
Contracted Services	314,990					314,990	0%	0	
Supplies and Maintenance	(445,190)				4,900	(440,290)	-1%	4,900	
Other Direct Costs	157,170					157,170	0%	0	
Expense Total	500,670		35,000	17,920	10,120	563,710	13%	63,040	
Mechanic's Garage Total	360,570		35,000	158,020	10,120	563,710	56%	203,140	
Grand Total	360,570		35,000	158,020	10,120	563,710	56%	203,140	

Operations and Infrastructure – Operations

Water distribution and Wastewater collection

The Operations Division is responsible for maintaining the Town’s water and wastewater systems. The water and wastewater group operates and maintains the Keswick and Sutton water distribution and wastewater collection systems. This includes distributing treated water purchased from York Region and conveying wastewater to Region facilities for treatment. Town-owned infrastructure includes watermains, valves, fire hydrants, booster stations, wastewater sewers, pumping stations, residential grinder/ejector pumps and service connections. The division is also responsible for managing conveyance, storage, treatment and discharge of stormwater runoff to the environment. This division is funded by water and wastewater rates.

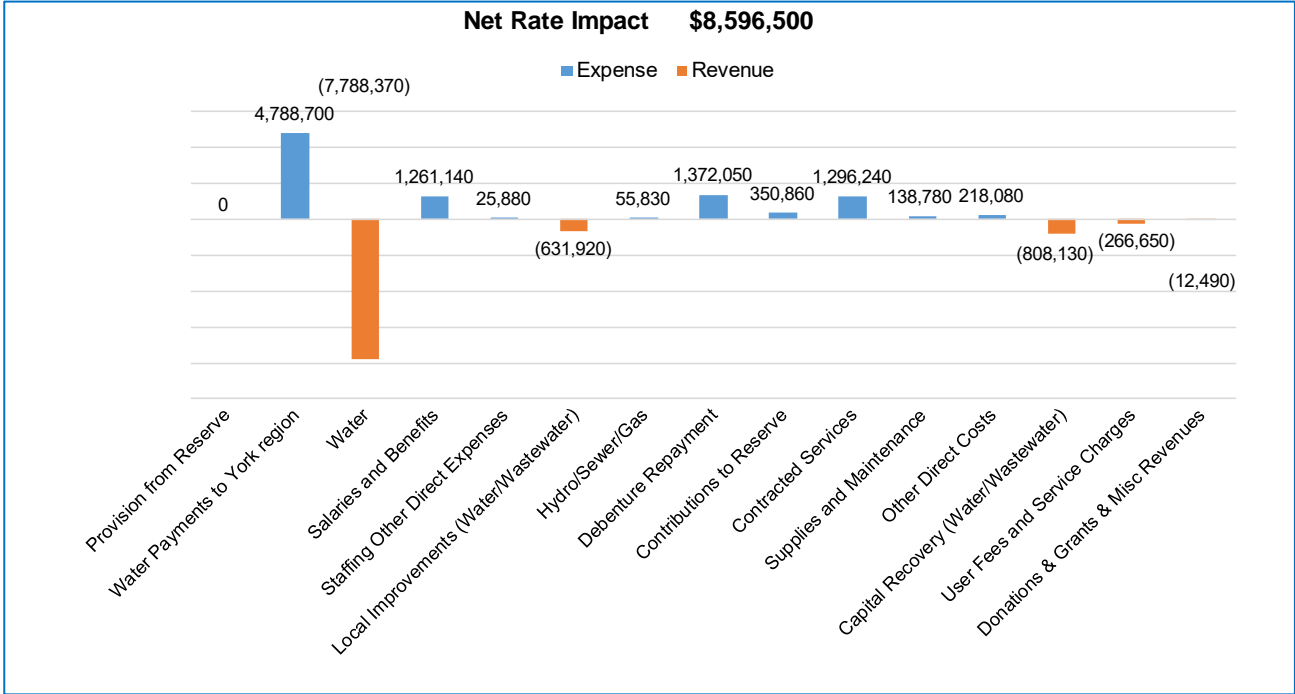
Services provided by the Operations Division include:

- Municipal drinking water quality, sampling, monitoring and reporting
- Water system operations, maintenance including and repairs of watermain breaks and service leaks, and watermain flushing
- Customer service including water turn off/on
- Wastewater system operations, maintenance and repairs including sewer break repairs, sewer flushing, clearing sewer backups, pump station repairs and cleaning, and odour management

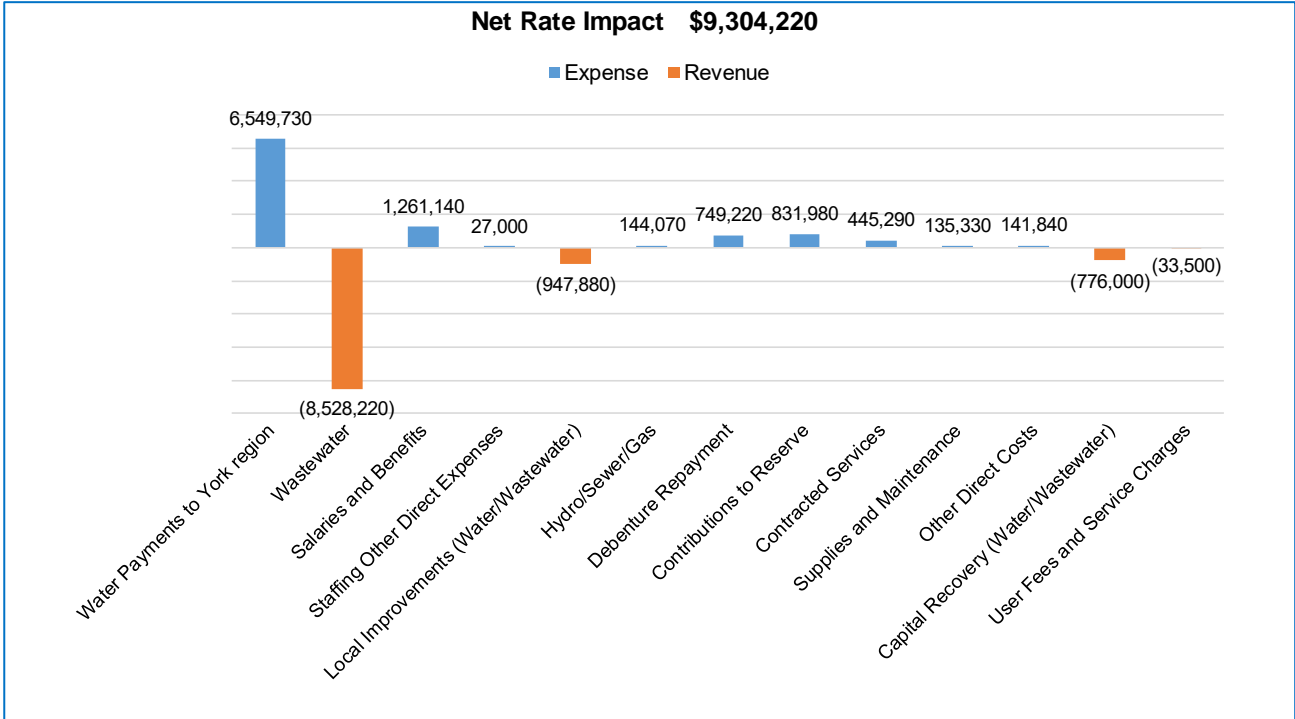
2024 Budgeted Expenditures and Revenues

The below charts show the budgeted operating activities for the division.

Water



Wastewater



2023 Accomplishments

- Successfully passed the external audit of the Drinking Water Quality Management System (DWQMS) with no findings of non-conformance with the standard.
- Completed the fire hydrant painting program to comply with the National Fire Protection Association guideline linking available system flow for firefighting with standard colour coding.
- Implemented the operational plan for the Wastewater and Stormwater Collection System Environmental Management System, based on ISO 14001
- Completed preventative flushing program
- Continue to develop the inflow and infiltration reduction strategy with Asset Management

Key Projects for 2024

- Development of wastewater collection operations and maintenance manual consistent with the operational plan for the drinking water system
- Mainline and secondary valves and hydrant rehab and replacement
- Complete risk assessment review inclusive of multi-department collaboration



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2024 OPERATING BUDGET

Operations and Infrastructure - Water - Budget Summary

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administration	(2,305,670)		104,000	(356,940)	(138,720)	(2,697,330)	17%	(391,660)
Administration	(2,305,660)			(407,090)	15,420	(2,697,330)	17%	(391,670)
Labour Allocation	(10)		104,000	50,150	(154,140)	0	-100%	10
Water Fleet	41,500					41,500	0%	0
Water Meters	213,780				3,860	217,640	2%	3,860
Water Operations Centre	104,010				3,860	107,870	4%	3,860
Water Quality & Monitoring	216,080				12,330	228,410	6%	12,330
Water System maintenance	1,730,300			(10)	371,620	2,101,910	21%	371,610
Distribution System	979,480				395,280	1,374,760	40%	395,280
Hydrants	294,070				9,240	303,310	3%	9,240
SCADA & Network	171,560				(38,300)	133,260	-22%	(38,300)
Water Booster Stations	285,190			(10)	5,400	290,580	2%	5,390
Grand Total	0		104,000	(356,950)	252,950	0	0%	0



2024 OPERATING BUDGET

Operations and Infrastructure - Water - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Water	(7,243,050)			(545,320)		(7,788,370)	8%	(545,320)	Increase based on cost recovery
Capital Recovery (Water/Wastewa	(692,910)			(115,220)		(808,130)	17%	(115,220)	Increase based on cost recovery
Local Improvements (Water/Waste	(631,920)					(631,920)	0%	0	Increase based on cost recovery
Provision from Reserve	0					0	0%	0	
User Fees and Service Charges	(256,650)			(10,000)		(266,650)	4%	(10,000)	New user fee for Water Meter Change Out Non-Compliance Fee
Donations & Grants & Misc Revenue	(12,490)					(12,490)	0%	0	
Revenue Total	(8,837,020)			(670,540)		(9,507,560)	8%	(670,540)	
Expense									
Salaries and Benefits	236,810				15,420	252,230	7%	15,420	Labour allocation
Staffing Other Direct Expenses	13,880					13,880	0%	0	
Contracted Services	6,000					6,000	0%	0	
Contributions to Reserve	341,030			9,830		350,860	3%	9,830	To fund Water - Infrastructure - Repair & Replacement Reserve
Debenture Repayment	1,219,090			(10)		1,219,080	0%	(10)	
Supplies and Maintenance	24,200					24,200	0%	0	
Other Direct Costs	155,280					155,280	0%	0	
Water Payments to York region	4,535,070			253,630		4,788,700	6%	253,630	Increase based on York Region rate allocation and consumption estimates
Expense Total	6,531,360			263,450	15,420	6,810,230	4%	278,870	
Administration Total	(2,305,660)			(407,090)	15,420	(2,697,330)	17%	(391,670)	
Distribution System									
Expense									
Salaries and Benefits	355,220				23,120	378,340	7%	23,120	Labour allocation
Contracted Services	584,740				372,160	956,900	64%	372,160	Increase mainly based on past emergencies, also reallocation from Water-SCADA & Network
Supplies and Maintenance	38,520					38,520	0%	0	
Other Direct Costs	1,000					1,000	0%	0	
Expense Total	979,480				395,280	1,374,760	40%	395,280	
Distribution System Total	979,480				395,280	1,374,760	40%	395,280	
Hydrants									
Expense									
Salaries and Benefits	142,090				9,240	151,330	7%	9,240	
Contracted Services	140,980					140,980	0%	0	
Supplies and Maintenance	11,000					11,000	0%	0	
Expense Total	294,070				9,240	303,310	3%	9,240	
Hydrants Total	294,070				9,240	303,310	3%	9,240	

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Labour Allocation									
Expense									
Salaries and Benefits	(10)		104,000	50,150	(154,140)	0	-100%	10	24-SI-OI-01 Water Operator
Expense Total	(10)		104,000	50,150	(154,140)	0	-100%	10	
Labour Allocation Total	(10)		104,000	50,150	(154,140)	0	-100%	10	
SCADA & Network									
Expense									
Salaries and Benefits	59,200				3,860	63,060	7%	3,860	
Contracted Services	52,160				(42,160)	10,000	-81%	(42,160)	Reallocate to Water-Distribution System and Wastewater-SCADA & Network
Other Direct Costs	60,200					60,200	0%	0	
Expense Total	171,560				(38,300)	133,260	-22%	(38,300)	
SCADA & Network Total	171,560				(38,300)	133,260	-22%	(38,300)	
Water Booster Stations									
Expense									
Salaries and Benefits	82,880				5,400	88,280	7%	5,400	
Contracted Services	5,360					5,360	0%	0	
Debt Repayment	152,980			(10)		152,970	0%	(10)	
Hydro/Sewer/Gas	30,530					30,530	0%	0	
Supplies and Maintenance	13,440					13,440	0%	0	
Expense Total	285,190			(10)	5,400	290,580	2%	5,390	
Water Booster Stations Total	285,190			(10)	5,400	290,580	2%	5,390	
Water Fleet									
Expense									
Supplies and Maintenance	41,500					41,500	0%	0	
Expense Total	41,500					41,500	0%	0	
Water Fleet Total	41,500					41,500	0%	0	
Water Meters									
Expense									
Salaries and Benefits	59,200				3,860	63,060	7%	3,860	
Contracted Services	153,000					153,000	0%	0	
Supplies and Maintenance	1,580					1,580	0%	0	
Expense Total	213,780				3,860	217,640	2%	3,860	
Water Meters Total	213,780				3,860	217,640	2%	3,860	
Water Operations Centre									
Expense									
Salaries and Benefits	59,200				3,860	63,060	7%	3,860	
Staffing Other Direct Expenses	12,000					12,000	0%	0	
Hydro/Sewer/Gas	25,300					25,300	0%	0	
Supplies and Maintenance	5,910					5,910	0%	0	
Other Direct Costs	1,600					1,600	0%	0	
Expense Total	104,010				3,860	107,870	4%	3,860	
Water Operations Centre Total	104,010				3,860	107,870	4%	3,860	
Water Quality & Monitoring									



2024 OPERATING BUDGET

Operations and Infrastructure - Water - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Expense									
Salaries and Benefits	189,450				12,330	201,780	7%	12,330	Labour allocation
Contracted Services	24,000					24,000	0%	0	
Supplies and Maintenance	2,630					2,630	0%	0	
Expense Total	216,080				12,330	228,410	6%	12,330	
Water Quality & Monitoring Total	216,080				12,330	228,410	6%	12,330	
Grand Total	0		104,000	(356,950)	252,950	0	0%	0	



GEORGINA

2024 OPERATING BUDGET

Operations and Infrastructure - Wastewater - Budget Summary

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administration	(1,791,260)			(232,570)	3,500	(2,020,330)	13%	(229,070)
Water System maintenance	209,090				29,250	238,340	14%	29,250
WW Fleet	23,500					23,500	0%	0
WW Maintenance	1,226,820	26,000		56,000	98,550	1,407,370	15%	180,550
Residential Grinder Pumps	46,520				2,310	48,830	5%	2,310
WW Collection System	541,010	26,000		56,000	92,920	715,930	32%	174,920
WW Pumping Stations	639,290				3,320	642,610	1%	3,320
WW Operations Centre	331,850				19,270	351,120	6%	19,270
WW Operations Centre	331,850				19,270	351,120	6%	19,270
Grand Total	0	26,000		(176,570)	150,570	0	0%	0



2024 OPERATING BUDGET

Operations and Infrastructure - Wastewater - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Capital Recovery (Water/Wastewa	(638,490)			(137,510)		(776,000)	22%	(137,510)	Increase based on cost recovery
Local Improvements (Water/Wastew	(947,880)					(947,880)	0%	0	
Wastewater	(7,930,960)			(597,260)		(8,528,220)	8%	(597,260)	Increase based on cost recovery
User Fees and Service Charges	(33,500)					(33,500)	0%	0	
Revenue Total	(9,550,830)			(734,770)		(10,285,600)	8%	(734,770)	
Expense									
Staffing Other Direct Expenses	7,500					7,500	0%	0	
Contributions to Reserve	438,470			393,510		831,980	90%	393,510	Increase based on cost recovery
Debenture Repayment	749,220					749,220	0%	0	
Supplies and Maintenance	16,000					16,000	0%	0	
Other Direct Costs	107,340				3,500	110,840	3%	3,500	
Water Payments to York region	6,441,040			108,690		6,549,730	2%	108,690	Increase based on York Region rate allocation and consumption estimates
Expense Total	7,759,570			502,200	3,500	8,265,270	7%	505,700	
Administration Total	(1,791,260)			(232,570)	3,500	(2,020,330)	13%	(229,070)	
Residential Grinder Pumps									
Expense									
Salaries and Benefits	35,520				2,310	37,830	7%	2,310	
Contracted Services	2,000					2,000	0%	0	
Supplies and Maintenance	9,000					9,000	0%	0	
Expense Total	46,520				2,310	48,830	5%	2,310	
Residential Grinder Pumps Total	46,520				2,310	48,830	5%	2,310	
SCADA & Network									
Expense									
Salaries and Benefits	142,090				9,250	151,340	7%	9,250	
Contracted Services	40,000				20,000	60,000	50%	20,000	Reallocation from Water-SCADA & Network
Supplies and Maintenance	2,000					2,000	0%	0	
Other Direct Costs	25,000					25,000	0%	0	
Expense Total	209,090				29,250	238,340	14%	29,250	
SCADA & Network Total	209,090				29,250	238,340	14%	29,250	
WW Collection System									
Expense									
Salaries and Benefits	355,220				23,120	378,340	7%	23,120	Labour allocation
Contracted Services	163,470	20,000		32,000	50,000	265,470	62%	102,000	Increase due to contractual increases for sub-contracts, historical trend on sewer flushing
Supplies and Maintenance	16,320	6,000		24,000	19,800	66,120	305%	49,800	Increase mainly due to price escalation and reallocation from WW Pumping Stations

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Other Direct Costs	6,000					6,000	0%	0	
Expense Total	541,010	26,000		56,000	92,920	715,930	32%	174,920	
WW Collection System Total	541,010	26,000		56,000	92,920	715,930	32%	174,920	
WW Fleet									
Expense									
Supplies and Maintenance	23,500					23,500	0%	0	
Expense Total	23,500					23,500	0%	0	
WW Fleet Total	23,500					23,500	0%	0	
WW Operations Centre									
Expense									
Salaries and Benefits	296,020				19,270	315,290	7%	19,270	Labour allocation
Staffing Other Direct Expenses	19,500					19,500	0%	0	
Hydro/Sewer/Gas	16,330					16,330	0%	0	
Expense Total	331,850				19,270	351,120	6%	19,270	
WW Operations Centre Total	331,850				19,270	351,120	6%	19,270	
WW Pumping Stations									
Expense									
Salaries and Benefits	355,220				23,120	378,340	7%	23,120	Labour allocation
Contracted Services	137,620				(19,800)	117,820	-14%	(19,800)	Reallocate to WW Collection System
Hydro/Sewer/Gas	127,740					127,740	0%	0	
Supplies and Maintenance	18,710					18,710	0%	0	
Expense Total	639,290				3,320	642,610	1%	3,320	
WW Pumping Stations Total	639,290				3,320	642,610	1%	3,320	
Grand Total	0	26,000		(176,570)	150,570	0	0%	0	

Community Services Department

The Community Services Department is committed to building a healthy community and promoting active lifestyles. Our goal is to provide affordable and accessible recreation and culture opportunities and experiences for all Georgina residents, ensuring that all recreation, parks, and facilities are multi-use, multi-generational, accessible, inviting and responsive to the community's needs.

As the Town of Georgina continues to grow, staff are committed to updating existing municipal parks and facilities, and developing and building new ones with our residents' needs in mind.

Staff continued to realign and redefine our operations, programs, and service delivery strategies to ensure our residents continue to have ample recreation and cultural opportunities to enjoy.

2023 Success Story

Pefferlaw Pump Track and Skatepark



Construction on the new [Pefferlaw Pump Track and Skatepark](#) began in August 2023 and will be completed by November 2023. It is located southeast of the Pefferlaw Ice Pad and Sports Zone.

The design includes features for users of all skill levels, including people new to the sport. Users requested a larger pump track with a variety of riding options and directions. It will feature an expanded concrete skatepark and a junior loop off the main pump track.

The Pefferlaw Pump Track and Skatepark was designed to meet the Town of Georgina's Facility Accessibility Design Standards (2017). It will increase opportunities for accessibility in outdoor spaces for disabled youth and adults in the community. A pump track is a circuit of rolls, banked turns and features designed to be ridden by users through a “pumping” technique—generating momentum by up and down body movements (i.e., not pedaling or pushing). This flowing terrain is accessible to all ability levels (including beginner riders, and disabled riders) and provides an exciting user experience for skateboarders, bikes, scooters, rollerbladers, and sports wheelchairs. The design includes a dedicated junior track off the main track to provide an opportunity for users of all abilities to enjoy the sport.

The project includes new accessible site furnishings for spectators, as well as improvements to the recreational trail system for park users. With limited recreation opportunities for youth in Pefferlaw, this new facility will serve as an exciting central hub for youth in the eastern limits of Georgina.

Divisions

- Recreation Services Division
- Facilities Division
- Parks and Horticulture Division
- Client and Cultural Services Division
- Capital Projects Division

Major Operating Drivers

- Departmental data collection and analysis
- Increased participation in programs and activities
- Promotion of community health, wellness, and active lifestyles
- Operational Efficiency and project performance
- Project planning, including the overall need, progress, and status of new and existing programs such as the Building Condition Assessment Program and Capital projects

Major Initiatives Planned for 2024

- The opening of the new Multi-use Recreation Complex
- Completion of the Pefferlaw Park including brand new pump track, skatepark, Sports Zone, Community Garden and enhanced pathway connections and park amenities
- Update and refresh of the parks by-law
- Complete Operational Policies and Procedures review
- Collaborate with Operations and Infrastructure to complete facilities investiture/divestiture analysis and recommendations

Corporate Strategic Plan - Departmental Implementation Plan

To support the implementation of the 2023-2027 Corporate Strategic Plan, a Departmental Implementation Plan was developed which sets out specific initiatives and corporate performance measures for each strategic goal. These initiatives and measures will be evaluated and updated on an annual basis.

Pillar	Goal	Indicators/Measurements	Initiatives
Delivering Service Excellence	1. Commit to citizen-centric service delivery	- Resident satisfaction survey scores (# respondents, % satisfied)	Update a Recreation and Culture Master Plan
Delivering Service Excellence	3. Ensure continued financial sustainability and accountability	- \$ generated through Corporate Sponsorship Program	Implement the Corporate Sponsorship Program
Delivering Service Excellence	5. Proactively manage infrastructure and assets ensuring service continuity	- # of assets in good condition (by asset class) - % of building condition assessments with average rating of	Continue to modernize, maintain and enhance accessibility of facilities and spaces
Diversifying Our Local Economy	2. Continue to support Georgina's tourism sector as an economic driver	- # partnerships with private sector tourism stakeholders - # and size of events that attract visitors from outside Georgina - # improvements to infrastructure that enhance the visitor experience	Deliver the Waterfront Strategic Master Plan and apply recommendations for future development considerations
Creating A Vibrant, Healthy and Safe Community for All	3. Continue to invest in community spaces and amenities	- # of new or improved local parks, recreation amenities and community spaces	Update and implement ROC and LINK Business Plans
Creating A Vibrant, Healthy and Safe Community for All	3. Improve physical and communications infrastructure	- # of new or improved local parks, recreation amenities and community spaces	Complete the Parks Master Plan
Creating A Vibrant, Healthy and Safe Community for All	3. Continue to invest in community spaces and amenities	- # of new or improved local parks, recreation amenities and community spaces	Continue to optimize and invest in improvements to local parks, facilities and recreation amenities: - Picnic table replacement program - Playground replacement program - Outdoor furniture replacement program - Outdoor sport courts resurfacing - New park development

Pillar	Goal	Indicators/Measurements	Initiatives
<p>Advancing Environmental Sustainability</p>	<p>1. Celebrate and respect Georgina's natural environment, including Lake Simcoe</p>	<p># of environmental educational and awareness initiatives coordinated by the Town</p>	<p>In partnership with the Environmental Advisory Committee and environmental stakeholders, coordinate an annual Earth Day event and other educational and awareness opportunities</p>
<p>Advancing Environmental Sustainability</p>	<p>2. Support Georgina's resilience through environmental sustainability and climate mitigation and adaptation</p>	<p>- % of energy and water consumption reduction in Town facilities</p>	<p>Update Energy Conservation Demand Management Plan</p>



2024 OPERATING BUDGET

Community Services - Department Administration - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits	431,300			7,770		439,070	2%	7,770	Increase in salaries and benefits
Staffing Other Direct Expenses	5,200				2,200	7,400	42%	2,200	
Other Direct Costs	200				800	1,000	400%	800	
Expense Total	436,700			7,770	3,000	447,470	2%	10,770	
Administration Total	436,700			7,770	3,000	447,470	2%	10,770	
Grand Total	436,700			7,770	3,000	447,470	2%	10,770	

Community Services - Recreation Services Division

The Recreation Services Division plays an important role in providing quality recreational and active living programs, services and events in an accessible, equitable and efficient manner to enhance the quality of life of the Town's growing and diverse community.

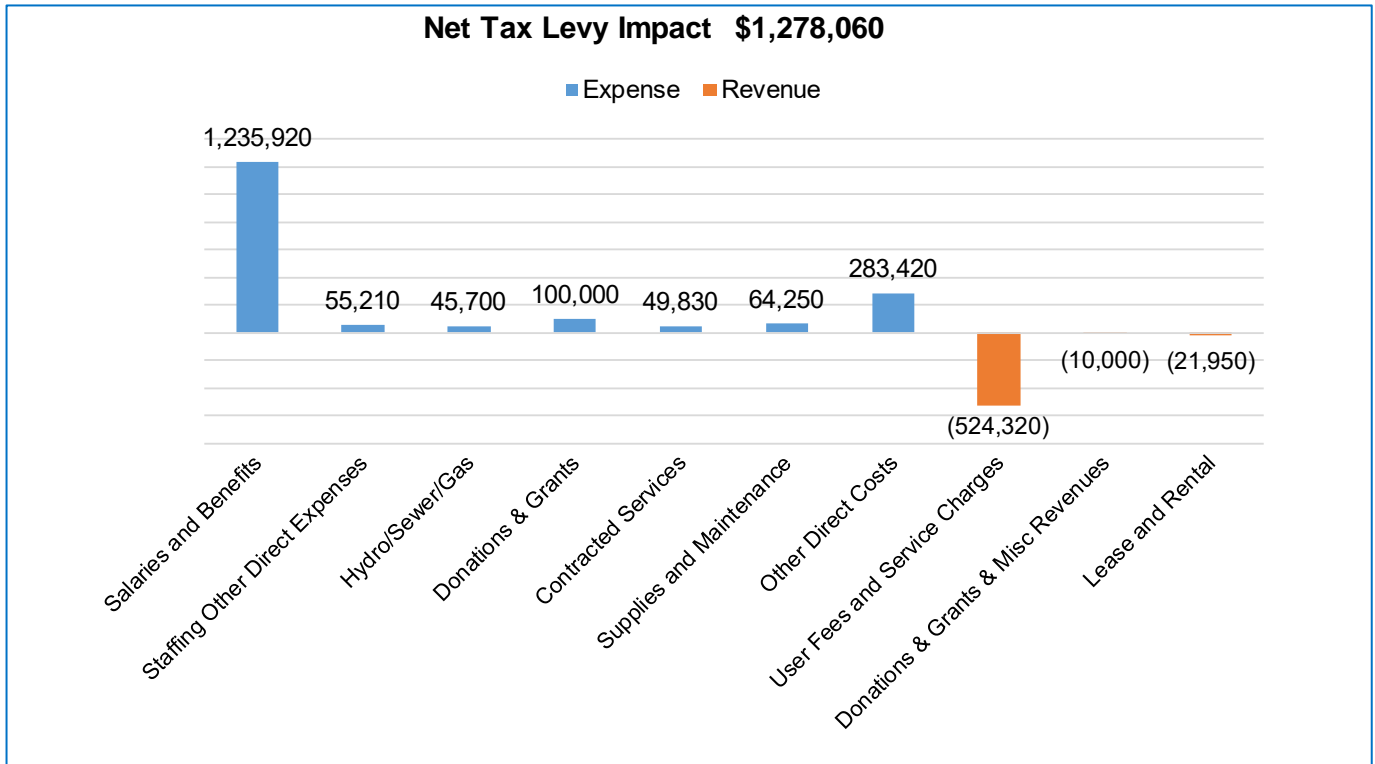
Staff continued to ensure all recreation activities, programs and special events continues to be inclusive, affordable and accessible. The aim is to encourage and promote healthy, active lifestyles.

Services provided by the Recreation Services Division includes:

- Register programs and activities (aquatics, gymnasium, etc.)
- Outdoor programs and activities
- Drop-in programs and activities (swimming, gym, skating, etc.)
- Summer camps
- Host special events
- The annual ROC operations (snow resort, challenge course) in partnership with all divisions in the Community Services Department
- Oversee sponsorship partnerships
- After school programs (partnership with Jericho Youth Services)

2024 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2023 Accomplishments

- Completed two out of the four amenities at the Pefferlaw Outdoor Recreation Amenities (Community Garden, PIP/Sports Zone, Pump Track and Skatepark)
- Hosted an in-person consultation and surveys to ensure feedback is received on the design of the pump track and skatepark
- Continue to successfully rebuild staff recruitment for all programs (general, sports and aquatics)
- Successfully continue to grow and deliver summer camps
- Continued to provide a wide range of fun interactive special events to the community (such as SnoFest, Starlight Cinema Nights, Senior BBQs, Canada Day, Volunteer Award of Merit, Festival of Lights, Family Fright Fiesta, Pride Parade, etc.)

- Continued the successful partnership with Jericho Youth Services on the delivery of three after school programs (Keswick, Sutton and Pefferlaw)
- Hosted ribbon-cutting ceremonies for the Pefferlaw Community Garden, PIP/Sports Zone and the redesigned Uptown Keswick Parkette
- Introduced a new ski/snowboard equipment rental program
- Continue to be successful in creating partnerships with businesses to become sponsors of Town events
- Transitioned to an online Activity Guide

Key Projects for 2024

- Continue to provide significant input and support to the Multi-use Recreation Complex (MURC) project as opening day approaches
- Implementation and completion of the remaining Pefferlaw recreational outdoor amenities; pump track and skatepark; expanding the existing pathways and park amenities
- Continue to implement the programming at the PIP/Sports Zone
- Continue to work with the Georgina Brock Garden Club as they facilitate the Pefferlaw Community Garden
- Provide a wide range of recreation programs and activities for the community
- Host a number of special events for the community
- Update ROC Business Plan in partnership with Facilities Division and Parks Division
- Implementation of the Corporate Sponsorship Strategy
- Recreation Senior Strategy



2024 OPERATING BUDGET

Community Services - Recreation - Budget Summary

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administration	1,001,380			9,390	(199,330)	811,440	-19%	(189,940)
After School Program	125,850				(25,850)	100,000	-21%	(25,850)
Club 55 Administration	(5,000)			80		(4,920)	-2%	80
Day Camps	6,910			9,110	(20,000)	(3,980)	-158%	(10,890)
Fleet	2,560					2,560	0%	0
General Programs	2,180				(6,420)	(4,240)	-294%	(6,420)
Georgina Gym	114,380	(2,000)			20,780	133,160	16%	18,780
Routes Transportation	55,000				(55,000)	0	-100%	(55,000)
Seniors Games	500					500	0%	0
Seniors Programs - Club 55	237,680			1,930		239,610	1%	1,930
Sutton Grant (G18)	3,930					3,930	0%	0
Grand Total	1,545,370	(2,000)		20,510	(285,820)	1,278,060	-17%	(267,310)



2024 OPERATING BUDGET

Community Services - Recreation - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
User Fees and Service Charges	(6,500)					(6,500)	0%	0	
Revenue Total	(6,500)					(6,500)	0%	0	
Expense									
Salaries and Benefits	823,880			9,390	(199,330)	633,940	-23%	(189,940)	Staff reallocations
Staffing Other Direct Expenses	17,750					17,750	0%	0	
Contracted Services	3,000					3,000	0%	0	
Supplies and Maintenance	7,500					7,500	0%	0	
Other Direct Costs	155,750					155,750	0%	0	
Expense Total	1,007,880			9,390	(199,330)	817,940	-19%	(189,940)	
Administration Total	1,001,380			9,390	(199,330)	811,440	-19%	(189,940)	
After School Program									
Expense									
Salaries and Benefits	23,000				(23,000)	0	-100%	(23,000)	Staff reallocations
Donations & Grants	100,000					100,000	0%	0	
Supplies and Maintenance	2,850				(2,850)	0	-100%	(2,850)	
Expense Total	125,850				(25,850)	100,000	-21%	(25,850)	
After School Program Total	125,850				(25,850)	100,000	-21%	(25,850)	
Club 55 Administration									
Revenue									
User Fees and Service Charges	(38,380)					(38,380)	0%	0	
Revenue Total	(38,380)					(38,380)	0%	0	
Expense									
Salaries and Benefits	7,380			80		7,460	1%	80	
Other Direct Costs	26,000					26,000	0%	0	
Expense Total	33,380			80		33,460	0%	80	
Club 55 Administration Total	(5,000)			80		(4,920)	-2%	80	
Day Camps									
Revenue									
User Fees and Service Charges	(300,000)				(20,000)	(320,000)	7%	(20,000)	User fees increase
Revenue Total	(300,000)				(20,000)	(320,000)	7%	(20,000)	
Expense									
Salaries and Benefits	250,910			6,110		257,020	2%	6,110	
Staffing Other Direct Expenses	28,000			3,000		31,000	11%	3,000	
Supplies and Maintenance	28,000					28,000	0%	0	
Expense Total	306,910			9,110		316,020	3%	9,110	
Day Camps Total	6,910			9,110	(20,000)	(3,980)	-158%	(10,890)	
Fleet									
Expense									
Supplies and Maintenance	700					700	0%	0	
Other Direct Costs	1,860					1,860	0%	0	
Expense Total	2,560					2,560	0%	0	
Fleet Total	2,560					2,560	0%	0	
General Programs									



2024 OPERATING BUDGET

Community Services - Recreation - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Revenue									
User Fees and Service Charges	(150,720)				(4,720)	(155,440)	3%	(4,720)	
Revenue Total	(150,720)				(4,720)	(155,440)	3%	(4,720)	
Expense									
Salaries and Benefits	77,900				(1,700)	76,200	-2%	(1,700)	
Contracted Services	35,500					35,500	0%	0	
Other Direct Costs	39,500					39,500	0%	0	
Expense Total	152,900				(1,700)	151,200	-1%	(1,700)	
General Programs Total	2,180				(6,420)	(4,240)	-294%	(6,420)	
Georgina Gym									
Revenue									
Lease and Rental	(18,000)	(2,000)				(20,000)	11%	(2,000)	
Revenue Total	(18,000)	(2,000)				(20,000)	11%	(2,000)	
Expense									
Salaries and Benefits	85,600				17,930	103,530	21%	17,930	Staff reallocations
Staffing Other Direct Expenses	2,700					2,700	0%	0	
Contracted Services	2,500					2,500	0%	0	
Hydro/Sewer/Gas	12,300					12,300	0%	0	
Supplies and Maintenance	15,200				2,850	18,050	19%	2,850	
Other Direct Costs	14,080					14,080	0%	0	
Expense Total	132,380				20,780	153,160	16%	20,780	
Georgina Gym Total	114,380	(2,000)			20,780	133,160	16%	18,780	
Routes Transportation									
Expense									
Donations & Grants	55,000				(55,000)	0	-100%	(55,000)	Reallocation per resolution SI-2023-0014
Expense Total	55,000				(55,000)	0	-100%	(55,000)	
Routes Transportation Total	55,000				(55,000)	0	-100%	(55,000)	
Seniors Games									
Revenue									
User Fees and Service Charges	(4,000)					(4,000)	0%	0	
Revenue Total	(4,000)					(4,000)	0%	0	
Expense									
Other Direct Costs	4,500					4,500	0%	0	
Expense Total	4,500					4,500	0%	0	
Seniors Games Total	500					500	0%	0	
Seniors Programs - Club 55									
Revenue									
Lease and Rental	(1,950)					(1,950)	0%	0	
Revenue Total	(1,950)					(1,950)	0%	0	
Expense									
Salaries and Benefits	154,340			1,930		156,270	1%	1,930	
Staffing Other Direct Expenses	2,960					2,960	0%	0	
Contracted Services	8,830					8,830	0%	0	
Hydro/Sewer/Gas	33,400					33,400	0%	0	



2024 OPERATING BUDGET

Community Services - Recreation - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Supplies and Maintenance	10,000					10,000	0%	0	
Other Direct Costs	30,100					30,100	0%	0	
Expense Total	239,630			1,930		241,560	1%	1,930	
Seniors Programs - Club 55 Total	237,680			1,930		239,610	1%	1,930	
Sutton Grant (G18)									
Revenue									
Donations & Grants & Misc Revenues	(10,000)					(10,000)	0%	0	
Revenue Total	(10,000)					(10,000)	0%	0	
Expense									
Salaries and Benefits	1,500					1,500	0%	0	
Staffing Other Direct Expenses	800					800	0%	0	
Other Direct Costs	11,630					11,630	0%	0	
Expense Total	13,930					13,930	0%	0	
Sutton Grant (G18) Total	3,930					3,930	0%	0	
Grand Total	1,545,370	(2,000)		20,510	(285,820)	1,278,060	-17%	(267,310)	

Community Services - Facilities Division

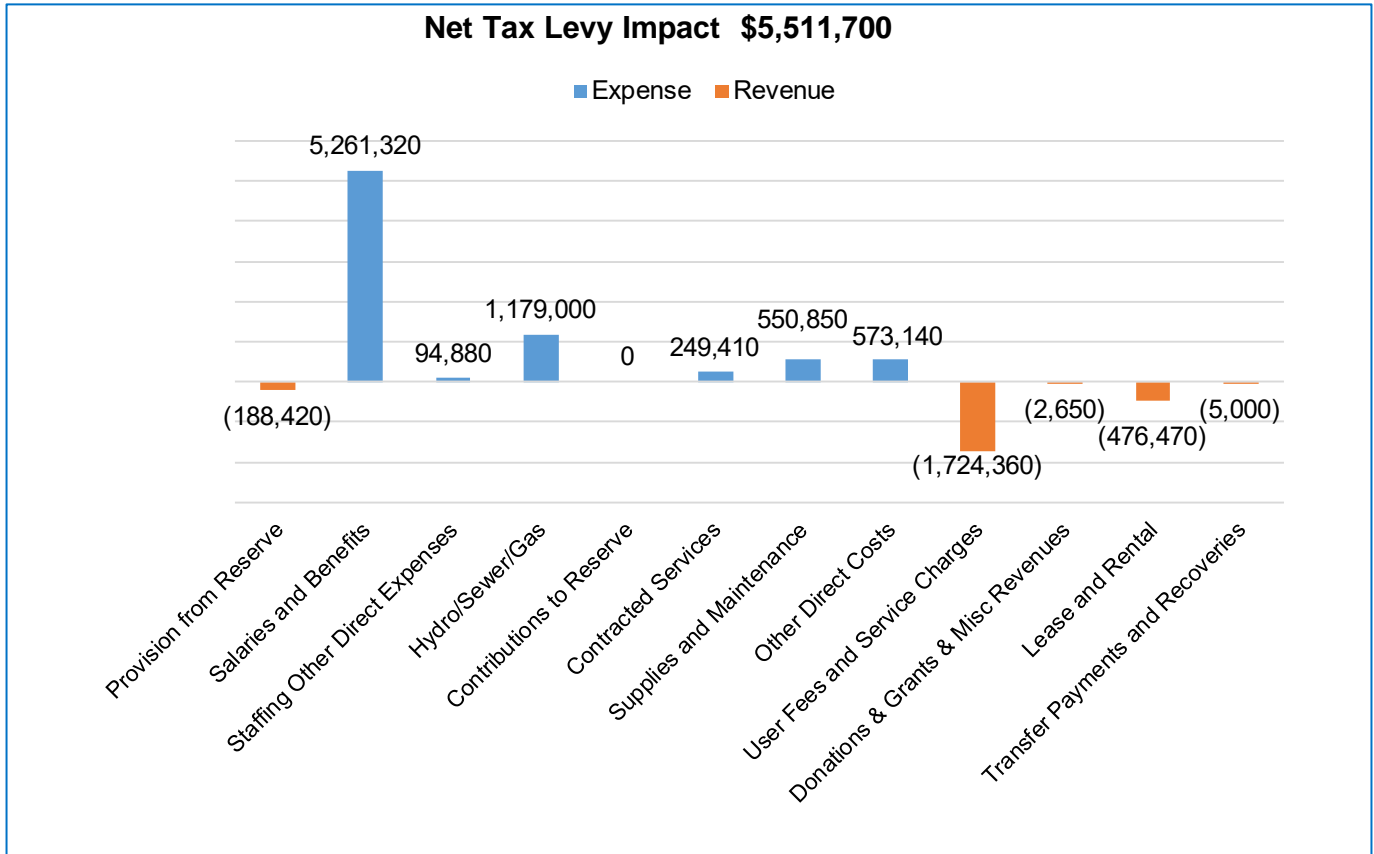
The Facilities Division is committed to the efficient operation, maintenance and upkeep of all recreation and cultural facilities, including the Georgina Ice Palace (GIP), Georgina Leisure Pool, Sutton Arena, Pefferlaw Ice Pad, Pioneer Village, the Link, Stephen Leacock Theatre, Georgina Public Library branches and numerous community halls. The Multi-use Recreation Complex (MURC) will be coming on board in 2024 as well, and Facilities will be responsible for its operation and maintenance.

The division also oversees the operation and maintenance of corporate facilities, including the fire stations, Georgina Civic Centre, water/wastewater facilities, yards facilities (roads and parks), Jackson's Point Harbour, and various parks structures (washrooms, pavilions and others).

In addition to the general day-to-day operations and maintenance requirements, the division also oversees a capital improvement program addressing building condition assessment deficiencies in a cost-effective and timely manner. Staff work diligently to ensure all facilities are operating efficiently, safely and in good repair.

2024 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2023 Accomplishments

Building Condition Assessment (BCA) projects:

- Generator overhauls at Georgina Ice Palace, Sutton and Keswick fire stations
- Filter replacements at the Georgina Leisure Pool
- Kitchen and bar cupboard and countertop replacement at Georgina Ice Palace
- Sutton Arena Hall HVAC replacement
- Georgina Ice Palace Hall shutter replacement
- Willow Beach washroom/change room roof replacements
- Georgina Leisure Pool boiler gasket re-sealing

Key Projects for 2024

Continuation of Building Condition Assessment Projects:

- Hard-surface rehabilitation – Georgina Leisure Pool (in conjunction with YRCDSB and YRDSB)
- Pefferlaw Lions Hall canopy repairs
- Concrete paver replacement/repairs – Georgina Ice Palace
- Exterior trim rehabilitation – Belhaven Hall
- Concrete column repairs – Belhaven Hall

Building Improvement and Refurbishment Projects:

- Table and chair replacements – De La Salle Hall and Egypt Hall
- Window and eaves trough renovations – 1 Market Square
- Chain-link fence replacement – Pefferlaw Ice Pad
- Snow-melting pit – Georgina Ice Palace
- Flooring replacement – Club 55 Keswick
- Emergency lighting installation – Sutton Fire Hall



2024 OPERATING BUDGET

Community Services - Facilities - Budget Summary

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
1 Market Sq	7,450				8,500	15,950	114%	8,500
Administration	545,620				(4,860)	540,760	-1%	(4,860)
Arts Centre & Gallery	10,000					10,000	0%	0
Belhaven Hall	16,430					16,430	0%	0
Civic Centre	340,950			4,700	368,530	714,180	109%	373,230
Egypt Hall	27,550				2,000	29,550	7%	2,000
Electrical Maintenance	595,080				(56,470)	538,610	-9%	(56,470)
Elmgrove Hall	4,590					4,590	0%	0
Family Life Centre	5,200				2,000	7,200	38%	2,000
Georgina Ice Palace	745,570			16,580	(4,200)	757,950	2%	12,380
Georgina Leisure Pool	1,072,530				(286,650)	785,880	-27%	(286,650)
Jackson's Point Washrooms	3,340			10		3,350	0%	10
Kinsmen Hall	22,730			2,000		24,730	9%	2,000
Lawn Bowling	4,000					4,000	0%	0
MURC		1,385,000		34,680	0	1,419,680	0%	1,419,680
Operations Centre	42,520				3,000	45,520	7%	3,000
Pefferlaw Ice Pad Sports Zone	70,510			250		70,760	0%	250
Pefferlaw Lions Hall	70,450					70,450	0%	0
Port Bolster Hall	19,270				2,000	21,270	10%	2,000
Roches Point Hall	2,430					2,430	0%	0
Sutton Arena	380,940				(80,490)	300,450	-21%	(80,490)
The Link	135,950	2,000		5,960	(51,440)	92,470	-32%	(43,480)
Udora Hall	28,720			2,000		30,720	7%	2,000
Virginia Hall	4,770					4,770	0%	0
Grand Total	4,156,600	1,387,000		66,180	(98,080)	5,511,700	33%	1,355,100

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
1 Market Sq									
Revenue									
Lease and Rental	(8,500)				8,500	0	-100%	8,500	
Revenue Total	(8,500)				8,500	0	-100%	8,500	
Expense									
Contracted Services	9,000					9,000	0%	0	
Hydro/Sewer/Gas	5,000					5,000	0%	0	
Supplies and Maintenance	1,050					1,050	0%	0	
Other Direct Costs	900					900	0%	0	
Expense Total	15,950					15,950	0%	0	
1 Market Sq Total	7,450				8,500	15,950	114%	8,500	
Administration									
Revenue									
Provision from Reserve	(100,000)					(100,000)	0%	0	
Revenue Total	(100,000)					(100,000)	0%	0	
Expense									
Salaries and Benefits	535,770				(4,860)	530,910	-1%	(4,860)	
Contracted Services	5,000					5,000	0%	0	
Hydro/Sewer/Gas	4,850					4,850	0%	0	
Other Direct Costs	100,000					100,000	0%	0	
Expense Total	645,620				(4,860)	640,760	-1%	(4,860)	
Administration Total	545,620				(4,860)	540,760	-1%	(4,860)	
Arts Centre & Gallery									
Expense									
Supplies and Maintenance	10,000					10,000	0%	0	
Expense Total	10,000					10,000	0%	0	
Arts Centre & Gallery Total	10,000					10,000	0%	0	
Belhaven Hall									
Expense									
Hydro/Sewer/Gas	4,760					4,760	0%	0	
Supplies and Maintenance	8,000					8,000	0%	0	
Other Direct Costs	3,670					3,670	0%	0	
Expense Total	16,430					16,430	0%	0	
Belhaven Hall Total	16,430					16,430	0%	0	
Civic Centre									
Revenue									
Donations & Grants & Misc Revenues	(650)					(650)	0%	0	
Revenue Total	(650)					(650)	0%	0	
Expense									
Salaries and Benefits	156,830			4,700	368,530	530,060	238%	373,230	Increase in salaries and benefits; labour allocation
Contracted Services	40,000					40,000	0%	0	
Hydro/Sewer/Gas	70,320					70,320	0%	0	
Supplies and Maintenance	68,950					68,950	0%	0	
Other Direct Costs	5,500					5,500	0%	0	
Expense Total	341,600			4,700	368,530	714,830	109%	373,230	



2024 OPERATING BUDGET

Community Services - Facilities - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Civic Centre Total	340,950			4,700	368,530	714,180	109%	373,230	
Egypt Hall									
Expense									
Contracted Services	5,500				2,000	7,500	36%	2,000	
Hydro/Sewer/Gas	10,000					10,000	0%	0	
Supplies and Maintenance	6,000					6,000	0%	0	
Other Direct Costs	6,050					6,050	0%	0	
Expense Total	27,550				2,000	29,550	7%	2,000	
Egypt Hall Total	27,550				2,000	29,550	7%	2,000	
Electrical Maintenance									
Expense									
Salaries and Benefits	622,220				(56,470)	565,750	-9%	(56,470)	Staff reallocations
Staffing Other Direct Expenses	12,800					12,800	0%	0	
Supplies and Maintenance	(46,050)					(46,050)	0%	0	
Other Direct Costs	6,110					6,110	0%	0	
Expense Total	595,080				(56,470)	538,610	-9%	(56,470)	
Electrical Maintenance Total	595,080				(56,470)	538,610	-9%	(56,470)	
Elmgrove Hall									
Expense									
Hydro/Sewer/Gas	1,000					1,000	0%	0	
Supplies and Maintenance	250					250	0%	0	
Other Direct Costs	3,340					3,340	0%	0	
Expense Total	4,590					4,590	0%	0	
Elmgrove Hall Total	4,590					4,590	0%	0	
Family Life Centre									
Revenue									
Lease and Rental	(9,920)					(9,920)	0%	0	
Revenue Total	(9,920)					(9,920)	0%	0	
Expense									
Contracted Services	8,580					8,580	0%	0	
Supplies and Maintenance	800				2,000	2,800	250%	2,000	
Other Direct Costs	5,740					5,740	0%	0	
Expense Total	15,120				2,000	17,120	13%	2,000	
Family Life Centre Total	5,200				2,000	7,200	38%	2,000	
Georgina Ice Palace									
Revenue									
User Fees and Service Charges	(603,230)				(14,200)	(617,430)	2%	(14,200)	User fees increase
Lease and Rental	(108,900)					(108,900)	0%	0	
Revenue Total	(712,130)				(14,200)	(726,330)	2%	(14,200)	
Expense									
Salaries and Benefits	784,060			15,980		800,040	2%	15,980	Increase in salaries and benefits
Staffing Other Direct Expenses	14,000					14,000	0%	0	
Contracted Services	35,000				5,000	40,000	14%	5,000	
Hydro/Sewer/Gas	362,300					362,300	0%	0	
Supplies and Maintenance	176,500			600	5,000	182,100	3%	5,600	



2024 OPERATING BUDGET

Community Services - Facilities - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Other Direct Costs	85,840					85,840	0%	0	
Expense Total	1,457,700			16,580	10,000	1,484,280	2%	26,580	
Georgina Ice Palace Total	745,570			16,580	(4,200)	757,950	2%	12,380	
Georgina Leisure Pool									
Revenue									
User Fees and Service Charges	(421,500)				(9,300)	(430,800)	2%	(9,300)	
Revenue Total	(421,500)				(9,300)	(430,800)	2%	(9,300)	
Expense									
Salaries and Benefits	1,155,710				(282,350)	873,360	-24%	(282,350)	Staff reallocations
Staffing Other Direct Expenses	14,800					14,800	0%	0	
Contracted Services	21,450					21,450	0%	0	
Hydro/Sewer/Gas	182,480					182,480	0%	0	
Supplies and Maintenance	66,150				5,000	71,150	8%	5,000	
Other Direct Costs	53,440					53,440	0%	0	
Expense Total	1,494,030				(277,350)	1,216,680	-19%	(277,350)	
Georgina Leisure Pool Total	1,072,530				(286,650)	785,880	-27%	(286,650)	
Jackson's Point Washrooms									
Expense									
Salaries and Benefits	1,120			10		1,130	1%	10	
Hydro/Sewer/Gas	1,720					1,720	0%	0	
Supplies and Maintenance	500					500	0%	0	
Expense Total	3,340			10		3,350	0%	10	
Jackson's Point Washrooms Total	3,340			10		3,350	0%	10	
Kinsmen Hall									
Revenue									
User Fees and Service Charges	3,000					3,000	0%	0	
Lease and Rental	(22,500)					(22,500)	0%	0	
Revenue Total	(19,500)					(19,500)	0%	0	
Expense									
Contracted Services	10,000			2,000		12,000	20%	2,000	
Hydro/Sewer/Gas	13,600					13,600	0%	0	
Supplies and Maintenance	10,000					10,000	0%	0	
Other Direct Costs	8,630					8,630	0%	0	
Expense Total	42,230			2,000		44,230	5%	2,000	
Kinsmen Hall Total	22,730			2,000		24,730	9%	2,000	
Lawn Bowling									
Expense									
Supplies and Maintenance	4,000					4,000	0%	0	
Expense Total	4,000					4,000	0%	0	
Lawn Bowling Total	4,000					4,000	0%	0	
MURC									
Revenue									
Provision from Reserve					(88,420)	(88,420)	0%	(88,420)	MURC New facility resolution C-2023-0285
User Fees and Service Charges		(528,500)			88,170	(440,330)	0%	(440,330)	
Lease and Rental		(1,500)			250	(1,250)	0%	(1,250)	



2024 OPERATING BUDGET

Community Services - Facilities - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Revenue Total		(530,000)			0	(530,000)	0%	(530,000)	
Expense									
Salaries and Benefits		1,566,500		30,980		1,597,480	0%	1,597,480	MURC New facility resolution C-2023-0285, Increase salaries & benefits
Staffing Other Direct Expenses		34,500				34,500	0%	34,500	
Contributions to Reserve						0	0%	0	
Hydro/Sewer/Gas		212,470				212,470	0%	212,470	
Supplies and Maintenance		62,500		750		63,250	0%	63,250	
Other Direct Costs		39,030		2,950		41,980	0%	41,980	
Expense Total		1,915,000		34,680		1,949,680	0%	1,949,680	
MURC Total		1,385,000		34,680	0	1,419,680	0%	1,419,680	
Operations Centre									
Expense									
Staffing Other Direct Expenses	4,000					4,000	0%	0	
Contracted Services	13,130					13,130	0%	0	
Hydro/Sewer/Gas	14,800					14,800	0%	0	
Supplies and Maintenance	4,000				3,000	7,000	75%	3,000	
Other Direct Costs	6,590					6,590	0%	0	
Expense Total	42,520				3,000	45,520	7%	3,000	
Operations Centre Total	42,520				3,000	45,520	7%	3,000	
Pefferlaw Ice Pad Sports Zone									
Expense									
Salaries and Benefits	30,460			(1,750)		28,710	-6%	(1,750)	
Contracted Services	1,150					1,150	0%	0	
Hydro/Sewer/Gas	20,000					20,000	0%	0	
Supplies and Maintenance	14,400			2,000		16,400	14%	2,000	
Other Direct Costs	4,500					4,500	0%	0	
Expense Total	70,510			250		70,760	0%	250	
Pefferlaw Ice Pad Sports Zone Total	70,510			250		70,760	0%	250	
Pefferlaw Lions Hall									
Revenue									
User Fees and Service Charges	100					100	0%	0	
Lease and Rental	(16,500)					(16,500)	0%	0	
Revenue Total	(16,400)					(16,400)	0%	0	
Expense									
Staffing Other Direct Expenses	900					900	0%	0	
Contracted Services	38,000					38,000	0%	0	
Hydro/Sewer/Gas	20,100					20,100	0%	0	
Supplies and Maintenance	12,500					12,500	0%	0	
Other Direct Costs	15,350					15,350	0%	0	
Expense Total	86,850					86,850	0%	0	
Pefferlaw Lions Hall Total	70,450					70,450	0%	0	
Port Bolster Hall									
Expense									
Hydro/Sewer/Gas	6,200					6,200	0%	0	



2024 OPERATING BUDGET

Community Services - Facilities - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Supplies and Maintenance	10,000				2,000	12,000	20%	2,000	
Other Direct Costs	3,070					3,070	0%	0	
Expense Total	19,270				2,000	21,270	10%	2,000	
Port Bolster Hall Total	19,270				2,000	21,270	10%	2,000	
Roches Point Hall									
Revenue									
Lease and Rental	(2,400)					(2,400)	0%	0	
Revenue Total	(2,400)					(2,400)	0%	0	
Expense									
Supplies and Maintenance	1,250					1,250	0%	0	
Other Direct Costs	3,580					3,580	0%	0	
Expense Total	4,830					4,830	0%	0	
Roches Point Hall Total	2,430					2,430	0%	0	
Sutton Arena									
Revenue									
User Fees and Service Charges	(215,900)				(8,000)	(223,900)	4%	(8,000)	
Lease and Rental	(9,000)					(9,000)	0%	0	
Revenue Total	(224,900)				(8,000)	(232,900)	4%	(8,000)	
Expense									
Salaries and Benefits	310,120				(76,090)	234,030	-25%	(76,090)	Staff reallocations
Staffing Other Direct Expenses	7,250					7,250	0%	0	
Contracted Services	26,000				3,600	29,600	14%	3,600	
Hydro/Sewer/Gas	136,000					136,000	0%	0	
Supplies and Maintenance	73,500					73,500	0%	0	
Other Direct Costs	52,970					52,970	0%	0	
Expense Total	605,840				(72,490)	533,350	-12%	(72,490)	
Sutton Arena Total	380,940				(80,490)	300,450	-21%	(80,490)	
The Link									
Revenue									
User Fees and Service Charges	(21,000)				6,000	(15,000)	-29%	6,000	
Donations & Grants & Misc Revenues	(7,000)				5,000	(2,000)	-71%	5,000	
Lease and Rental	(243,560)				(62,440)	(306,000)	26%	(62,440)	Increase in tenant at The Link
Revenue Total	(271,560)				(51,440)	(323,000)	19%	(51,440)	
Expense									
Salaries and Benefits	95,890			3,960		99,850	4%	3,960	
Staffing Other Direct Expenses	6,630					6,630	0%	0	
Contracted Services	20,000	2,000		2,000		24,000	20%	4,000	
Hydro/Sewer/Gas	97,900					97,900	0%	0	
Supplies and Maintenance	33,700					33,700	0%	0	
Other Direct Costs	153,390					153,390	0%	0	
Expense Total	407,510	2,000		5,960		415,470	2%	7,960	
The Link Total	135,950	2,000		5,960	(51,440)	92,470	-32%	(43,480)	
Udora Hall									
Revenue									
Transfer Payments and Recoveries	(5,000)					(5,000)	0%	0	



2024 OPERATING BUDGET

Community Services - Facilities - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Revenue Total	(5,000)					(5,000)	0%	0	
Expense									
Hydro/Sewer/Gas	12,000			2,000		14,000	17%	2,000	
Supplies and Maintenance	12,000					12,000	0%	0	
Other Direct Costs	9,720					9,720	0%	0	
Expense Total	33,720			2,000		35,720	6%	2,000	
Udora Hall Total	28,720			2,000		30,720	7%	2,000	
Virginia Hall									
Expense									
Hydro/Sewer/Gas	1,500					1,500	0%	0	
Supplies and Maintenance	500					500	0%	0	
Other Direct Costs	2,770					2,770	0%	0	
Expense Total	4,770					4,770	0%	0	
Virginia Hall Total	4,770					4,770	0%	0	
Grand Total	4,156,600	1,387,000		66,180	(98,080)	5,511,700	33%	1,355,100	

Community Services - Parks, Cemeteries and Horticulture Division

The Parks, Cemeteries and Horticulture Division is responsible for the day-to-day operation and maintenance of active sports fields, active and passive parks, beaches, trails, municipal cemeteries, horticulture and beautification initiatives.

Parks Division staff provide ongoing maintenance of Town horticulture and beautification initiatives, benches and receptacles, tree planting and replacement, decorative planters, summer maintenance of core sidewalks, and winter maintenance of facility parking lots.

The division is also responsible for the strategic planning, design development and implementation of parks and trails capital construction projects. Staff provide comments on all development applications.

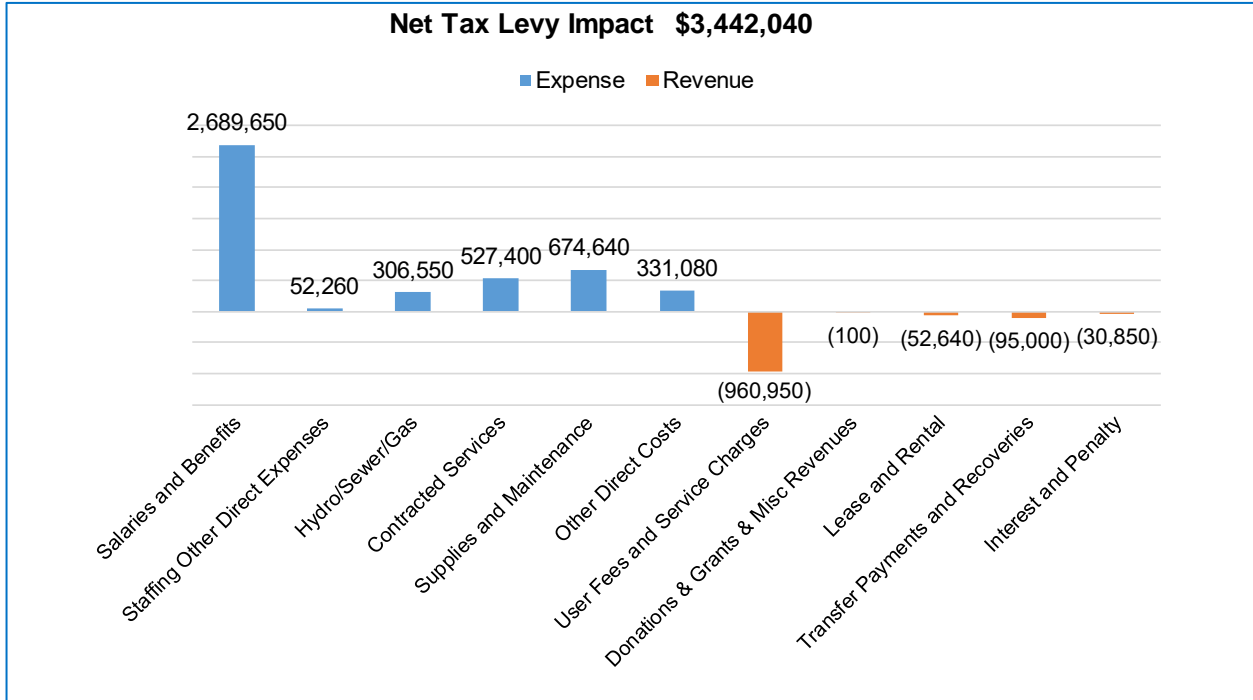
Services provided by the Parks, Cemeteries and Horticulture Division include:

- Maintenance of sports fields and landscape areas in parks and along trail systems
- Maintenance and operations of Jackson's Point Harbour slips and rentals
- Grooming and maintenance of waterfront beaches
- Summer beautification initiatives and maintenance of core business areas
- Horticultural services and flower bed maintenance at all Town parks and facilities
- Beautification and maintenance of Woodbine Avenue centre medians entry features
- Winter maintenance of municipal parking lots

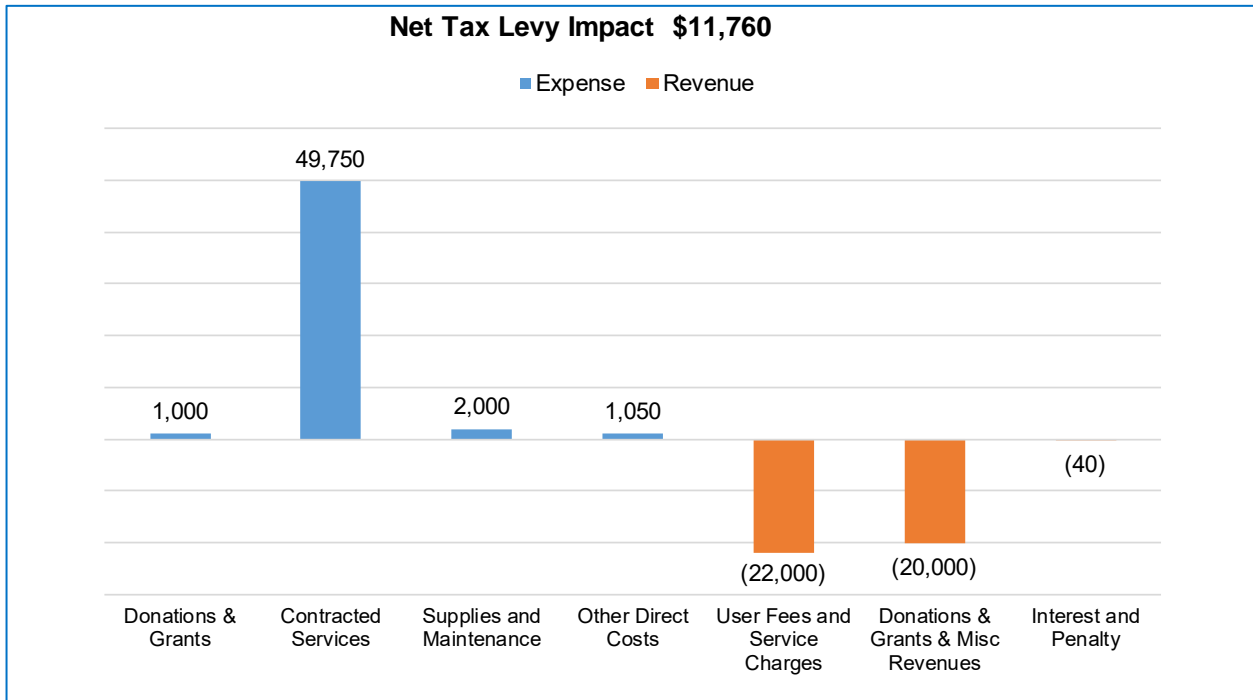
2024 Budgeted Expenditures and Revenues

The below charts show the budgeted operating activities for the division.

Parks



Cemeteries



2023 Accomplishments

- Rehabilitation to the North Gwillimbury Park pavilion
- Rehabilitation to the Jackson Point pavilion
- Completion and opening of new Treasure Hill park
- Ditching and drainage work on the Civic Centre property
- Installation of new playgrounds at Bayview Park and Gwendolyn Park
- Phase 3 completion of the Waterfront Parks Master Plan
- Continuation year two of the picnic table replacement program
- Continued implementation of playground replacement program
- Construction and completion of Pefferlaw Lions Park improvements including PIP Sports Zone
- Completion of the renovations to the Uptown Keswick parkette
- Completion of the Keswick Cemetery and Pioneer Cemeteries Master Plans

Key Projects for 2024

- Resurfacing of the tennis and pickleball courts on the Civic Centre property
- Continuation year three of the picnic table replacement program
- Start implementation of the outcomes of the Keswick Cemetery and Pioneer Cemeteries Master Plan
- Retrofit and/or replacement of a minimum of two municipal playground structures at various locations
- Continue with ditching and drainage work throughout our parks and open spaces
- Completion of Parks Master Plan



2024 OPERATING BUDGET

Community Services - Parks - Budget Summary

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
481 Lake Drive	(31,850)					(31,850)	0%	0
Administration	928,890				(10,080)	918,810	-1%	(10,080)
Ball Diamonds	41,190			5,590	12,120	58,900	43%	17,710
De La Salle Park	13,700				(2,230)	11,470	-16%	(2,230)
Facilities	394,220	15,000	250,000	12,570	27,200	698,990	77%	304,770
Garbage Collection	123,400			3,480	26,490	153,370	24%	29,970
Grounds Maintenance	213,470			4,440	31,440	249,350	17%	35,880
Holmes Point	15,420		20,000		(12,240)	23,180	50%	7,760
Jackson's Point Harbour	(12,040)				(2,280)	(14,320)	19%	(2,280)
Keswick Skate Park	7,830			1,770		9,600	23%	1,770
North Gwillimbury	(16,000)					(16,000)	0%	0
Planting Program	439,270			6,330	63,660	509,260	16%	69,990
Playgrounds	48,030			3,280		51,310	7%	3,280
Snow Removal	195,500			5,230	39,860	240,590	23%	45,090
Soccer Pitches	29,150			3,310	23,000	55,460	90%	26,310
The ROC	651,930			5,900	(13,550)	644,280	-1%	(7,650)
Wharves	(10,030)					(10,030)	0%	0
Willow Beach	(96,120)				(2,210)	(98,330)	2%	(2,210)
Willow Wharf	(9,000)				(3,000)	(12,000)	33%	(3,000)
Grand Total	2,926,960	15,000	270,000	51,900	178,180	3,442,040	18%	515,080



2024 OPERATING BUDGET

Community Services - Parks - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
481 Lake Drive									
Revenue									
Lease and Rental	(5,040)					(5,040)	0%	0	
Interest and Penalty	(30,850)					(30,850)	0%	0	
Revenue Total	(35,890)					(35,890)	0%	0	
Expense									
Contracted Services	2,000					2,000	0%	0	
Hydro/Sewer/Gas	2,040					2,040	0%	0	
Expense Total	4,040					4,040	0%	0	
481 Lake Drive Total	(31,850)					(31,850)	0%	0	
Administration									
Revenue									
Transfer Payments and Recoveries	(20,000)					(20,000)	0%	0	
Revenue Total	(20,000)					(20,000)	0%	0	
Expense									
Salaries and Benefits	557,450				(10,080)	547,370	-2%	(10,080)	Salaries reallocation
Staffing Other Direct Expenses	37,310					37,310	0%	0	
Hydro/Sewer/Gas	1,100					1,100	0%	0	
Supplies and Maintenance	337,910					337,910	0%	0	
Other Direct Costs	15,120					15,120	0%	0	
Expense Total	948,890				(10,080)	938,810	-1%	(10,080)	
Administration Total	928,890				(10,080)	918,810	-1%	(10,080)	
Ball Diamonds									
Revenue									
Transfer Payments and Recoveries	(53,000)					(53,000)	0%	0	
Revenue Total	(53,000)					(53,000)	0%	0	
Expense									
Salaries and Benefits	53,980			1,590	12,120	67,690	25%	13,710	Increase in salaries and benefits; labour allocation
Contracted Services	15,000					15,000	0%	0	
Hydro/Sewer/Gas	12,210					12,210	0%	0	
Supplies and Maintenance	13,000			4,000		17,000	31%	4,000	
Expense Total	94,190			5,590	12,120	111,900	19%	17,710	
Ball Diamonds Total	41,190			5,590	12,120	58,900	43%	17,710	
De La Salle Park									
Revenue									
User Fees and Service Charges	(184,800)					(184,800)	0%	0	
Lease and Rental	(16,000)					(16,000)	0%	0	
Revenue Total	(200,800)					(200,800)	0%	0	
Expense									
Salaries and Benefits	48,000				(2,230)	45,770	-5%	(2,230)	
Contracted Services	5,000					5,000	0%	0	
Hydro/Sewer/Gas	37,980					37,980	0%	0	
Supplies and Maintenance	3,600					3,600	0%	0	
Other Direct Costs	119,920					119,920	0%	0	
Expense Total	214,500				(2,230)	212,270	-1%	(2,230)	
De La Salle Park Total	13,700				(2,230)	11,470	-16%	(2,230)	



2024 OPERATING BUDGET

Community Services - Parks - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Facilities									
Expense									
Salaries and Benefits	121,940			3,570	27,200	152,710	25%	30,770	Increase in salaries and benefits; labour allocation
Contracted Services	108,300		250,000			358,300	231%	250,000	24-NI-CS-01 Contracted Park Services & Seasonal Staff
Hydro/Sewer/Gas	37,320					37,320	0%	0	
Supplies and Maintenance	125,910	15,000		9,000		149,910	19%	24,000	Increase to support growth in parks and amenities
Other Direct Costs	750					750	0%	0	
Expense Total	394,220	15,000	250,000	12,570	27,200	698,990	77%	304,770	
Facilities Total	394,220	15,000	250,000	12,570	27,200	698,990	77%	304,770	
Garbage Collection									
Expense									
Salaries and Benefits	119,900			3,480	26,490	149,870	25%	29,970	Increase in salaries and benefits; labour allocation
Other Direct Costs	3,500					3,500	0%	0	
Expense Total	123,400			3,480	26,490	153,370	24%	29,970	
Garbage Collection Total	123,400			3,480	26,490	153,370	24%	29,970	
Grounds Maintenance									
Expense									
Salaries and Benefits	198,730			4,440	31,440	234,610	18%	35,880	Increase in salaries and benefits; labour allocation
Contracted Services	1,740					1,740	0%	0	
Supplies and Maintenance	13,000					13,000	0%	0	
Expense Total	213,470			4,440	31,440	249,350	17%	35,880	
Grounds Maintenance Total	213,470			4,440	31,440	249,350	17%	35,880	
Holmes Point									
Revenue									
User Fees and Service Charges	(30,000)				(10,000)	(40,000)	33%	(10,000)	Based on historical trend
Lease and Rental	(1,000)					(1,000)	0%	0	
Revenue Total	(31,000)				(10,000)	(41,000)	32%	(10,000)	
Expense									
Salaries and Benefits	45,010				(2,240)	42,770	-5%	(2,240)	
Contracted Services			20,000			20,000	0%	20,000	24-CI-CS-07 Contracted services to service Holmes Point washroom
Hydro/Sewer/Gas	410					410	0%	0	
Supplies and Maintenance	1,000					1,000	0%	0	
Expense Total	46,420		20,000		(2,240)	64,180	38%	17,760	
Holmes Point Total	15,420		20,000		(12,240)	23,180	50%	7,760	
Jackson's Point Harbour									
Revenue									
User Fees and Service Charges	(69,300)				(3,000)	(72,300)	4%	(3,000)	
Donations & Grants & Misc Revenues	(100)					(100)	0%	0	
Revenue Total	(69,400)				(3,000)	(72,400)	4%	(3,000)	
Expense									



2024 OPERATING BUDGET

Community Services - Parks - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Salaries and Benefits	27,280				720	28,000	3%	720	
Staffing Other Direct Expenses	1,850					1,850	0%	0	
Contracted Services	9,000					9,000	0%	0	
Hydro/Sewer/Gas	5,620					5,620	0%	0	
Supplies and Maintenance	5,700					5,700	0%	0	
Other Direct Costs	7,910					7,910	0%	0	
Expense Total	57,360				720	58,080	1%	720	
Jackson's Point Harbour Total	(12,040)				(2,280)	(14,320)	19%	(2,280)	
Keswick Skate Park									
Expense									
Salaries and Benefits	6,830			1,770		8,600	26%	1,770	
Supplies and Maintenance	1,000					1,000	0%	0	
Expense Total	7,830			1,770		9,600	23%	1,770	
Keswick Skate Park Total	7,830			1,770		9,600	23%	1,770	
North Gwillimbury									
Revenue									
User Fees and Service Charges	(19,500)					(19,500)	0%	0	
Revenue Total	(19,500)					(19,500)	0%	0	
Expense									
Salaries and Benefits	3,500					3,500	0%	0	
Expense Total	3,500					3,500	0%	0	
North Gwillimbury Total	(16,000)					(16,000)	0%	0	
Planting Program									
Expense									
Salaries and Benefits	347,480			6,330	63,660	417,470	20%	69,990	Increase in salaries and benefits; labour allocation
Contracted Services	10,000					10,000	0%	0	
Hydro/Sewer/Gas	10,290					10,290	0%	0	
Supplies and Maintenance	20,000					20,000	0%	0	
Other Direct Costs	51,500					51,500	0%	0	
Expense Total	439,270			6,330	63,660	509,260	16%	69,990	
Planting Program Total	439,270			6,330	63,660	509,260	16%	69,990	
Playgrounds									
Expense									
Salaries and Benefits	12,670			3,280		15,950	26%	3,280	
Contracted Services	7,500					7,500	0%	0	
Hydro/Sewer/Gas	14,860					14,860	0%	0	
Supplies and Maintenance	13,000					13,000	0%	0	
Expense Total	48,030			3,280		51,310	7%	3,280	
Playgrounds Total	48,030			3,280		51,310	7%	3,280	
Snow Removal									
Expense									
Salaries and Benefits	187,500			5,230	39,860	232,590	24%	45,090	Increase in salaries and benefits; labour allocation
Contracted Services	8,000					8,000	0%	0	
Expense Total	195,500			5,230	39,860	240,590	23%	45,090	
Snow Removal Total	195,500			5,230	39,860	240,590	23%	45,090	



2024 OPERATING BUDGET

Community Services - Parks - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Soccer Pitches									
Revenue									
Transfer Payments and Recoveries	(42,000)				20,000	(22,000)	-48%	20,000	Based on historical trend
Revenue Total	(42,000)				20,000	(22,000)	-48%	20,000	
Expense									
Salaries and Benefits	12,800			3,310		16,110	26%	3,310	
Contracted Services	8,810				3,000	11,810	34%	3,000	
Hydro/Sewer/Gas	15,540					15,540	0%	0	
Supplies and Maintenance	34,000					34,000	0%	0	
Expense Total	71,150			3,310	3,000	77,460	9%	6,310	
Soccer Pitches Total	29,150			3,310	23,000	55,460	90%	26,310	
The ROC									
Revenue									
User Fees and Service Charges	(458,800)				(13,550)	(472,350)	3%	(13,550)	User fees increase
Lease and Rental	(27,500)					(27,500)	0%	0	
Revenue Total	(486,300)				(13,550)	(499,850)	3%	(13,550)	
Expense									
Salaries and Benefits	675,470			5,900		681,370	1%	5,900	
Staffing Other Direct Expenses	13,100					13,100	0%	0	
Contracted Services	74,050					74,050	0%	0	
Hydro/Sewer/Gas	165,360					165,360	0%	0	
Supplies and Maintenance	78,020					78,020	0%	0	
Other Direct Costs	132,230					132,230	0%	0	
Expense Total	1,138,230			5,900		1,144,130	1%	5,900	
The ROC Total	651,930			5,900	(13,550)	644,280	-1%	(7,650)	
Wharves									
Revenue									
User Fees and Service Charges	(10,000)					(10,000)	0%	0	
Lease and Rental	(3,100)					(3,100)	0%	0	
Revenue Total	(13,100)					(13,100)	0%	0	
Expense									
Salaries and Benefits	2,500					2,500	0%	0	
Hydro/Sewer/Gas	420					420	0%	0	
Other Direct Costs	150					150	0%	0	
Expense Total	3,070					3,070	0%	0	
Wharves Total	(10,030)					(10,030)	0%	0	
Willow Beach									
Revenue									
User Fees and Service Charges	(150,000)					(150,000)	0%	0	
Revenue Total	(150,000)					(150,000)	0%	0	
Expense									
Salaries and Benefits	44,980				(2,210)	42,770	-5%	(2,210)	
Contracted Services	5,000					5,000	0%	0	
Hydro/Sewer/Gas	3,400					3,400	0%	0	
Supplies and Maintenance	500					500	0%	0	
Expense Total	53,880				(2,210)	51,670	-4%	(2,210)	
Willow Beach Total	(96,120)				(2,210)	(98,330)	2%	(2,210)	



2024 OPERATING BUDGET

Community Services - Parks - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Willow Wharf									
Revenue									
User Fees and Service Charges	(9,000)				(3,000)	(12,000)	33%	(3,000)	
Revenue Total	(9,000)				(3,000)	(12,000)	33%	(3,000)	
Willow Wharf Total	(9,000)				(3,000)	(12,000)	33%	(3,000)	
Grand Total	2,926,960	15,000	270,000	51,900	178,180	3,442,040	18%	515,080	



2024 OPERATING BUDGET

Community Services - Cemeteries - Budget Summary

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Cemeteries - Baldwin	4,000					4,000	0%	0
Cemeteries - Cooke's	5,300					5,300	0%	0
Cemeteries - Johnson's	1,180					1,180	0%	0
Cemeteries - Keswick	(12,970)					(12,970)	0%	0
Cemeteries - Sheppard's	1,250					1,250	0%	0
Cemeteries - Mann	13,000					13,000	0%	0
Grand Total	11,760					11,760	0%	0



2024 OPERATING BUDGET

Community Services - Cemeteries - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Cemeteries - Baldwin									
Expense									
Contracted Services	4,000					4,000	0%	0	
Expense Total	4,000					4,000	0%	0	
Cemeteries - Baldwin Total	4,000					4,000	0%	0	
Cemeteries - Cooke's									
Expense									
Contracted Services	4,300					4,300	0%	0	
Donations & Grants	1,000					1,000	0%	0	
Expense Total	5,300					5,300	0%	0	
Cemeteries - Cooke's Total	5,300					5,300	0%	0	
Cemeteries - Johnson's									
Revenue									
Interest and Penalty	(20)					(20)	0%	0	
Revenue Total	(20)					(20)	0%	0	
Expense									
Contracted Services	1,200					1,200	0%	0	
Expense Total	1,200					1,200	0%	0	
Cemeteries - Johnson's Total	1,180					1,180	0%	0	
Cemeteries - Keswick									
Revenue									
User Fees and Service Charges	(22,000)					(22,000)	0%	0	
Donations & Grants & Misc Revenues	(20,000)					(20,000)	0%	0	
Interest and Penalty	(20)					(20)	0%	0	
Revenue Total	(42,020)					(42,020)	0%	0	
Expense									
Contracted Services	26,000					26,000	0%	0	
Supplies and Maintenance	2,000					2,000	0%	0	
Other Direct Costs	1,050					1,050	0%	0	
Expense Total	29,050					29,050	0%	0	
Cemeteries - Keswick Total	(12,970)					(12,970)	0%	0	
Cemeteries - Sheppard's									
Expense									
Contracted Services	1,250					1,250	0%	0	
Expense Total	1,250					1,250	0%	0	
Cemeteries - Sheppard's Total	1,250					1,250	0%	0	
Cemeteries - Mann									
Expense									
Contracted Services	13,000					13,000	0%	0	
Expense Total	13,000					13,000	0%	0	
Cemeteries - Mann Total	13,000					13,000	0%	0	
Grand Total	11,760					11,760	0%	0	

Community Services - Client and Cultural Services Division

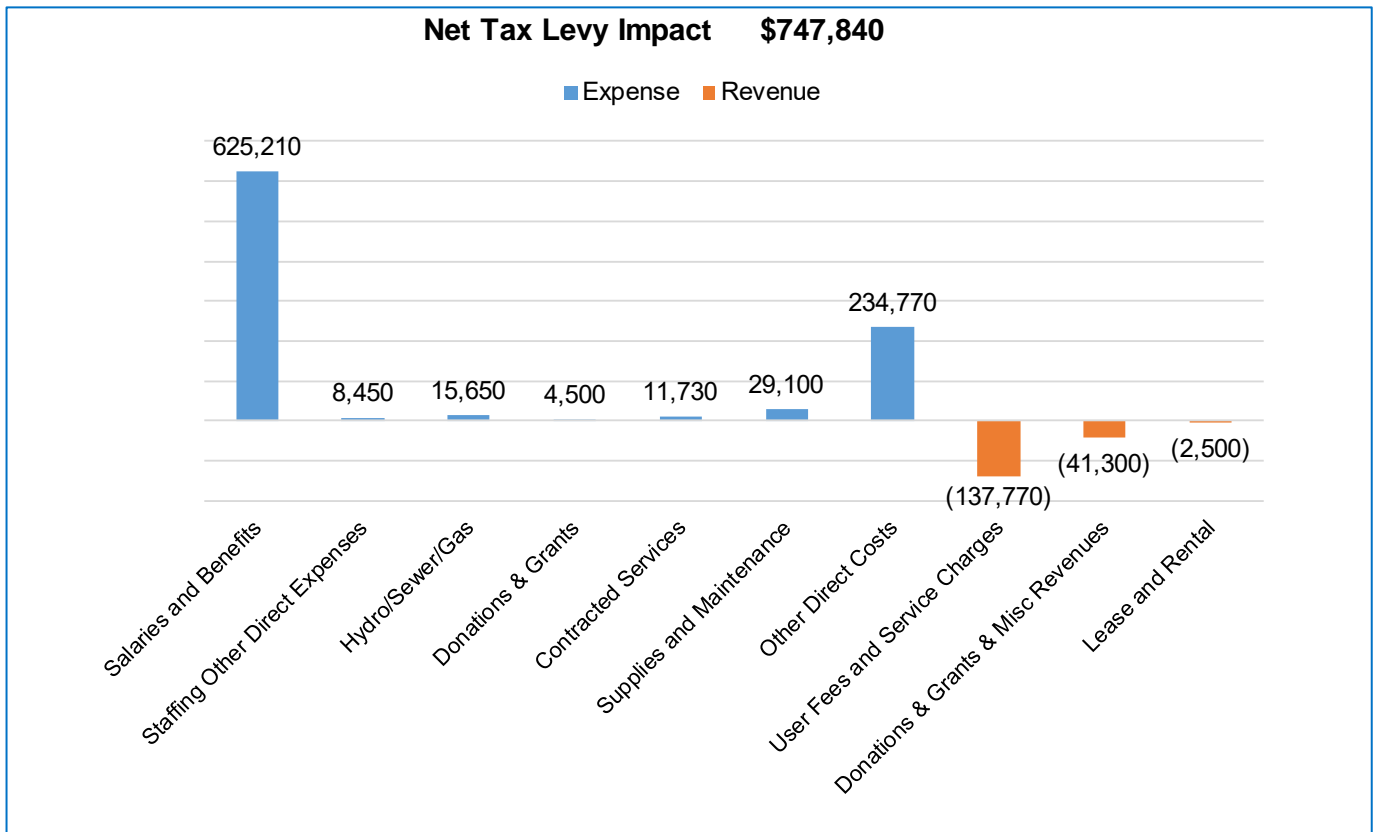
The Client and Cultural Services Division is committed to delivering arts and cultural services through Georgina Pioneer Village and Archives, the Link, and the Stephen Leacock Theatre of Performing Arts. In addition to supporting arts and culture programming delivered by the Georgina Centre for Arts and Culture, Client Services staff administer the registration and facility booking software to ensure all users are supported and trained in order to achieve a superior customer experience. Staff are also committed to fostering excellent relationships with our community sport and cultural organizations and committees.

Services provided by the Client and Cultural Services Division include:

- Archival and collections management
- Arts and culture programming
- Heritage preservation and interpretation
- Programs and services that support health and wellness, food and nutrition, youth engagement, skills training, public health, small business, heritage, and the non-profit community
- Special events, camps, and education programs
- Theatre and film programming
- Theatre and concert experiences
- Client support services
- Youth and adult sport engagement and facility rental

2024 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2023 Accomplishments

- Supported the 52 percent increase in the festival and event online applications and reference guide.
- Increased heritage and educational programming as well as new opening weekend programming at Georgina Pioneer Village.
- Continued building and maintenance upgrades at Georgina Pioneer Village and Archives as well as continued collaboration and partnership with the Georgina Historical Society.
- Development of a digitization strategy for Georgina Pioneer Village and Archives funded by the Ministry of Heritage and the Town of Georgina.

- Prepared fees by-law and report for Council approval and implementation in 2024-2027.
- Implemented a new streamlined admission by donation process for Georgina Pioneer Village
- Multi-use Recreation Complex (MURC) Client Services desk, recruiting and set up.
- Explore and implement a new membership pass card/key tag program to be extended throughout our current facilities and the MURC.
- Implement digital permit signatures and enhanced database update for resident and non-resident status.
- Develop an 'opt in' Stephen Leacock Theatre of Performing Arts newsletter along with a theatre membership for enhanced communication and experience.
- Explore enhanced sponsorship opportunities for the Stephen Leacock Theatre of Performing Arts
- Expanded the Link Winter Market to offer a spring market.
- Continued to support collaboration and initiatives with service providers at the Link.

Key Projects for 2024

- Open and operation of the MURC Client Services.
- Continue to increase participation and promote events at Georgina Pioneer Village and Archives, the Stephen Leacock Theatre for Performing Arts, and the Link
- Expansion of advertising program
- Explore Community Services subsidy program and implementation in partnership with Recreation Services.
- Continue to foster community relationships, explore collaboration and partnerships to provide culturally focused opportunities for the community.
- Support the Georgina Arts and Cultural Centre on its journey to expand arts and cultural programming in the community.
- Continue to explore new partnerships and community based culturally diverse events in collaboration with Economic Development and Tourism Division.
- Explore funding opportunities for updates to the Stephen Leacock Theatre of Performing Arts.



2024 OPERATING BUDGET

Community Services - Culture - Budget Summary

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administration					355,820	355,820	100%	355,820
Canada Day Festival	32,500			8,000		40,500	25%	8,000
Georgina Arts Council	110,000				(110,000)	0	-100%	(110,000)
Georgina Military Museum	24,000				(24,000)	0	-100%	(24,000)
Pioneer Village	338,830			10,850	(156,160)	193,520	-43%	(145,310)
SnoFest	23,000					23,000	0%	0
Special Events - Administration	24,600			4,000		28,600	16%	4,000
Stephen Leacock Theatre	84,220			13,580	(1,900)	95,900	14%	11,680
Volunteer Appreciation	10,500					10,500	0%	0
Grand Total	647,650			36,430	63,760	747,840	15%	100,190



2024 OPERATING BUDGET

Community Services - Culture - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits					355,820	355,820	100%	355,820	Staff reallocations
Expense Total					355,820	355,820	100%	355,820	
Administration Total					355,820	355,820	100%	355,820	
Canada Day Festival									
Revenue									
User Fees and Service Charges	(500)					(500)	0%	0	
Donations & Grants & Misc Revenues	(5,000)					(5,000)	0%	0	
Revenue Total	(5,500)					(5,500)	0%	0	
Expense									
Contracted Services	4,000					4,000	0%	0	
Other Direct Costs	34,000			8,000		42,000	24%	8,000	
Expense Total	38,000			8,000		46,000	21%	8,000	
Canada Day Festival Total	32,500			8,000		40,500	25%	8,000	
Georgina Arts Council									
Expense									
Donations & Grants	110,000				(110,000)	0	-100%	(110,000)	Reallocation per resolution SI-2023-0014
Expense Total	110,000				(110,000)	0	-100%	(110,000)	
Georgina Arts Council Total	110,000				(110,000)	0	-100%	(110,000)	
Georgina Military Museum									
Expense									
Donations & Grants	24,000				(24,000)	0	-100%	(24,000)	Reallocation per resolution SI-2023-0014
Expense Total	24,000				(24,000)	0	-100%	(24,000)	
Georgina Military Museum Total	24,000				(24,000)	0	-100%	(24,000)	
Pioneer Village									
Revenue									
User Fees and Service Charges	(22,200)				(670)	(22,870)	3%	(670)	
Donations & Grants & Misc Revenues	(26,500)				(2,000)	(28,500)	8%	(2,000)	
Lease and Rental	(2,500)					(2,500)	0%	0	
Revenue Total	(51,200)				(2,670)	(53,870)	5%	(2,670)	
Expense									
Salaries and Benefits	295,100			10,850	(156,490)	149,460	-49%	(145,640)	Staff reallocations
Staffing Other Direct Expenses	4,250					4,250	0%	0	
Contracted Services	5,000					5,000	0%	0	
Hydro/Sewer/Gas	12,500					12,500	0%	0	
Supplies and Maintenance	15,300					15,300	0%	0	
Other Direct Costs	57,880				3,000	60,880	5%	3,000	
Expense Total	390,030			10,850	(153,490)	247,390	-37%	(142,640)	
Pioneer Village Total	338,830			10,850	(156,160)	193,520	-43%	(145,310)	
SnoFest									
Revenue									
Donations & Grants & Misc Revenues	(3,000)					(3,000)	0%	0	
Revenue Total	(3,000)					(3,000)	0%	0	
Expense									



2024 OPERATING BUDGET

Community Services - Culture - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Other Direct Costs	26,000					26,000	0%	0	
Expense Total	26,000					26,000	0%	0	
SnoFest Total	23,000					23,000	0%	0	
Special Events - Administration									
Revenue									
Donations & Grants & Misc Revenues	(1,000)					(1,000)	0%	0	
Revenue Total	(1,000)					(1,000)	0%	0	
Expense									
Salaries and Benefits	12,100					12,100	0%	0	
Donations & Grants	4,500					4,500	0%	0	
Other Direct Costs	9,000			4,000		13,000	44%	4,000	
Expense Total	25,600			4,000		29,600	16%	4,000	
Special Events - Administration Total	24,600			4,000		28,600	16%	4,000	
Stephen Leacock Theatre									
Revenue									
User Fees and Service Charges	(112,500)				(1,900)	(114,400)	2%	(1,900)	
Donations & Grants & Misc Revenues	(3,800)					(3,800)	0%	0	
Revenue Total	(116,300)				(1,900)	(118,200)	2%	(1,900)	
Expense									
Salaries and Benefits	94,250			13,580		107,830	14%	13,580	Increase in salaries and benefits
Staffing Other Direct Expenses	4,200					4,200	0%	0	
Contracted Services	2,730					2,730	0%	0	
Hydro/Sewer/Gas	3,150					3,150	0%	0	
Supplies and Maintenance	13,800					13,800	0%	0	
Other Direct Costs	82,390					82,390	0%	0	
Expense Total	200,520			13,580		214,100	7%	13,580	
Stephen Leacock Theatre Total	84,220			13,580	(1,900)	95,900	14%	11,680	
Volunteer Appreciation									
Expense									
Other Direct Costs	10,500					10,500	0%	0	
Expense Total	10,500					10,500	0%	0	
Volunteer Appreciation Total	10,500					10,500	0%	0	
Grand Total	647,650			36,430	63,760	747,840	15%	100,190	

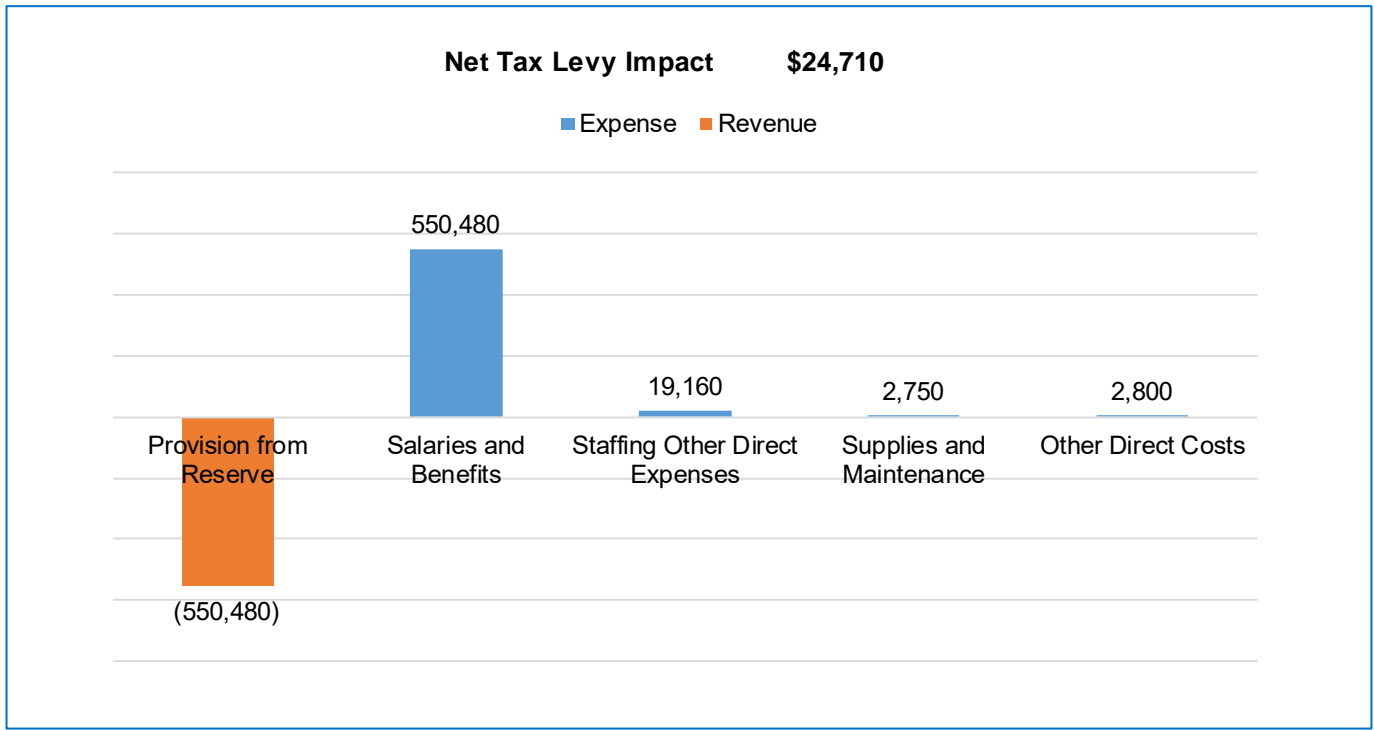
Community Services – Capital Projects

As of Sept. 5th 2023 the Capital Projects Department moved from the Strategic Initiatives Division to the Community Services Division. This Department works to plan and deliver both major capital projects for the Town as well as projects that address the needs as identified by the BCA reports as well as other projects that may be required. The group does this by applying project governance, planning and taking a structured approach to project management in order to deliver as planned. Projects under this Department's responsibility include everything from the new Multi-use Recreation Complex, the New Replacement Civic Centre, the Design Build Pepperlaw Skate Park & Pump Track as well as generator projects, park and cemetery upgrades and a number of other projects that relate to maintaining the Town's assets. All deliverables by this group are meant to ensure that Council makes informed decisions based on:

- Overall need, progress and health of all new and/or existing programs and projects
- Status of milestones and deliverables
- Financial information about the budget, forecast, actuals, etc.
- Project risks and progress on mitigating these risks
- Operational efficiency and project performance
- Effective management and utilization of enterprise resources

2024 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2023 Accomplishments

- Multi-use Recreation Complex (MURC) construction to be completed in Q4 2023
- Complete design of the New Replacement Civic Centre along with the completed construction RFP by year end
- Completion of the Design Build project for the Pefferlaw Skate Park and Pump Track
- Completion of the Uptown Keswick Parkette along with Indigenous Art work
- Completion of a number of Building Condition Assessment Projects (BCA) such as Link Sidewalk upgrade, RTU replacements, Roofing work, Structural slab repairs at Fire Hall 1-4 and other types of projects.
- Completion of the Georgina town-wide cemeteries assessment and master planning

Key Projects for 2024

- MURC open to the public in Q1 2024
- New Replacement Civic Centre: Construction awarded and starting Q2 2024
- Pefferlaw amenities project continuing as it relates to AODA washrooms and trail system
- Replacement of the Chillers and Make Up air units at the Georgina Ice Palace
- Various Parking Lot and BCA Repairs
- Grant Dependent (Still pending): Sutton Place Arena Energy Efficiency Building Upgrade
- Develop Town's Parks Master Plan



2024 OPERATING BUDGET

Community Services - Capital Projects - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Provision from Reserve	(499,760)			(50,720)	0	(550,480)	10%	(50,720)	To fund increase in salaries and benefits
Revenue Total	(499,760)			(50,720)	0	(550,480)	10%	(50,720)	
Expense									
Salaries and Benefits	499,760			50,720		550,480	10%	50,720	Increase in salaries and benefits
Staffing Other Direct Expenses	20,660				(1,500)	19,160	-7%	(1,500)	
Supplies and Maintenance	500				2,250	2,750	450%	2,250	
Other Direct Costs	1,300				1,500	2,800	115%	1,500	
Expense Total	522,220			50,720	2,250	575,190	10%	52,970	
Administration Total	22,460			0	2,250	24,710	10%	2,250	
Grand Total	22,460			0	2,250	24,710	10%	2,250	

Fire and Rescue Services

Georgina Fire and Rescue Services is a composite fire service and is responsible for the delivery of fire protection, ice/water rescue, technical rescue, prevention, public education, fire investigation and code enforcement. It is also responsible for leading and coordinating the Town's Emergency Management Plan. Georgina Fire and Rescue Services has three stations located in Keswick, Pepperlaw and Sutton.

Fire and Rescue Services is structured around three lines of defence:

- Public education and fire prevention
- Fire safety standards and code enforcement
- Fire suppression

Some services provided by Fire and Rescue Services include:

- Public education
- Fire code inspection
- Fire code enforcement
- Community risk assessment
- Fire suppression
- Fire investigation
- Hazardous materials responses
- Fire alarm responses
- Ice/water rescues
- Medical aid responses
- Motor vehicle accident responses
- Mutual aid responses
- Public assist responses
- Emergency management

2023 Success Story

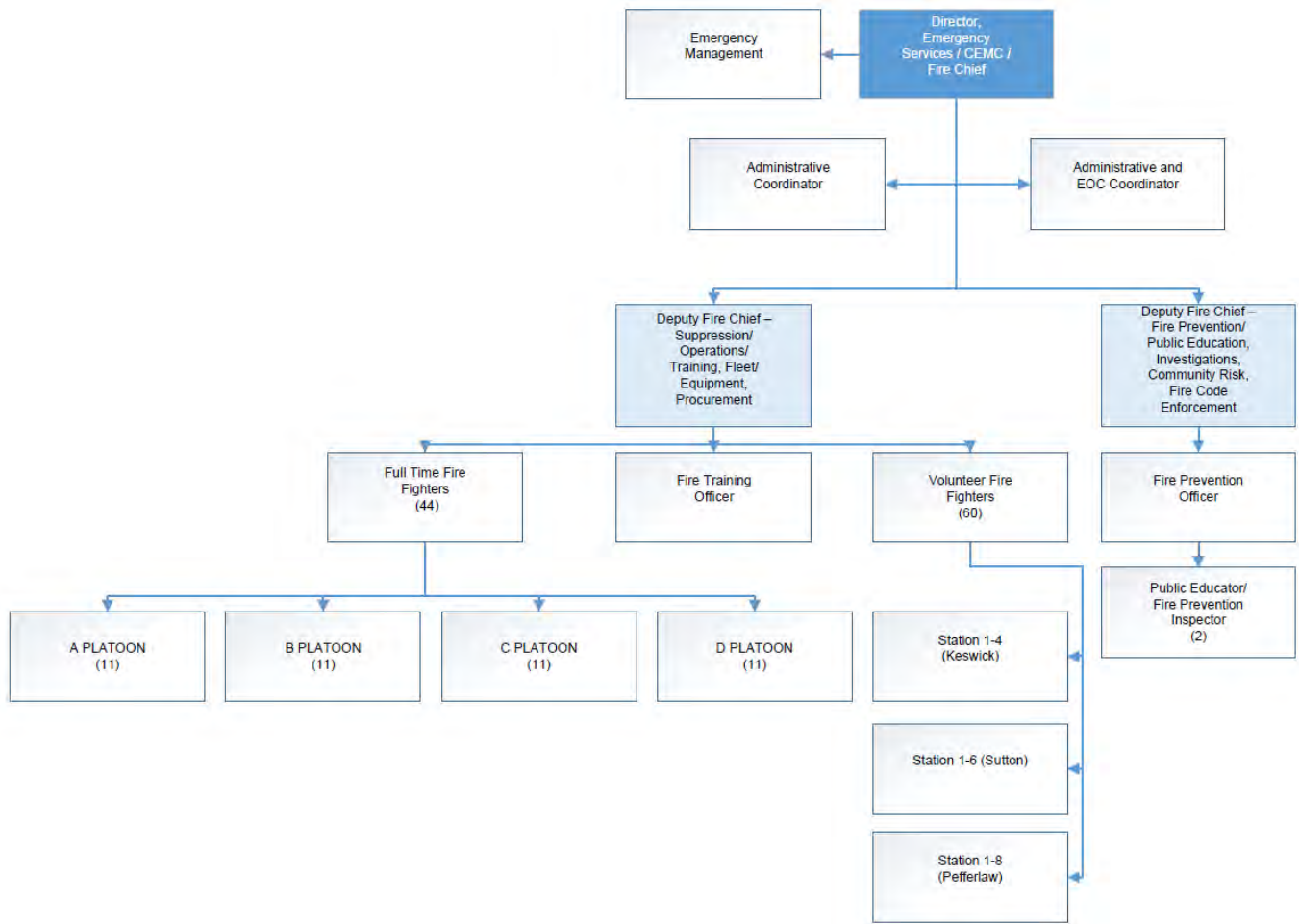
Community Risk Assessment and Community Risk Reduction Plan

- Community risk profiles
- Community-wide response and inspection data
- Pre-planning – high hazard risks
- Community captains
- GFRS risk data app and risk reduction dashboard

In 2022-2023, Georgina Fire and Rescue Service introduced an Ontario first through the creation of a live data risk reduction portal for their community. The ability to track risks in real time, and target messaging for its community and fire partners, is part of the fire department’s completed community risk assessment and risk reduction plan.

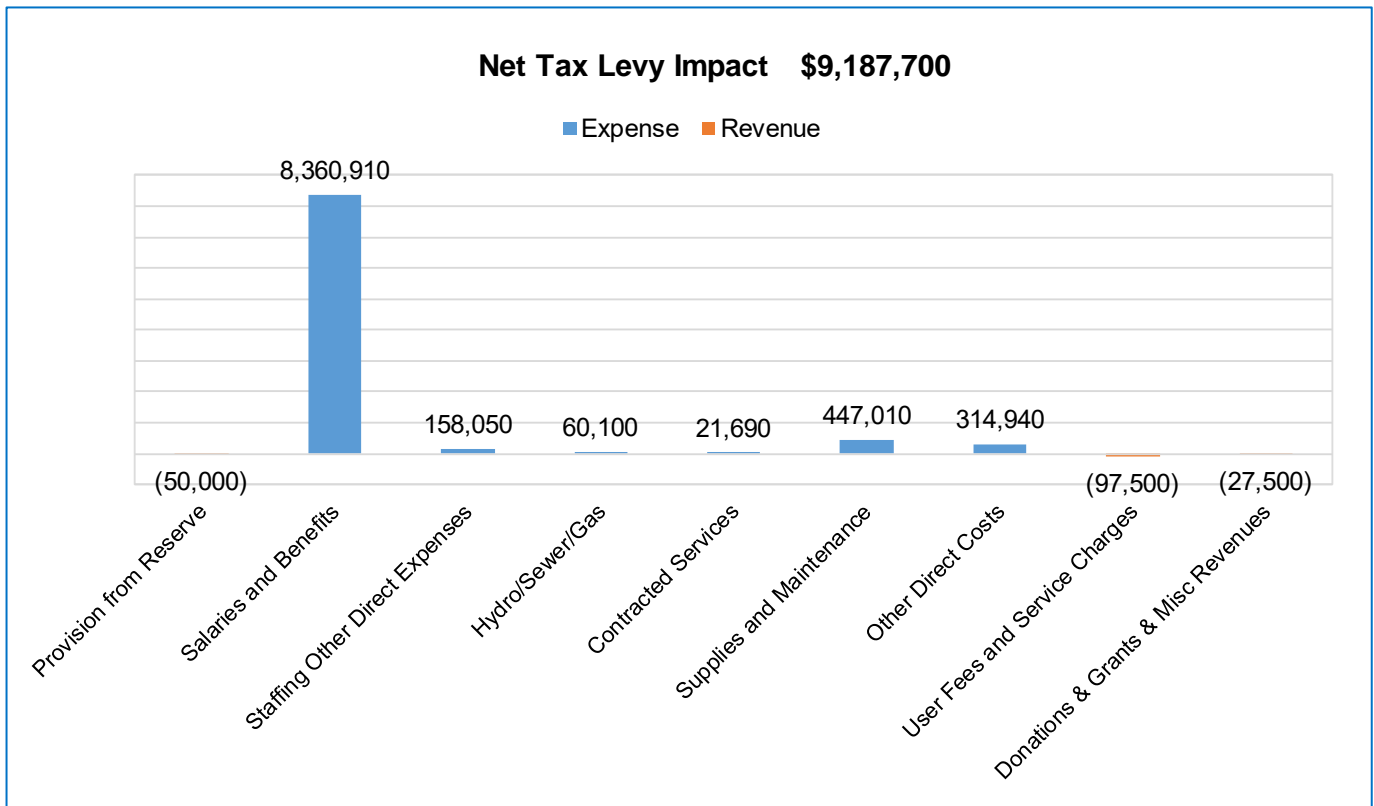


Organizational Chart



2024 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the department.



2023 Accomplishments

- Municipal Modernization Program completed with many recommendations, including: opportunity to share resources, the amalgamation of the fire services to be revisited in 10 years.
- Master Fire Plan updated to reflect growth through the Municipal Modernization Program.
- Hiring of four full-time firefighters.
- Received grant money from the Ministry of Labour, Immigration, Training and Skills Development Fund for specialized skills training and to purchase auto extrication e-tools and a commercial drone to assist our Fire Prevention Division with investigations.

Major Operating Drivers

- Community Risk Assessment Plan
- Master Fire Plan recommendations and Fire Underwriters Survey
- Increase in population and traffic flow
- Increase in incident responses
- Legislative requirements for training career and volunteer firefighters and fire prevention staff to meet National Fire Protection Association (NFPA) standards

Major Initiatives Planned for 2024

- Continued certification of suppression and fire prevention staff
- Replacement of tanker apparatus
- Replacement of aerial apparatus

Corporate Strategic Plan - Departmental Implementation Plan

To support the implementation of the 2023-2027 Corporate Strategic Plan, a Departmental Implementation Plan was developed which sets out specific initiatives and corporate performance measures for each strategic goal. These initiatives and measures will be evaluated and updated on an annual basis.

Pillar	Goal	Indicators/Measurements	Initiatives
Creating A Vibrant, Healthy and Safe Community for All	2. Support a safe, inclusive and healthy community	- # of emergency calls responded to - # of inspections completed	Advance implementation of the Fire Services Master Plan
Creating A Vibrant, Healthy and Safe Community for All	2. Support a safe, inclusive and healthy community	- # of emergency calls responded to - # of inspections completed	Advance recommendations from the Joint Fire Services Assessment in collaboration with the Town of East Gwillimbury
Creating A Vibrant, Healthy and Safe Community for All	2. Support a safe, inclusive and healthy community	- # of emergency calls responded to - # of inspections completed	Continue to evaluate and revise the Community Risk Reduction Plan in relation to the risks



2024 OPERATING BUDGET

Fire and Rescue Services - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Emergency Management									
Expense									
Staffing Other Direct Expenses	9,000					9,000	0%	0	
Contracted Services	21,690					21,690	0%	0	
Supplies and Maintenance	1,000					1,000	0%	0	
Expense Total	31,690					31,690	0%	0	
Emergency Management Total	31,690					31,690	0%	0	
Fire Prevention									
Expense									
Salaries and Benefits	412,920			1,580		414,500	0%	1,580	
Staffing Other Direct Expenses	5,500					5,500	0%	0	
Supplies and Maintenance	17,200			2,060		19,260	12%	2,060	
Expense Total	435,620			3,640		439,260	1%	3,640	
Fire Prevention Total	435,620			3,640		439,260	1%	3,640	
Firefighting Force									
Revenue									
Provision from Reserve	(50,000)					(50,000)	0%	0	
User Fees and Service Charges	(97,500)					(97,500)	0%	0	
Donations & Grants & Misc Revenues	(27,500)					(27,500)	0%	0	
Revenue Total	(175,000)					(175,000)	0%	0	
Expense									
Salaries and Benefits	7,656,180			100,930	14,630	7,771,740	2%	115,560	Step increase relating to new firefighters
Staffing Other Direct Expenses	32,530					32,530	0%	0	
Supplies and Maintenance	121,630			5,320		126,950	4%	5,320	
Other Direct Costs	295,290			16,670		311,960	6%	16,670	Dispatch fee increase
Expense Total	8,105,630			122,920	14,630	8,243,180	2%	137,550	
Firefighting Force Total	7,930,630			122,920	14,630	8,068,180	2%	137,550	
Fleet									
Expense									
Supplies and Maintenance	223,500					223,500	0%	0	
Expense Total	223,500					223,500	0%	0	
Fleet Total	223,500					223,500	0%	0	
Keswick Fire Hall									
Expense									
Staffing Other Direct Expenses	15,000				(1,500)	13,500	-10%	(1,500)	
Hydro/Sewer/Gas	33,010			240	(2,000)	31,250	-5%	(1,760)	
Supplies and Maintenance	40,000					40,000	0%	0	
Other Direct Costs	1,600				(600)	1,000	-38%	(600)	
Expense Total	89,610			240	(4,100)	85,750	-4%	(3,860)	
Keswick Fire Hall Total	89,610			240	(4,100)	85,750	-4%	(3,860)	
Pefferlaw Fire Hall									
Expense									
Staffing Other Direct Expenses	3,660					3,660	0%	0	
Hydro/Sewer/Gas	13,500				(2,000)	11,500	-15%	(2,000)	
Supplies and Maintenance	5,000				3,000	8,000	60%	3,000	



2024 OPERATING BUDGET

Fire and Rescue Services - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Other Direct Costs	1,600				(600)	1,000	-38%	(600)	
Expense Total	23,760				400	24,160	2%	400	
Pefferlaw Fire Hall Total	23,760				400	24,160	2%	400	
Sutton Fire Hall									
Expense									
Staffing Other Direct Expenses	3,510					3,510	0%	0	
Hydro/Sewer/Gas	17,830			620	(1,100)	17,350	-3%	(480)	
Supplies and Maintenance	20,300					20,300	0%	0	
Other Direct Costs	980					980	0%	0	
Expense Total	42,620			620	(1,100)	42,140	-1%	(480)	
Sutton Fire Hall Total	42,620			620	(1,100)	42,140	-1%	(480)	
Training Officer									
Expense									
Salaries and Benefits	171,000			3,670		174,670	2%	3,670	
Staffing Other Direct Expenses	57,400		32,950			90,350	57%	32,950	24-NI-FS-01 Training and Professional Development
Supplies and Maintenance	8,000					8,000	0%	0	
Expense Total	236,400		32,950	3,670		273,020	15%	36,620	
Training Officer Total	236,400		32,950	3,670		273,020	15%	36,620	
Grand Total	9,013,830		32,950	131,090	9,830	9,187,700	2%	173,870	

Development Services

The Development Services Department promotes and facilitates well-managed growth and development through strategic land use planning, development control and associated activities under the Ontario Planning Act. This department processes and makes recommendations to Council on various applications for all types of residential, commercial, industrial, mixed-use and institutional development proposals. It also reviews and approves the design and construction of roads, sanitary sewage disposal, drinking water supply, grading and stormwater management facilities, and other infrastructure needed to support new development. The department is also responsible for the administration and enforcement of the Ontario Building Code as it relates to the construction or demolition of buildings and structures, and the installation and maintenance of on-site private sewage systems.

2023 Success Story



Over the past year, the Planning Policy Division has undertaken or been involved in a number of major projects and initiatives, including completion of the Keswick Secondary Plan Review and Update, and Phase 1 of the Comprehensive Zoning By-law Review for the Countryside Area, commencement of a

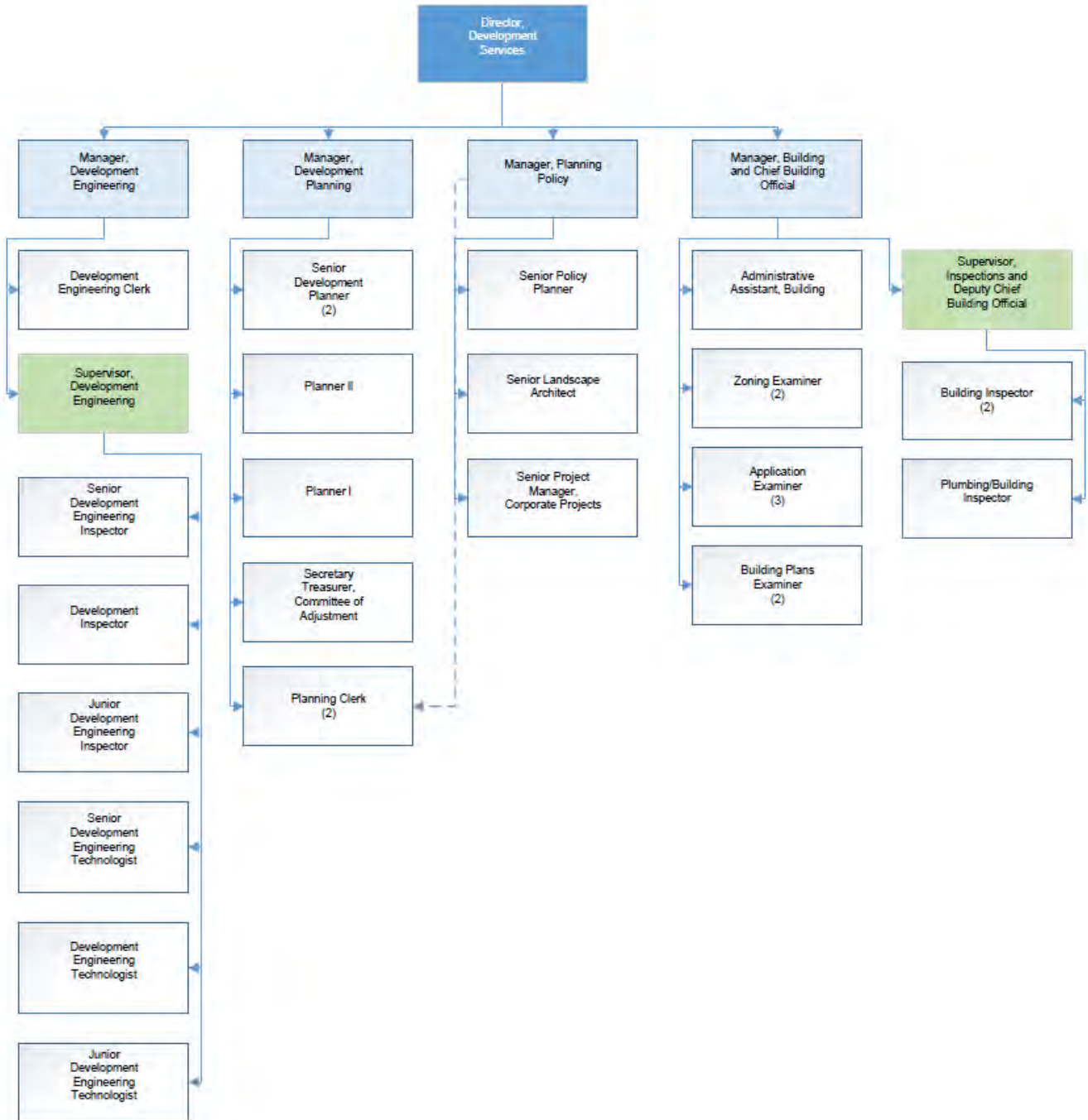
review of the Town's Tree Preservation and Compensation Policy, completion of key milestones in the Lake Drive Shoreline Jurisdiction Action Plan process, reviewing and reporting on various provincial changes to the Ontario land use planning system, and participating in the preparation of a Housing Action Plan as part of the Federal Housing Accelerator Fund.

The Building Division has continued to streamline and expand on its service delivery through the implementation of a system to expedite the intake and review of permit applications for accessory buildings, decks, pools, small interior renovations, demolitions and service connections. Permits for residential development increased and remained relatively strong in 2023, and construction of the first industrial building in the Keswick Business Park is well underway.

The Development Engineering Division continued to expand and improve its online permitting program for site alteration permits through a new online application portal with improvements to auto-generated invoicing, and submission checklist and workflow, resulting in quicker review and turnaround times. The division reviewed and approved new municipal infrastructure supporting development including 1.6 kilometres of new roads and underground infrastructure valued at \$2.6 million. Some major accomplishments include the Catering Road underground services installation and road reconstruction, sanitary upgrades and road resurfacing on River Street and Market Street, and a new road (Garrett Styles Drive) and entrance/intersection and underground services to the Multi-use Recreation Facility on Woodbine Avenue, and work continues on a comprehensive review and update of the Town's Development Design Criteria.

The Development Planning Division's increased focus on the Keswick Business Park continued in 2023, with the processing of development applications for a proposed life science and technology park, and an international trucking company in the southerly portion of the business park, as well as advancements towards first phase subdivision registration on the Panattoni lands in the northerly portion of the business park. Interest in residential development remains strong in Keswick with the submission of new development applications for a mixed-use, high-rise development on Simcoe Avenue and a stacked townhouse project at Ravenshoe Road and the Queensway South, and various greenfield plan of subdivision applications are in process in south and north Keswick. A rental apartment building proposal was approved on the Queensway South in the Uptown Keswick Urban Centre, and a commercial development was approved on Dalton Road in Sutton, in addition to several smaller residential infill projects and severances. Lastly, a new proposal has been submitted for an industrial public storage facility on Highway 48 in Pepperlaw.

Organizational Chart



Divisions

- Building Division
- Development Engineering Division
- Development Planning Division
- Planning Policy Division

Key Projects for 2024

- Continue the review, assessment and adjustment of current department procedures, practices and policies to ensure compliance with all legislative requirements under the Ontario Building Code, Bill 108, Bill 109, Bill 23, Bill 97, the Planning Act, the Municipal Act, the Heritage Act and other related regulations, by-laws and administrative policies
- Monitor and assess the implementation of the online building permit and fast tracked permit processes for small projects
- Review and update internal processes for Site Alteration and Entrance Permits (SAEP) and Site Plan Approval applications in order to enhance customer service and improve processing times
- Provide resources and support to procuring and implementing a Development Tracking System
- Continue to implement the Lake Drive Shoreline Jurisdiction Action Plan
- Finalize the review and update of the Town's Tree Preservation and Compensation Policy
- Review and update the Town's Development Design Criteria
- Implement the Housing Action Plan in support of the Federal Housing Accelerator Fund, including an Additional Residential Unit (ARU) program, updating the Servicing Allocation Assignment Protocol, implementing the Collaborative Application Preparation (CAP) process and preparing a by-law to delegate approval authority over certain planning approvals processes at a staff level

Corporate Strategic Plan - Departmental Implementation Plan

To support the implementation of the 2023-2027 Corporate Strategic Plan, a Departmental Implementation Plan was developed which sets out specific initiatives and corporate performance measures for each strategic goal. These initiatives and measures will be evaluated and updated on an annual basis.

Pillar	Goal	Indicators/Measurements	Initiatives
Delivering Service Excellence	5. Proactively manage infrastructure and assets ensuring service continuity	- # of assets in good condition (by asset class) - % of building condition assessments with average rating of "good"	Continue to advance the Lake Drive Shoreline Jurisdiction Action Plan
Ensuring Balanced Growth	1. Promote and ensure responsible growth and long-term planning	- \$ total investment in capital reserves - % increase in ICI tax base - \$ total construction value - # of building permits issued - % reduction in re-zoning applications in countryside	Complete Official Plan Review
Ensuring Balanced Growth	1. Promote and ensure responsible growth and long-term planning	- % reduction in re-zoning applications in countryside	Complete Phase 1 – Countryside Bylaw Review
Ensuring Balanced Growth	1. Promote and ensure responsible growth and long-term planning	- \$ total investment in capital reserves - % increase in ICI tax base - \$ total construction value - # of building permits issued - % reduction in re-zoning applications in countryside	Complete Phase 2 – Comprehensive Zoning Bylaw Review
Ensuring Balanced Growth	1. Promote and ensure responsible growth and long-term planning	- \$ total investment in capital reserves - % increase in ICI tax base - \$ total construction value - # of building permits issued - % reduction in re-zoning applications in countryside	Review and update of the Town's sanitary sewer and water allocation program
Ensuring Balanced Growth	1. Promote and ensure responsible growth and long-term planning	- \$ total investment in capital reserves - % increase in ICI tax base - \$ total construction value - # of building permits issued - % reduction in re-zoning applications in countryside	Update the municipal design engineering standards
Ensuring Balanced Growth	2. Support a diversity of housing types in Georgina	- # of households in Georgina that spend less than 30% of income on housing - ratio of approved housing mix (#, size, tenure) - # of advocacy efforts initiated to support housing supply and affordability	Complete and/or update Secondary Plans (Keswick, Pefferlaw, Sutton)

DEVELOPMENT SERVICES

Pillar	Goal	Indicators/Measurements	Initiatives
Ensuring Balanced Growth	2. Support a diversity of housing types in Georgina	<ul style="list-style-type: none"> - # of households in Georgina that spend less than 30% of income on housing - ratio of approved housing mix (#, size, tenure) - # of advocacy efforts initiated to support housing supply and affordability 	Update zoning bylaws to implement provisions for additional residential units
Ensuring Balanced Growth	2. Support a diversity of housing types in Georgina	<ul style="list-style-type: none"> - # of households in Georgina that spend less than 30% of income on housing - ratio of approved housing mix (#, size, tenure) - # of advocacy efforts initiated to support housing supply and affordability 	Advocate for and support building new residential units with a range of affordability and explore opportunities for partnerships and collaboration with York Region
Ensuring Balanced Growth	2. Support a diversity of housing types in Georgina	<ul style="list-style-type: none"> - # of households in Georgina that spend less than 30% of income on housing - ratio of approved housing mix (#, size, tenure) - # of advocacy efforts initiated to support housing supply and affordability 	Review the Town's development approvals process to identify potential opportunities for streamlining
Ensuring Balanced Growth	2. Support a diversity of housing types in Georgina	<ul style="list-style-type: none"> - # of households in Georgina that spend less than 30% of income on housing - ratio of approved housing mix (#, size, tenure) - # of advocacy efforts initiated to support housing supply and affordability 	Advocate for timely construction and delivery of regional water and sewer servicing infrastructure to facilitate growth
Creating A Vibrant, Healthy and Safe Community for All	1. Ensure an ongoing commitment to Truth and Reconciliation and strengthening relations with the Chippewas of Georgina Island First Nation	<ul style="list-style-type: none"> - to be developed in consultation with CGIFN 	Continue to support the CGIFN with the addition to the reserve process, including the advancement of a municipal service agreement
Advancing Environmental Sustainability	1. Celebrate and respect Georgina's natural environment, including Lake Simcoe	<ul style="list-style-type: none"> - LSRCA approved indicators - # of new and/or replacement trees planted 	Review and update the Town's tree preservation and compensation policy



2024 OPERATING BUDGET

Development Services - Department Administration - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits	242,290			(7,800)	(1,500)	232,990	-4%	(9,300)	
Staffing Other Direct Expenses	4,360			100	160	4,620	6%	260	
Other Direct Costs	900				(100)	800	-11%	(100)	
Expense Total	247,550			(7,700)	(1,440)	238,410	-4%	(9,140)	
Administration Total	247,550			(7,700)	(1,440)	238,410	-4%	(9,140)	
Grand Total	247,550			(7,700)	(1,440)	238,410	-4%	(9,140)	

Development Services – Building Division

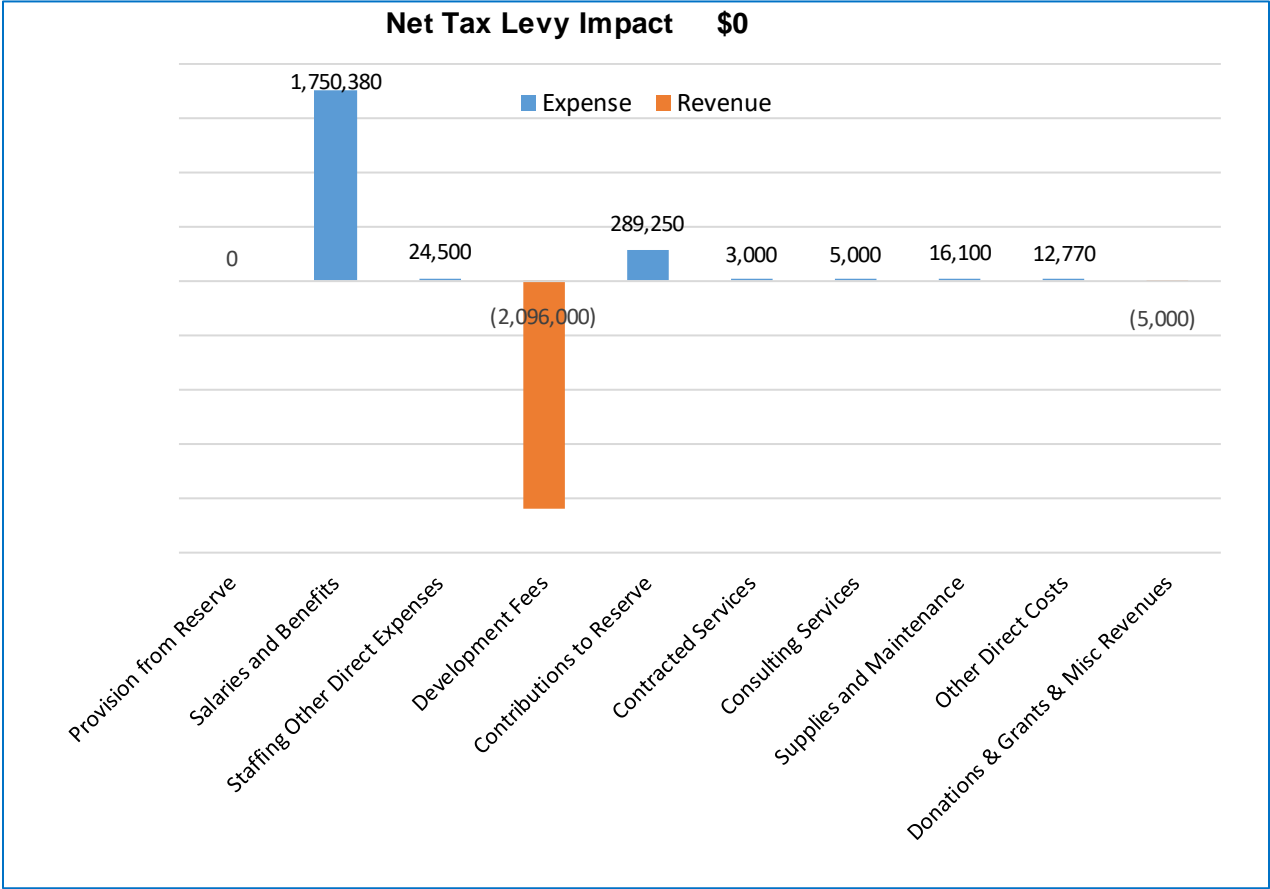
The Building Division is responsible for the enforcement of the Ontario Building Code as well as administration and enforcement of the Council-approved Building By-law, Zoning By-law and Pool Enclosure By-law. In addition, the Building Division provides guidance to residents and builders through the building permit process. This includes assisting with construction, renovation and demolition permit applications for a variety of projects including houses, commercial and industrial buildings, as well as pool enclosures.

Services provided by the Building Division include:

- Review and issuance of permits for construction, demolition and pool enclosure permit applications
- Inspection of all work related to construction, demolition and pool enclosure permits
- Inspection and enforcement of the Backflow and Cross Connection Control By-law
- Investigations of illegal construction and demolition
- Administer the Maintenance Inspection Program for septic systems within 100 metres of lakes and streams

2024 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2023 Accomplishments

- Developed a system to fast track the intake and review of permit applications for accessory buildings, decks, pools, small interior renovations, demolitions and service connections
- Inspected properties subject to the Septic Maintenance Inspection Program to minimize risk to the Lake Simcoe Watershed
- Currently creating an inventory of septic systems regulated by the Septic Maintenance Inspection Program, which require yearly maintenance inspections by a qualified third party as a condition of use. The purpose is to ensure the required maintenance inspections are completed
- Completed 5,185 building inspections between January and July of 2023



- Issued 452 building permits with a total construction value of \$114.8 million between January and July of 2023

Key Projects for 2024

- Work with key stakeholders, including both internal and external agencies, to further develop the fast tracked permit process which has been implemented in the Building Division for small projects
- Inspect major Town projects such as the Multi-use Recreation Complex (MURC) and the future Civic Centre
- Inspection of the Keswick Business Park development
- Inspect the construction of new homes in six large subdivision projects including:
 - Hedge Road Landing – Alliance Homes (Jackson’s Point/Sutton)
 - Simcoe Landing (Phase 9) – Aspen Ridge Homes, CountryWide Homes, Marycroft Homes, Regal Crest Homes (Keswick)
 - Georgina Heights – Treasure Hill Homes (Keswick)
 - Cedar Ridge – Delpark Homes (Sutton)
 - Trilogy (Ainslie Hill Phase 1) – Ballymore Homes, Briarwood Homes (Sutton)
 - Woodbury Trails – Ballymore Homes (Keswick)



2024 OPERATING BUDGET

Development Services - Building - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Development Fees	(1,637,000)	(459,000)				(2,096,000)	28%	(459,000)	Increase in revenue for applications and inspections
Provision from Reserve	(150,360)	150,360				0	-100%	150,360	Remove reserve funding
Donations & Grants & Misc Revenues	(500)	(4,500)				(5,000)	900%	(4,500)	
Revenue Total	(1,787,860)	(313,140)				(2,101,000)	18%	(313,140)	
Expense									
Salaries and Benefits	1,714,990			35,390		1,750,380	2%	35,390	Increase in salaries and benefits
Staffing Other Direct Expenses	24,000				500	24,500	2%	500	
Consulting Services	5,000					5,000	0%	0	
Contracted Services	3,000					3,000	0%	0	
Supplies and Maintenance	6,500					6,500	0%	0	
Other Direct Costs	16,500				(12,000)	4,500	-73%	(12,000)	Remove Programming Fees per historical trend
Expense Total	1,769,990			35,390	(11,500)	1,793,880	1%	23,890	
Administration Total	(17,870)	(313,140)		35,390	(11,500)	(307,120)	1619%	(289,250)	
Fleet									
Expense									
Supplies and Maintenance	9,600					9,600	0%	0	
Other Direct Costs	8,270					8,270	0%	0	
Expense Total	17,870					17,870	0%	0	
Fleet Total	17,870					17,870	0%	0	
General Tax Levy									
Expense									
Contributions to Reserve		313,140		(35,390)	11,500	289,250	0%	289,250	To transfer budget surplus to reserve
Expense Total		313,140		(35,390)	11,500	289,250	0%	289,250	
General Tax Levy Total		313,140		(35,390)	11,500	289,250	0%	289,250	
Grand Total	0	0		0	0	0	0%	0	

Development Services – Development Engineering Division

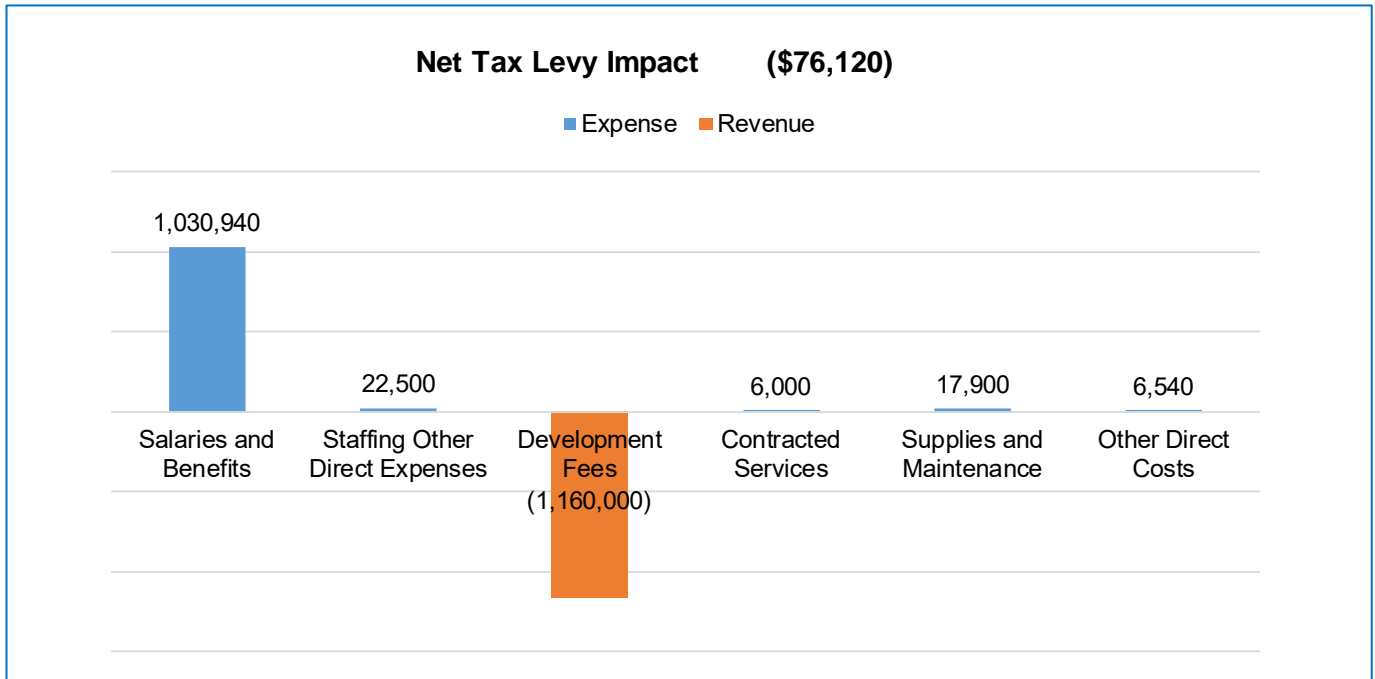
The Development Engineering Division is responsible for the review and approval of engineering and infrastructure design and construction related to new development. It also provides technical expertise for the review and approval of municipal infrastructure required to facilitate development. This includes the assessment of underground infrastructure, stormwater facilities, roads, street lighting and utilities. The division provides services to members of the public, consultants, developers, and makes recommendations to Council and committees of Council. It also administers the Site Alteration By-law, for any filling, dumping, extracting or removing of soil ensuring no damage or other problems arise as a result of issues pertaining to drainage, and ensuring groundwater and the environment are protected from contamination.

Services provided by the Development Engineering Division include:

- Construction inspections
- Plans of subdivision and condominium
- Site alteration and entrance permits
- Site plan approval
- Service lateral connections

2024 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2023 Accomplishments

- Processed numerous minor and major site plan applications
- Issued 114 site alteration and entrance permits between January and August
- Reviewed and approved infrastructure for numerous subdivisions, condominiums and site plans
- Developed a new FAQ sheet and checklist for site alteration and entrance permits and added to the website for a more efficient review process

Key Projects for 2024

- Review and update the Town’s Development Engineering Design Criteria
- Review and update the site plan approval workflow to better track and streamline the process
- Review and update the Town’s lateral connection process
- Various water, wastewater, stormwater and road infrastructure improvements to facilitate growth



2024 OPERATING BUDGET

Development Services - Development Engineering - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Development Fees	(1,060,000)	(100,000)				(1,160,000)	9%	(100,000)	Increase in revenue projection
Revenue Total	(1,060,000)	(100,000)				(1,160,000)	9%	(100,000)	
Expense									
Salaries and Benefits	1,074,600				(43,660)	1,030,940	-4%	(43,660)	Staff changes
Staffing Other Direct Expenses	23,000				(500)	22,500	-2%	(500)	
Contracted Services	6,000					6,000	0%	0	
Supplies and Maintenance	8,000					8,000	0%	0	
Other Direct Costs	3,300				(1,000)	2,300	-30%	(1,000)	
Expense Total	1,114,900				(45,160)	1,069,740	-4%	(45,160)	
Administration Total	54,900	(100,000)			(45,160)	(90,260)	-264%	(145,160)	
Fleet									
Expense									
Supplies and Maintenance	9,900					9,900	0%	0	
Other Direct Costs	4,240					4,240	0%	0	
Expense Total	14,140					14,140	0%	0	
Fleet Total	14,140					14,140	0%	0	
Grand Total	69,040	(100,000)			(45,160)	(76,120)	-210%	(145,160)	

Development Services – Development Planning Division

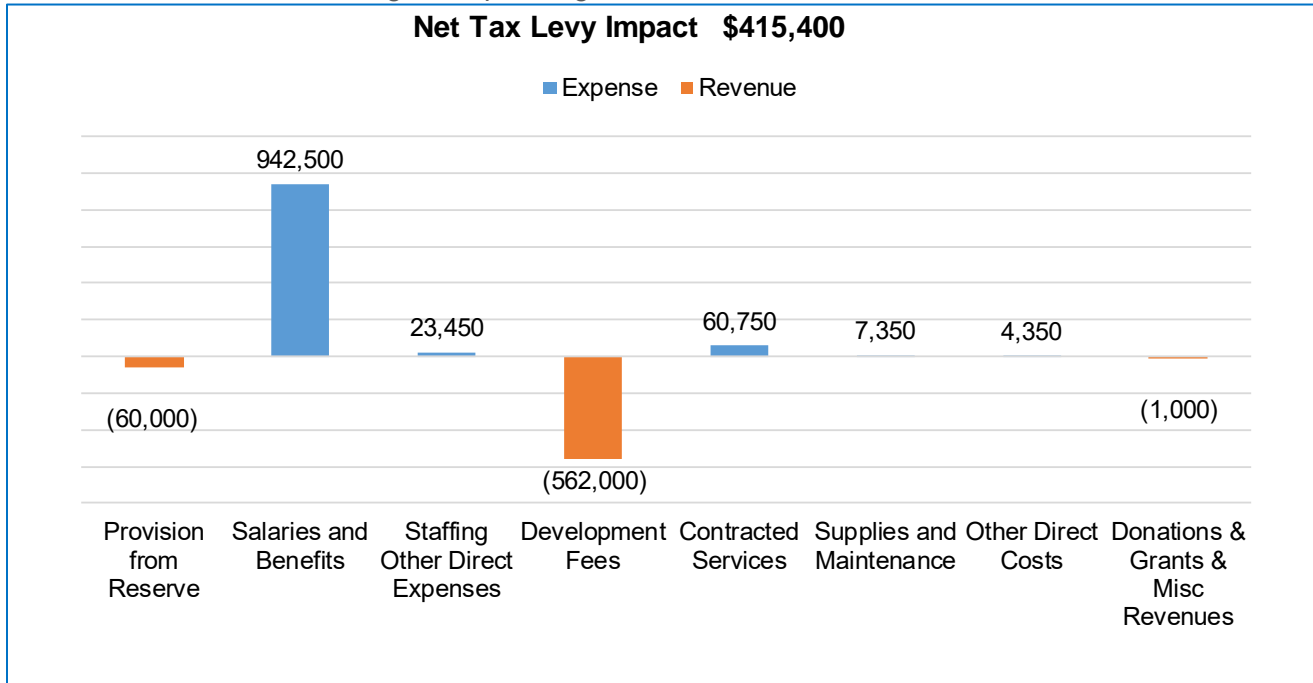
The Development Planning Division is responsible for assisting Council and the public in matters related to the development of land. The division implements land-use planning policy as approved by Council, the Region and the Province through recommendations to Council and the Committee of Adjustment on a variety of development applications. The division also provides assistance on planning-related matters, responds to development enquiries, and helps the public navigate the complex planning approvals processes.

Services provided by the Development Planning Division include:

- Implementing the Official Plan and Secondary Plans for the Town through the development approval process for Planning Act applications such as Official Plan Amendments, zoning by-law amendments, plans of subdivision and condominium, consents, and minor variances
- Carrying out the Town's municipal addressing and municipal street naming processes
- Administering the Green 911 and Farm 911 EPAP signage program
- Providing land-use planning information to the public and pre-consulting with applicants on potential Planning Act applications
- Managing the Town's Sanitary Sewer and Water Allocation Program

2024 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2023 Accomplishments

- To August 2023, 35 staff reports on minor variance and severance applications were considered by the Committee of Adjustment, and 28 staff reports were considered by Council on a variety of development applications and other planning-related matters
- Review of the Animal Control By-law provisions related to pigeon keeping
- Review of the Zoning By-law provisions related to restaurant patios
- Review of Delegation By-law leading to increased delegation of routine planning approval matters to staff

Key Projects for 2024

- Partnering with Information Technology on the procurement of a Development Tracking System
- Modernization of public notice and staff report formats for Planning Act applications
- Implement the Collaborative Application Preparation Process with other York Region municipal partners in response to Bill 109 and Bill 23
- Preparation of a housekeeping update to Zoning By-law 500
- Review and update of the Town's Sanitary Sewer and Water Allocation Program





2024 OPERATING BUDGET

Development Services - Development Planning - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Development Fees	(452,000)					(452,000)	0%	0	
Provision from Reserve	(60,000)					(60,000)	0%	0	
Donations & Grants & Misc Revenues	(500)					(500)	0%	0	
Revenue Total	(512,500)					(512,500)	0%	0	
Expense									
Salaries and Benefits	771,150			75,880	1,500	848,530	10%	77,380	Increase in salaries and benefits
Staffing Other Direct Expenses	15,450			150		15,600	1%	150	
Contracted Services	60,500				250	60,750	0%	250	
Supplies and Maintenance	6,750					6,750	0%	0	
Other Direct Costs	4,650				(800)	3,850	-17%	(800)	
Expense Total	858,500			76,030	950	935,480	9%	76,980	
Administration Total	346,000			76,030	950	422,980	22%	76,980	
Committee of Adjustment									
Revenue									
Development Fees	(110,000)					(110,000)	0%	0	
Donations & Grants & Misc Revenues	(500)					(500)	0%	0	
Revenue Total	(110,500)					(110,500)	0%	0	
Expense									
Salaries and Benefits	96,790			(2,820)		93,970	-3%	(2,820)	
Staffing Other Direct Expenses	7,850					7,850	0%	0	
Supplies and Maintenance	600					600	0%	0	
Other Direct Costs	500					500	0%	0	
Expense Total	105,740			(2,820)		102,920	-3%	(2,820)	
Committee of Adjustment Total	(4,760)			(2,820)		(7,580)	59%	(2,820)	
Grand Total	341,240			73,210	950	415,400	22%	74,160	

Development Services – Planning Policy Division

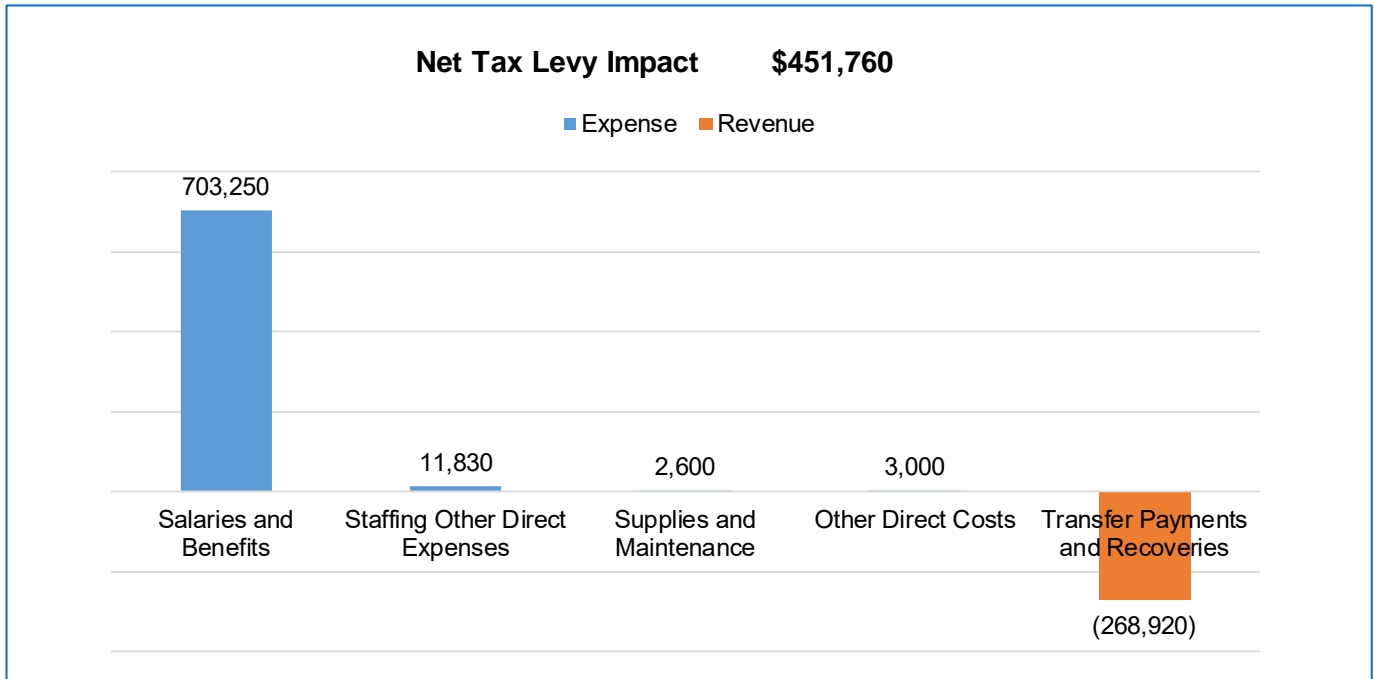
The Planning Policy Division is responsible for assisting Council and members of the public in matters related to land-use planning policy. This land-use policy is generally reflected in the Town Official Plan and detailed Secondary Plans which establish how the community should be shaped, where homes and businesses should be built, where parks and schools should be located, and where and how other essential services should be provided. It also guides the manner in which development applications are reviewed and processed. The development of the Town's land-use policy takes place in the context of a provincially led planning policy system and regional government setting.

Services provided by the Planning Policy Division include:

- Implement, review and update the Official Plan and Secondary Plans for the Town
- Liaise with advisory committees including the Georgina Environmental Advisory Committee, the Georgina Agricultural Advisory Committee and the Georgina Heritage Committee
- Lead the processing of Town-led policy initiatives and land-use studies
- Review and respond to legislative changes, and provincial and regional land-use policy directives that impact the Town
- Providing support to other departments on landscape architecture and urban design

2024 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2023 Accomplishments

- Completion of the Keswick Secondary Plan Review and Update
- Completion of Phase I of the Comprehensive Zoning By-law Review – Countryside Area Environmental Protection Lands
- Commencement of the review of the Town’s Tree Preservation and Compensation Policy
- Completion of key milestones in the Lake Drive Shoreline Jurisdiction Action Plan process
- Reviewing, monitoring and reporting on changes to the Ontario Planning System i.e. Bill 23, Bill 109 and the review of the Provincial Policy Statement and A Place to Grow: Growth Plan for the Greater Golden Horseshoe

General Reports to Council:

- Tree Preservation and Compensation Policy review
- Lake Drive Jurisdiction Action Plan – various

- Bill 23, Bill 109 and the review of the Provincial Policy Statement and A Place to Grow: Growth Plan for the Greater Golden Horseshoe
- Comprehensive Zoning By-law Review – Phase I Countryside Area
- Federal Housing Accelerator Fund Program (with others)

Key Projects for 2024

- Implementation of the Lake Drive Shoreline Jurisdiction Action Plan, including work on key milestones such as commencing surveying works and initiating amendments to the Official Plan and Zoning By-law and/or Community Planning Permit process
- Conclusion of the review and update of the Tree Preservation and Compensation Policy
- Commencement of a Town Official Plan Review Process integrating the new York Region Official Plan
- Addressing the impacts of Bill 23, Bill 109, the proposed new Provincial Planning Statement and other legislative changes affecting the Ontario planning system on the Town Planning Program, policy documents and zoning by-laws
- Implementing the Federal Housing Accelerator Fund Program (subject to funding)
- Implementation of the Development Tracking System



2024 OPERATING BUDGET

Development Services - Planning Policy - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits	410,610			19,890		430,500	5%	19,890	Increase in salaries and benefits
Staffing Other Direct Expenses	7,960				1,000	8,960	13%	1,000	
Supplies and Maintenance	2,300	50				2,350	2%	50	
Other Direct Costs	2,500					2,500	0%	0	
Expense Total	423,370	50		19,890	1,000	444,310	5%	20,940	
Administration Total	423,370	50		19,890	1,000	444,310	5%	20,940	
Lake Dr Shoreline									
Revenue									
Transfer Payments and Recoveries	(268,920)					(268,920)	0%	0	
Revenue Total	(268,920)					(268,920)	0%	0	
Expense									
Salaries and Benefits	271,920				830	272,750	0%	830	
Staffing Other Direct Expenses	2,870					2,870	0%	0	
Supplies and Maintenance	250					250	0%	0	
Other Direct Costs	500					500	0%	0	
Expense Total	275,540				830	276,370	0%	830	
Lake Dr Shoreline Total	6,620				830	7,450	13%	830	
Grand Total	429,990	50		19,890	1,830	451,760	5%	21,770	

Legislative Services

The Legislative Services Department manages the legal and regulatory aspects of the Town's affairs, and, in addition to providing legal services to all Town Departments in conjunction with external legal counsel, includes the following three divisions: Municipal Law Enforcement, the Office of the Clerk and Procurement Services. The Municipal Law Enforcement Division is responsible for the enforcement of the Town's by-laws in an effective and fair manner. The Office of the Clerk provides a wide range of services, including secretariat services for Council and committees of Council, by-law preparation, issuing licences, compliance with many of the Town's statutory obligations, officiating of marriage ceremonies, records management, responsibility for Freedom of Information inquiries, and insurance and risk management. The Procurement Services Division manages the Town's procurement process and buying regulations, ensuring that its acquisition policies and guidelines applicable to all goods and services are adhered to.

2023 Success Story – Significant Procurement Services initiatives

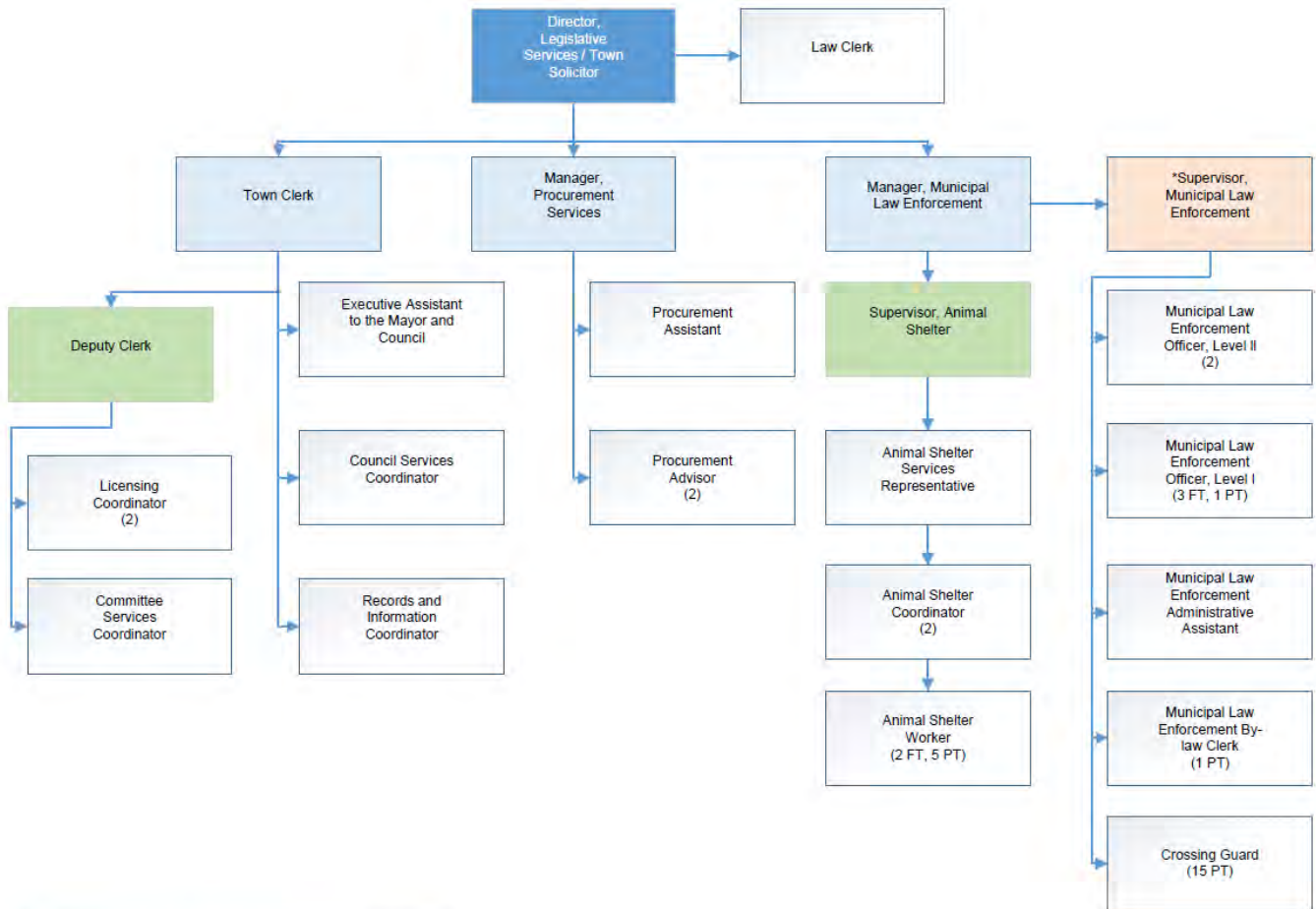


2023 has been earmarked as the year in which the Town's procurement policies, the current versions of which were adopted in 2018, were to receive their first comprehensive update since that time.

Items receiving attention during the update process (which are to be submitted to Council for their consideration) include, among other matters, (i) revamping the present exemption regime to take into account certain additional goods and services which practical experience over the past five years has shown to be unproductive to submit to a full competitive procurement process, (ii) the establishment of new updated thresholds for the applicability of certain specific aspects of the procurement process, (iii) streamlining of the Council approval process, and (iv) the establishment of a suspension protocol for contractors who have failed to meet the standards expected of those doing business with the Town.

Another performance item that the Procurement Services Division is particularly proud of is the increased number of projects that will have been published by the end of 2023, while delivering an enhanced level of quality in contract, tender and RFP documentation at the same time. It is anticipated that around 110 projects will be completed by year's end, a significant improvement over 2022. It should be pointed out that this success story is a good example of effective teamwork with our client departments and the increased complement of project managers the Town has engaged, both of which help to ensure that projects are scoped and described accurately. When the information provided to Procurement Services is of the calibre we have consistently seen this year, the success of the procurement process is inevitably enhanced, so that goods and services of the required quality are more likely to be acquired for the benefit of the Town and its residents.

Organizational chart



**New Position Subject to Council Approval*

Divisions

- Municipal Law Enforcement
- Clerks Division
- Procurement Services

Major Operating Drivers

- Growth of the community and requests for information
- Challenges in the court system relating to by-law enforcement
- Legislative changes
- Council schedule and evolution of the hybrid meeting format
- Ensuring that deliverables are acquired in a fair, transparent and efficient manner

Major Initiatives Planned for 2024

- Review, update and consolidate delegation of authority by-laws
- Implementation of Administrative Monetary Penalties regime
- Major projects reaching the procurement stage

Corporate Strategic Plan - Departmental Implementation Plan

To support the implementation of the 2023-2027 Corporate Strategic Plan, a Departmental Implementation Plan was developed which sets out specific initiatives and corporate performance measures for each strategic goal. These initiatives and measures will be evaluated and updated on an annual basis.

Pillar	Goal	Indicators/Measurements	Initiatives
Delivering Service Excellence	4. Build a future-focused, results-driven organization	N/A	Develop and implement a Delegated Authority By-law to help streamline processes and approvals
Delivering Service Excellence	4. Build a future-focused, results-driven organization	N/A	Review and refresh the Town's Procurement Policy



2024 OPERATING BUDGET

Legislative Services - Department Administration - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits	387,400			8,700	(2,670)	393,430	2%	6,030	
Staffing Other Direct Expenses	6,650				1,000	7,650	15%	1,000	
Contracted Services	300,000					300,000	0%	0	
Supplies and Maintenance	1,500					1,500	0%	0	
Other Direct Costs	5,230				(3,630)	1,600	-69%	(3,630)	
Expense Total	700,780			8,700	(5,300)	704,180	0%	3,400	
Administration Total	700,780			8,700	(5,300)	704,180	0%	3,400	
Grand Total	700,780			8,700	(5,300)	704,180	0%	3,400	

Legislative Services – Municipal Law Enforcement Services Division

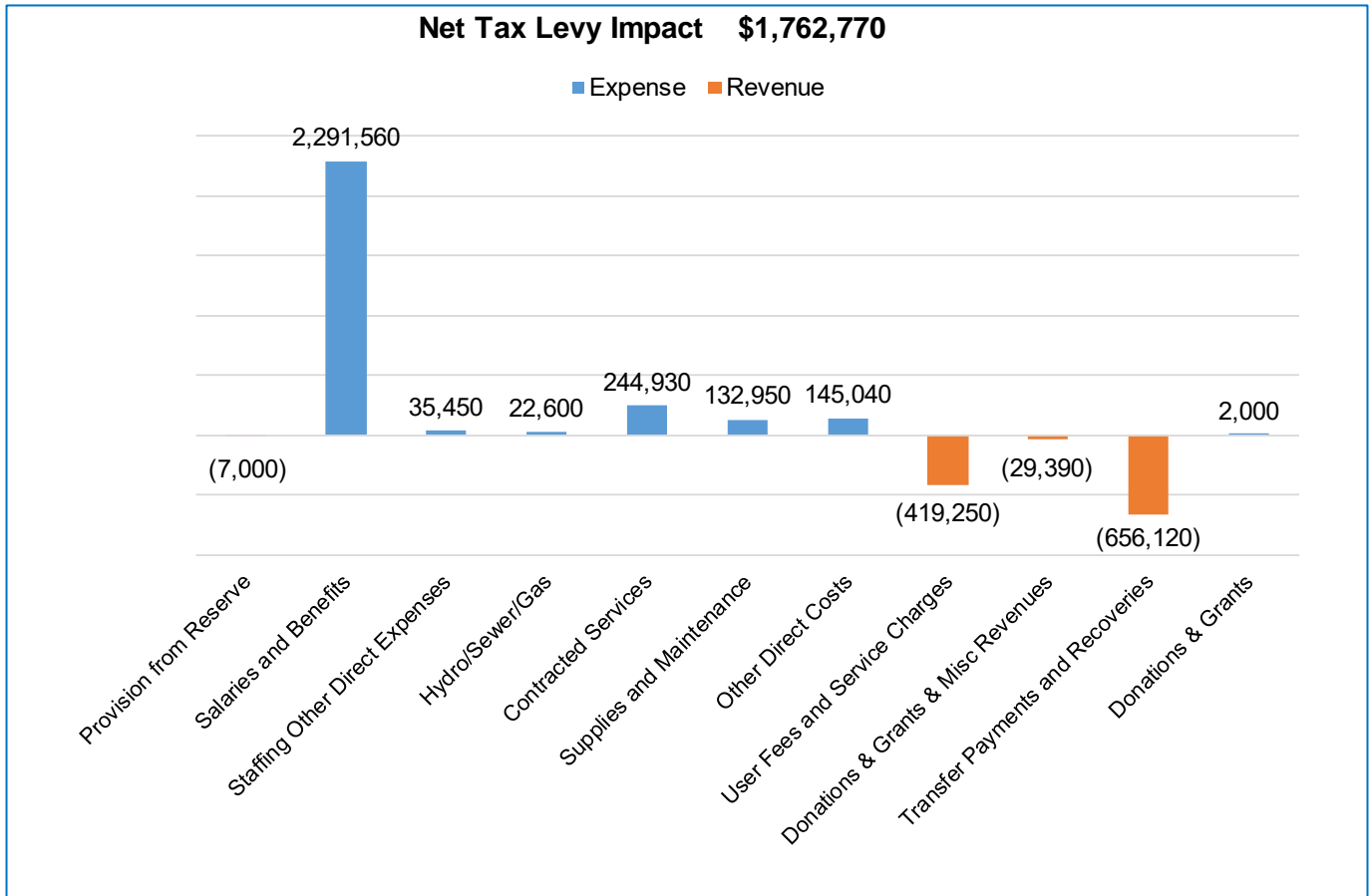
The Municipal Law Enforcement Services Division is responsible for a variety of legislative, corporate and public services. A dedicated team, it is committed to supporting corporate goals and objectives by enhancing a healthy, safe community while engaging residents and working with community partners. The division is also responsible for the animal shelter and animal patrol services serving Georgina and other York Region municipal partners.

Services provided by the Municipal Law Enforcement Services Division include:

- Enforcement of various regulatory by-laws, including business licensing
- School crossing guards
- Parking enforcement
- Property standards and zoning enforcement
- Sign permits
- Animal Shelter
- Animal Services through partnership with the Town of Aurora

2024 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2023 Accomplishments

- Implementation of Administrative Monetary Penalties for parking enforcement
- Acquisition of protective vests for municipal law enforcement officers
- Increase of seasonal parking staff to work in Waterfront Park Buffer Zone
- Animal Shelter renovations and safety improvements
- Increased efficiency with new operational software at Georgina Animal Shelter
- Staff restructuring at the Georgina Animal Shelter to improve community outreach, marketing and public relations

Key Projects for 2024

- Expansion of Administrative Monetary Penalties to other by-laws
- Continued improvements at the Animal Shelter
- Addition of e-bikes to Municipal Law Enforcement's vehicle fleet
- Renewal of contracts with our municipal partners for the delivery of Animal Services and the use of the Georgina Animal Shelter



2024 OPERATING BUDGET

Legislative Services - Municipal Law Enforcement - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Provision from Reserve		(7,000)				(7,000)	0%	(7,000)	
User Fees and Service Charges	(242,250)			(75,000)	(5,000)	(322,250)	33%	(80,000)	New Non-Compliance Inspection Fees
Transfer Payments and Recoveries	(40,000)					(40,000)	0%	0	
Revenue Total	(282,250)	(7,000)		(75,000)	(5,000)	(369,250)	31%	(87,000)	
Expense									
Salaries and Benefits	874,430	133,250		83,710	700	1,092,090	25%	217,660	24-SI-LS-01 MLE Supervisor; increase in salaries and benefit
Staffing Other Direct Expenses	13,970				2,500	16,470	18%	2,500	
Contracted Services	15,000					15,000	0%	0	
Supplies and Maintenance	28,100				2,000	30,100	7%	2,000	
Other Direct Costs	50,750	7,000				57,750	14%	7,000	
Expense Total	982,250	140,250		83,710	5,200	1,211,410	23%	229,160	
Administration Total	700,000	133,250		8,710	200	842,160	20%	142,160	
Animal Control									
Revenue									
User Fees and Service Charges	(55,000)	(5,000)				(60,000)	9%	(5,000)	
Revenue Total	(55,000)	(5,000)				(60,000)	9%	(5,000)	
Expense									
Contracted Services	187,930					187,930	0%	0	
Other Direct Costs	4,000					4,000	0%	0	
Expense Total	191,930					191,930	0%	0	
Animal Control Total	136,930	(5,000)				131,930	-4%	(5,000)	
Animal Shelter									
Revenue									
User Fees and Service Charges	(34,500)				(2,500)	(37,000)	7%	(2,500)	
Donations & Grants & Misc Revenues	(29,390)					(29,390)	0%	0	
Transfer Payments and Recoveries	(591,740)					(591,740)	0%	0	
Revenue Total	(655,630)					(658,130)	0%	(2,500)	
Expense									
Salaries and Benefits	793,210			32,180		825,390	4%	32,180	Increase in salaries and benefits
Staffing Other Direct Expenses	17,600					17,600	0%	0	
Contracted Services	15,000	(3,000)				12,000	-20%	(3,000)	
Hydro/Sewer/Gas	22,600					22,600	0%	0	
Supplies and Maintenance	99,050	(1,000)		1,000		99,050	0%	0	
Other Direct Costs	77,190	6,500			(1,000)	82,690	7%	5,500	
Expense Total	1,024,650	2,500		33,180	(1,000)	1,059,330	3%	34,680	
Animal Shelter Total	369,020	2,500		33,180	(3,500)	401,200	9%	32,180	
Crossing Guards									
Expense									
Salaries and Benefits	391,180				(19,910)	371,270	-5%	(19,910)	Reduced part time hours



2024 OPERATING BUDGET

Legislative Services - Municipal Law Enforcement - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Supplies and Maintenance	3,800					3,800	0%	0	
Other Direct Costs	500					500	0%	0	
Expense Total	395,480				(19,910)	375,570	-5%	(19,910)	
Crossing Guards Total	395,480				(19,910)	375,570	-5%	(19,910)	
PAWS Program									
Expense									
Contracted Services	10,000					10,000	0%	0	
Donations & Grants	2,000					2,000	0%	0	
Expense Total	12,000					12,000	0%	0	
PAWS Program Total	12,000					12,000	0%	0	
Weed Control									
Revenue									
Transfer Payments and Recoveries	(24,380)					(24,380)	0%	0	
Revenue Total	(24,380)					(24,380)	0%	0	
Expense									
Salaries and Benefits	2,900			(90)		2,810	-3%	(90)	
Staffing Other Direct Expenses	1,380					1,380	0%	0	
Contracted Services	20,000					20,000	0%	0	
Other Direct Costs	100					100	0%	0	
Expense Total	24,380			(90)		24,290	0%	(90)	
Weed Control Total	0			(90)		(90)	0%	(90)	
Grand Total	1,613,430	130,750		41,800	(23,210)	1,762,770	9%	149,340	

Legislative Services – Clerk’s Division

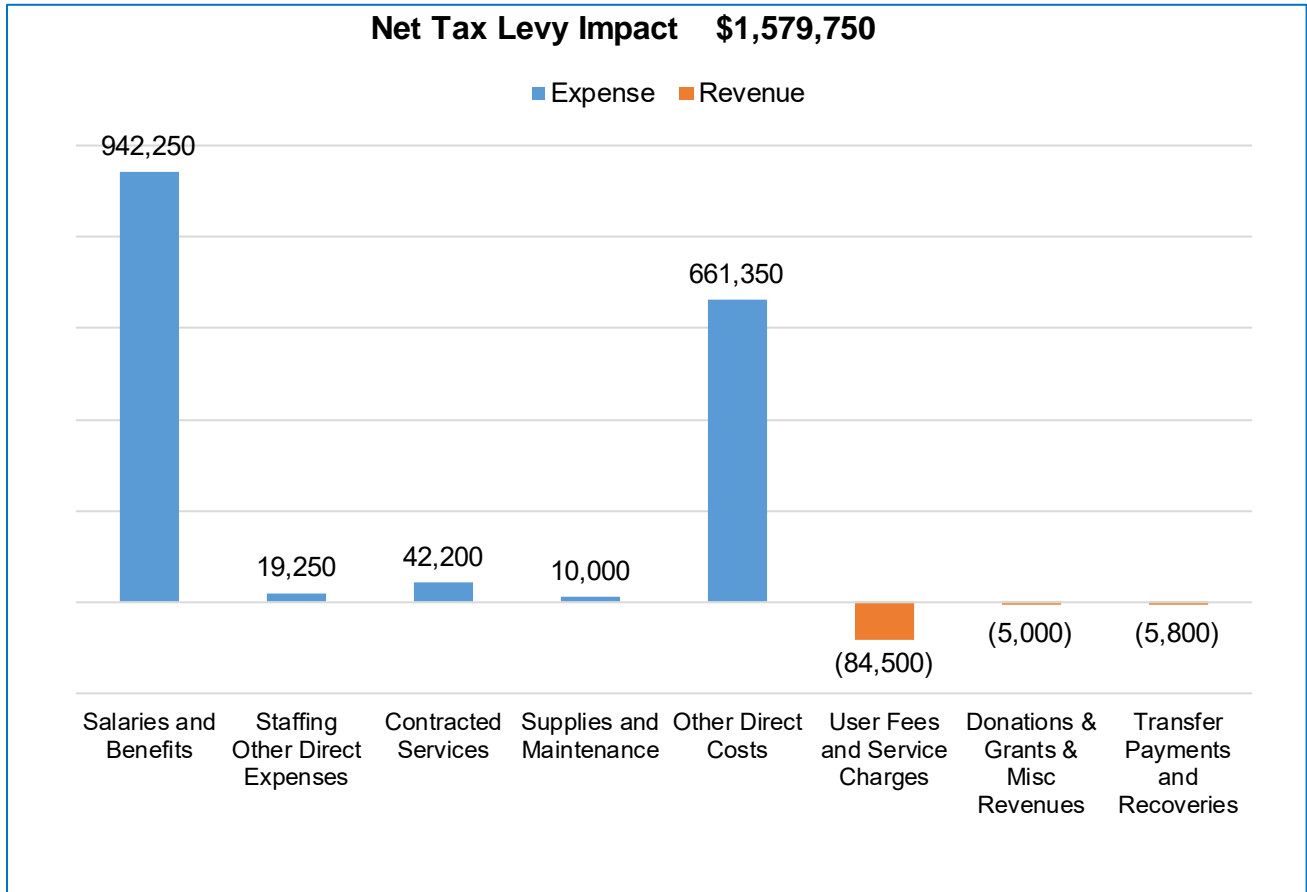
The Clerk’s Division is one of the primary points of contact for Georgina residents and businesses. It is also an information source for Members of Council and Town staff. The division acts as the secretariat to Council and its standing committees. The Clerk’s Division is responsible for the statutory notices of the Town Clerk, which includes collecting and maintaining records under the Vital Statistics Act, the Marriage Act, and the Municipal Freedom of Information and Protection of Privacy Act.

Services provided by the Clerk’s Division include:

- Business licensing
- By-law preparation
- Commissioner of Oaths services
- Corporate policies
- Freedom of Information requests
- Lottery licensing
- Marriage licences and weddings
- Property assessment roll accessibility and retention
- Records management
- Secretariat services for Council and committees
- Statutory obligations under various Acts

2024 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2023 Accomplishments

- Completed comprehensive review of Council advisory committees
- Completed Council advisory committees transition activities related to new term of Council appointments
- Created records management policies and procedures
- Conducted orientation and training to implement corporate-wide Electronic Records and Document Management System
- Implemented online portal for submission of business licensing applications
- Introduced new hybrid Council meeting model to facilitate enhanced public participation both in person or virtual

- Delivered provincially delegated services (marriage licence, burial permit issuance and death registration), and transformed certain service operations to be made available online to allow for better access and delivery of these crucial services

Key Projects for 2024

- Complete a comprehensive review of the Flag Policy to identify further opportunities to modernize strategic protocol and external relations
- Review and consolidate delegation of authority by-laws
- Continue review of by-laws and policies
- Continue digitization of physical records that are stored long term
- Continue policy development in the areas of email and electronic records management
- Continue to improve/streamline licensing application process
- Review the role of council on external boards and committees



2024 OPERATING BUDGET

Legislative Services - Clerks - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
User Fees and Service Charges	(79,500)				(2,000)	(81,500)	3%	(2,000)	
Donations & Grants & Misc Revenues	(6,000)				1,000	(5,000)	-17%	1,000	
Revenue Total	(85,500)				(1,000)	(86,500)	1%	(1,000)	
Expense									
Salaries and Benefits	900,780			25,390		926,170	3%	25,390	Increase in salaries and benefits
Staffing Other Direct Expenses	14,900				0	14,900	0%	0	
Contracted Services	30,000					30,000	0%	0	
Supplies and Maintenance	10,000					10,000	0%	0	
Other Direct Costs	3,900				(1,000)	2,900	-26%	(1,000)	
Expense Total	959,580			25,390	(1,000)	983,970	3%	24,390	
Administration Total	874,080			25,390	(2,000)	897,470	3%	23,390	
Committees									
Revenue									
User Fees and Service Charges	(7,000)				4,000	(3,000)	-57%	4,000	
Transfer Payments and Recoveries	(1,800)				(4,000)	(5,800)	222%	(4,000)	
Revenue Total	(8,800)				0	(8,800)	0%	0	
Expense									
Salaries and Benefits	18,340				(2,260)	16,080	-12%	(2,260)	
Staffing Other Direct Expenses	4,350					4,350	0%	0	
Contracted Services	12,200					12,200	0%	0	
Other Direct Costs	22,000				(1,500)	20,500	-7%	(1,500)	
Expense Total	56,890				(3,760)	53,130	-7%	(3,760)	
Committees Total	48,090				(3,760)	44,330	-8%	(3,760)	
Insurance									
Expense									
Other Direct Costs	474,060			163,890		637,950	35%	163,890	Increase in insurance premium
Expense Total	474,060			163,890		637,950	35%	163,890	
Insurance Total	474,060			163,890		637,950	35%	163,890	
Grand Total	1,396,230			189,280	(5,760)	1,579,750	13%	183,520	

Legislative Services – Procurement Services Division

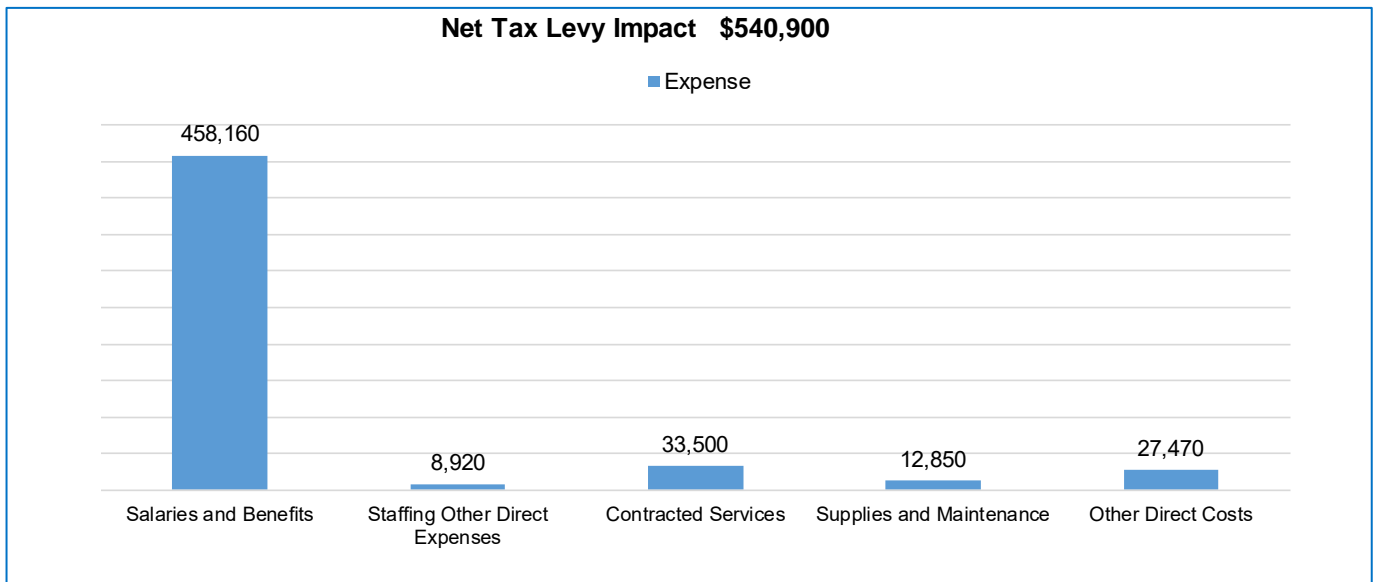
The Procurement Services Division is responsible for the sourcing and procurement activities for the large variety of goods, services and construction projects required by the Town. Procurement Services also facilitates the disposal of all surplus assets that have outlived their useful purpose. All disposal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

Services provided by the Procurement Services Division include:

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

2024 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2023 Accomplishments

- Received 118 projects by November 1, 2023, of which 101 were completed. Anticipate the remaining 17 will be completed by end of Q4 2023
- Asset recovery value of \$254,256 – disposal of surplus assets to November 1, 2023
- Notable projects that were completed are:
 - Request for Information for a Development Tracking Software
 - Indoor and outdoor furniture for the Multi-use Recreation Complex and other related goods and services
 - Miscellaneous fleet-related vehicles and equipment RFT/RFP's
 - Various playground replacements
 - Pefferlaw recreation amenities including community garden, sports zone, and pump track and skate park
 - Large infrastructure projects such as Cockburn watermain replacement RFT, roadside ditches rehabilitation RFP, sewers spot repair RFT, 2023-2025 road repair program RFT, Hedge Road bank stabilization RFT, Pefferlaw dam rehabilitation RFP and multi-road reconstruction RFP

Key Projects for 2024

- Support numerous infrastructure projects including:
 - Replacement Civic Centre
 - Projects resulting from building condition assessments
 - Projects related to the core and non-core asset management programs
 - Other projects approved in budget for all departments



2024 OPERATING BUDGET

Legislative Services - Procurement - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits	453,090			7,190	(2,120)	458,160	1%	5,070	
Staffing Other Direct Expenses	8,780			240	(100)	8,920	2%	140	
Contracted Services	3,500					3,500	0%	0	
Supplies and Maintenance	1,050					1,050	0%	0	
Other Direct Costs	600					600	0%	0	
Expense Total	467,020			7,430	(2,220)	472,230	1%	5,210	
Administration Total	467,020			7,430	(2,220)	472,230	1%	5,210	
Corporate									
Expense									
Contracted Services	30,000					30,000	0%	0	
Supplies and Maintenance	11,800					11,800	0%	0	
Other Direct Costs	26,870					26,870	0%	0	
Expense Total	68,670					68,670	0%	0	
Corporate Total	68,670					68,670	0%	0	
Grand Total	535,690			7,430	(2,220)	540,900	1%	5,210	

The Office of the Deputy Chief Administrative Officer

The Office of the Deputy Chief Administrative Officer supports the CAO and senior leadership in the implementation of Council direction and initiatives on corporate-wide matters with a focus on creating, implementing and enforcing internal controls and policies that will safeguard the Town’s financial assets. This department includes Financial Strategy and Planning, Financial Controllershship and Reporting, Taxation and Revenue and Information Technology Services.

2023 Success Story - New and improved Payroll and Human Resource Information System (HRIS)

Employee Portal

Welcome | My File | My Pay

Timesheet

From Jul 8 to Jul 14, 2023

Status: ● In Progress
Total: 35 hours

Employee Portal Quick Links

- Position History
- Salary History
- Attendance Profile
- Pay Stub
- Benefit Coverage

Timesheet

Period No	Start Date	End Date	Payment Date	Status
14	24/06/2023	30/06/2023	14/07/2023	Approved
14	01/07/2023	07/07/2023	14/07/2023	Approved
15	08/07/2023	14/07/2023	28/07/2023	In Progress
15	15/07/2023	21/07/2023	28/07/2023	In Progress

Entitlement Bank

Entitlement Bank	Balance
Overtime Bank	
Vacation Bank	

The Office of the Deputy Chief Administrative Officer, along with Human Resources (HR), successfully launched the new Payroll and Human Resource Information System, called “VIP.” This is an integrated

solution that is capable of managing all aspects of employee relationships, from onboarding to offboarding, and everything in between, including streamlining and automating financial processes relating to payroll.

The implementation of VIP, Phase 1, has been a collaborative effort by various divisions (Finance, HR, and IT) that was completed in Q2 2023. The focus has been to design a self-service portal that allowed employees to connect with the Town.

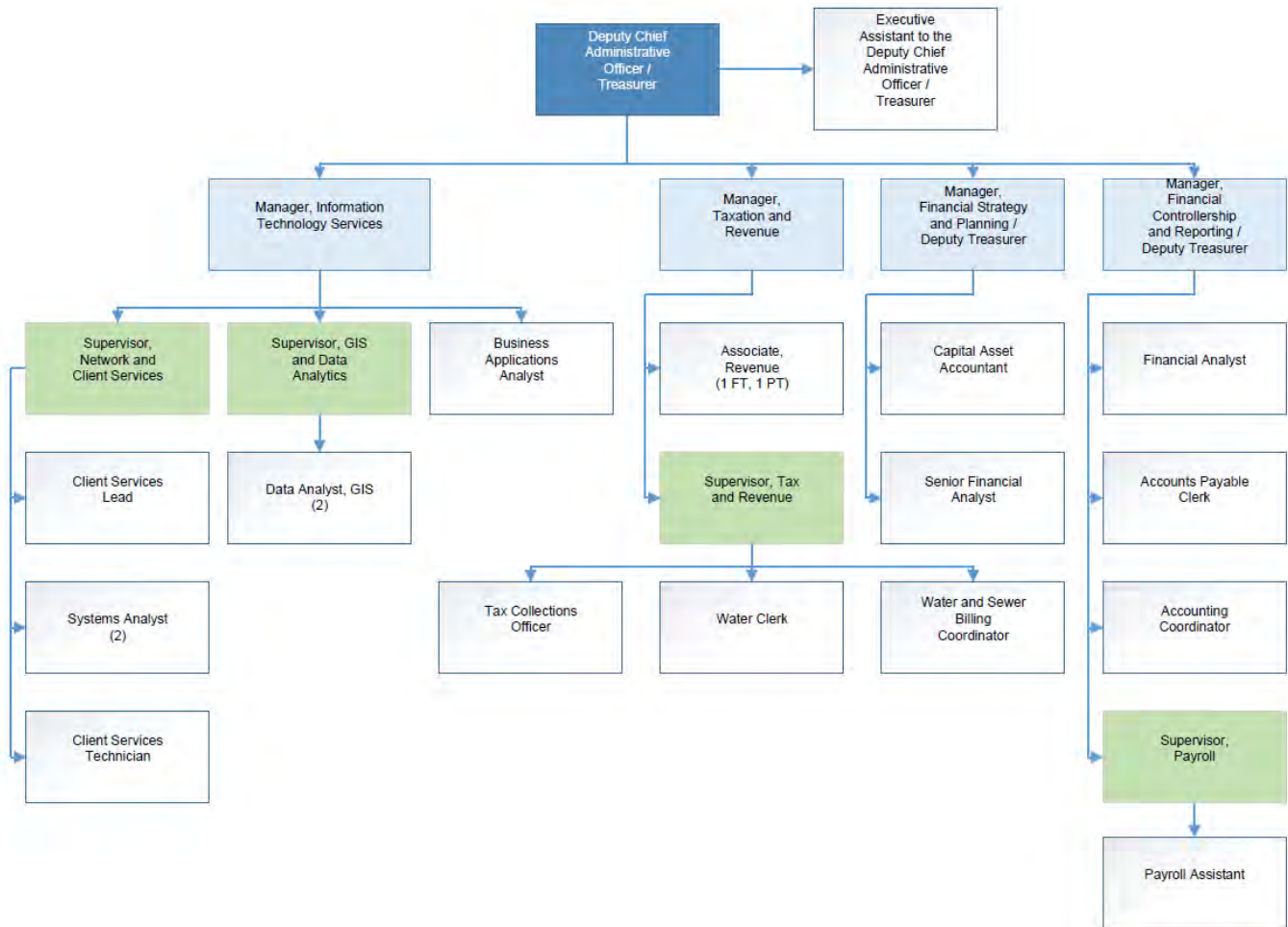
The self-service portal includes:

- Human Resources information: Employment and personal details.
- Payroll information: Paystubs, personal tax credit and tax slip information.
- Timesheet details: Time entry summary, entitlement bank balance and attendance profile.
- Benefits coverage information.

VIP has been instrumental in improving transaction efficiency and accuracy by reducing errors and automating numerous calculations. The timesheet is embedded with business rules that assist staff with time entry and payroll with processing as per the collective agreement and Town HR policies.

In addition to this, the advanced security and accessibility benefits allow staff to access VIP from any device that supports web-based browsing, making it safer and easier to access sensitive payroll information. In the upcoming phases, the Town will continue to improve and refine VIP to improve staff experience.

Organizational Chart



Divisions

- Information Technology Services Division
- Taxation and Revenue Division
- Financial Strategy and Planning Division
- Financial Controllership and Reporting Division

Major Operating Drivers

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



- Legislative pressures
- Debt management
- Economic volatility

Major Initiatives Planned for 2024

- Continued implementation of IT Strategic Plan
- Asset management planning – Non-core Assets – Financial Planning
- Update Water Financial Plan and Rate Study
- Complete Stormwater Fee Study
- Assist with the continuation of the Electronic Content Management solution implementation
- Development of the 2025 Budget
- Assist with the implementation of the Development Tracking System

Corporate Strategic Plan - Departmental Implementation Plan

To support the implementation of the 2023-2027 Corporate Strategic Plan, a Departmental Implementation Plan was developed which sets out specific initiatives and corporate performance measures for each strategic goal. These initiatives and measures will be evaluated and updated on an annual basis.

Pillar	Goal	Indicators/Measurements	Initiatives
Delivering Service Excellence	1. Commit to citizen-centric service delivery	- % of first contact resolution - % of calls answered live by Service Georgia - Resident satisfaction survey scores (# respondents, % satisfied) - Avg. time for building permit issuance/building permit type	Continue to modernize and digitize internal and external processes and services - Development Tracking System - Customer Relationship Management Solution - Enterprise Resource Planning System - Work Order Management System - Records Management Review - HRIS

Pillar	Goal	Indicators/Measurements	Initiatives
Delivering Service Excellence	3. Ensure continued financial sustainability and accountability	<ul style="list-style-type: none"> - \$ spending in accordance with approved budget - \$ generated through Corporate Sponsorship Program - \$ generated through Corporate Grants Program 	Develop and implement a long-range financial plan
Delivering Service Excellence	4. Build a future-focused, results-driven organization	<ul style="list-style-type: none"> - # of service standards established and tracked 	Develop a Data Management Strategy
Ensuring Balanced Growth	1. Promote and ensure responsible growth and long-term planning	<ul style="list-style-type: none"> - \$ total investment in capital reserves - % increase in ICI tax base - \$ total construction value - # of building permits issued - % reduction in re-zoning applications in countryside 	<ul style="list-style-type: none"> Conduct various studies and update fees to plan for growth: - Complete User Fee bylaw update - Complete Stormwater Fee Study - Complete Development Charges (DC) Study - Complete Water and Wastewater Fee Study
Ensuring Balanced Growth	1. Promote and ensure responsible growth and long-term planning	<ul style="list-style-type: none"> - \$ total investment in capital reserves - % increase in ICI tax base - \$ total construction value - # of building permits issued - % reduction in re-zoning applications in countryside 	Explore additional revenue opportunities



2024 OPERATING BUDGET

Office of the Deputy CAO - Department Administration - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Donations & Grants & Misc Revenues					(10,000)	(10,000)		(10,000)	Move from CAO to fund growth studies
Revenue Total					(10,000)	(10,000)		(10,000)	
Expense									
Salaries and Benefits	406,310			12,890		419,200	3%	12,890	Increase in salaries and benefits
Staffing Other Direct Expenses	10,570			430	3,500	14,500	37%	3,930	
Contracted Services					10,000	10,000		10,000	Growth studies
Supplies and Maintenance	500					500	0%	0	
Other Direct Costs	6,880				(80)	6,800	-1%	(80)	
Expense Total	424,260			13,320	13,420	451,000	6%	26,740	
Administration Total	424,260			13,320	3,420	441,000	4%	16,740	
Grand Total	424,260			13,320	3,420	441,000	4%	16,740	

Office of the Deputy CAO – Information Technology Services Division

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

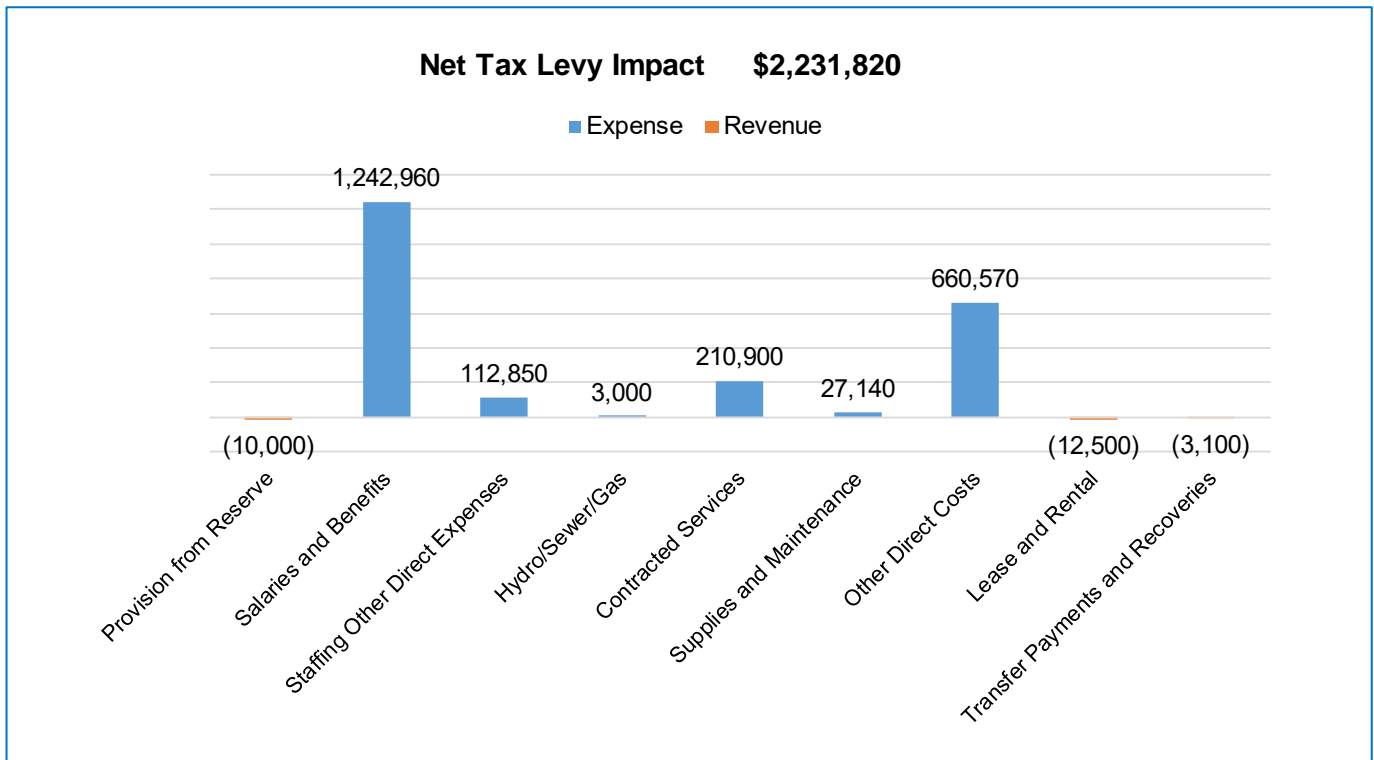
The division works with all stakeholders to effectively plan, strategically implement and continually support the appropriate and innovative use of ICT used throughout the organization.

Services provided by the ITS Division include:

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

2024 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2023 Accomplishments

- Implementation and migration to Microsoft 365 and Office productivity tools
- Enhancement and improvements of the new Human Resource Information System (HRIS) and payroll system
- Coordinated and supported the development of processes related to hybrid Council meetings
- Supporting the servicing and business requirements for the opening of the new Multi-use Recreational Complex (MURC)
- In-house development of dashboards and analytical tools, such as the Fire Emergencies Services' Community Risk Assessment Areas and the Capital Projects Status Dashboard
- Supported the update of the Countryside Zoning By-law project
- Improved internal procedures and processes to efficiently deliver IT services
- Improving and expanding Wi-Fi connectivity at the Pefferlaw Lions Hall and the new Pefferlaw Outdoor Recreation Amenities area

Key Projects for 2024

- Supporting the acquisition and implementation of a Development Tracking Solution
- Digitalization and process improvements within the new HRIS and payroll system
- Expansion of Microsoft 365 services to consolidate, improve and equip staff with emerging technology tools
- Continue to support the adaption of TOMRMS and the Enterprise Records Management Content solution throughout all areas of the organization
- Continue implementation of Georgina Broadband Strategy and Action Plan, and further develop relationships with third-party Internet Service Providers (ISPs) to advocate for fast and affordable connectivity within the community
- Continue to support the planning, design, and operational requirements for the replacement Georgina Civic Centre
- Coordinate and improve internal business processes to support and manage data to support data-driven decisions (i.e., spatial data, capital asset information, etc.).



2024 OPERATING BUDGET

Office of the Deputy CAO - Information Technology - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Provision from Reserve	(10,000)					(10,000)	0%	0	
Revenue Total	(10,000)					(10,000)	0%	0	
Expense									
Salaries and Benefits	1,352,290			60,030	(169,360)	1,242,960	-8%	(109,330)	Staff reallocation and increase in salaries and benefits
Staffing Other Direct Expenses	23,300					23,300	0%	0	
Contracted Services	163,900					163,900	0%	0	
Supplies and Maintenance	12,140					12,140	0%	0	
Other Direct Costs	51,100			160,000		211,100	313%	160,000	Microsoft 365 license fee previously funded by a grant
Expense Total	1,602,730			220,030	(169,360)	1,653,400	3%	50,670	
Administration Total	1,592,730			220,030	(169,360)	1,643,400	3%	50,670	
Broadband Service									
Revenue									
Transfer Payments and Recoveries	(3,100)					(3,100)	0%	0	
Revenue Total	(3,100)					(3,100)	0%	0	
Expense									
Contracted Services	34,000					34,000	0%	0	
Hydro/Sewer/Gas	3,000					3,000	0%	0	
Supplies and Maintenance	15,000					15,000	0%	0	
Other Direct Costs	23,020					23,020	0%	0	
Expense Total	75,020					75,020	0%	0	
Broadband Service Total	71,920					71,920	0%	0	
Corporate									
Revenue									
Lease and Rental	(12,500)					(12,500)	0%	0	
Revenue Total	(12,500)					(12,500)	0%	0	
Expense									
Staffing Other Direct Expenses	89,550					89,550	0%	0	
Other Direct Costs	334,720					334,720	0%	0	
Expense Total	424,270					424,270	0%	0	
Corporate Total	411,770					411,770	0%	0	
Geographic Information Systems									
Expense									
Contracted Services	13,000					13,000	0%	0	
Other Direct Costs	90,230			1,500		91,730	2%	1,500	
Expense Total	103,230			1,500		104,730	1%	1,500	
Geographic Information Systems Total	103,230			1,500		104,730	1%	1,500	
Grand Total	2,179,650			221,530	(169,360)	2,231,820	2%	52,170	

Office of the Deputy CAO – Taxation and Revenue Division

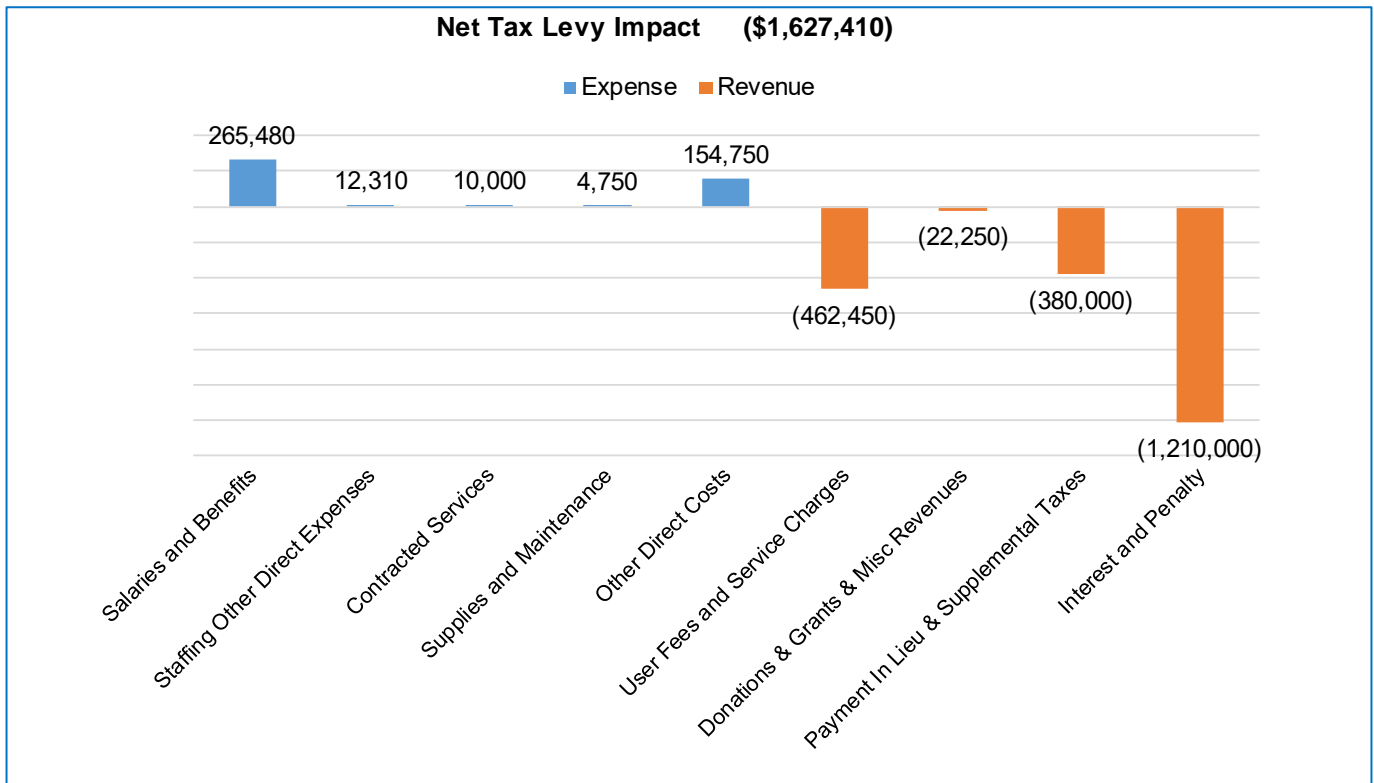
The Taxation and Revenue Division is responsible for establishing the Town's property taxation, water and revenue policies with respect to revenue, maintenance and collections including preparing and issuing property tax and water bills to all residential, commercial and industrial property owners. The division serves as a frontline point of contact for property tax, water and sewer inquiries as well as support for general revenue inquiries.

Services provided by the Taxation and Revenue Division include:

- General revenue inquiries
- Property taxes
- Water bills

2023 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2023 Accomplishments

- Continuation of the water meter change-out project, changing out 525 water meters in Keswick and Sutton
- Explored additional revenue opportunities
- Implementation of data logging technology to further enhance staff access to assist with resident inquiries regarding high water consumption
- Processed 41,000 tax bills (interim and final) and 60,000 Water/Wastewater bills

Key projects for 2024

- Continuation and expansion of the water meter change-out program
- Additional process improvements to make processes more agile and electronic
- Storm water implementation study
- Conduct a tax sale
- Implementation of a high consumption policy for water and sewer billing



2024 OPERATING BUDGET

Office of the Deputy CAO - Tax and Revenue - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
User Fees and Service Charges	(433,200)			(24,000)	2,250	(454,950)	5%	(21,750)	Fee increases
Donations & Grants & Misc Revenues	(20,000)					(20,000)	0%	0	
Payment In Lieu & Supplemental Taxes	(325,000)				(55,000)	(380,000)	17%	(55,000)	Increase related to payment in lieu taxation actuals
Interest and Penalty	(1,175,000)				(35,000)	(1,210,000)	3%	(35,000)	Growth related revenue increase due to an increase in accounts year over year
Revenue Total	(1,953,200)			(24,000)	(87,750)	(2,064,950)	6%	(111,750)	
Expense									
Salaries and Benefits	278,220			8,510	(21,250)	265,480	-5%	(12,740)	Water/Wastewater Allocation
Staffing Other Direct Expenses	12,310					12,310	0%	0	
Contracted Services	10,000					10,000	0%	0	
Supplies and Maintenance	4,750					4,750	0%	0	
Other Direct Costs	147,250					147,250	0%	0	
Expense Total	452,530			8,510	(21,250)	439,790	-3%	(12,740)	
Administration Total	(1,500,670)			(15,490)	(109,000)	(1,625,160)	8%	(124,490)	
Registered Properties									
Revenue									
User Fees and Service Charges	(7,500)					(7,500)	0%	0	
Donations & Grants & Misc Revenues					(2,250)	(2,250)	0%	(2,250)	
Revenue Total	(7,500)				(2,250)	(9,750)	30%	(2,250)	
Expense									
Other Direct Costs	7,500					7,500	0%	0	
Expense Total	7,500					7,500	0%	0	
Registered Properties Total	0				(2,250)	(2,250)	0%	(2,250)	
Grand Total	(1,500,670)			(15,490)	(111,250)	(1,627,410)	8%	(126,740)	

Office of the Deputy CAO – Financial Strategy and Planning Division

The Financial Strategy and Planning Division is responsible for the development and administration of the financial functions of the corporation in the areas of business planning, budgeting, long-range financial planning and capital asset accounting.

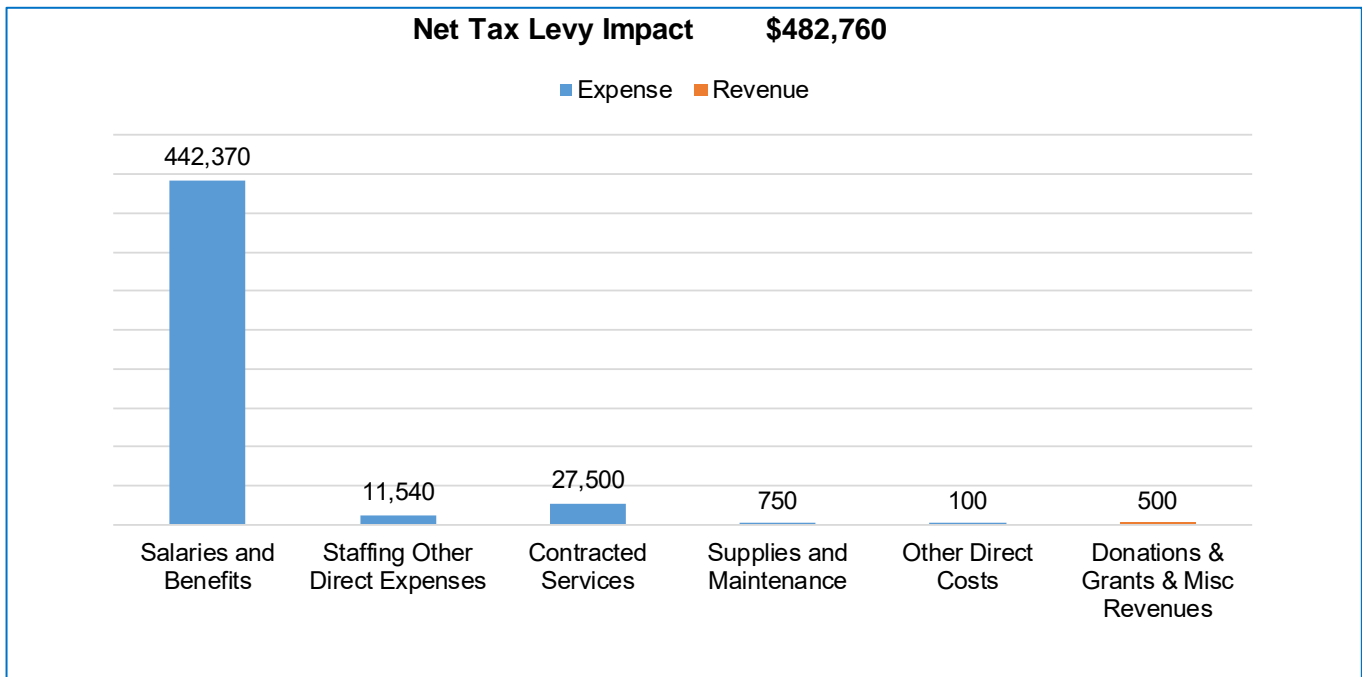
The division also provides financial analysis and guidance with respect to the Town's tangible capital assets and the financial strategy aspect of the asset management framework.

Services provided by the Financial Strategy and Planning Division include:

- Financial analysis and preparation of annual budgets
- Maintenance and management of the Town's general ledger and asset management system
- Develop and implement long-term funding plans for the lifecycle of asset management strategies
- Financial policy development
- Plan and coordinate of development charge background studies and credit agreements

2024 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2023 Accomplishments

- Developed the 2023 and 2024 budgets with a commitment of creating a vibrant, healthy and sustainable community
- Initiated the stormwater rate study with the aim of creating a sustainable financing source for maintenance and replacement of the Town’s stormwater infrastructure
- Improved the tracking system for capital projects to increase transparency and communication with internal and external stakeholders

Key Projects for 2024

- Develop the 2025 Budget for the Town
- Develop and implement the Asset Retirement Obligation (ARO) Policy
- Continue to implement the Long-term Financial Strategy
- Update the comprehensive water and wastewater financial plan and rate study
- Develop a Corporate Grant Administration Policy



2024 OPERATING BUDGET

Office of the Deputy CAO - Financial Strategy and Planning - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Donations & Grants & Misc Revenues					500	500		500	
Revenue Total					500	500		500	
Expense									
Salaries and Benefits	434,750			7,620		442,370	2%	7,620	
Staffing Other Direct Expenses	8,340			3,200		11,540	38%	3,200	
Contracted Services					27,500	27,500		27,500	Internal audit services
Supplies and Maintenance	750					750	0%	0	
Other Direct Costs	100					100	0%	0	
Expense Total	443,940			10,820	27,500	482,260	9%	38,320	
Administration Total	443,940			10,820	28,000	482,760	9%	38,820	
Grand Total	443,940			10,820	28,000	482,760	9%	38,820	

Office of the Deputy CAO – Financial Controllership and Reporting Division

The Financial Controllership and Reporting Division is responsible for maintaining and coordinating day-to-day financial operations and transactions. This includes payroll management, accounts payable and receivable, financial analysis, and regulatory compliance.

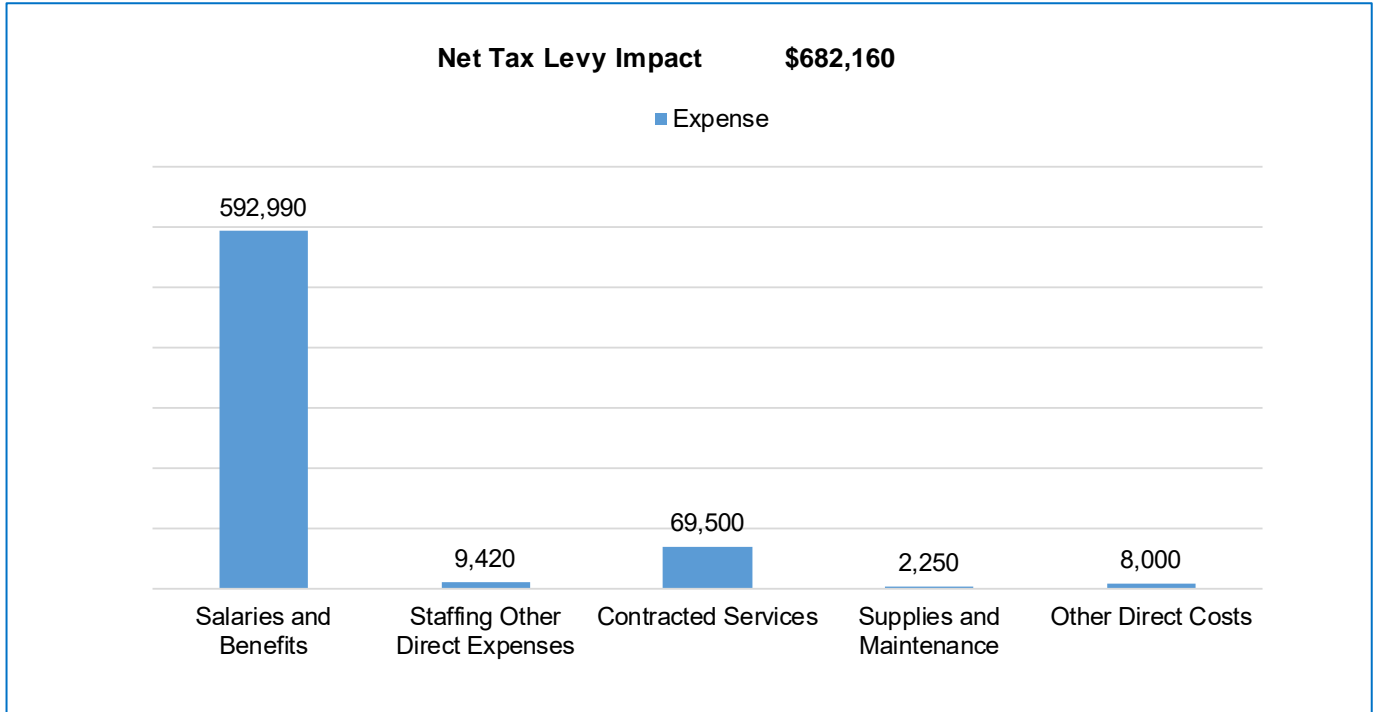
The division creates the year-end financials in accordance with Canadian Public Sector Accounting Board standards and implements and enforces internal controls and policies that safeguard the Town's financial assets.

Services provided by the Financial Controllership and Reporting Division include:

- Payroll Processing: Ensuring compliance with applicable Federal and Provincial requirements
- Accounts Payable and Accounts Receivable: Processing and maintaining accurate records of all transactions, invoices, and payments
- Corporate banking agreements and Investment management
- Financial and accounting consultation: Maintaining internal controls to safeguard assets, prevent fraud, and ensure regulatory compliance
- Financial reporting: Coordinating with auditors to facilitate financial statement audits
- Cross Departmental/divisional support on various financial matters

2024 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2023 Accomplishments

- Successful implementation of Phase 1 Payroll and Human Resource Information System
- Undertook a joint review of the P-card services
- Successfully finalized the long-term debenture for the Multi-use Recreational Complex (MURC)
- Completed the 2022 external audit for Town, the Library and trust funds, and received a clean audit opinion
- Continued to roll out the Electronic Funds Transfer (EFT) payment option to vendors
- Supported various divisions in developing financial processes for new programs
- Continued the improvement of workflow authorization under the accounts payable cycle
- Processed over \$105 million dollars of payments in accordance with Town guidelines (Appropriate delegation of authority) and legislated requirements
- Completed the joint Request for Supplier Qualifications for Audit Services

Key Projects for 2024

- Implementation and improvement of P-card procedures and processes
- Execution of the Year end Federal and Provincial reporting requirements
- Transition to electronic record keeping/documentation of financial information
- Implementation of Phase 2 Human Resources Information System (HRIS): Including the Leave request/personal expense functionalities
- Continue to review and improve workflow management and controls
- Completion of the 2023 Financial Statements and external audit for Town, the Library and trust funds
- Explore various options to improve Enterprise Resource Planning solution



2024 OPERATING BUDGET

Office of the Deputy CAO - Financial Reporting and Controllorship - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits	506,900			14,670	71,420	592,990	17%	86,090	Adjustments in recoveries
Staffing Other Direct Expenses	9,420					9,420	0%	0	
Contracted Services	60,500			9,000		69,500	15%	9,000	
Supplies and Maintenance	2,250					2,250	0%	0	
Other Direct Costs	8,000					8,000	0%	0	
Expense Total	587,070			23,670	71,420	682,160	16%	95,090	
Administration Total	587,070			23,670	71,420	682,160	16%	95,090	
Grand Total	587,070			23,670	71,420	682,160	16%	95,090	

Office of the Chief Administrative Officer

The Chief Administrative Officer (CAO) is the most senior member of staff for the Town of Georgina, who reports directly to Council and works to implement their direction and initiatives. The CAO strives to deliver strong leadership and organizational excellence to the Town and provide the best options for the Council decision-making process and the execution of those decisions in a timely manner. The CAO is supported by the Deputy CAO and Senior Leadership Team.

2023 Success Story



Navigating change

2023 marked a year of significant transition for the Town of Georgina.

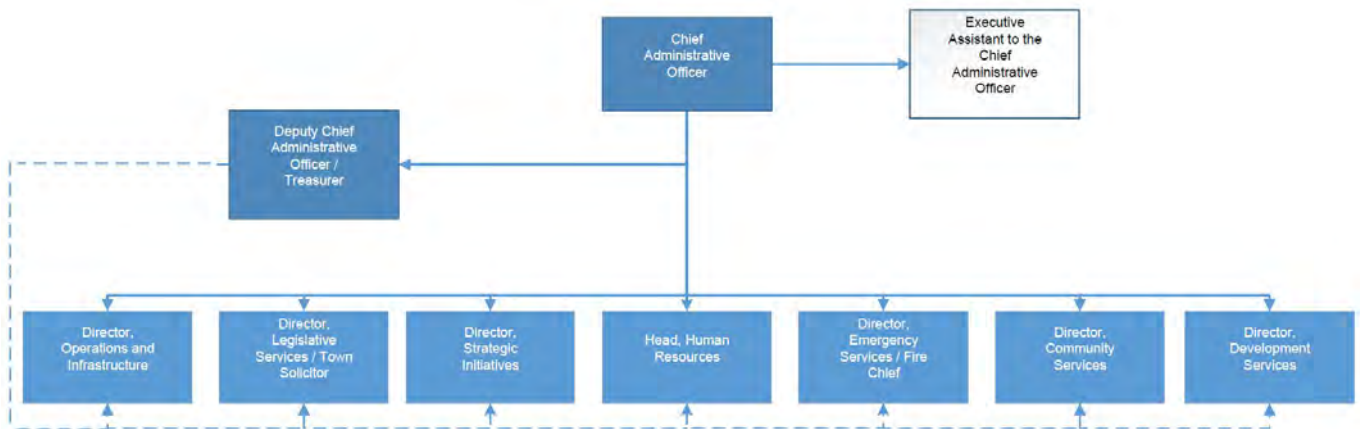
A new term of Council was elected and inaugurated in fall 2022, with some returning and some new faces to Town Council. The Office of the CAO, in collaboration with the Clerks Division, led an integral Council orientation session over several days to ensure all Members of Council were equipped with the information needed to launch effectively and purposefully into the 2022-2026 term. We are proud of the collaborative and productive nature of our staff-Council relations, and look forward to continuing to build on these positive relationships.

Like many other organizations, the Town also responded to the evolving nature of work as a result of the COVID-19 pandemic. The Town launched a flexible work arrangements policy that prioritizes the needs of employees and business operations, while maintaining service excellence and enabling business continuity across the corporation. We recognize the importance of attracting and retaining a skilled and diverse workforce, and flexibility is increasingly a key driver of employee wellness and satisfaction.

Staff culture and collaboration continues to be a key area of focus. While the Town has a committed and engaged workforce, the Office of the CAO in collaboration with Human Resources, continues to explore opportunities to more effectively communicate and engage with staff to build camaraderie, foster collaboration, and create consistency in how our residents are served across departments and divisions.

2022-23 also marked a time of transition for the Town’s Senior Leadership Team (SLT), with a number of long-serving senior staff members retiring from their leadership positions. The CAO is responsible for the selection and onboarding of new senior staff members to ensure business continuity and strong leadership for all Departments. New appointments were made to the roles of Head, Human Resources; Director, Community Services; and Director, Development Services.

Organizational Chart



Major Operating Drivers

- Providing timely communication to residents, Mayor and Council through various channels
- Providing leadership and direction for major capital projects
- Providing leadership and support for corporate initiatives

- Strategic business planning, including continuous assessment of new departmental structure to ensure organizational effectiveness
- Maintaining business continuity of essential services

Major Initiatives Planned for 2024

- Implementing Council’s final approved 2023-2027 Strategic Plan
- Finalizing the development and implementation of a dedicated People Plan
- Road-mapping the organizational change management and office transition strategy in preparation for the move to the new Civic Centre

Corporate Strategic Plan - Departmental Implementation Plan

To support the implementation of the 2023-2027 Corporate Strategic Plan, a Departmental Implementation Plan was developed which sets out specific initiatives and corporate performance measures for each strategic goal. These initiatives and measures will be evaluated and updated on an annual basis.

Pillar	Goal	Indicators/Measurements	Initiatives
Delivering Service Excellence	2. Support employee engagement, development and well-being	- total # of staff trained - Employee Engagement Survey results (# respondents, % satisfied)	Refresh and implement the Human Resources Strategy
Delivering Service Excellence	2. Support employee engagement, development and well-being	- total # of staff trained - Employee Engagement Survey results (# respondents, % satisfied)	Develop and implement EDI strategy
Creating A Vibrant, Healthy and Safe Community for All	1. Ensure an ongoing commitment to Truth and Reconciliation and strengthening relations with the Chippewas of Georgina Island First Nation	- # of employee training and learning opportunities/# of employees trained	Establish employee training and learning opportunities to support relationship building and staff learning and development
Creating A Vibrant, Healthy and Safe Community for All	2. Support a safe, inclusive and healthy community	- Results from Citizen Engagement and Inclusivity Survey	Create a Town of Georgina Anti-Racism Policy



2024 OPERATING BUDGET

Chief Administrative Officer - Office of the CAO - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Donations & Grants & Misc Reve	(10,000)				10,000	0	-100%	10,000	Moved to DCAO
Revenue Total	(10,000)				10,000	0	-100%	10,000	
Expense									
Salaries and Benefits	477,680			16,280		493,960	3%	16,280	Increase in salaries and benefits
Staffing Other Direct Expenses	14,000				2,000	16,000	14%	2,000	
Consulting Services	75,000			2,500		77,500	3%	2,500	
Supplies and Maintenance	3,500				(2,000)	1,500	-57%	(2,000)	
Other Direct Costs	6,000				1,800	7,800	30%	1,800	
Expense Total	576,180			18,780	1,800	596,760	4%	20,580	
Administration Total	566,180			18,780	11,800	596,760	5%	30,580	
Grand Total	566,180			18,780	11,800	596,760	5%	30,580	

Office of Chief Administrative Officer - Human Resources

The Human Resources Division (HR) provides professional human resources services and supports the strategic direction and operational needs of the organization. It also provides leadership and consultation in the development of its people and the fostering of service excellence.

Services provided by the Human Resources Division include:

- Benefit administration
- Compensation management
- Disability management
- Health and safety
- Employee recruitment
- Employee and labour relations
- Learning and development
- Employee wellness initiatives
- Workforce planning
- Performance management
- Payroll support

2023 Success Story

Renewed Focus

The Human Resources Division has continued to be responsive to the emergent and evolving needs of the Town. 2023 proved to be an exciting year with the rollout of the Town's new four-year strategic plan. As previous HR initiatives begin to wrap up, new ones are already underway or on the horizon.

From January 1, 2023 to August 18, 2023, Human Resources has posted and has supported in the full recruitment cycle of approximately 224 part-time, full-time, seasonal and permanent positions. This includes posting, sourcing a strong applicant pool, developing interview questions, scheduling practical's and interviews, participating in interviews, conducting referene checks, preparing offer letters and hiring packages, tracking hiring documentation in addition to coordinating new employee training and onboarding.

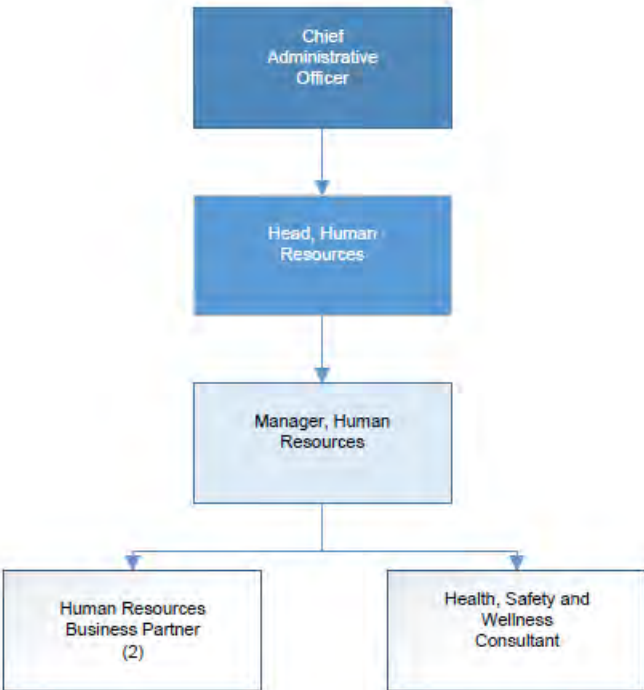
Twenty-three temporary (which also includes seasonal, sessional and casual), part-time and full-time employees have also left employment with the Town since Jan. 1, 2023. Of these 23 positions, six were permanent part-time or full-time employees and three were due to retirement.

In 2023, Georgina Fire and Emergency Services conducted a permanent firefighter recruitment process supported by HR, resulting in the hiring of four permanent suppression firefighters. A volunteer recruitment process will be taking place in the fall of 2023.

Human Resources continues to support the various client groups within the Town on an array of HR matters. This has included:

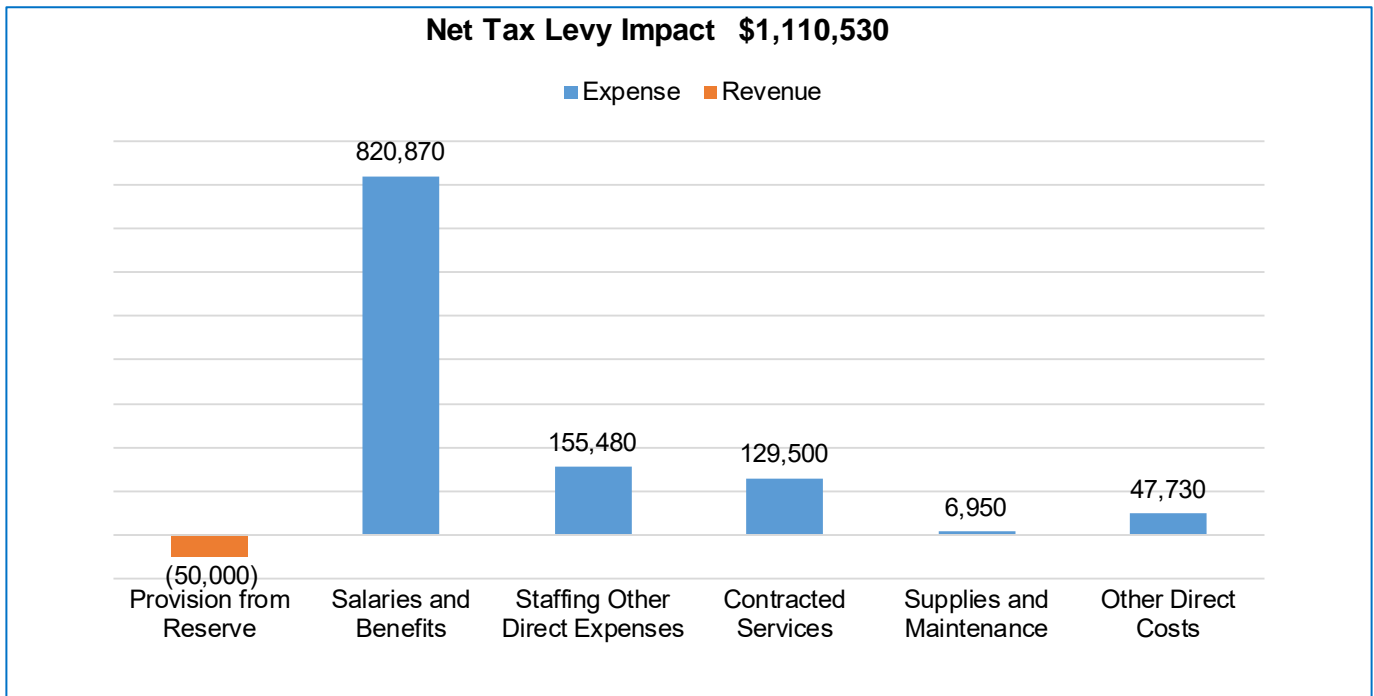
- Helping to ensure positions are aligned with business needs, including the development of some new positions within the Town.
- Ensuring managers and staff were prepared to convert to VIP.
- Supporting managers on a broad range of employment matters.

Organizational Chart



2024 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2023 Accomplishments

- Successfully implemented the Flexible Work Arrangements policy which became effective as of January 1, 2023.
- 2023 negotiations in progress for Georgina Professional Firefighters Association Local 3691 bargaining.
- Conducted an Employee Engagement Pulse Survey which included the review of results with staff and department managers/heads, as well as the development of recommendations from employees and HR to include on enhancing employee engagement.
- Continued focus on arranging and offering health and safety training to employees including: working at height training, confined spaces training, driver safety training, traffic control training, propane safety training as well as joint health and safety certification training resulting in an increase to more certified committee members. First aid training and health and safety training for leaders will be offered in the fall of 2023.

- Successfully implemented the new HRIS (VIP) for the Town in addition to supporting in the continued implementation of additional modules such as time and attendance.
- Migrating the Applicant Tracking System to VIP.
- Supported a high volume of full cycle recruitment within the organization including the return of seasonal/sessional staff and the 2023 full-time firefighter recruitment process.
- Updated various HR policies as well as standard operating procedures.
- Implemented new hire onboarding sessions which are conducted twice monthly.
- Undertook initiatives coming out of 2022 bargaining including the formation of the Uniform Committee for CUPE 905.03 as well as the labour market compensation review for Georgina Public Library.
- Undertaking the RFP for the Employee and Family Assistance Program (EFAP).
- Will begin to develop and implement diversity, equity and inclusion initiatives within the Town.
- Will conduct refresher training for the Town's Respectful Workplace Policy.
- Conducting town-hosted job fairs in the fall.
- Launching the Town's Values internally through increased awareness with employees and incorporating into our employee recognition and performance plan programs.
- Creating the Town's People Plan.
- Will develop and implement a manager new hire onboarding tool kit.
- Researching best practices on performance appraisal/management system for a new approach in the new year.

Major Operating Drivers

- Labour relations/negotiations
- Implementing the HRIS for the Town
- Meeting the needs of the organization by providing exceptional HR support
- Employee engagement and organizational culture
- Retention
- Legislative compliance

Key Projects for 2024

- Continued Implementation of Human Resources Information System (HRIS).
- The continued development and implementation of engagement and wellness initiatives identified through the Employee Engagement Pulse survey.
- Implement diversity, equity and inclusion initiatives within the Town.
- Support positive labour relations with union and association partners.
- Implement the Town's People Plan.
- Conduct an additional Employee Engagement Pulse Survey.
- Implement a refreshed and enhanced performance appraisal/management system which will include management training.
- Increased training opportunities for staff and supervisors/managers/directors.
- Continue to meet and support the HR needs of the organization.



2024 OPERATING BUDGET

Chief Administrative Officer - Human Resources - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits	794,750			1,890	(770)	795,870	0%	1,120	
Staffing Other Direct Expenses	19,550					19,550	0%	0	
Contracted Services	15,000				100,000	115,000	667%	100,000	Reallocation from Legal Services
Supplies and Maintenance	5,000					5,000	0%	0	
Other Direct Costs	2,480					2,480	0%	0	
Expense Total	836,780			1,890	99,230	937,900	12%	101,120	
Administration Total	836,780			1,890	99,230	937,900	12%	101,120	
Corporate									
Revenue									
Provision from Reserve	(50,000)					(50,000)	0%	0	
Revenue Total	(50,000)					(50,000)	0%	0	
Expense									
Salaries and Benefits	9,400				10,600	20,000	113%	10,600	Increase for Healthy Living Benefits
Staffing Other Direct Expenses	76,700		49,310	420		126,430	65%	49,730	24-NI-CAO-01 Professional Development: Training.
Other Direct Costs	45,000					45,000	0%	0	
Expense Total	131,100		49,310	420	10,600	191,430	46%	60,330	
Corporate Total	81,100		49,310	420	10,600	141,430	74%	60,330	
Health and Safety									
Expense									
Salaries and Benefits	5,000					5,000	0%	0	
Staffing Other Direct Expenses	9,500					9,500	0%	0	
Contracted Services	14,500					14,500	0%	0	
Supplies and Maintenance	1,950					1,950	0%	0	
Other Direct Costs	250					250	0%	0	
Expense Total	31,200					31,200	0%	0	
Health and Safety Total	31,200					31,200	0%	0	
Grand Total	949,080		49,310	2,310	109,830	1,110,530	17%	161,450	

Strategic Initiatives

The Strategic Initiatives Department is responsible for a dynamic mix of corporate and strategic services including oversight of the following divisions/services:

- Corporate Strategy and Transformation Division
- Corporate Communications Division
- Economic Development and Tourism Division
- Service Excellence Division (Customer Service)
- Special Capital Initiatives oversight (e.g. Multi-use Recreation Complex, Replacement Civic Centre)

2023 Success Story

Multi-use Recreation Complex (MURC) nears completion



The new [Multi-use Recreation Complex](#), set to open in Q1 2024, is an incredible facility that will serve the Town as it continues to grow. A true community hub, the MURC will offer affordable, quality recreation and library services, and provide options for all ages and abilities. Located on the west side of Woodbine Avenue between Glenwoods Avenue and Ravenshoe Road, the MURC includes –

STRATEGIC INITIATIVES

- A six-lane 25-metre pool
- Therapy pool
- Leisure pool
- Double gymnasium
- Indoor walking track
- Multi-use meeting/activity rooms
- Active living space
- Discovery Library branch

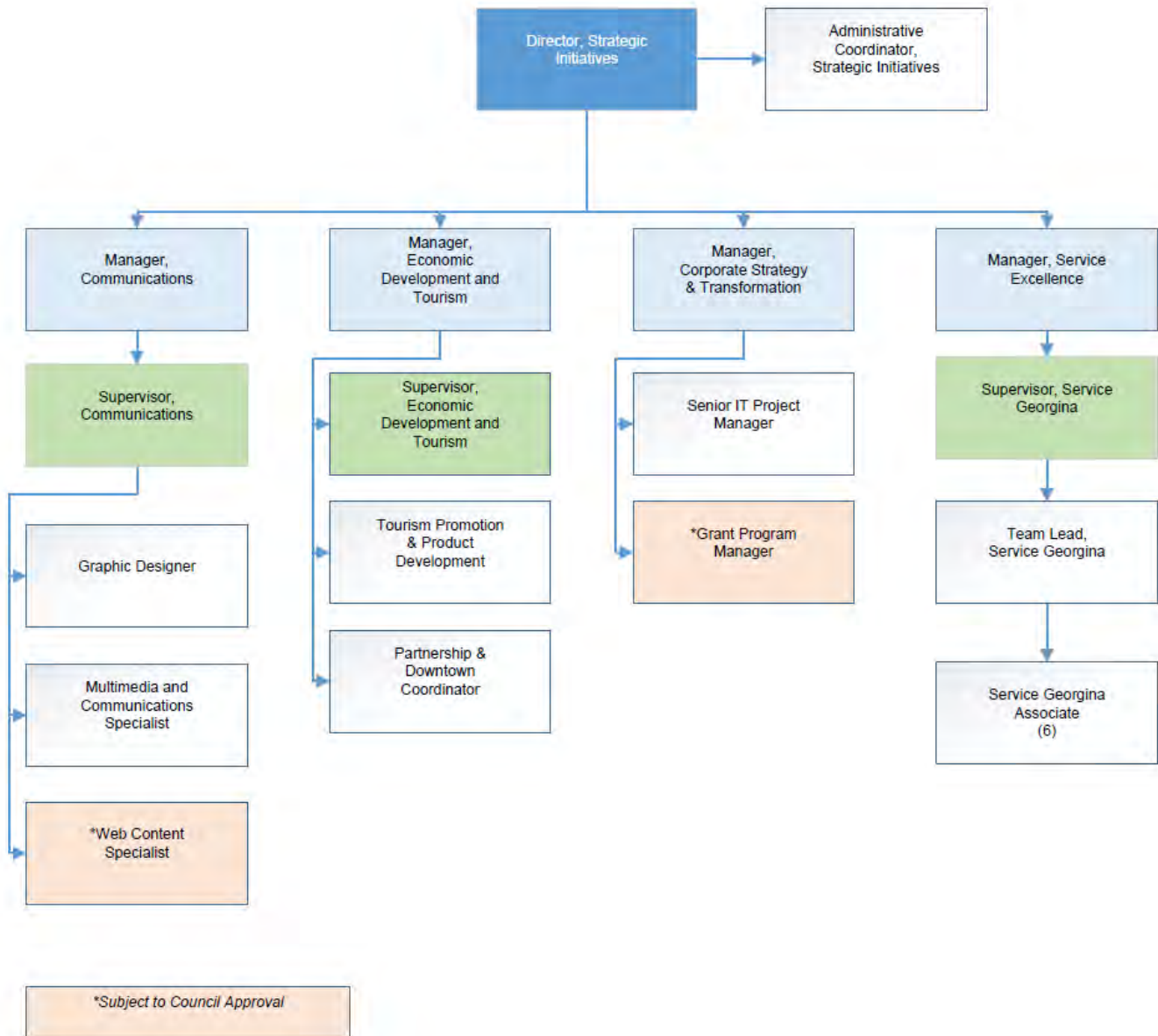
The MURC has been built to achieve a Gold level of LEED (Leadership in Energy and Environmental Design) Certification, one of the highest rankings available. Some of the green design components include improving water efficiency, optimizing energy performance of heating and cooling systems, using sustainable materials, improved indoor air quality, maximizing use of daylight and drought-resistant plants.

The MURC will be accessible to all, meeting all building codes and Facility Accessibility Standards (FADS). All three pools will feature accessible ramps and the second floor of the building can be reached using a fully accessible elevator.

The MURC remains on target for a Q4 2023 turnover to the Town, with the public opening targeting Q1 2024.

STRATEGIC INITIATIVES

Organizational Chart



Divisions

- Corporate Communications
- Economic Development and Tourism
- Service Excellence
- Corporate Strategy and Transformation

Major Operating Drivers

- Growing demand and expectation for near real-time communication
- Leveraging available government grant opportunities
- Growing demand for expanded online self-serve
- Inflationary pressures on special capital projects
- Continued support for job creation and investment attraction

Major Initiatives Planned for 2024

- Commence construction of the replacement Civic Centre
- Conduct statistically significant resident satisfaction survey
- Project manage implementation of a new development tracking system
- Develop a Climate Change Action Plan
- Implement new Economic Development and Tourism Strategy and Action Plan
- Engage in regular consultations with the Chippewas of Georgina Island First Nation to strengthen the partnership
- Update the Multi-year Accessibility Plan
- Additional grant application submissions
- Continued expansion of online self-serve and online pay options

STRATEGIC INITIATIVES

Corporate Strategic Plan - Departmental Implementation Plan

To support the implementation of the 2023-2027 Corporate Strategic Plan, a Departmental Implementation Plan was developed which sets out specific initiatives and corporate performance measures for each strategic goal. These initiatives and measures will be evaluated and updated on an annual basis.

Pillar	Goal	Indicators/Measurements	Initiatives
Delivering Service Excellence	1. Commit to citizen-centric service delivery	- % of first contact resolution - % of calls answered live by Service Georgia - Resident satisfaction survey scores (# respondents, % satisfied) - Avg. time for building permit issuance/building permit type	Implement Customer Service Strategy
Delivering Service Excellence	1. Commit to citizen-centric service delivery	- Resident satisfaction survey scores (# respondents, % satisfied)	Conduct statistically significant resident satisfaction surveys (2024 and 2027)
Delivering Service Excellence	1. Commit to citizen-centric service delivery	- Resident Satisfaction Survey scores	Develop and implement Business Continuity Plan, aligned with the Emergency Management Plan
Delivering Service Excellence	1. Commit to citizen-centric service delivery	- % of first contact resolution - % of calls answered live by Service Georgia - Resident Satisfaction Survey scores - Avg. time for building permit issuance/permit type	Implement 2023-2026 Corporate Communications Plan
Delivering Service Excellence	3. Ensure continued financial sustainability and accountability	\$ generated through Corporate Grants Program	Continue to strengthen the Corporate Grants Program to acquire grants on behalf of the Town
Delivering Service Excellence	3. Ensure continued financial sustainability and accountability	- \$ spending in accordance with approved budget	Conduct a review and implement a streamlined Municipal Funding Program for Community Agencies
Delivering Service Excellence	4. Build a future-focused, results-driven organization	- # of service standards established and tracked	Establish centralized project oversight for corporate transformation initiatives
Delivering Service Excellence	4. Build a future-focused, results-driven organization	- # of service standards established and tracked	Develop and implement internal service standards
Ensuring Balanced Growth	3. Improve physical and communications infrastructure	- Broadband coverage in Georgia (Results from Resident Satisfaction Survey)	Continue to implement the Corporate Broadband Roadmap

STRATEGIC INITIATIVES

Pillar	Goal	Indicators/Measurements	Initiatives
Diversifying Our Local Economy	1. Support investment attraction, job creation, business retention and expansion, including within our agricultural sector	- # of new businesses - increase in ICI (Industrial, Commercial, Institutional) floor area - % net employment growth	Refresh and begin implementation of the Economic Development and Tourism Strategy and Action Plan
Diversifying Our Local Economy	1. Support investment attraction, job creation, business retention and expansion, including within our agricultural sector	- # of new businesses - increase in ICI (Industrial, Commercial, Institutional) floor area - % net employment growth	Support expedited approvals for major ICI developments and small/medium size enterprises (SMEs) that encourage job creation and an increase in the non-residential tax base
Diversifying Our Local Economy	1. Support investment attraction, job creation, business retention and expansion, including within our agricultural sector	- # of new businesses - increase in ICI (Industrial, Commercial, Institutional) floor area - % net employment growth	Develop an annual investment attraction program (i.e. trade shows, marketing, investment micro-site, etc.)
Diversifying Our Local Economy	1. Support investment attraction, job creation, business retention and expansion, including within our agricultural sector	- # of new businesses - increase in ICI (Industrial, Commercial, Institutional) floor area - % net employment growth	Advocate to increase post-secondary and skill/training programs for Georgina including pursuing the extension of YSpace and Entrepreneurship Hub pilot in collaboration with York University
Diversifying Our Local Economy	2. Continue to support Georgina's tourism sector as an economic driver	- # partnerships with private sector tourism stakeholders	Enhance partnerships with private sector tourism stakeholders
Diversifying Our Local Economy	2. Continue to support Georgina's tourism sector as an economic driver	# improvements to infrastructure that enhance the visitor experience	Implement BIA beautifications and enhanced placemaking/revitalization efforts through infrastructure and streetscaping projects
Diversifying Our Local Economy	2. Continue to support Georgina's tourism sector as an economic driver	- # partnerships with private sector tourism stakeholders - # and size of events that attract visitors from outside Georgina - # improvements to infrastructure that enhance the visitor experience	Continue to enhance Georgina's brand as a Tourism destination

STRATEGIC INITIATIVES

Pillar	Goal	Indicators/Measurements	Initiatives
Creating A Vibrant, Healthy and Safe Community for All	1. Ensure an ongoing commitment to Truth and Reconciliation and strengthening relations with the Chippewas of Georgina Island First Nation	- to be developed in consultation with CGIFN	Engage in regular consultations with the Chippewas of Georgina Island First Nation to strengthen the partnership and understand how to best support the advancement of UNDRIP, TRC Calls to Action and other key priorities
Creating A Vibrant, Healthy and Safe Community for All	2. Support a safe, inclusive and healthy community	- TBD	Advocate for enhanced health and wellness services, partnerships and investment attraction for Georgina
Creating A Vibrant, Healthy and Safe Community for All	2. Support a safe, inclusive and healthy community	- Results from Citizen Engagement and Inclusivity Survey	Update the 2018-2022 Multi Year Accessibility Plan, including AODA compliance
Creating A Vibrant, Healthy and Safe Community for All	3. Continue to invest in community spaces and amenities	- # of new or improved local parks, recreation amenities and community spaces	Complete construction of the MURC and open to the public
Creating A Vibrant, Healthy and Safe Community for All	3. Continue to invest in community spaces and amenities	- # of new or improved local parks, recreation amenities and community spaces	Complete design and construction of the Civic Centre
Advancing Environmental Sustainability	1. Celebrate and respect Georgina's natural environment, including Lake Simcoe	- LSRCA approved indicators - # of new and/or replacement trees planted	Advocate and support the advancement of Council's 2023 resolution related to the federal government's Freshwater Action Plan Fund and in particular funding related to Lake Simcoe
Advancing Environmental Sustainability	1. Celebrate and respect Georgina's natural environment, including Lake Simcoe	- LSRCA approved indicators	Advocate for the construction of the Holland Marsh phosphorus recycling facility
Advancing Environmental Sustainability	2. Support Georgina's resilience through environmental sustainability and climate mitigation and adaptation	# of sustainability initiatives developed and implemented by the Town	Develop a 10-year Climate Change Action Plan to define a path forward for the Town that focuses on high value initiatives



2024 OPERATING BUDGET

Strategic Initiatives - Department Administration - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits	316,020			9,410	24,890	350,320	11%	34,300	Increase in salaries and benefits; reallocation of benefits across division
Staffing Other Direct Expenses	9,140				200	9,340	2%	200	
Supplies and Maintenance	1,750					1,750	0%	0	
Other Direct Costs	1,600				900	2,500	56%	900	
Expense Total	328,510			9,410	25,990	363,910	11%	35,400	
Administration Total	328,510			9,410	25,990	363,910	11%	35,400	
Grand Total	328,510			9,410	25,990	363,910	11%	35,400	

Strategic Initiatives – Communications Division

Information today moves at an incredible pace and comes from a number of sources – online, print, broadcast and social media. In a world of 24/7 information exchange, the Communications Division needs to be agile and responsive. It works with Council and staff to share information about Town programs, services and events with the public in addition to emergency or crisis situations.

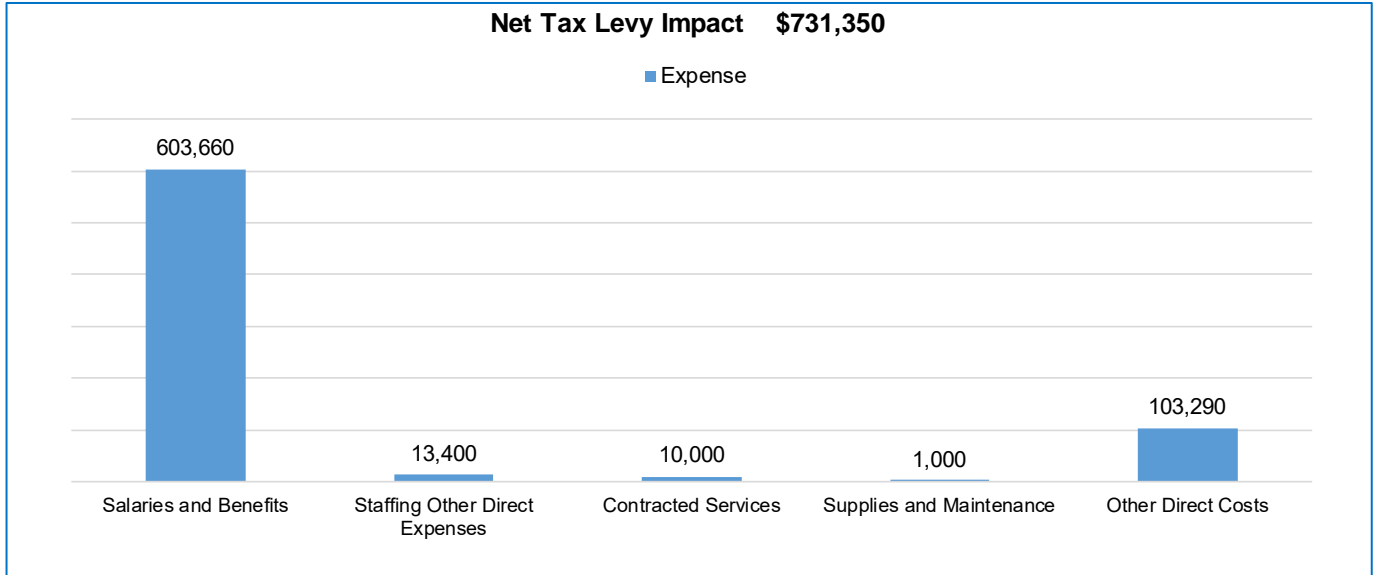
The division works to ensure messages are clear and consistent, and encourages public participation while supporting Georgina’s commitment to open, transparent and accessible government.

Services provided by the Communications Division include:

- Branding, marketing and graphic design
- Community engagement
- Council support and issues management
- External communications
- Internal communications
- Media relations
- Social media
- Support partnership with the Chippewas of Georgina Island First Nation

2024 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2023 Accomplishments

- Increased functionality of the website including updates to the chat bot, improved accessibility features and additional fillable forms
- 2022 Community Snapshot
- Spearheaded a York Region digital communications group with municipal counterparts to collaborate, set standards and to share best practices
- 2023 major communications campaigns
 - 2024 Budget
 - Community Services programs and events (including Snofest and Canada Day)
 - Keswick Cemetery Master Plan
 - Keswick Parkette revitalization
 - New corporate strategic plan
 - Pefferlaw amenities including Community Garden, Sports Zone and Pump Track and Skatepark
 - Pioneer Cemeteries management plan
 - Udora Roads project
 - Winter maintenance campaign

- Supported Building Georgina projects including the Multi-use Recreation Complex (MURC)
- Supported projects including
 - Stephen Leacock Theatre shows
 - Taste of Georgina
 - Field to Table
 - Volunteer Award of Merit

Key Projects for 2024

- Enhance partnership with the Chippewas of Georgina Island First Nation to advance Truth and Reconciliation efforts, and advance initiatives that support the United Nations Declaration of Indigenous Peoples and Truth and Reconciliation Commission – Calls to Action
- Support opening of the MURC and other Building Georgina projects
- Continued website enhancements to improve the user experience
- Produce annual Community Snapshot
- Implement Operations and Infrastructure communications toolkit
- Develop Public Engagement framework



2024 OPERATING BUDGET

Strategic Initiatives - Communications - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits	494,660	88,400		20,600		603,660	22%	109,000	24-SI-SI-01 Web Content Specialist, increase in salaries and benefits
Staffing Other Direct Expenses	13,400					13,400	0%	0	
Contracted Services	10,000					10,000	0%	0	
Supplies and Maintenance	1,000					1,000	0%	0	
Other Direct Costs	102,790				500	103,290	0%	500	
Expense Total	621,850	88,400		20,600	500	731,350	18%	109,500	
Administration Total	621,850	88,400		20,600	500	731,350	18%	109,500	
Grand Total	621,850	88,400		20,600	500	731,350	18%	109,500	

Strategic Initiatives – Economic Development and Tourism Division

The Economic Development and Tourism Division is dedicated to helping facilitate economic growth and job creation by strengthening relationships with community organizations and agencies, supporting entrepreneurship development and programming specific to building capacity within the existing business community. The division continues to support existing and new business development through the Business Class Program that provides access to resources and funding programs and promotes the expediting of development applications where possible. Job creation and an increase in the non-residential tax base continues to be a focus as the first building in the Keswick Business Park is expected to be completed in fall 2023. Staff are continuing to explore additional opportunities to extend the marketing reach on a national and international level. Leveraging the efforts of York University's YSpace, Georgina launched a two-year pilot project and in response to the success of this programming, staff have received a commitment from all partners to fund the program for an additional two years to March 2026.

Services provided by the Economic Development and Tourism Division:

- Incentivizes investment through the Development Application Fee Rebate Program
- Supports investors wanting to locate in Georgina, including assistance with site selection and maintains an online registry of properties that are currently for sale
- Provides support for expansion plans and schedules one-on-one business consultations and referrals to external agencies that provide training, funding and business services
- Promotes tourism visitation via marketing and Economic, Culture and Community Betterment Grants for local festival/event organizers
- Promotes visitation with a focus on leveraging tourism spending through the preparation of a bi-annual tourism guide and use of online and traditional marketing campaigns
- Provides support and assistance to the Business Improvement Areas (BIA's) with respect to marketing efforts, events and beautification/placemaking projects
- Administers Community Improvement Plan Grant Programs to support façade, heritage, and accessibility and landscape enhancements in Business Improvement Areas (BIA's)
- Hosts the Field to Table signature event to promote agri-tourism and Taste of Georgina to promote dining establishments during the off-season

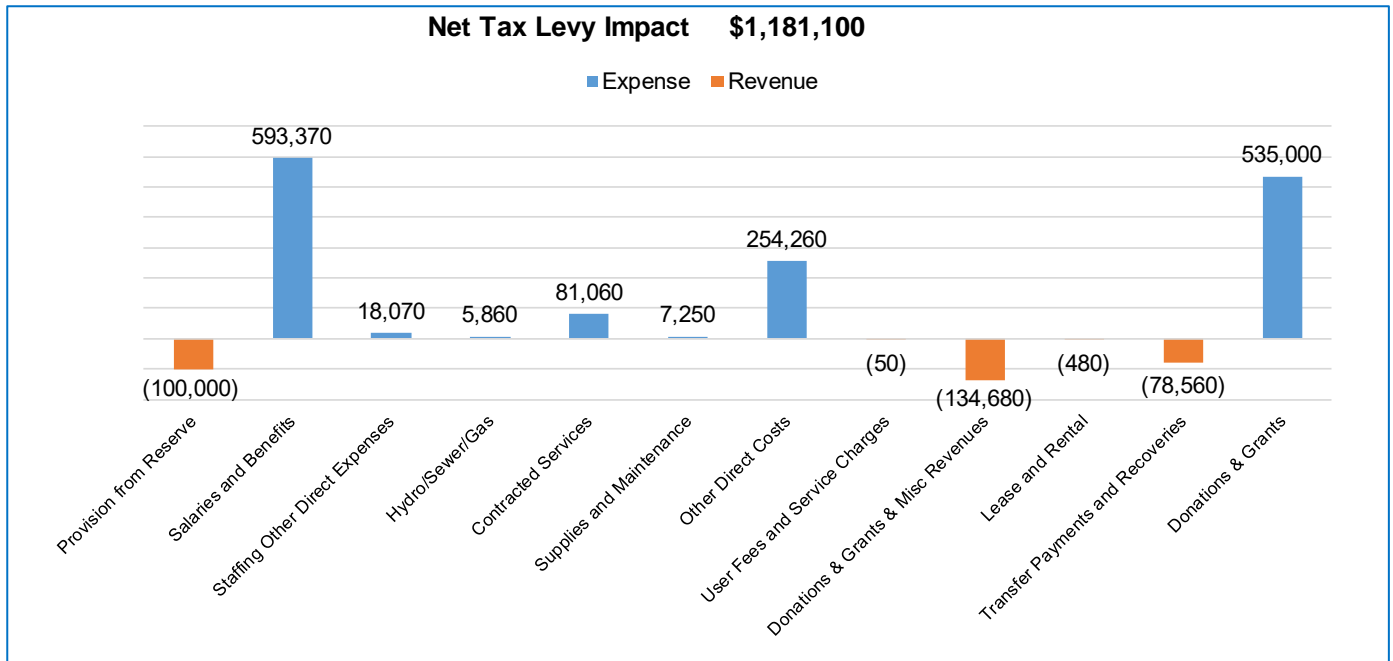
STRATEGIC INITIATIVES – ECONOMIC DEVELOPMENT AND TOURISM DIVISION

- Operates the Entrepreneurship Hub at 1 Market St. in Sutton, and in collaboration with York University's YSpace, provides programming and co-working space for entrepreneurs
- Responds to the evolving economic climate with the assistance of partner organizations
- Collaborates with York Region on various initiatives (Community Action Table, York Region Agricultural Strategy)

Economic Development and Tourism staff also provide support through board appointments, marketing efforts and attendance at local committees and events, as well as being part of major Town projects like the Waterfront Parks Master Plan. We coordinate seasonal banners and holiday decorations in our core and downtown areas, facilitate and encourage public art initiatives and work with other departments to beautify Georgina and create a sense of place. Staff work to establish partnerships and empower businesses to do the same, with the understanding that thriving communities are built upon relationships. When possible, the office partners with other levels of government to leverage grants that support our programs and initiatives.

2024 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2023 Accomplishments

- Completion of the new Economic Development and Tourism Strategy and Action Plan
- Completion of the Tourism Wayfinding Signage Strategy
- Completed review of the funding program for community organizations and considered during annual budget deliberations
- Launch of a dedicated economic development microsite, employment lands video and additional investment-attraction marketing materials to support lead generation
- Received \$20K in grants to support tourism event promotion and investment-attraction marketing
- New infrastructure and place-making instalments were made in Jackson's Point, Keswick, Pepperlaw, Sutton and Udora in the amount of \$276,000 received through the Tourism Relief Grant, which included, but is not limited to new banner arms, two metal sculptures and one mural to acknowledge the importance of the Indigenous community
- Taste of Georgina event resulted in more than \$25,000 in revenue for local dining establishments

Key Projects for 2024

- Implement the Economic Development and Tourism Strategy and Action Plan to strengthen Georgina's investment and tourism brand
- Enhance collaboration with the Regional Municipality of York with respect to investment-attraction and lead generation efforts
- Participate in the implementation of the Waterfront Parks Master Plan with a focus on opportunities to increase the economic impact of visitation to Georgina
- Develop an online business visitation program
- Complete the installation of five to 10 tourism wayfinding signs throughout the community
- Continue efforts to support downtown revitalization and placemaking within the historic downtowns
- Strengthen partnerships with private tourism stakeholders and event organizers to increase overnight stays and promote local spending
- Formalize a Filming in Georgina Program with a revenue stream
- Explore the development of a policy to allow for the installation of temporary patio structures within the public road allowances



2024 OPERATING BUDGET

Strategic Initiatives - Economic Development - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
User Fees and Service Charges	(50)					(50)	0%	0	
Revenue Total	(50)					(50)	0%	0	
Expense									
Salaries and Benefits	448,270			39,350	6,750	494,370	10%	46,100	Increase in salaries and benefits
Staffing Other Direct Expenses	13,500				3,000	16,500	22%	3,000	
Supplies and Maintenance	3,000					3,000	0%	0	
Other Direct Costs	94,000		50,000		6,000	150,000	60%	56,000	24-NI-SI-01 Advertising, Special Events/Downtown Revitalization, Investment Attraction & Marketing Initiatives
Expense Total	558,770		50,000	39,350	15,750	663,870	19%	105,100	
Administration Total	558,720		50,000	39,350	15,750	663,820	19%	105,100	
Business Incubator-YSpace									
Revenue									
Donations & Grants & Misc Revenue	(134,680)					(134,680)	0%	0	
Transfer Payments and Recoveries	(78,560)					(78,560)	0%	0	
Revenue Total	(213,240)					(213,240)	0%	0	
Expense									
Salaries and Benefits	94,500				-	94,500	0%	0	
Staffing Other Direct Expenses	1,570					1,570	0%	0	
Contracted Services	9,060					9,060	0%	0	
Hydro/Sewer/Gas	5,100					5,100	0%	0	
Supplies and Maintenance	4,250					4,250	0%	0	
Other Direct Costs	98,760					98,760	0%	0	
Expense Total	213,240				-	213,240	0%	0	
Business Incubator-YSpace Total	0				-	0	0%	0	
Economic Development Committee									
Expense									
Salaries and Benefits	4,500					4,500	0%	0	
Other Direct Costs	5,500					5,500	0%	0	
Expense Total	10,000					10,000	0%	0	
Economic Development Committee Total	10,000					10,000	0%	0	
Georgina Chamber of Commerce									
Revenue									
Lease and Rental	(480)					(480)	0%	0	
Revenue Total	(480)					(480)	0%	0	
Expense									
Contracted Services	83,500				(83,500)	0	-100%	(83,500)	Reallocation per resolution SI-2023-0014
Hydro/Sewer/Gas	760					760	0%	0	
Expense Total	84,260				(83,500)	760	-99%	(83,500)	
Georgina Chamber of Commerce Total	83,780				(83,500)	280	-100%	(83,500)	
Georgina Trades Training Inc									
Expense									



2024 OPERATING BUDGET

Strategic Initiatives - Economic Development - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Donations & Grants	50,000				(50,000)	0	-100%	(50,000)	Reallocation per resolution SI-2023-0014
Expense Total	50,000				(50,000)	0	-100%	(50,000)	
Georgina Trades Training Inc Total	50,000				(50,000)	0	-100%	(50,000)	
Grants and Sponsorships									
Revenue									
Provision from Reserve	(125,000)				25,000	(100,000)	-20%	25,000	Removed per resolution SI-2023-0014
Revenue Total	(125,000)				25,000	(100,000)	-20%	25,000	
Expense									
Donations & Grants	218,000				317,000	535,000	145%	317,000	Reallocation per resolution SI-2023-0014
Expense Total	218,000				317,000	535,000	145%	317,000	
Grants and Sponsorships Total	93,000				342,000	435,000	368%	342,000	
Streetscaping									
Expense									
Contracted Services	67,000				5,000	72,000	7%	5,000	
Expense Total	67,000				5,000	72,000	7%	5,000	
Streetscaping Total	67,000				5,000	72,000	7%	5,000	
Grand Total	862,500		50,000	39,350	229,250	1,181,100	37%	318,600	

Strategic Initiatives – Service Excellence

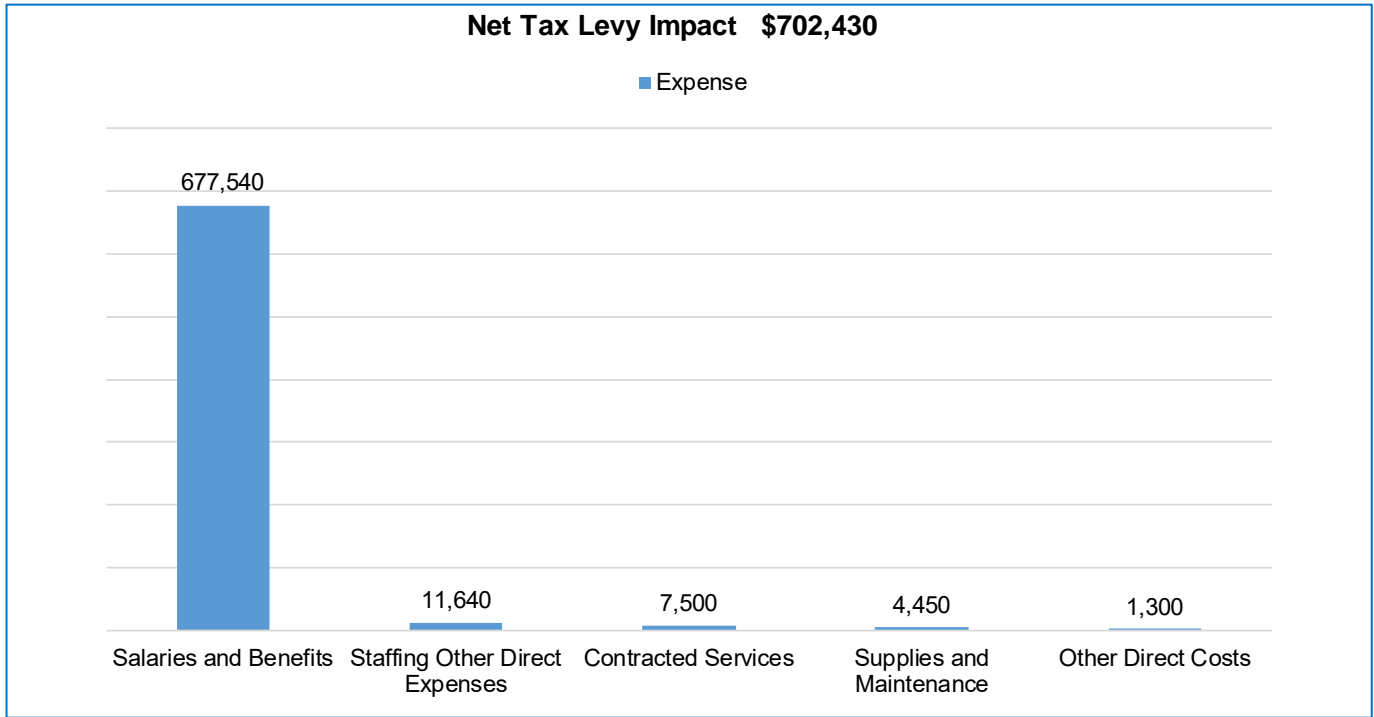
Service Georgina is responsible for the delivery of all frontline service at the Town of Georgina. Comprised of six associates and a leadership team, the division answers more than 50,000 calls annually, and provides an array of services and general information on behalf of various Town departments.

Services provided by the Service Excellence Division include:

- “One window” approach in the initiation and follow up of frontline, multi-channel service delivery related to various Town services and client requests
- Management of escalated client requests and follow up
- Support for all departmental public service requests
- Internal communication channel for departmental emergencies
- Main point of contact for recreation facility bookings and program registrations
- Mail services for the Town (shipping and receiving)
- Bag Tag distribution and order taking
- E-Waste recycling and community garage sale events
- Parking pass queries and distribution
- GFL tracking and follow up; bin orders for clients
- Water sampling bottle distribution

2023 Budgeted expenditures and revenues

The below chart shows the budgeted operating activities for the division.



2023 Accomplishments

- Ongoing improvements were made to the Town’s phone system to support business continuity and service delivery.
- The Town continues to make Town services digital, multi-facility and led by a culture of service excellence.
- Supported refreshed safety protocols for the Civic Centre post-pandemic (public access, emergency procedures and protocols).
- Arranged ‘enhanced customer service and de-escalation in the public sector’ training, for 55 Town employees across all departments.
- Explored customer service models and service points for future improvement opportunities.
- Created employee guidelines and training for customer service standards to support Town-wide service delivery.

Key Projects for 2024

- Update knowledge database for customer service toolbox
- Develop onboarding customer service training program
- Establish baseline customer service performance measures
- Develop customer experience feedback program
- Support resident satisfaction survey process



2024 OPERATING BUDGET

Strategic Initiatives - Service Excellence - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Expense									
Salaries and Benefits	637,280			33,310	6,950	677,540	6%	40,260	Increase in salaries and benefit
Staffing Other Direct Expenses	11,190				450	11,640	4%	450	
Contracted Services	7,500					7,500	0%	0	
Supplies and Maintenance	5,750				(1,300)	4,450	-23%	(1,300)	
Other Direct Costs					1,300	1,300	0%	1,300	
Expense Total	661,720			33,310	7,400	702,430	6%	40,710	
Administration Total	661,720			33,310	7,400	702,430	6%	40,710	
Grand Total	661,720			33,310	7,400	702,430	6%	40,710	

Strategic Initiatives – Corporate Strategy and Transformation Division

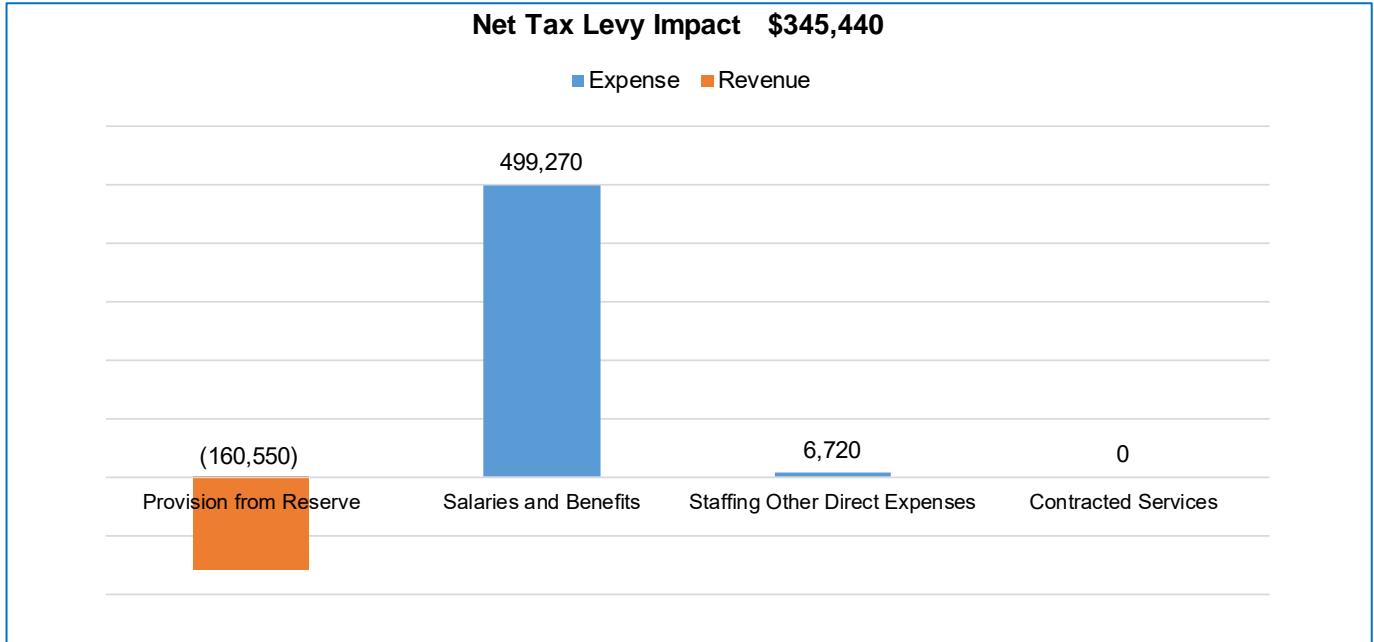
The Town views strategy and innovation as key elements to supporting organizational and community excellence. This area leads key strategic initiatives including the Corporate Strategic Plan, Continuous Improvement Program, broadband expansion, health care, Accessibility and AODA Compliance Program, Business Continuity Program, Climate Change and Environmental Sustainability, and modernization efforts such as expanding online self-serve, Development Tracking System implementation, and various other corporate initiatives. This area also oversees and coordinates grant-funding applications to help finance priority initiatives.

Services provided by the Corporate Strategy and Transformation Division include:

- Corporate strategic planning and implementation support and reporting
- Modernization and continuous improvement initiatives
- Grant funding program
- Broadband expansion program
- Health and wellness services advocacy
- Multi-year Accessibility Program, including AODA compliance
- Business Continuity Planning
- Environmental Sustainability and Climate Change program
- Centralized project oversight and implementation for corporate transformation initiatives
- Provide support to departments with various other initiatives

2024 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the division.



2023 Accomplishments

- 2023 – 2027 Corporate Strategic Plan was developed and endorsed by Council. It is one of Council’s most important tools for communicating priorities and strategic direction throughout the organization; it will serve as a blueprint for the Town over the next four years.
- Business process modernization is well underway. As part of the online self-serve program, more than 60 forms have been digitized and corresponding processes have been automated, additional online payment options were provided for customer convenience. In addition, the Town’s website was enhanced and online chat was implemented.
- In 2023, the Town received more than \$2M in competitive grants across multiple applications.
- A broadband expansion is well underway, in collaboration with YorkNet and other internet service providers.
- Extensive research was conducted to inform Council’s decisions related to improving access to health care in Georgina.

- Business Continuity Planning is well underway, in collaboration with York Region and in alignment with the Town’s Emergency Plan. It will serve as a guiding document to keep essential business processes and services of the Town running in the event of a disaster or disruptive event, to minimize down-time and restore operations as quickly as possible.
- Significant work on sustainability planning was undertaken as part of the Corporate Strategic Plan development process, and resulted in a number of specific actions and initiatives to be implemented over the next few years.
- The establishment of centralized project oversight and implementation for corporate transformation initiatives has begun, with an initial focus on the commencement of the implementation of a new development tracking technology solution.
- A Joint Fire Services Assessment in collaboration with the Town of East Gwillimbury was successfully completed with a number of recommendations to be implemented by both municipalities over the next few years.
- Preliminary invest/divest analysis for Town’s facilities were conducted, with a broader plan to be delivered next year.
- Extensive research related to United Nation Declaration on Rights of Indigenous Peoples (UNDRIP) and National Truth and Reconciliation Commission Calls to Action was conducted to inform future opportunities for collaboration with the Chippewas of Georgina Island First Nation.

Key Projects for 2024

- Continue implementation of the 2023-2027 Corporate Strategic Plan, report on the progress
- Continue enhancing the online self-serve options
- Continue pursuing grant funding
- Continue the broadband expansion in collaboration with YorkNet and various internet service providers
- Advocate for enhanced health and wellness services for Georgina
- Update the 2018-2022 Multi-year Accessibility Plan, in collaboration with York Region, Town staff and Georgina’s Accessibility Advisory Committee (GAAC)
- Continue enhancing the Business Continuity Planning program
- Finalize the Climate Change Action Plan and begin implementation
- Advocate and support the advancement of Council’s 2023 resolution related to the federal government’s Freshwater Action Plan Fund and in particular funding related to Lake Simcoe

- Establish centralized project oversight and implementation for corporate transformation initiatives with an initial focus on the commencement of the implementation of a new Development Tracking technology solution
- Support collaboration with York Region to help address homelessness in Georgina
- Conduct a statistically significant resident satisfaction survey
- Provide support for other initiatives, as required



2024 OPERATING BUDGET

Strategic Initiatives - Corporate Strategy and Transformation - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Provision from Reserve	(50,000)		(160,550)		50,000	(160,550)	221%	(110,550)	Increase for Grant Program Manager
Revenue Total	(50,000)		(160,550)		50,000	(160,550)	221%	(110,550)	
Expense									
Salaries and Benefits	159,900		160,550	9,460	169,360	499,270	212%	339,370	24-SI-SI-02 Grant Program Manager; staff reallocation, increase salaries and benefits
Staffing Other Direct Expenses	4,020				2,700	6,720	67%	2,700	
Contracted Services	50,000				(50,000)	0	-100%	(50,000)	Reallocate budget for grant contract services to fund Grant Program Manager
Expense Total	213,920		160,550	9,460	122,060	505,990	137%	292,070	
Administration Total	163,920		0	9,460	172,060	345,440	111%	181,520	
Grand Total	163,920		0	9,460	172,060	345,440	111%	181,520	

Office of the Mayor and Council

The Office of the Mayor and Council is the governing body of the Town of Georgina. It is guided by provincial legislation, which establishes policies by resolutions and by-laws. Town staff are responsible for the implementation and administration of those policies.

The Mayor and Regional Councillor represent the interests of all Georgina residents at the regional level in addition to the municipal level.

Georgina’s Game Plan – the 2023-2027 Corporate Strategic Plan

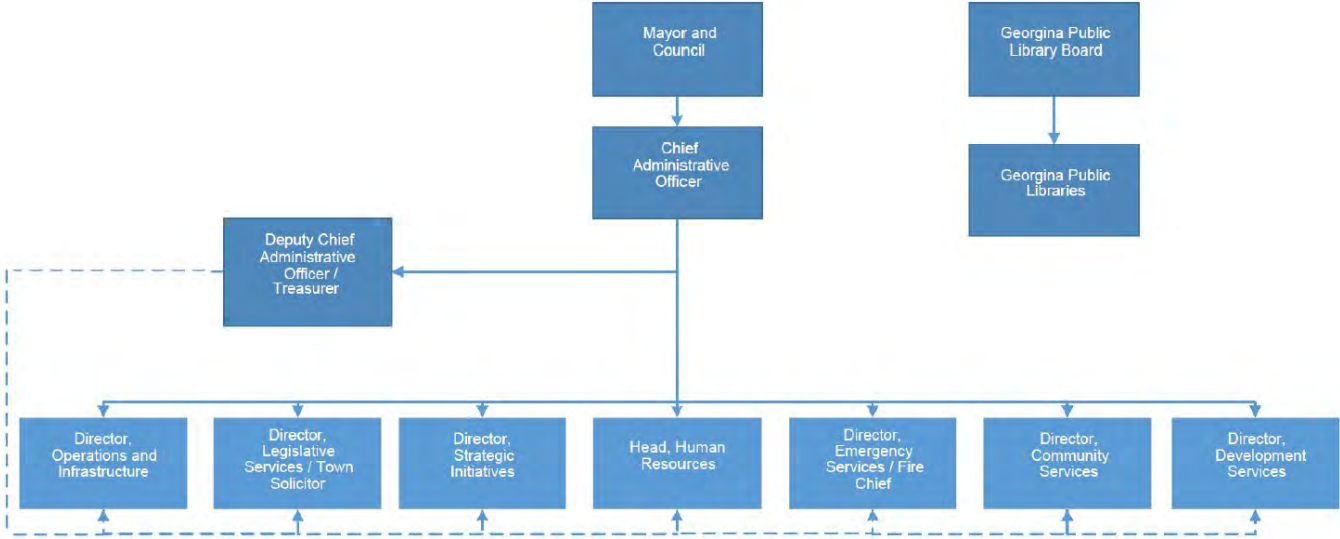
Council endorsed the 2023-2027 Corporate Strategic Plan which outlines the priorities for the organization, ensuring a common direction and purpose for Council and staff over the next four years. The strategic plan is the Town’s overarching document that informs and shapes all other corporate planning documents, such as the Official Plan, master plans and strategies, and the corporation’s annual business plans and budgets. It is also one of the most important tools for communicating priorities to the public. The strategic plan represents the Town’s commitment to Georgina’s residents, the Chippewas of Georgina Island First Nation, businesses, visitors and key partners.

The plan reflects Council’s collective commitment to action, and has five strategic areas that will be key to the success of the Town’s mission and specific goals that will help achieve progress:

- Delivering service excellence
- Ensuring balanced growth
- Diversifying our local economy
- Creating a vibrant, healthy and safe community for all
- Advancing environmental sustainability

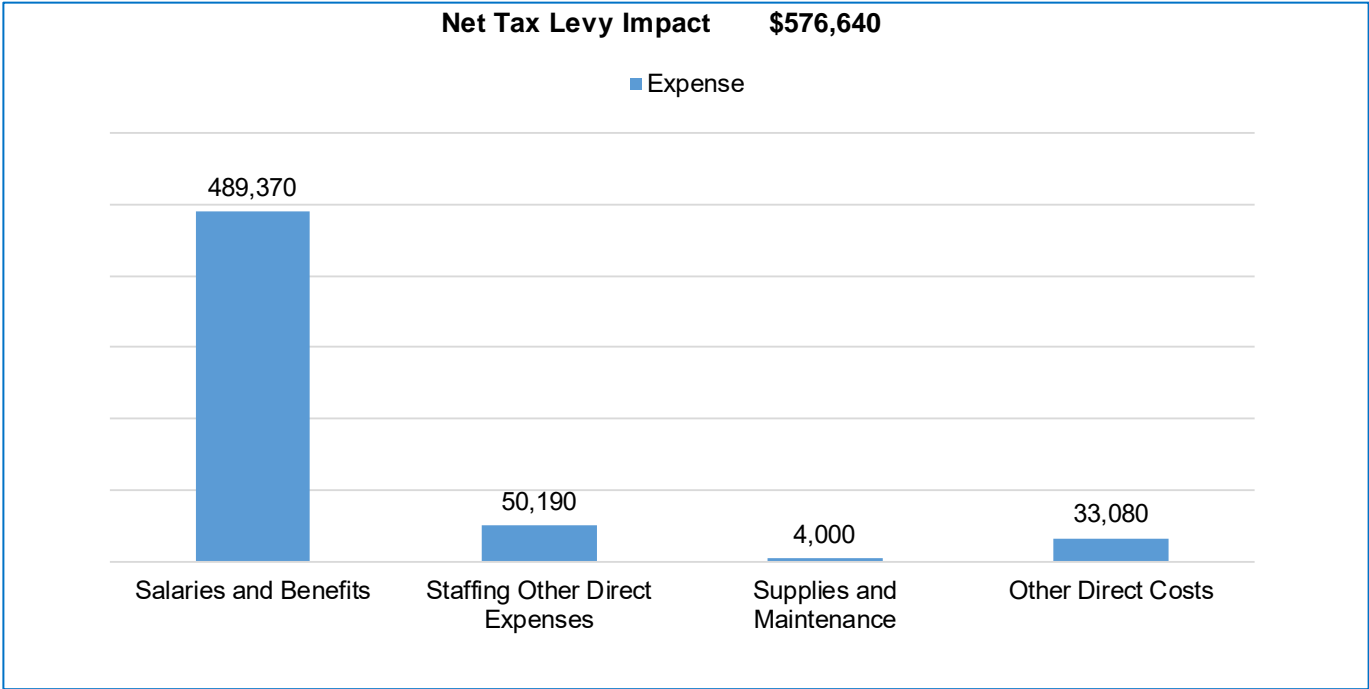
The plan will guide the direction of the organization while also providing the flexibility needed to adapt to changing conditions or external events that may affect the community. To support implementation of the strategic plan, Town staff have developed an implementation plan that sets out high-level timelines and corporate performance measures for each strategic initiative that will be updated on an annual basis.

Organizational Chart



2024 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the department.





2024 OPERATING BUDGET

Department of the Mayor and Council - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Mayor and Council									
Expense									
Salaries and Benefits	495,310			(5,940)		489,370	-1%	(5,940)	
Staffing Other Direct Expenses	50,190					50,190	0%	0	
Supplies and Maintenance	4,000					4,000	0%	0	
Other Direct Costs	31,080				2,000	33,080	6%	2,000	
Expense Total	580,580			(5,940)	2,000	576,640	-1%	(3,940)	
Mayor and Council Total	580,580			(5,940)	2,000	576,640	-1%	(3,940)	
Grand Total	580,580			(5,940)	2,000	576,640	-1%	(3,940)	

Georgina Public Library

Georgina Public Library (GPL) contributes to community building by creating opportunities for social interaction among people with common interests. GPL's Vision, as outlined in its 2023-2027 Strategic Plan, is to "welcome our community to move forward with us; to provide dynamic services by supporting, empowering, and inspiring our evolving community."

Georgina Public Library operates under the authority of the Ontario Public Libraries Act and is governed by a board of trustees. GPL provides public library services to the residents of Georgina through four branches located in Keswick, Pefferlaw and Sutton. Branches are typically open six days a week.

Georgina Public Library provides services including:

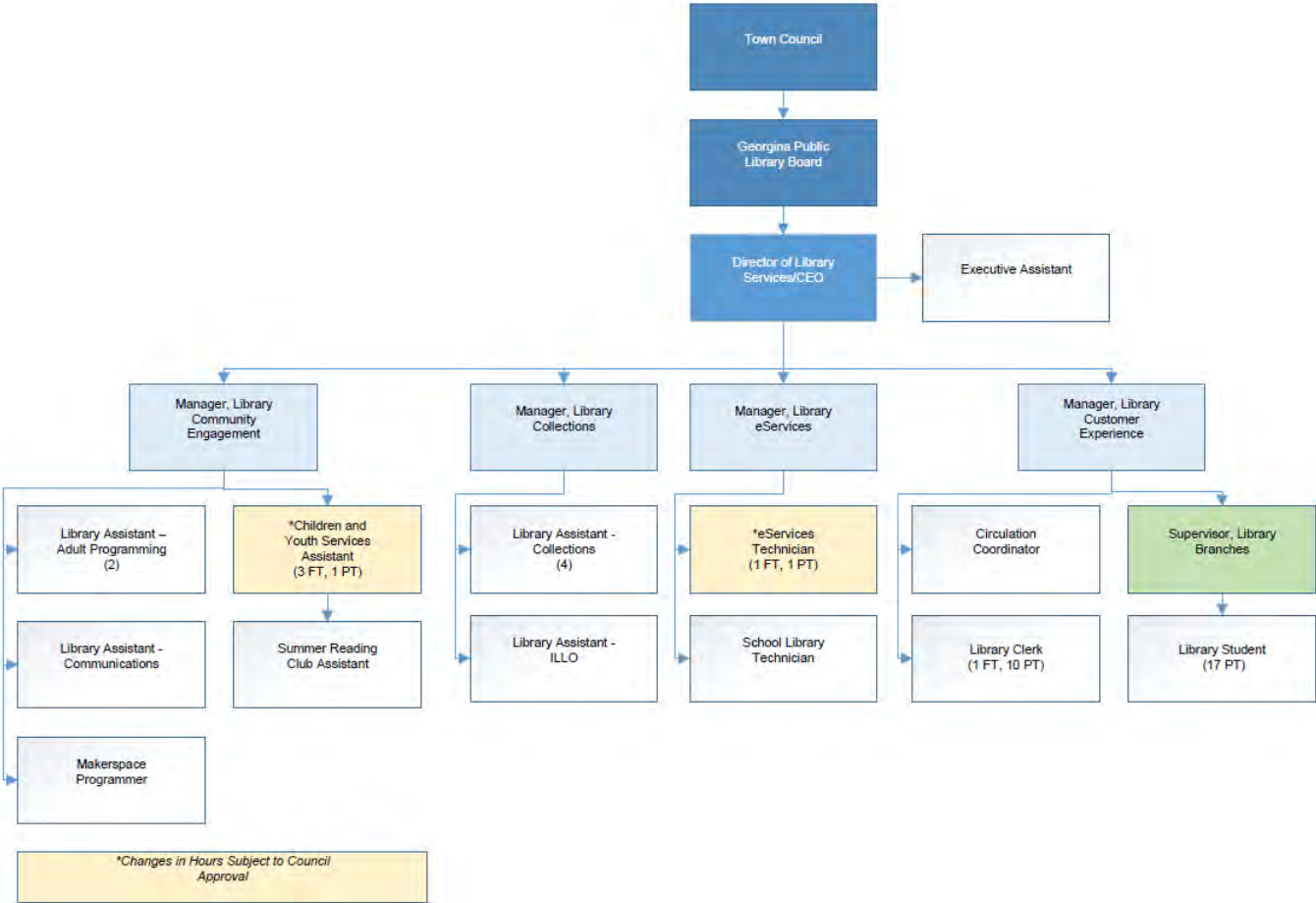
- A variety of resources including books and eBooks, magazines (print and digital), movies (DVDs and online streaming), audio books (CDs and digital), and more
- Early literacy programming for children
- Programs for teens and adults
- Internet access through public access computers and free Wi-Fi onsite, as well as a hotspot lending program
- Seminars, lectures, and author talks
- Spaces for studying, meeting, collaborating, and making connections of all kinds with community members
- Art exhibits, in partnership with the Georgina Centre for Arts and Culture
- Maker and creativity space programming for all ages

Success story – New teen space at Keswick branch

In the summer of 2023, GPL celebrated the opening of a new teen space. This includes comfy seating, a charging station, a beautiful piece of artwork created by teens during a library program, and a gaming system: controllers and games are available for in-branch use with a library card. The teen-focused books and magazines have been relocated to be easily accessible from this space.

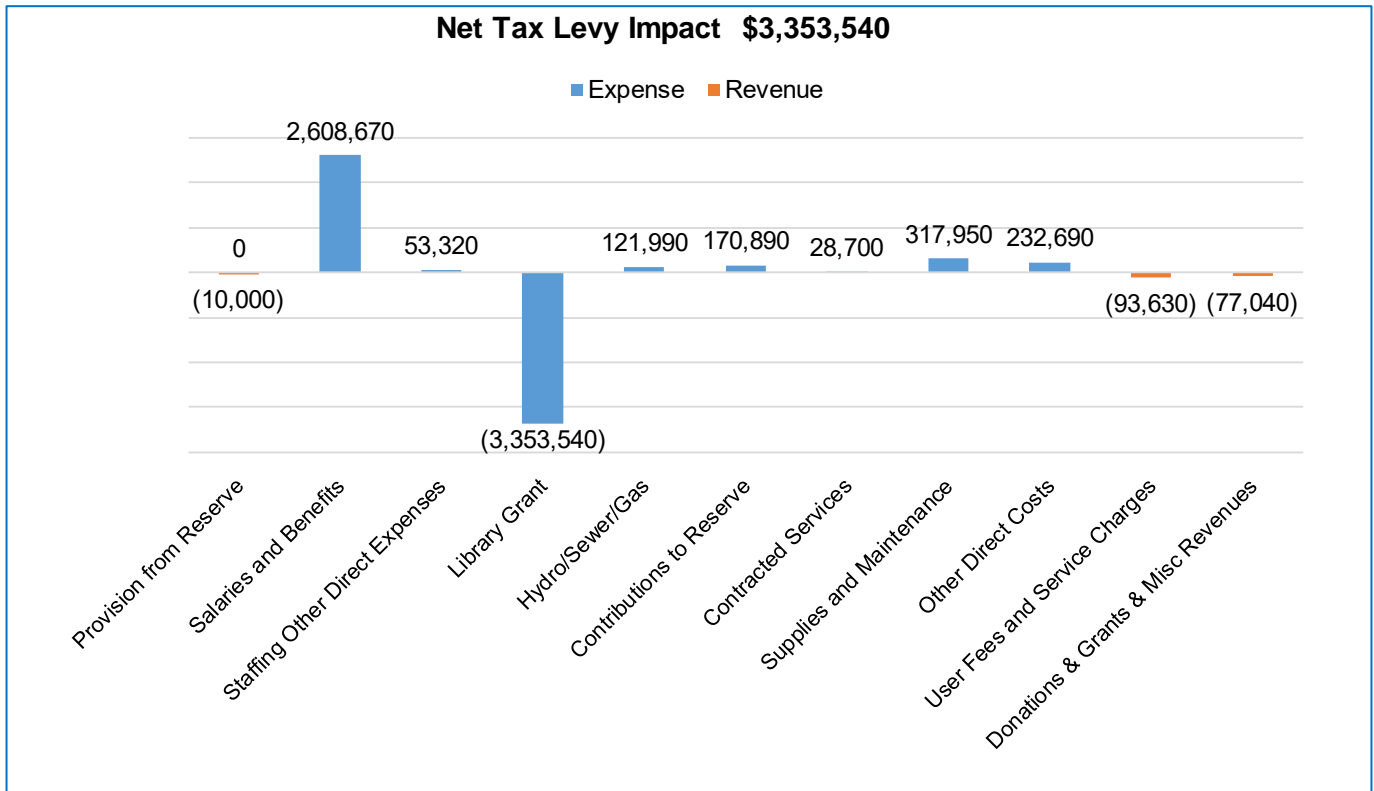


Organizational Chart



2024 Budgeted Expenditures and Revenues

The below chart shows the budgeted operating activities for the department.



2023 Accomplishments

- Opened new teen space in the Keswick branch
- Doubled participation in summer reading and learning clubs
- Launch of 2023-2027 Georgina Public Library Strategic Plan

Major Operating Drivers

- Continuing pressure to maintain, replace and upgrade technology in support of both library operations and resident instruction and access
- Demographics – providing services for a diverse population base growing in Georgina, particularly population growth of families and seniors

Major Initiatives Planned for 2024

- Opening of the Discovery Branch at the MURC
- Increasing accessibility at all GPL public service desks

Corporate Strategic Plan - Departmental Implementation Plan

To support the implementation of the 2023-2027 Corporate Strategic Plan, a Departmental Implementation Plan was developed which sets out specific initiatives and corporate performance measures for each strategic goal. These initiatives and measures will be evaluated and updated on an annual basis.

Pillar	Goal	Indicators/Measurements	Initiatives
Delivering Service Excellence	4. Build a future-focused, results-driven organization	N/A	Support implementation of the Library Strategic and Master Plans



2024 OPERATING BUDGET

Library - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administration									
Revenue									
Provision from Reserve	(86,600)				86,600	0	-100%	86,600	Remove provision for Circulation Supervisor as the position is moved to MURC
Donations & Grants & Misc Revenues	(71,840)					(71,840)	0%	0	
Revenue Total	(158,440)				86,600	(71,840)	-55%	86,600	
Expense									
Salaries and Benefits	4,800					4,800	0%	0	
Staffing Other Direct Expenses	25,350	4,500				29,850	18%	4,500	
Contracted Services	2,700				2,000	4,700	74%	2,000	
Library Grant	(2,636,690)	(615,000)		(7,790)	(94,060)	(3,353,540)	27%	(716,850)	Town's grant to fund MURC and current year's cost pressure
Supplies and Maintenance	15,000	5,000				20,000	33%	5,000	
Other Direct Costs	110,080	16,800		15,190	(5,100)	136,970	24%	26,890	Mainly increases in freight charge and insurance premium
Contributions to Capital Reserves	170,890					170,890	0%	0	
Expense Total	(2,307,870)	(588,700)		7,400	(97,160)	(2,986,330)	29%	(678,460)	
Administration Total	(2,466,310)	(588,700)		7,400	(10,560)	(3,058,170)	24%	(591,860)	
Discovery Library									
Revenue									
User Fees and Service Charges		(2,700)				(2,700)	0%	(2,700)	
Donations & Grants & Misc Revenues		(300)				(300)	0%	(300)	
Revenue Total		(3,000)				(3,000)	0%	(3,000)	
Expense									
Salaries and Benefits		502,400		7,790		510,190	0%	510,190	MURC New facility resolution C-2023-0285
Staffing Other Direct Expenses		6,970				6,970	0%	6,970	
Hydro/Sewer/Gas		41,000				41,000	0%	41,000	MURC New facility resolution C-2023-0285
Provision from Reserve						0	0%	0	
Supplies and Maintenance		35,330				35,330	0%	35,330	MURC New facility resolution C-2023-0285
Other Direct Costs		6,000				6,000	0%	6,000	
Expense Total		591,700		7,790		599,490	0%	599,490	
Discovery Library Total		588,700		7,790		596,490	0%	596,490	
Keswick Library									
Revenue									
Provision from Reserve	(2,560)					(2,560)	0%	0	
User Fees and Service Charges	(18,300)					(18,300)	0%	0	
Donations & Grants & Misc Revenues	(4,000)					(4,000)	0%	0	
Revenue Total	(24,860)					(24,860)	0%	0	
Expense									
Salaries and Benefits	1,327,480		8,000	12,240		1,347,720	2%	20,240	24-SI-LI-01 Children's & Youth Services Assistant; increase in salaries and benefits



2024 OPERATING BUDGET

Library - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Staffing Other Direct Expenses	9,210				890	10,100	10%	890	
Contracted Services	24,000					24,000	0%	0	
Hydro/Sewer/Gas	85,330				(14,030)	71,300	-16%	(14,030)	Decrease based on actuals
Supplies and Maintenance	212,610				(9,910)	202,700	-5%	(9,910)	Decrease based on actuals
Other Direct Costs	14,480				1,600	16,080	11%	1,600	
Expense Total	1,673,110		8,000	12,240	(21,450)	1,671,900	0%	(1,210)	
Keswick Library Total	1,648,250		8,000	12,240	(21,450)	1,647,040	0%	(1,210)	
Pefferlaw Library									
Revenue									
Provision from Reserve	(6,200)					(6,200)	0%	0	
User Fees and Service Charges	(2,400)					(2,400)	0%	0	
Donations & Grants & Misc Revenues	(100)					(100)	0%	0	
Revenue Total	(8,700)					(8,700)	0%	0	
Expense									
Salaries and Benefits	255,940			(26,510)		229,430	-10%	(26,510)	Staff reallocation
Staffing Other Direct Expenses	2,380				220	2,600	9%	220	
Hydro/Sewer/Gas	9,690					9,690	0%	0	
Supplies and Maintenance	29,470				(100)	29,370	0%	(100)	
Other Direct Costs	15,260				(580)	14,680	-4%	(580)	
Expense Total	312,740			(26,510)	(460)	285,770	-9%	(26,970)	
Pefferlaw Library Total	304,040			(26,510)	(460)	277,070	-9%	(26,970)	
Sutton Library									
Revenue									
Provision from Reserve	(1,240)					(1,240)	0%	0	
User Fees and Service Charges	(64,900)			(5,330)		(70,230)	8%	(5,330)	
Donations & Grants & Misc Revenues	(800)					(800)	0%	0	
Revenue Total	(66,940)			(5,330)		(72,270)	8%	(5,330)	
Expense									
Salaries and Benefits	488,180		8,000	20,350		516,530	6%	28,350	24-SI-LI-01 eServices Technician; increase in salaries and benefits
Staffing Other Direct Expenses	3,870				(70)	3,800	-2%	(70)	
Supplies and Maintenance	30,350				200	30,550	1%	200	
Other Direct Costs	58,560				400	58,960	1%	400	
Expense Total	580,960		8,000	20,350	530	609,840	5%	28,880	
Sutton Library Total	514,020		8,000	15,020	530	537,570	5%	23,550	
Grand Total	0	0	16,000	15,940	(31,940)	0	0%	0	



10 YEAR CAPITAL PLAN

Operations Infrastructure (Department Administration, Asset Management and Technical Services, Operations, Fleet Services, and Capital Projects)

Capital Project	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Non-Growth Related Expenditures											
SWM											
SWM ponds CA - 20W Planning/Assessment baseline	200,000										200,000
SWM ponds CA - 6D Planning/Assessment baseline		50,000									50,000
SWM ponds CA - Annual (2029)						75,000	75,000	75,000	75,000	75,000	375,000
SWM ponds - Repair and Replace		160,000	170,000	180,000	190,000	200,000	210,000	220,000	230,000	240,000	1,800,000
SWM - Minor Culverts and Ditching	275,000	300,000	325,000	350,000	375,000	400,000	425,000	450,000	475,000	500,000	3,875,000
SWM - Major Culverts and Ditching (incl. design)	250,000	300,000	350,000	400,000	450,000	500,000	550,000	600,000	650,000	700,000	4,750,000
SWM CA: Road Crossing Culverts (1-3 m in dia.)	40,000										40,000
SWM CA: Linear (urban) - 10%/yr (7.1km) + MH/CB	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
SWM: Linear (urban) System Maintenance			180,000	200,000	220,000	240,000	260,000	280,000	300,000	320,000	2,000,000
Alice Avenue Design and Construction	250,000	2,000,000									2,250,000
SWM CA: Rear Lot CB		100,000									100,000
Keswick North Watercourse - dredge and shore			200,000			100,000					300,000
Vegetation Control - SWM watercourse	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Roads											
Streetlight CA		40,000				45,000					85,000
Streetlight New/Rehab	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	300,000
Minor Capital Concrete (Sidewalks/CB/Curbs)	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000
Roads CA: Pavement Management		80,000		85,000		90,000		95,000		100,000	450,000
Pavement Management (PMS) - Future Program Delivery			4,950,000	5,400,000	5,850,000	6,300,000	6,750,000	7,200,000	7,650,000	8,100,000	52,200,000
PMS - Riverglen, Black River Road Reconstruction (2024)	800,000										800,000
PMS - Road Repairs (2024)	3,700,000										3,700,000
PMS - Boyers Road Reconstruction (2025)		300,000									300,000
PMS - Road Repairs (2025)		4,700,000									4,700,000
Pavement Marking /Sign upgrades	20,000	30,000		30,000		30,000		30,000		30,000	170,000
Udora Detailed Design (Phase 2) - council dependent			550,000	600,000	650,000	700,000	750,000	800,000	850,000	900,000	5,800,000
High Street Construction - Streetscape/Surface		2,000,000									2,000,000
Pollock Road Construction	700,000										700,000
Active Transportation Master Plan - (Strategic Plan Initiative)		200,000									200,000
Signs/Active Transportation - Construction	50,000		75,000		75,000		75,000		75,000		350,000
Walkways - thru connections (mid-block crossings)	20,000		20,000		20,000		20,000		20,000		100,000
Retaining Walls - Church Street		50,000									50,000
Intersection Improvements - Dalton, Lake, Hedge		100,000									100,000
Lake Drive N Revetment (Design + Construction)	40,000	250,000									290,000
Station Road – Drainage Improvements	70,000										70,000
Lake Drive Improvements – Phase 1	120,000										120,000
Bridges											
Bridge CA: Bi-annual OSIM Inspection	25,000		25,000		25,000		25,000		25,000		125,000
B4 Old Shiloh: Engineering Design (15%)	250,000										250,000
B4 Old Shiloh: Construction (Cost + 30% cont.)		2,115,100									2,115,100
B5 Main Street Engineering Design (15%)					102,000						102,000
B5 Main Street Construction (Cost + 30% cont.)						884,000					884,000
B6 Hedge Rd.EA (last rehab 2016)								130,000			130,000
B6 Hedge Rd.Engineering Design (15%)									176,400		176,400
B6 Hedge Rd. Construction (Cost + 30% cont.)										1,528,800	1,528,800
Dam CA: Main Street Condition Assessment/Dam Safety		100,000									100,000
Funding Only: Pefferlaw Dam Repairs - Estimated increases	1,000,000										1,000,000
Hedge Road Bank monitoring		15,000	15,000								30,000



10 YEAR CAPITAL PLAN

Operations Infrastructure (Department Administration, Asset Management and Technical Services, Operations, Fleet Services, and Capital Projects)

Capital Project	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
Hedge Road Phase B - Consultation/Design + Construction	\$	\$	\$	\$ 250,000	\$ 3,750,000						\$ 4,000,000
Hedge Road Phase C - Consultation/Design + Construction									250,000	3,750,000	4,000,000
Fleet											
6 Mobile Lifts/Jacks - Fire Apparatus/Large Equipment	150,000										150,000
Oil pump/reservoir		10,000									10,000
Gates/Access/Cameras/Security - Belhaven			115,000								115,000
Gates/Access/Cameras/Security - Egypt			115,000								115,000
VERS strategy	1,032,500	1,342,420	1,204,860	1,271,800	1,070,990	1,405,670	1,271,800	1,405,670	1,405,670	1,405,670	12,817,050
A166	-	323,500									323,500
T185		850,000									850,000
T141			850,000								850,000
Grader		475,000									475,000
Other											
Roads Material Storage Building	450,000										450,000
5-Year AMP update (O.Reg 588/17)			100,000					100,000			200,000
Use of Town Resources to Support BIA Road - Pilot	30,000										30,000
Total Non-Growth Related Expenditures	9,712,500	16,131,020	9,484,860	9,006,800	13,017,990	11,209,670	10,651,800	11,625,670	12,422,070	17,889,470	121,151,850
Growth Related Expenditures											
Tandem Axle Dump Truck		273,000									273,000
Crew Cab		67,000									67,000
Service Truck		100,000									100,000
Total Growth Related Expenditures	-	440,000	-	-	-	-	-	-	-	-	440,000
Total Annual Capital Expenditures	9,712,500	16,571,020	9,484,860	9,006,800	13,017,990	11,209,670	10,651,800	11,625,670	12,422,070	17,889,470	121,591,850
Non-Growth Related Funding											
Capital Reserve - Tax Funded	2,086,980	11,268,020	5,621,860	5,143,800	9,154,990	7,346,670	6,788,800	7,762,670	8,559,070	14,026,470	77,759,330
Reserve Funds - Canada Community Building Fund	5,265,520	2,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	19,792,520
Grants	2,360,000	2,360,000	2,360,000	2,360,000	2,360,000	2,360,000	2,360,000	2,360,000	2,360,000	2,360,000	23,600,000
Total Non-Growth Related Funding	9,712,500	16,131,020	9,484,860	9,006,800	13,017,990	11,209,670	10,651,800	11,625,670	12,422,070	17,889,470	121,151,850
Growth Related Funding											
Development Charges	-	440,000	-	-	-	-	-	-	-	-	440,000
Total Growth Related Funding	-	440,000	-	-	-	-	-	-	-	-	440,000
Total Annual Capital Funding	9,712,500	16,571,020	9,484,860	9,006,800	13,017,990	11,209,670	10,651,800	11,625,670	12,422,070	17,889,470	121,591,850

Capital Project	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Non-Growth Related Expenditures											
Rate-Funded											
Water											
Service Connections - Replacement			750,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	4,250,000
Contract 1 - Royal/Bayview	1,170,000										1,170,000
Contract 2 - Lake Drive South			1,790,000								1,790,000
Design of Contract 4,5,6	400,000										400,000
Watermain Renewal											
The Queensway South - Joe Dales to Elmdale Avenue [761m] (D+C)	228,300	1,027,350									1,255,650
High Street - Snooks Rd to Burke Street/River St to Dalton Rd [630m] (D+C)	189,000	850,500									1,039,500
Morton Avenue - Woodbine Ave to The Queensway South			1,600,000								1,600,000
The Queensway South - Riverglen to Morton [400m] (D+C)			228,300	1,027,350							1,255,650
Dalton Road - North of Lake Drive [1075]				215,000	1,760,850						1,975,850
Metro Road South - Church St. to The Queensway South [1300m]						260,000	2,047,500				2,307,500
Church St. - The Queensway South to Metro Road South [396m]						79,200	623,700				702,900
Meter Replacement Program	250,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,950,000
Water Booster Pumping Station - Repair & Replace (CA)		100,000				200,000					300,000
Line Valves & Hydrant - Rehabilitation & Replace	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
WBS CA					150,000						150,000
Linear Watermain CA			100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	800,000
Wastewater											
Gravity Sewer Main and Manhole Repair - From CA/I-I	250,000	750,000									1,000,000
Gravity Sewer - Main and Manhole Repair and Replacement			550,000	600,000	650,000	700,000	750,000	800,000	850,000	900,000	5,800,000
Gravity Sewer/MH (10%) - CA	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
Wastewater Force mains - CA		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	450,000
Sewage Pumping Stations CA											
4 Stations (12,13,17,20)	165,000										165,000
4 Stations (21,22,23,24) + South River Online		170,000									170,000
2 Stations (25,26)			100,000								100,000
SPS 1,2,7,8 Construction	500,000										500,000
SPS 6,11, 18, 19 Design and Construction	150,000	500,000									650,000
SPS ongoing rehab			200,000		200,000		200,000		200,000		800,000
SPS Generator Rehab	200,000										200,000
Water/Wastewater											
VERS strategy (W/WW)	510,000	663,080	595,140	628,200	529,010	694,330	628,200	694,330	694,330	694,330	6,330,950
Total Non-Growth Related Expenditures	4,412,300	4,810,930	6,663,440	3,820,550	4,639,860	3,283,530	5,599,400	2,844,330	3,094,330	2,944,330	42,113,000
Total Annual Capital Expenditures	4,412,300	4,810,930	6,663,440	3,820,550	4,639,860	3,283,530	5,599,400	2,844,330	3,094,330	2,944,330	42,113,000
Non-Growth Related Funding											
Capital Reserve - Rate Funded	4,412,300	4,810,930	6,663,440	3,820,550	4,639,860	3,283,530	5,599,400	2,844,330	3,094,330	2,944,330	42,113,000
Total Non-Growth Related Funding	4,412,300	4,810,930	6,663,440	3,820,550	4,639,860	3,283,530	5,599,400	2,844,330	3,094,330	2,944,330	42,113,000
Total Annual Capital Funding	4,412,300	4,810,930	6,663,440	3,820,550	4,639,860	3,283,530	5,599,400	2,844,330	3,094,330	2,944,330	42,113,000



10 YEAR CAPITAL PLAN

Community Services (Department Administration, Recreation, Culture and Client Services, Facilities, Parks, and Capital Projects)

Capital Project	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Non-Growth Related Expenditures											
SLT-AODA & Seating Replacement		450,000									450,000
GPV-AODA Noble House accessibility ramp and building repairs		100,000									100,000
GPV Administration Building		50,000	50,000								100,000
Recreation & Culture Master Plan		100,000									100,000
Facilities											
Sutton Multi Use Project - Hard Surface Remediation (Phase 2)		500,000									500,000
LINK West parking lot and South side paving/event development					600,000						600,000
Table and Chair replacement - Selected Halls			20,000		20,000		20,000		20,000		80,000
Facilities Repairs and Remediation Program	604,500										604,500
Building Condition Assessments - BCA Items	1,567,000	2,000,000	2,500,000	3,000,000	3,500,000	4,000,000	4,500,000	5,000,000	5,500,000	6,000,000	37,567,000
Georgina Ice Palace new generator		600,000									600,000
Demolition of Jericho House		30,000									30,000
Parks											
Resurfacing of tennis and pickle ball courts at Civic Center	120,000										120,000
Cemetery Foundation Wall	50,000										50,000
Shoreline Revetment - Corner Park	15,000										15,000
Drainage Improvements - Jacksons Point Harbour	15,000										15,000
Pathway Repairs	30,000	30,000	30,000	30,000							120,000
Ditching and Drainage	75,000	75,000									150,000
Picnic Table replacement	50,000	50,000	50,000								150,000
Playground Replacement	375,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,725,000
Arm for Line marking on fields	45,000										45,000
Holmes Point Washrooms	130,000										130,000
Terrace Park Fencing	15,000										15,000
Sport field lighting upgrades			100,000	100,000	100,000						300,000
Upgrade the sound system at the ROC		50,000									50,000
Purchase of Sand Sifter to maintain the volleyball courts		25,000									25,000
New lighting for the ROC Skii hill		100,000									100,000
Paving of De La Salle and Willow Beach parking lots		200,000	200,000								400,000
Snake Island dock replacement							600,000				600,000
Jackson's Point Harbor dock replacements							600,000				600,000
Challenge Course repairs and equipment						15,000					15,000
Waterfront Parks Masterplan Provisions		100,000	100,000	100,000	100,000	100,000	7,000,000	100,000	100,000	100,000	7,800,000
Bike Parking & Repair Stations	10,000										10,000
Total Non-Growth Related Expenditures	3,101,500	4,610,000	3,200,000	3,380,000	4,470,000	4,265,000	12,870,000	5,250,000	5,770,000	6,250,000	53,166,500
Growth Related Expenditures											
Parks											
Simcoe Landing Phase 9: Village Square		447,000									447,000
Simcoe Landing Phase 9: Neighbourhood Park		1,750,000									1,750,000
Ainslie (Catering Road): Village Square Design/Construction	310,000										310,000
Ainslie (Catering Road): Trail Head/Trails Design/Construction	1,130,000										1,130,000
Greystone: Linear Park/ Trail Design/Construction			500,000								500,000
Parks and Park Buildings					550,000	997,000	2,900,000	579,000	1,500,000	1,750,000	8,276,000
Total Growth Related Expenditures	1,440,000	2,197,000	500,000	-	550,000	997,000	2,900,000	579,000	1,500,000	1,750,000	12,413,000
Total Annual Capital Expenditures	4,541,500	6,807,000	3,700,000	3,380,000	5,020,000	5,262,000	15,770,000	5,829,000	7,270,000	8,000,000	65,579,500



10 YEAR CAPITAL PLAN

Community Services (Department Administration, Recreation, Culture and Client Services, Facilities, Parks, and Capital Projects)

Capital Project	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Non-Growth Related Funding											
Capital Reserve - Tax Funded	2,326,500	4,610,000	3,200,000	3,380,000	4,470,000	4,265,000	8,492,900	5,250,000	5,770,000	6,250,000	48,014,400
Park Cash-In-Lieu							4,377,100				4,377,100
Reserve Funds - Canada Community Building Fund	775,000										775,000
Total Non-Growth Related Funding	3,101,500	4,610,000	3,200,000	3,380,000	4,470,000	4,265,000	12,870,000	5,250,000	5,770,000	6,250,000	53,166,500
Growth Related Funding											
Development Charges	776,000	2,197,000	500,000		550,000	997,000	2,900,000	579,000	1,500,000	1,750,000	11,749,000
Park Cash-In-Lieu	664,000										664,000
Total Growth Related Funding	1,440,000	2,197,000	500,000	-	550,000	997,000	2,900,000	579,000	1,500,000	1,750,000	12,413,000
Total Annual Capital Funding	4,541,500	6,807,000	3,700,000	3,380,000	5,020,000	5,262,000	15,770,000	5,829,000	7,270,000	8,000,000	65,579,500



10 YEAR CAPITAL PLAN

Fire and Rescue Services

Capital Project	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Non-Growth Related Expenditures											
Suppression Equipment	110,700	115,000	60,000	60,000	120,000	135,000	60,000	60,000	125,000	60,000	905,700
Helmet Replacement Program (3yr program)	26,000	26,000	26,000							42,670	120,670
Bunker Gear	71,400	75,800	81,800	83,600	107,370	111,670	116,130	120,780	125,600	130,630	1,024,780
Communications Equipment	49,400	38,440	791,800	17,500	18,200	18,900	19,700	26,280	27,330	53,420	1,060,970
Total Non-Growth Related Expenditures	257,500	255,240	959,600	161,100	245,570	265,570	195,830	207,060	277,930	286,720	3,112,120
Growth Related Expenditures											
New Station in S. Keswick		1,918,000	18,182,000								20,100,000
Training Facility		1,250,000									1,250,000
Pumper - New Station			1,300,000								1,300,000
Support Vehicle - New Station				100,000							100,000
Bunker Gear for 20 Additional Firefighters			140,000								140,000
Drone Replacement							65,000				65,000
Total Growth Related Expenditures	-	3,168,000	19,622,000	100,000	-	-	65,000	-	-	-	22,955,000
Total Annual Capital Expenditures	257,500	3,423,240	20,581,600	261,100	245,570	265,570	260,830	207,060	277,930	286,720	26,067,120
Non-Growth Related Funding											
Capital Reserve - Tax Funded	257,500	255,240	959,600	161,100	245,570	265,570	195,830	207,060	277,930	286,720	3,112,120
Total Non-Growth Related Funding	257,500	255,240	959,600	161,100	245,570	265,570	195,830	207,060	277,930	286,720	3,112,120
Growth Related Funding											
Development Charges	-	625,000	1,440,000	100,000							2,165,000
Debenture - Development Charges	-	1,918,000	18,182,000								20,100,000
Grants		625,000					65,000				690,000
Total Growth Related Funding	-	3,168,000	19,622,000	100,000	-	-	65,000	-	-	-	22,955,000
Total Annual Capital Funding	257,500	3,423,240	20,581,600	261,100	245,570	265,570	260,830	207,060	277,930	286,720	26,067,120



10 YEAR CAPITAL PLAN

Development Services (Department Administration, Building, Policy Planning, Development Planning, and Development Engineering)

Capital Project	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Growth Related Expenditures											
Development Engineering Comprehensive Design Criteria Review	250,000										250,000
Queensway North Urbanization (Church to Old Homestead) fully urbanized				5,145,000							5,145,000
Keswick Service Area - Sidewalks and Streetlights			2,456,000					2,455,000			4,911,000
New watermain on Old Homestead Road				3,696,000							3,696,000
New trunk watermain on The Queensway North to Old Homestead Road				1,168,000							1,168,000
New trunk watermain on Glenwoods Avenue				1,176,000							1,176,000
The Queensway South Sewer		546,000									546,000
Black River Rd Sidewalk / Multi-Use Path		1,069,000									1,069,000
Lorne Street Sewer				101,000							101,000
Dalton Road Sewer				168,000							168,000
High Street Sanitary Sewer								2,430,000			2,430,000
Stormwater Model/Masterplan		250,000					50,000				300,000
Keswick Business Park Secondary Plan						60,000					60,000
Sutton/Jackson's Point Secondary Plan				110,000							110,000
Pefferlaw Secondary Plan			100,000								100,000
Planning Applications Fee Review		30,000					30,000				60,000
Miscellaneous Planning Studies							30,000				30,000
Ten Year OP Update and Review		100,000									100,000
Building By-law Update			30,000								30,000
Zoning By-law Update		150,000									150,000
Total Growth Related Expenditures	250,000	2,145,000	2,855,000	11,295,000	-	60,000	110,000	2,430,000	2,455,000	-	21,600,000
Total Annual Capital Expenditures	250,000	2,145,000	2,855,000	11,295,000	-	60,000	110,000	2,430,000	2,455,000	-	21,600,000
Growth Related Funding											
Development Charges	250,000	1,445,000	2,034,000	7,482,000	-	-	-	2,430,000	1,958,000	-	15,599,000
Capital Reserve - Tax Funded		356,000	261,000	2,683,000		60,000	110,000				3,470,000
Capital Reserve - Rate Funded		344,000	62,000	546,000							952,000
Grants			498,000	584,000					497,000		1,579,000
Total Growth Related Funding	250,000	2,145,000	2,855,000	11,295,000	-	60,000	110,000	2,430,000	2,455,000	-	21,600,000
Total Annual Capital Funding	250,000	2,145,000	2,855,000	11,295,000	0	60,000	110,000	2,430,000	2,455,000	0	21,600,000



GEORGINA

10 YEAR CAPITAL PLAN

Legislative Services (Department Administration, Clerks, Municipal Law Enforcement and procurement)

Capital Project	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Non-Growth Related Expenditures											
Kennels Purchase and Installation	120,000										120,000
Electric Bikes	10,000										10,000
Total Non-Growth Related Expenditures	130,000	-	-	-	-	-	-	-	-	-	130,000
Total Annual Capital Expenditures	130,000	-	-	-	-	-	-	-	-	-	130,000
Non-Growth Related Funding											
Capital Reserve - Tax Funded	130,000	-	-	-	-	-	-	-	-	-	130,000
Total Non-Growth Related Funding	130,000	-	-	-	-	-	-	-	-	-	130,000
Total Annual Capital Funding	130,000	-	-	-	-	-	-	-	-	-	130,000



10 YEAR CAPITAL PLAN

Strategic Initiatives (Department Administration, Communications, Economic Development, Service Excellence, and Corporate Strategy and Transformation)

Capital Project	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Non-Growth Related Expenditures											
Resident Satisfaction Survey	60,000			60,000			60,000			60,000	240,000
Update to Corporate Strategic Plan			75,000				75,000				150,000
Preparation of an updated Economic Development and Tourism Strategy and Action Plan				60,000							60,000
Community and Tourism Wayfinding Signage Installation		50,000		50,000							100,000
Multi-Year Accessibility Plan	175,000				150,000				150,000		475,000
Climate Change Action Plan	250,000										250,000
Corporate Broadband Roadmap	15,000										15,000
Strengthening Partnership with the Chippewas of Georgina Island First Nation		20,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	100,000
Replacement of the Civic Centre (Cash flows)	3,000,000	27,979,000	4,000,000								34,979,000
Develop Georgina's Health Care Strategy and Action Plan	225,000										225,000
Total Non-Growth Related Expenditures	3,725,000	28,049,000	4,085,000	180,000	160,000	10,000	145,000	10,000	160,000	70,000	36,594,000
Total Annual Capital Expenditures	3,725,000	28,049,000	4,085,000	180,000	160,000	10,000	145,000	10,000	160,000	70,000	36,594,000
Non-Growth Related Funding											
Capital Reserve - Tax Funded	725,000	70,000	85,000	180,000	160,000	10,000	145,000	10,000	160,000	70,000	1,615,000
Other Revenue	3,000,000	27,979,000	4,000,000	-	-	-	-	-	-	-	34,979,000
Total Non-Growth Related Funding	3,725,000	28,049,000	4,085,000	180,000	160,000	10,000	145,000	10,000	160,000	70,000	36,594,000
Total Annual Capital Funding	3,725,000	28,049,000	4,085,000	180,000	160,000	10,000	145,000	10,000	160,000	70,000	36,594,000



10 YEAR CAPITAL PLAN

Office of the Deputy CAO (Department Administration, Financial Controllership and Reporting,
Financial Strategy and Planning, Tax and Revenue, Information Technology)

Capital Project	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Non-Growth Related Expenditures											
Corporate IT Strategic Plan		65,000					65,000				130,000
Water and Waste Water Financial Plan and Rate Study	60,000					60,000					120,000
Network Assessment				20,000							20,000
ERP Replacement		1,000,000									1,000,000
Client Relationship Management		250,000									250,000
ICT Cycling	230,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	3,380,000
Inter-Facility Connectivity	70,000										70,000
Telecommunication Infrastructure	100,000										100,000
Additional Resources for Corporate IT Projects		500,000									500,000
Total Non-Growth Related Expenditures	460,000	2,165,000	350,000	370,000	350,000	410,000	415,000	350,000	350,000	350,000	5,570,000
Growth Related Expenditures											
Long Range Financial Plan Update							70,000				70,000
Development Charge Studies		70,000					70,000				140,000
Total Growth Related Expenditures	-	70,000	-	-	-	-	140,000	-	-	-	210,000
Total Annual Capital Expenditures	460,000	2,235,000	350,000	370,000	350,000	410,000	555,000	350,000	350,000	350,000	5,780,000
Non-Growth Related Funding											
Capital Reserve - Tax Funded	460,000	2,165,000	350,000	370,000	350,000	410,000	415,000	350,000	350,000	350,000	5,570,000
Total Non-Growth Related Funding	460,000	2,165,000	350,000	370,000	350,000	410,000	415,000	350,000	350,000	350,000	5,570,000
Growth Related Funding											
Capital Reserve - Tax Funded		70,000					140,000				210,000
Total Growth Related Funding	-	70,000	-	-	-	-	140,000	-	-	-	210,000
Total Annual Capital Funding	460,000	2,235,000	350,000	370,000	350,000	410,000	555,000	350,000	350,000	350,000	5,780,000



Capital Project	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Non-Growth Related Expenditures											
Minor Capital		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
Library Plans (Master Plan/Strategic Plan)				40,000	50,000			40,000			130,000
Keswick branch-window for office		5,000									5,000
System-wide: accessible peripherals for service desks	14,000	13,750									27,750
Direct Mail Campaign	6,500	6,500									13,000
Replacement of Maker Space equipment		10,000	10,000	10,000	10,000	15,000	15,000	15,000	15,000	15,000	115,000
Inclusion, Diversity, Equity and Accessibility (IDEA)	6,000	70,000									76,000
Update interior signage at all branches				10,000							10,000
Pefferlaw customer service desk renovation		10,000									10,000
Keswick replace DVD spinners with shelving			10,000								10,000
Sutton old service desk removal/update space for public use				15,000							15,000
Quiet pods in all branches			45,000	30,000	15,000						90,000
Website modernization		20,000									20,000
Total Non-Growth Related Expenditures	26,500	145,250	75,000	115,000	85,000	25,000	25,000	65,000	25,000	25,000	611,750
Total Annual Capital Expenditures	26,500	145,250	75,000	115,000	85,000	25,000	25,000	65,000	25,000	25,000	611,750
Non-Growth Related Funding											
Capital Reserve - Tax Funded	26,500	145,250	75,000	115,000	85,000	25,000	25,000	65,000	25,000	25,000	611,750
Total Non-Growth Related Funding	26,500	145,250	75,000	115,000	85,000	25,000	25,000	65,000	25,000	25,000	611,750
Total Annual Capital Funding	26,500	145,250	75,000	115,000	85,000	25,000	25,000	65,000	25,000	25,000	611,750



Reserve Category	Projected Opening Balance	Contributions	Draws	Transfer	Projected Closing Balance
Discretionary					
Civic Centre					
Projected Opening Balance	631,040				631,040
Contributions from Operations		3,473,220			3,473,220
Civic Centre Projected Closing Balance	631,040	3,473,220			4,104,260
Corporate Capital/New Infrastructure					
Projected Opening Balance	3,422,160				3,422,160
Contributions from Operations		586,940			586,940
Draws to fund Operations			(359,490)		(359,490)
Carryforward Capital			(1,141,800)		(1,141,800)
New Capital Request					
24-CI-CS-03 Parks Repair and Remediation Program			(45,000)		(45,000)
24-CI-DCAO-02 Inter-Facility Connectivity			(70,000)		(70,000)
24-CI-DCAO-04 Telecommunication Infrastructure			(100,000)		(100,000)
24-CI-LS-02 Electric Bike			(10,000)		(10,000)
24-CI-OI-18 6 Mobile Lifts/Jacks - Fire Apparatus/Large Equipment			(150,000)		(150,000)
24-CI-LS-01 Kennels Purchase and Installation			(120,000)		(120,000)
24-CI-OI-24 Lake Drive Improvements – Phase 1			(120,000)		(120,000)
24-CI-CS-07 Bike Parking & Repair Stations			(10,000)		(10,000)
New Capital Request Total			(625,000)		(625,000)
Corporate Capital/New Infrastructure Projected Closing Balance	3,422,160	586,940	(2,126,290)		1,882,810
Election					
Projected Opening Balance	128,570				128,570
Contributions from Operations		84,000			84,000
Election Projected Closing Balance	128,570	84,000			212,570
Facilities - Repair & Replacement					
Projected Opening Balance	8,121,130				8,121,130
Contributions from Operations		1,003,640			1,003,640
Draws to fund Operations			(300,990)		(300,990)
Carryforward Capital			(357,100)		(357,100)
New Capital Request					
24-CI-CS-01 Building Condition Assessment Projects			(1,567,000)		(1,567,000)
24-CI-CS-02 Facilities Repair and Remediation Program			(604,500)		(604,500)
24-CI-OI-20 Roads Material Storage Building			(450,000)		(450,000)
New Capital Request Total			(2,621,500)		(2,621,500)
Facilities - Repair & Replacement Projected Closing Balance	8,121,130	1,003,640	(3,279,590)		5,845,180
Fleet & Equipment - Repair & Replacement					
Projected Opening Balance	5,422,250				5,422,250
Contributions from Operations		1,735,010			1,735,010
Carryforward Capital			(3,649,190)		(3,649,190)
New Capital Request					
24-CI-DCAO-01 ICT Cycling			(230,000)		(230,000)
24-CI-FS-01 Suppression Equipment			(110,700)		(110,700)
24-CI-FS-02 Helmet Replacement Program			(26,000)		(26,000)
24-CI-FS-03 Replacement of Bunker Gear			(71,400)		(71,400)
24-CI-FS-04 Communications Equipment			(49,400)		(49,400)
24-CI-OI-19 VERS strategy			(1,032,500)		(1,032,500)
New Capital Request Total			(1,520,000)		(1,520,000)

Reserve Category	Projected Opening Balance	Contributions	Draws	Transfer	Projected Closing Balance
Fleet & Equipment - Repair & Replacement Projected Closing Balance	5,422,250	1,735,010	(5,169,190)		1,988,070
Keswick Cemetery					
Projected Opening Balance	2,230				2,230
Contributions from Operations		6,800			6,800
New Capital Request					
24-CI-CS-03 Parks Repair and Remediation Program			(9,030)		(9,030)
New Capital Request Total			(9,030)		(9,030)
Keswick Cemetery Projected Closing Balance	2,230	6,800	(9,030)		-
Land Acquisition					
Projected Opening Balance	2,484,480				2,484,480
Contributions from Operations		250,000			250,000
Land Acquisition Projected Closing Balance	2,484,480	250,000			2,734,480
Landfill Site					
Projected Opening Balance	26,000				26,000
Draws to fund Operations			(26,000)		(26,000)
Landfill Site Projected Closing Balance	26,000		(26,000)		-
Library Capital					
Projected Opening Balance	267,580				267,580
Contributions from Operations		54,890			54,890
Carryforward Capital			(22,550)		(22,550)
New Capital Request					
24-CI-LI-01 Library Capital			(20,500)		(20,500)
New Capital Request Total			(20,500)		(20,500)
Library Capital Projected Closing Balance	267,580	54,890	(43,050)		279,420
Library Professional Development and Staff Engagement					
Projected Opening Balance	34,820				34,820
New Capital Request					
24-CI-LI-01 Library Capital (IDEA)			(6,000)		(6,000)
New Capital Request Total			(6,000)		(6,000)
Library Professional Development and Staff Engagement Projected Closing Balance	34,820		(6,000)		28,820
Library Stabilization					
Projected Opening Balance	293,240				293,240
Library Stabilization Projected Closing Balance	293,240				293,240
Operating Growth Stabilization					
Projected Opening Balance	5,263,850				5,263,850
Contributions from Operations		201,930			201,930
Draws to fund Operations			(88,420)		(88,420)
Operating Growth Stabilization Projected Closing Balance	5,263,850	201,930	(88,420)		5,377,360
Parks - Repair & Replacement					
Projected Opening Balance	142,790				142,790
Contributions from Operations		155,000			155,000
Carryforward Capital			(30,000)		(30,000)
New Capital Request					
24-CI-CS-03 Parks Repair and Remediation Program			(145,970)		(145,970)
New Capital Request Total			(145,970)		(145,970)
Parks - Repair & Replacement Projected Closing Balance	142,790	155,000	(175,970)		121,820
Professional Development and Staff Engagement					
Projected Opening Balance	192,460				192,460

Reserve Category	Projected Opening Balance	Contributions	Draws	Transfer	Projected Closing Balance
Draws to fund Operations			(60,000)		(60,000)
Professional Development and Staff Engagement Projected Closing Balance	192,460		(60,000)		132,460
Provincial Grant					
Projected Opening Balance	601,250				601,250
Carryforward Capital			(601,250)		(601,250)
Provincial Grant Projected Closing Balance	601,250		(601,250)		-
Roads - Repair & Replacement					
Projected Opening Balance	7,127,530				7,127,530
Contributions from Operations		2,229,130			2,229,130
Draws to fund Operations			(411,370)		(411,370)
Carryforward Capital			(533,960)		(533,960)
New Capital Request					
24-CI-OI-07 Lake Drive N Revetment (Design)			(40,000)		(40,000)
24-CI-OI-08 Streetlight New/Rehab			(30,000)		(30,000)
24-CI-OI-09 Minor Capital Concrete (Sidewalks/CB/Curbs)			(100,000)		(100,000)
24-CI-OI-11 Pavement Marking /Sign upgrades			(20,000)		(20,000)
24-CI-OI-13 Signs/Active Transportation - Construction			(50,000)		(50,000)
24-CI-OI-14 Walkways - thru connections (mid-block crossings)			(20,000)		(20,000)
24-CI-OI-15 Bridge CA: Bi-annual OSIM Inspection			(25,000)		(25,000)
24-CI-OI-22 Station Road – Drainage Improvements			(70,000)		(70,000)
New Capital Request Total			(355,000)		(355,000)
Roads - Repair & Replacement Projected Closing Balance	7,127,530	2,229,130	(1,300,330)		8,056,330
Storm Water Repair and Replacement					
Projected Opening Balance	(250,000)				(250,000)
Contributions from Operations		100,000			100,000
New Capital Request					
24-CI-OI-01 SWM ponds CA - 20W Planning/Assessment baseline			(200,000)		(200,000)
24-CI-OI-02 SWM - Minor Culverts and Ditching			(275,000)		(275,000)
24-CI-OI-03 SWM - Major Culverts and Ditching (incl. design)			(250,000)		(250,000)
24-CI-OI-04 SWM CA: Road Crossing Culverts (1-3 m in dia.)			(40,000)		(40,000)
24-CI-OI-05 SWM CA: Linear (urban) - 10%/yr (7.1km) + MH/CB			(100,000)		(100,000)
24-CI-OI-06 SWM Watercourse - Vegetation Control			(10,000)		(10,000)
24-CI-OI-21 Alice Avenue Design and Construction			(250,000)		(250,000)
New Capital Request Total			(1,125,000)		(1,125,000)
Storm Water Repair and Replacement Projected Closing Balance	(250,000)	100,000	(1,125,000)		(1,275,000)
Tax Rate Stabilization					
Projected Opening Balance	7,608,580				7,608,580
Contributions from Operations		822,550			822,550
Draws to fund Operations			(457,550)		(457,550)
Draws to fund Contingencies			(1,500,000)		(1,500,000)
Carryforward Capital			(3,990,160)		(3,990,160)
New Capital Request					
24-CI-OI-23 Use of Town Resources to Support BIA Road - Pilot			(30,000)		(30,000)
24-CI-SI-01 Multi-Year Accessibility Plan			(175,000)		(175,000)
24-CI-SI-02 Climate Change Action Plan			(250,000)		(250,000)
24-CI-SI-03 Resident Satisfaction Survey			(60,000)		(60,000)
24-CI-SI-04 Corporate Broadband Roadmap			(15,000)		(15,000)
24-CI-SI-05 Develop Georgina's Health Care Strategy and Action Plan			(225,000)		(225,000)

Reserve Category	Projected Opening Balance	Contributions	Draws	Transfer	Projected Closing Balance
New Capital Request Total			(755,000)		(755,000)
Tax Rate Stabilization Projected Closing Balance	7,608,580	822,550	(6,702,710)		1,728,420
Wastewater - Fleet & Equipment - Repair & Replacement					
Projected Opening Balance	302,380				302,380
Contributions from Operations		31,450			31,450
New Capital Request					
24-CI-OI-19 VERS strategy			(255,000)		(255,000)
24-CI-SEW-06 SPS Generator Rehab			(200,000)		(200,000)
New Capital Request Total			(455,000)		(455,000)
Transfer				150,000	150,000
Wastewater - Fleet & Equipment - Repair & Replacement Projected Closing Balance	302,380	31,450	(455,000)	150,000	28,830
Wastewater - Infrastructure - Repair & Replacement					
Projected Opening Balance	2,223,400				2,223,400
Contributions from Operations		394,020			394,020
Draws to fund Operations			(190,680)		(190,680)
Carryforward Capital			(587,180)		(587,180)
New Capital Request					
24-CI-SEW-01 Gravity Sewer Main and Manhole Repair - From CA/I-I			(250,000)		(250,000)
24-CI-SEW-02 Gravity Sewer/MH (10%) - CA			(200,000)		(200,000)
24-CI-SEW-03 Condition Assessment of Sanitary Pumping Stations (12,13,17,20)			(165,000)		(165,000)
24-CI-SEW-04 SPS 1,2,7,8 Construction			(500,000)		(500,000)
24-CI-SEW-05 SPS 6,11, 18, 19 Design and Construction			(150,000)		(150,000)
New Capital Request Total			(1,265,000)		(1,265,000)
Wastewater - Infrastructure - Repair & Replacement Projected Closing Balance	2,223,400	394,020	(2,042,860)		574,560
Wastewater Rate Stabilization					
Projected Opening Balance	79,630				79,630
Contributions from Operations		406,510			406,510
Draws to fund Contingencies			(75,000)		(75,000)
Transfer				(150,000)	(150,000)
Wastewater Rate Stabilization Projected Closing Balance	79,630	406,510	(75,000)	(150,000)	261,140
Water - Fleet & Equipment - Repair & Replacement					
Projected Opening Balance	640,130				640,130
Contributions from Operations		31,450			31,450
New Capital Request					
24-CI-OI-19 VERS strategy			(255,000)		(255,000)
New Capital Request Total			(255,000)		(255,000)
Water - Fleet & Equipment - Repair & Replacement Projected Closing Balance	640,130	31,450	(255,000)		416,580
Water - Infrastructure - Repair & Replacement					
Projected Opening Balance	2,574,990				2,574,990
Contributions from Operations		206,580			206,580
Draws to fund Operations			(190,680)		(190,680)
Carryforward Capital			(119,950)		(119,950)
New Capital Request					
24-CI-DCAO-03 Water and Wastewater Financial Plan and Rate Study			(60,000)		(60,000)
24-CI-WAT-01 Water Service Connections - Contract 1 - Royal/Bayview			(1,170,000)		(1,170,000)
24-CI-WAT-02 Service Connections - Design of Contract 4,5,6			(400,000)		(400,000)
24-CI-WAT-03 Watermain Renewal The Queensway South - Joe Dales to Elmdale Avenue [761m] (D+C)			(228,300)		(228,300)
24-CI-WAT-04 Watermain Renewal High Street - Snooks Rd to Burke Street/River St to Dalton Rd [630m] (D+C)			(189,000)		(189,000)



Reserve Category	Projected Opening Balance	Contributions	Draws	Transfer	Projected Closing Balance
24-CI-WAT-05 Water Meter Replacement Program			(250,000)		(250,000)
24-CI-WAT-06 Line Valves & Hydrant - Rehabilitation & Replace			(200,000)		(200,000)
New Capital Request Total			(2,497,300)		(2,497,300)
Transfer				50,000	50,000
Water - Infrastructure - Repair & Replacement Projected Closing Balance	2,574,990	206,580	(2,807,930)	50,000	23,640
Water Rate Stabilization					
Projected Opening Balance	348,650				348,650
Contributions from Operations		112,830			112,830
Draws to fund Contingencies			(75,000)		(75,000)
Transfer				(50,000)	(50,000)
Water Rate Stabilization Projected Closing Balance	348,650	112,830	(75,000)	(50,000)	336,480
Waterfront Parks					
Projected Opening Balance	3,178,360				3,178,360
Contributions from Operations		205,000			205,000
Carryforward Capital			(5,000)		(5,000)
New Capital Request					
24-CI-CS-06 Holmes Point Washrooms			(130,000)		(130,000)
24-CI-CS-07 Terrace Park			(15,000)		(15,000)
New Capital Request Total			(145,000)		(145,000)
Waterfront Parks Projected Closing Balance	3,178,360	205,000	(150,000)		3,233,360
Discretionary Total	50,867,500	12,090,950	(26,573,620)	-	36,384,830
Obligatory					
Building Division					
Projected Opening Balance	719,260				719,260
Contributions from Operations		289,250			289,250
Building Division Projected Closing Balance	719,260	289,250			1,008,510
Canada Community Building Fund					
Projected Opening Balance	6,730,110				6,730,110
Contributions		1,503,070			1,503,070
Carryforward Capital			(1,967,590)		(1,967,590)
New Capital Request					
24-CI-CS-03 Parks Repair and Remediation Program			(575,000)		(575,000)
24-CI-OI-10 PMS - 2024 Road Repairs & Construction			(2,500,000)		(2,500,000)
24-CI-OI-12 Pollock Road Construction			(700,000)		(700,000)
24-CI-OI-16 B4 Old Shiloh: Engineering Design (15%)			(250,000)		(250,000)
24-CI-OI-17 Pefferlaw Dam Repairs - Estimated increases			(1,000,000)		(1,000,000)
New Capital Request Total			(5,025,000)		(5,025,000)
Canada Community Building Fund Projected Closing Balance	6,730,110	1,503,070	(6,992,590)		1,240,590
Cannabis Legalization					
Projected Opening Balance	26,930				26,930
Cannabis Legalization Projected Closing Balance	26,930				26,930
Cash in Lieu of Parkland					
Projected Opening Balance	5,107,820				5,107,820
Carryforward Capital			(250,000)		(250,000)
New Capital Request					
24-CI-CS-04 Ainslie Hill Park and Trail Development			(664,000)		(664,000)
New Capital Request Total			(664,000)		(664,000)
Transfer				7,040	7,040



Reserve Category	Projected Opening Balance	Contributions	Draws	Transfer	Projected Closing Balance
Cash in Lieu of Parkland Projected Closing Balance	5,107,820		(914,000)	7,040	4,200,860
COVID-19					
Projected Opening Balance	227,820				227,820
Carryforward Capital			(227,820)		(227,820)
COVID-19 Projected Closing Balance	227,820		(227,820)		-
Development Charges					
Projected Opening Balance	18,585,880				18,585,880
Contributions		6,000,000			6,000,000
Draws to fund Operations			(4,003,190)		(4,003,190)
Carryforward Capital			(1,287,360)		(1,287,360)
New Capital Request					
24-CI-CS-04 Ainslie Hill Park and Trail Development			(776,000)		(776,000)
24-CI-DS-01 Development Engineering Comprehensive Design Criteria Review			(250,000)		(250,000)
New Capital Request Total			(1,026,000)		(1,026,000)
Development Charges Projected Closing Balance	18,585,880	6,000,000	(6,316,550)		18,269,330
Judge's Plan					
Projected Opening Balance	7,040				7,040
Transfer				(7,040)	(7,040)
Judge's Plan Projected Closing Balance	7,040			(7,040)	-
Tree Compensation					
Projected Opening Balance	363,160				363,160
Tree Compensation Projected Closing Balance	363,160				363,160
Obligatory Total	31,768,020	7,792,320	(14,450,960)	-	25,109,380
Capital Line of Credit					
Civic Centre					
Carryforward Capital			(13,314,400)		(13,314,400)
New Capital Request					
18-CAO-2/19-FAC-3/SI-2023-0105* Replacement of the Civic Centre (Carryforward Cash Flow)			(3,000,000)		(3,000,000)
New Capital Request Total			(3,000,000)		(3,000,000)
Civic Centre Projected Closing Balance			(16,314,400)		(16,314,400)
Capital Line of Credit Total			(16,314,400)		(16,314,400)
Projected Closing Balance	82,635,520	19,883,270	(57,338,980)	-	45,179,810



2024 OPERATING BUDGET

Corporate - Budget Summary

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE
Administrative Allocations	(258,110)					(258,110)	0%	0
General Tax Levy	(51,349,670)	(1,052,670)			(2,885,730)	(55,288,070)	8%	(3,938,400)
Grants	(57,610)			8,640		(48,970)	-15%	8,640
Investment Revenue	(1,000,000)					(1,000,000)	0%	0
Supplementary Taxes	(575,000)					(575,000)	0%	0
Town Library Grant	2,636,690	615,000		7,790	94,060	3,353,540	27%	716,850
Contributions to Capital Reserves	8,580,690				1,048,050	9,628,740	12%	1,048,050
Contributions to Operating Reserves	719,860			185,150		905,010	26%	185,150
Contributions to Growth Reserves	1,608,540	(1,406,610)			0	201,930	-87%	(1,406,610)
Debentures	772,820				0	772,820	0%	0
Grand Total	(38,921,790)	(1,844,280)		201,580	(1,743,620)	(42,308,110)	9%	(3,386,320)



2024 OPERATING BUDGET

Corporate - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Administrative Allocations									
Expense									
Salaries and Benefits	(258,110)					(258,110)	0%	0	
Expense Total	(258,110)					(258,110)	0%	0	
Administrative Allocations Total	(258,110)					(258,110)	0%	0	
Contributions to Capital Reserves									
Expense									
Contributions to Capital Reserves	8,580,690				1,048,050	9,628,740	12%	1,048,050	2% Infrastructure Levy
Expense Total	8,580,690				1,048,050	9,628,740	12%	1,048,050	
Contributions to Capital Reserves Total	8,580,690				1,048,050	9,628,740	12%	1,048,050	
Contributions to Growth Reserves									
Expense									
Contributions to Growth Reserves	1,608,540	(1,406,610)			0	201,930	-87%	(1,406,610)	MURC growth provision transferred to MURC budget
Expense Total	1,608,540	(1,406,610)			0	201,930	-87%	(1,406,610)	
Contributions to Growth Reserves Total	1,608,540	(1,406,610)			0	201,930	-87%	(1,406,610)	
Contributions to Operating Reserves									
Expense									
Contributions to Operating Reserves	719,860			185,150		905,010	26%	185,150	Increase in contingency estimates for collective agreements and non-union
Expense Total	719,860			185,150		905,010	26%	185,150	
Contributions to Operating Reserves Tot:	719,860			185,150		905,010	26%	185,150	
Debentures									
Revenue									
Provision from Reserve					(3,948,190)	(3,948,190)		(3,948,190)	
Revenue Total					(3,948,190)	(3,948,190)		(3,948,190)	
Expense									
Debenture Repayment	772,820				3,948,190	4,721,010	511%	3,948,190	
Expense Total	772,820				3,948,190	4,721,010	511%	3,948,190	
Debentures Total	772,820				0	772,820	0%	0	
General Tax Levy									
Revenue									
Tax Levy	(51,349,670)	(1,052,670)			(2,885,730)	(55,288,070)	8%	(3,938,400)	2.05% assessment growth
Revenue Total	(51,349,670)	(1,052,670)			(2,885,730)	(55,288,070)	8%	(3,938,400)	
General Tax Levy Total	(51,349,670)	(1,052,670)			(2,885,730)	(55,288,070)	8%	(3,938,400)	
Grants									
Revenue									
Donations & Grants & Misc Revenue	(57,610)			8,640		(48,970)	-15%	8,640	
Revenue Total	(57,610)			8,640		(48,970)	-15%	8,640	
Grants Total	(57,610)			8,640		(48,970)	-15%	8,640	
Investment Revenue									
Revenue									
Interest and Penalty	(1,000,000)					(1,000,000)	0%	0	
Revenue Total	(1,000,000)					(1,000,000)	0%	0	



2024 OPERATING BUDGET

Corporate - Budget Details

	2024 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	OTHER	2024 BUDGET	BUD/BUD % VARIANCE	BUD/BUD \$ VARIANCE	COMMENTS
Investment Revenue Total	(1,000,000)					(1,000,000)	0%	0	
Supplementary Taxes									
Revenue									
Payment In Lieu & Supplemental Tax	(575,000)					(575,000)	0%	0	
Revenue Total	(575,000)					(575,000)	0%	0	
Supplementary Taxes Total	(575,000)					(575,000)	0%	0	
Town Library Grant									
Expense									
Library Grant	2,636,690	615,000		7,790	94,060	3,353,540	27%	716,850	Increase in Library Grant, including Discovery Branch
Expense Total	2,636,690	615,000		7,790	94,060	3,353,540	27%	716,850	
Town Library Grant Total	2,636,690	615,000		7,790	94,060	3,353,540	27%	716,850	
Grand Total	(38,921,790)	(1,844,280)		201,580	(1,743,620)	(42,308,110)	9%	(3,386,320)	



Town of Georgina
24-SI-OI-01
Staffing Initiative

Title of Request:	Water Operator	Business Case Type: Staffing Initiative
Department:	Operations & Infrastructure	Business Case number: 24-SI-OI-01
Division:	Water	Budget Year: 2024
Budget Request:	\$104,000 (salary - \$80,000 + payroll - \$24,000)	Funding Source: Water/Wastewater Rates

Project Description:

Water/wastewater Operations is responsible for delivering potable water and collecting wastewater from the residents of Keswick and Sutton. These operations operate in the background, often unnoticed, but have zero tolerance for malfunctions that disrupt the service. As such, this essential service requires adequate resources to ensure all preventative checks and inspections are taking place and that no system disruption or failure occurs. Further, as the system expands due to development, resourcing to support this expansion must be planned.

Since the most recent staffing expansion, the division has assumed operating responsibility of:

- 2 x Sewage Pumping Stations
- 1 x Water Booster Station
- 1 x Interim Sewage Pumping Station
- More than 15 km of water main and wastewater mains
- More than 60 Fire Hydrants

Programmed maintenance of these assets is required under current legislation, to ensure 3 critical functions:

1. Water is safe to drink at all points within the system
2. Water is available for firefighting
3. Wastewater flows meet expected flow rates

This business case is to adequately resource Water and Wastewater Services with a Full-time Permanent Class I/II Operator to support the programmed and non-programmed (Emergency) maintenance of these new, and all existing, assets.

1. Proposed Year of Initiative (Start date and End Date): Q1 2024 – Ongoing

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

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

Risk Management: Ensuring service delivery of essential services is maintained throughout any staffing fluctuations.

Growth: Development adds assets that need to be maintained, tested, monitored

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

Priority 1: Delivering Service Excellence – Proactively manage infrastructure and assets to ensure service continuity.

4. Main/Desired Goal or Outcomes/Benefits:

Uninterrupted operations and service delivery on Water and Waste Water assets
Meeting Continual Improvement Element 21. DWQMS

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input checked="" type="checkbox"/> Water/Wastewater	<p>Total Cost:</p> <p style="text-align: center;">\$104,000</p> <hr style="width: 20%; margin-left: auto; margin-right: 0;"/> <p>Recovery:</p>

<input checked="" type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Other:	
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6. Other Considerations or Efficiency Options:

Can the request be deferred? No, with the additional pumping stations now online, an additional operator is necessary.

Is it more efficient to contract out the initiative? No

Can this initiative be combined with other present functions? No, currently no function similar in nature.

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:



Town of Georgina

24-SI-LS-01

Staffing Initiative

Title of Request:	Municipal Law Enforcement Supervisor	Business Case Type: Staffing Initiative
Department:	Legislative Services	Business Case number: 24-SI-LS-01
Division:	Municipal Law Enforcement	Budget Year: 2024
Budget Request:	\$133,250 (salary - \$102,500 + payroll - \$30,750)	Funding Source: Assessment Growth

Project Description:

An increase in growth, service expectations and service requests for enforcement leads to a need for a permanent Supervisor of Municipal Law Enforcement.

Municipal Law Enforcement (MLE) staff work 7 days a week throughout the year. This continuous operation requires additional supervision beyond regular working hours to ensure effective management and service delivery. In 2022 and 2023, the MLE Division employed a temporary supervisor and work was scheduled according to the needs of the division at different times of the year. The fact that a temporary supervisor was employed for 2 years highlights the recognition of this need, but a permanent position is now necessary. Further, the quantity of public service requests received by the MLE Division has almost doubled since 2018, necessitating a dedicated supervisor to ensure efficient and timely response to these requests.

A Supervisor will assist in managing MLE staff, including officers and administrative staff, as well as the school crossing guard program. Currently, the MLE Division employs six permanent MLE officers, including an additional six officers during the summer months, two administrative staff and over a dozen school crossing guards. The Supervisor will play an instrumental role in the training of seasonal employees, providing better customer service to the residents and visitors in the Town of Georgina.

Management has looked at restructuring the MLE Division to accommodate a Supervisor without increasing the overall amount of employees, however, it has been determined that the approach is not feasible with the increasing demands for service.

1. **Proposed Year of Initiative (Start date and End Date):** Q1 2024

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

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

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

A Supervisor will assist the division in providing exceptional customer service.

4. Main/Desired Goal or Outcomes/Benefits:

Increased supervision and direction for staff. Improved customer service.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input checked="" type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input checked="" type="checkbox"/> Assessment Growth <input type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 133,250</p> <hr style="width: 20%; margin-left: auto; margin-right: 0;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No, there are increasing demands on Municipal Law Enforcement.

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

Can this initiative be combined with other present functions? No.

Can the services model be changed to reduce this demand without reducing service levels? No, there is an expectation from residents to provide more services.

Can technology be leveraged? N/A

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.

7. Other Comments / Gallery:



Title of Request:	Web Content Specialist	Business Case Type: Staffing Initiative
Department:	Strategic Initiatives	Business Case number: 24-SI-SI-01
Division:	Communications	Budget Year: 2024
Budget Request:	\$88,400 (salary - \$68,000 + payroll - \$20,400)	Funding Source: Assessment Growth

Project Description:

The Communications Division supports all areas of the corporation, responsible for internal and external communications to a variety of stakeholders including residents, businesses, visitors and media. The Town’s corporate website is a powerful tool to communicate with its audience, ensuring quick access to the information or service they are seeking. With more than 1.6 million page views per year, it is the corporation’s top communication method to communicate with residents. An effective website is no longer a nice to have, but a critical piece of infrastructure that the site visitors expect. Whether it is to find places to eat, obtain online services, register for a recreation program or serve as a critical communication tool in emergencies, the Town’s website must continually evolve to serve the needs of those who use it.

In 2021, a contract Web Content Specialist was hired through the online services grant to lead a website enhancement initiative that included the following high-level components:

1. Content cleanup - analyzing the existing web pages and implementing web page consolidations/enhancements, including addressing the Accessibility for Ontarians with Disabilities Act (AODA) compliance requirements related to the Town’s website.
2. Transitioning to a mobile-friendly website design
3. Conducting analysis and implementing a website chat option
4. Supporting the migration of the website to a new platform in collaboration with IT and consulting services
5. Identifying and resolving website issues (e.g. search issues, etc.)
6. Reviewing roles and responsibilities and implementing process enhancements for the ongoing content maintenance (e.g., Web Content Specialists to serve as a centralized point of contact for all web content updates, training and AODA compliance related to web content)

The Web Content Specialist worked with each division to review and consolidate five thousand web pages. When content flows through this one position, it allows for consistency, content review, hyperlinks validation, and ensuring compliance with accessibility legislative requirements. Prior to the hiring of the Web Content Specialist, content contributors from each area of the corporation would submit web page updates to staff in ITS to

publish. While ITS performed the function of publishing the page, their expertise does not extend to the skill set of the Web Content Specialist who reviews and creates content from a legislative, functional, and user perspective.

In 2018 and 2022, the Communications Division conducted external communications surveys to help inform the corporate communication plan. The survey focused on the communication preferences of its audience, asking respondents their preferred methods to receive Town information. In both surveys, the website ranked as the top communication tool – above social media and newspaper. This is also supported by the increased traffic on the site as illustrated in the below graph.



Newspaper

In September 2023, Metroland Media Group announced the move to a digital-only model, ceasing the production and distribution of its local newspapers citing “unsustainable financial losses stemming from the changing preferences of consumers and advertisers.” The preference is digital and the Town must ensure it is also shifting accordingly. In Georgina, this meant the loss of the weekly Advocate, the communications vehicle used to provide residents with the Town Page. The weekly Town Page provided updates on Town programs and services, engagement opportunities and upcoming Council meetings, directing readers to the website for more information. With the loss of this communication tool, the corporate website becomes even more critical as a primary source for information, and the need for it to be prioritized accordingly.

Customer Service

Current, accessible information is key to maintaining an informed and engaged community. With the website serving as the Town’s central information hub, it must be kept a priority. Residents are busy and expect to find the information they are seeking quickly and with ease. When residents can find information easily on the website, it reduces the need to take further steps including calling their Councillor or Customer Service. A staff member dedicated to supporting the website is critical to achieving this. The Web Content Specialist launched and currently oversees an important customer service feature, the web chat function on the homepage. This popular feature requires daily monitoring ensuring inquiries are responded to as well as content updates are applied when changes arise.

Public Engagement

The Town is committed to providing engagement opportunities for the public, ensuring their voices are heard through the local decision-making process. The Web Content Specialist supports engagement activities by facilitating and managing online feedback platforms as well as mapping corporate engagement activities on the engagement calendar to ensure that the Communications Division can appropriately support the activities.

Legislative requirements

In 2005, Accessibility for Ontarians with Disabilities Act (AODA) compliance laws were established for Ontario's public and private entities. The AODA is intended to protect Ontarians with mental or physical disabilities, ensuring widespread accessibility standards by 2025. The standards require organizations to create policies and practices that identify, remove, and prevent barriers for people with disabilities. The Web Content Specialist performs a critical role in ensuring these legislative requirements, related to website and web content, are met, and that the Town’s number one communication tool is accessible and inclusive to all who visit it.

Online Self Serve

As residents seek to have more services available online, this position continues to support process automation related to the online self-serve program. To date, the Web Content Specialist has supported a number of online processes including burn and building permits, parking passes, marriage licenses, business licenses and site alteration and entrance permits.

Emergencies

The contract for the Web Content Specialist began during the pandemic. In addition to supporting the website, the diverse skill set allowed for much-needed support to the Communications Division during this time. Communication was and continues to be a critical component of the Town’s response to any emergency situation. The ability to write content is an essential skill set for the Division, extending to the website, social and all external pieces. A small Division with an extraordinary mandate, the public has high expectations when receiving information, and a risk exists when not resourced accordingly. This position also provides critical support as it relates to Business Continuity, ensuring consistency in service delivery.

Branding

Having ‘one voice’ on the website supports the Town’s branding efforts. Multiple staff contributors filtering through a department that focuses on technical requirements (ITS) may lead to a fragmented voice. When content is filtered through one position this is avoided.

1. Proposed Year of Initiative (Start date and End Date): *2024 Ongoing*

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

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

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

- Delivering Service Excellence
- Commit to citizen-centric service delivery
- Implement the Customer Service Strategy
- Continue to modernize and digitize internal and external processes and services
- Implement the 2023-2026 Corporate Communications Plan

4. Main/Desired Goal or Outcomes/Benefits:

Supporting the Town’s #1 communication tool as identified by the public, ensuring information is easily accessible, providing exceptional customer service and ensuring AODA legislative requirements, related to the website and web content, are met.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input checked="" type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input checked="" type="checkbox"/> Assessment Growth <input type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: right;">\$ 88,400</p> <hr style="width: 20%; margin-left: auto; margin-right: 0;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No. The website requires daily support and this position leads to that.

Is it more efficient to contract out the initiative? No. This is a specialized skill set that is required in-house, providing a consistent voice to the corporation’s number one communications tool.

Can this initiative be combined with other present functions?
 ITS has indicated they are not able to adequately support given their workload

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? This position leverages technology

Can the service delivery be shared with other Town Departments/Agencies or municipalities?

This position supports the corporation with Communications and ITS as primary support areas

7. Other Comments / Gallery:

In addition to playing a lead role in ensuring the website maintains legislative compliance, the position would ensure the municipality is responsive to the needs of the community while continuing to monitor and implement municipal best practices in website functionality and customer service. This includes the development of additional portals and microsites, interactive maps, and engagement platforms.



Title of Request:	Grant Program Manager	Business Case Type: Staffing Initiative
Department:	Strategic Initiatives	Business Case number: 24-SI-SI-02
Division:	Strategy and Transformation	Budget Year: 2024
Budget Request:	\$160,550 (salary \$123,500 + payroll - \$37,050)	Funding Source: Discretionary Reserve

Project Description:

In the 2023-27 Corporate Strategic Plan, “Continue to strengthen the Corporate Grants Program to acquire grants on behalf of the Town” is identified as a priority initiative.

The Corporate Grants Program has been evolving and expanding since 2020. Since September of 2020 to-date, the Town has captured over \$4.5M in competitive grants and over \$5.4M are under review.

Through the 2022 budget, Council established a \$50,000 specialized grant writing services budget line. It was converted into a Temporary Part-Time Grant Specialist position to support the Corporate Grant Program. The Grant Specialist, under the direction of the Manager, Corporate Strategy and Transformation, performs a wide range of key functions necessary for the grant application research, development, submission and reporting process; proactively monitors grant opportunities and forms partnerships with various levels of government and the private sector; leads the Grant Working Group.

With the increased competition and complexity of grant programs, applications and reporting, there is a need to focus additional efforts on the Corporate Grants Program in order to remain successful and potentially increase the number of grant approvals. Given the above, staff are recommending to convert the Temporary Part-Time Grant Specialist position into a dedicated Permanent Full-Time position.

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

January 1, 2024 – ongoing

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

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

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

2023-2027 Strategic Plan:

- Pillar – Delivering Service Excellence
- Goal - Ensure continued financial sustainability and accountability
- Initiative - Continue to strengthen the Corporate Grants Program to acquire grants on behalf of the Town

In addition, The Corporate Grant Program will continue to support the implementation of the Town’s various strategies, plans, operating programs, capital works programs, etc.

4. Main/Desired Goal or Outcomes/Benefits:

The requested staff resource is necessary in order to support and advance the Corporate Grant Program as outlined in the Corporate Strategic Plan.

This position will increase both our capacity and level of competitiveness in applying for external grant opportunities and ultimately capture more external funding to help implement the Town’s various strategies, plans, operating programs, capital works programs, etc.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees	<p>Total Cost:</p> <p style="text-align: center;">\$ 160,550</p> <hr style="width: 20%; margin-left: auto; margin-right: auto;"/> <p>Recovery:</p>

<input type="checkbox"/> Staffing one-time (2024 only) <input checked="" type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	
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6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes, but not recommended due to the desire to maintain and advance the Corporate Grant Program. It is anticipated that the province and federal government will continue looking to direct money to stimulus-type grants that the Town will want to leverage. Many grant programs will be over-subscribed requiring municipalities to prepare very competitive submissions to improve their chance of success.

Is it more efficient to contract out the initiative? As a result of the Temporary Part-Time Grant Specialist pilot position, a dedicated position has proven to be more efficient than contracting out services.

Can this initiative be combined with other present functions? No, a unique skillset is required in order for this position to be effective.

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? N/A

Can the service delivery be shared with other Town Departments/Agencies or municipalities? This is a corporate position that supports all departments, particularly with finding grants to fund capital projects.

7. Other Comments / Gallery:



Town of Georgina
24-SI-LI-01
Staffing Initiative

Title of Request:	Library Staffing	Business Case Type: Staffing Initiative
Department:	Public Library	Business Case number: 24-SI-LI-01
Division:	Public Library	Budget Year: 2024
Budget Request:	\$16,000 (salary - \$6,670 + payroll \$9,330)	Funding Source: Tax Levy

Project Description:

A: Redistribution of Children’s & Youth Services Assistant staff hours (\$8,000)

Redistribute existing Children’s & Youth Services Assistant (CYSA) programming hours to create a second full-time position, which will result in a \$8,000 budget impact due to an increase from single to family benefits. With the redistribution, the hours would now be as follows:

- 1 position at 31 hours per week (current PFT at 35 h/wk; reduction in hours due to redistribution).
- 1 position at 28 hours per week (current PPT at 24 h/wk; increase in hours due to redistribution).
- 1 position remains at 24 hours per week.

B: eServices Technician increase in hours (\$8,000)

The Library currently employs one (1) full-time eServices Technician and one (1) part-time eServices Technician (average of 21 hours per week). These staff provide technology and reference support to all library staff, as well as front-line technical support and training for residents. Our current staffing hours do not allow coverage by eServices Technicians for all Library opening hours, and our Pefferlaw Branch rarely has a technician on-site. Due to current under-staffing, and the increased demand for this specialized skill set in our growing Library and community, an increase to full-time hours for our part-time eServices Technician is required, which will be phased in over several years to minimize annual budget impacts.

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

Q1 2024 ongoing

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

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

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

Georgina’s Game Plan 2023-2027

Delivering Service Excellence, Section 4.6: Support implementation of the Library Strategic and Master Plans

Library Services & Facility Master Plan

- 2.3.10 Community Relationships and Engagement
- 7.7.1 Low Staffing Levels

4. Main/Desired Goal or Outcomes/Benefits:

A: Redistribution of CYSA staff hours

Having an additional full-time CYS staff member allows us to better attract and retain qualified staff. This allows for more consistent program offerings for residents.

B: eServices Technician increase in hours

Better technical and informational support for all four (4) library branches. This directly relates to resident satisfaction in our community.

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

Estimated cost would be \$8,000 per year per position.

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only)	<input checked="" type="checkbox"/> Tax Levy	Total Cost:

<input type="checkbox"/> Operating re-occurring (2024 and future) <input type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input checked="" type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Assessment Growth <input type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>\$ 16,000 per year</p> <hr/> <p>Recovery:</p>
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6. Other Considerations or Efficiency Options:

Can the request be deferred? No

Is it more efficient to contract out the initiative? No

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:



Town of Georgina
24-NI-OI-01
Operating Initiative

Title of Request:	On Call Staffing	Business Case Type: Operating Initiative
Department:	Operations & Infrastructure	Business Case number: 24-NI-OI-01
Division:	Fleet Services	Budget Year: 2024
Budget Request:	\$35,000	Funding Source: Tax Levy

Project Description:

Winter climate and weather create increased maintenance and repair needs on critical fleets within the Town due to the extreme temperature, precipitation and operating durations. Winter maintenance equipment used for highways, parking lots, sidewalks, and ROC operations, as well as all heavy fire apparatus, are the most vulnerable to these operating pressures (e.g. pumps on fire trucks operating at extreme cold).

Downtime associated with these critical operations can significantly impact the Town’s ability to react or operate the desired service. Therefore, winter on-call staffing can be beneficial to support these operations by providing a quicker response time and increasing productivity. With 24-hour on-call staffing, there is always someone available to respond to emergencies or urgent requests, ensuring that issues are addressed quickly and efficiently.

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

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

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

Risk management: Limiting downtime of the Town’s critical operating departments including Fire, ROC, and winter operations.

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity

4. Main/Desired Goal or Outcomes/Benefits:

To provide enhanced service after hours and on weekends to support critical town services.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input checked="" type="checkbox"/> Staffing re-occurring (2024 and future)	<input checked="" type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 35,000</p> <hr style="width: 20%; margin-left: auto; margin-right: 0;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes

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

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:



Town of Georgina
24-NI-CS-01
Operating Initiative

Title of Request:	Parks Contracted Services and Seasonal Staff	Business Case Type: Operating Initiative
Department:	Community Services	Business Case number: 24-NI-CS-01
Division:	Parks	Budget Year: 2024
Budget Request:	\$250,000	Funding Source: Tax Levy

Project Description:

Parks requires funding for Contracted Services to maintain the minimum services standards as outlined in the Parks Maintenance Standards Guide. This funding will support contracted grass cutting services and seasonal staffing. This will allow the Parks Division to keep up with the consistent growth in Georgina while maintaining our service standards.

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

Q1, 2024

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

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

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

Proactively manage infrastructure and assets to ensure service continuity

4. Main/Desired Goal or Outcomes/Benefits:

- a. **Grounds Maintenance Contracted Services (\$100,000)**

Additional funding is required to maintain the minimum services standards as outlined in the Parks Maintenance Standards Guide. This funding was previously funded through Covid Funds, therefore this budget request will allow us to maintain current contracted services for grass cutting which is essential to the appearance and expected service level for our parks and green space.

Without the added funds it would directly impact the amount of green space that can be maintained under our current budgeted dollars. This would result in an inadequate appearance of parks and green space including but not limited to boulevards, cemeteries, community halls, waterfront parks, walking paths etc.

b. Additional Funding for Seasonal Parks Staff (\$150,000)

The Parks Division is unable to keep up with the demand required in order to meet all of our set requirements with regards to inspections, maintenance and service level standards. In addition, the Horticulture Team works diligently to beautify areas in Georgina and provide gardens and hanging baskets within the community. Demand and Inventory has increased for horticulture related items such as gardens, subdivision entrance features, boulevard island features and hanging baskets.

The demand on the Parks Division has drastically increased during the summer months between May to September. Staff have taken a close look at the additional parks and green spaces brought on over the past few years such as Julia Munro, Garrett Styles, Treasure Hill, Wyndham Park, Richmond Park, PIP, LINK, Wolfgate, Pefferlaw Fire Hall to name a few. The addition of these spaces equates to over 6,000 hours of staff time in order to maintain the additional parks. The most efficient way to address this demand is with seasonal employees. Seasonal employees can be deployed to assist full time staff with items such as grass cutting, garbage removal, gardening and maintenance. This in turn will allow our more qualified and trained staff to perform the required inspections and documentation of our parks, splash pad, trails and bridges. The requested \$150,000 funding will allow us to hire additional seasonal employees in 2024 and beyond which will substantially improve efficiency and maintenance moving forward.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input checked="" type="checkbox"/> Operating re-occurring (2024 and future) <input type="checkbox"/> Capital one-time	<input checked="" type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input type="checkbox"/> Reserves	<p>Total Cost:</p> <p>\$ 250,000</p> <hr/>

<input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input checked="" type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	Recovery:
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6. Other Considerations or Efficiency Options:

Can the request be deferred? No

Is it more efficient to contract out the initiative? Yes

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:



Town of Georgina
24-NI-FS-01
Operating Initiative

Title of Request:	Training and Professional Development	Business Case Type: Operating Initiative
Department:	Fire & Rescue Services	Business Case number: 24-NI-FS-01
Division:	Training	Budget Year: 2024
Budget Request:	\$32,950	Funding Source: Tax Levy

Project Description:

Increase Training Professional Development: \$32,950

This request will reflect:

- Course costs/registration fees
- Textbooks and materials
- Wages for full-time staff to instruct our suppression staff on courses for NFPA Certification
- Wages for full-time staff to attend AS&E Certification testing as mandated by the province

1. Proposed Year of Initiative (Start date and End Date): Q1 2024 to Q4 2024

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

- Legislative,
 Growth
 Risk Management,
 Service Level Change,
 Strategic Priority,
 Efficiency,
 Adopted Plan/Study
 Other (please specify) O.Reg 343/22 (Firefighter Certification) and NFPA Standards.

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

- Delivering Service Excellence
 - Commit to citizen-centric service delivery
 - Support employee engagement, development and well-being
 - Ensure continued financial sustainability and accountability
 - Build a future-focused, results-driving organization

- Creating a Vibrant, Healthy and Safe Community for All
 - Support a safe, healthy and inclusive community

4. Main/Desired Goal or Outcomes/Benefits:

Compliance with O.Reg 343/22 to certify for NFPA Standards for Firefighters.

As legislated by the Ontario Government in Ontario Regulation 343/22, firefighters are now required to be certified in the skills they perform by July 1, 2026. In addition, fire services that perform higher-skill rescue services have an extended deadline to July 1, 2028, to meet their higher-skill certifications. This budget request provides funding for course costs, materials and actual certification skill and testing costs for our firefighters.

The certifications that will be funded are as follows:

- NFPA 1002 Pumper Operations for our drivers
- NFPA 1021 Officer I/II certifications for our supervisors
- NFPA 1031 Fire Inspector Level I
- NFPA 1041 Instructor I for internal teaching and training
- NFPA 1072 certifications for Hazardous Materials
- NFPA 1006 Standard for Technical Rescue

This will be on-going within the department to achieve and maintain compliance with the regulations.

5. Cost/ Financial Impact, Recovery and Net Impact: Legislative Requirements

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input checked="" type="checkbox"/> Operating re-occurring (2024 and future) <input type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only)	<input checked="" type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater	<p>Total Cost:</p> <p style="text-align: center;">\$32,950</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

<input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Other:	
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6. Other Considerations or Efficiency Options:

Can the request be deferred? No.

Is it more efficient to contract out the initiative? No.

Can this initiative be combined with other present functions? No.

Can the services model be changed to reduce this demand without reducing service levels? No.

Can technology be leveraged? No.

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.

7. Other Comments / Gallery:



Town of Georgina
24-NI-CAO-01
Operating Initiative

Title of Request:	Professional Development: Training	Business Case Type: Operating Initiative
Department:	Office of Chief Administrative Officer	Business Case number: 24-NI-CAO-01
Division:	Human Resources	Budget Year: 2024
Budget Request:	\$49,310	Funding Source: Tax Levy

Project Description:

This is to request funding for corporate-wide training initiatives Equity, Diversity, and Inclusion (EDI), which is a strategic objective.

EDI Training

As a responsible town, we have identified the need to develop an EDI strategy that supports a more inclusive workplace. Our first main priority will be to provide EDI training to all employees through the 4 online modules prepared by the Canadian Centre of Diversity and Equity (CCDI). Employees can complete one module per week over 4 consecutive weeks, taking approximately one hour to complete each module. We will then encourage a debrief session by the manager and HR to discuss key learning. This training will provide employees with a strong EDI understanding of the fundamentals of EDI. To assist us in launching a comprehensive EDI program, we would require some assistance from CCDI.

- The training cost for the 4 EDI modules through CCDI is \$12,000 plus HST and we would request the balance of our request towards consultation support for the program launch.
- The Diversity Meter Survey step costs \$20,000 through CCDI where they would conduct a voluntary survey of our employees, with communication to staff explaining why we would like to collect this information and its confidentiality. Questions would include how inclusive they feel in the workplace.
- \$3,000 CCDI Annual Membership Fee for access to EDI content and webinars

We would share the EDI cost with Georgina Library based on headcount:

Total cost for EDI is \$35,000 (\$12,000 training modules, \$20,000 employee survey and \$3,000 CCDI membership)

Library staff is 50, Town staff is 300 = 17% of total EDI cost is allocated to Library budget

\$2,040 of \$12,000 (4 training modules) to Library budget

\$3,400 of \$20,000 (employee survey) to Library budget

\$510 of \$3,000 (CCDI membership) to Library budget

\$5,950 EDI cost to Library budget (\$2,040 training modules, \$3,400 employee survey, \$510 membership fee)
 \$29,050 EDI cost to Town budget (\$9,960 training modules, \$16,600 employee survey, \$2,490 membership fee)

Corporate-Wide Training Initiatives

The corporate-wide training initiatives include SmarterU Learning Management System, legislative orientation, employee awareness and leadership training. The cost breakdowns are shown below:

- \$3,260 of \$5,775 plus HST % – SmarterU Learning Management System annual platform, cost shared with Town of King
- \$7,000 inclusive of HST for legislative orientation training cost at \$35/pp x 200 seasonal and permanent staff hired per year
- \$5,000 Employee Awareness initiatives including Anti-Bullying, Respectful Workplace annual training review
- \$5,000 Leadership training – as Identified by Employee Engagement Survey, including 360 feedback reports
- \$20,260 Corporate Wide Training cost to Town budget

Total request = \$29,050 EDI + \$20,260 Corporate-Wide Training Initiatives = \$49,310

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

Q1 2024 – Q2 2025

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

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

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

- Support employee engagement, development and well-being:
1. Refresh and implement the Human Resources Strategy
 2. Develop and implement an Equity, Diversity and Inclusion Strategy

4. Main/Desired Goal or Outcomes/Benefits:

Through management being trained on the fundamentals of EDI, we can achieve a more diverse employee base that is inclusive. A diverse workforce will be representative of our town’s changing demographics and set us up for success. Through employee awareness, the risk of harassment claims is lowered.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input checked="" type="checkbox"/> Operating re-occurring (2024 and future) <input type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input checked="" type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 49,310</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No as it is on our Strategic Plan, initiative 1.2.1 and 1.2.2 to Support Employee Engagement, Development and Well-being

Is it more efficient to contract out the initiative? Yes, we would be working with the Canadian Centre of Diversity and Inclusion (CCDI) to assist us in providing a baseline of our employee diversity through an employee survey to identify what gaps exists so that we can create an EDI plan to address the gaps.

Can this initiative be combined with other present functions? We are sharing the costs with the Georgina Library for the EDI portion of the training.

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

Can technology be leveraged? No, we need to purchase the training from CCDI. As we look for further leadership training to address any identified gaps, we can look at cost effective options such as purchasing training videos to be rolled out to all employees where possible.

Can the service delivery be shared with other Town Departments/Agencies or municipalities? We are sharing the costs with the Georgina Library for the EDI training, we also look to share training content with our N6 partners where possible.

7. Other Comments / Gallery:



Town of Georgina
24-OI-SI-01
Operating Initiative

Title of Request:	Advertising, Special Events/Downtown Revitalization, Investment Attraction & Marketing Initiatives	Business Case Type: Operating Initiative
Department:	Strategic Initiatives	Business Case number: 24-OI-SI-01
Division:	Economic Development and Tourism	Budget Year: 2024
Budget Request:	\$50,000	Funding Source: Tax Levy

Project Description:

In order to advance the goals and objectives identified in the Council approved Corporate Strategic Plan that identifies “Diversifying the Local Economy” as a key pillar, and in consideration of the updated Economic Development and Tourism Strategy that is underway, Staff are submitting the following request to help ensure that the financial resources are in place to commence with the implementation of the actions outlined in both the Corporate Strategic Plan and the future Economic Development and Tourism implementation Plan. This additional funding will assist with enhancing and expanding the reach of advertising and marketing efforts designed to strengthen Georgina’s brand as a place to invest, live, work and play. The requested funding will be dispersed to support the activities as noted below.

Advertising

Existing Budget: \$17,000

Additional Budget Requested: \$15,000

With the Business Park Lands now under construction, and to remain competitive and increase the reach of our advertising efforts, there is a need to participate in new advertising channels to create a greater awareness of investment opportunities in Georgina. Staff have investigated a number of new advertising and campaign opportunities on a variety of media channels to not only promote the Business Park Lands, but also to elevate Georgina’s brand as a viable investment location.

Additional advertising opportunities include:

- Enhancing our advertising presence with the Society of Office and Industrial Realtors (SIOR)
- Uses of influencers, online advertising
- Advertising in trade magazines and additional digital and print media channels that provide national and international exposure

* This year with financial support from York Region the Town was able to receive exposure of the Keswick Business Park through an advertorial in the National Post, this article will be featured in Fall 2023.

Special Events/Downtown Revitalization:

Existing Budget: 0

Requested Budget: \$15,000

With an effort to enhance programming intended to support downtown revitalization and to fund the successful Field to Table event, staff are requesting dedicated funds for special events. To date, the Division has supported special events such as the Taste of Georgina and Field to Table from the existing budget and with limited grant funding. With the growing success of the Field to Table event and a desire to enhance programming and initiatives to support downtown revitalization, a dedicated budget is requested. This funding will allow us to leverage additional funds that may be available through various grants while maintaining sufficient budgets to support our existing business community with joint advertising campaigns and partnerships that support destination development.

Investment Attraction/Lead Generation/Trade Show Attendance/Marketing:

Existing Budget: \$25,000

Additional Budget Requested: \$20,000

This request is to ensure that Staff are able to attend and conduct market research at upcoming Investment Attraction Trade Show Events, in order to showcase Georgina as an innovative and open-for-business opportunity provincially, nationally, and internationally. The York Region's Economic Strategy being developed in 2023 will have an emphasis on supporting investment attraction and lead generation efforts not only on a pan-regional but also on a municipal level. Georgina Staff and York Region are currently reviewing opportunities to 1) attend an upcoming spring 2024 trade show in the USA that gears toward site selectors working on behalf of clients who are looking to relocate, 2) attend the MedTech Toronto investment trade show in spring 2024 that will attract a global audience geared to advancing healthcare through technology, and 3) have a presence at the 2024 Toronto SIAL Food and Beverage Show. These 3 trade shows have been identified in consultation with York Region Staff as being appropriate for the investment opportunities available in Georgina. As there may be a desire to leverage the support of a lead generation firm to provide education, support investment readiness and begin to gather leads for potential end users for the Keswick Business Park an increase in funding is required.

In order to remain competitive and have a Town of Georgina presence at these trade shows as well as to participate in other investment attraction initiatives with York Region and the other nine municipalities, additional funding is required. Additional funds would cover booth registrations and joint marketing efforts with attending partners. They would also support the purchase of marketing materials and branded promotional items for use at trade shows and other outreach activities conducted by various departments across the corporation.

1. Proposed Year of Initiative (Start date and End Date): Q1 2024 – Q4 2024

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

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

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

Economic Development and Tourism Strategy and Action Plan – to be completed Q4 2023 (funds will support the implementation of new action items that are included in the Action Plan)

Corporate Strategic Plan – “Diversifying our Local Economy” is one of the five pillars in the Corporate Strategic Plan

4. Main/Desired Goal or Outcomes/Benefits:

This request supports the desire to enhance and raise the bar with respect to advertising and marketing initiatives and investment attraction, to provide a Georgina presence at investment related trade shows. It supports promotions of downtown revitalization/placemaking, in an effort to increase employment and the non-residential tax base as well as to encourage an increase in visitor spending.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input checked="" type="checkbox"/> Operating re-occurring (2024 and future) <input type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input checked="" type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 50,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? In order to build on the momentum and success of recent marketing and advertising efforts and raise the bar with respect to interest investment attraction, leverage ongoing activities in the Keswick Business Park, and continue to focus on Downtown Revitalization, and activities that create a direct economic impact for local businesses, this request should not be deferred.

Is it more efficient to contract out the initiative? No, however these activities will be supported in part by York Regional Staff and their expertise with Investment Attraction and by other agencies/organizations/ lead generation firms and private businesses that support economic development, and tourism initiatives in Georgina.

Can this initiative be combined with other present functions? These activities are combined with those across the entire corporation that are intended to promote Georgina as a welcoming and investment ready community.

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? Technology will be leveraged to carry out activities.

Can the service delivery be shared with other Town Departments/Agencies or municipalities? Investment Readiness, Downtown Revitalization, Employment Growth and a vision “to be the most progressive, inclusive and vibrant growing community on Lake Simcoe, with a balance of rural and urban character” is a vision that is shared by all Town Departments.

7. Other Comments / Gallery:

The recently approved Corporate Strategic Plan includes investment attraction, job creation, tourism development and placemaking as key objectives.



Title of Request:	SWM Ponds CA - 20W Planning/Assessment Baseline	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-OI-01
Division:	Asset Management	Budget Year: 2024
Budget Request:	\$ 200,000	Funding Source: Discretionary Reserve

Project Description:

Stormwater Management Ponds are considered a core asset under Ontario Asset Management Planning Regulation 588/17. The Town currently owns 26 ponds (20 of which are considered wet ponds) as part of its storm water management facility inventory. These assets play an important role in mitigating flooding in urban areas. The Town's Asset Management Plan for Core assets has indicated that ponds should be assessed annually. Inspection and monitoring of storm water management facilities is also a reporting requirement under the Town's CLI ECA for the Stormwater Management System.

Condition assessment is a key step in the overall asset management process for core infrastructure as it provides information necessary to identify, plan and prioritize maintenance and rehabilitation projects in a cost-effective manner. Results of the inspections shall be reviewed to determine the level of deterioration and provide the necessary information to effectively manage the stormwater management facilities throughout their lifecycle.

This business case will support the baseline assessment on the Towns 20 wet ponds, including a proposed 10 year capital plan on remedial needs from its assessment. The Lake Simcoe Region Conservation Authority and the Town of Georgina have discussed opportunities to have shared support on the assessment of these critical assets.

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

Q1 2024 – Q4 2024

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

Legislative, Growth Risk Management, Service Level Change, Strategic Priority, Efficiency, Adopted Plan/Study

Other (please specify)

Legislative: The Town of Georgina owns 26 Stormwater Management ponds which are considered core assets under Ontario Asset Management Planning Regulation 588/17. The condition assessment work is necessary to support preventative maintenance and rehabilitation planning for the stormwater management ponds to ensure they remain in a state of good repair as required by O.Reg. 588/17.

Risk Management: Developing and implementing appropriate condition assessment practices ensures asset reliability and maximizes the lifecycle of an asset thereby minimizing risk.

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity

4. Main/Desired Goal or Outcomes/Benefits:

A comprehensive assessment of infrastructure will assist Town staff in identifying the need for immediate repairs, preventative maintenance, capital replacement and assist in the development of future budgets.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 200,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No

Is it more efficient to contract out the initiative? Yes

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:



Title of Request:	SWM - Minor Culverts and Ditching	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-OI-02
Division:	Operations	Budget Date: 2024
Budget Request:	\$275,000	Funding Source: Discretionary Reserve

Project Description:

85% - Program for replacement of culverts under 3m that have either failed and are in a temporary state of repair or have reached a culvert rating indicating failure and replacement. This work will be focused on entrance culvert replacement and centerline culverts (culverts spanning under the travelled portion of the road) throughout the municipality and will be prioritized based upon the Stormwater Inventory Report completed through the Asset Management Division. This program is intended to continue annually to mitigate future active failures. An active failure is an unexpected failure or failure prior to scheduled replacement.

15% - Managing the Towns outfalls and easement maintenance which has gone largely unmaintained for decades. This program will primarily focus on main outfalls for large catchment areas inclusive of creeks leading to rivers in Keswick and Sutton. The maintenance is necessary to ensure the design capacity of these easements and outfalls is maintained for expected volumes of surface runoff.

1. Proposed Year of Initiative (Start date and End Date): Q2 2024 – Q3 2024

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

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

Risk Management: Ensuring our infrastructure assets are properly maintained to avoid failures, thus reducing risk and liability associated with deteriorating assets.

Efficiency: Yearly planning and work type grouping save on mobilization, improves economies of scale as well as improved feasibility for contracted service deliveries.

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity

4. Main/Desired Goal or Outcomes/Benefits:

Replacement of culverts throughout the Municipality – Including site preparation, removal, replacement, and resurfacing. Ditching, vegetation removal, outfall improvements including dredging (if required) and erosion protection.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 275,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No, Town staff are reacting to more and more unknown failures each year.

Is it more efficient to contract out the initiative? Yes, there are no available internal staff resources to support this large of a program.

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:



Town of Georgina
24-CI-OI-03
Capital Initiative

Title of Request:	SWM - Major Culverts and Ditching	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-OI-03
Division:	Capital Delivery	Budget Year: 2024
Budget Request:	\$250,000	Funding Source: Discretionary Reserve

Project Description:

The Town manages approximately 500 km of ditches and culverts in its stormwater management system. Roadside ditches serve to drain the roads and associated rights-of-way (ROW) and must be deep enough to ensure drainage of the granular base of the roads (minimum 400mm depth). The roadside ditches are also designed to accept drainage from private property that is directed towards the ROW. Due to the low elevations and flat topography in much of Georgina, standing water and flooding is a common concern. Municipal staff evaluate all reported complaints of ponding and poor drainage in the road side ditches and have created a prioritized inventory of the necessary work.

The ditch reconstruction program will reconstruct major sections of ditches and culverts to convey flow in a continuous manner from public and private property to stormwater outlets. The program includes replacement of driveway culverts and roadway cross-culverts where required. In order to re-construct the ditches and culverts to perform effectively, the program includes engineering hydraulic analysis and design. The proposed scope of work for year 2024 will include 2.5km of Duclos Point Road, inclusive of town-owned lands within.

The scope of the project covered by this business case includes engineering for the detailed design, tendering and subsequent construction contract administration of roadside ditches and culverts in the 2.5km stretch of Duclos Point Road. In subsequent phases of the project and subject to Council approval, the Town will be in a position to proceed with reconstruction of the ditches and culverts in this portion of Duclos Point Road.

1. Proposed Year of Initiative (Start date and End Date): Q1 2024 – Q4 2024

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

Legislative, Growth Risk Management, Service Level Change, Strategic Priority, Efficiency, Adopted Plan/Study

Other (please specify)

Risk management: Ensuring our infrastructure assets are properly maintained to avoid failures reduces risk and liability associated with deteriorating assets.

Strategic Priority: Establishing and maintaining the Town’s stormwater drainage network in a state of good repair is a key component of Georgina’s core infrastructure asset management plan.

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity

Asset Management Plan (CORE) - 2022

4. Main/Desired Goal or Outcomes/Benefits:

Complete the engineering design for reconstruction of roadside ditches and culverts to reduce flooding, manage risk, minimize lifecycle costs, and prolong service life.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 250,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No

Is it more efficient to contract out the initiative? Yes

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:

Duclos Point Ditches to Rehab



Flooded Ditch and Culvert





Title of Request:	SWM CA: Road Crossing Culverts	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-OI-04
Division:	Asset Management	Budget Year: 2024
Budget Request:	\$40,000	Funding Source: Discretionary Reserve

Project Description:

A condition assessment is the planned process of inspecting and evaluating asset condition and performance to establish the current state of an asset as a means of prioritizing and forecasting maintenance and rehabilitation efforts. This process addresses risk, level of service requirements, legislative changes or polices, operational efficiency, and provides information to effectively manage assets throughout their lifecycle.

The structural integrity, hydraulic performance, and roadside compatibility of culverts must be adequately and routinely inspected and evaluated to maximize the storm water management benefits of this infrastructure. Visual and closed circuit (CCTV) inspections of these assets, identified in the 2022 Town of Georgina’s Core Asset Management Plan, will inform the maintenance plans and allow for the prioritization of the capital program for culvert replacement.

This business case will focus on ‘large’ road crossing culverts that do not meet the OSIM requirement of biennial assessment, but remain critical assets for both stormwater management and highway operations. (ex. Glenwoods Avenue, just west of Warden Avenue)

1. Proposed Year of Initiative (Start date and End Date): Q1-Q4 2024

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

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

Legislative: The Town of Georgina owns over 13km of roadway crossing culverts which are considered core assets under Ontario Asset Management Planning Regulation 588/17. The condition assessment work is necessary to support preventative maintenance and rehabilitation planning for the roadway crossing culverts to ensure they remain in a state of good repair as required by O.Reg. 588/17.

Risk Management: Developing and implementing appropriate condition assessment practices ensures asset reliability and maximizes the lifecycle of an asset thereby minimizing risk.

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity

4. Main/Desired Goal or Outcomes/Benefits:

A comprehensive inventory and assessment of infrastructure will assist Town staff in identifying the need for immediate repairs, preventative maintenance, capital replacement and assist in the development of future budgets.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 40,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No

Is it more efficient to contract out the initiative? Yes

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:



Title of Request:	SWM CA: Linear (Urban)	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-OI-05
Division:	Asset Management	Budget Year: 2024
Budget Request:	\$100,000	Funding Source: Discretionary Reserve

Project Description:

Stormwater mains are considered a core asset under Ontario Asset Management Planning Regulation 588/17. The Town has over 71 km of Stormwater mains, 1,210 Stormwater maintenance holes, and 3,260 catchbasins in its linear stormwater asset inventory. These assets play an important role in mitigating flooding in urban areas. The Town's Asset Management Plan for core assets has indicated that approximately 10% of the Town's Storm Mains as well as the Maintenance holes should be assessed annually.

Condition assessment is a key step in the overall asset management process as it provides information necessary to identify, plan and prioritize maintenance and rehabilitation projects in a cost-effective manner. As part of the condition assessment program for storm mains, maintenance holes and catchbasins, closed circuit television (CCTV) will be used to capture pictures and videos of the pipeline. These images will then be reviewed to determine the level of deterioration using a standardized coding format for classifying, evaluating and managing pipeline conditions to determine maintenance and rehabilitation requirements.

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

Q1 2024 – Q4 2024

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

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

Legislative: The Town’s 2022 Asset Management Plan for core assets, that has been prepared under Ontario Asset Management Planning Regulation 588/17, has indicated that approximately 10% of the Town’s Storm water mains, maintenance holes, and catchbasins should be assessed annually.

Risk management: Condition assessments provide data on the current infrastructure condition; how long it can be expected to last; and what the cost will be to rehabilitate or replace the asset when it comes to the end of its lifecycle. Understanding the condition of this core asset is integral to reducing the risk to the Town and allows for proper asset management planning.

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity

4. Main/Desired Goal or Outcomes/Benefits:

A comprehensive assessment of infrastructure will assist Town staff in identifying the need for immediate repairs, preventative maintenance, capital replacement and assist in the development of future budgets.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 100,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No

Is it more efficient to contract out the initiative? Yes

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:



Title of Request:	SWM Watercourse - Vegetation Control	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-OI-06
Division:	Capital Delivery	Budget Year: 2024
Budget Request:	\$10,000	Funding Source: Discretionary Reserve

Project Description:

Managing vegetation, particularly invasive species, is essential to protect native biodiversity, preserve ecosystem functioning, prevent infrastructure damage and improve public health and safety. By actively managing vegetation, the Town will contribute to the overall sustainability and well-being of its communities.

A focus would be to manage invasive phragmites (*Phragmites australis*) as it poses a significant threat to biodiversity, ecological health, recreational and aesthetic values, critical water management infrastructure and community safety. Phragmites outcompetes and displaces native vegetation, leading to the loss of native plant and animal species. It mainly impacts wetland habitats which are crucial ecosystems that provide habitat for a diverse range of plant and animal species. Phragmites forms dense monocultures, which reduces the availability of open water and limits the growth and abundance of native plants and wildlife. Several species at risk in Ontario depend on wetland habitats that are vulnerable to invasion of Phragmites. Phragmites also negatively impacts water management. The dense stands impede water flow, block drainage channels, culverts and ditches, and can reduce the capacity of wetlands to absorb and filter stormwater. This can lead to increased flooding, reduced water quality, and altered hydrological regimes. Phragmites stands are also highly flammable, especially during the dry seasons. The dry thatch formed can easily catch fire and spread rapidly. Additionally, when phragmites grows tall and dense in ditches adjacent to roadways it can obstruct the line of sight for drivers.

This project would focus on removing phragmites, and other invasive species that pose similar risks, within the Central Keswick trail watercourse.

1. Proposed Year of Initiative (Start date and End Date): Q1 2024 – Q4 2024

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

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

Risk Management: This project mitigates risk exposures to potential safety concerns, environmental impacts, and infrastructure.

Efficiency: While there are costs to managing vegetation, early intervention and proactive management can help prevent larger infestations which saves from more expensive eradication efforts and potential damages in the future.

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity

Celebrate and respect Georgina’s natural environment, including Lake Simcoe

4. Main/Desired Goal or Outcomes/Benefits:

Manage vegetation in a way to preserve ecosystem functioning and prevent infrastructure damage.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 10,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No. Deferring this request would lead to further vegetation growth and increased costs over a longer term.

Is it more efficient to contract out the initiative? Yes.

Can this initiative be combined with other present functions? No.

Can the services model be changed to reduce this demand without reducing service levels? No.

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? Vegetation control along Regional roads will be shared with York Region.

7. Other Comments / Gallery:



Town of Georgina
24-CI-OI-07
Capital Initiative

Title of Request:	Lake Drive North Revetment (Design)	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-OI-07
Division:	Capital Delivery	Budget Year: 2024
Budget Request:	\$40,000	Funding Source: Discretionary Reserve

Project Description:

The edge of Lake Drive North at Church Street in Keswick is in close proximity to Lake Simcoe and is subject to concerns associated with traffic and shoreline scour. This portion of Lake Drive North follows a curve, is narrow with minimal shoulders and has a number of access points to the waterfront, docks and boathouses. Traffic passes close to the adjacent properties and the shoreline in this stretch of road. Wave and ice action is contributing to scouring of the shoreline, further narrowing the separation from the road and posing a threat of undermining the road structure. Pavement along this portion of Lake Drive North is showing some initial signs of isolated cracking and deterioration.

This portion of Lake Drive North requires implementation of measures to enhance separation of traffic from the adjacent properties and shoreline, as well as establishing protection of this portion of shoreline from further scouring.

The phase of this project covered by this business case will involve investigations, detailed design, permitting and tendering of a solution to limit future scour and improve safety of traffic travelling along this portion of Lake Drive North. Construction is planned for 2025, subject to Council approval.

1. Proposed Year of Initiative (Start date and End Date): Q1 2024 – Q4 2024

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

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

Risk Management: Establishing enhanced separation of traffic from adjacent properties and the shoreline mitigates risk of accidents for road users and mitigates risk of damage to property. Limiting shoreline erosion in this area mitigates risk of further damage and costly repairs to the road.

Strategic Priority: Establishing and maintaining the Town’s road network in a state of good repair is a key component of Georgina’s core infrastructure asset management plan, as adopted and endorsed by Council resolution C-2022-0251, June 22, 2022.

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity

4. Main/Desired Goal or Outcomes/Benefits:

Tender-ready design of measures to enhance separation of traffic from the adjacent properties and shoreline, along with measures for protection of this portion of road from further shoreline scour impacts.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 40,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No. As scour is expected to continue, deferral will magnify the on-going impacts increasing the final costs for implementation while also prolonging risk exposures for safety and property damage.

Is it more efficient to contract out the initiative? Yes.

Can this initiative be combined with other present functions? No.

Can the services model be changed to reduce this demand without reducing service levels? No.

Can technology be leveraged? No.

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.

7. Other Comments / Gallery:



Site Location



Lake Drive North (Area of Concern – Proximity of Shoreline)



Lake Drive North (Area of Concern – Proximity of Shoreline)



Lake Drive North (Area of Concern – Proximity of Shoreline)



Title of Request:	Streetlight New / Rehab	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 23-CI-OI-08
Division:	Operations	Budget Year: 2024
Budget Request:	\$30,000	Funding Source: Discretionary Reserve

Project Description:

New Streetlight Installations

New streetlight requests are generated by internal needs assessment and/or by resident concern. These types of requests are reviewed internally for efficacy, often undergo a petition process and always a public communication program (website, mailings). The requests are not pre-determined as most 'planned' improvements are captured under other programs and/or development applications. These requests have a wide-range of costs dependent upon existing site conditions and electricity availability. This program is intended to be included annually in the future.

Streetlight Rehabilitation

As streetlights undergo repairs certain operational components are determined to be no longer serviceable due to cancelled production of outdated models. The cost to rehabilitate to a serviceable model or part are often unpredictable, however, once the rehabilitation takes place maintenance costs significantly decrease. This is due to a repair that is permanent in nature and not temporary. Temporary patches often result in frequent maintenance calls as well as repair failures. Upgrades and Rehabilitations of Streetlights are necessary, as the ageing assets reach the end of their serviceable life. This program is intended to be included annually in the future.

1. Proposed Year of Initiative (Start date and End Date): Q2 2024 – Q4 2024

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

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

Efficiency: Yearly planning and work type grouping save on mobilization, improves economies of scale as well as improved feasibility for contracted service deliveries.

Risk Management: Ensuring our infrastructure assets are properly maintained to avoid failures, thus reducing risk and liability associated with deteriorating assets.

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

- Delivering Service Excellence:
- Proactively manage infrastructure and assets to ensure service continuity

4. Main/Desired Goal or Outcomes/Benefits:

Complete two new streetlight requests per year and increase emphasis on replacement of exhausted parts with serviceable components.

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

6.

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 30,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

7. Other Considerations or Efficiency Options:

Can the request be deferred? No, deficiencies are found, and new light request are received yearly.

Is it more efficient to contract out the initiative? Yes, there are no available internal staff resources to support this type of program.

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

8. Other Comments / Gallery:



Title of Request:	Minor Capital Concrete (Sidewalks/CB/Curbs)	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-OI-09
Division:	Operations	Budget Year: 2024
Budget Request:	\$100,000	Funding Source: Discretionary Reserve

Project Description:

Minor Capital Program to replace sidewalks, curb and gutter, and catch basins (frame and lid). These infrastructure assets undergo an annual inspection which generates both minor repair requests and flags areas for major reconstruction. Major reconstruction items are not part of this work and are delivered as part of separate larger reconstruction projects. This program is intended to address smaller repair areas inclusive of a few sidewalk bays, less than 100m of curb and gutter, and isolated repairs on catch basin frames that can be bundled together.

1. Proposed Year of Initiative (Start date and End Date): Q2 2024 – Q3 2024

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

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

Legislative: The Town is required to maintain roads in a state of good repair. Ontario Asset Management Regulation 588/17 requires an ongoing assessment of the condition of core assets and development of a plan to maintain assets at an approved service level. Ontario Minimum Maintenance Standard Regulation 239/02 also requires on-going maintenance of infrastructure in a state of good repair.

Risk Management: Ensuring our infrastructure assets are properly maintained to avoid failures reduces risk and liability associated with deteriorating assets.

Strategic Priority: Establishing and maintaining the Town’s road network in a state of good repair is a key component of Georgina’s core infrastructure asset management plan, as adopted and endorsed by Council resolution C-2022-0251, June 22, 2022.

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity

Asset Management Plan (CORE) - 2022

4. Main/Desired Goal or Outcomes/Benefits:

Meet the requirements for each asset class in ensuring safe passage and properly functioning assets.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 100,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No, Deficiencies are found each year.

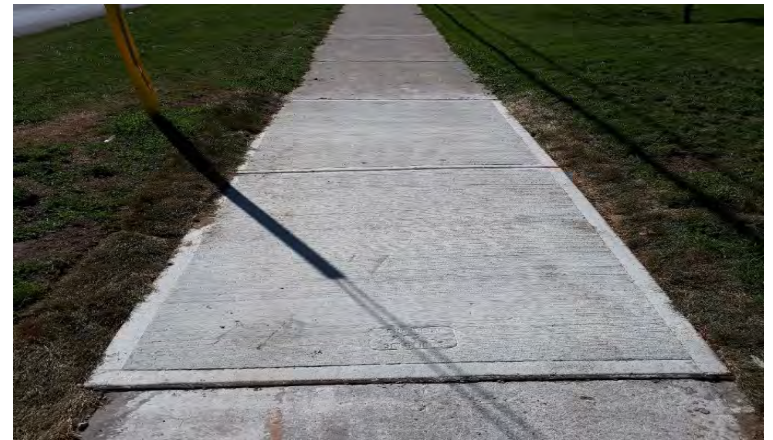
Is it more efficient to contract out the initiative? Yes, there are no available internal staff resources to support this type of program.

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:





Title of Request:	PMS – Road Repairs and Riverglen, Black River Road Reconstruction (2024)	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-OI-10
Division:	Capital Delivery	Budget Year: 2024
Budget Request:	\$4,500,000	Funding Source: Federal/Provincial Grants

Project Description:

In the Town’s long-term pavement management strategy, road conditions and repair needs are regularly evaluated through the Town’s use of the RoadMatrix™ Pavement Management software. The RoadMatrix™ software is one of the Town’s primary tools to survey, assess and prioritize locations throughout the Town that are in need of road repairs to help maintain target service levels.

A key objective of the RoadMatrix™ program is to optimize the overall lifecycle value of the Town’s road network by prioritizing different types of road repairs in balance with the Town’s overall financial and infrastructure investment targets. In addition to road repair needs, annual major road reconstruction projects are identified through the Town’s pavement management strategy. The Operations and Infrastructure Department augments the road needs priorities provided by RoadMatrix™ taking into consideration resident feedback, operations field staff observations, other underground and utility works, and records of work orders/emergency repairs associated with the various locations. The Town’s first road survey and pavement condition evaluation utilizing the RoadMatrix™ system was completed in 2021. Surveys and road condition evaluations are scheduled to be carried out every two years, with the most recent survey completed in August 2023.

In June 2023, Council approved award of year one of three road repairs contract (“*OID2023-052 Road Repair Program 2023 to 2025*”) with budget approved to complete a group of road repairs for 2023 that had been previously defined through the above described pavement management strategy. As established in the contract “*OID2023-052 Road Repair Program 2023 to 2025*”, the work quantities and budget for the 2024 road repairs will be finalized and presented to Council late in 2023, and include and estimated:

- 75,000 m² of pavement removal and resurfacing;
- 120,000 m² of two layer microsurfacing; and
- 20,000m of rout and seal crack repairs.

Additionally, Riverglen Drive and Black River Road are among the roads identified in 2023 as requiring full road reconstruction. Engineering for these road segments is currently underway in 2023, with design completion and tendering for construction scheduled for December 2023/January 2024. This funding request will also cover the capital costs associated with the construction phase of these roads.

1. Proposed Year of Initiative (Start date and End Date): Q1 2024 – Q4 2024

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

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

Legislative: The Town is required to maintain roads in a state of good repair. Ontario Asset Management Regulation 588/17 requires an ongoing assessment of the condition of core assets and development of a plan to maintain assets at an approved service level. Ontario Minimum Maintenance Standard Regulation 239/02 also requires on-going maintenance of infrastructure in a state of good repair.

Risk Management: Ensuring our infrastructure assets are properly maintained to avoid failures reduces risk and liability associated with deteriorating assets.

Strategic Priority: Establishing and maintaining the Town's road network in a state of good repair is a key component of Georgina's core infrastructure asset management plan, as adopted and endorsed by Council resolution C-2022-0251, June 22, 2022.

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity

4. Main/Desired Goal or Outcomes/Benefits:

Complete construction of the repairs needed by the Town's road network in 2024 to effectively manage risk, support routine maintenance operations, minimize lifecycle costs, and prolong service life.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input checked="" type="checkbox"/> Other: \$2,500,000 CCBF; \$2,000,000 OCIF	<p>Total Cost:</p> <p style="text-align: center;">\$4,500,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No.

Is it more efficient to contract out the initiative? Yes.

Can this initiative be combined with other present functions? Yes, road repairs are coordinated with other Town infrastructure works that take place in road right-of-ways. Further, the survey assessments are a coordinated procurement with York Region.

Can the services model be changed to reduce this demand without reducing service levels? No.

Can technology be leveraged? No.

Can the service delivery be shared with other Town Departments/Agencies or municipalities? Yes the Town partners and coordinates with York Region on the RoadMatrix™ in-field audit and software licensing.

7. Other Comments / Gallery:





Town of Georgina
24-CI-OI-11
Capital Initiative

Title of Request:	Pavement Marking / Sign Upgrades	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-OI-11
Division:	Operations	Budget Year: 2024
Budget Request:	\$20,000	Funding Source: Discretionary Reserve

Project Description:

Signs: Currently there are two types of street name signs within the town, large with dual wood posts and small blade style. The large street name signs are typically found on Arterial roads and are in advance of intersections and the small street names signs are installed at the intersections. The current state of the large signs can be describes as failing and missing. These signs are non-regulatory however do provide a welcoming environment to the Town. The smaller signs are non-regulatory as well, however are required for emergency vehicles and are becoming increasingly broken down and illegible. This project would allow for a replacement program to be established specific to these information signs.

Pavement Markings: The town currently has approximately 300 stop bar locations and over 15 marked crosswalks. Existing programing is in place for the annual painting of many of these markings. However, a recent stop bar audit noted up to 150 controlled intersections where there were insufficient stop bar markings. These locations require marking in the 2024 year. While painted pavement markings are economical, they also have limitations in areas of increased traffic, where increased wear leads to decreased visibility prior to the yearly rejuvenation. Durable markings are a thermoplastic solution with a life span of up to 10 years and are an ideal solution for markings in higher volume areas as well as locations were visibility and reflectivity crucial. This project would allow for durable markings in higher volume and vulnerable locations.

1. Proposed Year of Initiative (Start date and End Date): Q1 2024 – Q4 2024

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

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

Legislative: The Town is required to maintain roads in a state of good repair. Ontario Asset Management Regulation 588/17 requires an ongoing assessment of the condition of core assets and development of a plan to maintain assets at an approved service level. Ontario Minimum Maintenance Standard Regulation 239/02 also requires on-going maintenance of infrastructure in a state of good repair.

Risk Management: Ensuring our infrastructure assets are properly maintained to avoid failures reduces risk and liability associated with deteriorating assets.

Strategic Priority: Establishing and maintaining the Town’s road network in a state of good repair is a key component of Georgina’s core infrastructure asset management plan, as adopted and endorsed by Council resolution C-2022-0251, June 22, 2022.

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity

4. Main/Desired Goal or Outcomes/Benefits:

Signs- Yearly to achieve 10% replacement rate on large street name signs and 5% replacement on blade style street name signs.

Pavement Markings- To reach 100% installation of stop bars at all controlled intersections. Yearly to replace 5% of painted stop bars with durable markings.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves	<p>Total Cost:</p> <p>\$ 20,000</p> <hr/>

<input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	Recovery:
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6. Other Considerations or Efficiency Options:

Can the request be deferred? No, signs and pavement markings are in poor quality and replacement is required for legibility and compliance.

Is it more efficient to contract out the initiative? Yes, there are no available internal staff resources to support this type of program.

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? There is a cost saving opportunity to work in conjunction with the Region’s sign manufacturing program.

7. Other Comments / Gallery:





Town of Georgina
24-CI-OI-12
Capital Initiative

Title of Request:	Pollock Road Construction	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-OI-12
Division:	Capital Delivery	Budget Year: 2024
Budget Request:	\$700,000	Funding Source: Provincial Grant

Project Description:

A heavily travelled section of Pollock Road between Warden Avenue and Woodbine Avenue has experienced significant deterioration of the asphalt sides of the road, the gravel shoulders, and several roadside guideposts (see attached gallery images). Regulated by the Lake Simcoe Regional Conservation Authority, a tributary creek of the Maskinonge River crosses under Pollock Road via a culvert, is then channelled along the south side of the road and is part of a Provincially Significant Wetland complex. The roadside deterioration observed is due to the narrow shoulders of the road combined with steep adjacent ditch front-slopes. The front-slope of the shoulders/ditches have failed and eroded into the creek in some sections, undermining portions of the adjacent edge of road. Without intervention this deterioration is expected to continue.

Detailed design is nearing completion for stabilization of the side-slopes of the creek, widening the shoulders of the road and installation of guideposts and safety markers.

The phase of this project covered by this business case will obtain necessary permits and complete construction of these improvements in the subject section of Pollock Road.

1. Proposed Year of Initiative (Start date and End Date): Q1 2024 – Q4 2024

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

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

Legislative: The Town is required to maintain roads in a state of good repair. Ontario Asset Management Regulation 588/17 requires an ongoing assessment of the condition of core assets and development of a plan to maintain assets at an approved service level. Ontario Minimum Maintenance Standard Regulation 239/02 also requires on-going maintenance of infrastructure in a state of good repair.

Risk Management: Ensuring our infrastructure assets are properly maintained to avoid failures reduces risk and liability associated with deteriorating assets.

Strategic Priority: Establishing and maintaining the Town’s road network in a state of good repair is a key component of Georgina’s core infrastructure asset management plan, as adopted and endorsed by Council resolution C-2022-0251, June 22, 2022.

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity

4. Main/Desired Goal or Outcomes/Benefits:

Improved safety while maintaining the road integrity of Pollock Road between Warden and Woodbine and stabilization of creek-side slopes.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input checked="" type="checkbox"/> Other: CCBF	<p>Total Cost:</p> <p style="text-align: center;">\$ 700,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No

Is it more efficient to contract out the initiative? Yes

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No.

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:**Site Location**

Shoulder Deterioration





Town of Georgina
24-CI-OI-13
Capital Initiative

Title of Request:	Signs/Active Transportation - Construction	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-OI-13
Division:	Capital Delivery	Budget Year: 2024
Budget Request:	\$50,000	Funding Source: Discretionary Reserve

Project Description:

Active transportation strategies include the connection, expansion, modification, and maintenance of existing transportation networks with a view to promote safe-use by pedestrians and cyclists as healthy lifestyle modes of transportation. In support of Canada’s National Active Transportation Strategy, the Town aims to implement measures that would increase the opportunity for active transportation such as multi-use paths and/or trail networks that can be used for both commuting and recreation.

In the recently adopted “2023-2027 Corporate Strategic Plan” Georgina has identified the need to update its historical “Trails and Active Transportation Master Plan (2014)” in 2025 as a key initiative associated with the strategic pillar entitled, “*Support a safe, healthy and inclusive community*”. Prior to this update, a number of existing potential active transportation opportunities exist that the Town could move forward to promote healthy lifestyles and enhance recreation. Examples of such opportunities include implementation of multi-use pathways and trails, bike lanes, as well as establishment of connections and linkages to key destinations, existing trails, and other modes of transportation.

The project covered by this business case will include design and construction of active transportation initiatives in 2024.

1. Proposed Year of Initiative (Start date and End Date): Q1 2024 – Q4 2024

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

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

Growth: Establish and maintain active transportation linkages between various portions of the community.

Strategic priority: Build upon the Town’s pending refresh of its historical “Trails and Active Transportation Master Plan”, coordinate with York Region’s Master Transportation Plan and support of Canada’s National Active Transportation Strategy.

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

Delivering service excellence:

- Proactively manage infrastructure and assets to ensure service continuity

Ensuring balanced growth:

- Improve physical and communications infrastructure
 - Enhance public transportation options in Georgina in collaboration with other governments

Creating a vibrant, healthy and safe community for all:

- Support a safe, healthy and inclusive community
- Continue to invest in community amenities and spaces

4. Main/Desired Goal or Outcomes/Benefits:

Design and construction of active transportation linkages, connections and/or network elements.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees	<p>Total Cost:</p> <p style="text-align: center;">\$ 50,000</p> <hr style="width: 20%; margin-left: auto; margin-right: 0;"/> <p>Recovery:</p>

<input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	
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6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes.

Is it more efficient to contract out the initiative? Yes. Design and construction functions require specialized resources.

Can this initiative be combined with other present functions? Yes. Staff will coordinate design and construction of any active transportation initiatives with the current existing roads network and planned work programs.

Can the services model be changed to reduce this demand without reducing service levels? No.

Can technology be leveraged? No.

Can the service delivery be shared with other Town Departments/Agencies or municipalities? Yes. Staff will collaborate with York Region and neighbouring municipalities where applicable, to coordinate implementation of active transportation initiatives.

7. Other Comments / Gallery:



TOWN OF GEORGINA
 Trails & Active Transportation (AT)
 Master Plan



Title of Request:	Walkways - thru connections (mid-block crossings)	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-OI-14
Division:	Operations	Budget Date: 2024
Budget Request:	\$20,000	Funding Source: Discretionary Reserve

Project Description:

Operations is responsible for maintaining walkways that provide connections between cul de sacs, parklands, as well as roadways. Within the walkways there is vegetation, asphalt, concrete, fences, and railings that require regular maintenance and/or replacement. Past programming did not incorporate these connections to an extent that allowed for adequate rehabilitation.

The current state of all walkways is unknown, however certain walkways have been identified to be in such a state of repair that winter maintenance cannot take place due to risks of equipment damage. The 2024 program will work through some of the higher priority items at various connections throughout Town, to ensure the basic safety and maintenance can continue uninterrupted.

1. Proposed Year of Initiative (Start date and End Date): Q2 2024 – Q3 2024

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

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

Legislative: The Town is required to maintain sidewalks in a state of good repair. Ontario Asset Management Regulation 588/17 requires an ongoing assessment of the condition of core assets and development of a plan to maintain assets at an approved service level. Ontario Minimum Maintenance Standard Regulation 239/02 also requires on-going maintenance of infrastructure in a state of good repair.

Risk Management: Ensuring our infrastructure assets are properly maintained to avoid failures reduces risk and liability associated with deteriorating assets.

Strategic Priority: Establishing and maintaining the Town’s sidewalk network in a state of good repair is a key component of Georgina’s core infrastructure asset management plan, as adopted and endorsed by Council resolution C-2022-0251, June 22, 2022.

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

- 4.**
 Delivering Service Excellence:
- Proactively manage infrastructure and assets to ensure service continuity

5. Main/Desired Goal or Outcomes/Benefits:

To establish a complete inventory and rehabilitation program for existing thru connection walkways as well as rehabilitate at least one location by end of 2024.

6. Cost/ Financial Impact, Recovery and Net Impact:

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 20,000</p> <hr style="width: 20%; margin-left: auto; margin-right: auto;"/> <p>Recovery:</p>

7. Other Considerations or Efficiency Options:

Can the request be deferred? No, some walkways are in a state of repair that does not allow for winter maintenance

Is it more efficient to contract out the initiative? Yes, there are no available internal staff resources to support this type of program.

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

8. Other Comments / Gallery:





Town of Georgina
24-CI-OI-15
Capital Initiative

Title of Request:	Bridge CA: Bi-annual OSIM Inspection	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-OI-15
Division:	Asset Management	Budget Year: 2024
Budget Request:	\$25,000	Funding Source: Discretionary Reserve

Project Description:

Municipalities are required to inspect bridges and culverts every two-years as mandated by the Standards for Bridges Regulation O. Reg. 104/97, in accordance with the Ontario Structure Inspection Manual (OSIM).

1. Proposed Year of Initiative (Start date and End Date): Q1 2024 - Q3 2024

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

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

Legislative: The Standards for Bridges Regulation O. Reg. 104/97 requires a structural inspection of bridges and culverts (>3m) to be undertaken every two-years. The Ontario Asset Management Planning Regulation (O.Reg. 588/17) requires an on-going assessment of the condition of core assets including bridges and culverts. Undertaking condition assessment is necessary to support preventative maintenance and rehabilitation planning for the bridges and culverts to ensure they remain in a state of good repair as required by O.Reg. 588/17.

Risk Management: Developing and implementing appropriate condition assessment practices ensures asset reliability and maximizes the lifecycle of an asset thereby minimizing risk.

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity

4. Main/Desired Goal or Outcomes/Benefits:

A comprehensive assessment of infrastructure will assist Town staff in identifying the need for immediate repairs, preventative maintenance, capital replacement and assist in the development of future budgets.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 25,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No. The inspection is required to be done every two years under Provincial regulation.

Is it more efficient to contract out the initiative? Yes. A professional engineer with structural expertise is required to undertake this assessment.

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:



Town of Georgina
24-CI-OI-16
Capital Initiative

Title of Request:	B4 Old Shiloh: Engineering Design	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-OI-16
Division:	Capital Delivery	Budget Date: 2024
Budget Request:	\$250,000	Funding Source: Provincial Grant

Project Description:

Old Shiloh Road Bridge (B4) is a concrete bow string arch bridge that was built in 1925. The most recent bridge condition assessment update (“2022 Bridge and Structural Culvert Condition Assessment Report”, Gannet Fleming, December 22, 2022) reported the following key findings about the Old Shiloh Road Bridge (B4):

- “...the structure has exceeded its intended service life...”.
- “...is generally in poor condition and exhibits significant concrete deterioration...”;
- “...the substructure is showing signs of severe deterioration...”
- “...the existing barrier system does not meet the current minimum safety standard...”; and,
- “...the structure does not provide the minimum curb to curb width to support bi-directional traffic...”.

A Municipal Class Environmental Assessment (MCEA) study evaluating replacement or rehabilitation the Old Shiloh Road Bridge was completed in 2023. The MCEA process included: needs justification, environmental inventories, an environmental impact study, an archaeological assessment, a cultural heritage evaluation, a heritage impact assessment consideration and evaluation of alternatives, and a public consultation program.

The phase of this project covered by this business case includes completion of the design for the preferred alternative resulting from the MCEA. Following completion of the preliminary design assignment in 2024, in subsequent phases of the project and subject to Council approval, the Town will be in a position to proceed with the next steps of construction for the preferred alternative.

Proposed Year of Initiative (Start date and End Date): Q1 2024 – Q4 2024

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

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

Legislative: Ontario's Asset Management Regulation 588/17 requires an ongoing assessment of the condition of core assets and development of a plan to maintain the asset at an approved service level. Ontario Regulation 104/97 Standards for Bridges requires every bridge to be kept safe and in good repair and that the construction or rehabilitation of bridges must conform to current standards.

Risk Management: The Town is required to maintain roads infrastructure in a state of good repair for both safety and serviceability. Old Shiloh Bridge East has deteriorated substantially and exceeded its useful life span. Establishing and maintaining the bridge in a state of good repair reduces the Town's risk exposure to potential public safety hazards and traffic accidents.

Strategic Priority: Establishing and maintaining the Town's bridges in a state of good repair is a key component of Georgina's core infrastructure asset management plan, as adopted and endorsed by Council resolution C-2022-0251, June 22, 2022.

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity
 - Improve and modernize Public Works

3. Main/Desired Goal or Outcomes/Benefits:

Completion of the preliminary design for the Old Shiloh Road Bridge.

4. Cost/ Financial Impact, Recovery and Net Impact:

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input checked="" type="checkbox"/> Other: CCBF	<p>Total Cost:</p> <p style="text-align: center;">\$ 250,000</p> <hr style="width: 20%; margin-left: auto; margin-right: 0;"/> <p>Recovery:</p>

5. Other Considerations or Efficiency Options:

Can the request be deferred? No.

Is it more efficient to contract out the initiative? Yes.

Can this initiative be combined with other present functions? No.

Can the services model be changed to reduce this demand without reducing service levels? No.

Can technology be leveraged? No.

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.

6. Other Comments / Gallery:

Location



Old Shiloh Road Bridge



Approach from the East





Town of Georgina
24-CI-OI-17
Capital Initiative

Title of Request:	Pefferlaw Dam Repairs - Estimated increases	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-OI-17
Division:	Capital Delivery	Budget Year: 2024
Budget Request:	\$1,000,000	Funding Source: Provincial Grant

Project Description:

Ownership of the Pefferlaw Dam and the surrounding Pefferlaw Dam Conservation Area was transferred from the Lake Simcoe Regional Conservation Authority to the Town of Georgina on June 30, 2022. As part of this transfer it was agreed that the Town of Georgina would assume responsibility for repairs, maintenance and operation of the dam and its surrounding property. Completed studies have identified the need for the installation of public safety measures, extensive structural and earthworks repairs to the dam, and remediation of historical contamination that has been confirmed as being present on the site.

To date the Town has completed field investigations and implementation of the recommended public safety measures. Detailed design engineering is underway and nearing completion, with tendering to follow shortly thereafter. Construction is planned for 2024.

Council resolution C-2021-0465 approved an initial budget of \$1,000,000 for repairs to the Pefferlaw Dam through reallocation of reserve funds. In completing the pre-engineering and engineering tasks, cost estimates have been updated confirming that the budget initially allocated is not sufficient to complete the project.

Increased costs are associated with:

- the need for environmental remediation which was not envisioned at the outset of the project;
- development of more precise understanding and estimates of the costs of the structural and earthworks rehabilitation tasks; and,
- continuing strong inflationary pressures within the non-residential construction sector.

Recently updated cost estimates have determined that an additional \$1,000,000 in funding will be required to complete the work of rehabilitation and remediation of the Pefferlaw Dam.

1. Proposed Year of Initiative (Start date and End Date): Q1 2024 – Q4 2024

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

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

Risk Management: Completion of this project mitigates risk exposures to potential safety concerns, dam stability issues, and environmental impacts.

Other: This work is necessary in accordance with the Town’s assumption of ownership of the Pefferlaw Dam and surrounding property.

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity

Creating a Vibrant Healthy and Safe Community for All:

- Continue to invest in community amenities and spaces

4. Main/Desired Goal or Outcomes/Benefits:

Rehabilitation of structural and earthworks elements of the Pefferlaw Dam for safety, long-term stability and state of good repair and remediation of historical contaminants on the Pefferlaw Dam property for protection of human health and the environment.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input checked="" type="checkbox"/> Other: CCBF	<p>Total Cost:</p> <p style="text-align: center;">\$ 1,000,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No.

Is it more efficient to contract out the initiative? Installation of safety measures has been completed with in-house resources. The remainder of the project work requires specialized resources.

Can this initiative be combined with other present functions? Not presently.

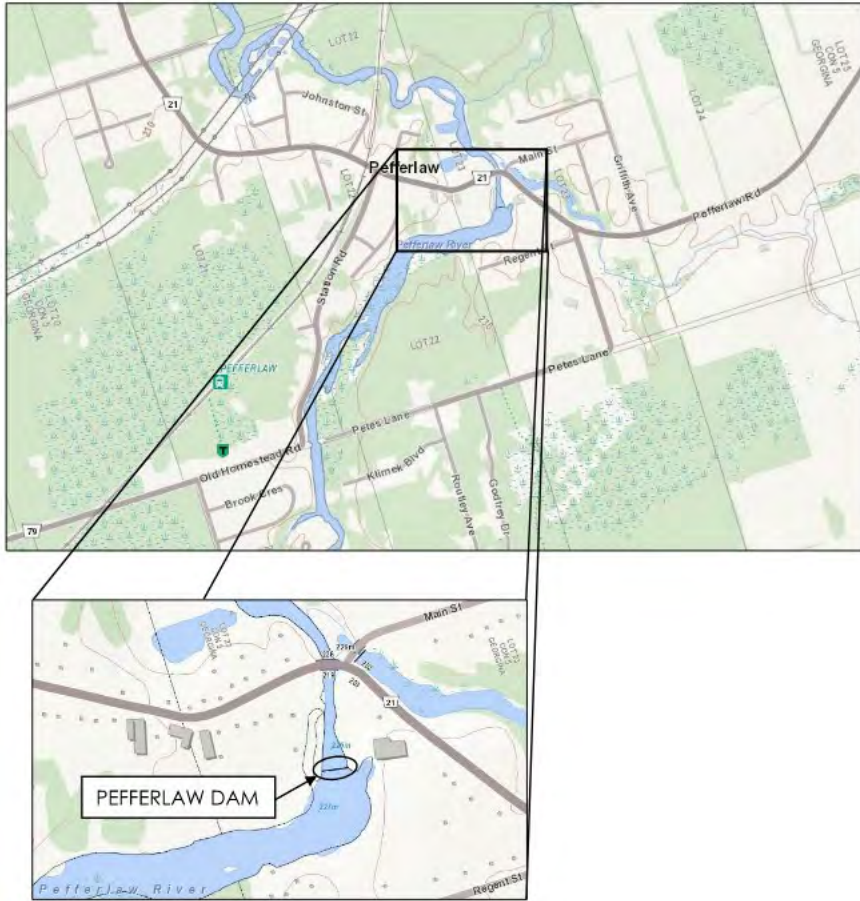
Can the services model be changed to reduce this demand without reducing service levels? No.

Can technology be leveraged? No.

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.

7. Other Comments / Gallery:

Site Location



Dam Overview



Downstream Looking South



East Concrete Apron



West Abutment



Downstream East Retaining Wall





Title of Request:	Mobile Lifts/Jacks - Fire Apparatus/Large Equipment	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-OI-18
Division:	Fleet Services	Budget Year: 2024
Budget Request:	\$150,000	Funding Source: Discretionary Reserve

Project Description:

This initiative was born from discovery of the speed at which higher use fire apparatus are corroding due to salt and brine usage during winter use. In 2022 the maintenance of fire vehicles was moved over to Fleet.

As Staff became more involved and aware of the corrosion on some of these trucks, a better way was needed to access the undersides of these apparatus. Some of the apparatus have only 8-10 inches clearance from the ground. Fire has historically completed yearly power wash of the frame as well as oil spraying which is very helpful in preserving the trucks, however further detailed maintenance is clearly necessary as salt and sand continue to act as a catalyst on the apparatus decay.

The lifts would provide adequate space to strip all of the compartment covers, wheel well inserts and removing equipment yearly in order to facilitate repairs appropriately and safely, as well as properly undercoat heavy fire apparatus. These jacks and stands will also be used on some of our other heavy roads and parks equipment,

Generally, a set of mobile hydraulic truck hoists and stands can provide several benefits, including:

1. Increased efficiency: Sets of mobile jacks and stands can lift a vehicle quickly and easily, up to 80 inches reducing the time required to perform maintenance or repairs.
2. Improved safety: The mobile jacks are designed to support 18,000 lbs each, reducing the risk of accidents or injuries caused by a vehicle falling off a short jack or other hard to reach stands or blocks of wood.

3. Enhanced accessibility: A set of hydraulic mobile truck jacks can lift a vehicle to a comfortable working height, making it easier for mechanics to access the undercarriage or other hard-to-reach areas. (ideal to help prevent our future corrosion issues on fire apparatus)

4. Better ergonomics: A set of hydraulic mobile truck jacks can be adjusted to the ideal working height for the mechanic, reducing strain and fatigue and improving comfort and productivity.

5. Overall better maintenance as staff are comfortable while working under a unit.

1. Proposed Year of Initiative (Start date and End Date): Q1 2024

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

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

Risk Management: Reducing liabilities associated with workplace injuries, and/or reduced damage to assets

Efficiency: improved workplace will ensure repairs are completed quickly and adequately

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

- Proactively manage infrastructure and assets to ensure service continuity

4. Main/Desired Goal or Outcomes/Benefits:
 Allow ergonomic access to the underside of the heavy dump trucks and fire apparatus making repairs easier and allowing proper washing to take place reducing the chance of further costly repairs and replacements. This prevention could also assist with resale of surplus and life cycled out heavy trucks with greater return value upon disposal.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 150,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery: N/A</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? N/A

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

Can this initiative be combined with other present functions? N/A

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

Can technology be leveraged? N/A

Can the service delivery be shared with other Town Departments/Agencies or municipalities? Yes this initiative will support and benefit all divisions that use Town vehicles and or equipment

7. Other Comments / Gallery:



Town of Georgina
24-CI-OI-19
Capital Initiative

Title of Request:	Vehicle and Equipment Replacement (VERS) Strategy	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-OI-19
Division:	Fleet Services	Budget Year: 2024
Budget Request:	\$1,542,500	Funding Source: Discretionary Reserve

Project Description:

The Vehicle and Equipment Replacement Program defines a lifecycle for each asset, based upon historical replacement and operating costs. A standard operating life (years) is assumed for each vehicle class and type. Once this life cycle is met, equipment receives a mechanical inspection, and the asset may be added to the replacement program. By using industry standard lifecycles, the Town ensures its vehicle and equipment lifecycle costs are kept to a minimum; this being the total overall cost of an asset including purchase, licensing, insurance, maintenance, repairs, and revenue associated with disposal. By using a lifecycle costing model, some assets may have lower usage than expected prior to disposal, however, these assets retain much higher resale value, resulting in lower asset lifecycle costs. Some assets may also be disposed of earlier than the assumed standard operating life if the mechanical condition has deteriorated to the point where the cost to maintain and repair the vehicle is prohibitive.

The vehicle and equipment condition status, and the proposed replacement plan have been itemized below. All vehicles and equipment below have been assessed against expected lifecycle and condition to be included within this request. A condition rating of poor constitutes an operable piece of equipment requiring regular repairs (annual repairs between 4%-12% of the acquisition cost) and has current deficiencies at the time of inspection. A very poor condition rating constitutes either an inoperable asset or an asset requiring significant repairs (annual repairs greater than 13% of the acquisition value) or significant failure.

Item	1	Replacement	FLEET000134		Type:	Light Duty
Department:	Operations and Infrastructure	Year:	2016	Make/Model:	2016 Chevrolet Silverado 1500 02-17	
Division:	Roads	Condition:	Poor	Kilometers/Hours:	70651 KM	
Purpose of Asset:	Road patrol, equipment and personnel movements					
Procurement Requirements:	Backrack, 2 way radio, decals, AVL, laptop mount, Beacon					
Budget Request:	\$75,000			ESL:	7	

Item	2	Replacement	FLEET000130		Type:	Medium Duty
Department:	Operations and Infrastructure	Year:	2016	Make/Model:	2016 Silverado 3500	
Division:	Roads	Condition:	Poor	Kilometers/Hours:	138762 KM	
Purpose of Asset:	Material delivery, road patrol, plowing, sanding					
Procurement Requirements:	Backrack, 2 way radio, decals, AVL, laptop mount, Beacon					
Budget Request:	\$90,000			ESL:	7	

Item	3	Replacement	FLEET000125		Type:	Medium Duty
Department:	Operations and Infrastructure	Year:	2016	Make/Model:	2016 Chevrolet Cargo Express	
Division:	Water/Wastewater Services	Condition:	Very Poor	Kilometers/Hours:	141723 KM	
Purpose of Asset:	Equipment and Personnel movements, water equipment testing, emergency response					
Procurement Requirements:	Shelving, AVL, 2 beacons, Separator plate, 2 way radio, invertor					
Budget Request:	\$110,000			ESL:	7	

Item	4	Replacement	FLEET000124		Type:	Medium Duty
Department:	Operations and Infrastructure	Year:	2016	Make/Model:	2016 Chevrolet Cargo Express	
Division:	Water/Wastewater Services	Condition:	Very Poor	Kilometers/Hours:	132070 Km	
Purpose of Asset:	Equipment and Personnel movements, water equipment testing, emergency response					
Procurement Requirements:	Shelving, AVL, 2 beacons, Separator plate, 2 way radio, invertor					
Budget Request:	\$110,000			ESL:	7	

Item	5	Replacement	FLEET000123		Type:	Medium Duty
Department:	Operations and Infrastructure	Year:	2016	Make/Model:	2016 Chevrolet Cargo Express	
Division:	Water/Wastewater Services	Condition:	Very Poor	Kilometers/Hours:	166822 KM	
Purpose of Asset:	Equipment and Personnel movements, water equipment testing, emergency response					
Procurement Requirements:	Shelving, AVL, 2 beacons, Separator plate, 2 way radio, invertor					
Budget Request:	\$110,000			ESL:	7	

Item	6	Replacement	FLEET000122		Type:	Medium Duty
Department:	Operations and Infrastructure	Year:	2016	Make/Model:	2016 Chevrolet Cargo Express	
Division:	Water/Wastewater Services	Condition:	Very Poor	Kilometers/Hours:	173743 KM	
Purpose of Asset:	Equipment and Personnel movements, water equipment testing, emergency response					
Procurement Requirements:	Shelving, AVL, 2 beacons, Seperator plate, 2 way radio, invertor					
Budget Request:	\$110,000			ESL:	7	

Item	7	Replacement	EQUPT00324		Type:	0
Department:	Operations and Infrastructure	Year:	2013	Make/Model:	Safe Pace Radar signs 100 yellow with brackets (Qty -7) and 2013 Solartek RST-1000 Radar Board (Qty -1)	
Division:	Operations	Condition:	Not Functional	Kilometers/Hours:	N/A	
Purpose of Asset:	Part of traffic calming policy – Instant feedback radar signs and trailer provide response in field					
Procurement Requirements:	7 x instant radar feedback signs and 1 x portable radar trailer					
Budget Request:	\$70,000			Lifecycle:	10	

Item	8	Replacement	FLEET000136		Type:	Light Duty
Department:	Emergency Services	Year:	2016	Make/Model:	2016 GMC Terrain	
Division:	Fire	Condition:	Poor	Kilometers/Hours:	68385 KM	
Purpose of Asset:	Fire prevention visits and community involvement					
Procurement Requirements:	Light duty SUV, fire related livery					
Budget Request:	\$47,000			ESL:	7	

Item	9	Replacement	EQUPT000393		Type:	Park Equipment
Department:	Community Services	Year:	2018	Make/Model:	John Deere Z997R Zero Turn Mower	
Division:	Park Operations	Condition:	Very Poor	Kilometers/Hours:	881 Hours	
Purpose of Asset:	To cut parks and open space					
Procurement Requirements:	72" zero turn commercial mower					
Budget Request:	\$35,000			ESL:	7	

Item	10	Replacement	EQUPT000294		Type:	Equipment (Misc)
Department:	Operations and Infrastructure	Year:	2012	Make/Model:	Aqualoader Bulk Fill Station	
Division:	Water/Wastewater Services	Condition:	Poor	Kilometers/Hours:	N/A	
Purpose of Asset:	Loading station for operators/residents requiring >1000L					
Procurement Requirements:	Automated, cardlock, 4" minimum fill station – connected to business case 22-CI-WAT-05					
Budget Request:	\$70,000			Lifecycle:	10	

Item	11	Replacement	FLEET000129		Type:	Medium Duty
Department:	Community Services	Year:	2016	Make/Model:	2016 Dodge Ram 5500 P2-16	
Division:	Park Operations	Condition:	Poor	Kilometers/Hours:	95318 KM	
Purpose of Asset:	Plow/Sand municipal parking lots, move equipment and personnel to job sites, haul mowers					
Procurement Requirements:	Plow, Sander, 2 way, AVL, Decals, Dump Box, Beacon					
Budget Request:	\$140,000			ESL:	7	

Item	12	Replacement	FLEET000128		Type:	Medium Duty
Department:	Community Services	Year:	2016	Make/Model:	2016 Dodge Ram 5500 P3-16	
Division:	Park Operations	Condition:	Poor	Kilometers/Hours:	99928 KM	
Purpose of Asset:	Plow/Sand municipal parking lots, move equipment and personnel to job sites, haul mowers					
Procurement Requirements:	Plow, Sander, 2 way, AVL, Decals, Dump Box, Beacon					
Budget Request:	\$140,000			ESL:	7	

Item	13	Replacement	EQUPT000123		Type:	Equipment
Department:	Community Services	Year:	2004	Make/Model:	2004 Advance 5321D Floor Machine, Sutton Kin Hall	
Division:	Facilities	Condition:	Poor	Kilometers/Hours:	No Hour Meter	
Purpose of Asset:	Floor cleaning					
Procurement Requirements:	Min. 24" floor scrubber/cleaner					
Budget Request:	\$13,500	ESL:	To Failure			

Item	14	Replacement	FLEET000106		Type:	Trailer
Department:	Community Services	Year:	2010	Make/Model:	2010 J & J Landscape Blue Trailer	
Division:	Park Operations	Condition:	Average	Kilometers/Hours:	N/A	
Purpose of Asset:	Haul equipment/mowers to various town parks					
Procurement Requirements:	24' deck-over trailer, min 5k axles					
Budget Request:	\$22,000	ESL:	10			

Item	15	Replacement	EQUPT000420	Type:	Park Equipment	
Department:	Community Services	Year:	#N/A	Make/Model:	Small Equipment Group	
Division:	EQUPT-420	Condition:	Poor	Kilometers/Hours:	N/A	
Purpose of Asset:	Support park operations grass cutting/maintenance programs					
Procurement Requirements:	Small equipment group 1. We require 2 push mowers, 6 weed eaters, 2 hedge trimmers and 4 blowers, 1 pole saw and 1 Chain saw					
Budget Request:	\$10,000			ESL:	3	

Item	16	Replacement	EQUPT000130	Type:	Equipment	
Department:	Community Services	Year:	2010	Make/Model:	Zamboni	
Division:	Facilities	Condition:	Poor	Kilometers/Hours:	3130 Hours	
Purpose of Asset:	Maintain ice surface at rink facilities					
Procurement Requirements:	Ice resurfacers, electric drive					
Budget Request:	\$195,000			Lifecycle:	10	

Item	17	Replacement	EQUPT000261		Type:	Equipment
Department:	Community Services	Year:	2006	Make/Model:	Olympia	
Division:	Facilities	Condition:	Poor	Kilometers/Hours:	2669 Hours	
Purpose of Asset:	Maintain ice surface at rink facilities					
Procurement Requirements:	Ice resurfacers, electric drive					
Budget Request:	\$195,000			Lifecycle:	10	

1. Proposed Year of Initiative (Start date and End Date):
Q1-Q4 2024

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

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

Efficiency: Equipment available in-house provides efficiencies reducing dependency on contractors, reduction in obtaining rentals/services from various sites often outside of Georgina, and non-duplication of efforts during winter operations.

Risk Management: Ensure our lifecycle cost per unit is kept to a minimum, while ensuring equipment and vehicles are readily available for work, reducing potential high-cost repairs and unknown liabilities.

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

Delivering Service Excellence: Proactively manage infrastructure and assets to ensure service continuity.

4. Main/Desired Goal or Outcomes/Benefits:

Efficient, effective and detailed asset management. Replace assets before they fail, or require extensive rehabilitation.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2023 only) <input type="checkbox"/> Operating re-occurring (2023 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Staffing one-time (2023 only) <input type="checkbox"/> Staffing re-occurring (2023 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input checked="" type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 1,542,500</p> <hr/> <p>\$1,032,500 Fleet & Equipment - Repair & Replacement Reserve \$510,000 Water/Wastewater - Fleet & Equipment - Repairs and Replacement Reserve</p> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? All available deferrals have been considered. Further deferrals would result in higher repair/replacement costs.

Is it more efficient to contract out the initiative? Supply and delivery done by others

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? The reduction and/or efficiency of sharing equipment, pooling equipment where possible is included in this analysis

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? Group buying can occur for some assets but does prove difficult with differing timelines and requirements

7. Other Comments / Gallery:



Title of Request:	Roads Material Storage Building	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-OI-20
Division:	Operations Division	Budget Year: 2024
Budget Request:	\$450,000	Funding Source: Discretionary Reserve

Project Description:

This request is for the replacement of the existing Bulk-Store Structure Dome at the Egypt Operations Yard due to a structural condition assessment by a professional engineer, which found over thirty-five (35) deficiencies and associated major repairs to be required.

Fitzpatrick Domes, also known as conventional wood structure domes, have an anticipated life cycle of 30-40 years. This specific dome is thirty-eight (38) years old, and the expected cost of deficiencies and future yearly repair and maintenance is forecasted to exceed the net present value of the asset. Therefore, it is recommended to replace the structure as it has reached the end of its life.

Material Storage buildings are essential for keeping winter aggregates (Salt and Sand) dry through the various seasons. The Town stores approximately 10,000T of sand and 5,000T of Salt at any point throughout the winter. Some of the issues that arise when winter aggregates are exposed to the elements are equipment malfunctions, application rate disruptions, increase in material wastage and most importantly, increased salt run off. It is expected of municipalities to ensure their winter aggregates are appropriately managed at all times.

The replacement design of this structure will be in line with Town Salt Management plan, ensuring salt and sand are stacked and loaded for winter operations on the inside of the structure, on an impermeable surface.

Two additional efficiencies/benefits will be recognized by replacing this structure:

- Emergency Services Department will be able to leverage the existing concrete footings and concrete pad, once the structure is removed, as an ideal training facility footprint to facilitate the development of Emergency Services Staff. This concrete pad is ideal due to its size and location (rural and in a works yard). This will save money upon the erection of a training structure, as well as save money on further demolition of the existing structures base

- The new structure in this business case will provide some additional indoor cold storage for Operations equipment and off-season attachments at Egypt. These are currently stored within a cold-storage facility in Belhaven, but by creating additional space in Egypt, the Belhaven storage can then be used to support some space limitations felt by the Emergency Services Department. Specifically, this relates to off-season boat and trailer storage, which will assist in achieving these unique assets expected lifecycle. This will create additional space in Station 1-4.

This business case has many benefits, and will be specifically focused on the design and erection of a new structure, demolition of the existing wood structure (base remaining) and all associated permitting and contract administration.

1. Proposed Year of Initiative (Start date and End Date): *Q1 2024 – Q3 2025*

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

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

Efficiency: Yearly maintenance and repairs are forecasted to begin to exceed the cost of replacement

Risk Management: Ensuring our infrastructure assets are properly maintained or replaced to avoid failures, thus reducing risk and liability associated with deteriorating assets, especially those supporting core deliverables (winter maintenance).

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity

Advancing Environmental Sustainability

- Support Georgina's resilience through environmental sustainability and climate mitigation and adaptation

4. Main/Desired Goal or Outcomes/Benefits:

Erection of a New Roads Material Storage Building in conjunction with supporting a new Emergency service training Facility base structure while enhancing salinity control mechanisms.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 450,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No

Is it more efficient to contract out the initiative? Yes, the Town does not have the staff or equipment to conduct this work

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? Yes, it will be shared with Emergency Services

7. Other Comments / Gallery:



Town of Georgina
24-CI-OI-21
Capital Initiative

Title of Request:	Alice Avenue Area Drainage Improvements - Engineering	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-OI-21
Division:	Capital Delivery	Budget Year: 2024
Budget Request:	\$250,000	Funding Source: Discretionary Reserve

Project Description:

The Town of Georgina has experienced frequent occurrences of localized flooding in the Alice Avenue area during spring thaw season. In response to these issues, a comprehensive assessment of the existing stormwater conveyance system on Alice Avenue and an evaluation of potential solutions was conducted. The assessment concluded that key factors contributing to flooding are: drainage contributions from adjacent agricultural lands, limitations on the capacity of various existing culverts and ditches coupled with the general flat topography and influence of water levels in nearby Lake Simcoe. Among the range of potential options that were weighed in the study, the preferred solution recommended is to reconstruct the existing ditch network and replace many of the culverts in the Alice Avenue area.

The scope of the project covered by this business case includes engineering design, tendering and subsequent construction contract administration/inspection for the recommended preferred solution. This approach aims to enhance the stormwater system's capacity and resilience, effectively reducing the occurrence and severity of flooding in the Alice Avenue area. The proposed Alice Avenue drainage improvements project engineering be coordinated with the current engineering of the road and drainage reconstruction of the west portion of Boyers Road, which is the receiving outlet of drainage from the Alice Avenue area. Completion of the design portion of the Alice Avenue drainage works will allow the Town to tender construction of the proposed drainage improvements for construction in 2025.

1. Proposed Year of Initiative (Start date and End Date): Q1 2024 – Q4 2024

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

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

Risk management: Ensuring our infrastructure assets are properly maintained to avoid failures reduces risk and liability associated with deteriorating assets.

Strategic Priority: Establishing and maintaining the Town’s stormwater drainage network in a state of good repair is a key component of Georgina’s core infrastructure asset management plan.

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity

4. Main/Desired Goal or Outcomes/Benefits:

Complete the engineering design for the ditch network and the replacement of undersized culverts to reduce flooding, manage risk, minimize lifecycle costs, and prolong service life.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 250,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No

Is it more efficient to contract out the initiative? Yes

Can this initiative be combined with other present functions? Yes, engineering of the proposed Alice Avenue drainage improvements will be coordinated with the current engineering of road and drainage reconstruction of the west portion of Boyers Road, which is the receiving outlet of drainage from the Alice Avenue area.

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:

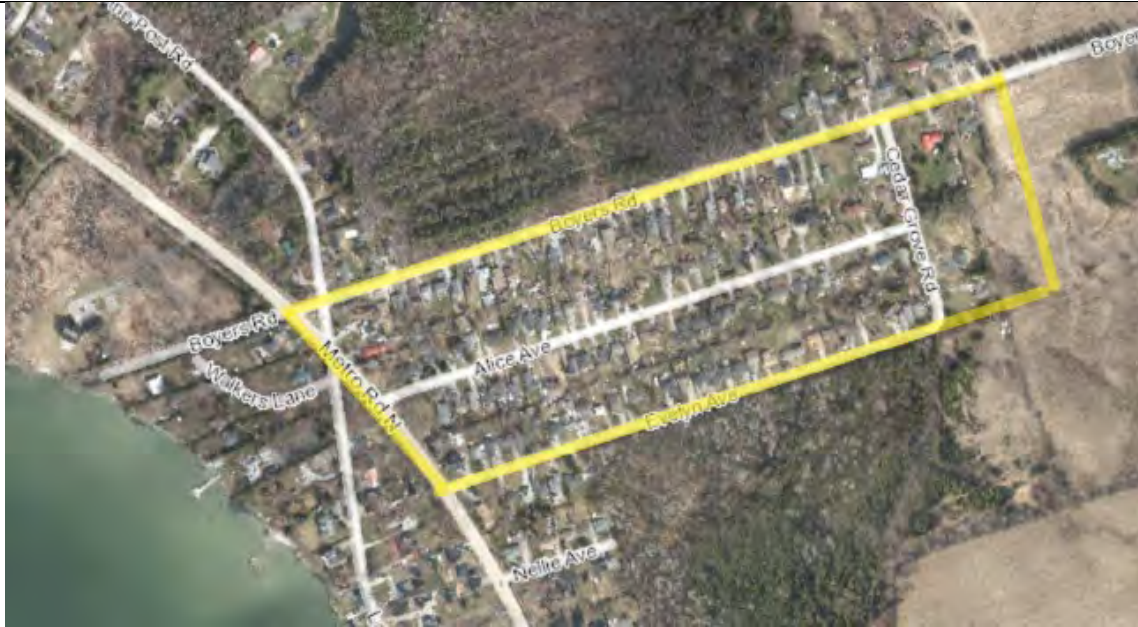


Figure 1: Project Limits



Figure 2: Cedar Grove Road transverse culvert



Town of Georgina
24-CI-OI-22
Capital Initiative

Title of Request:	Station Road – Drainage Improvements	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-OI-22
Division:	Capital Delivery	Budget Year: 2024
Budget Request:	\$70,000	Funding Source: Discretionary Reserve

Project Description:

Replacement of unmaintainable, loose granular shoulder, with more permanent, maintainable surface along Station Road between Pefferlaw Road and Old Homestead Road.

Seasonally, in both winter and summer, various maintenance concerns have been flagged by Town staff and residents relating to the loose gravel and ponding along Station Road. This business case will include the design and construction of the proposed solution.

1. Proposed Year of Initiative (Start date and End Date): Q2 2024 – Q3 2024

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

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

Community and Council request

Risk Management: Reducing the amount of ponding/pooling, winter storage concerns, drainage concerns, reducing Town’s operational risk associated with the sidewalks in this area.

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity

Asset Management Plan (CORE) - 2022

4. Main/Desired Goal or Outcomes/Benefits:

Complete the construction of the proposed solution.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 70,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No

Is it more efficient to contract out the initiative? Yes

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:



Town of Georgina
24-CI-OI-23
Capital Initiative

Title of Request:	Support for BIA Road Closures - Pilot	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-OI-23
Division:	Operations/Economic Development	Budget Year: 2024
Budget Request:	\$30,000	Funding Source: Discretionary Reserve

Project Description:

In order to support the Business Improvement Area (BIA) with the costs associated with implementing road closures, Council has considered providing assistance with a road closure for the Sutton BIA's Whoville Event on High Street on November 25, 2023. The Director of Operations and Infrastructure has advised that the Department is able to cover the cost related to the provision of equipment and staff for this event.

Over the past 10 plus years, the Boards of Management for the 3 BIA have organized festivals and events in order to encourage visitation to the historic downtowns and to market these areas to visitors and residents as a place to shop, eat and enjoy. Downtown revitalization is a theme identified in the recently approved Corporate Strategic Plan and has also been identified through the recent public consultation undertaken as part of the new Economic Development and Tourism Strategy. Various departments over the years have supported these events where possible by providing additional staff, garbage cans and barricades to assist organizers. However, in recent years, there has been an increased focus on complying with required traffic safety measures during road closures to ensure pedestrian safety.

Road closures within the Town of Georgina require that the applicant receives approval from the appropriate road authority, and provides a traffic safety plan that includes but is not limited to advising the public in advance of the road closure, identification of a detour route and the placement of barricades at various points to restrict access to the closed portion of the road. This has typically required any applicant, including the various BIAs, to hire a traffic management company to undertake these items. The costs associated with a substantial full road closure have ranged from \$5,000-\$10,000, depending upon the complexity and duration of the closure. As a result of these costs, some events have moved off the road to avoid the closures. This reaction to move events contradicts the essence of downtown festivals; to create appealing places and generate commerce within BIA.

The request is to pilot the provision of resources to undertake road closures for three (3) events in 2024. It is intended that these 2024 events will be distributed as one (1) per BIA. Each BIA would be required to designate one (1) event prior to April 2024. Otherwise, the resources for a road closure could be allocated to a different BIA. These requests would be directed through the Economic Development and Tourism office. The pilot would include assigning Town resources required for the requested closure, subject to the requested closure being an event supported through the Economic

Development and Tourism Division. The BIA would still be required to handle all approvals required for the road closure including the preparation of the traffic management plan in conjunction with staff advice.

The requested funding is based on the provision of a 6-hour road closure (up to 8 staff, 8 hours each and 6 pieces of equipment). There may also be pre and post closure signage work required. If approved to proceed with the 2024 pilot, staff will report back to Council in late 2024 on the outcome of the pilot and future consideration.

1. Proposed Year of Initiative (Start date and End Date): 2024 - Pilot

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

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

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

The Corporate Strategic Plan and Economic Development and Tourism Strategy currently under review have identified a focus on creating vibrant downtowns.
Continue to support Georgina’s tourism sector as an economic driver

4. Main/Desired Goal or Outcomes/Benefits:

Increased economic activity within the historic downtowns.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth	<p>Total Cost:</p> <p>\$ 30,000</p> <hr/>

<input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Recovery:</p>
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6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes, however in order to provide support and help stimulate activity in the historic downtowns this budget request is being made.

Is it more efficient to contract out the initiative? This is a pilot project that will be evaluated at the end of 2024.

Can this initiative be combined with other present functions? This request will support other initiatives being undertaken by the Town and the Business Improvement Areas to attract visitors to the historic downtowns.

Can the services model be changed to reduce this demand without reducing service levels? In order to create a pedestrian friendly atmosphere during events in the BIA's, a road closure is desired.

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? In addition to this request, the BIA's are supported by a number of Departments.

7. Other Comments / Gallery:

This request supports the goal to increase economic activity and create vibrant downtowns.



Town of Georgina
24-CI-OI-24
Capital Initiative

Title of Request:	Lake Drive Improvements – Phase 1	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-OI-24
Division:	Capital Delivery	Budget Year: 2024
Budget Request:	\$120,000	Funding Source: Discretionary Reserve

Project Description:

Lake Drive is a unique feature of the Town of Georgina because of its beautiful, natural setting which follows the shoreline of Lake Simcoe. These roads are also highly valued recreational and transportation routes. Concerns have long been expressed regarding the configuration of many portions of Lake Drive posing problems for the mix of pedestrian, cyclist, and vehicular users. To examine ways to address these concerns the Town has recently completed the “*Lake Drive Functional Assessment*” planning study (the Study). For reference, complete project documentation of the Study can be accessed and reviewed online at: Georgina.ca/Study.

The study recommended that a phased approach be used to implement several improvements on various sections of Lake Drive and Hedge Road over the course of many years. Consequently, Council directed staff to develop and present a business case to implement the first phase (see attached map) of the recommended improvements which includes:

- **Lake Drive North:** Metro Road North @ North Gwillimbury Park to Woodbine Avenue; and,
- **Lake Drive East:** Woodbine Avenue to Dalton Road

The improvements recommend implementation of a **single, one-way, general purpose vehicular lane and a bi-directional, multi-use pathway** for pedestrians and cyclists (see attached rendering) until the approach to the Jackson’s Point Business Improvement Area. Within and approaching the Jackson’s Point BIA, it is proposed to include a **2-way lane arrangement with sharrows**. The exact details of the transition in this area are to be clarified during the detailed design.

It is recommended to design the general purpose vehicular lane from West to East (Eastbound traffic) and implement the lane arrangement seasonally during the summer months. Should Council agree, Staff will design with this direction and seasonality as a baseline, to be brought to Council mid-year for an update on progress and any concerns with the recommended approach. A key design principle identified in the Study is that all improvements will be confined to the existing width of the roadways.

The work program for this first phase of implementation includes the following tasks:

1. Collection and analysis of additional data on traffic, pedestrian and parking usage as necessary to support design of the recommended improvements.
2. Detailed design of the recommended improvements addressing: efficient traffic movements to support access to properties and businesses, feasibility of seasonal implementation; integration with existing features such as driveways and intersections; roadway modifications focused on clear and concise signage, pavement markings, and lane separation markers; and public communication and education.
3. *Construction of the recommended improvements. (not included in this business case)*

Funding for task 1, data collection and analysis listed above is included in the Operations and Infrastructure Department’s 2024 operational budget, expected to be completed in 2024.

The budget request included in this business case covers task 2, being detailed design, expected to be completed in 2024. Staff will return to council with a design update mid-year to brief council on progression.

Task 3, installation and construction, is expected to be complete for early summer, 2025. A separate business case will be prepared for the 2025 budget deliberations, with a refined cost estimate based upon the detailed design. Task 3 preliminary estimates will be included in the 10 year capital plan.

1. Proposed Year of Initiative (Start date and End Date): Q1 2024 – Q2 2025

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

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

Risk Management: Completing the Phase 1 improvements on Lake Drive will enhance the safety of all users of this section of road, thereby reducing risk of accidents for pedestrians, cyclists, and motorists.

Service Level Change: Completing the Phase 1 improvements on Lake Drive will encourage additional use of this section of road by pedestrians and cyclists while having little change on use by motorists.

Strategic Priority: Completing the Phase 1 improvements on Lake Drive will enhance tourism and healthy recreational use of this important feature that is unique to Georgina.

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity.

Creating a Vibrant, Healthy and Safe Community for all:

- Support a safe, healthy and inclusive community.

This initiative also aligns well with the Economic Development and Tourism strategy’s objective to strengthen tourism, as well as the Town’s approach to increasing active transportation opportunities.

4. Main/Desired Goal or Outcomes/Benefits:

Completion of detailed design of a single-lane, one way traffic with multi-use pathway on Lake Drive North from Metro Road at North Gwillimbury Park to Woodbine Avenue, and Lake Drive East from Woodbine to Dalton Road.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 100,000 + \$20,000 contingency = \$120,000</p> <hr/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No, this work is part of a multi-year program to resolve long-term problems on Lake Drive.

Is it more efficient to contract out the initiative? Yes.

Can this initiative be combined with other present functions? The work of this business case will be coordinated with the Town's Waterfront Parks Master Plan, the Lake Drive Shoreline Action Plan and the on-going annual road repairs and capital works programs.

Can the services model be changed to reduce this demand without reducing service levels? No.

Can technology be leveraged? No.

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.

7. Other Comments / Gallery:

Rendering of Recommended One-Lane Roadway with Multi-Use Path Cross-Section:



Location Map of Phase 1:





Town of Georgina
24-CI-CS-01
Capital Initiative

Title of Request:	Building Condition Assessment Program	Business Case Type: Capital Initiative
Department:	Community Services	Business Case number: 24-CI-CS-01
Division:	Facilities	Budget Year: 2024
Budget Request:	\$1,567,000	Funding Source: Discretionary Reserve

Project Description: The Town of Georgina’s Building Condition Assessment (BCA) Program was instituted in 2016 and continued in 2021 as a first step in the integration of sustainable management techniques. This approach emphasizes the long term life cycle of a facility and provides recommendations as to the replacement of building components moving forward. This initiative has worked to identify a variety of improvements to our facilities, as well as providing a timeline and approximate costs.

- 1. Proposed Year of Initiative (Start date and End Date):**
Q1-Q4 2024
- 2. Nature of Initiative/Review Factors (check and explain all that apply):**
 Legislative, Growth Risk Management, Service Level Change, Strategic Priority, Efficiency, Adopted Plan/Study
 Other (please specify)
- 3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:**
Proactively manage infrastructure and assets to ensure service continuity
- 4. Main/Desired Goal or Outcomes/Benefits:**

- a) **Groundworks Phase 1 – Sutton Multi-Use Facility (\$500,000):** In conjunction with the York Catholic District School Board, Phase 1 of the resurfacing and reconstruction of the north side (front) of the Sutton Multi-Use Facility outdoor areas (pavement and concrete sidewalks and curbing). Phase 2 is expected to be completed in 2025. Total cost estimated at \$1,500,000 for Phase 1 – cost to be shared among York Catholic District School Board, York District School Board and the Town of Georgina. Project to be managed by York Catholic District School Board.
- b) **Canopy Repairs – Pefferlaw Lions Hall (\$30,000):** The stucco soffits at the east elevation are in poor condition. The soffit is damaged due to leaks from the EPDM roofing. Canopy currently leaks and stucco soffit has deteriorated. Project would include roof repair/replacement, and stucco refinishing. Main goals include properly sealing the carport area so that leaks do not occur under the canopy and rejuvenating the canopy esthetically.
- c) **Steel Stair Replacement – Georgina Sutton Arena (\$125,000):** Steel exit stairs at the southeast of the building are corroded and in poor condition. There is notable paint deterioration and surface corrosion across various surfaces, and the stairs have lost contact with the building walls in some areas. BCA has recommended that the steel stairs be replaced with new galvanized stairs in the short term including all components to meet AODA requirements (railings, guards, no open treads). These exterior stairs provide emergency egress from the upper hall. The BCA report noted that these stairs are non-compliant with OBC and AODA requirements. Main goals of this project would be to minimize risks involved in emergency egress from the building in case of fire or other life-threatening events.
- d) **Makeup Air Unit Replacement – Georgina Ice Palace (\$170,000):** The roof of the central and compressor room has “Engineered Air” Makeup air units which are not currently in operation and are past their useful lives (original to the building from 1996). Units have not been working for several years, and now due to Health & Safety concerns, especially post-COVID-19, it is important to have adequate air exchange in this facility, specifically in the change rooms and common areas. Main goal of this project would be to have functioning air handlers to reduce the risk of illness and disease. More efficient units would also lead to reduced heating and ventilation costs.
- e) **Ammonia Chiller Replacements and Refrigeration Plant Upgrades – Georgina Ice Palace (\$700,000):** The Georgina Ice Palace requires replacements of 2 Ammonia Chillers as well as Refrigeration Plant Upgrades. The Chillers are 27 years old and are original equipment installed as part of the Ice Plant Refrigeration System when the Ice Palace was constructed in 1996. Industry best practice and TSSA strongly advise replacement of Flooded Ammonia Chillers at the 20-25 year range as this is the typical life expectancy. Other refrigeration plant upgrades are to be completed concurrently, which include a new electrical panel and Automatic Ice Controller to ensure the ice plant is working effectively and efficiently. The project will also include an assessment, design, and upgrades of the existing electrical systems, if needed, to ensure sufficient power is available within the facility to accommodate the new refrigeration system upgrades. These upgrades would save operational expenses and energy costs by utilizing set ice temperature setbacks so that compressors, pumps, and other energy consuming components are not running 24/7. Main goals of this project would include minimizing risk to patrons and staff, as well as reducing energy consumption and greenhouse gas emissions. It is recommended that Council approve the project so that staff can begin the procurement in Jan 2024.

- f) **Parking Lot Repairs – Keswick Fire Hall (\$25,000):** The 2021 BCAs have identified that the asphalt pavement is in generally poor condition in areas with many cracks noted. Replacement of these finishes is considered discretionary, and localized repairs are recommended. It was also noted that the catch basins did not appear to be draining and that this issue should be addressed to minimize the potential risks for building structure and further parking lot damage. The main goals of this project are to mitigate equipment and vehicle damage and to provide better access for emergency vehicles.
- g) **Concrete Column Repairs – Belhaven Hall (\$8,000):** Concrete Column in basement storage area at east elevation is in poor condition and the 2021 BCA recommends that it be repaired or replaced in the short term. This project is a preventative measure to mitigate the risk of building failure.
- h) **Emergency Lighting, Signage – Sutton Fire Hall (\$9,000):** 2021 BCA has noted that the building is not equipped with proper emergency lighting and signage at exits. This does not meet Canadian Electrical Code and Ontario Fire Code requirements. It is recommended that 10 emergency lights and 10 exit signs be installed throughout the facility to provide adequate coverage in the building.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 1,567,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No

Is it more efficient to contract out the initiative? Yes

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:



Damaged asphalt and concrete – Sutton Multi Use



Damaged soffit and flat roofing – Pefferlaw Lions Hall Canopy



Sutton Arena Outdoor Stairs in poor condition



Local damage at Keswick Fire Station parking lot



Belhaven Hall damaged column



Title of Request:	Facilities Repair and Remediation Program	Business Case Type: Capital Initiative
Department:	Community Services	Business Case number: 24-CI-CS-02
Division:	Facilities	Budget Year: 2024
Budget Request:	\$604,500	Funding Source: Discretionary Reserve

Project Description: The Facilities Repair and Remediation Program takes into account items not indicated in the Building Condition Assessment Program, but are nonetheless considered important enough to be considered as Capital Projects. Such projects may pertain to Health and Safety matters and/or end of life cycle conditions.

1. Proposed Year of Initiative (Start date and End Date):
Q1 2024 – Q3 2025 (Snow Melt Pit installation)

2. Nature of Initiative/Review Factors (check and explain all that apply):
 Legislative, Growth Risk Management, Service Level Change, Strategic Priority, Efficiency, Adopted Plan/Study
 Other (please specify)

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:
Proactively manage infrastructure and assets to ensure service continuity.

4. Main/Desired Goal or Outcomes/Benefits:

a) Table and Chair Replacement – De La Salle and Egypt Hall (\$34,500): De La Salle Chapel and Egypt Hall are in need of some new furniture, specifically tables and chairs for events. Twelve (12) 5’ round tables are required for Egypt Hall as well as 150 chairs (Total cost \$15,500), while replacements are needed at De La Salle Chapel (8 rectangular tables, 18 round tables, 150 chairs at a total cost of \$19,000) Age and wear and tear have taken their toll on these current items at these facilities. Some items have become a health and safety risk to customers as they are utilized for special events.

- b) Chain Link Fence Replacement – Pefferlaw Ice Pad (\$40,000):** The chain link fence that is installed above the dasher boards at PIP has worn over the years and has become dangerous. Several areas have come apart, causing sharp edges and surfaces which can cause injury to patrons who may come into contact with the boards during on-ice activities. The fencing has been repaired several times in the past, however, contractors have recommended that it is beyond repair and should be replaced.
- c) Snow Melt Pit(s) Installation – Georgina Ice Palace (\$400,000):** By having the pit(s) indoors, staff will no longer need to take the ice resurfacer outside, up the ramp, across the parking lot to the grassed area and back again many times a day. This saves unnecessary wear and tear on the machine (rear-end replacement). This also allows us to properly plow, salt and sand the back ramp for maintenance staff, contractors and delivery staff that use our back entrance. This also protects any residents from coming in contact with the compromised snow (which is considered to be a biohazard). The conditions created on the ramp in terms of slips and falls has been raised many times over the years with the Health and Safety Committee and is a top priority with the Ice Palace JHSC. Further, it would be the intent to use Heat Recovery from the new chillers to melt the snow in the pits. If we can reclaim some if not all of the melted snow that would be a big saving (heat recovery is not currently included in this quote but would be designed with the Chiller Replacement project). We may also be eligible for grants if we are to go with energy-efficient approach on water reclaiming. It is requested that this project be approved so that it can be completed with minimal program disruptions, in conjunction with the Ammonia Chiller and Refrigeration Plant Upgrades component of 24-CI-CS-02. Please see attached photo in gallery.
- d) Renovation – Keswick Fire Hall (\$105,000):** Renovation of Station 1-4 to relocate current firefighter dormitory and Fire Prevention Staff.
- Relocating suppression staff to the main floor of the station would enable a quicker response from firefighters when responding to incidents;
 - Providing an adequate and enlarged dormitory area for firefighters follows Health and Safety measures;
 - Providing a suitable work area for Fire Prevention Division staff;
 - Utilizing the functionality of the entire floor plan of the building.
 - To create the desired goal, a staircase needs to be added between two separate areas. This will require an engineered drawing and structural work completed between two different elevations within the facility.
- e) Installation of Railings – Georgina Ice Palace Blue Pad Spectator Seating (\$25,000):** The Georgina Ice Palace requires the addition of railings on staircases in the spectator seating area of the blue pad. The current staircases meet building code, however there have been some instances where patrons have fallen down the stairs and were not able to support themselves while holding onto a railing when going up and down the stairs. Handrails provide stability along the stairs and allow patrons to support themselves and hold onto a railing when going up and down the stairs to prevent slips, trips and falls that have the potential to cause injury.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 604,500</p> <hr style="width: 20%; margin-left: auto; margin-right: 0;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No

Is it more efficient to contract out the initiative? No

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:



Rear ramp GIP – due to Ice Resurfacer dumping outside tracking water and unsandable



Town of Georgina
24-CI-CS-03
Capital Initiative

Title of Request:	Parks Repair and Remediation Program	Business Case Type: Capital Initiative
Department:	Community Services	Business Case number: 24-CI-CS-03
Division:	Parks	Budget Year: 2024
Budget Request:	\$775,000	Funding Source: Discretionary Reserves; Provincial Grant

Project Description:

The Parks Repair and Remediation Program considers projects that may pertain to Health and Safety matters and/or end of life cycle conditions.

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

Q1-Q4, 2024

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

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

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

Proactively manage infrastructure and assets to ensure service continuity

4. Main/Desired Goal or Outcomes/Benefits:

a. Tennis and Pickleball Resurfacing ROC (\$120,000)

The existing tennis courts and pickleball courts at the Civic Centre\ROC require resurfacing. Initially identified in 2022, staff noted that the existing surface is deteriorating, and a few areas are starting to break up and have required temporary patching to eliminate any trip hazards. A deteriorated surface can be extremely slippery increasing the likelihood of injury. The current pickleball courts were a retro fit from one of

the existing tennis courts and temporary lines were put on to create these courts. Resurfaced courts will eliminate any slipping or trip hazards and extend the life of the existing court surface.

b. Cemetery Foundation Wall - Keswick Cemetery (\$50,000)

The Keswick Cemetery is currently undergoing a Cemetery Master Plan. During early stages of this project, the requirement for a Foundation Wall and Columbarium were identified. The Keswick Cemetery lacks the burial and columbarium space needed to continue operating efficiently. In order to operate as an active cemetery, we must be able to offer sufficient space and options to families looking to find final resting places for their loved ones.

In 2022 Community Services identified that the cemetery continued to experience a higher than anticipated, upward trending demand for services and interment plots (an increase from a traditional past average of 20 to 25 annual interments to the current average of 40 to 50 interments per year). This upward trend has continued throughout 2022 and 2023 and is reflective of the current demographic. It is further impacted by the predisposition of families and individuals who pre-plan funeral and burial arrangements and commitments.

The Keswick Cemetery is running out of adequate and sufficient inventory of interment plots to accommodate the current demands and needs of our immediate and surrounding communities. The placement of upright monuments or headstones demarking each interment burial is a customary practice. Consequently, each monument/headstone requires a concrete foundation to adequately support the weight of said monument/headstone.

c. Shoreline Revetment - Corner Park (\$15,000)

The shoreline at Corner Park is eroding creating a hazardous area for visitors to access the water. The shoreline requires reinforcement with large boulders to prevent further erosion, protect our parkland and reduce the risk of injury. This method is the best long-term method to prevent further shoreline erosion, proving both durable, effective and requiring very little maintenance once completed. A permit is required from Lake Simcoe Regional Conservation Authority. Once received, this work would be contracted out for completion.

d. Drainage Improvements - Jacksons Point Harbour (\$15,000)

It was identified in 2022 that a sewage leak from the Ramada Hotel had seeped onto the parkland located at 1 Bonnie Blvd (Jackson's Point Harbour). The runoff from the sewage leak settled into the grounds. The leak has since been cleaned up and the soils have been tested to be clear of all contaminants. The area where the runoff occurred is a low-lying area that has historically been flooded for a substantial part of Spring and into Summer annually. This area needs to be raised up with topsoil and sodded to reduce the amount of ponding water and improve drainage which will result in less maintenance once completed.

e. Pathway Rehabilitation - Various Locations (\$30,000)

There are a number of accessible asphalt pathways throughout our parks and trails system that are failing and becoming impassable. When they are in this condition, they create liability and hazardous issues. The pavement has either broken apart, cracked or heaved, which is common with the age and traffic these pathways experience. This initiative will rehabilitate pathways to keep the pathways open, accessible and safe for use, extend their useful lives while ensuring we are limiting barriers as much as possible.

f. Ditching and Drainage (\$75,000)

There are a number of different areas at the ROC and other parks throughout Georgina that require significant ditching to reduce downtime on sports fields and protect our facilities. This initiative has been brought forward before for the ROC grounds and was tabled to fall under the construction of the new Civic Center. By delaying this work we are seeing a considerable amount of downtime to sports fields and damage being caused to the Pioneer Village buildings. Staff is requesting \$75,000 in 2024 and 2025 to address the poor drainage issues at not only the ROC, but all other parks that are having these issues.

g. Picnic Table Replacement (\$50,000)

In 2022 Council approved \$50,000 per year for the next 3 years (2024, 2025, 2026) to complete picnic table replacements. This request is part of the continued initiative.

h. Playground Replacement (Highcastle and West Park) (\$375,000)

In 2022 Council approved \$150,000 on an annual basis to replace the playground equipment in selected community parks. The replacement park is selected each year on a number of factors, such as meeting its life expectancy, condition of equipment, level of usage and ongoing maintenance and repair costs. The Parks Department is taking a proactive approach to replace this equipment in a timely manner to make sure we are meeting all CSA required guideline and safety inspection. A third-party inspector has been brought in to conduct a safety inspection on our playground equipment and protective surfacing impact testing. Two playgrounds have been identified as needing immediate replacement. One of the playgrounds (West Park) has been completely taken out of service and needs to be removed as soon as possible. Staff is asking for additional funding in the amount of \$225,000 to replace the West Park playground as well as the already approved \$150,000 to replace the Highcastle playground that is scheduled for replacement.

i. Sports Field Line Painting Machine (\$45,000)

There are a number of sports fields in Georgina that require line painting for various sports from May to October. This device is an extension to our existing field line painting machine that will allow for greater accuracy and time efficiency. We currently pay a contractor to complete the initial line painting at season open; this device will eliminate these costs and the need to contract out this task.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input checked="" type="checkbox"/> Other: CCBF	<p>Total Cost:</p> <p>\$ 775,000</p> <hr/> <p>Items a, e, g, h – CCBF \$575,000 Item b - \$9,030 Keswick Cemetery, \$40,970 Parks - Repair & Replacement Items c, d, f – Parks - Repair & Replacement \$105,000 Item i - Corporate Capital/New Infrastructure \$45,000</p> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No

Is it more efficient to contract out the initiative? Yes

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:



Town of Georgina
24-CI-CS-04
Capital Initiative

Title of Request:	Ainslie Hill Park and Trail Development	Business Case Type: Capital Initiative
Department:	Community Services	Business Case number: 24-CI-CS-04
Division:	Parks	Budget Year: 2024
Budget Request:	\$1,440,000	Funding Source: Development Charges and Park Cash-In-Lieu

Project Description:

The proposed Ainslie Hill Parks and Trail as identified in the developer led agreement for Blocks 194 and 195 in Plan of Subdivision 19T-15G03 on the south side of Catering Road in Sutton requires funding to support the construction and installation of a park and amenities. The Ainslie Hill Park and Trail is projected to cost \$1,440,000 and includes a proposed feature item as part of the overall trail and park system which contains several amenities such as; a cantilever lookout, pavilion, playground, parkour and fitness equipment. Town staff recommend that the cantilever lookout feature be retained as its location is along the main Zephyr rail line and would be a tremendous added amenity to the community and the overall trail network system for Georgina and surrounds.

The Ainslie Hill Park and Trail exceeds the original estimated budget in the 2021 DC Background Study for a variety of reasons, including inflation and pandemic cost increases.

The current cost estimates are identified in the chart below. A 15% contingency has been added to the overall cost of the project in an effort to mitigate potential risks such as cost increases, project timeline and overall unexpected circumstances.

As per the subdivision agreement, the work will be completed by the developer. 776,000 will be funded by DCs and 664,000 will be funded by Cash-in-lieu of Parkland reserve.

	Total Including 15% Contingency and 1.76% Tax
Block 194: Ainslie Hill (Catering Road): Village Square	\$310,000
Block 194: Ainslie Hill (Catering Road) : Trail Head Parkette, 1 lookout	\$1,130,000
Total Costs	\$1,440,000

1. Proposed Year of Initiative (Start date and End Date):
 Q3, 2024 – Q4, 2025

2. Nature of Initiative/Review Factors (check and explain all that apply):
 Legislative, Growth Risk Management, Service Level Change, Strategic Priority, Efficiency, Adopted Plan/Study
 Other (please specify)

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:
 Continue to invest in community spaces and amenities - Continue to optimize and invest in improvements to local parks, facilities, and recreational amenities

4. Main/Desired Goal or Outcomes/Benefits:
 To obtain funding in the 2024 Budget process to complete the Ainslie Hill Park and Trail and to have Council determine if funding will be approved for this project.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 1,440,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No

Is it more efficient to contract out the initiative? Yes

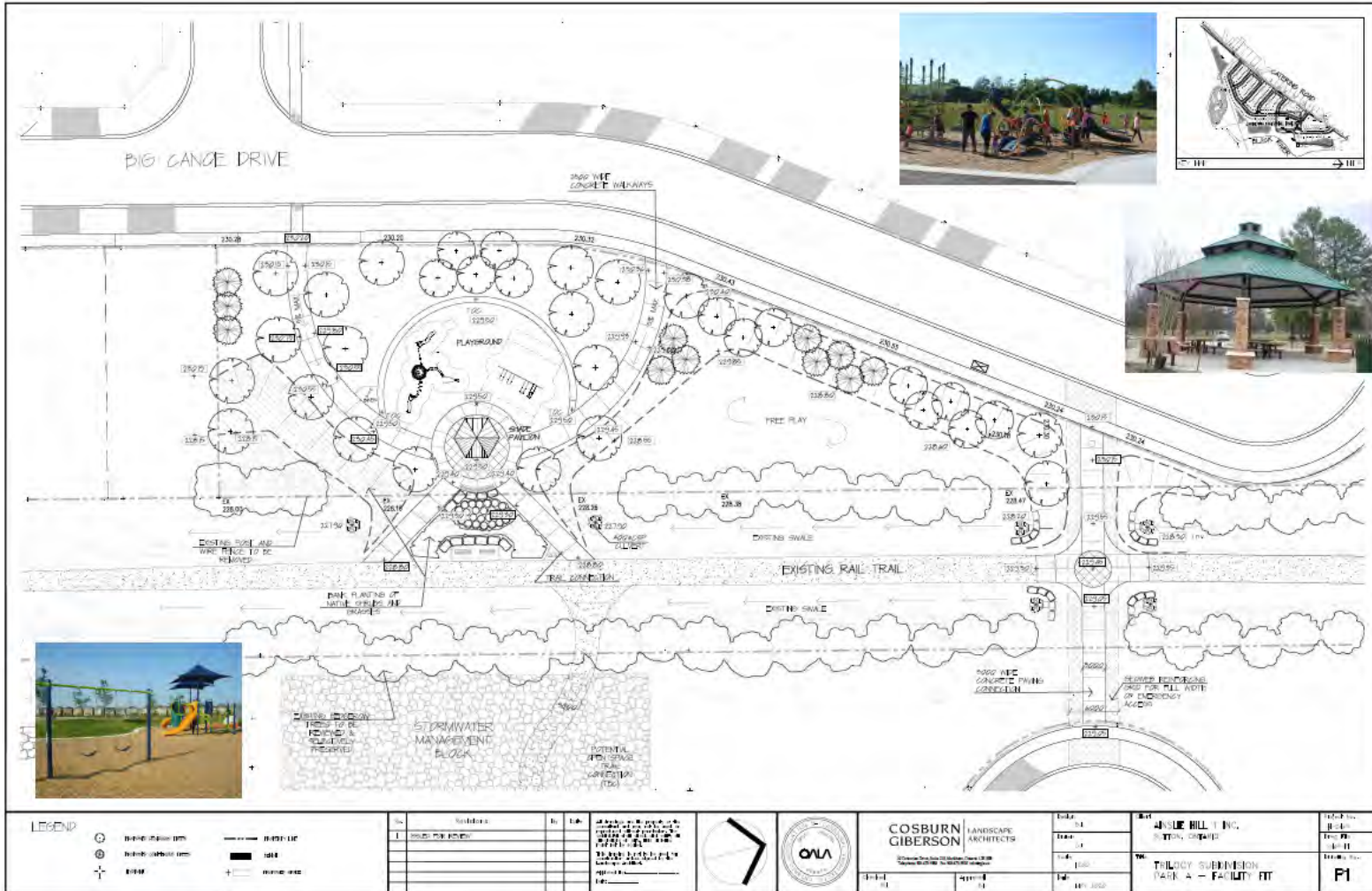
Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

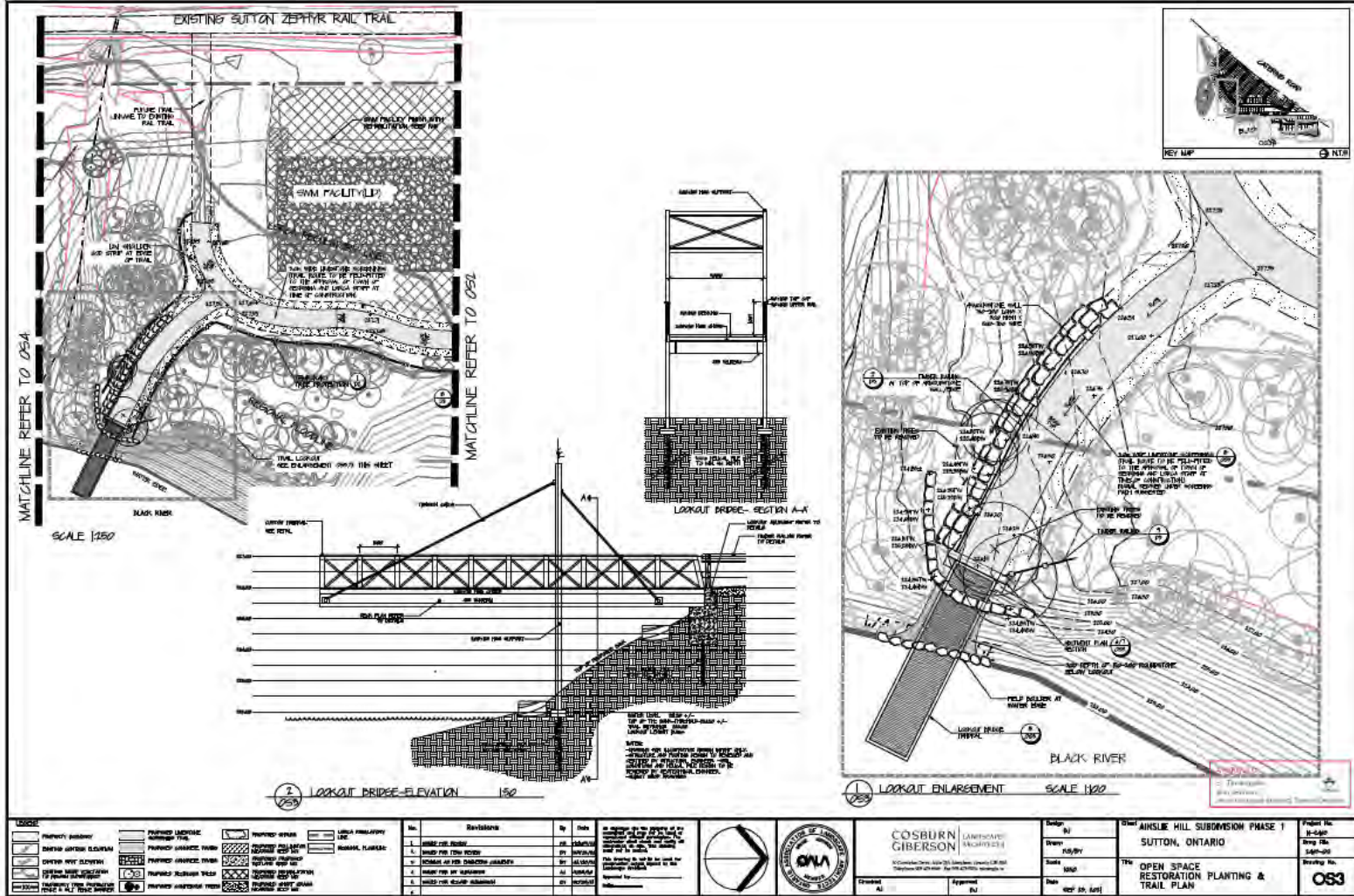
Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:









Town of Georgina
24-CI-CS-05
Capital Initiative

Title of Request:	Holmes Point Washrooms	Business Case Type: Capital Initiative
Department:	Community Services	Business Case number: 24-CI-CS-05
Division:	Parks	Budget Year: 2024
Budget Request:	\$130,000	Funding Source: Discretionary Reserve and Tax Levy

Project Description:

This is to install a mobile AODA compliant portable trailer washroom unit at Holmes Point Park. The purchase of the unit is \$130,000 with an operating cost of \$20,000 annually for cleaning and maintenance.

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

Q1, 2024 start date and Q3, 2024 end date

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

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

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

Proactively manage infrastructure and assets to ensure service continuity - Continue to modernize, maintain, and enhance accessibility of facilities and spaces

4. Main/Desired Goal or Outcomes/Benefits:

a. Mobile AODA compliant portable trailer washroom unit

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input checked="" type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input checked="" type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 130,000 capital; \$20,000 operating impact to Parks operating budget</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes, we are currently operating with a seasonal AODA compliant porta potty.

Is it more efficient to contract out the initiative? Yes

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:



Title of Request:	Terrace Park Fencing	Business Case Type: Capital Initiative
Department:	Community Services	Business Case number: 24-CI-CS-06
Division:	Parks	Budget Year: 2024
Budget Request:	\$15,000	Funding Source: Discretionary Reserve

Project Description:

Funding will be used to erect a chain link fence at the Terrace Drive Waterfront location. This is an unmarked area at the foot of Terrace Drive maintained by the Town of Georgina. The fencing will greatly assist in clearly identifying this land as Town owned.

Town owned properties are inspected regularly which generates both minor repair requests and flags areas. This particular location was reported to have multiple unapproved uses and encroachments.

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

Q2, 2024 start and Q3, 2024 end

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

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

Risk Management: Ensuring our assets are properly identified in an effort to avoid failures reduces risk and liability.

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

2023-2027 Corporate Strategic Plan – Proactively manage infrastructure and assets to ensure service continuity.

4. Main/Desired Goal or Outcomes/Benefits:

To install chain link fencing and clearly identify the town owned land.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 15,000</p> <hr style="width: 20%; margin-left: auto; margin-right: 0;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No, Deficiencies are found each year.

Is it more efficient to contract out the initiative? Yes, there are no available internal staff resources to support this type of program.

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:



Town of Georgina
24-CI-FS-01
Capital Initiative

Title of Request:	Suppression Equipment	Business Case Type: Capital Initiative
Department:	Fire & Rescue Services	Business Case number: 24-CI-FS-01
Division:	Suppression	Budget Year: 2024
Budget Request:	\$110,700	Funding Source: Discretionary Reserve

Project Description:

Purchase of Suppression Equipment

- Purchase of auto ex equipment (E-tools) – Stn 1-8 - **\$27,300**
- Purchase of fire hose and appliances (additional inventory and replacement) - **\$24,000**
- Purchase of SCBA cylinders (additional inventory and replacement) (12@ \$1,700) - **\$20,400**
- Purchase of SCBA Packs (additional inventory) (3@\$8,000) - **\$24,000**
- Purchase of Special Operations/Technical Rescue Equipment –hazardous materials/confined space/rope rescue/water-ice rescue- **\$15,000**

1. Proposed Year of Initiative (Start date and End Date): Q1-Q4 2024

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

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

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

- Delivering Service Excellence
 - Commit to citizen-centric service delivery
 - Support employee engagement, development and well-being
 - Ensure continued financial sustainability and accountability

- Build a future-focused, results-driving organization
- Creating a Vibrant, Healthy and Safe Community for All
 - Support a safe, healthy and inclusive community

4. Main/Desired Goal or Outcomes/Benefits:**AUTO EXTRICATION EQUIPMENT E-Tools Stn 1-8 (\$27,300)**

- This equipment will be utilized to assist firefighters with auto extrication when attending motor vehicle collisions and the transition to green technology.
- In 2022, the department moved to current technologies in the form of e-tools to efficiently respond to incidents.
- This purchase will enable e-tools in our three fire stations.

HOSE and APPLIANCES - \$24,000

- Annually fire hose is required to be tested and inspected. We continue to replace hose that is over 10 years of age and hose that fails annual testing. Our current hose specifications have extended warranty properties to ensure good value and have properties that ensure safety, longevity in hose and great operational value for our firefighters.
- Additional inventory is being purchased for our new pumper tanker apparatus.

SCBA CYLINDERS - \$20,400 (12 cylinders@1,700 each)

- The Fire Department requires SCBA cylinders and they are replaced on a lifecycle basis and we require new cylinders to maintain the replacement lifecycle.
- The 15-year lifecycle is driven by manufacturer recommendations, National Fire Protection Association Standards (NFPA) 1852 Standard on Selection, Care and Maintenance of Open-Circuit Self-Contained Breathing Apparatus (SCBA), Canadian Standards Association (CSA), and industry best practice.

SCBA PACKS - \$24,000 (3@\$8,000 each for T185)

- Three additional SCBA Packs are being purchased for our new pumper tanker apparatus to ensure arriving firefighters have the appropriate PPE.

HAZ MAT, CONFINED SPACE, ROPE RESCUE, WATER-ICE RESCUE AND SPECIAL OPERATIONS EQUIPMENT - \$15,000

- Equipment relating to specialized rescue has a shelf life. Due to this, every year we are required to replace items that have exceeded their shelf lives. Some examples of these items include Hazmat suits, gas detection equipment, ropes, ice water rescue suits that are too damaged to repair, specialty rescue helmets, carabineers, and personal floatation devices.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$110,700</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No.

Is it more efficient to contract out the initiative? No.

Can this initiative be combined with other present functions? No.

Can the services model be changed to reduce this demand without reducing service levels? No.

Can technology be leveraged? No.

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.

7. Other Comments / Gallery:

- On-going annual request to continue our life cycle replacement strategy.
- Efficient, safe and the ability to address current components when responding to emergency incidents.
- Safe and efficient equipment for fire suppression.



Title of Request:	Helmet Replacement Program	Business Case Type: Capital Initiative
Department:	Fire & Rescue Services	Business Case number: 24-CI-FS-02
Division:	Suppression	Budget Year: 2024
Budget Request:	\$26,000	Funding Source: Discretionary Reserve

Project Description:

Helmet Replacement Program

- Life cycle of firefighter helmets as set out in NFPA Standards is 10 years.
- The replacement of helmets will span over three years (2024-2026) - \$600 x 130 Helmets = \$78,000
- 43 Helmets to be replaced in 2024; 43 Helmets to be replaced in 2025 and 44 Helmets to be replaced in 2026

1. Proposed Year of Initiative (Start date and End Date): Q1 2024 to Q4 2025

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

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

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

- Delivering Service Excellence
 - Commit to citizen-centric service delivery
 - Support employee engagement, development and well-being
 - Ensure continued financial sustainability and accountability
 - Build a future-focused, results-driving organization
- Creating a Vibrant, Healthy and Safe Community for All
 - Support a safe, healthy and inclusive community

4. Main/Desired Goal or Outcomes/Benefits:

- The ability to maintain the health and safety of our firefighters.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$26,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No.

Is it more efficient to contract out the initiative? No.

Can this initiative be combined with other present functions? No.

Can the services model be changed to reduce this demand without reducing service levels? No.

Can technology be leveraged? No.

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.

7. Other Comments / Gallery:

- Continue to ensure the health and safety of our firefighters.



Title of Request:	Replacement of Bunker Gear	Business Case Type: Capital Initiative
Department:	Fire & Rescue Services	Business Case number: 24-CI-FS-03
Division:	Suppression	Budget Year: 2024
Budget Request:	\$71,400 (Approved in 2022)	Funding Source: Discretionary Reserve

Project Description:
Replacement of Bunker Gear – Contractual 2022 to 2024 with 2 optional years (2025 and 2026)

1. Proposed Year of Initiative (Start date and End Date): Q1 2024 to Q4 2025

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

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

On-going annual cycle replacement of bunker gear to ensure firefighters have bunker gear that meet Occupational Health and Safety Requirements.

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

- Delivering Service Excellence
 - Commit to citizen-centric service delivery
 - Support employee engagement, development and well-being
 - Ensure continued financial sustainability and accountability
 - Build a future-focused, results-driving organization
- Creating a Vibrant, Healthy and Safe Community for All
 - Support a safe, healthy and inclusive community

4. Main/Desired Goal or Outcomes/Benefits:

In order to refrain from large spikes in the capital budget every five years or so to meet our requirements, a harmonized purchase level of bunker gear is used to ensure a stable and consistent budget line. This also allows the Town to introduce improved bunker gear as standards and quality are improved gradually.

To maintain our life cycle replacement program, we are required to purchase 17 bunker suits annually. In 2022 we went to tender for a new contract for 3 years with 2 optional years.

NFPA 1851 “Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting” dictates that bunker gear must be removed from service after 10 years from the manufacture date.

Our current lifecycle replacement process allows us to have an adequate supply of spare bunker gear for firefighters (full-time/volunteer). Spare bunker gear is required to maintain our service levels while the primary set is decontaminated and or repaired.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input type="checkbox"/> Capital one-time <input checked="" type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$71,400</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No.

Is it more efficient to contract out the initiative? No.

Can this initiative be combined with other present functions? No.

Can the services model be changed to reduce this demand without reducing service levels? No.

Can technology be leveraged? No.

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:

- On-going annual request to continue our life cycle replacement strategy.
- Efficient, safe and the ability to address current components when responding to emergency incidents.
- Safe and efficient equipment for fire suppression.



Town of Georgina
24-CI-FS-04
Capital Initiative

Title of Request:	Communication Equipment	Business Case Type: Capital Initiative
Department:	Fire & Rescue Services	Business Case number: 24-CI-FS-04
Division:	Suppression	Budget Year: 2024
Budget Request:	\$49,400	Funding Source: Discretionary Reserve

Project Description:

Purchase of Communication Equipment

- Purchase of replacement tablets and stands (2 per year - 2x\$2,400) - **\$4,800**
- Purchase of pagers (20@\$600 each) - **\$12,000**
- Purchase of portable radios (2@\$8,000 each) - **\$16,000**
- Purchase of radio batteries (16@\$300 each) - **\$4,800**
- Paged System Manual Backup for Stn 1-4 - **\$4,300**
- Paged System Manual Backup for Stn 1-6 - **\$6,700**
- Programing Requirements for Paging System for Stn 1-8 - **\$800**

1. Proposed Year of Initiative (Start date and End Date): Q1-Q4 2024

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

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

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

- Delivering Service Excellence
 - Commit to citizen-centric service delivery
 - Support employee engagement, development and well-being
 - Ensure continued financial sustainability and accountability

- Build a future-focused, results-driving organization
- Creating a Vibrant, Healthy and Safe Community for All
 - Support a safe, healthy and inclusive community

4. Main/Desired Goal or Outcomes/Benefits:

Communications equipment is a high priority item with health and safety implications. There is a life span for this equipment and must be replaced regularly to ensure functionality. Every six years each fire apparatus will receive replacement tablet and stand.

Currently we do not have alternative means to dispatch volunteers if primary service is not available. A manual backup paging system will allow business continuity should the main dispatch system (Richmond Hill) fail.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: right;">\$49,400</p> <hr style="width: 20%; margin-left: auto; margin-right: 0;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes. Business Continuity could be impacted should there be a system failure.

Is it more efficient to contract out the initiative? No.

Can this initiative be combined with other present functions? No.

Can the services model be changed to reduce this demand without reducing service levels? No.

Can technology be leveraged? No.

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.

7. Other Comments / Gallery:

- On-going annual request to continue our life cycle replacement strategy.
- Efficient, safe and the ability to address current components when responding to emergency incidents.
- Safe and efficient equipment for fire suppression.



Town of Georgina
24-CI-DS-01
Capital Initiative

Title of Request:	Development Engineering Comprehensive Design Criteria Review	Business Case Type: Capital Initiative
Department:	Development Services	Business Case number: 24-CI-DS-01
Division:	Development Engineering	Budget Year: 2024
Budget Request:	\$ 250,000	Funding Source: Development Charges

Project Description:

Retain engineering consultant expert to review and update the Town’s Development Engineering Design Criteria. The guideline serves as the standard which dictate the requirements for engineering design and construction within the Town. The guideline has undergone multiple revisions throughout the years and was last updated in 2013. The guideline is currently out of date and the goal of the review is to update the guideline to address changes in legislation, design standards and construction practices.

Upon completion of the assessment, the recommendations provided by the Consultant will enable the Town to define a clear and organized framework for all future developments and construction projects for the Town. The refined guidelines will ensure compliance with the latest applicable standards, policies, by-laws and practices.

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

Q2 2024 – Q4 2025

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

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

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

Update of the design criteria will support a number of [Corporate Strategic Plan](#) Initiatives including the following:

- Deliver Service Excellence:
 - o Proactively manage infrastructure and assets to ensure service continuity
- Ensuring Balanced Growth
 - o Promote and ensure responsible growth and long-term planning
- Advancing Environmental Sustainability
 - o Support Georgina’s resilience through environmental sustainability and climate mitigation and adaptation

4. Main/Desired Goal or Outcomes/Benefits:

Update development engineering design criteria to address legislative changes.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost (estimate):</p> <p style="text-align: center;">\$ 250,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No

Is it more efficient to contract out the initiative? No

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:



Town of Georgina
24-CI-LS-01
Capital Initiative

Title of Request:	Kennels Purchase and Installation	Business Case Type: Capital Initiative
Department:	Legislative Services	Business Case number: 24-CI-LS-01
Division:	Municipal Law Enforcement – Georgina Animal Shelter	Budget Year: 2024
Budget Request:	\$120,000	Funding Source: Discretionary Reserve

Project Description:

This request is to replace the older style dog kennels in the observation room. These older style kennels are smaller. Staff cannot properly stand up to clean them or to safely walk into them to secure a dog with a leash. The smaller space also makes it difficult to handle large dogs. Further, the smaller space can be very stressful for dogs. For example, a giant breed such as a Great Dane could not be housed in these kennels. The more spacious the kennel, the less likely a dog will experience kennel stress, exhibit unwanted behaviours and have potential stress related medical problems such as kennel cough or gastrointestinal problems. Providing kennels that have a separate space for eating/sleeping improves an animal's wellbeing. It also improves the efficiency of the operations of the centre as the animals are less likely to be destructive in their kennel.

Improving housing conditions reduces safety hazards, such as staff hitting their heads while cleaning or handling animals in small, confined space. The new kennels also reduce the risk to staff from potentially dangerous dogs, as staff don't need to physically handle them. We have been experiencing an increase in large dogs being brought in as strays. With animal shelter numbers continuing to rise across the province, we need to be proactive and ensure that we are prepared with the necessary animal housing.

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

Q1 2024 – Q3 2024

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

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

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

Strategic Plan – Delivering Service Excellence, proactively manage infrastructure and assets to ensure service continuity, and support employee engagement, development and well-being.

4. Main/Desired Goal or Outcomes/Benefits:

Improve staff safety measures, efficiency of animal handling and disinfection protocols. Decrease the potential for animal health and safety concerns. Provide added enrichment to animals in care.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 120,000</p> <hr style="width: 20%; margin-left: auto; margin-right: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No, this is a safety concern.

Is it more efficient to contract out the initiative? We would use a combination of external vendors, contractors and our maintenance department.

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No, this is a safety concern.

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:





Title of Request:	Electric Bikes	Business Case Type: Capital Initiative
Department:	Legislative Services	Business Case number: 24-CI-LS-02
Division:	Municipal Law Enforcement	Budget Year: 2024
Budget Request:	\$10,000	Funding Source: Discretionary Reserve

Project Description:

The Municipal Law Enforcement Division (MLE) is attempting to reduce its carbon footprint by adding two eco-friendly transportation options to its fleet. This will reduce MLE’s use of our motorized vehicles, which can accumulate close to 1,000km on a long weekend in summer. This sustainable transportation option is two electronic bikes. The e-bikes can be charged overnight at the Civic Centre and then used for distances up to 60km. It is the intention of staff to prioritize their use during the summer along Lake Drive North and Lake Drive East between North Gwillimbury Park and Jackson’s Point. This initiative includes purchase of a bike rack that can transport the e-bikes to different locations throughout Town. This will increase patrols of areas that typically require much time to patrol on foot or by regular bicycle, such as the trail systems in Keswick and Sutton. This initiative also includes bicycle training for officers. Currently, most of our officers have received bicycle training, however, extra funds are requested to ensure that all officers receive the bicycle training. There is no specific training for e-bike use other than standard bicycle training.

1. **Proposed Year of Initiative (Start date and End Date):** Procure e-bikes in Q1, train officers and begin use of e-bikes in Q2.
2. **Nature of Initiative/Review Factors (check and explain all that apply):**
 - Legislative, Growth Risk Management, Service Level Change, Strategic Priority, Efficiency, Adopted Plan/Study
 - Other – Environmentally friendly, green option of transportation.
3. **Brief Links to Strategic Plan Departmental Business Plans or Other Plans:** Advancing Environmentally Sustainability.
4. **Main/Desired Goal or Outcomes/Benefits:** Improve enforcement and customer service in prioritized areas throughout the Town with a focus on reducing MLE’s carbon footprint.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2023 only) <input type="checkbox"/> Operating re-occurring (2023 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Staffing one-time (2023 only) <input type="checkbox"/> Staffing re-occurring (2023 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 10,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes, but environmental and operational efficiencies would be deferred

Is it more efficient to contract out the initiative? No

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:



Town of Georgina
24-CI-DCAO-01
Capital Initiative

Title of Request:	ICT Cycling	Business Case Type: Capital Initiative
Department:	Office of the Deputy CAO	Business Case number: 24-CI-DCAO-01
Division:	Information Technology Services	Budget Year: 2024
Budget Request:	\$230,000	Funding Source: Discretionary Reserve

Project Description:

Annual Corporate Desktop and Notebook Cycling: \$80,000

Annual cycling of desktop workstations (including only "original equipment manufacturer" operating system), computer monitors, standard notebooks/tablet hybrids, ruggedized notebooks, docking stations, and other end-point terminals to ensure an appropriate equipment lifecycle. The hardware life cycle of end-point equipment is a seven years.

Annual Corporate COTS (commercial off-the-shelf) Software Cycling: \$20,000

Annual cycling of workstation software for desktop computers, standard notebooks, ruggedized notebooks, tablets, docking stations and end-point terminals to ensure an appropriate software lifecycle.

All corporate standard software packages that reside on end-user workstations such as Adobe, Antivirus, Anti-malware, Bluebeam, Microsoft Server-Client licensing, specialized software, etc. are included in this category. Microsoft's Office suite (MS Word, MS Excel, MS Outlook, MS PowerPoint) is now a subscription-based offering and is not included in this category.

Geographical Information Systems software and other specialized applications used throughout the Organization are not included in this category.

Annual Corporate Network Infrastructure Cycling: \$130,000

Annual cycling and replacement of various application servers, switching/networking equipment, firewalls, thin-client, remote access devices, server infrastructure, wireless broadband infrastructure, and telephone system equipment based on a five-year to seven-year cycling plan.

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

Q1 2024 – Q4 2024

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

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

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

Information Technology Services Strategic Plan

Corporate Strategic Plan Goal 4 Provide Exceptional Municipal Service

4. Main/Desired Goal or Outcomes/Benefits:**Annual Corporate Desktop and Notebook Cycling:**

Maintaining an equipment life cycle policy ensures that end-user equipment is cycled within a reasonable time frame. This helps to ensure optimized performance, reliability, and security of data. The Town of Georgina reallocates computer equipment where possible to maximize the benefit to the Organization and all stakeholders, including residents and ratepayers. The municipality participates in a refurbishing program in a limited capacity to ensure that "usable" computer equipment that meets/exceeds organizational lifecycle timelines are donated to schools, families in need, and other non-profit community groups through a local charity.

Computer equipment deemed obsolete or no longer useful is decommissioned through the Waste Electrical and Electronic Equipment (WEEE) program administered by Ontario Electronic Stewardship, an agency of the Government of Ontario. This agency is responsible for ensuring that equipment is recycled through various environmentally friendly methods depending on the material(s) being reclaimed to ensure a zero-landfill policy. Equipment is collected, sorted, and shredded before pieces are melted down to recover their component materials for manufacturing reuse. Hard drive storage devices are removed from equipment before it is donated or recycled, and data is disposed of in a secure method after a set holding period.

Annual Corporate COTS (commercial off-the-shelf) Software Cycling:

Maintaining an appropriate software life cycle policy ensures that end-user software applications are updated and cycled within a four-year period. This helps to ensure optimized performance, reliability, and security of equipment and infrastructure. This is also a typical industry standard lifecycle metric for end-user computer software and matches the hardware lifecycle schedule.

The return on investment for many client-based software packages used throughout the Organization is approximately 3.3 years. Standardization of software versions and continually investing in licensing updates help to ensure that the Organization maintains “built-in” upgrades with limited use of software assurance subscription programs.

This cost allocation has been reduced significantly over the years as software-based licensing is moving away from perpetual licensing to a subscription-based model.

Annual Corporate Network Infrastructure Cycling:

Maintaining a reasonable equipment life cycle for server equipment and associated infrastructure will help to ensure optimized performance, reliability, and security. Additional opportunities for equipment reallocation, virtualization, and services consolidation to find efficiencies or meet specific regulatory and industry-sanctioned requirements will also be planned and implemented as part of the cycling process.

As we advocate and implement the Town of Georgina Broadband Strategy, the reliance and independence of our wireless broadband infrastructure for residential and business connectivity will reduce. However, there are a number of facilities located in under-served areas of the community that still rely on this infrastructure. Maintaining and managing effective radio links will help to ensure optimized performance, reliability, and security of the wireless broadband infrastructure. Critical elements on tower sites are also maintained to ensure operational efficiency and to meet the required CSA-S37-18 standards.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 230,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No

Is it more efficient to contract out the initiative? No

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:



Town of Georgina
24-CI-DCAO-02
Capital Initiative

Title of Request:	Inter-facility Connectivity	Business Case Type: Capital Initiative
Department:	Office of the Deputy CAO	Business Case number: 24-CI-DCAO-02
Division:	Information Technology Services	Budget Year: 2024
Budget Request:	\$70,000	Funding Source: Discretionary Reserve

Project Description:

There is a current need to establish a new inter-facility connectivity between the facilities on the ROC campus. Currently, the Civic Centre is providing a Point-to-Multipoint wireless broadband solution to a group of facilities to the North (Animal Control & Adoption Center, Parks Yard, Water/Wastewater Yard) and a group of facilities to the South (Georgina Pioneer Village, ROC Canteen, ROC Chalet, ROC Snowmaking Building, ROC Hut, The Annex).

It is recommended that the Town invest in the expansion of the current network infrastructure by providing fiber optic connections between key facilities on the southern part of the ROC campus:

- Fiber connection between the ROC Canteen to the Lawn Bowling Building
- Fiber connection between the Lawn Bowling Building to the Georgina Pioneer Village Offices

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

Q2 2024 – Q3 2024

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

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

Risk Management: Wireless broadband service is a best-effort solution where there is no guarantee that data is transmitted successfully or that the service meets the desired performance throughput. Wireless technology has improved over time, but it continues to face challenges such as interference, signal strength, throughput, and weather conditions.

Strategic Priority, and Efficiency: The proposed infrastructure upgrade provides opportunities to efficiently consolidate, streamline, and improve services to the surrounding facilities on the ROC campus. With a reliable and physical fiber optic connection, this communication medium can enable increased resource-demanding services such as analytical analysis through GIS systems, improve and consolidate voice telecommunication systems, improve building access and security controls, and expand Wi-Fi capabilities within key areas.

Other: The wireless broadband network relies on the height of the current Civic Centre's building to efficiently broadcast its signals to the receiving Customer Premise Equipment (CPE) at the northern and southern facilities. Due to the height of the new proposed Civic Centre and the surrounding tree canopy, there will be no line-of-sight for the equipment to efficiently deliver a stable wireless connection. Therefore, without the proposed connections, the Georgina Pioneer Village, ROC Canteen, ROC Chalet, ROC Snowmaking building, and the ROC Hut will have no internet connectivity once we move into the new Civic Centre.

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

Information Technology Services Strategic Plan

Corporate Strategic Plan Goal 1 Delivering Service Excellence

Corporate Strategic Plan Goal 2 Ensuring Balanced Growth

4. Main/Desired Goal or Outcomes/Benefits:

To install new fiber connections between the ROC Canteen and the Lawn Bowling building, and the Lawn Bowling building to the Georgina Pioneer Village. These two new connections will extend the existing island of fiber optic (ROC Canteen, ROC Chalet, and the ROC Snowmaking building) to the Georgina Pioneer Village (replaces the current wireless connection) and the Lawn Bowling building (new service).

The antenna equipment that currently provides the wireless broadband connection to the southern facilities will be removed and redeployed to provide a wireless solution from the Annex to the ROC Chalet (temporary) and the ROC Hut. This will remove the dependence on the current Civic Centre as we prepare for the move to the new Civic Centre and the demolition of the old building.

The proposed inter-facility connections are also a transitional step for a future connection between the new Civic Centre and the Lawn Bowling building. This will then complete the inter-facility connections of the main southern ROC facilities via a solid and reliable fibre optic connection (except for the ROC Hut and the Annex).

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 70,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes, but it is not recommended given the number of upcoming high-priority IT initiatives/projects. This project will also provide more resources in the future to focus on the planning and commissioning of the new Civic Centre.

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

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? N/A

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:

The two interfacility connections is part of a greater transitional plan to mitigate disruptions to day-to-day operations at the Municipal Administration Offices and the surrounding facilities during the move to the new Civic Centre.



Town of Georgina
24-CI-DCAO-03
Capital Initiative

Title of Request:	Water and Wastewater Financial Plan and Rate Study	Business Case Type: Capital Initiative
Department:	Office of the Deputy CAO	Business Case number: 24-CI-DCAO-03
Division:	Financial Strategy and Planning	Budget Year: 2024
Budget Request:	60,000	Funding Source: Discretionary Reserve

Project Description:

Following the tragic events that occurred in Walkerton, the Safe Drinking Water Act was passed in December 2002. The Act included a requirement for mandatory licensing of municipal water providers.

In order to become licensed, a municipality had to satisfy five (5) key requirements:

1. Obtain a Drinking Water Works Permit
2. Develop an Operational Plan based on the Drinking Water Quality Management Standard
3. Accreditation of the Operating Authority
4. Prepare and provide a Financial Plan
5. Obtain a Permit to Take Water (This is Region of York's responsibility)

Ontario Regulation 453/07 provides the following parameters with regards to Section 30(1) Part B of the Safe Drinking Water Act, 2002 for water systems:

- Financial Plans must be approved by Council Resolution indicating that the Drinking Water System is financially viable.
- Financial Plans must include a Statement that the financial impacts have been considered and apply for a minimum six (6) year period.
- Financial Plans must include details regarding proposed or projected financial operations itemized by total revenues, total expenses, annual surplus/deficits and accumulated surplus/deficits (i.e. components of a "Statement of Operations" as per Public Sector Accounting Board (PSAB)) for each year the financial plans apply.
- Financial Plans are to be made available to the public upon request at no charge.
- Financial Plans are to be made available to the public through a website. Notice of availability of the Financial Plan is to be given to the public.

- The Financial Plan is to be submitted to the Municipal Affairs and Housing and the Ministry of the Environment.

The Town of Georgina last completed a comprehensive Water and Wastewater Rate Study in 2020. As part of the scope of this project, the Town will be also updating its water and wastewater rate forecasts.

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

Q1 2024 to Q3 2024

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

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

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

Under Strategic Pillar #2, Ensuring Balanced Growth, Goal # 1 - Promote and ensure responsible growth and long-term planning.

4. Main/Desired Goal or Outcomes/Benefits:

Complete the Financial Plans and Rate Study as legislatively required.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input checked="" type="checkbox"/> Water/Wastewater	<p>Total Cost:</p> <p style="text-align: center;">\$ 60,000</p> <hr style="width: 20%; margin-left: auto; margin-right: 0;"/> <p>Recovery:</p>

<input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Other:	
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6. Other Considerations or Efficiency Options:

Can the request be deferred? No

Is it more efficient to contract out the initiative? Yes

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:



Town of Georgina
24-CI-DCAO-04
Capital Initiative

Title of Request:	Telecommunication Infrastructure	Business Case Type: Capital Initiative
Department:	Office of the Deputy CAO	Business Case number: 24-CI-DCAO-04
Division:	Information Technology Services	Budget Year: 2024
Budget Request:	\$100,000	Funding Source: Discretionary Reserve

Project Description:

The ROC campus grounds do not have a reliable and necessary telecommunication infrastructure to support the business requirements for the Municipal Administration Offices and its surrounding facilities. The only available utility service is the Plain Old Telephone Service (POTS) infrastructure that is inadequate, at capacity and is susceptible to wet weather conditions in the Spring and Fall seasons. The aging technology also restricts and limits the opportunities to support day-to-day activities and business continuity of the organization.

It is recommended that the Town engage with a Telecommunication Utility provider to bring modern fiber optic services to the Municipal Administration Offices (26557 Civic Centre Road) and the Animal Control & Adoption Center (26815 Civic Centre Road). The improved services will resolve the ongoing telephony issues at both sites, provide a permanent internet service solution to the northern facilities (Animal Control & Adoption Center, Parks Yard, Water/Wastewater Yard), and provide opportunities to build business resilience to our operations.

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

Q1 2024 – Q4 2024

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

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

Risk Management: Telephony issues such as crackling/humming, crosstalk, disconnects, and infinite ringing continue to be a problem at the Civic Centre due to the aging POTS infrastructure. These issues primarily occur during wet weather conditions but will continue to be an issue as the telephone line degrades over time. As telephone lines become inoperable, servicing capacity will be reduced impacting serviceability.

Strategic Priority, and Efficiency: Bringing in a fiber optic infrastructure at this site will provide the necessary foundation for staff to perform their duties more efficiently without disruptions and in turn provide exceptional service to our residents. It will also allow additional opportunities to improve the business and operational needs such as, but not limited to internet service redundancy and distributed antenna system (DAS) to improve cellular coverage inside the buildings.

Other: Internet services at the northern facilities of the ROC campus are currently serviced by a Point-to-Multipoint wireless broadband network that is broadcasted from the current Civic Centre's chimney. Due to the height of the new proposed Civic Centre and the surrounding tree canopy, there will be no line-of-sight for the equipment to efficiently deliver a stable wireless connection. Without the proposed infrastructure, these facilities will have no internet connectivity once we move into the new Civic Centre.

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

Information Technology Services Strategic Plan

Customer Service Strategy

Corporate Strategic Plan Goal 1 Delivering Service Excellence

Corporate Strategic Plan Goal 2 Ensuring Balanced Growth

4. Main/Desired Goal or Outcomes/Benefits:

To engage with a telecommunication utility provider to install modern fibre optic services to the Civic Centre and the Animal Control & Adoption Centre. This infrastructure will provide a technological foundation to improve telephony services at both sites and to provide internet services to the three northern facilities (serviced through the Animal Control & Adoption Centre). It also brings the demarcation point of services directly to Civic Centre instead of relying on third-party, tower sites, and equipment to support our current connectivity requirements.

It is important to note that any construction required to bring services to the current Civic Centre will be planned with the expectation that the services will need to be moved/bought over to the new Civic Centre.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 100,000</p> <hr style="width: 20%; margin-left: auto; margin-right: 0;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No, servicing is required to resolve the ongoing telephone issues. This is also needed before the new Civic Centre in order to provide internet services to the northern facilities of the ROC campus.

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

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? N/A

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:

This infrastructure upgrade is also critical as it is part of a greater transitional plan to mitigate disruptions to day-to-day operations at the Municipal Administration Offices during the move to the new Civic Centre.

The antenna equipment that provides the wireless broadband connection to the northern facilities will be removed and may be re-purposed.



Title of Request:	Multi-Year Accessibility Plan	Business Case Type: Capital Initiative
Department:	Strategic Initiatives	Business Case number: 24-CI-SI-01
Division:	Strategy and Transformation	Budget Year: 2024
Budget Request:	\$175,000	Funding Source: Discretionary Reserve

Project Description:

In consultation with Georgina’s Accessibility Advisory Committee (GAAC) and York Region, this initiative will address the Town of Georgina’s AODA compliance requirements in-line with the Provincial regulations, including an update to the 2018-2022 Multi-Year Accessibility Plan. This business case proposes to contract out a portion of the service, in combination with a dedicated temporary part-time staff resource in order to use the budget in the most efficient and impactful way.

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

Q1, 2024 – end date TBD based on scope and resource availability

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

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

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

2023-2027 Strategic Plan:

- Pillar - Creating a Vibrant, Healthy, and Safe Community for All
- Goal - Support a safe, healthy and inclusive community

- Initiative - Update the 2018-2022 Multi-Year Accessibility Plan, including AODA (Accessibility for Ontarians with Disabilities Act) compliance

4. Main/Desired Goal or Outcomes/Benefits:

The objective is to build upon ongoing initiatives to not only meet the requirements of the 2005 AODA, including an update to the Multi-Year Accessibility Plan, but also recommend actions/strategies that enhance accessibility and quality of life for everyone in Georgina.

To ensure full AODA compliance, the Town must ensure the following:

1. **File an accessibility compliance report** every 2-years to confirm the organization has met its accessibility requirements under the AODA
2. **Create accessibility policies and a multi-year plan** to help achieve the organization's accessibility goals
3. **Prepare an annual accessibility status report** and post the report on the organization's website
4. **Train staff and volunteers** on the Ontario Human Rights Code, accessible customer service and other accessibility requirements
5. **Buy accessible goods and services** including, accessible design, criteria and features when purchasing new goods, services or facilities
6. **Plan for accessible self-serve kiosks** if applicable
7. **Provide accessible customer service** including, communication, assistive devices, service animals, documents, feedback loops, etc.
8. **Implement accessible employment practices** including, recruitment, supports, emergency response, accommodation, etc.
9. **Provide accessible information** for both employees and the public including, written and promotional materials, website, signage, etc.
10. **Provide education and training in accessible formats** through a library, training organization, educational organization, etc.
11. **Make all public websites accessible**
12. **Provide accessible transportation services** including, bus-stops/shelters and taxi-cabs (if applicable)

As a key deliverable, the previous plan, 2018-2022 Multi-Year Accessibility Plan, outlined strategies and actions to identify, prevent and remove barriers for people with disabilities and detailed a strategy for meeting the requirements of the Accessibility for Ontarians with Disabilities Act, 2005 (AODA).

Actions and strategies include, but not limited to the following:

- AODA requirements, compliance and reporting
- Review/refresh of Town Policy and Statement of Commitment
- Enhance accessibility of Town facilities, spaces, services and programs
- Accessibility upgrades to equipment and technology
- Enhance accessibility to emergency services
- Buy goods, services and facilities that are accessible
- Provide ongoing/updated training to Town staff
- Enhance opportunities for input from persons with disabilities
- Enhance communication tools and website

- Enhance Employment Practices

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 175,000</p> <hr style="width: 20%; margin-left: auto; margin-right: 0;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? Not recommended due to regulatory compliance requirements.

Is it more efficient to contract out the initiative? This business case proposes to contract out a portion of the service, in combination with a dedicated temporary part-time staff resource in order to use the budget in the most efficient and impactful way.

Can this initiative be combined with other present functions? N/A

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

Can technology be leveraged? N/A

Can the service delivery be shared with other Town Departments/Agencies or municipalities? N/A

7. Other Comments / Gallery:



Title of Request:	Climate Change Action Plan	Business Case Type: Capital Initiative
Department:	Strategic Initiatives	Business Case number: 24-CI-SI-02
Division:	Strategy and Transformation	Budget Year: 2024
Budget Request:	\$250,000	Funding Source: Discretionary Reserve

Project Description:

In the 2023-27 Corporate Strategic Plan, a Climate Change Action Plan (CCAP) was identified as a priority initiative.

Currently, sustainability and climate change are touched on throughout Town Plans and initiatives, but there has been no formalized approach to developing or prioritizing these initiatives. The Climate Change Action Plan will guide the Town of Georgina's climate change mitigation and adaptation actions for the corporation and community. It will provide direction to prioritize staff time and effort on high value initiatives, as well as improve our ability to clearly communicate our past, present, and future initiatives.

In addition to climate mitigation and adaptation, the Climate Change Action Plan will tackle other priority sustainability issues for the Town of Georgina, identified in the Corporate Strategic Plan, including watershed health, phosphorous reduction in Lake Simcoe, environmental education/awareness, waste reduction, etc.

The Climate Change Action Plan will serve the municipality in the following ways:

- Strategic alignment – Environmental sustainability has recently been added as its own ‘pillar’ in the Corporate Strategic Plan, reflecting the importance of this focus for the Town. Developing a CCAP will benefit all departments in the Town, providing guidance on how to integrate climate change mitigation and adaptation strategies across the organization and community.
- Alignment with our peers – Most municipalities today have Climate Change Action Plans. Examples: in September 2022, York Region published its Climate Change Action Plan. In May 2023, East Gwillimbury announced its plans to develop a Climate Action Plan. The development of our own Plan will align us with our peers and allow us to create new partnerships and innovation opportunities.

- Evolution of sustainability commitment – The Town has investigated the best approach to sustainability planning and determined that Climate Change Action Planning is today’s focus for municipal sustainability planning.
- Funding opportunities – In the past year especially, we have seen competitive grant applications look for climate-related strategic planning to inform their funding decisions. In some cases, it is a pre-requisite for grant funding applications. These opportunities have included funding for Electric Vehicle Chargers, Energy Efficiency Retrofits, Net Zero Buildings, and Infrastructure-Related Disaster Mitigation & Adaptation.

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

Q1 2024 – end date TBD based on scope and resource availability

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

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

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

2023-2027 Strategic Plan:

- Pillar - Advancing Environmental Sustainability
- Goal - Support Georgina’s resilience through environmental sustainability and climate mitigation and adaptation
- Initiative - Develop a Climate Change Action Plan/Roadmap to define a path forward for the Town that focuses on high value initiatives

4. Main/Desired Goal or Outcomes/Benefits:

The main goal of the Climate Change Action Plan is to create an actionable plan that will guide the Town of Georgina’s priorities when it comes to corporate and community climate change response. The proposed benefits are as follows:

1. Identify cost-saving and innovative opportunities.

The CCAP process will assess ‘low hanging fruit’ opportunities and recommend actions for energy efficiency and other cost saving opportunities in Town-owned facilities and assets. It will also provide rationale for initiatives that we should not prioritize, in the effort to save Town staff time and resources. Along with short-term cost-saving opportunities, this type of planning will allow us to investigate and evaluate innovative solutions that will improve our efficiency and effectiveness in the long-term.

2. Secure additional grant funding.

In the past year especially, we have seen federal and provincial grant funding opportunities that require foundational climate-related planning. Funding organizations such as the Green Municipal Fund, the Atmospheric Fund, and various departments of the federal government, look for this planning when evaluating projects and awarding funds. These opportunities have included funding for Electric Vehicle Chargers, Energy Efficiency Retrofits, Net Zero Buildings, and Infrastructure-Related Disaster Mitigation & Adaptation. In some cases, it is a pre-requisite for funding. The Climate Change Action Plan will help us identify and prioritize the highest value opportunities and provide the necessary rationale and project details to confidently and strategically take advantage of these opportunities as they arise. We can expect these opportunities to continue presenting themselves as well as new ones such as the Freshwater Action Fund.

3. Strengthen community well-being and resilience.

Addressing climate change is a key component of community well-being and resilience. Being an urban/rural community with proximity to the lake provides unique challenges and opportunities for the Town. As we saw from this past summer, climate risks such as extreme heat, flooding, and wildfires pose imminent threats, and proactive planning is an essential part of reducing impacts and even saving costs in the long-term. This Plan will allow us to confidently plan for climate-related risks and support the community with climate-related priorities that we have heard through engagement processes such as the health of Lake Simcoe, electric vehicle infrastructure, and renewable energy. By reducing environmental our impacts from carbon emissions and phosphorous loading and building our capacity to adapt and respond to climate risks, we are building resilience and fostering community wellbeing in the long-term.

4. Enhance community engagement.

The results from the Corporate Strategic Plan community engagement survey showed that residents see a need for more focus on environmental sustainability and climate change. Responses from the survey included requesting more emphasis on environmental sustainability and innovation, adding clarity that our activities cannot be at the expense of the environment, and prioritizing Lake Simcoe and the natural environment as that makes Georgina truly unique. This planning process will prioritize community engagement so we can respond to their needs and reflect their priorities in our plan.

5. Strengthen partnerships.

Climate change is an issue that most of our partners and peers are tackling, and one that cannot be solved alone. Developing our own Plan will allow us to create new partnership opportunities and leverage their work and progress to support our community. A recent example is working with LEAF (local tree planting non-profit), York Region, and the lower-tier municipalities to apply for a grant to fund tree planting events in our communities. We have also begun having conversations with Lake Simcoe Regional Conservation Authority (LSRCA) about their climate change adaptation and mitigation initiatives, and how we can work together for greater community impact. Since organizations at all levels of government are tackling this issue, it presents new partnership and innovation opportunities that we may miss if we do not prioritize this process. It will also help us align to the Federal target of Net-Zero Emissions by 2050 and to provincial greenhouse gas targets.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: right;">\$ 250,000</p> <hr style="width: 20%; margin-left: auto; margin-right: 0;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes but not recommended given the urgency of climate change and funding/partnership opportunities.

Is it more efficient to contract out the initiative? This business case proposes to contract out the service fully or in-part based on the subject matter expertise required.

Can this initiative be combined with other present functions? N/A

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

Can technology be leveraged? N/A

Can the service delivery be shared with other Town Departments/Agencies or municipalities? The plan will support all departments across the corporation, informing their project and plans. The Town will explore external partnership opportunities during the development and implementation of the Plan.

7. Other Comments / Gallery:



Town of Georgina
24-CI-SI-03
Capital Initiative

Title of Request:	Resident Satisfaction Surveys	Business Case Type: Capital Initiative
Department:	Strategic Initiatives	Business Case number: 24-CI-SI-03
Division:	Strategy and Transformation	Budget Year: 2024
Budget Request:	60,000	Funding Source: Discretionary Reserve

Project Description:

Allocate \$60,000 for 2024 for specialized consulting services with strong surveying experience and expertise to develop/administer an unbiased and statistically significant resident satisfaction survey (confidence level of 95% with a standard deviation of +/- 5%), conduct response analysis and prepare/present a final report of the survey results. High-level activities will include a workplan development, pre-consultation and survey design/development, survey pre-test and launch, survey data collection, post-survey analysis, reporting and presenting results to Council and other stakeholders. This survey is meant to collect a randomized opinion sample from across the municipality with regard to key service delivery elements. The initial survey shall establish a baseline measurement with the same survey being repeated on a 3-4 year cycle to measure progress, identify opportunities for improvement and shape the direction of successive corporate strategic plans and customer service strategies.

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

Q1 2024 – Q4 2024

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

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

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

2023-2027 Strategic Plan:

- Pillar - Delivering Service Excellence

- Goal - Commit to citizen-centric service delivery
- Initiative - Conduct statistically significant Resident Satisfaction Surveys

4. Main/Desired Goal or Outcomes/Benefits:

Satisfaction research is an important way for the Town to understand how its customers experience services, interact with the Town and their overall perception of the Town. Information gathered from customer satisfaction surveys provides valuable insights into the customers’ needs and priorities. This survey is closely aligned with the Customer Service Strategy, endorsed by Council in October, 2020.

Best practice for resident satisfaction surveys are formal randomized surveys that allow for comparison from one survey to the next to measure progress and improvements. The randomized sample survey will also help to ensure the Town is looking at the opinions and preferences of the population as a whole. The initial survey shall establish a baseline measurement with the same survey being repeated on a 3-4 year cycle to measure progress and identify opportunities for improvement.

Overall, the survey findings will be leveraged to help the Town drive service delivery excellence, outlined in the 2023-2027 Corporate Strategic Plan.

The results will be used as key measures for the Strategic Plan progress.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 60,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes, but not recommended as creating a baseline now allows the Town to be specific regarding the residents needs and expectations.

Is it more efficient to contract out the initiative? This business case proposes to contract out the service.

Can this initiative be combined with other present functions? N/A

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

Can technology be leveraged? N/A

Can the service delivery be shared with other Town Departments/Agencies or municipalities? The Town will be consulting with York Region about potential collaboration opportunities as they undertake a similar type survey on an annual basis. Also, as part of this process, we will continue to consult with lower tier municipalities.

7. Other Comments / Gallery:



Town of Georgina
24-CI-SI-04
Capital Initiative

Title of Request:	Corporate Broadband Roadmap	Business Case Type: Capital Initiative
Department:	Strategic Initiatives	Business Case number: 24-CI-SI-04
Division:	Strategy and Transformation	Budget Year: 2024
Budget Request:	15,000	Funding Source: Discretionary Reserve

Project Description:

In May 2021, Council endorsed the broadband roadmap, along with the proposed set of broadband-related policies and requirements to streamline broadband expansion initiatives. The implementation roadmap provides a detailed blueprint for advancing broadband connectivity in Georgina, including potential partnerships for leveraging the Town’s wireless tower infrastructure.

Broadband expansion is well underway through partnerships with various Internet Service Providers, such as Bell, Rogers, Vianet as well as YorkNet. Through the specialized broadband consulting services, important enhancements to Georgina’s suite of broadband-related policies and protocols were put in place, including the development of a new broadband wireless tower policy that helps to facilitate and streamline broadband expansion. This allows the Town to start leasing the tower space to private ISPs to enhance broadband connectivity in hard-to-serve areas. The Town also supported the rollout of fibre-to-the-home across Georgina (e.g. YorkNet, Vianet and Rogers/Ruralwave in Udora, Bell in Keswick and Sutton, etc.). In addition, in September of 2022, Canada’s Rural and Remote Broadband Community Conference was hosted in Georgina. This important event attracted attendees from across the country and provided opportunities for stakeholders to come together, share knowledge, experiences and lessons learned.

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

Q1 2024 to Q4 2025

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

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

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

2023-2027 Strategic Plan:

- Pillar - Ensuring Balanced Growth
- Goal - Improve physical and communications infrastructure
- Initiative - Continue to implement the Corporate Broadband Roadmap

4. Main/Desired Goal or Outcomes/Benefits:

To maintain momentum, it is recommended the Town set aside \$15,000 for specialized consulting services to help implement the roadmap, to be financed through the funding set aside for the Broadband Strategy implementation in the corporate reserve account. This funding will allow access to consulting services to support further exploration/implementation of tower lease agreements, policy updates, pilot projects, support grant applications, etc. The funding will be drawn as required on an as needed basis.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 15,000</p> <hr style="width: 20%; margin-left: auto; margin-right: 0;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes, not recommended given that there is continued time sensitivity with getting residents connected.

Is it more efficient to contract out the initiative? This business case proposes to contract out the service.

Can this initiative be combined with other present functions? N/A

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

Can technology be leveraged? N/A

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:



Title of Request:	Develop Georgina’s Health Care Strategy and Action Plan	Business Case Type: Capital Initiative
Department:	Strategic Initiatives	Business Case number: 24-CI-SI-05
Division:	Strategy and Transformation	Budget Year: 2024
Budget Request:	\$225,000	Funding Source: Discretionary Reserve

Project Description:

The challenges facing a strained health care system throughout the province and in local communities, like the Town of Georgina, are well known and are “expected to persist” as a result of underfunding and a shortage of frontline workers.

There are multiple groups and partners, with similar goals and mandates, committed to and working toward improving access to health care in Georgina. Building on the success of other municipalities, there is opportunity for the Town to provide assistance in supporting the development of a collective and coordinated approach for health care improvements in Georgina.

Although the Province is responsible for providing funding and leadership in the delivery of health care, there are areas of local challenge that may benefit from the assistance of the municipality, with respect to enhancing coordination between health care providers and supporting the development of a coordinated local strategy.

This may be a pivotal time to leverage the Town’s unique position to retain a health expert to lead the development of a ‘Made-in-Georgina Health Care Strategy and Action Plan’ that will improve the state of health care for the community and surrounding area, and give us the best chance of securing future support from the Province. In this regard, staff are suggesting the following as potential next steps for Council’s consideration:

- Form a Core Project Team to develop a high-level Project Plan and a Request for Proposal (in consultation with various health care stakeholders) in order to secure a health care system expert for the project.
- Retain a health care systems expert and temporary part-time staff resource to develop a ‘Made-in-Georgina Health Care Strategy and Action Plan’, that will guide the future direction of improving access to health care in the community and provide a coordinated framework to

support long-term solutions and future advocacy (lobbying) efforts that will assist all partners to secure government and private sector support and funding. Given the number of stakeholders involved, the strategy and action plan development will likely take 9-12 months, once the health care expert has been retained.

- Establish a time limited task force, inclusive of various partners such as representatives from Town Council, Ontario Health, Health Georgina, Southlake Community Ontario Health Team, Oak Valley Health, York Region, Chippewas of Georgina Island First Nation, local health care providers, etc. to be responsible for supporting and steering the development of the Strategy and Action Plan.

The Town will provide temporary support to the health care expert and task force to ensure successful development of the Strategy and Action Plan and enhanced collaboration between local partners. Once the strategy shifts to implementation, leadership may be transitioned to a centralized local third-party health partner, with the Town participating and providing advice and support as one of many partners moving forward.

1. Proposed year of initiative (start date and end date):

Q2, 2024 – end date TBD based on scope and resource availability. (It is anticipated that the project will take approximately 9-12 months, once the health care expert is on board).

2. Nature of initiative/review factors (check and explain all that apply):

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

3. Brief links to Strategic Plan Departmental Business Plans or other plans:

2023-2027 Strategic Plan:

- Pillar - Creating a Vibrant, Healthy, and Safe Community for All
- Goal - Support a safe, healthy and inclusive community
- Initiative - Advocate for enhanced health and wellness services, partnership and investment attraction for Georgina

4. Main/desired goal or outcomes/benefits:

The objective is to build a 'Made-in-Georgina Health Care Strategy and Action Plan' that will improve the state of health care for the community and give us the best chance of securing future funding, resources and support from the Province and other partners.

There are multiple groups and stakeholders, with similar goals and mandates, committed to and working toward improving access to health care in Georgina. The two primary overarching health care groups/organizations that are working to integrate, advocate and develop programs/services related to health care:

1. Southlake Community-Ontario Health Team, introduced and supported by the Province (Ontario Health), is a self-organized partnership of health care organizations working closely to better coordinate, integrate and improve access to health care and reduce gaps in the health care system.
2. Health Georgina, a federally chartered not-for-profit organization, with a goal of ensuring the citizens of the Town of Georgina have easy access to health care, health care providers and give residents a voice in their health care.

The two groups have similarities in mandate and although their priorities at times may differ, both groups have a strong commitment to improving access to health care for Georgina.

In addition, there are more than 75 health care providers supporting various aspects of the health care system in Georgina, including primary care, long-term care/home care, rehabilitation, hospice and respite care and mental health/addictions, etc. that may add to the overall complexity.

Enhanced collaboration and alignment of stakeholders toward a coordinated and integrated strategy, will help to optimize advocacy efforts, ensure strategic allocation of financial support and maximize success in improving access to health care. Building on the success of other municipalities, there is an opportunity for the Town to provide assistance in supporting the development of a collective and coordinated approach for health care improvements in Georgina.

5. Cost/financial impact, recovery and net Impact:

Budget type	Funding source	Net impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital multi-year	<input type="checkbox"/> Tax levy <input type="checkbox"/> Assessment growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User fees	<p>Total cost:</p> <p style="text-align: right;">\$ \$225,000</p> <hr style="width: 20%; margin-left: auto; margin-right: 0;"/>

<input type="checkbox"/> Staffing one-time (2024 only)	<input type="checkbox"/> Water/wastewater	Recovery:
<input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Other:	

6. Other considerations or efficiency options:

Can the request be deferred? Not recommended. This may be a pivotal time to leverage the Town’s unique position to improve the state of health care for the community and surrounding area and give us the best chance of securing future support from the Province and other partners.

Is it more efficient to contract out the initiative? This business case proposes to contract out the service given the complex nature of the health care system and stakeholder landscape. There is also a need to secure a health care expert with government relations experience in order to achieve the best outcome. A portion of the funding from the business case will also be used for a temporary part-time staff resource to provide support for the project to ensure the use of budget in the most efficient and impactful way.

Can this initiative be combined with other present functions? N/A

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

Can technology be leveraged? N/A

Can the service delivery be shared with other Town departments/agencies or municipalities? N/A

7. Other comments/gallery:

This project will enhance collaboration and support all stakeholders, including the Town, to improve advocacy and investment in health care for the residents of Georgina.



Title of Request:	Library Capital Initiatives	Business Case Type: Capital Initiative
Department:	Public Library	Business Case number: 24-CI-LI-01
Division:	Public Library	Budget Year: 2024
Budget Request:	\$26,500	Funding Source: Library Reserves

Project Description:

A. Direct Mail Campaign

Targeting 5,000 households in Georgina located in new builds/subdivisions, this service will consist of three mail campaigns to the 5,000 households for a total of 15,000 cards printed over three separate drops. Mailers will promote the benefits of having a Georgina Library card, including GPL programs and services, and will encourage visits to a library and register for a library card. The campaign is managed through Canada Post via a third party. Cost includes design and delivery. Mailings will be two months apart.

B. Technology Equipment Upgrades for Service Desks

This is to replace computer monitors and stands to assist people with visual, neurological, and audio disabilities in experiencing barrier-free service and work environments.

C. Inclusivity, Diversity, Equity, Accessibility Strategy

The Town Human Resources Department has put forward a Capital Business Case (24-NI-CAO-01) to request funds to take the first steps toward developing an Equity, Diversity, and Inclusion Strategy. The overall intent is to support a more inclusive workplace.

Summarized from Business Case 24-NI-CAO-01:

Our first main priority will be to provide EDI training to all employees through the 4 online modules prepared by the Canadian Centre of Diversity and Equity (CCDI). Employees can complete one module per week over 4 consecutive weeks, taking approximately one hour to complete each module. We will then encourage a debrief session by the manager and HR to discuss key learning. This training will provide employees with a strong understanding of the fundamentals of EDI.

The second step of this initiative would be a voluntary, confidential survey of Town and Library employees. CCDI would conduct this Diversity Meter Survey, including communications to staff explaining the purposes of collecting this information.

Both the Town and the Library can benefit by partnering on this initiative, particularly given the shared strategic focus and the close working relationship between the two organizations. We can also share the overall cost.

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

- A. Direct Mail Campaign: Q2 2024 – Q3 2024
- B. Technology Equipment Upgrades for Service Desks: Q1 2024-Q4 2024
- C. IDEA Strategy: Q1 2024-Q2 2025

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

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

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

Georgina’s Game Plan 2023-2027

Delivering Service Excellence

- 2.2: Develop and implement an Equity, Diversity and Inclusion Strategy
- 4.6: Support implementation of the Library Strategic and Master Plans

Creating a Vibrant, Healthy and Safe Community for All

- 2: Support a safe, healthy and inclusive community

Library Services & Facilities Master Plan

- 5.2.1 The Case for Marketing
- 5.2.2 The State of Marketing at Georgina Public Library

2023-2027 Library Strategic Plan

Maintain welcoming, inclusive, and growth-oriented spaces and environments for our community.

- Thoroughly apply Inclusion, Diversity, Equity, and Accessibility (IDEA) lenses to all our programs, services, and collections

4. Main/Desired Goal or Outcomes/Benefits:

A. Direct Mail Campaign

Increase the number of GPL cardholders in Georgina. Increase awareness about library programs and services, which leads to improved quality of life and connection to the community, particularly for newcomers.

B. Technology Equipment Upgrades for Service Desks

Replacing the computer equipment will assist staff and customers with visual, neurological, and audio impairments. In addition, this technology will enhance library staff workflow through the accuracy of record and resource management. Larger monitors enable both larger text and more screen content. Swivel monitor stands allow for multiple layouts and the ability for customers to view the screens, which assists with instruction, demonstration, and confirming data entry.

C. IDEA Strategy

Achieve a more inclusive, diverse employee base. A diverse workforce will be more representative of Georgina’s changing demographics and set us up for success.

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

A. Direct Mail Campaign: \$6,500

B. Technology Equipment Upgrades for Service Desks: \$14,000

C. IDEA Strategy: \$6,000 (17% of the estimates provided by consultant to Town HR; GPL’s staff complement is approximately 17% of the permanent staff complement at the Town)

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input checked="" type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 26,500</p> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? Not recommended

Is it more efficient to contract out the initiative?

Yes-Direct Mail Campaign proposal is for contracted service

No- Technology Equipment Upgrades

Yes-IDEA Strategy proposal is for contracted service

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities?

No-Direct Mail campaign and Technology Equipment Upgrades

Yes-IDEA Strategy proposal is partnership with Town HR

7. Other Comments / Gallery:

The IDEA Strategy portion of his Business Case is tied to 24-NI-CAO-01; these prices are only available by partnering with Town HR. If 24-NI-CAO-01 is not approved, this Business Case can not move ahead.



Town of Georgina
24-CI-WAT-01
Capital Initiative

Title of Request:	Water Service Connection - Contract 1 – Royal/Bayview	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-WAT-01
Division:	Capital Delivery	Budget Year: 2024
Budget Request:	\$1,170,000	Funding Source: Discretionary Reserve

Project Description:

This annual program addresses the continuing problem of aging polybutylene pipe, drinking water supply service connections, which were installed in the 1980s and are now failing.

The Town has identified over 420 drinking water supply service laterals made of polybutylene material in Keswick South. Sudden failures of water supply services are unpredictable and require mobilization of an urgent response by Town staff and on-call contractors on a per-event basis. The Town’s average cost for an emergency repair in 2023 was roughly \$17,500 per service connection, while the competitively bid contract price received for contract package No. 2 in 2023 was roughly \$8,800 per service connection. Proactively replacing polybutylene water supply connections with copper pipes before failure avoids the need for emergency response measures. This allows the work to be completed in a planned and coordinated manner, while achieving cost efficiencies resulting from larger volume work.

The Town is able to realize direct savings of approximately 50% by proactively replacing these aging water supply service connections prior to failure. This savings is further magnified by the longer effective life span of copper lines. The effective life span of polybutylene pipe in an underground settings is roughly 25 years, compared with 50 years for copper pipe.

This annual program targets replacement of roughly 100 to 120 old polybutylene services with new copper pipe each year, on a street by street basis. In the first phase of this program, detailed design and preparation of tenders has been completed for the first three annual construction packages. In 2023, construction of contract package No. 2 was completed, including 107 water service connection replacements on Hollywood Drive and Tampa Drive.

To avoid duplication of effort and frequent construction disturbances, replacement of water service connections is coordinated with the Operations & Infrastructure Department’s on-going road and sewer/culvert repairs programs.

This business case requests funding in the amount of \$1,170,000 for construction of contract package No. 1 (2024), including 125 water service connection replacements on Royal Road, Bayview Avenue, Elmhurst Lane and Love's Road. Contract package No. 3 will commence in 2025, pending Council and budget approval.

1. Proposed Year of Initiative (Start date and End Date): Q1 2024 – Q4 2024

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

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

Legislative: Ontario's Safe Drinking Water Act requires the owner of a municipal drinking water system to ensure the drinking water system is maintained in a fit state of repair.

Risk Management: Proactively replacing polybutylene water connections that have reached the end of their useful service life mitigates the risk of sudden, disruptive service failures in delivery of drinking water to residents.

Efficiency: Conducting the replacements of polybutylene water service connections in pre-planned contract bundles of work, realizes savings over performance of individual urgent replacements when a single service connection fails. The longer effective lifespan of the replacement copper lines amortizes the costs of the replacement over 50 years, instead of 25 years.

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity

4. Main/Desired Goal or Outcomes/Benefits:

Replacement of 125 aging polybutylene water supply service connections with more durable copper lines on Royal Road and Bayview Avenue.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input checked="" type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 1,170,000</p> <hr style="width: 20%; margin-left: auto; margin-right: 0;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No, this work is part of an on-going annual program.

Is it more efficient to contract out the initiative? Yes.

Can this initiative be combined with other present functions? Yes, replacement of water service connections is coordinated with OID’s road repairs and sewer repairs programs.

Can the services model be changed to reduce this demand without reducing service levels? No.

Can technology be leveraged? No.

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.

7. Other Comments / Gallery:

Site Location



Deteriorated Pieces of Polybutylene Pipe





Town of Georgina
24-CI-WAT-02
Capital Initiative

Title of Request:	Service Connections - Design of Contract 4, 5, 6	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-WAT-02
Division:	Capital Delivery	Budget Year: 2024
Budget Request:	\$400,000	Funding Source: Discretionary Reserve

Project Description:

This annual program addresses the continuing problem of aging polybutylene pipe, drinking water supply service connections, which were installed in the 1980s and are now failing.

The Town has identified over 420 drinking water supply service laterals made of polybutylene material in Keswick South. Sudden failures of water supply services are unpredictable and require mobilization of an urgent response by Town staff and on-call contractors on a per-event basis. The Town's average cost for an emergency repair in 2023 was roughly \$17,500 per service connection, while the competitively bid contract price received for contract package No. 2 in 2023 was roughly \$8,800 per service connection. Proactively replacing polybutylene water supply connections with copper pipes before failure avoids the need for emergency response measures. This allows the work to be completed in a planned and coordinated manner, while achieving cost efficiencies resulting from larger volume work.

The Town is able to realize direct savings of approximately 50% by proactively replacing these aging water supply service connections prior to failure. This savings is further magnified by the longer effective life span of copper lines. The effective life span of polybutylene pipe in an underground settings is roughly 25 years, compared with 50 years for copper pipe.

This annual program targets replacement of roughly 100 to 120 old polybutylene services with new copper pipe each year, on a street by street basis. In the first phase of this program, detailed design and preparation of tenders has been completed for the first three annual construction packages. In 2023, construction of contract package No. 2 was completed, including 107 water service connection replacements on Hollywood Drive and Tampa Drive. Construction of contract package No. 1 is scheduled for 2024, while engineering design for the next set of three construction packages will continue in parallel.

To avoid duplication of effort and frequent construction disturbances, replacement of water service connections is coordinated with the Operations & Infrastructure Department's on-going road and sewer/culvert repairs programs.

This business case requests funding in the amount of \$400,000 for engineering design of drinking water service connection contract packages 4 (2026), 5 (2027), and 6 (2028), including 300 water service connection replacements in the general area highlighted on the attached map. Specific streets that will be included in these contract packages will be identified in a future report prior to construction.

It is anticipated the engineering design will be completed in 2024, with procurement occurring in 2025 for construction years 2026, 2027, and 2028, pending Council and budget approval.

1. Proposed Year of Initiative (Start date and End Date): Q1 2024 – Q4 2024

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

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

Legislative: Ontario's Safe Drinking Water Act requires that the owner of a municipal drinking water system to ensure the drinking water system is maintained in a fit state of repair.

Risk Management: Proactively replacing polybutylene water connections that have reached the end of their useful service life mitigates the risk of sudden, disruptive service failures in delivery of water to residents.

Efficiency: Conducting the replacements of polybutylene water service connections in pre-planned contract bundles of work, realizes savings over performance of individual urgent replacements when a single service connection fails. The longer effective lifespan of the replacement copper lines amortizes the costs of the replacement over 50 years, instead of 25 years.

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity

4. Main/Desired Goal or Outcomes/Benefits:

Engineering design for replacement of roughly 300 aging polybutylene water supply service connections with more durable copper lines..

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input checked="" type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 400,000</p> <hr style="width: 20%; margin-left: auto; margin-right: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No, this work is part of an on-going annual program.

Is it more efficient to contract out the initiative? Yes.

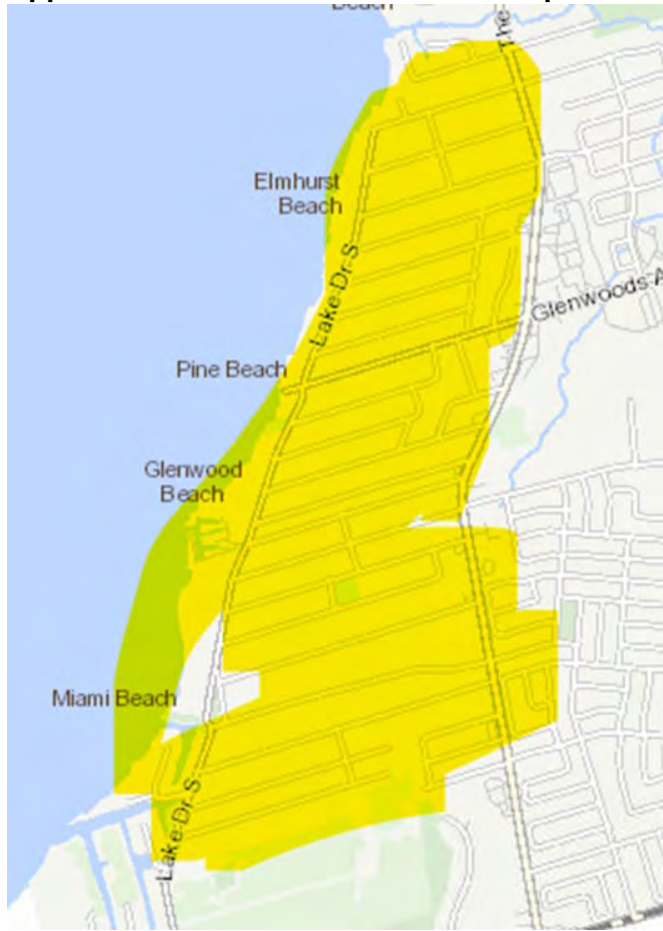
Can this initiative be combined with other present functions? Yes, replacement of water service connections is coordinated with OID’s road repairs and sewer repairs programs.

Can the services model be changed to reduce this demand without reducing service levels? No.

Can technology be leveraged? No.

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.

7. Other Comments / Gallery:
Approximate Area of Water Service Replacements



Deteriorated Pieces of Polybutylene Pipe





Town of Georgina
24-CI-WAT-03
Capital Initiative

Title of Request:	Watermain Renewal The Queensway South - Joe Dales to Elmdale Avenue	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-WAT-03
Division:	Asset Management	Budget Year: 2024
Budget Request:	\$228,300	Funding Source: Discretionary Reserve

Project Description:

The Town owns and operates a 4km watermain located on the Queensway South between Morton Avenue and Joe Dales Drive in Keswick. The watermain was installed under two separate contracts between 1984 and 1986. It is comprised of 78 segments of which approximately 1.9 km is ductile iron (DI), and 2.1 km is concrete pressure pipe (CPP). The pipe diameter varies between 500mm and 600mm. Along the length of the watermain, there are 56 connections to local street distribution mains and hydrants.

Since 2015, there have been eight emergency repairs along the watermain, four of these repairs have occurred in the past six months. Of these eight repairs, four have been on the Queensway South watermain and four have been on connections from the Queensway South watermain to distribution mains on local streets. This causes significant disruption to the water users within this area.

The Expected Service Life (ESL) for a DI watermain is 40 years and CPP watermain is 80 years. According to the installation dates featured in the as-built drawings, the metallic section of this watermain is approaching the end of its useful life. The ESL is subject to further decrease with deterioration in iron pipes buried in corrosive soils which are not cathodically protected. Based on its ESL, criticality and the number of emergency repairs that have occurred on the DI portion of the main and depth, renewal of this asset should commence in the short term planning window.

This business case was drafted for the design of a new watermain from Joe Dales to Elmdale Avenue [761m]. Construction estimates have been included in the 10-year capital plan, and will be refined once 100% design is completed. The construction of this watermain will be submitted as a separate business case in 2025.

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

Q1 2024 – Q2 2024

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

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

Legislative: The Town of Georgina owns 218 km of watermains which are considered core assets under Ontario Asset Management Planning Regulation 588/17. Proactive planning and design for the replacement of core infrastructure will allow for the Town to maintain the current levels of service as required by O.Reg. 588/17.

Risk Management: A risk assessment as outlined in the Town’s Asset Management Plan has been undertaken for this watermain. Based on its risk score, work should be scheduled to undertake renewal of the metallic portions of this watermain to minimize any impact of additional failure.

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

- Delivering Service Excellence:
- Proactively manage infrastructure and assets to ensure service continuity

4. Main/Desired Goal or Outcomes/Benefits:

To sustain municipal infrastructure systems in a manner that meets the desired service levels while balancing risks and lifecycle costs as outlined in the Town’s Asset Management Plan.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input type="checkbox"/> Reserves <input type="checkbox"/> User Fees	<p>Total Cost:</p> <p>\$ 228,300</p> <hr/>

<input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input checked="" type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	Recovery:
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6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes. Deferring the request could result in increased costly emergency repairs and reduced service life of Town assets.

Is it more efficient to contract out the initiative? Yes

Can this initiative be combined with other present functions? Yes. This work will be coordinated with the Town's and the Region's Road Rehabilitation Programs to ensure economies of scale.

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? Yes. York Region's Road Rehabilitation Program

7. Other Comments / Gallery:

Figure 1: Watermain repairs along the Queensway South between Morton Ave. and Joe Dales Dr. since 2015





Town of Georgina
24-CI-WAT-04
Capital Initiative

Title of Request:	Watermain Renewal High Street - Snooks Rd to Burke Street/River St to Dalton Rd	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-WAT-04
Division:	Asset Management and Technical Services	Budget Year: 2024
Budget Request:	\$ 189,000	Funding Source: Discretionary Reserve

Project Description:

High Street in the Sutton BIA (Business Improvement Area) has been highlighted as a priority area for redevelopment and improved pedestrian accessibility, with enhancements such as new street furniture, trees, additional road crossing sections and an open public space. The High Street redevelopment initiative from 2022, focused on widening the sidewalks, naturally calming vehicular traffic and providing flexible parking areas. A detailed design was completed for the rehabilitation of the sidewalks using the Georgina Streetscape Design Standards recommendations and incorporating the Region’s requirements as needed to apply for the Municipal Streetscapes Partnership Program (MSPP) funding available.

The timing of this project is important as York Region has notified the Town of reconstruction of High Street pavement surface and Stormwater upgrades in 2025. The Town should leverage the opportunity to complete the design [and construction] for streetscape and sub-surface utility improvements in coordination with the Region, such that construction can occur prior to completing the pavement surface works.

This business case was drafted for the design of a new watermain to be installed along High Street [between Snooks Rd to Burke Street] and [River St to Dalton Rd] 630m cumulatively, to replace the existing infrastructure. More than 40% of the existing watermain segments along high street [360m] Southeast of Snooks Road and [250m] West of High St. Bridge are considered to be in very poor condition and pose medium level risk to the Town in current condition, and should be replaced. The AM division supports proactive initiatives aimed at mitigating risks associated with core infrastructure.

1. Proposed Year of Initiative (Start date and End Date): Q1 2024 – Q2 2024

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

Legislative, Growth Risk Management, Service Level Change, Strategic Priority, Efficiency, Adopted Plan/Study

Other (please specify)

Legislative: The Town of Georgina owns 218 km of watermains which are considered core assets under Ontario Asset Management Planning Regulation 588/17. Proactive planning and design for the replacement of core infrastructure will allow for the Town to maintain the current levels of service as required by O.Reg. 588/17.

Risk Management: A risk assessment as outlined in the Town’s Asset Management Plan has been undertaken for this watermain. Based on its condition, corresponding risk score, and in-coordination with the Region’s reconstruction of High Street pavement surface work, the renewal of the watermain should be undertaken to minimize any impact of additional failure.

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity

4. Main/Desired Goal or Outcomes/Benefits:

To sustain municipal infrastructure systems in a manner that meets the desired service levels while balancing risks and lifecycle costs as outlined in the Town’s Asset Management Plan.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input checked="" type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 189,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes. Deferring the request could result in increased costly emergency repairs and reduced service life of Town assets. Further, once the streetscape works are completed, it is unlikely the Town will want to repair any sub-surface utilities.

Is it more efficient to contract out the initiative? Yes

Can this initiative be combined with other present functions? Yes. This work will be coordinated with the Town's and the Region's Road Rehabilitation Programs to ensure economies of scale.

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? Yes. York Region's Road Rehabilitation Program

7. Other Comments / Gallery:

Figure 1: Map featuring Watermain Age Information.





Town of Georgina
24-CI-WAT-05
Capital Initiative

Title of Request:	Water Meter Replacement Program	Business Case Type: Capital Initiative
Department:	Office of the Deputy CAO	Business Case number: 24-CI-WAT-05
Division:	Tax and Revenue	Budget Year: 2024
Budget Request:	\$250,000	Funding Source: Discretionary Reserve

Project Description:

Change out 700+ residential water meters out of the 13,000+ that are installed. From 2018-2023 combined there has been approximately 2000 meters changed out and with approval of this we will enter year 7 of a multiyear change out program. Our Water meters are reaching their life expectancy of 20 years and have the potential to contribute to our water loss. The new meters installed are read with radio frequency technology and offer our team additional information and capabilities when dealing with high water bills. The target area of changeouts for 2024 will be split between South Keswick and Sutton.

New for 2024 we are proposing a fee of \$25 per manual reading for those that refuse to participate in the meter replacement project. This fee will only qualify for properties that have been requested to change out their meter. The fee of \$25 would be charged 4 times per year, reflected on their quarterly billing, for those refusing to change out. This fee is necessary as we move to automated readings and advance our technology we will have to continue to pay for a meter readers to obtain manual readings for those that are non-compliant in updating their meter.

1. Proposed Year of Initiative (Start date and End Date): *Start Date: Q3 2024 End Date: Q4 2024*

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

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

Growth: as the town grows so does the number of water meters and accounts. We want a continuous change out program that will constantly change out meters as soon as they reach their life expectancy of 20 years. Some of the original meters were installed in 1996/1997

Risk Management: if the 20 year old + meters start to slow down they may not capture all the water that runs through them, this is a risk issue and will contribute to water unaccounted for. The other risk is that if we do not do a continuous changeout program then there is the possibility that in future if there is a major issue with the older meters and that could become a major capital item.

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

Strategic plan - Goal: Deliver Exceptional Service- Manage our finances and assets proactively.

4. Main/Desired Goal or Outcomes/Benefits:

- New meters with updated technology that benefits staff and the resident.
- Warranty on new meters
- limit water revenue loss

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input type="checkbox"/> Reserves <input type="checkbox"/> User Fees	<p>Total Cost:</p> <p style="text-align: center;">\$ 250,000</p> <hr style="width: 20%; margin: auto;"/>

<input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input checked="" type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	Recovery: should be a small amount recovered through a decline in water unaccounted for. New meters will be 1-2% more accurate
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6. Other Considerations or Efficiency Options:

Can the request be deferred? Yes, however it will result in lost revenue

Is it more efficient to contract out the initiative? It is contracted

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery: Updated bylaw will be included for the addition of the \$25 manual reading/ non compliance fee



Town of Georgina
24-CI-WAT-06
Capital Initiative

Title of Request:	Line Valves and Hydrants - Rehabilitation & Replace	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-WAT-06
Division:	Operations	Budget Year: 2024
Budget Request:	\$200,000	Funding Source: Discretionary Reserve

Project Description:

This annual program is for the management of water system underground assets. The program involves resources for asset condition assessment, asset rehabilitation and replacement. These projects are coordinated with the Town's annual Roads Resurfacing Program, Valve Management Program, Fire Hydrant Program and capital projects, to ensure that unground infrastructure is brought up to a state of good repair before any road work or above ground construction is undertaken. The Valve Management Program started in 2021 with the Valve Exercising Pilot Program, whereby about 30 to 100 valves are exercised, and broken valves replaced.

1. Proposed Year of Initiative (Start date and End Date): Q2 2024 – Q4 2024

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

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

Risk management: Rehabilitating and replacing critical assets of the water distribution system is essential to ensure reliability of the system and reduce risks of water disruptions, water leaks and replacement of assets in expensive emergency repairs.

Efficiency: By coordinating Town's annual Roads Resurfacing Program, Valve Management Program, Fire Hydrant Program and capital projects, economies of scale can be leveraged; reducing the need for expensive restoration works after a road has been resurfaced

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity

4. Main/Desired Goal or Outcomes/Benefits:

- During ongoing annual road resurfacing or reconstruction projects, an assessment will be completed by Town staff on the current condition of the valves and hydrants within the project areas. These appurtenances may be replaced or repaired in conjunction with the roadwork
- Through valve turning, often defective valves will break resulting in repair

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input checked="" type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 200,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No, deficiencies and valve failures occur yearly.

Is it more efficient to contract out the initiative? Yes. This work will be primarily for contracted services for repair, construction, purchase of parts and also included in the Request for Tenders, such as the identified roads resurfacing works.

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:



Town of Georgina
24-CI-SEW-01
Capital Initiative

Title of Request:	Gravity Sewer Main and Manhole Repair - From CA/I-I	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-SEW-01
Division:	Capital Delivery	Budget Year: 2024
Budget Request:	\$250,000	Funding Source: Discretionary Reserve

Project Description:

The Town of Georgina recognizes its sanitary sewer mains as core assets, in accordance with Ontario Asset Management Planning Regulation 588/17. Currently, 185 km of gravity sewer mains, 17 km of forcemains, and over 2,500 maintenance holes are managed. These assets collect and transport sewage from residential and commercial areas to the Regional collection system for proper management.

Operations & Infrastructure conducts an on-going program of inspecting and evaluating the condition of the Town's sewer mains and maintenance holes. In addition, we work closely with York Region to identify specific locations of high inflow and infiltration into the sanitary sewer system. The results of these two initiatives define the specific needs and priorities for the next phase of repairs needed to maintain the Town's sanitary sewer system. Construction of the first set of repairs was completed in 2023. Condition assessments and input from the York Region inflow and infiltration study in 2023 will define the next group of repairs that are needed to meet the regional target reduction of 0.27MLD inflow and infiltration by 2026.

The scope of the project covered by this business case includes engineering for the detailed design, tendering and subsequent construction contract administration of the next group of repairs to sanitary mains and maintenance holes. In subsequent phases of the project and subject to Council approval, the Town will be in a position to proceed with construction of the next group of repairs to sanitary mains and maintenance holes.

1. Proposed Year of Initiative (Start date and End Date): Q1 2024 – Q4 2024

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

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

Legislative: Ontario’s Water Resources Act requires that sewage works shall at all times be maintained and kept in repair.

Risk management: Maintaining these assets in a state of good repair ensures the reliability of these assets and reduces risk to the Town’s infrastructure.

Strategic Priority: Establishing and maintaining the Town’s wastewater systems in a state of good repair is a key component of Georgina’s core infrastructure asset management plan, as adopted and endorsed by Council resolution C-2022-0251, June 22, 2022.

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity
 - Improve and modernize public works

Asset Management Plan (CORE) – 2022

4. Main/Desired Goal or Outcomes/Benefits:

Complete the engineering design for repairs to sanitary mains and maintenance holes to effectively manage risk, minimize lifecycle costs, and prolong service life.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input checked="" type="checkbox"/> Water/Wastewater	<p>Total Cost:</p> <p style="text-align: center;">\$ 250,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

Staffing re-occurring (2024 and future)

Other:

6. Other Considerations or Efficiency Options:

Can the request be deferred? No

Is it more efficient to contract out the initiative? Yes

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

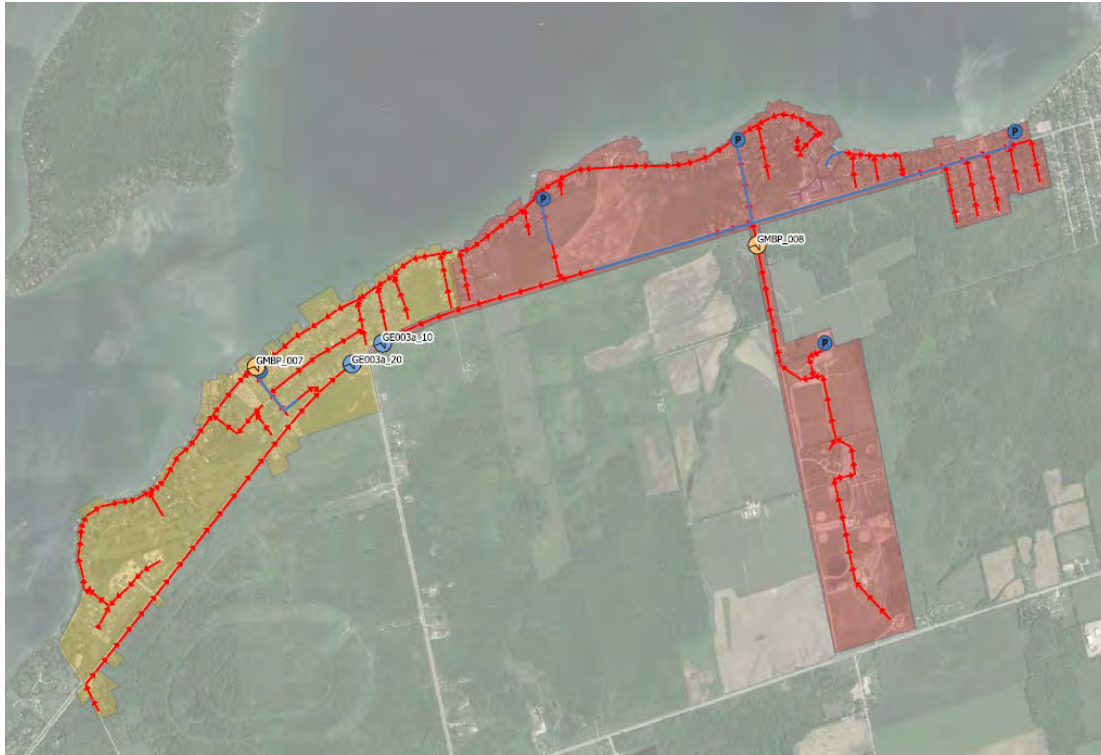
Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:

Damaged Plastic Sanitary Sewer Pipe with Inflow Occurring



Map below depicts segments where the assessment will be focused in 2023.





Town of Georgina
24-CI-SEW-02
Capital Initiative

Title of Request:	Gravity Sewer/MH (10%) - CA	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-SEW-02
Division:	Asset Management	Budget Year: 2024
Budget Request:	\$200,000	Funding Source: Discretionary Reserve

Project Description:

Sanitary sewer mains are considered a core asset under Ontario Asset Management Planning Regulation 588/17. The Town has 185 km of gravity sewer mains, 17 km of forcemains and over 2,500 maintenance holes in its linear sewer asset inventory. These assets play an important role in collecting sewage from residents and businesses and conveying it to the Region's collection system for ultimate management. The Town's Asset Management Plan for core assets has indicated that approximately 10% of the Town's linear gravity sewer inventory should be assessed annually.

Condition assessment is a key step in the overall asset management process as it provides information necessary to identify, plan and prioritize maintenance and rehabilitation projects in a cost effective manner. As part of the condition assessment program for sewer mains and maintenance holes, closed circuit television (CCTV) will be used to capture images of the inside of pipes and maintenance holes. These images will then be reviewed to determine the level of deterioration using a standardized coding format for classifying, evaluating and managing pipeline conditions to determine maintenance and rehabilitation requirements.

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

Q1 2024-Q4 2024

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

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

Legislative: The Town’s 2022 Asset Management Plan for core assets, that has been prepared under Ontario Asset Management Planning Regulation 588/17, has indicated that approximately 10% of the Town’s linear gravity sewer inventory should be assessed annually.

Risk management: Condition assessments provide data on the current infrastructure condition; how long it can be expected to last; and what the cost will be to rehabilitate or replace the asset when it comes to the end of its lifecycle. Understanding the condition of this core asset is integral to reducing the risk to the Town and allows for proper asset management planning.

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity

4. Main/Desired Goal or Outcomes/Benefits:

Updated condition data on the Town’s sanity sewer main asset inventory to be used for maintenance and rehabilitation planning.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2023 only) <input type="checkbox"/> Operating re-occurring (2023 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Staffing one-time (2023 only) <input type="checkbox"/> Staffing re-occurring (2023 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input checked="" type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 200,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No

Is it more efficient to contract out the initiative? Yes

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:



Town of Georgina
23-CI-SEW-03
Capital Initiative

Title of Request:	Condition Assessment of Sanitary Pumping Stations (12,13,17,20)	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 23-CI-SEW-03
Division:	Asset Management	Budget Year: 2024
Budget Request:	\$165,000	Funding Source: Discretionary Reserve

Project Description:

This project will undertake a comprehensive condition assessment of four (4) Sewage Pump Stations (Stations 12, 13, 17, and 20). Condition assessment of the Town's vertical core infrastructure inventory such as water and wastewater pump stations are undertaken every 5 years as per the Town's Asset Management Plan.

A condition assessment is the planned process of inspecting and evaluating asset condition and performance to establish the current state of an asset as a means of prioritizing and forecasting maintenance and rehabilitation efforts. This process addresses risk, level of service requirements, legislative changes or polices, operational efficiency, and provides information to effectively manage assets throughout their lifecycle.

The initial term of the multi-year contract for the Condition Assessment of Sanitary Pumping Stations is currently underway through GM BluePlan Engineering Limited (RESOLUTION NO. C-2023-0166.)

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

Q2 2024 – Q4 2024

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

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

Legislative: The Town owns and operates 18 sewage pumping stations, which are considered core assets under Ontario Asset Management Planning Regulation 588/17 (O.Reg. 588/17). Undertaking condition assessment is necessary to support preventative maintenance and rehabilitation planning for the pumping stations to ensure they remain in a state of good repair as required by O.Reg. 588/17.

Risk Management: Developing and implementing appropriate condition assessment practices ensures asset reliability and maximizes the lifecycle of an asset thereby minimizing risk.

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity

4. Main/Desired Goal or Outcomes/Benefits:

A comprehensive assessment of infrastructure will assist Town staff in identifying the need for immediate repairs, preventative maintenance, capital replacement and assist in the development of future budgets.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input checked="" type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 165,000</p> <hr style="width: 20%; margin-left: auto; margin-right: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No

Is it more efficient to contract out the initiative? Yes

Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:



Town of Georgina
24-CI-SEW-04
Capital Initiative

Title of Request:	Sewage Pump Stations 1, 2, 7 & 8 Construction	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-SEW-04
Division:	Capital Delivery	Budget Year: 2024
Budget Request:	\$500,000	Funding Source: Discretionary Reserve

Project Description:

Operations & Infrastructure conducts an on-going program of inspecting and evaluating the condition and performance of the Town's sewage pump stations. This process provides information to identify and prioritize maintenance and rehabilitation needs to allow the Town to proactively manage its assets efficiently throughout their lifecycle.

A condition assessment of sewage pump stations 1, 2, 7 and 8 was undertaken in 2021/2022. A number of repairs and replacements were identified as being necessary for continued effective operation of the facilities. Engineering of these pump station repairs and replacement tasks is currently underway, with design completion and tendering for construction scheduled for December 2023/January 2024.

The phase of this project covered by this business case will obtain permits and implement construction of the necessary rehabilitation works for sewage pump stations 1, 2, 7 and 8.

1. Proposed Year of Initiative (Start date and End Date): Q2 2024 – Q1 2025

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

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

Legislative: Ontario's Water Resource Act requires that sewage works shall at all times be maintained and kept in repair.

Risk management: Maintaining these discrete assets in a state of good repair ensures the reliability of these assets and reduces risk to the Town’s infrastructure.

Strategic Priority: Establishing and maintaining the Town’s wastewater system in a state of good repair is a key component of Georgina’s core infrastructure asset management plan, as adopted and endorsed by Council resolution C-2022-0251, June 22, 2022.

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity
 - Improve and modernize public works

Asset Management Plan (CORE) – 2022

4. Main/Desired Goal or Outcomes/Benefits:

Complete construction of the required rehabilitation works for this wastewater infrastructure to effectively manage risk, minimize lifecycle costs, and prolong service life.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input checked="" type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 500,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No

Is it more efficient to contract out the initiative? No

Can this initiative be combined with other present functions? No

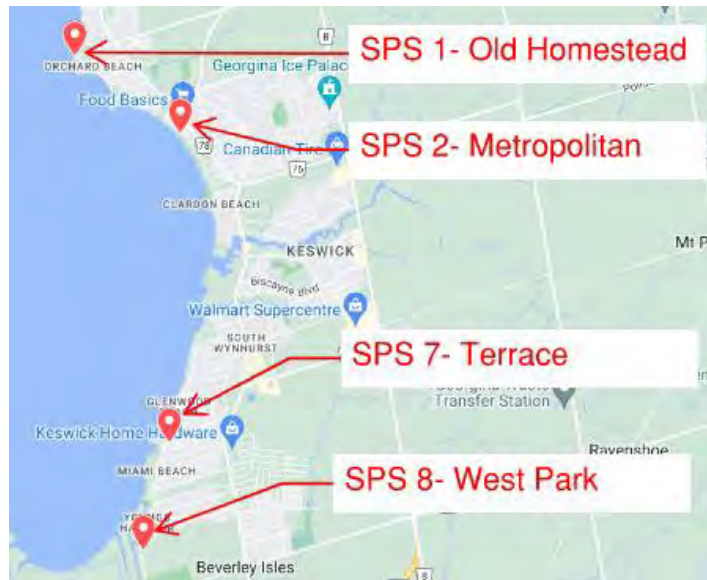
Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:

Site map for Pump Stations:



Existing generator and wet well hatch requiring rehabilitation





Town of Georgina
24-CI-SEW-05
Capital Initiative

Title of Request:	Sewage Pump Stations 6, 11, 18 & 19 Design and Construction	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-SEW-05
Division:	Capital Delivery	Budget Year: 2024
Budget Request:	\$150,000	Funding Source: Discretionary Reserve

Project Description:

Operations & Infrastructure conducts an on-going program of inspecting and evaluating the condition and performance of the Town’s sewage pump stations. This process provides information to identify and prioritize maintenance and rehabilitation needs to allow the Town to proactively manage its assets efficiently throughout their lifecycle.

A condition assessment of sewage pump stations 6, 11, 18 and 19 was completed in late 2023. The condition assessment identified deficient or deteriorating items that require rehabilitation in the four sewage pump stations.

The scope of the project covered by this business case includes engineering for the detailed design, tendering and subsequent construction contract administration. In subsequent phases of the project and subject to Council approval, the Town will be in a position to proceed with the next steps in construction of necessary rehabilitation works for these sewage pump stations.

1. Proposed Year of Initiative (Start date and End Date): Q1 2024 – Q4 2024

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

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

Legislative: Ontario’s Water Resources Act requires that sewage works shall at all times be maintained and kept in repair.

Risk management: Maintaining these discrete assets in a state of good repair ensures the reliability of these assets and reduces risk to the Town’s infrastructure.

Strategic Priority: Establishing and maintaining the Town’s wastewater system in a state of good repair is a key component of Georgina’s core infrastructure asset management plan, as adopted and endorsed by Council resolution C-2022-0251, June 22, 2022.

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity
 - Improve and modernize public works

4. Main/Desired Goal or Outcomes/Benefits:

Complete the design for rehabilitation of wastewater infrastructure to effectively manage risk, minimize lifecycle costs, and prolong service life.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only) <input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input checked="" type="checkbox"/> Water/Wastewater <input type="checkbox"/> Other:	<p>Total Cost:</p> <p style="text-align: center;">\$ 150,000</p> <hr style="width: 20%; margin: auto;"/> <p>Recovery:</p>

6. Other Considerations or Efficiency Options:

Can the request be deferred? No

Is it more efficient to contract out the initiative? Yes

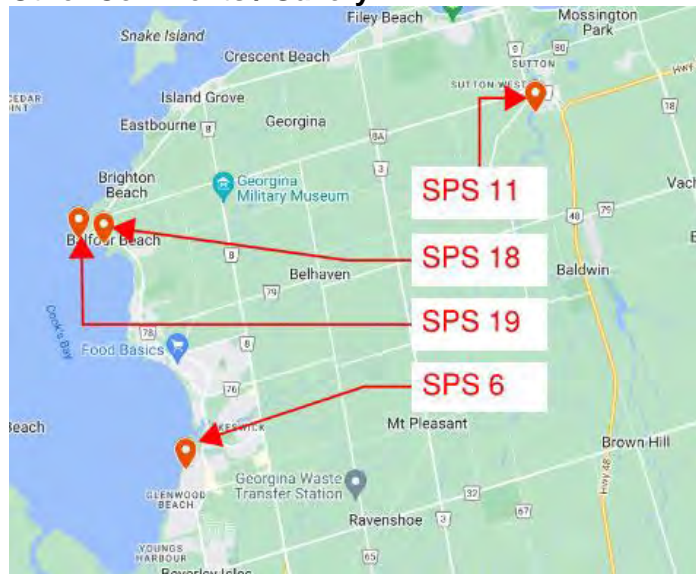
Can this initiative be combined with other present functions? No

Can the services model be changed to reduce this demand without reducing service levels? No

Can technology be leveraged? No

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No

7. Other Comments / Gallery:



Sewage Pump Station Locations

SPS 11 – 2 Burke Street

SPS 18 – 16 Osborne Street

SPS 19 – 440 Bouchier Street

SPS 6 – 263 Royal Road



Town of Georgina
24-CI-SEW-06
Capital Initiative

Title of Request:	Sewage Pump Stations Generator Rehabilitation	Business Case Type: Capital Initiative
Department:	Operations & Infrastructure	Business Case number: 24-CI-SEW-06
Division:	Capital Delivery	Budget Year: 2024
Budget Request:	\$200,000	Funding Source: Discretionary Reserve

Project Description:

In 2021, the Town conducted a comprehensive condition assessment of all back-up generator systems, including fourteen (14) back-up generators for sewage pump stations. The assessment emphasized the importance of complying with the most up-to-date Technical Standards & Safety Authority (TSSA) requirements, which are reflective of both Ontario regulations and applicable CSA standards. It should be noted that all sites that were inspected were found to have issues of non-conformance. This exposes the Town to the risk of potentially having fuel systems 'red tagged', which would then prohibit refuelling of those systems. Because sewage pump stations are critical infrastructure, the occurrence of a 'red tag' situation would require urgent, immediate actions to resolve the outstanding issues.

Currently two (2) active projects are underway to address various types of repairs at eight (8) of the Town's sewage pump stations. The remaining six (6) sewage pump station back-up generator systems are in need of repairs/upgrades to meet regulatory standards.

The primary objective of this project is to upgrade back-up generators systems to ensure compliance with applicable regulations. The phase of this project covered by this business case will encompass detailed design engineering, construction contract administration, as well as construction of repairs and upgrades of sewage pump station back-up generator systems on those stations not already receiving other upgrades.

1. Proposed Year of Initiative (Start date and End Date): Q1 2024 – Q1 2025

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

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

Legislative: Ontario’s Water Resource Act requires that sewage works shall at all times be maintained and kept in repair. Ontario Regulation 213/01: Fuel Oil stipulates that no distributor may supply fuel to a container or tank unless the supplier is satisfied that the installation and use of the appliance comply with the regulation.

Risk management: This project will mitigate risks associated with the fuelling and operation of back-up generators at the Town’s wastewater pumping stations.

Strategic Priority: Establishing and maintaining the Town’s wastewater system in a state of good repair is a key component of Georgina’s core infrastructure asset management plan, as adopted and endorsed by Council resolution C-2022-0251, June 22, 2022.

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

Delivering Service Excellence:

- Proactively manage infrastructure and assets to ensure service continuity
 - Improve and modernize public works

4. Main/Desired Goal or Outcomes/Benefits:

Complete repairs and upgrades needed to ensure that sewage pump station back-up generators and fuel storage equipment are functional and in compliance with the applicable regulatory requirements.

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

Budget type	Funding Source	Net Impact
<input type="checkbox"/> Operating one-time (2024 only) <input type="checkbox"/> Operating re-occurring (2024 and future) <input checked="" type="checkbox"/> Capital one-time <input type="checkbox"/> Capital Multi-Year <input type="checkbox"/> Staffing one-time (2024 only)	<input type="checkbox"/> Tax Levy <input type="checkbox"/> Assessment Growth <input type="checkbox"/> Reserves <input type="checkbox"/> User Fees <input checked="" type="checkbox"/> Water/Wastewater	<p>Total Cost:</p> <p style="text-align: center;">\$ 200,000</p> <hr style="width: 20%; margin-left: auto; margin-right: 0;"/> <p>Recovery:</p>

<input type="checkbox"/> Staffing re-occurring (2024 and future)	<input type="checkbox"/> Other:	
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6. Other Considerations or Efficiency Options:

Can the request be deferred? No, deferral exposes the Town to risk of having critical infrastructure rendered in-operable if 'red tagged' due to a code non-compliance.

Is it more efficient to contract out the initiative? Yes.

Can this initiative be combined with other present functions? Yes, work of this business case will be coordinated with work of other sewage pump station repair projects for efficiencies wherever practical.

Can the services model be changed to reduce this demand without reducing service levels? No.

Can technology be leveraged? No.

Can the service delivery be shared with other Town Departments/Agencies or municipalities? No.

7. Other Comments / Gallery:



Sewage Pump Station Back-up Generator

Supplementary information

Ontario Regulation 284/09 Budget Matters

Effective Jan. 1, 2009, PSAB 3150, full accrual basis of accounting, required municipalities to record the costs of tangible capital assets and related amortization expense on their annual financial statements. It was recognized however, that since Section 209 of the Municipal Act requires preparation of balanced budgets, including all expenditures and revenue, a requirement to include amortization expense in the municipal budget would directly increase property taxes. As a result, the Province passed Ontario Regulation 284/09, which allows municipalities to exclude annual amortization expense, as well as post-employment liability and landfill closure expenses from their annual budgets.

Similar to all other levels of government, the Town will continue to present the operating and capital budget on a non-PSAB basis as allowed under provincial regulation. As such, this is to confirm that the above-referenced expenses were excluded from the 2024 budget.

Fund accounting

Financial information is prepared in accordance with a fund structure which consists of an operating fund, capital fund and reserve funds.

A fund is defined as a segregation of assets and related liabilities that is administered as a separate accounting entity. Each fund has its own assets and debts and raises or is granted its own money for its own purposes and records its own expenditures.

Operating budget

Operating budget covers the day-to-day expenses of running the municipality. The operating budget focuses on delivering the consistent, reliable services that residents and businesses expect. The financial decisions we make today are critical to the long-term sustainability of the Town. The 2024 budget reflects the new Corporate Strategic Plan and the needs of the community.

Managers, directors and finance staff have gone line by line through every operating budget to ensure we were able to deliver the lowest possible operating increase without impacting capital infrastructure or the level of service that residents rely upon.

Operating budget revenue

The Town of Georgina, like most Ontario municipalities, uses a variety of revenue and funding sources to pay for a wide range of services.

- **Property taxes** – Largest source of municipal revenue, this is calculated by applying the municipal tax rate by the property assessment as determined by MPAC.

- **User fees** – These fees are paid for by the specific user or group of users, including visitors and non-residents, rather than property owners through the municipal tax base. The budget incorporates various revenue estimates associated with user fees. These fees have been approved in various by-laws and updated throughout the past few years, and include such items as the fire services fees, development charge fees and building department fees. The operating budget has been adjusted for new fees and known increases, a conservative approach has been taken in estimating the total revenues from the fees in the various areas.
- **Water and wastewater rates** – Water consumption and wastewater usage charges are based on how much water is used as well as a fixed component. Consumption is measured by a water meter.
- **Grants** – Funding received by government grants to fund operating activities makes up only a small part of the municipal budget. It is important to ensure the municipality can operate on its own without reliance on other levels of government.
- **Other** – Miscellaneous revenues such as permits and licences.

Capital budget

The Town's capital budget covers large infrastructure and other long-term projects.

There are four main sources of funding for capital projects: reserve funds, debt financing, development charges and grants.

10-year capital forecast

The 10-year Capital Financial Plan is an updated financial plan to ensure the Town can fully fund its 10-year capital plan. The 10-year capital forecast is intended to be an actionable forecast, based on current available information on assets, available funding, and resources to deliver the program. The 10-year capital summary does not include a comprehensive list of items from condition assessments or master plans.

The Town's 10-year Capital Forecast will continue to evolve and become more comprehensive over the next three years because of the Municipal Asset Management Planning Regulation 588/17. The Town must meet the following deadlines that have been mandated by the Province.

- July 1, 2019: Strategic Asset Management Policy – Completed
- July 1, 2022: Asset Management Plan: Phase 1 (Core Assets) – Completed
- July 1, 2024: Asset Management Plan: Phase 2 (All Assets) – In process
- July 1, 2025: Asset Management Plan: Phase 3 (Financial Strategy)

The 10-year Capital Financial Plan is subject to the following risk factors:

- Growth estimates may not occur at the same rate as forecast (timing of DC receipts)
- Interest rates may rise
- Capital cost estimates are preliminary
- Useful life term of the capital asset is estimated
- Economic downturn or slow down
- Legislation changes

Staff will review the infrastructure levy annually to ensure it is at the required amount to maintain service levels, continue to close the infrastructure funding gaps, and deliver on the ten-year capital plan.

Reserve funds

These funds act as a savings account, to set funds aside for cyclic costs like elections and for planned capital costs.

Below is an explanation of what some of the reserves are used for.

Tax rate stabilization reserve

The primary purpose of this reserve account is to stabilize the tax increases year-over-year. A secondary purpose is to provide a reserve to fund unexpected projects that may come up outside of budget. Throughout the year, Council has the authority, by Council resolution, to fund unexpected one-time projects that were not identified during the budget. Usually the recommended funding source for these projects would be the Tax Rate Stabilization Reserve, if sufficient funds exist.

Reserve contributions and draws relating to stabilization reserves will vary year-over-year and are dependent on a number of factors, such as contingencies and timing of labour negotiations.

The Town has stabilization reserves for water and wastewater which serve a similar purpose to the Tax Rate Stabilization Reserve.

Corporate capital reserve

Contributions are made from the Operating Budget into the Corporate Capital reserve for new capital infrastructure. Draws are made from the Corporate Capital Reserve when those projects take place. Draws relating to the Corporate Capital Reserve will vary each year depending on current and future capital needs

Repair and replacement reserves

The Town has repair and replacement reserves related to facilities, fleet/equipment, roads, parks, stormwater and water/wastewater infrastructure. Any repair or replacement related to these items would be funded from these reserves.

Draws relating to repair and replacement reserves will vary each year depending on replacement schedules and prioritization of asset replacements.

Election reserve

Funds are set aside each year to ensure there are funds to run the election every four years.

Animal shelter donations

Donations provided to the animal shelter are put into this reserve.

Land acquisition

The Town currently sets aside \$250,000 per year for potential land acquisitions. Any profits from the sale of land are contributed into this reserve.



Landfill site

The Town maintains this reserve due to the ongoing testing and possible remediation of the site. This reserve will be drawn down to support closed landfill monitoring in the Operations Division, and then closed and expenditures transferred to the operating budget.

Professional development and staff engagement reserve

Any excess professional development funds at year-end are contributed into this reserve and can be used for corporate professional development and staff engagement.

Building division reserve

The Building division is mandated to be self-funded. Any surplus or deficit at year-end from the building division is either contributed or drawn from this reserve.

Operating growth stabilization reserve

To allocate assessment growth towards growth-related operating expenditures. By setting a portion of it aside each year, the Town will not need to do a large tax increase when these growth-related operating expenditures occur, but rather the tax increase will remain stable.

Civic Centre reserve

Created in 2023, a new reserve was created to plan for the construction of the approved replacement Civic Centre.

The below table represents a breakdown of Discretionary Reserve contributions:

Discretionary Reserve Contributions	2023	2024
Civic Centre	\$2,337,640	\$3,473,220
Roads repair and replacement	\$2,229,130	\$2,229,130
Fleet and equipment – repair and replacement	\$1,735,010	\$1,735,010
Facilities – repair and replacement	\$1,003,640	\$1,003,640
Tax rate stabilization	\$635,860	\$822,550
Corporate capital/ new infrastructure	\$586,940	\$586,940
Wastewater stabilization	\$13,000	\$406,510
Wastewater – infrastructure – repair and replacement	\$392,680	\$394,020
Land acquisition	\$250,000	\$250,000
Water – infrastructure – repair and replacement	\$206,580	\$206,580
Waterfront parks	\$917,000	\$205,000
Operating growth stabilization	\$1,608,540	\$201,930
Parks – repair and replacement	\$155,000	\$155,000
Water rate stabilization	\$103,000	\$112,830
Stormwater repair and replacement	\$100,000	\$100,000
Elections	\$84,000	\$84,000
Library capital	\$54,890	\$54,890
Water – fleet and equipment – repair and replacement	\$31,450	\$31,450
Wastewater – fleet and equipment – repair and replacement	\$31,450	\$31,450
Keswick cemetery	\$6,800	\$6,800
Repayment of internal borrowings	\$87,530	\$0
Total Contributions:	\$12,570,140	\$12,090,950

Debt financing

The majority of the Town's long-term debt projects are internally financed from reserves until substantial completion, at which point, a debenture is taken out. The annual principal and interest payments required to service these debts are within the annual debt repayment limit prescribed by the Ministry of Municipal Affairs and Housing.

The balance of long-term debt reported on the 2022 consolidated statement of financial position is made up of the following:

Purpose	Rates	Maturity in	2022	2021
Pefferlaw Fire Hall Principal and interest is repayable in semi-annual installments of \$149,945	3.14%	June, 2051	\$5,620,557	\$5,741,115
Willow Beach water and sewers Principal and interest is repayable in semi-annual installments of \$624,354	4.76%	Sept, 2026	\$4,500,080	\$5,498,994
Dalton Road Watermain Sinking fund payments are payable in April in the amount of \$560,605. Interest is payable semi-annually in installments of \$79,500	2.65%	April, 2029	\$4,255,506	\$4,852,509
Link Phase 2 and 3 Principal and interest is repayable in semi-annual installments of \$63,339	3.14%	June, 2051	\$2,374,201	\$2,425,126
Connell Booster Station Principal and interest is repayable in semi-annual installments of \$76,488	2.84%	June, 2041	\$2,189,588	\$2,278,484
Julia Munro Park Principal and interest is repayable in semi-annual installments of \$128,869	4.27%	July, 2032	\$2,080,000	
Streetlight Retrofit Principal and interest is repayable in monthly installments of \$24,292, which are adjusted for inflation	8.07%	April, 2026	\$1,021,993	\$1,251,040
			\$22,041,925	\$22,047,268

Below is a list of previously approved capital projects from 2017 to 2022. The below terms, interest rates, and payments are estimates based on interest rates as current as Nov. 16, 2023. It should be noted that interest rate risk does exist, as the Town cannot lock in an interest rate prior to taking out a debenture, which usually would not occur until substantial completion of the project.

Project	Year of Request	Estimated Year of Debenture	Total Debenture	Term of Debenture (Years)	Interest Rate	Annual Payment	Funding Source
Cockburn Subdivision Watermain Replacement	2020	2024	\$3.9 M	30	5.18%	\$258,000	Water rates
MURC	2017 2019 2021	2024	\$50 M	25	5.55%	\$3,600,000	DC

The Town is required to stay within the provinces annual debt repayment limit (ARL) of 25 per cent of net revenues. The Town has its own internal Corporate Debt Management Policy, which has an internal limit of 15 per cent of net revenues. Based on the updated 10-year Capital Financial Plan which accounts for the current projects, as well as updated interest rates, the Town’s ARL would hit a maximum of 10.2 per cent around the year 2025. This is within the Town’s internal maximum threshold of 15 per cent and well within the Province’s maximum of 25 per cent for all municipalities.

A sensitivity analysis was completed to see what the Town’s ARL limit would be if interest rates were to rise by 1 per cent or 2 per cent between now and the time of completion of the above projects. If rates were to rise by 1 per cent, the Town’s ARL would rise to 10.6 per cent. If rates were to rise by 2 per cent, the Town’s ARL would rise to 11.2 per cent. After 2025, the Town’s ARL would continue to drop each year as the Town increases its revenues and reduces its reliance on long-term debt.

Development charges

Development charges are fees collected from developers. The fees help pay for the cost of infrastructure required to provide municipal services to new development, such as roads, water and sewer infrastructure, community centres and fire facilities.

On Nov. 28, 2022, Bill 23, More Homes Built Faster Act, 2022, received Royal Assent on a provincial level. There are expected to be minor impacts for the Town in 2024 since the current 2021 development charge by-law will remain in force. Significant impacts are anticipated to occur when the Town renews its development charge bylaw on May 19, 2026. Some of the potential impacts are related to:

- Changes to the Development Charges Act
 - Mandatory Phase-In of DC rates
 - Discounts and exemptions for various types of residential developments
 - Development related studies are no longer eligible for DC's
 - Maximum life of a DC by-law extended from five years to 10 years
 - Historical service level caps for soft services now based on 15 years instead of 10 years
- Changes to the Planning Act regarding parkland dedication
 - Alternative rate calculation
 - Caps on alternative rate dedications
- Changes to the Conservation Authorities Act will result in additional operating expenditures for the Town.

Inflationary pressures

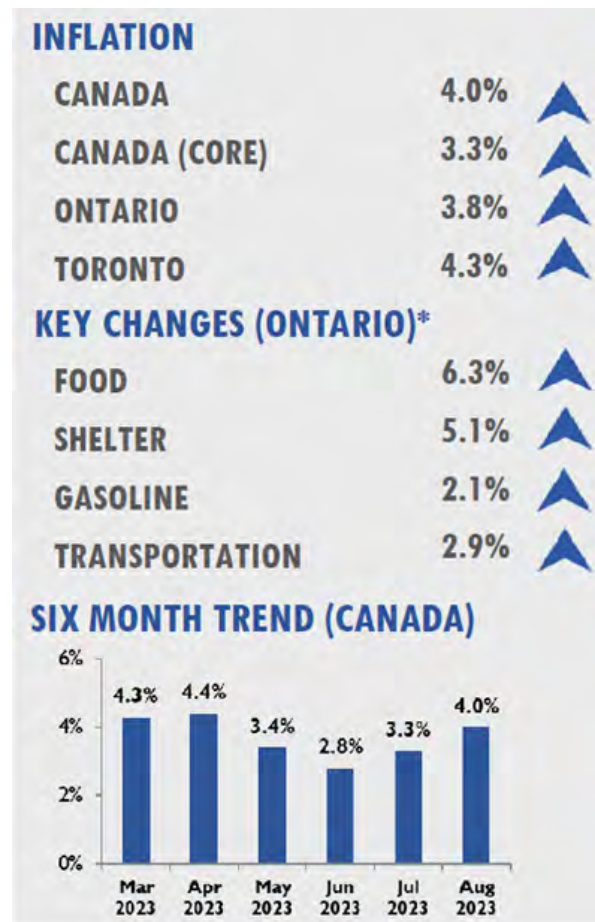
Inflation is commonly defined as the general increase in prices for goods and services in an economy over a period of time. The Consumer Price Index (CPI) is used as an indicator of the changes in consumer prices and is tracked and circulated monthly by the Bank of Canada.

Annual inflationary increases generally increase the cost to “do business.” This is similar to annual increases consumers experience for groceries. These are the increased costs of delivering the same service or program to residents.

The Town strives to keep budget increases as low as possible. Depending on the pressures the Town is facing, it isn't always possible to keep the operating increases below inflation, however, over the past five years, on average, operating increases have been below inflation.

* This section highlights changes in four key components of the “consumer basket of goods.” These changes, along with the changes to the remaining 37 per cent of items in the consumer basket result in the inflation change reported for Ontario.

The below is an overview of August 2023 year-over-year inflation changes:



Source(s): York Region, Fiscal Planning Unit's monthly Inflation Monitor report (August 2023)

The below chart provides an overview of historical tax levy and Ontario CPI:

5 Year budgeted tax levy analysis

	2020	2021	2022	2023	2024	Average
Operating tax levy increase	2.94%	0.95%	0.00%	4.99%	3.50%	2.48%
CPI – Ontario*	0.70%	3.50%	6.80%	4.00%	2.50%	3.50%
Infrastructure tax levy increase to close funding gap	1.00%	0.50%	1.00%	2.00%	2.00%	1.30%
Georgina's budget increase	3.94%	1.45%	1.00%	6.99%	5.50%	3.78%

* Source(s): York Region, Fiscal Planning Unit's monthly Inflation Monitor report (August 2023)

Assessment growth

The Town is taking a fiscally proactive approach to planning for future growth-related operating expenditures. With the approval of the 2021 Development Charge Study, there are several growth-related facilities and parks that are planned to be built in the near future that will require significant operating costs as it relates to staffing and operations. As well, the Town plans to invest a portion of annual assessment growth into funding Information technology and operations initiatives.

Since 2019, annually, a portion of assessment growth has been allocated for the purposes of setting funds aside for the future operating expenditures relating to these growth-related projects included in the development charges study.

Assessment growth earned during the year is added to the tax roll in the following year. As a result, the tax levy increases each year are net of the assessment growth increases.

The table below shows the historical assessment growth for the Town and a projected estimate for 2024:

Year assessment growth earned	2019	2020	2021	2022	2023
Year assessment growth added to tax roll	2020	2021	2022	2023	2024
Assessment growth %	2.00%	1.15%	1.40%	0.90%	2.05%

Regional comparison

Georgina has the lowest assessment values in York Region on average. The Town continues to have the lowest average weighted tax bill, based on a single-family detached dwelling, since average taxes are calculated by taking the average assessment value and multiplying it by the tax rate. It's important to note that the average assessed value and the tax rate for the Town have an inverse relationship, meaning, as the

Town's assessed values rise, the tax rate decreases on a proportionate basis. Below is a comparison of average taxes paid in York Region municipalities. These are based on 2023 tax rates and based off the average Current Value Assessment (CVA) for a residential property, using York Region's methodology. Waterfront properties are included in the average. The tax rates below include lower tier, upper tier and Ministry of Education rates.

Municipality	Average Assessed value-residential *As per York Region	Tax Rate (Res) combined (%)	Total Taxes (Avg)
Georgina	\$448,244	1.0688%	\$4,791
East Gwillimbury	\$668,176	0.8210%	\$5,486
Newmarket	\$707,142	0.8413%	\$5,949
Whitchurch-Stouffville	\$852,003	0.7793%	\$6,639
Aurora	\$889,442	0.8033%	\$7,145
Vaughan	\$1,008,445	0.6951%	\$7,010
Markham	\$1,088,036	0.6627%	\$7,211
Richmond Hill	\$1,174,552	0.6915%	\$8,122
King	\$1,096,794	0.8290%	\$9,093

Province-wide re-assessment completed in 2016 included a provision for phase in of the assessment increase over four years, starting in 2017 and continuing until 2020 (last year of phase in), while decreases in assessment were fully recognized and implemented in 2017. The 2020 taxation year represented the fourth year of new assessment changes/phase-in.

On March 26, 2020, the Government of Ontario announced it was postponing the planned property tax reassessments due to the COVID-19 Pandemic. This means that assessments for the 2021, 2022, 2023 and 2024 taxation years will continue to be based on the same valuation date that was in effect for the 2020 taxation year. This measure will not have a financial impact on the Town because MPAC is continuing to maintain the assessment roll and ensure that it is updated to reflect changes such as new construction.

The Town's taxation is one of three types of property taxes paid by the property owners. In addition to the local municipality, the taxes also consist of Regional and education tax levies. The Regional and education tax levies for 2024 are not currently known at this time. For more information on how assessment works, visit AboutMyProperty.ca.

Financial policies

Capital Carry Forward Policy – Provides the status of capital projects being carried forward and to cancel previously approved capital projects.

Cash Handling Policy – This policy provides general guidelines for properly safeguarding, depositing and recording payments received.

Core Asset Management Plan – During 2022, the Town successfully completed the Asset Management Plan for Core Infrastructure. Asset management is the systematic and coordinated activities and practices of an organization to optimally and sustainably deliver on its service level objectives through the cost-effective lifecycle management of assets.

Corporate Debt Management Policy – Policy that provides a general framework on the types and terms of any borrowing for the Town of Georgina, to accommodate the future capital needs of the Town while maintaining responsible and prudent fiscal management.

Financial Information Return – A Financial Information Return (FIR) will be submitted to the Ministry of Municipal Affairs and Housing (MMAH) on an annual basis. The information in the FIR will be consistent with the information in the audited financial statements.

Investment Policy – A policy that governs the management of the corporation's short and long-term, surplus cash, sinking funds, reserves and reserve funds, and trust funds. This policy also ensures the prudent management of the corporation's investment portfolio.

Long-range Financial Plan – All departments will participate in the responsibility of meeting policy goals and ensure long term financial health. Future service plans and program initiatives will be developed to reflect current policy directives, projected resources, and future service requirements.

Municipal Rates and Fees By-law – Approved by Council, the rates and fees by-law sets out user fees and charges for various municipal goods and services. The fees are set to ensure that they are sufficient to recover all direct and indirect costs of service.

Procurement Policy – Purchases will be made in accordance with the municipality's Procurement Policy.

Purchasing Card Policy – Provides guidelines for the use of corporate credit cards and to ensure staff are responsible and accountable in regard to Municipal credit card purchases.

Reserve Fund Policy Consolidation – Strategic consolidation of the Town’s reserves and reserve funds.

Surplus Deficit Policy – Mechanism to automatically set aside additional funds for the Town’s Reserves in order to meet the needs of the Town’s future funding requirements.

Tangible Capital Assets (TCA) Policy – In accordance with PS 3150, PS 3060, PS 3065 and their respective representation on the financial statements of the Town. Establish a consistent approach to accounting of tangible capital assets.

Water and Wastewater Financial Plan – Ensure that the Town’s water and wastewater system are financially sustainable.

Water and Wastewater rates – Approved by Council annually, the water and wastewater charges ensure that there are sufficient funds to recover all direct and indirect costs of service.

Glossary of terms

Accrual basis of accounting – A method of accounting that recognizes revenue as earned and expenditures as incurred rather than waiting until cash is exchanged.

Actual – Actual (as opposed to budget) revenues and expenditures for the fiscal year indicated.

Amortization – The gradual reduction of the value of an asset or liability by some periodic amount. In the case of an asset, it involves expensing the cost of the item over its useful “life,” the time period over which it can be used.

Annual budget – A budget for a single year which identifies the revenue and expenditures for meeting the objectives of the annual financial plan.

Approved budget – The budget as formally adopted by the Municipal Council for the upcoming fiscal year.

Assessment – The Municipal Property Assessment Corporation (MPAC) is responsible for placing an assessment value on all properties in Ontario. In 1998, the Province of Ontario reformed the property assessment and taxation system in Ontario with the implementation of Current Value Assessment (CVA). The CVA of a property represents its estimated market value, or the amount the property would sell for in arms’ length, open market sale between a willing buyer and willing seller.

Audit – An independent examination of an organization’s financial accounts or financial situation.

Base budget – The base budget or opening budget is equal to the prior year final budget after any reallocations that occurred during the fiscal period.

Balanced budget – The municipality is required by provincial law to balance its operating budget each year. To balance the budget, the municipality can either: increase its revenue stream through raised property taxes and fees; or manage expenses through adapting or reducing the cost of programs and services.

Budget – A financial plan for a given fiscal year showing revenues and expenditures for different funds of the municipality.

Canada Community-Building Fund (CCBF) – Funding provided by the Government of Canada as part of the New Deal for Cities and Communities. This federal initiative is based on a long-term vision of sustainability for Canadian cities and communities, including four interdependent dimensions, economic, environmental, social and cultural. The program is intended to achieve results leading to cleaner air, cleaner water and reduced greenhouse gas emissions.

Capital assets – Represents assets like land, buildings, machinery, etc. whose benefits last several years.

Capital budget – The budget that provides for funding of the municipality's expenditures on capital assets, i.e., assets which provide benefits to the municipality over several years.

Capital expenditure – Any significant expenditure incurred to acquire or improve land, buildings, engineering structures, machinery and equipment. Normally has a benefit lasting beyond one year. Results in the acquisition or extension of the life of a fixed asset. Includes, but not limited to; vehicles, office furniture, construction projects, roads and bridges and studies.

Consumer Price Index (CPI) – A statistical description of price levels provided by Statistics Canada. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).

Contractual changes – Budget changes resulting from inflation and contractual changes that do not change service levels offered by the municipality.

Debenture – A formal written obligation to repay specific sums on certain dates. In the case of a municipality, debentures are typically unsecured.

Debt – Any obligation for the payment of money. For Ontario municipalities, debt would normally consist of debentures as well as either notes or cash loans from financial institutions but could also include loans from reserves.

Debt servicing cost – Annual principal and interest payments on contracted debt.

Deferral – The act of putting off until another time, or postponing.

Deficit – The excess of liabilities over assets, or expenditures over revenues, in a fund over an accounting period.

Department – A major administrative division of the municipality that has overall management responsibility for an operation within a functional area.

Development Charges – Fees collected from developers at the time a building permit to help pay for the cost of infrastructure required to provide municipal services to new development, such as roads, water and sewer infrastructure, community centres and fire facilities.

Discretionary Reserve Fund – A reserve is an allocation of accumulated net revenue. It has no reference to any specific assets and does not require the physical segregation of money or assets. Reserves are part of the revenue fund and, therefore, do not earn interest on their own, as in the case of reserve funds. Any earnings derived from investment of reserves' money are reported as revenue in the operating fund. Reserves are generally more flexible, as they are created by Council and can be amended if required.

Division – The work of a department and each separate departmental function identified in the budget.

Estimates – The budget proposal for the expenditures and revenue of the Municipal funds for one fiscal year and includes the budget proposals for any particular department.

Expenditure – The disbursement of appropriated funds to purchase goods and/or services. Expenditures include current operating expenses that require the current or future use of net current assets, debt service, and capital outlays. This term designates the cost of goods delivered or services rendered, whether paid or unpaid, including expenses, provision for debt retirement not reported as a liability of the fund from which retired, and capital outlays.

Fiscal year – Any period of 12 consecutive months designated as the budget year. The municipality's budget year begins Jan. 1 and ends Dec. 31.

Fleet – The vehicles and heavy equipment that can be ridden or driven that is operated in the municipality.

Forecast – The projection of revenues and expenditures for future years.

Fund – A set of interrelated accounts to record revenues, and expenditures associated with a specific purpose. A fund has its own revenues, expenditures, assets, liabilities, and equity (fund balance).

Fund accounting – An accounting system emphasizing accountability rather than profitability, used by non-profit organizations and governments. In this system, a fund is a self-balancing set of accounts, segregated for specific purposes in accordance with laws and regulations or special restrictions and limitations.

Fund balance – A term used to express the equity (assets minus liabilities) of governmental fund types and trust funds. A fund balance is the excess of cumulative revenues and other sources of funds over cumulative expenditures and other uses of funds.

Generally Accepted Accounting Principles (GAAP) – Nationally-recognized uniform principles, standards and guidelines for financial accounting and reporting, governing the form and content of many financial statements of an entity. GAAP encompasses the conventions, rules, and procedures that define accepted accounting principles at a particular time, including both broad guidelines and detailed practices and procedures.

Goals – Are broad statements of direction. They identify ongoing community needs and the approach taken by the municipality and departments to manage and satisfy those needs.

Grant – A monetary contribution, typically from one level of government to another, as a means to lend support to a specific service, program or function.

Growth change – An increase in budget resources resulting from an increase in municipality population, number of households or commercial properties. This increase is necessary to provide the same level of service that existed prior to growth change.

Inflation – A rise in price levels caused by general economic activity and growth.

Infrastructure – The system of public works in the municipality, consisting of immovable physical assets, that delivers an essential public service (e.g., road network, water and wastewater systems, and lighting).

Interest income – Revenue associated with the municipality’s cash management activities of investing cash balances.

Levy – The amount of property tax, in dollars, which is paid by the municipality’s taxpayers. To determine the key tax levy for a particular property, the property’s assessment value is multiplied by the appropriate rate for the property’s tax class.

Liability – A financial obligation of the municipality to others.

Long-term debt – Debt that matures more than one year after it is issued.

Long-range Financial Plan – Long-range financial planning (LRFP) is used to identify future financial challenges and opportunities through financial forecasting and analysis, and then, based on that information, to devise strategies to achieve financial sustainability.

Municipal Act – Passed by the legislature in December 2001, the Act is designed to allow municipal leaders the autonomy, power and flexibility they need to chart their community’s future in a meaningful way and react quickly to change.

Obligatory Reserve fund – Reserve fund assets are segregated and restricted to meet the purpose of the reserve fund. All earnings derived from such investments must form part of the reserve fund.

Ontario Municipal Employees Retirement System (OMERS) – A defined benefit plan that provides pension benefits for the municipality’s fulltime employees. Employees and employers normally make equal contributions to the plan. Some part-time employees also qualify for OMERS.

Operating budget – The budget that provides the various departments with funding for their annual recurring operating costs (e.g., salaries, materials, and supplies, contracted services, utilities). Compared to the capital budget, items funded in the operating budget do not give rise to assets that are expected to provide benefits over several years.

Property tax – An ad valorem (value-based) tax levied on real and personal property according to the property’s assessed valuation and the tax rate.

Public Sector Accounting Board (PSAB) – The body of the Canadian Institute of Chartered Accountants (CICA) that issues recommendations and guidance with respect to matters of accounting in the public sector. Its aim is to improve the financial and performance information reported by governments and other public sector entities for the benefit of decision makers and other users of the information

Revenue – Monies received from all sources (with exception of fund balances) that will be used to fund expenditures in a fiscal year.

Salaries and benefits – Operating expenses related to payroll expenses. Examples include: permanent positions, temporary positions, seasonal staff, sessional staff, and staff benefits.

Service level change – An addition of a new service, enhancement of existing service, deletion of existing service, or reduction of existing service. Service additions or enhancements generally result in additional funding required. Service level reductions or deletions generally result in less required funding.

Staffing other direct expenses – Operating expenses related to non-payroll staffing costs. Examples include: telephone/mobile phones, clothing, professional development, memberships, and travel expenses.

Stakeholders – The person, group or organization that has direct or indirect stake in the municipality because it can affect or be affected by the municipality's actions, objectives and policies.

Strategic plan – A document outlining long -term goals, critical issues, and action plans which will increase the organizations effectiveness in attaining its mission, priorities, goals and objectives.

Surplus – The excess of actual revenue over operating expenditures incurred during a budget period.

Supplementary taxes – Property taxes collected on new assessment not previously identified by the Municipal Property Assessment Corporation (MPAC) within the current year.

Supplies and maintenance – Operating expenses related to maintaining town assets such as facilities and vehicles; and purchasing supplies and equipment. Examples include: office supplies, Vehicle Parts, Waterworks Supplies, Equipment Repairs, and vehicle maintenance.

Tangible Capital Asset (TCA) – Non -financial assets that have a lifespan that extends beyond an accounting period and is used on a continual basis by the municipality. Also known as “fixed asset.”

Tax rate – A percentage rate that is used to determine property tax levy to be paid by a particular taxpayer within the municipality. The rate for a property depends on its tax class, which in turn, depends on the type of property (residential, commercial, industrial, etc.). The rate is multiplied by the assessment to provide the tax levy. Rates are established by Council bylaw.

User fees – Fees paid by individuals or organizations to the municipality for the use of municipality facilities (e.g., recreation fees) or for provision of municipal services (e.g., planning).

Variiances – Differences between actual revenues, expenditures and performance indicators from those items targeted in the annual budget.

Acronyms

AMP – Asset Management Plan
AODA – Accessibility for Ontarians with Disabilities Act
ARL – Annual Repayment Limit
BCA – Building Condition Assessment
CAO – Chief Administrative Officer
CCBF – Canada Community-Building Fund
CCDI – Canadian Centre of Diversity and Equity
CCTV – Closed Circuit Television
COTS – Commercial off the shelf
CPI – Consumer Price Index
CPA – Chartered Professional Accountant
CVA – Current Value Assessment
DC – Development Charge
DCAO – Deputy Chief Administrative Officer
ECDM – Energy Conservation and Demand Management Plan
EDI – Equity, Diversity, and Inclusion
ESL – Estimated Service Life
FCM – Federation of Canadian Municipalities
FIR – Financial Information Return
FOI – Freedom of Information
GAAP – General Accepted Accounting Principles
GFOA – Government Finance Officers Association
GIS – Geographic Information System
GPS – Global Positioning system
HR – Human Resources
HRIS – Human resources Information System
HVAC – Heating Ventilation Air Conditioning
ICT - Information and Communications Technology
IT – Information Technology
KM – Kilometres
LED – Light Emitting Diode

LRFP – Long Range Financial Plan
LSRCA – Lake Simcoe Region Conservation Authority
MMAH – Ministry of Municipal Affairs and Housing
MLE – Municipal Law Enforcement
MPAC – Municipal Property Assessment Corporation
MTO – Ministry of Transportation
NFFPA – National Fire Protection Association
OCWA – Ontario Clean Water Agency
OCIF – Ontario Community Infrastructure Fund
OMERS – Ontario Municipal Employees Retirement System
OSIM – Ontario Structure Inspection Manual
PCI – Pavement Condition Index
PFT – Permanent Full Time
PMS – Pavement Management System
PPT – Permanent Part Time
PSA – Public Sector Accounting
PSAB – Public Sector Accounting Board
RFA – Request for Acquisition
RFI – Request for Information
RFP – Request for Proposal
RFT – Request for Tender
SLT – Senior Leadership Team
SOW – Statement of Work
SPS – Sewage Pump Station
SWM – Stormwater Management
TCA – Tangible Capital Asset
TSSA – Technical Standards and Safety Authority
VERS – Vehicle and Equipment Replacement Strategy

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