2022 BUDGET







GEORGINA

Investing Today for a Strong Tomorrow



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The COVID-19 pandemic brought great change to our Town. For more than a year and a half, we endured lockdowns and reopenings, and witnessed the tremendous impact the pandemic had on our community and local economy. Throughout 2021, the Town continued to support residents through property tax deferrals and local businesses with numerous programs, with the safety and wellbeing of everyone in Georgina the number one priority.

The 2022 budget delivers investments while also finding ways to be more efficient, and puts us in a position to continue building a strong community. I am pleased we will be able to provide a zero per cent operating increase in this budget plus the option for a one per cent infrastructure levy. COVID-19 grants from the provincial and federal governments, and a reduction in recreation services due to staff being redeployed to the vaccination clinic, mean the Town is forecasting an above-average surplus for 2021. It will fund the Tax Rate Stabilization Reserve which will be used to assist in lowering the tax pressure for residents and assist with economic recovery.

I want to thank Council and staff for their hard work on this budget, and the community for working with us to ensure a strong future for Georgina.

Margaret Quirk, Mayor



Through the leadership of Council and dedication of staff, the Town's core services have continued to be delivered throughout the COVID-19 pandemic. The Town advanced online service delivery with the introduction of new virtual offerings that provided a new and efficient experience for residents and businesses. Leveraging technology has been essential to maintaining business continuity, and the 2022 Budget will continue to support new and innovative technology solutions.

The Town is making significant investments today in order to build a strong future for our community. We are investing in capital infrastructure and delivery to provide the necessary assets that will support and attract continued growth in Georgina.

While COVID-19 has presented challenges and the pandemic is not yet over, the Town remains focused on the future and a long-term financial strategy. We continue to work to identify opportunities to review processes and find ways to improve our ability to provide excellent service and value to our residents and businesses. I want to thank the Senior Management Team and staff for their contributions to the development of the 2022 Budget.

Ryan Cronsberry, CAO





Located on the southern shores of Lake Simcoe, the Town of Georgina offers year-round fun. From fishing and boating to beaches and parks, the Town is great for families taking day trips, a weekend getaway or vacation. Located one-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.





About Georgina

Physical features

- Georgina is the northernmost municipality in York Region.
- At 288 square kilometres, it is one of the largest municipalities in the region.
- 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.

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.
- 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 800 businesses.

Population and demographics

- Population of 45,418 [Census 2016] – a 4.4 per cent increase from 2011
- Georgina residents speak more than 80 different languages [Census 2016]

Attractions

- The ROC, York Region's Adventure Headquarters
- Georgina Pioneer Village and Archives
- Stephen Leacock Theatre

OUR VISION

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







OUR MISSION

To promote a high quality of life for our residents through exceptional service, community engagement and a framework which supports a thriving economy.

OUR VALUES

Respect

We care about each other

Excellence

Always go the extra mile

Communication

We are active listeners

Teamwork

Achieving our goals together





COVID-19

The COVID-19 pandemic continued to present challenges throughout 2021 in workplaces, public facilities and amenities, such as parks and recreation centres. The Town responded to this new and changing environment with a continued focus on health and safety for staff and the community.

Throughout the organization, every department and division continued to adapt and pivot, while providing quality public services. From communications and business support to recreation and online services, the Town worked with its municipal and provincial partners to respond and adapt to this evolving situation.

Vaccination clinic

The Georgina Mass Vaccination Clinic was open for six months in 2021, from March through August. York Region Public Health led the clinic, which was made possible through support from the Town. In order to host a clinic, the Town redeployed recreation staff to support its operation, fulfilling a variety of roles. This meant the Town did not provide as much recreation programming as it normally would through the spring and summer. Outdoor park programs and some virtual activities were provided. The Town also supported third-party summer camp opportunities and held two outdoor movie nights.

Online services

A number of new online services and forms were developed for residents, including resident parking passes and marriage licences. A new dedicated page was created on the Town website to make it easier for residents to find online services.

Communications

Throughout the pandemic, the Town has worked to provide consistent, effective and timely communications to the community. This was done through its website including a popup feature on the homepage for urgent messages, through its social media channels, newspapers, online advertising, the use of community signs and the award-winning Jack animation video series.

Resident and business support

In 2021, the Town again offered deferrals for the first instalment of the 2021 interim property tax bill for property owners who were financially impacted by the pandemic. Eligible applicants could also have their quarterly water/wastewater bill deferred.





A number of programs to support the local business community also continued in 2021:

- The 2021 Field to Table event resumed as an in-person event. The self-guided tour allowed visitors to access farms, enjoy educational experiences and interact with local farmers.
- The Pivot Planning Squad, launched in October 2020, continued to help with recovery efforts and assist local businesses with one-on-one consultations to provide marketing support and link them with available programs.
- The Temporary Patio Program was extended in 2021, allowing new temporary patios or expansion of existing ones on a temporary basis for the patio season.

• The Community Improvement Plan Grant continued to help with recovery efforts by business owners in the Keswick, Sutton or Jackson's Point Business Improvement Areas to address operations during the pandemic.

• The Development Rebate Building Permit Fee Program continued to provide assistance to the business community and to help with business recovery efforts by providing a rebate for building permit fees.

- The Georgina Chamber of Commerce-led shop local campaign continued in 2021.

Where we are now

Beginning in fall 2021, the Town reopened some facilities for public use, including the Georgina Ice Palace, Georgina Gym and Leisure Pool, with COVID-19 safety procedures and protocols in place. Some recreation programming resumed and planning was underway to reopen the ROC for the winter season.

Strategic about the Town's future

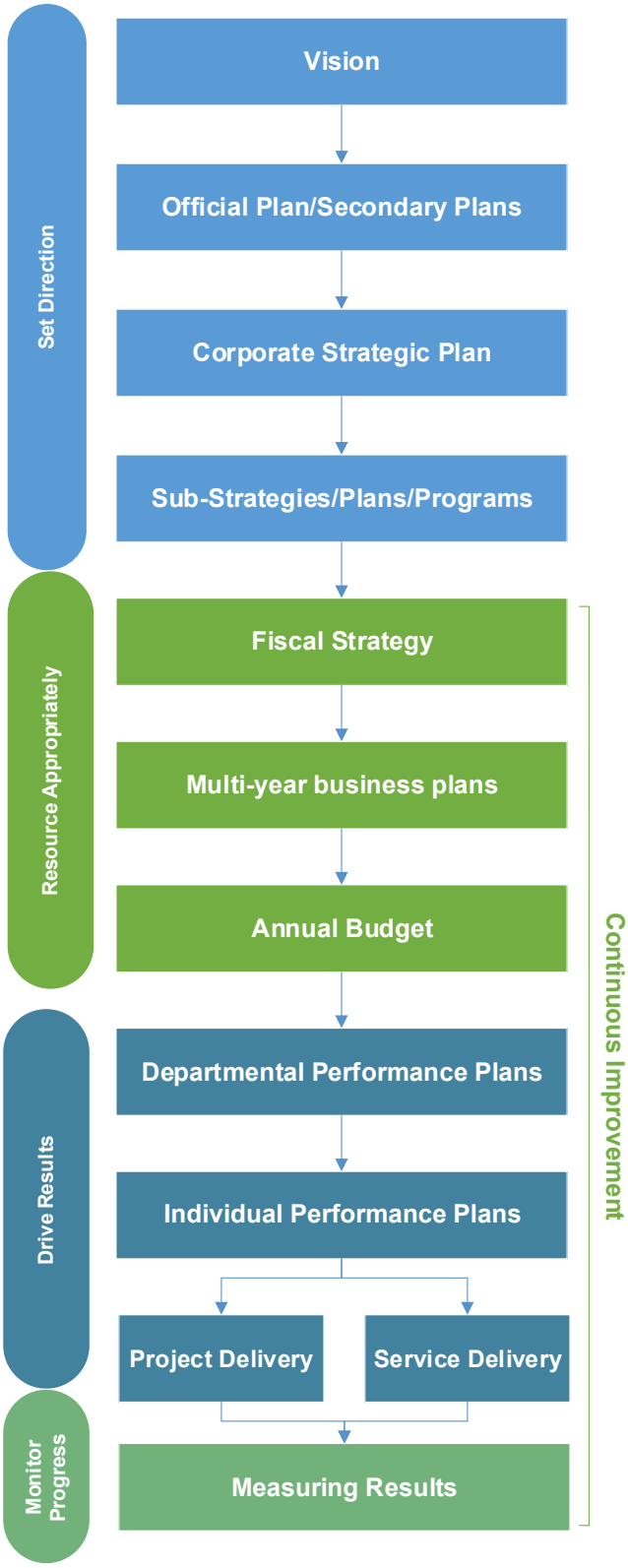
The Town of Georgina is working to create a high quality of life for all residents. To support this, the Town created the Service Excellence Framework in 2019 (see graphic to the right). It helps demonstrate the relationship between the Town's strategic work, financial planning and service delivery. This alignment ensures the Town is always striving to achieve its vision. A significant piece of this framework is the Town's Corporate Strategic Plan.

In 2019, Council endorsed the Town's 2019-2023 Strategic Plan. The plan maps out 39 specific actions within four priority areas:

- Grow our economy
- Promote a high quality of life
- Engage our community and build partnerships
- Deliver exceptional service

The Town uses the strategic plan to ensure that departmental business plans and annual budgets are aligned with the priorities identified by Council for the community.

Through the plan, and the larger Service Excellence Framework, Georgina is working hard to build its competitiveness, ensure its communities remain healthy, actively engage our partners and provide great service.





Municipal Modernization and Online Self-serve

In 2021, under the umbrella of both the continuous improvement program and Customer Service Strategy, the Town's focus was on getting a number of processes online – enhancing customer convenience and expanding contactless self-serve options. This initiative represents the next step in implementing recommendations of a Municipal Modernization Process Review endorsed by Council in 2020.

A core component of the online self-serve initiative includes expanding self-serve options through the introduction of automated forms and additional online payment options. Given the complexity of the overall initiative, staff retained technology-solution architects to conduct an analysis and provide recommendations for moving forward.

Based on the recommendations, the Town has acquired a technology platform subscription, along with the professional services for development/automation of online forms and associated business process workflows. The process automation is well underway and is scheduled to be completed early next year.

The Town's grant funding submission under Intake 2 of the Provincial Municipal Modernization program was approved. The Town is receiving $292,500 to help fund various modernization initiatives throughout the municipality.

National Day for Truth and Reconciliation





In recognition of the National Day for Truth and Reconciliation, the Town of Georgina held a special flag raising event at the Civic Centre on Sept 30, 2021. Flags were also raised at Ravenshoe Road and Woodbine, and at Dalton Road and Lake Drive. Mayor Margaret Quirk, 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 which involved the burning of one or more medicines gathered from the earth. The four sacred medicines used in First Nations' ceremonies are tobacco, sage, cedar and sweet grass. The Town, in partnership with the Chippewas of Georgina Island, also announced the future installation of an Indigenous Every Child matters crosswalk on Black River Road near the ferry to Georgina Island.

To learn more, visit georgina.ca/**TruthandReconciliation**.





Multi-use Recreation Complex (MURC)

MURC
Multi-use Recreation Complex

The Town of Georgina is moving forward with the largest project in its history – construction of the Multi-use Recreation Complex (MURC). Approved by Council in June 2021, construction began in the fall of 2021 with anticipated completion and the facility open for use expected in the fall of 2023. 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 located on west side of Woodbine Avenue between Glenwoods Avenue and Ravenshoe Road. It 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.

Civic Centre

In April 2021, Council directed staff to explore the redesign of the replacement Civic Centre. The proposed updated workplace strategy proposes that the workplace has to be imagined as a centralized hub with an integration of a work-from-home approach. This offers a hybrid model that provides opportunities to streamline service delivery and facility functions. Based on the reassessment of the needs and the updated strategy, the size of the replacement Civic Centre maybe reduced by a range of 12,000 to 16,000 square feet. The work-from-home approach can also optimize space allocation and office occupancy. This may be achieved through seat sharing, progressive policies and modernized technology. This will help customers to benefit from new and/or modified convenient future virtual service delivery platforms.

2022 Budget

The Town is committed to building strong and healthy communities, and ensuring everyone benefits from a high quality of life. The Town is making significant infrastructure and economic recovery investments today to ensure a strong tomorrow.

Budget overview

The 2022 Budget was developed with a commitment to ensuring the Town can continue to provide a high level of service to residents while minimizing the impact of tax increases. Understanding the fiscal challenges faced by residents and businesses due to COVID-19, the Town is putting forward a zero per cent operating budget increase, with an additional one per cent to capital reserves to assist in closing the infrastructure funding gap. During 2021, the Town received $2 million in federal and provincial funding to assist with COVID-19 operating impacts. This funding, combined with the Town reducing recreation service levels in 2021 due to running a mass vaccination clinic, has resulted in a forecast surplus, which will be used to assist with providing a zero per cent operating increase for 2022.

Operating and Capital Budgets

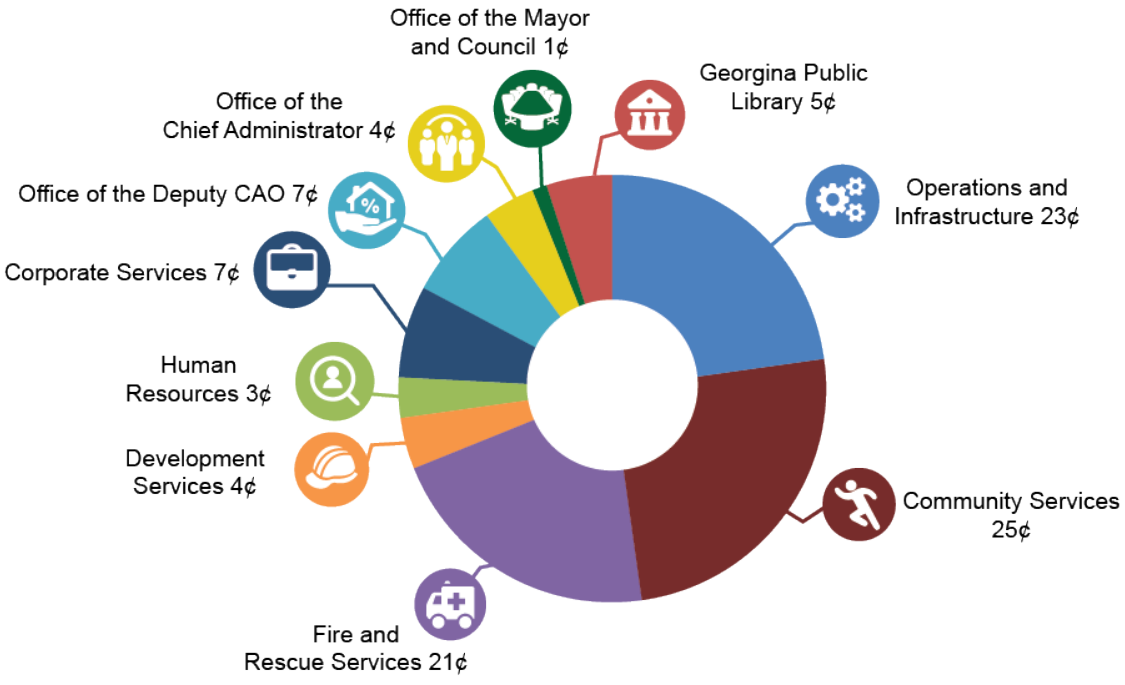
A capital budget is a budget allocating money for the acquisition or studies related to the maintenance of assets such as land, buildings, and equipment. An operating budget shows the Town's annual expenses, estimated revenues, and reserve contributions.

The Town of Georgina's 2022 Operating Budget, including contributions to reserves of $10 million, is $79 million. The 2022 Capital Budget is $35 million, which includes the cash flow of $21 million for the Multi-use Recreation Centre (MURC). The Town is carrying forward $51 million in capital projects, which includes carry forward cash flow of $18 million for the MURC and $14 million for the replacement Civic Centre.

Property tax levy

The proposed tax levy for Georgina is $47 million, which results in no increase for operating. There is an additional one per cent to capital reserves, for a total increase of one per cent.

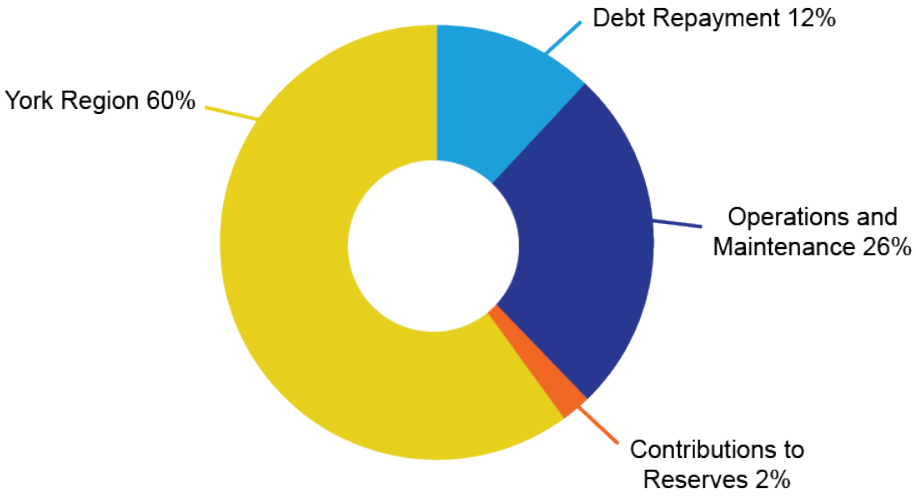
How Your Tax Dollar is Spent



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. The 2022 Water and Wastewater consumption ($/m^3) rates are $2.74 and $2.96, respectively. The 2022 Water and Wastewater fixed charge ($/m3) rates are $3.80 and $3.51, respectively. These rates include the costs billed by York Region. Typical household will see their water and wastewater bill increase by 5.84%.

Where Your Water and Wastewater Dollars are Spent



Looking to the future

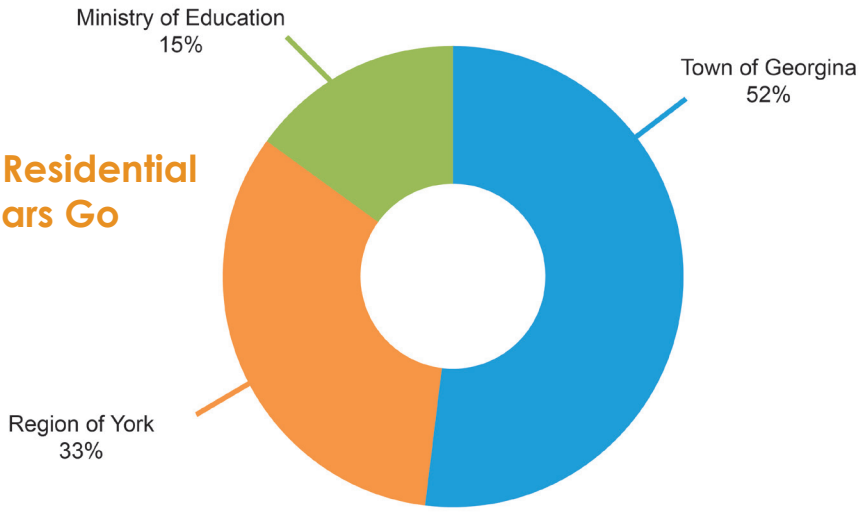
Georgina's changing environment will continue to present many budgetary and financial challenges related to the impact of COVID-19, proposed growth and long-term financial sustainability. The Town is facing these challenges by relying on the strong fiscal foundation that has been established and by updating several financial strategies. To ensure a sustained economic recovery, the Town has invested in economic recovery strategies including the creation of a dedicated economic recovery team (ERT) and programs. These new and updated strategies will ensure Georgina has the tools in place to address the financial pressures related to COVID-19, economic recovery, proposed growth and long-term financial sustainability.

Sustainable economic growth is one of the priorities in our strategic plan and is at the forefront of all decisions of staff and Council. Through this budget cycle and onward, staff will work diligently with other levels of government, Council and the community towards the vision for Georgina as a progressive and vibrant growing community.

Where your 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:

Where Your Residential Tax Dollars Go



Municipal Services





The Town of Georgina provides services including:

- 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

York Region provides services including:

- 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

2022 BUDGET - SUMMARY OF CAPITAL PROJECTS

Pg.		Capital Investment	Gross Costs to Complete	Discretionary Reserve	Canada Community-Building Fund	Federal / Provincial Grants	Development Charges (DC)	Cash-in-Lieu of Parkland	Long Term Debt (Tax / DC)
			$	$	$	$	$	$	$
	Operations & Infrastructure								
269	22-CI-OI-01	EAB Tree Removal Program	1,100,000	1,100,000					
273	22-CI-OI-02	New Equipment (Roads)	175,000	175,000					
277	22-CI-OI-03	Bridges & Culverts: Minor Capital – Culverts under 3m	200,000		200,000				
280	22-CI-OI-04	Sidewalk: Minor Capital – Concrete	75,000		75,000				
282	22-CI-OI-05	Roads: Minor Capital Resurfacing	2,157,000		766,300	1,390,700			
286	22-CI-OI-06	Roads: Major Capital Resurfacing Design	175,000		175,000				
290	22-CI-OI-07	Streetlight Upgrades	90,000	90,000					
293	22-CI-OI-08	Fleet Policy Review	20,000	20,000					
295	22-CI-OI-09	Fuel Management System	120,000	120,000					
299	22-CI-OI-10	2022 Bridge OSIM	75,000	75,000					
301	22-CI-OI-11	Lake Drive Road Functionality Assessment	150,000	150,000					
307	22-CI-OI-12	Old Shiloh Bridge Heritage Investigation/Environmental Assessment	100,000	100,000					
310	22-CI-OI-13	Development of an Asset Management Plan for Non Core Assets	150,000		150,000				
313	22-CI-OI-14	Major Ditch Design and Rehabilitation Program	400,000		400,000				
316	22-CI-OI-15	Vehicle and Equipment Replacement Program	1,773,000	1,773,000					
	22-CI-OI-16[d]	Windrow Snow Clearing Service (22-MQ-03)	15,000	15,000					
	22-CI-OI-17[d]	Malone Wharf: Parking Lot Resurfacing (22-FS-05)	50,000	50,000					
	22-CI-OI-18[d]	Alice Avenue: Drainage and Storm Sewer Assessment (22-DN-03)	50,000	50,000					
	22-CI-OI-19[d]	Pefferlaw Dam	1,000,000	1,000,000					
381	22-CI-WAT-05	Public Water Tap & Bulk Water Station	40,000	40,000					
			7,915,000	**4,758,000**	**1,766,300**	**1,390,700**	**-**	**-**	**-**
	Community Services								
325	22-CI-RC-01	Facilities Repairs & Remediation Program	286,000	286,000					
328	22-CI-RC-02	Building Condition Assessment (BCA) Items	470,000	470,000					
332	22-CI-RC-03[b]	Train Station Repairs	50,000	25,000		25,000			
334	22-CI-RC-04	Waterfront Parks Master Plan, Parts 2 & 3	210,000	175,200			34,800		
338	22-CI-RC-05	Picnic Table Replacement	50,000	50,000					
	22-CI-RC-06[d]	Dog park - ROC property (Leash Free) (22-DN-02)	100,000	100,000					
	22-CI-RC-07[d]	Pefferlaw Recreation Opportunities	1,446,750	1,446,750					
	22-CI-RC-08[d]	Electric Car Charges (22-MQ-04)	60,000	60,000					
	22-CI-RC-09[d]	Boom on the Maskinonge River (22-MQ-01)	20,000	20,000					
	22-CI-RC-10[d]	Improvements to High Street - Minor Capital (22-FS-04)	20,000	20,000					
Developer Project[c]		Park Development – Treasure Hill Ph. 1 Park & Trail	840,000				840,000		
	C-2021-0204[a]	MURC (2022 Additional Cash Flow) (17-REC-1/19-FAC-2)	20,722,000						20,722,000
			24,274,750	**2,652,950**	**-**	**25,000**	**874,800**	**-**	**20,722,000**

2022 BUDGET - SUMMARY OF CAPITAL PROJECTS

Pg.		Capital Investment	Gross Costs to Complete	Discretionary Reserve	Canada Community-Building Fund	Federal / Provincial Grants	Development Charges (DC)	Cash-in-Lieu of Parkland	Long Term Debt (Tax / DC)
			$	$	$	$	$	$	$
	Fire & Rescue Services								
341	22-CI-FS-01	Purchase of Suppression Equipment	60,000	60,000					
344	22-CI-FS-02	Replacement of Bunker Gear/PPE	54,000	54,000					
347	22-CI-FS-03	Purchase of Communications Equipment	15,000	15,000					
			129,000	**129,000**	-	-	-	-	-
	Development Services								
349	22-CI-DS-01	Development Engineering Comprehensive Design Criteria Review	65,000				65,000		
			65,000	-	-	-	**65,000**	-	-
	Corporate Services								
351	22-CI-CS-01	Annual Information and Communications Technology (ICT) Cycling	270,000	270,000					
355	22-CI-CS-02	Long Range Financial Plan Update	70,000				70,000		
			340,000	**270,000**	-	-	**70,000**	-	-
	Office of the Chief Administrative Officer								
358	22-CI-CAO-01	Develop a Corporate Sustainability Plan	40,000	40,000					
361	22-CI-CAO-02	Create new 2023-2026 Corporate Strategic Plan	50,000	50,000					
			90,000	**90,000**	-	-	-	-	-
	Library								
364	22-CI-LIB-01	Library Capital Initiatives	49,500	49,500					
			49,500	**49,500**	-	-	-	-	-
	TOTAL CAPITAL INVESTMENT		**32,863,250**	**7,949,450**	**1,766,300**	**1,415,700**	**1,009,800**	-	**20,722,000**
	Water and Wastewater (Operations & Infrastructure)								
367	22-CI-WAT-01	Polybutylene Water Service Line Replacement Program	500,000	500,000					
371	22-CI-WAT-02	Water Operational Support Equipment	50,000	50,000					
375	22-CI-WAT-03	Water System Mainline Valves, Fire Hydrants and Secondary Valve	100,000	100,000					
378	22-CI-WAT-04	Annual Water Meter Replacement Program	150,000	150,000					
381	22-CI-WAT-05	Public Water Tap & Bulk Water Station	60,000	60,000					
385	22-CI-SEW-01	Rehabilitation of Sewage Pump Stations 1, 2, 7 & 8	270,000	270,000					
387	22-CI-SEW-02	Sewer Pumping Station Rehabilitation – Fuel System Upgrades	200,000	200,000					
390	22-CI-SEW-03	Inflow and Infiltration Study	150,000	150,000					
393	22-CI-SEW-04	Condition Assessment of Sewage Pump Stations	160,000	160,000					
396	22-CI-SEW-05	Linear Sewer Main and Maintenance Hole Condition Assessment	200,000	200,000					
			1,840,000	**1,840,000**	-	-	-	-	-
	TOTAL CAPITAL INVESTMENT - TOWN OF GEORGINA		**34,703,250**	**9,789,450**	**1,766,300**	**1,415,700**	**1,009,800**	**0**	**20,722,000**

a: Approved
b: Grant Approval Pending
c: Developer Project - No business case
d: Approved during budget deliberations. No business case included.

2022 BUDGET - CARRY FORWARD CAPITAL PROJECTS

	Carry Forward Capital Investment	Spent to Date As of September 2021	Approved Cost to Complete	Carry Forward (Estimated)	Discretionary Reserve	Canada Community-Building Fund	Federal / Provincial Grants	Development Charges (DC)	Cash-in-Lieu of Parkland	Long Term Debt (Tax / DC)
		$	$	$	$	$	$	$	$	$
Operations & Infrastructure										
19-PRK-8	Black River Fencing		20,000	20,000	20,000					
19-PWK-11	Hedge Road Bank Stabilization	257,270	1,650,000	1,392,730		1,392,730				
19-PWK-14	2019 Roads Now Needs Plan (Road Reconstruction Program)	21,010	1,000,000	978,990	978,990					
20-OI-1	Asset Management Plan Needs Assessment and Development	49,170	150,000	100,830	100,830					
20-OI-2	2020 Roads Maintenance Plan (Approved in 2019)	1,531,790	1,856,600	324,810	324,810					
20-OI-3	2020 Roads Reconstruction Plan (Approved in 2019)		1,261,000	1,261,000	46,200	1,214,800				
20-OI-9	Major Ditch Reconstruction	2,040	300,000	297,960	297,960					
20-OI-12	Pioneer Cemetery Needs Assessment		50,000	50,000	50,000					
20-OI-13	Keswick Cemetery Master Plan		80,000	80,000	80,000					
20-OI-15	Roadside Safety Audit and Program Development/Implementation		75,000	75,000	75,000					
20-OI-22	Removable Floating Finger Dock(s) at Mill Pond Park		5,000	5,000	5,000					
20-OI-25	Trails Lighting		30,000	30,000	30,000					
21-OI-1	2021 Roads Selective Resurfacing & Maintenance	3,510	1,000,000	996,490		605,790	390,700			
21-OI-2	2021 Roads Rehabilitation		1,000,000	1,000,000			1,000,000			
21-OI-3	Pollock Road Slope Design		50,000	50,000		50,000				
21-OI-7	Udora Gravel Roads Design		300,000	300,000		300,000				
21-OI-9	Mossington Bridge Safety Assessment		25,000	25,000	25,000					
		1,864,790	8,852,600	6,987,810	2,033,790	3,563,320	1,390,700	-	-	-
Community Services										
17-REC-1/19-FAC-2/C-2021-0204	Design and construct the MURC (Carry foward Cash Flow)	2,764,700	50,200,000	18,113,300						18,113,300
18-CAO-2/19-FAC-3	Design and construct the Civic Centre (Carry foward Cash Flow)	870,810	26,966,400	14,150,190						14,150,190
18-REC-3	Keswick Cenotaph Relocation	45,740	80,000	34,260	34,260					
19-PRK-6	Maskinonge Pedestrian Bridge		500,000	500,000		250,000			250,000	
CAO-2019-0027	Mossington Wharf Rehabilitation	58,000	770,000	712,000			712,000			
20-RC-4	Pioneer Village		10,000	10,000	10,000					
C-2021-0210	Egypt yard expansion	266,650	990,000	723,350			507,000	216,350		
C-2021-0222	Keswick Cemetery monument foundation structure		25,000	25,000	25,000					
C-2021-0300**	Playground Replacements		625,000	625,000	125,000		500,000			
21-OI-10	West Park Baseball Field Rehabilitation (Safety Requirement)		240,000	240,000		240,000				
21-RC-1	Secure a consultant for Assessment (BCA)		150,000	150,000	150,000					
21-RC-1 / CAO-2021-0018	Furnace/Oil Tank replacement at Annex (BCA)		100,300	100,300	100,300					
		4,005,900	80,656,700	35,383,400	444,560	490,000	1,719,000	216,350	250,000	32,263,490
Fire & Rescue Services										
21-FS-1	Replacement of Tanker Apparatus		850,000	850,000	850,000					
		-	850,000	850,000	850,000	-	-	-	-	-
Development Services										
19-ECD-1	Wayfinding & Community Signage	15,310	40,000	24,690	24,690					
19-PLN-1	Keswick Secondary Plan Review	147,800	200,000	52,200				52,200		
19-REC-9	Tree Preservation & Compensation Policy Update		30,000	30,000	30,000					
21-DS-1	Comprehensive Zoning By-law Review	7,140	60,000	52,860	25,860			27,000		
Developer Project	Dovedale Drive Extension		1,830,000	1,830,000				1,830,000		
C-2021-0299**	Business Incubator/Accelerator: 2 year pilot with York University		300,000	300,000	150,000		150,000			
		170,250	2,460,000	2,289,750	230,550	-	150,000	1,909,200	-	-

2022 BUDGET - CARRY FORWARD CAPITAL PROJECTS

	Carry Forward Capital Investment	Spent to Date As of September 2021	Approved Cost to Complete	Carry Forward (Estimated)	Discretionary Reserve	Canada Community-Building Fund	Federal / Provincial Grants	Development Charges (DC)	Cash-in-Lieu of Parkland	Long Term Debt (Tax / DC)
		$	$	$	$	$	$	$	$	$
Corporate Services										
19-ITS-3	IT Service Continuity & Disaster Recovery Strategy		35,000	35,000	35,000					
20-CS-3	Enterprise Content Management Acquisition & Implementation	103,010	283,000	179,990			179,990			
C-2021-0322**	Microsoft 365 Assessment, Migration, and Implementation		384,620	384,620	134,620		250,000			
21-CAO-1	Business continuity and customer convenience / HRIS (payroll)	20,350	475,000	454,650	162,150		292,500			
		123,360	1,177,620	1,054,260	331,770	-	722,490	-	-	-
Office of the Chief Administrative Officer										
20-CAO-1	Develop a Broadband Strategy & Action Plan	24,820	75,000	50,180	50,180					
		24,820	75,000	50,180	50,180	-	-	-	-	-
Library										
20-LIB-1	Library Capital Requests	22,880	41,800	18,920	18,920					
21-LIB-1	Library Capital Requests		17,100	17,100	17,100					
		22,880	58,900	36,020	36,020	-	-	-	-	-
TOTAL CARRY FORWARD CAPITAL		**6,212,000**	**94,130,820**	**46,651,420**	**3,976,870**	**4,053,320**	**3,982,190**	**2,125,550**	**250,000**	**32,263,490**
Water and Wastewater (Operations & Infrastructure)										
20-WAT-4	Water System Mainline Valves, Fire Hydrants & Secondary Valves	67,540	75,000	7,460	7,460					
20-WAT-5	Water Service Replacements	237,720	500,000	262,280	262,280					
C-2019-0697 / 20-WAT-6	Cockburn Subdivision Watermain Replacement		2,014,000	2,014,000						2,014,000
21-WAT-3	Morton Street Watermain Construction		1,180,000	1,180,000	1,062,000			118,000		
21-WAT-5	External Project Management Services	18,250	150,000	131,750	116,750			15,000		
19-SEW-1	Wastewater Pumping Station Improvements	58,490	260,000	201,510	201,510					
20-SEW-2	Sewer Service Repair and Replacements	47,250	200,000	152,750	152,750					
21-SEW-2	Sewer Rehabilitation, Repair and Replacements		200,000	200,000	200,000					
TOTAL CARRY FORWARD: WATER/WASTEWATER		**429,250**	**4,579,000**	**4,149,750**	**2,002,750**	**-**	**-**	**133,000**	**-**	**2,014,000**
TOTAL CARRY FORWARD - TOWN OF GEORGINA		**6,641,250**	**98,709,820**	**50,801,170**	**5,979,620**	**4,053,320**	**3,982,190**	**2,258,550**	**250,000**	**34,277,490**

**Grant Approval Pending

2022 BUDGET - CANCELLED CAPITAL PROJECTS

	Cancelled Capital Projects	Spent to Date As of September 2021	Approved Cost to Complete	Outstanding Balance (Estimated)	Discretionary Reserve	Canada Community-Building Fund	Federal / Provincial Grants	Development Charges (DC)	Cash-in-Lieu of Parkland	Long Term Debt (Tax / DC)
		$	$	$	$	$	$	$	$	$
Operations & Infrastructure										
19-PWK-15	Bicycle & Pedestrian Active Transportation Master Plan	-	85,000	85,000	42,500			42,500		
		-	85,000	85,000	42,500	-	-	42,500	-	-
Corporate Services										
15-ITS-5	Enterprise Resource Planning Software-Budget Module	-	129,680	129,680	129,680					
18-ITS-2	IT CRM Solution	24,390	100,000	75,610	75,610					
		24,390	229,680	205,290	205,290	-	-	-	-	-
TOTAL CANCELLED CAPITAL - TOWN OF GEORGINA		**24,390**	**314,680**	**290,290**	**247,790**	**0**	**0**	**42,500**	**0**	**0**

Department	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
	$	$	$	$	$	$	$	$	$	$	$
Non-Growth Related Expenditures											
Operations & Infrastructure	7,915,000	9,982,000	9,082,000	8,837,000	7,732,000	8,177,000	8,772,000	9,217,000	9,492,000	9,217,000	88,423,000
Water & Wastewater	1,840,000	3,270,000	3,457,000	2,625,000	3,726,000	2,510,000	3,527,000	2,590,000	3,507,000	2,590,000	29,642,000
Community Services	2,677,950	17,419,000	2,528,000	3,752,000	3,003,000	3,744,000	3,047,000	4,183,000	3,414,000	3,400,000	47,167,950
Fire & Rescue Services	129,000	1,550,000	1,152,000	229,000	1,818,000	204,000	139,000	326,000	254,000	515,000	6,316,000
Development Services	-	30,000	-	-	-	60,000	60,000	-	-	-	150,000
Human Resources	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
Corporate Services	270,000	600,000	1,355,000	350,000	350,000	370,000	350,000	455,000	350,000	350,000	4,800,000
Office of the Deputy CAO	-	60,000	108,000	-	108,000	-	-	-	-	-	276,000
Chief Administrative Officer	90,000	25,000	10,000	10,000	60,000	10,000	10,000	10,000	60,000	10,000	295,000
Public Library Board	49,500	42,000	17,000	50,000	60,000	10,000	10,000	50,000	10,000	10,000	308,500
	12,971,450	32,988,000	17,719,000	15,863,000	16,867,000	15,095,000	15,925,000	16,841,000	17,097,000	16,102,000	177,468,450
Growth Related Expenditures											
Operations & Infrastructure	-	420,000	-	373,000	-	-	-	-	-	-	793,000
Water & Wastewater	-	-	-	-	-	-	-	-	-	-	-
Community Services	21,596,800	10,997,000	776,000	767,000	725,000	997,000	2,900,000	579,000	2,250,000	1,750,000	43,337,800
Fire & Rescue Services	-	600,000	8,065,000	1,070,000	800,000	11,771,000	7,535,000	-	-	-	29,841,000
Development Services	65,000	2,509,000	911,000	2,775,000	11,285,000	30,000	60,000	110,000	1,215,000	2,455,000	21,415,000
Human Resources	-	-	-	-	-	-	-	-	-	-	-
Corporate Services	70,000	-	120,000	-	-	-	-	140,000	-	-	330,000
Office of the Deputy CAO	-	-	-	-	-	-	-	-	-	-	-
Chief Administrative Officer	-	-	-	-	-	-	-	-	-	-	-
Public Library Board	-	200,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	10,000	910,000
	21,731,800	14,726,000	9,972,000	5,085,000	12,910,000	12,898,000	10,595,000	929,000	3,565,000	4,215,000	96,626,800
Total Annual Capital Expenditures	34,703,250	47,714,000	27,691,000	20,948,000	29,777,000	27,993,000	26,520,000	17,770,000	20,662,000	20,317,000	274,095,250

GEORGINA

10 YEAR CAPITAL PLAN
Summary

Department	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
Non-Growth Related Funding											
Capital Reserve - Tax Funded	7,949,450	16,270,000	12,719,000	11,735,000	11,638,000	11,082,000	10,895,000	12,708,000	12,087,000	12,009,000	119,092,450
Capital Reserve - Rate Funded	1,840,000	3,270,000	3,497,000	2,625,000	3,726,000	2,510,000	3,527,000	2,630,000	3,507,000	2,590,000	29,722,000
Canada Community-Building Fund	1,766,300	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	15,293,300
Debenture - Tax/ Rate Funded	-	11,945,000	-	-	-	-	-	-	-	-	11,945,000
Grants	1,415,700	-	-	-	-	-	-	-	-	-	1,415,700
Other Revenue	-	-	-	-	-	-	-	-	-	-	-
	12,971,450	32,988,000	17,719,000	15,863,000	16,867,000	15,095,000	15,925,000	16,841,000	17,097,000	16,102,000	177,468,450
Growth Related Funding											
Development Charges	1,009,800	5,270,000	3,044,000	4,394,000	8,407,000	1,127,000	3,060,000	929,000	3,565,000	3,588,000	34,393,800
Capital Reserve - Tax Funded	-	356,000	-	131,000	2,573,000	-	-	-	-	130,000	3,190,000
Capital Reserve - Rate Funded	-	-	344,000	62,000	546,000	-	-	-	-	-	952,000
Canada Community-Building Fund	-	-	-	-	-	-	-	-	-	-	-
Debenture - Development Charges	20,722,000	9,100,000	6,584,000	-	300,000	4,516,000	4,401,000	-	-	-	45,623,000
Debenture - Tax / Rate Funded	-	-	-	-	500,000	7,255,000	3,134,000	-	-	-	10,889,000
Grants	-	-	-	498,000	584,000	-	-	-	-	497,000	1,579,000
Other Revenue	-	-	-	-	-	-	-	-	-	-	-
	21,731,800	14,726,000	9,972,000	5,085,000	12,910,000	12,898,000	10,595,000	929,000	3,565,000	4,215,000	96,626,800
Total Annual Capital Funding	**34,703,250**	**47,714,000**	**27,691,000**	**20,948,000**	**29,777,000**	**27,993,000**	**26,520,000**	**17,770,000**	**20,662,000**	**20,317,000**	**274,095,250**

* There is approximately a $25 million back log in facility repairs and rehabilitations as identified in the building condition assessments that is not identified in the 10 year capital plan due to funding constraints. (2015 cost estimates)
* Parks - Potential capital improvements to waterfront parks based on the upcoming Waterfront Parks Masterplan have not been included in the ten year forecast at this time. They will be included after phase 3 is complete.
* Roads study recommended an annual investment requirement of:
  - $3.2 million per year for resurfacing and maintenance (2015 cost estimates)
  - $3.2 million per year for reconstruction (2015 cost estimates)
* Storm Water - Capital needs will be assessed with the Asset Management Plan and will be updated in the ten year forecast at this time.

Tax Levy Supported

	Office of the CAO	Corporate Services	Office of the Deputy CAO	Development Services	Fire and Rescue Services	Office of Mayor and Council	Human Resources	Operations and Infrastructure	Community Services	Georgina Public Libraries	Non-Program	Grand Total	Sum of %
Revenue													
Development Fees				(2,954,550)								(2,954,550)	12.65%
Donations & Grants			(20,000)						(48,000)	(73,640)	(67,780)	(209,420)	-5.40%
Misc Revenues	(10,000)	(1,600,850)	(493,180)	(480)	(86,500)			(55,460)	(705,410)	(25,100)	(285,000)	(3,261,980)	3.79%
Provision from Reserve	(477,000)	(10,000)	(365,000)	(227,090)	(50,000)			(503,220)	(115,000)		(1,500,000)	(3,247,310)	65.41%
Region or other Municipality			(571,800)					(200,000)	(5,000)			(776,800)	8.33%
Tax Levy											(47,141,340)	(47,141,340)	1.40%
User Fees, Lease and Rental		(176,250)	(24,390)	(50)	(40,000)			(155,000)	(2,806,280)	(77,700)		(3,279,670)	-4.53%
Revenue Total	**(487,000)**	**(1,787,100)**	**(1,474,370)**	**(3,182,170)**	**(176,500)**			**(913,680)**	**(3,679,690)**	**(176,440)**	**(48,994,120)**	**(60,871,070)**	**3.89%**
Expense													
Salaries and Benefits	1,658,030	3,262,070	3,202,470	4,286,820	7,988,660	403,200	1,012,040	3,402,890	7,938,680	1,913,870	(58,110)	35,010,620	5.44%
Staffing Other Direct Expenses	43,570	190,800	60,970	93,690	120,770	50,970	35,580	62,050	196,720	55,390		910,510	3.71%
Consulting Services	56,000			5,000								61,000	0.00%
Contracted Services	381,280	319,300	311,620	160,000	169,190		29,500	3,859,860	740,340	27,000		5,998,090	2.69%
Contributions to Reserve		622,500	137,090	76,200	643,700			2,779,740	1,789,350	158,240	3,551,990	9,758,810	4.98%
Debenture Repayment					299,890			346,250	126,680			772,820	8.21%
Donations & Grants			2,000	273,000					294,500		50,000	619,500	-13.44%
Hydro/Sewer/Gas		3,000	22,600	760	51,930			292,400	1,320,030	95,020		1,785,740	-0.92%
Other Direct Costs	105,040	563,030	763,500	124,840	268,500	32,300	42,900	236,500	1,293,970	173,530	200,000	3,804,110	14.81%
Supplies and Maintenance	7,500	60,990	153,950	41,560	284,010	4,000	6,950	583,590	1,195,300	283,430		2,621,280	-5.31%
Expense Total	**2,251,420**	**5,021,690**	**4,654,200**	**5,061,870**	**9,826,650**	**490,470**	**1,126,970**	**11,563,280**	**14,895,570**	**2,706,480**	**3,743,880**	**61,342,480**	**4.69%**
Grand Total	**1,764,420**	**3,234,590**	**3,179,830**	**1,879,700**	**9,650,150**	**490,470**	**1,126,970**	**10,649,600**	**11,215,880**	**2,530,040**	**(45,250,240)**	**471,410**	**1.00%**

Water and Wastewater Rate Supported

	Water	Wastewater (Sewer)	Grand Total
Revenue	**(8,359,240)**	**(8,874,170)**	**(17,233,410)**
Capital Recovery (Water/Wastewater)	(601,220)	(542,240)	(1,143,460)
Local Improvements (Water/Wastewater)	(623,180)	(934,760)	(1,557,940)
Misc Revenues	(12,490)		(12,490)
Provision from Reserve		0	0
User Fees, Lease and Rental	(233,920)	(27,000)	(260,920)
Wastewater		(7,370,170)	(7,370,170)
Water	(6,888,430)		(6,888,430)
Expense	**8,359,240**	**8,874,170**	**17,233,410**
Salaries and Benefits	1,195,870	1,114,770	2,310,640
Staffing Other Direct Expenses	31,880	27,000	58,880
Contracted Services	966,240	343,090	1,309,330
Contributions to Reserve	250,650	168,040	418,690
Debenture Repayment	1,372,060	749,230	2,121,290
Hydro/Sewer/Gas	55,830	144,070	199,900
Other Direct Costs	213,000	134,900	347,900
Supplies and Maintenance	138,780	85,530	224,310
Water Payments to York region	4,134,930	6,107,540	10,242,470
Grand Total	**0**	**0**	**0**

	Rate	Increase (%)
Water		
Consumption Rate ($/m3)	2.74	4.00%
Fixed Charge ($/month)	3.80	15.25%
Wastewater		
Consumption Rate ($/m3)	2.96	5.85%
Fixed Charge ($/month)	3.51	17.75%
Water and Wastewater Rate Increase		**5.84%**

2022 Staffing Summary

Pg.		New Positions	Salary	2022 Payroll Costs	Total
		Corporate Services			
213	22-SI-CS-01	Data Analyst – GIS Funded by Assessment Growth (50%) & Tax Levy (50%)	67,500	20,500	88,000
216	22-SI-CS-02	Procurement Advisor Funded by Assessment Growth	63,000	19,000	82,000
		Fire & Rescue Services			
220	22-SI-FS-01	Deputy Fire Chief Funded by Assessment Growth	130,000	39,000	169,000
		Operations & Infrastructure			
223	22-SI-OI-01	Operations & Infrastructure Clerk Funded by Water and Wastewater rates	54,070	15,680	69,750
226	22-SI-OI-02	Senior Project Manager O&I Funded by Capital Projects/Reserves	95,000	28,500	123,500
		Total Salaries and All Other Payroll Costs	**409,570**	**122,680**	**532,250**
		Transitional Positions: (Contract to Permanent)			
		Office of the Chief Administrative Officer			
229	22-TR-CAO-01	Head of Special Capital Funded by Capital Projects/Reserves	140,000	42,000	182,000
233	22-TR-CAO-02	Senior Project Manager Funded by Capital Projects/Reserves	95,000	28,500	123,500
233	22-TR-CAO-02	Senior Project Manager Funded by Capital Projects/Reserves	95,000	28,500	123,500
		Operations & Infrastructure			
236	22-TR-OI-01	Operations & Infrastructure Clerk Funded by Operating Budget (Transfer from Non-Permanent Salaries)	54,070	15,680	69,750
		Total Salaries and All Other Payroll Costs	**384,070**	**114,680**	**498,750**

2022 New Initiatives Summary

Pg.		New Initiatives	Amount
		Office of the Chief Administrative Officer	
239	22-OI-CAO-01	Grant Writing Services Funded by Capital Reserve	25,000
		Community Services	
242	22-OI-RC-01	Additional Funding for Jackson's Point Harbour Funded by Tax levy	6,000
244	22-OI-RC-02	Additional Staff hours for Pefferlaw Ice Pad Funded by Tax levy	14,000
* Council Request		Improvements to High Street - Additional Staff hours (22-FS-04) Funded by Tax Rate Stabilization Reserve	15,000
		Corporate Services	
246	22-OI-CS-01	Security Assessment Funded by Tax levy	20,100
		Operations & Infrastructure	
249	22-OI-OI-01	Winter Equipment Funded by Development Charges (50%) & Assessment Growth (50%)	90,000
252	22-OI-OI-02	Community Beautification Funded by Tax levy	20,000
		Fire & Rescue Services	
255	22-OI-FS-01	Additional Overtime - Suppression Funded by Tax levy	50,000
		Total New Initiatives	**240,100**

* Approved during budget deliberations. No business case included.

2022 COVID Staffing Summary

Pg.	COVID-19 Positions		Salary	2022 Payroll Costs	Total
	Human Resources				
257	22-CG-HR-01	Health and Safety Pandemic Specialist (Temp) Funded by COVID-19 Grant	83,000	17,000	100,000
	Development Services				
260	22-CG-DS-01	Enhanced Marketing to Support Economic Recovery (Temp) Funded by COVID-19 Grant	83,000	17,000	100,000
	Total Salaries and All Other Payroll Costs		**166,000**	**34,000**	**200,000**

2022 COVID Initiatives Summary

Pg.	COVID-19 Expenditure/Revenue Loss		Amount
	Development Services		
263	22-CG-DS-02	Enhanced Marketing to Support Economic Recovery Funded by COVID-19 Grant	50,000
	Community Services		
266	22-CG-RC-01	Waterfront Parks Funded by COVID-19 Grant & Tax Rate Stabilization Reserve	450,000
267	22-CG-RC-02	Recreation Facilities Funded by COVID-19 Grant & Tax Rate Stabilization Reserve	800,000
	Total New Initiatives		**1,300,000**

GEORGINA

2022 STAFF COMPLEMENT

5 Years Historical Trend

	2022	2021	2020	2019	2018
Operations & Infrastructure					
Permanent Full Time	43	53	53	52	77
Permanent Part Time					2
Community Services					
Permanent Full Time	60	46	46	46	19
Permanent Part Time	7	7	7	7	4
Fire & Rescue Services					
Permanent Full Time	49	48	48	48	47
Permanent Part Time					1
Development Services					
Permanent Full Time	37	38	38	38	38
Permanent Part Time					1
Corporate Services					
Permanent Full Time	36	35	35	33	53
Permanent Part Time	1	1	1	1	23
Human Resources					
Permanent Full Time	7	7	7	7	7
Chief Administrative Officer					
Permanent Full Time	12	8	8	8	7
Deputy Chief Administrative Officer					
Permanent Full Time	24	24	24	24	
Permanent Part Time	20	20	20	20	
Total Town Permanent Full Time	268	259	259	256	248
Total Town Permanent Part Time	28	28	28	28	31
Total Town	**296**	**287**	**287**	**284**	**279**
Library Permanent Full Time	15	15	15	15	14
Library Permanent Part Time	12	12	12	11	12
Total Town and Library	**323**	**314**	**314**	**310**	**305**

Comments

- Library Positions: Not including 14 student positions
- Park Division transferred from Operations & Infrastructure to Community Services

Operations and Infrastructure Department

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 systems, wastewater collection and transmission, storm water systems, sidewalks, streetlights, and urban forestry. The department is also responsible for managing the solid waste collection and recycling programs.

2021 Success Story







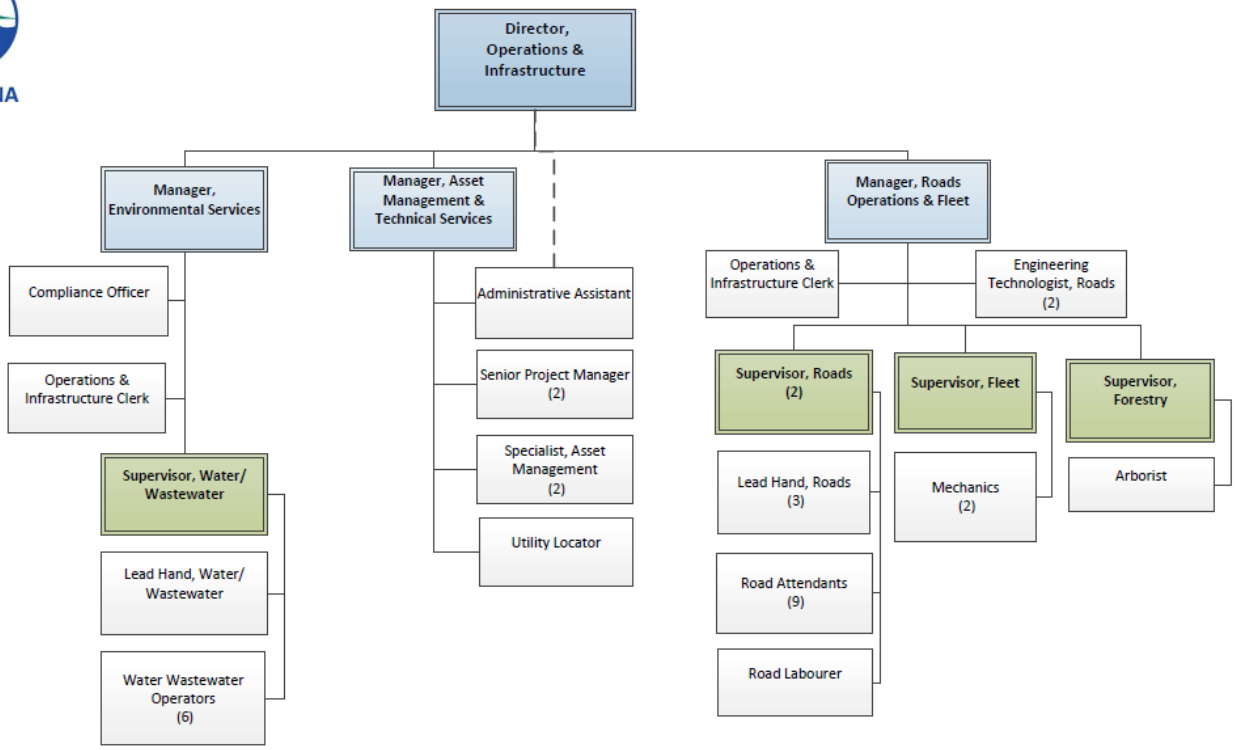
Selective Asphalt Resurfacing Program: In 2021, the Road Operations Division delivered 13 lane-kilometres (48,000 square metres) of asphalt resurfacing and patching work on Town roads. Selective asphalt resurfacing (mill and pave) is the most common repair method and is a cost-effective solution to reconstruct small sections of road in locations where full reconstruction is not yet required. The selected repair locations are typically less than 100 metres in length and are often full road width, including shoulder reinstatement. By repairing these small, specifically identified sections of road, the reconstruction lifecycle can often be extended by a number of years.

Implementation of the Pavement Management System: In 2021, the Asset Management and Technical Services Division completed the initial data collection and implementation of the Pavement Management System in partnership with the Regional Municipality of York and other Northern Six (N6) municipalities.

Ash Tree Removal Program: In 2021, the Road Operations Division (Forestry) made significant progress in the removal and replacement of boulevard trees that have been affected by the Emerald Ash Borer (EAB) infestation. The EAB infestation by an invasive beetle originating from Asia has resulted in the death of virtually all mature Ash trees in York Region and surrounding areas of southern Ontario. In 2021, the Town completed 450 removals of Ash trees and a large number of removals unrelated to the infestation. The Town will continue with the removal and replacement of Ash trees in urban areas for several years. Ash trees on municipal roads in the rural area will be removed, however most will not be replaced.

Stormwater Management Asset Management Program: The Town has completed a complete inventory of all stormwater management infrastructure. This will allow the Town to develop a complete Asset Management Plan for stormwater infrastructure. In addition, the Town has completed the review and update of the Operations and Maintenance program for all stormwater management ponds. Lifesaving floatation rings additional signage has been placed at al stormwater management ponds.

Organizational Chart



Divisions

- Asset Management and Technical Services
- Road Operations and Fleet Services
- Environmental 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 while being fiscally responsible as the Town grows.
- Managing the Town core assets in a fiscally responsible manner with limited funding and limited staff resources to plan and deliver capital projects and ongoing maintenance programs.

Major Initiatives Planned for 2022

- Completing the Asset Management Plan and Program for all core municipal infrastructure assets (roads, bridges, water distribution, wastewater collection and storm water) 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.
- Initiation of the Major Road Resurfacing program using information and analytics provided through the Pavement Management System.
- Implement a multi-year road and drainage improvement program to leverage economies-of-scale pricing.
- Replacement of aging water distribution infrastructure including replacement of plastic (polybutylene) water services installed in the mid-1980s in Keswick, and the replacement of the water mains on Faircrest Avenue, Grew Boulevard, Sunnidale Boulevard and O'Connor Drive in Sutton (installed mid 1950's).
- Implementation of the Fleet Management system to modernize the equipment repair and preventative maintenance program though improved planning, record keeping and purchasing.

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Administration										
Expense										
Salaries and Benefits	219,990	0	0	(670)	0	(104,400)	114,920	-48%	(105,070)	Position reallocation to Roads
Staffing Other Direct Expense:	3,870	0	0	2,400	0	150	6,420	66%	2,550	
Other Direct Costs	500	0	0	0	0	0	500	0%	0	
Expense Total	224,360	0	0	1,730	0	(104,250)	121,840	-46%	(102,520)	
Administration Total	**224,360**	**0**	**0**	**1,730**	**0**	**(104,250)**	**121,840**	**-46%**	**(102,520)**	
Grand Total	**224,360**	**0**	**0**	**1,730**	**0**	**(104,250)**	**121,840**	**-46%**	**(102,520)**	

Operations and Infrastructure – **Asset Management and Technical Services**

The Asset Management and Techncial Servcies Division provides a range of services to coordinate the planning and delivery of the rehabilitation and replacement of core municipal infrastructure assets such as roads, bridges, water and sewer mains.

Total kilometres of road inventory – 337

Total kilometres of watermains – 218

Total kilometres of sewer mains (including forcemains) – 201

Number of streetlights – 4,381

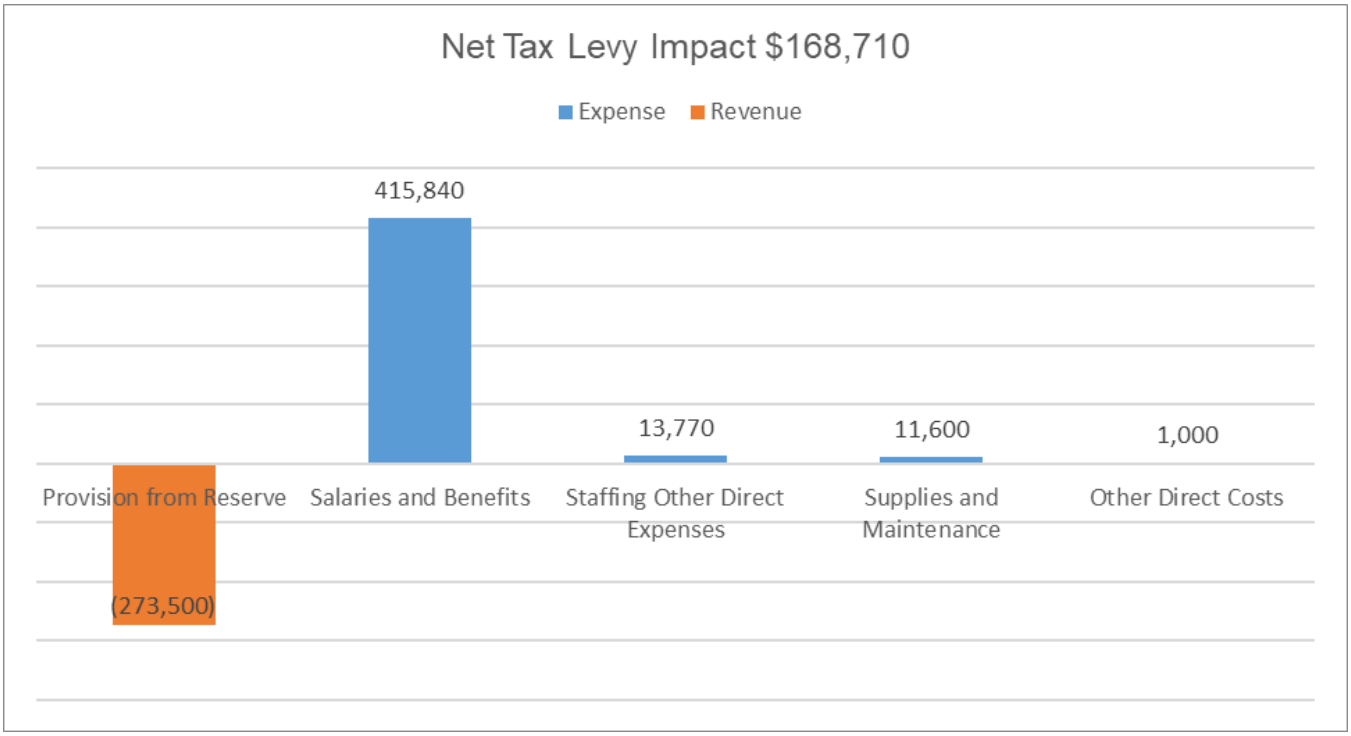
Number of sewage pump stations – 18

Number of Water Pump Stations – 2

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 municipal assets
- Planning and delivering major capital construction projects and studies
- Protecting municipal assets through administration of permits and approvals for utility installations and external contractors working on Town roads and other private infrastructure
- Providing administrative, technical and engineering support to the Operations and Infrastructure Department

2022 Budgeted Expenditures and Revenues



2021 Accomplishments

Asset Management and Technical Services

- Continued the preparation of an Asset Management Plan for the Town's core assets, including completion of the asset inventory for stormwater management infrastructure.
- Completed the condition assessment of sewage pump stations #1, 2, 7 and 8.
- Completed the condition assessment of all Town-owned roads and set up of the Pavement Management Program in partnership with the Regional Municipality of York.

Capital Projects

- Completed the rehabilitation of Old Shiloh East Road, Baldwin Road and Frog Street bridges.
- Continuation of the Hedge Road stabilization design and public consultation project complete with preparation of tender-ready contract documents.
- Started the design and geotechnical investigation for the watermain replacement program in the Cockburn subdivision in Sutton (Grew Boulevard, Sunnidale Boulevard and O'Connor Drive)
- Started the design and geotechnical investigation for the road rehabilitation of Irving Drive.

- Started the preliminary design and geotechnical investigation for the road rehabilitation of gravel roads in the Udora area.
- Started the detailed design for the replacement of polybutylene water services in Contract Area 1, 2 and 3 in Keswick.

Key Projects for 2022

- Finalization of the Town's Asset Management Plan for core municipal assets (roads, bridges, water distribution and wastewater collection).
- Start the Town's Asset Management Plan for all other assets (facilities, parks, buildings, fleet and information technology).
- Start the condition assessment of four sewage pumping stations and all linear wastewater collection system components (sanitary sewer).
- Completion of the design and start the construction of the rehabilitation of the water distribution system in the Cockburn subdivision in Sutton (Grew Boulevard, Sunnidale Boulevard and O'Connor Drive).
- Construction phase of the polybutylene water service replacement.
- Construction phase of the rehabilitation of Irving Drive.
- Construction of the Hedge Road stabilization project.
- Continues implementation the Pavement Management Program in partnership with York Region.
- Completion of the preliminary design and geotechnical investigation for the major asphalt rehabilitation and resurfacing program.

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Administration										
Revenue										
Provision from Reserve	0	0	(123,500)	0	0	(150,000)	(273,500)		(273,500)	Project Management Services
Revenue Total	0	0	(123,500)	0	0	(150,000)	(273,500)		(273,500)	
Expense										
Salaries and Benefits	296,780	0	123,500	(4,440)	0	0	415,840	40%	119,060	22-SI-OI-02 Senior Project Manager O&I
Staffing Other Direct Expense	12,050	0	0	1,720	0	0	13,770	14%	1,720	
Supplies and Maintenance	7,900	0	0	0	0	3,700	11,600	47%	3,700	
Other Direct Costs	1,000	0	0	0	0	0	1,000	0%	0	
Expense Total	317,730	0	123,500	(2,720)	0	3,700	442,210	39%	124,480	
Administration Total	**317,730**	**0**	**0**	**(2,720)**	**0**	**(146,300)**	**168,710**	**-47%**	**(149,020)**	
Grand Total	**317,730**	**0**	**0**	**(2,720)**	**0**	**(146,300)**	**168,710**	**-47%**	**(149,020)**	

Operations and Infrastructure – **Road Operations and Fleet Services Division**

The Road Operations and Fleet Services Division provides maintenance on all roads and associated infrastructure including bridges, ditches, culverts, streetlights, sidewalks, and forestry. The division provides 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 Fleet Management for all Town-owned vehicles and equipment.

Services provided by the Road Operations Division include:

- Road operations, maintenance and repairs – 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, 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
- Emergency response to flooding, wind damage, vehicle incidents
- Fleet management including procurement, repair, maintenance, disposal and planning of fleet assets
- Traffic management, studies, analysis, and traffic calming
- Streetlight repair and installation
- Sidewalk repairs and maintenance

62– Winter maintenance events

2300 –Service Requests completed

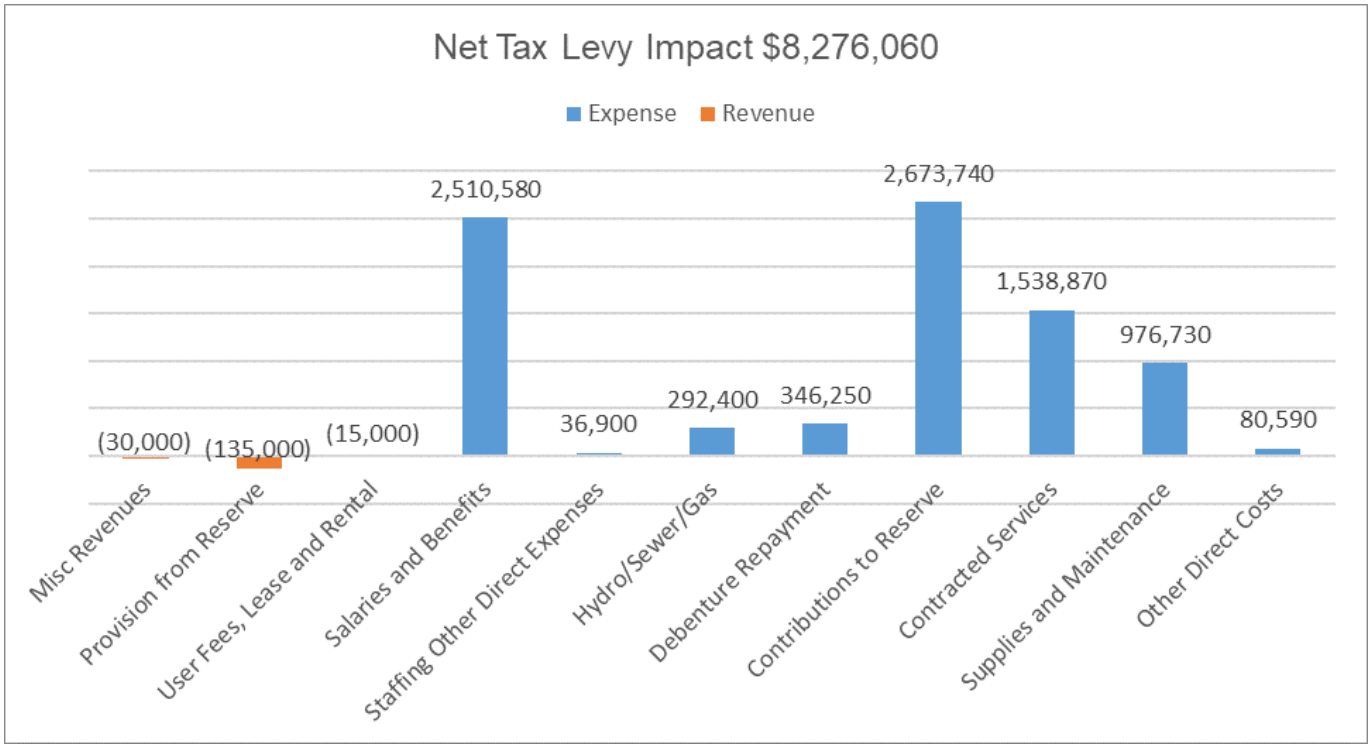
13 – Lane kilometres of resurfacing

450 – Ash trees removed

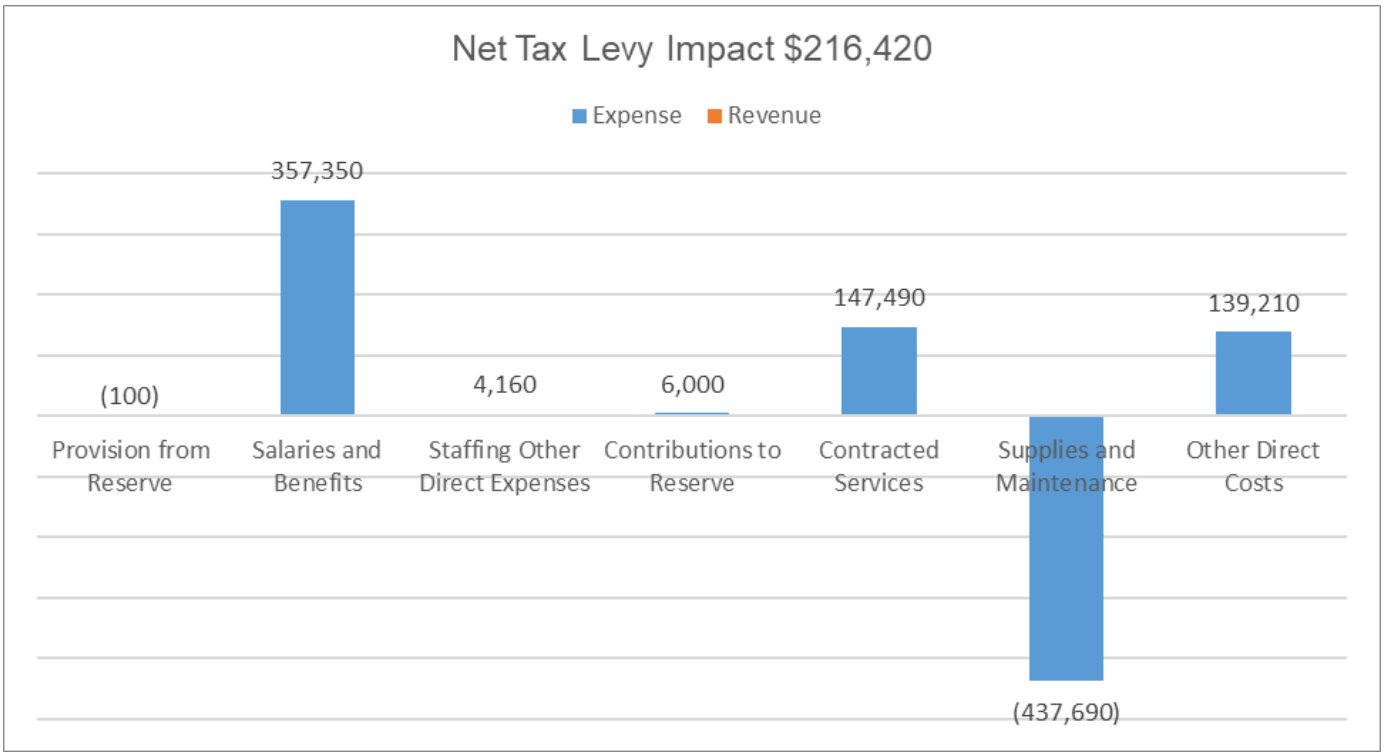
28 – Traffic studies completed

2022 Budgeted Expenditures and Revenues

Roads



Mechanics



2021 Accomplishments

- Delivered a successful minor capital program including sidewalk replacement, curb replacements, selective resurfacing, gravel surface repairs and ditch rehabilitation throughout Georgina.
- Implemented a second ROVER unit using 'artificial intelligence' to identify road surface deficiencies under the ROVER pilot program, doubling our road surface assessment and pothole management.
- Procured two, new long-term performance-based contracts to support the Town in delivering winter maintenance.
- Delivered the Town's first large-scale installation of traffic bollards, a traffic-calming device.
- Leveraged new technology, including automated vehicle locating (AVL) using GPS technology, and geographic information systems (GIS) systems to improve efficiency and governance of deliverables.
- Removed approximately 450 Ash trees that had been killed by the Emerald Ash Borer.

Projects for 2022

- Expand the traffic-calming program to include more bollard locations, new pavement markings and review opportunities for larger, engineered traffic calming opportunities.
- Deliver the minor capital resurfacing and asphalt preservation program.
- Complete division-wide policy review in conjunction with the redevelopment of the Operations and Maintenance plan for road assets.
- Determine needs for improved roadside safety measures such as guiderails, warning signs and speed limits throughout the Town, and begin rectifying areas of concern.
- Complete Egypt Works Yard expansion and consolidation of operations to the yard to increase efficiency throughout the division.
- Leverage online tools to expand standardized inspections for regular and reactive inspections.
- Audit all roads and related infrastructure inventory and update digital database (GIS).
- Implement fleet management software and centralized procurement and repair systems.
- Implement Town-owned fuel storage and dispensing systems to reduce fuel costs through fuel management systems.
- Continue to remove dead and dying Ash trees that have been affected by the Emerald Ash Borer.

2022 OPERATING BUDGET

Operations and Infrastructure - Roads - Budget Summary

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE
Administration	**504,410**	**0**	**0**	**0**	**0**	**319,140**	**823,550**	**63%**	**319,140**
AMTS (Pavement management System)	**0**	**0**	**0**	**0**	**0**	**0**	**0**		**0**
Capital Repairs and Reconstruction	**2,029,130**	**0**	**0**	**0**	**0**	**200,000**	**2,229,130**	**10%**	**200,000**
Dams and Bridges	**5,730**	**0**	**0**	**20**	**0**	**0**	**5,750**	**0%**	**20**
Bridges	3,970	0	0	10	0	0	3,980	0%	10
Dams	1,760	0	0	10	0	0	1,770	1%	10
Fleet Maintenance	**818,320**	**0**	**0**	**210**	**0**	**250**	**818,780**	**0%**	**460**
Fleet	762,430	0	0	0	0	250	762,680	0%	250
Vehicle Maintenance	55,890	0	0	210	0	0	56,100	0%	210
Planting Program	**0**	**0**	**0**	**0**	**0**	**218,330**	**218,330**		**218,330**
Roads Maintenance	**1,152,250**	**0**	**0**	**8,240**	**0**	**285,690**	**1,446,180**	**26%**	**293,930**
Brush,Tree,Trim	105,330	0	0	40,410	0	0	145,740	38%	40,410
Catch Basins, Curbs, Storms	26,270	0	0	40	0	0	26,310	0%	40
Debris, Litter	34,170	0	0	110	0	0	34,280	0%	110
Ditching	425,010	0	0	(38,890)	0	0	386,120	-9%	(38,890)
Dust Layer	19,850	0	0	470	0	0	20,320	2%	470
Grading and Scarifying	33,680	0	0	70	0	15,000	48,750	45%	15,070
Grass Mowing	57,180	0	0	230	0	0	57,410	0%	230
Gravel Pit	2,480	0	0	10	0	0	2,490	0%	10
Gravel Resurfacing	12,510	0	0	4,810	0	0	17,320	38%	4,810
Labour Allocation	0	0	0	0	0	0	0		0
Other Overhead	103,000	0	0	0	0	2,000	105,000	2%	2,000
Patching, Spraying	209,560	0	0	690	0	0	210,250	0%	690
Shoulder Maintenance	57,290	0	0	100	0	15,000	72,390	26%	15,100
Sidewalks	23,000	0	0	0	0	253,690	276,690	1103%	253,690
Summer Standby	42,920	0	0	190	0	0	43,110	0%	190
Roads Operations Centre	**140,840**	**0**	**0**	**190**	**0**	**0**	**141,030**	**0%**	**190**
Roadside Safety	**260,410**	**0**	**20,000**	**3,400**	**0**	**(3,500)**	**280,310**	**8%**	**19,900**
Community Art (Asphalt)	0	0	20,000	0	0	0	20,000		20,000
Guiderails	14,020	0	0	(4,770)	0	1,500	10,750	-23%	(3,270)
Railroad Crossing	13,000	0	0	0	0	0	13,000	0%	0
Routine Patrols	57,260	0	0	260	0	0	57,520	0%	260
Signs and Markings	176,130	0	0	7,910	0	(5,000)	179,040	2%	2,910
Street Lighting	**653,340**	**0**	**0**	**11,910**	**0**	**0**	**665,250**	**2%**	**11,910**
Sweeping,Flushing,Cleaning	**295,750**	**0**	**0**	**260**	**0**	**(10,000)**	**286,010**	**-3%**	**(9,740)**
Winter Maintenance	**1,304,100**	**45,000**	**0**	**15,640**	**0**	**(3,000)**	**1,361,740**	**4%**	**57,640**
Sanding and Salting	736,490	45,000	0	13,930	0	(11,000)	784,420	7%	47,930
Snow Fence, Culvert Thawing	77,430	0	0	380	0	(10,000)	67,810	-12%	(9,620)
Snow Plowing and Removal	456,140	0	0	1,180	0	18,000	475,320	4%	19,180
Winter Standby	34,040	0	0	150	0	0	34,190	0%	150
Grand Total	**7,164,280**	**45,000**	**20,000**	**39,870**	**0**	**1,006,910**	**8,276,060**	**16%**	**1,111,780**

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Administration										
Revenue										
Misc Revenues	(30,000)	0	0	0	0	0	(30,000)	0%	0	
User Fees, Lease and Rental	(15,000)	0	0	0	0	0	(15,000)	0%	0	
Revenue Total	(45,000)	0	0	0	0	0	(45,000)	0%	0	
Expense										
Salaries and Benefits	452,970	0	0	0	0	319,390	772,360	71%	319,390	Position reallocation from Parks & O&I Department Administration & Development Services Administration
Staffing Other Direct Expenses	8,000	0	0	0	0	0	8,000	0%	0	
Contributions to Reserve	80,000	0	0	0	0	0	80,000	0%	0	
Supplies and Maintenance	3,000	0	0	0	0	0	3,000	0%	0	
Other Direct Costs	5,440	0	0	0	0	(250)	5,190	-5%	(250)	
Expense Total	549,410	0	0	0	0	319,140	868,550	58%	319,140	
Administration Total	**504,410**	**0**	**0**	**0**	**0**	**319,140**	**823,550**	**63%**	**319,140**	
AMTS (Pavement management System)										
Revenue										
Provision from Reserve	(90,000)	0	0	0	0	0	(90,000)	0%	0	
Revenue Total	(90,000)	0	0	0	0	0	(90,000)	0%	0	
Expense										
Contracted Services	90,000	0	0	0	0	0	90,000	0%	0	
Expense Total	90,000	0	0	0	0	0	90,000	0%	0	
AMTS (Pavement management System) Total	**0**	**0**	**0**	**0**	**0**	**0**	**0**		**0**	
Bridges										
Expense										
Salaries and Benefits	2,970	0	0	10	0	0	2,980	0%	10	
Supplies and Maintenance	1,000	0	0	0	0	0	1,000	0%	0	
Expense Total	3,970	0	0	10	0	0	3,980	0%	10	
Bridges Total	**3,970**	**0**	**0**	**10**	**0**	**0**	**3,980**	**0%**	**10**	
Brush,Tree,Trim										
Expense										
Salaries and Benefits	93,830	0	0	40,410	0	0	134,240	43%	40,410	Reallocation from Ditching
Contracted Services	10,000	0	0	0	0	0	10,000	0%	0	
Supplies and Maintenance	1,500	0	0	0	0	0	1,500	0%	0	
Expense Total	105,330	0	0	40,410	0	0	145,740	38%	40,410	
Brush,Tree,Trim Total	**105,330**	**0**	**0**	**40,410**	**0**	**0**	**145,740**	**38%**	**40,410**	
Capital Repairs and Reconstruction										
Expense										
Contributions to Reserve	2,029,130	0	0	0	0	200,000	2,229,130	10%	200,000	Infrastructure levy allocation
Expense Total	2,029,130	0	0	0	0	200,000	2,229,130	10%	200,000	
Capital Repairs and Reconstruction Total	**2,029,130**	**0**	**0**	**0**	**0**	**200,000**	**2,229,130**	**10%**	**200,000**	
Catch Basins, Curbs, Storms										
Expense										
Salaries and Benefits	8,270	0	0	40	0	0	8,310	0%	40	
Contracted Services	15,000	0	0	0	0	0	15,000	0%	0	
Supplies and Maintenance	3,000	0	0	0	0	0	3,000	0%	0	
Expense Total	26,270	0	0	40	0	0	26,310	0%	40	
Catch Basins, Curbs, Storms Total	**26,270**	**0**	**0**	**40**	**0**	**0**	**26,310**	**0%**	**40**	

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Community Art (Asphalt)										
Expense										
Contracted Services	0	0	20,000	0	0	0	20,000		20,000	22-OI-OI-02 Community Beautification
Expense Total	0	0	20,000	0	0	0	20,000		20,000	
Community Art (Asphalt) Total	**0**	**0**	**20,000**	**0**	**0**	**0**	**20,000**		**20,000**	
Dams										
Expense										
Salaries and Benefits	1,260	0	0	10	0	0	1,270	1%	10	
Other Direct Costs	500	0	0	0	0	0	500	0%	0	
Expense Total	1,760	0	0	10	0	0	1,770	1%	10	
Dams Total	**1,760**	**0**	**0**	**10**	**0**	**0**	**1,770**	**1%**	**10**	
Debris, Litter										
Expense										
Salaries and Benefits	31,170	0	0	110	0	0	31,280	0%	110	
Other Direct Costs	3,000	0	0	0	0	0	3,000	0%	0	
Expense Total	34,170	0	0	110	0	0	34,280	0%	110	
Debris, Litter Total	**34,170**	**0**	**0**	**110**	**0**	**0**	**34,280**	**0%**	**110**	
Ditching										
Expense										
Salaries and Benefits	250,010	0	0	(38,890)	0	0	211,120	-16%	(38,890)	Reallocation to Brush,Tree,Trim
Contracted Services	155,000	0	0	0	0	0	155,000	0%	0	
Supplies and Maintenance	20,000	0	0	0	0	0	20,000	0%	0	
Expense Total	425,010	0	0	(38,890)	0	0	386,120	-9%	(38,890)	
Ditching Total	**425,010**	**0**	**0**	**(38,890)**	**0**	**0**	**386,120**	**-9%**	**(38,890)**	
Dust Layer										
Expense										
Salaries and Benefits	1,350	0	0	10	0	0	1,360	1%	10	
Supplies and Maintenance	18,500	0	0	460	0	0	18,960	2%	460	
Expense Total	19,850	0	0	470	0	0	20,320	2%	470	
Dust Layer Total	**19,850**	**0**	**0**	**470**	**0**	**0**	**20,320**	**2%**	**470**	
Fleet										
Expense										
Contracted Services	46,120	0	0	0	0	(33,420)	12,700	-72%	(33,420)	Reallocation of Repairs to Mechanics
Contributions to Reserve	364,610	0	0	0	0	0	364,610	0%	0	
Supplies and Maintenance	326,200	0	0	0	0	59,170	385,370	18%	59,170	Reallocation of Fuel to Mechanics & offset by increase in chargeback from Mechanics
Other Direct Costs	25,500	0	0	0	0	(25,500)	0	-100%	(25,500)	Reallocation of Licences to Mechanics
Expense Total	762,430	0	0	0	0	250	762,680	0%	250	
Fleet Total	**762,430**	**0**	**0**	**0**	**0**	**250**	**762,680**	**0%**	**250**	
Grading and Scarifying										
Expense										
Salaries and Benefits	13,680	0	0	70	0	0	13,750	1%	70	
Contracted Services	20,000	0	0	0	0	15,000	35,000	75%	15,000	Increase based on actuals
Expense Total	33,680	0	0	70	0	15,000	48,750	45%	15,070	
Grading and Scarifying Total	**33,680**	**0**	**0**	**70**	**0**	**15,000**	**48,750**	**45%**	**15,070**	

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Grass Mowing										
Expense										
Salaries and Benefits	45,180	0	0	230	0	0	45,410	1%	230	
Contracted Services	12,000	0	0	0	0	0	12,000	0%	0	
Expense Total	57,180	0	0	230	0	0	57,410	0%	230	
Grass Mowing Total	**57,180**	**0**	**0**	**230**	**0**	**0**	**57,410**	**0%**	**230**	
Gravel Pit										
Expense										
Salaries and Benefits	1,480	0	0	10	0	0	1,490	1%	10	
Supplies and Maintenance	1,000	0	0	0	0	0	1,000	0%	0	
Expense Total	2,480	0	0	10	0	0	2,490	0%	10	
Gravel Pit Total	**2,480**	**0**	**0**	**10**	**0**	**0**	**2,490**	**0%**	**10**	
Gravel Resurfacing										
Expense										
Salaries and Benefits	2,510	0	0	4,810	0	0	7,320	192%	4,810	
Supplies and Maintenance	10,000	0	0	0	0	0	10,000	0%	0	
Expense Total	12,510	0	0	4,810	0	0	17,320	38%	4,810	
Gravel Resurfacing Total	**12,510**	**0**	**0**	**4,810**	**0**	**0**	**17,320**	**38%**	**4,810**	
Guiderails										
Expense										
Salaries and Benefits	5,520	0	0	(4,770)	0	0	750	-86%	(4,770)	
Contracted Services	6,000	0	0	0	0	4,000	10,000	67%	4,000	
Supplies and Maintenance	2,500	0	0	0	0	(2,500)	0	-100%	(2,500)	
Expense Total	14,020	0	0	(4,770)	0	1,500	10,750	-23%	(3,270)	
Guiderails Total	**14,020**	**0**	**0**	**(4,770)**	**0**	**1,500**	**10,750**	**-23%**	**(3,270)**	
Labour Allocation										
Expense										
Salaries and Benefits	0	0	0	0	0	0	0		0	22-TR-OI-01 Operations & Infrastructure Clerk
Expense Total	0	0	0	0	0	0	0		0	
Labour Allocation Total	**0**	**0**	**0**	**0**	**0**	**0**	**0**		**0**	
Machine Shed										
Expense										
Salaries and Benefits	49,040	0	0	190	0	0	49,230	0%	190	
Staffing Other Direct Expenses	16,400	0	0	0	0	0	16,400	0%	0	
Hydro/Sewer/Gas	47,400	0	0	0	0	0	47,400	0%	0	
Supplies and Maintenance	28,000	0	0	0	0	0	28,000	0%	0	
Expense Total	140,840	0	0	190	0	0	141,030	0%	190	
Machine Shed Total	**140,840**	**0**	**0**	**190**	**0**	**0**	**141,030**	**0%**	**190**	
Other Overhead										
Expense										
Staffing Other Direct Expenses	10,500	0	0	0	0	2,000	12,500	19%	2,000	
Supplies and Maintenance	23,100	0	0	0	0	(2,500)	20,600	-11%	(2,500)	
Other Direct Costs	69,400	0	0	0	0	2,500	71,900	4%	2,500	
Expense Total	103,000	0	0	0	0	2,000	105,000	2%	2,000	
Other Overhead Total	**103,000**	**0**	**0**	**0**	**0**	**2,000**	**105,000**	**2%**	**2,000**	

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Patching, Spraying										
Expense										
Salaries and Benefits	152,560	0	0	690	0	0	153,250	0%	690	
Supplies and Maintenance	57,000	0	0	0	0	0	57,000	0%	0	
Expense Total	209,560	0	0	690	0	0	210,250	0%	690	
Patching, Spraying Total	**209,560**	**0**	**0**	**690**	**0**	**0**	**210,250**	**0%**	**690**	
Railroad Crossing										
Expense										
Contracted Services	13,000	0	0	0	0	0	13,000	0%	0	
Expense Total	13,000	0	0	0	0	0	13,000	0%	0	
Railroad Crossing Total	**13,000**	**0**	**0**	**0**	**0**	**0**	**13,000**	**0%**	**0**	
Routine Patrols										
Expense										
Salaries and Benefits	57,260	0	0	260	0	0	57,520	0%	260	
Expense Total	57,260	0	0	260	0	0	57,520	0%	260	
Routine Patrols Total	**57,260**	**0**	**0**	**260**	**0**	**0**	**57,520**	**0%**	**260**	
Sanding and Salting										
Revenue										
Provision from Reserve	0	(45,000)	0	0	0	0	(45,000)		(45,000)	22-OI-OI-01 Winter Equipment
Revenue Total	0	(45,000)	0	0	0	0	(45,000)		(45,000)	
Expense										
Salaries and Benefits	209,070	0	0	750	0	(6,000)	203,820	-3%	(5,250)	
Contracted Services	156,100	90,000	0	3,900	0	10,000	260,000	67%	103,900	22-OI-OI-01 Winter Equipment
Supplies and Maintenance	371,320	0	0	9,280	0	(15,000)	365,600	-2%	(5,720)	
Expense Total	736,490	90,000	0	13,930	0	(11,000)	829,420	13%	92,930	
Sanding and Salting Total	**736,490**	**45,000**	**0**	**13,930**	**0**	**(11,000)**	**784,420**	**7%**	**47,930**	
Shoulder Maintenance										
Expense										
Salaries and Benefits	27,090	0	0	100	0	0	27,190	0%	100	
Supplies and Maintenance	30,200	0	0	0	0	15,000	45,200	50%	15,000	Increase based on actuals
Expense Total	57,290	0	0	100	0	15,000	72,390	26%	15,100	
Shoulder Maintenance Total	**57,290**	**0**	**0**	**100**	**0**	**15,000**	**72,390**	**26%**	**15,100**	
Sidewalks										
Expense										
Salaries and Benefits	0	0	0	0	0	68,690	68,690		68,690	Reorganization from Parks
Contracted Services	23,000	0	0	0	0	185,000	208,000	804%	185,000	Reorganization from Parks
Expense Total	23,000	0	0	0	0	253,690	276,690	1103%	253,690	
Sidewalks Total	**23,000**	**0**	**0**	**0**	**0**	**253,690**	**276,690**	**1103%**	**253,690**	
Signs and Markings										
Expense										
Salaries and Benefits	93,430	0	0	410	0	0	93,840	0%	410	
Contracted Services	76,700	0	0	7,500	0	(5,000)	79,200	3%	2,500	
Supplies and Maintenance	6,000	0	0	0	0	0	6,000	0%	0	
Expense Total	176,130	0	0	7,910	0	(5,000)	179,040	2%	2,910	
Signs and Markings Total	**176,130**	**0**	**0**	**7,910**	**0**	**(5,000)**	**179,040**	**2%**	**2,910**	

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Snow Fence, Culvert Thawing										
Expense										
Salaries and Benefits	74,930	0	0	380	0	(10,000)	65,310	-13%	(9,620)	
Supplies and Maintenance	2,500	0	0	0	0	0	2,500	0%	0	
Expense Total	77,430	0	0	380	0	(10,000)	67,810	-12%	(9,620)	
Snow Fence, Culvert Thawing Total	**77,430**	**0**	**0**	**380**	**0**	**(10,000)**	**67,810**	**-12%**	**(9,620)**	
Snow Plowing and Removal										
Expense										
Salaries and Benefits	243,940	0	0	1,180	0	18,000	263,120	8%	19,180	Reallocation from Labour Allocation
Contracted Services	212,200	0	0	0	0	0	212,200	0%	0	
Expense Total	456,140	0	0	1,180	0	18,000	475,320	4%	19,180	
Snow Plowing and Removal Total	**456,140**	**0**	**0**	**1,180**	**0**	**18,000**	**475,320**	**4%**	**19,180**	
Street Lighting										
Expense										
Contracted Services	63,500	0	0	2,500	0	0	66,000	4%	2,500	
Debenture Repayment	336,840	0	0	9,410	0	0	346,250	3%	9,410	
Hydro/Sewer/Gas	245,000	0	0	0	0	0	245,000	0%	0	
Supplies and Maintenance	8,000	0	0	0	0	0	8,000	0%	0	
Expense Total	653,340	0	0	11,910	0	0	665,250	2%	11,910	
Street Lighting Total	**653,340**	**0**	**0**	**11,910**	**0**	**0**	**665,250**	**2%**	**11,910**	
Summer Standby										
Expense										
Salaries and Benefits	42,920	0	0	190	0	0	43,110	0%	190	
Expense Total	42,920	0	0	190	0	0	43,110	0%	190	
Summer Standby Total	**42,920**	**0**	**0**	**190**	**0**	**0**	**43,110**	**0%**	**190**	
Sweeping,Flushing,Cleaning										
Expense										
Salaries and Benefits	58,980	0	0	260	0	0	59,240	0%	260	
Contracted Services	236,770	0	0	0	0	(10,000)	226,770	-4%	(10,000)	Reduced based on historical trend
Expense Total	295,750	0	0	260	0	(10,000)	286,010	-3%	(9,740)	
Sweeping,Flushing,Cleaning Total	**295,750**	**0**	**0**	**260**	**0**	**(10,000)**	**286,010**	**-3%**	**(9,740)**	
Urban Forestry										
Expense										
Salaries and Benefits	0	0	0	0	0	104,330	104,330		104,330	Position reorganization from Parks
Contracted Services	0	0	0	0	0	114,000	114,000		114,000	Reorganization from Parks
Expense Total	0	0	0	0	0	218,330	218,330		218,330	
Urban Forestry Total	**0**	**0**	**0**	**0**	**0**	**218,330**	**218,330**		**218,330**	
Vehicle Maintenance										
Expense										
Salaries and Benefits	55,890	0	0	210	0	0	56,100	0%	210	
Expense Total	55,890	0	0	210	0	0	56,100	0%	210	
Vehicle Maintenance Total	**55,890**	**0**	**0**	**210**	**0**	**0**	**56,100**	**0%**	**210**	
Winter Standby										
Expense										
Salaries and Benefits	34,040	0	0	150	0	0	34,190	0%	150	
Expense Total	34,040	0	0	150	0	0	34,190	0%	150	
Winter Standby Total	**34,040**	**0**	**0**	**150**	**0**	**0**	**34,190**	**0%**	**150**	
Grand Total	**7,164,280**	**45,000**	**20,000**	**39,870**	**0**	**1,006,910**	**8,276,060**	**16%**	**1,111,780**	

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Mechanic's Garage										
Revenue										
Provision from Reserve	(100)	0	0	0	0	0	(100)	0%	0	
Revenue Total	(100)	0	0	0	0	0	(100)	0%	0	
Expense										
Salaries and Benefits	354,520	0	0	2,830	0	0	357,350	1%	2,830	
Staffing Other Direct Expense:	4,160	0	0	0	0	0	4,160	0%	0	
Contracted Services	45,000	0	2,500	0	0	99,990	147,490	228%	102,490	Consolidation of Repair budget
Contributions to Reserve	6,000	0	0	0	0	0	6,000	0%	0	
Supplies and Maintenance	(192,260)	0	0	0	0	(245,430)	(437,690)	128%	(245,430)	Consolidation of Fuel budget & increase in Chargeback to recover Mechanics expenses
Other Direct Costs	600	0	0	0	0	138,610	139,210	23102%	138,610	Consolidation of Automobile Insurance and License budget
Expense Total	218,020	0	2,500	2,830	0	(6,830)	216,520	-1%	(1,500)	
Mechanic's Garage Total	**217,920**	**0**	**2,500**	**2,830**	**0**	**(6,830)**	**216,420**	**-1%**	**(1,500)**	
Grand Total	**217,920**	**0**	**2,500**	**2,830**	**0**	**(6,830)**	**216,420**	**-1%**	**(1,500)**	

Operations and Infrastructure – **Environmental Services Division**

The Environmental Services Division is responsible for maintaining the Town's water and wastewater systems, stormwater management facilities, and administering solid waste management and recycling programs, aquatic weed removal and mosquito control, and groundwater monitoring programs.

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 water mains, 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.

5,000 – Water samples analyzed

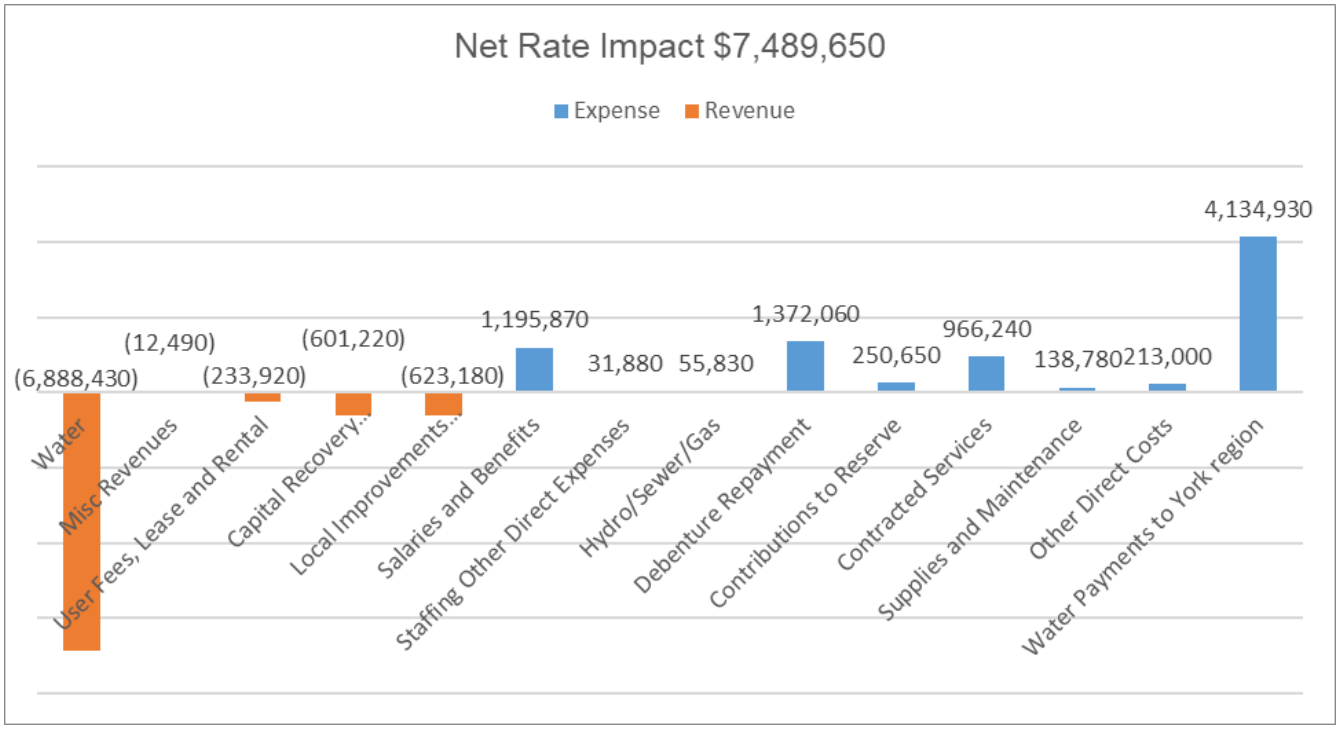
10,500 – Tons of solid waste diverted from disposal through recycling

Services provided by the Environmental Services Division include:

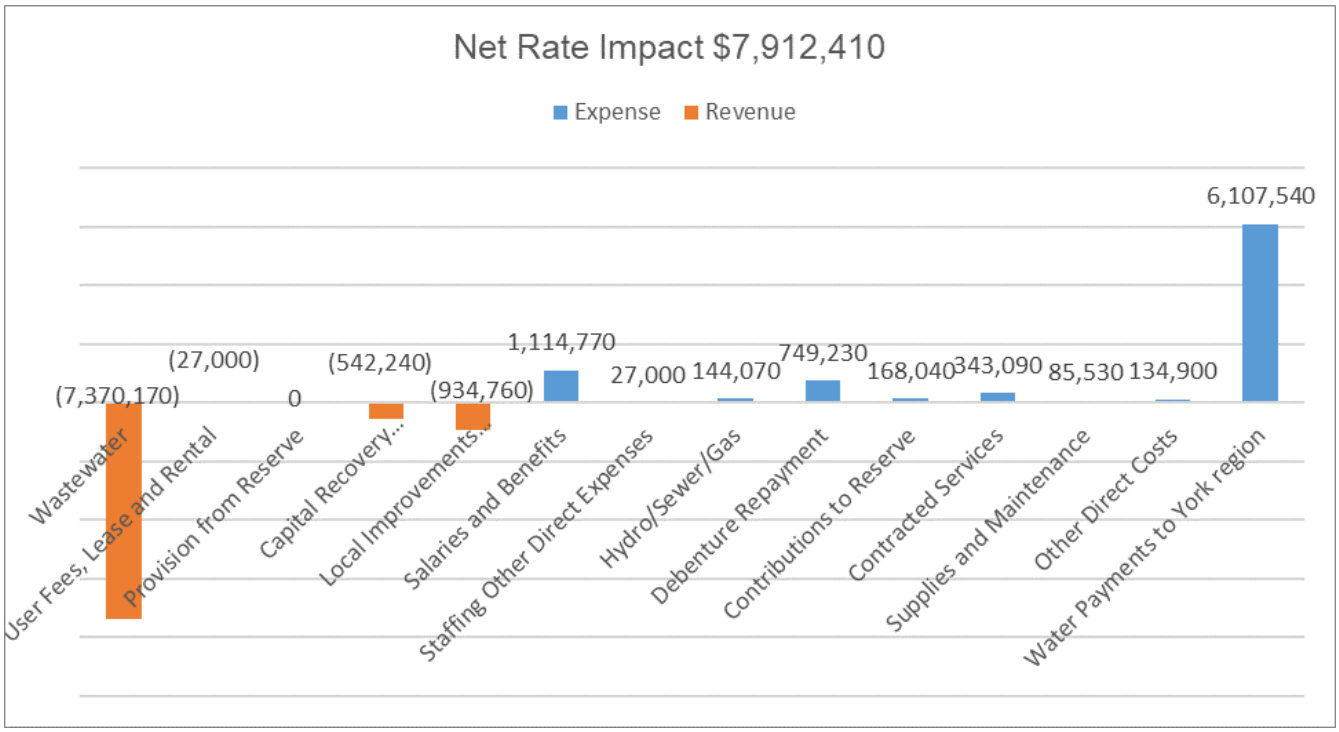
- Solid Waste management – Weekly pick up of residential recycling and compost, and bi-weekly residual waste through a contracted service
- Municipal drinking water quality, sampling, monitoring and reporting
- Water system operations, maintenance including and repairs of watermain breaks and service 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
- Stormwater management system operations, maintenance and repairs

2022 Budgeted Expenditures and Revenues

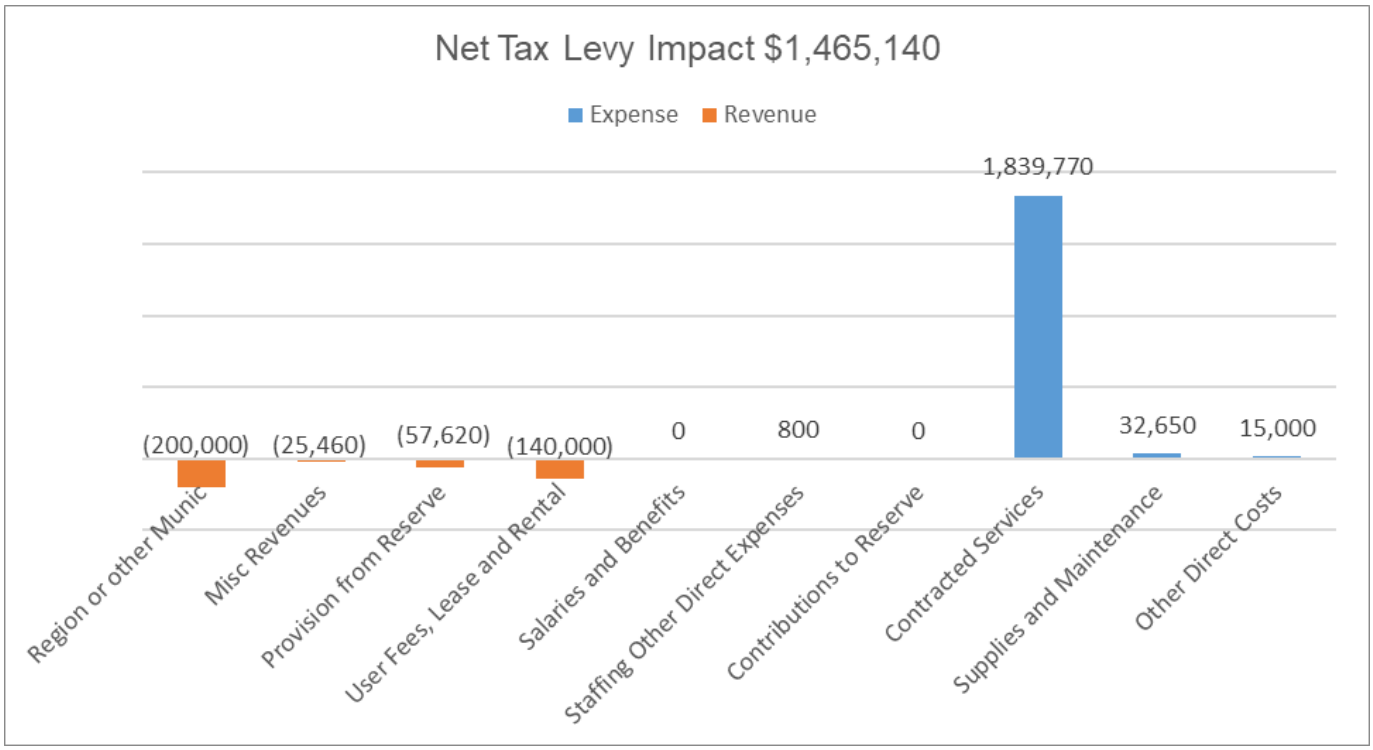
Water



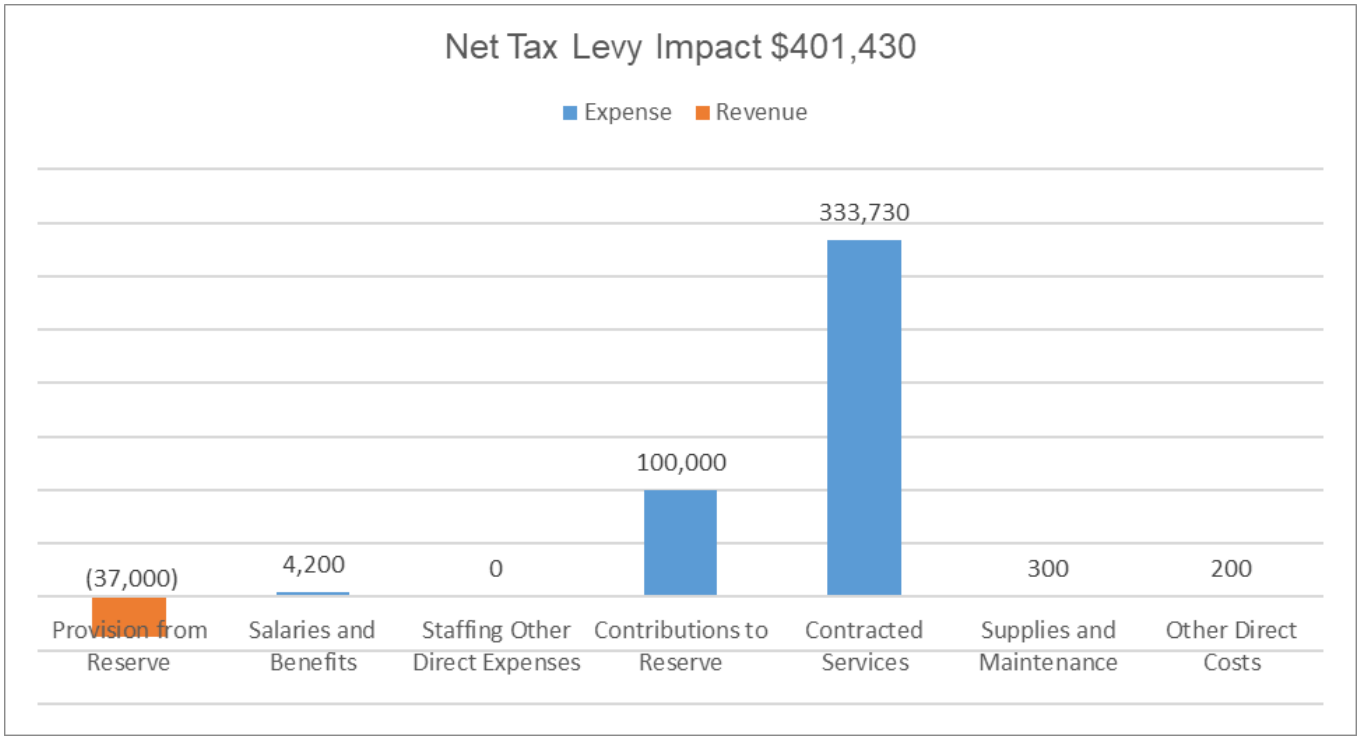
Wastewater



Refuse Collection and Recycling



Environmental



2021 Accomplishments

- Received a Risk Score of 100 per cent following the provincial inspection of the drinking water system.
- Successfully passed the external audit of the Drinking Water Quality Management System (DWQMS) with no finding of non-conformance with the standard.
- Completed the stormwater management system Operations and Maintenance Manual.
- Completed the submission of the Consolidated Linear Infrastructure (CLI) Environmental Compliance Approval (Permit) Application to the Ministry of the Environment, Conservation and Parks for the Town's wastewater collection and the stormwater management systems, including approval for pre-authorization of future system expansions subject to engineering review.
- Completed the application to amend the Georgina Closed Landfill Permit in response to the provincial inspection order to amend the 1982 permit as to include the closure plan.
- Successfully completed the commissioning of the Connell Water Booster Station, and the decommissioning of the Wexford Water Booster Station.
- Completed two projects in partnership with Ryerson University:
    - Optimization of the Sewer Flushing Program
    - Operational Plan for the Wastewater Collection System Environmental Management System, based on ISO 14001

Key Projects for 2022

- Continue implementation of the fire hydrant painting program to comply with the National Fire Protection Association guideline linking available system flow for firefighting with standard colour coding.
- Continue the water meter replacement and modernization program including remote reading of water meters with radio-transmission technology
- Development of wastewater collection operations and maintenance manual consistent with the operational plan for the drinking water system.

OPERATIONS AND INFRASTRUCTURE – ENVIRONMENTAL SERVICES DIVISION

- Completion of the expansion of the boosted pressure zone in central Keswick including construction of the Morton Avenue watermain.
- Pilot projects for drinking water system valve inspection and exercising and maintenance hole (MH) inspections within the sanitary sewer and stormwater collection systems.
- Develop an implementation plan for the Operational Plan for the Wastewater Collection System Environmental Management System, based on ISO 14001.
- Obtain the CLI (Permits) from the Ministry of the Environment, Conservation and Parks for the Town's wastewater collection and the stormwater management systems, including approval for pre-authorization of future system expansions subject to engineering review.

2022 OPERATING BUDGET

Operations and Infrastructure - Water - Budget Summary

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE
Administration	**(2,200,280)**	**16,500**	**69,750**	**(122,200)**	**0**	**(18,420)**	**(2,254,650)**	**2%**	**(54,370)**
Administration	(2,183,480)	16,500	0	(157,420)	0	(11,350)	(2,335,750)	7%	(152,270)
Labour Allocation	(16,800)	0	69,750	35,220	0	(7,070)	81,100	-583%	97,900
Water Fleet	**35,000**	**0**	**0**	**0**	**0**	**6,500**	**41,500**	**19%**	**6,500**
Water Meters	**206,000**	**0**	**0**	**0**	**0**	**4,320**	**210,320**	**2%**	**4,320**
Water Operations Centre	**118,050**	**0**	**0**	**0**	**0**	**(13,100)**	**104,950**	**-11%**	**(13,100)**
Water Quality & Monitoring	**198,890**	**0**	**0**	**0**	**0**	**6,100**	**204,990**	**3%**	**6,100**
Water System maintenance	**1,642,340**	**52,290**	**0**	**2,540**	**11,980**	**(16,260)**	**1,692,890**	**3%**	**50,550**
Distribution System	901,500	50,000	0	0	0	7,190	958,690	6%	57,190
Hydrants	260,170	0	0	0	0	25,580	285,750	10%	25,580
SCADA & Network	166,810	0	0	2,540	0	(1,250)	168,100	1%	1,290
Water Booster Stations	313,860	2,290	0	0	11,980	(47,780)	280,350	-11%	(33,510)
Grand Total	**0**	**68,790**	**69,750**	**(119,660)**	**11,980**	**(30,860)**	**0**		**0**

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Administration										
Revenue										
Capital Recovery (Water/Wastewater)	(578,670)	0	0	(22,550)	0	0	(601,220)	4%	(22,550)	Increase based on Water Financial Plan
Misc Revenues	(12,000)	0	0	(490)	0	0	(12,490)	4%	(490)	
Local Improvements (Water/Wastewate	(623,180)	0	0	0	0	0	(623,180)	0%	0	
User Fees, Lease and Rental	(196,000)	0	0	(37,920)	0	0	(233,920)	19%	(37,920)	Increase based on User Fee Bylaw
Water	(6,748,820)	0	0	(139,610)	0	0	(6,888,430)	2%	(139,610)	Increase based on Water Financial Plan
Revenue Total	(8,158,670)	0	0	(200,570)	0	0	(8,359,240)	2%	(200,570)	
Expense										
Salaries and Benefits	234,540	0	0	0	0	(11,590)	222,950	-5%	(11,590)	Reallocation to Labour Allocation
Staffing Other Direct Expenses	16,860	0	0	0	0	(2,980)	13,880	-18%	(2,980)	
Contracted Services	10,000	0	0	0	0	(4,000)	6,000	-40%	(4,000)	
Contributions to Reserve	188,480	0	0	62,170	0	0	250,650	33%	62,170	Increase/offset based on Water rates
Debenture Repayment	1,219,080	0	0	0	0	0	1,219,080	0%	0	
Supplies and Maintenance	19,200	0	0	0	0	5,000	24,200	26%	5,000	
Other Direct Costs	133,080	16,500	0	0	0	2,220	151,800	14%	18,720	Increase based on historical trend
Water Payments to York region	4,153,950	0	0	(19,020)	0	0	4,134,930	0%	(19,020)	Reduced based on York Region rate allocation and consumption estimates
Expense Total	5,975,190	16,500	0	43,150	0	(11,350)	6,023,490	1%	48,300	
Administration Total	**(2,183,480)**	**16,500**	**0**	**(157,420)**	**0**	**(11,350)**	**(2,335,750)**	**7%**	**(152,270)**	
Distribution System										
Expense										
Salaries and Benefits	326,740	0	0	0	0	7,690	334,430	2%	7,690	
Contracted Services	525,240	50,000	0	0	0	9,500	584,740	11%	59,500	Increase based on actuals
Supplies and Maintenance	48,520	0	0	0	0	(10,000)	38,520	-21%	(10,000)	Reallocation to contract services
Other Direct Costs	1,000	0	0	0	0	0	1,000	0%	0	
Expense Total	901,500	50,000	0	0	0	7,190	958,690	6%	57,190	
Distribution System Total	**901,500**	**50,000**	**0**	**0**	**0**	**7,190**	**958,690**	**6%**	**57,190**	
Hydrants										
Expense										
Salaries and Benefits	130,700	0	0	0	0	3,070	133,770	2%	3,070	
Contracted Services	120,980	0	0	0	0	20,000	140,980	17%	20,000	Increased based on actuals
Supplies and Maintenance	8,490	0	0	0	0	2,510	11,000	30%	2,510	
Expense Total	260,170	0	0	0	0	25,580	285,750	10%	25,580	
Hydrants Total	**260,170**	**0**	**0**	**0**	**0**	**25,580**	**285,750**	**10%**	**25,580**	
Labour Allocation										
Expense										
Salaries and Benefits	(16,800)	0	69,750	35,220	0	(7,070)	81,100	-583%	97,900	22-SI-OI-01 Operations & Infrastructure Clerk & Reallocation
Expense Total	(16,800)	0	69,750	35,220	0	(7,070)	81,100	-583%	97,900	
Labour Allocation Total	**(16,800)**	**0**	**69,750**	**35,220**	**0**	**(7,070)**	**81,100**	**-583%**	**97,900**	
SCADA & Network										
Expense										
Salaries and Benefits	54,450	0	0	0	0	1,290	55,740	2%	1,290	
Contracted Services	49,620	0	0	2,540	0	0	52,160	5%	2,540	
Supplies and Maintenance	2,540	0	0	0	0	(2,540)	0	-100%	(2,540)	
Other Direct Costs	60,200	0	0	0	0	0	60,200	0%	0	
Expense Total	166,810	0	0	2,540	0	(1,250)	168,100	1%	1,290	
SCADA & Network Total	**166,810**	**0**	**0**	**2,540**	**0**	**(1,250)**	**168,100**	**1%**	**1,290**	

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Water Booster Stations										
Expense										
Salaries and Benefits	76,240	0	0	0	0	1,800	78,040	2%	1,800	
Contracted Services	60,360	0	0	0	0	(55,000)	5,360	-91%	(55,000)	Reduced based on historical trend
Debenture Repayment	141,000	0	0	0	11,980	0	152,980	8%	11,980	Increase based on debenture schedule
Hydro/Sewer/Gas	26,790	2,290	0	0	0	1,450	30,530	14%	3,740	
Supplies and Maintenance	9,470	0	0	0	0	3,970	13,440	42%	3,970	
Expense Total	313,860	2,290	0	0	11,980	(47,780)	280,350	-11%	(33,510)	
Water Booster Stations Total	**313,860**	**2,290**	**0**	**0**	**11,980**	**(47,780)**	**280,350**	**-11%**	**(33,510)**	
Water Fleet										
Expense										
Supplies and Maintenance	31,500	0	0	0	0	10,000	41,500	32%	10,000	Reallocation of Fuel to Mechanics & Offset by increase in chargeback from Mechanics
Other Direct Costs	3,500	0	0	0	0	(3,500)	0	-100%	(3,500)	
Expense Total	35,000	0	0	0	0	6,500	41,500	19%	6,500	
Water Fleet Total	**35,000**	**0**	**0**	**0**	**0**	**6,500**	**41,500**	**19%**	**6,500**	
Water Meters										
Expense										
Salaries and Benefits	54,450	0	0	0	0	1,290	55,740	2%	1,290	
Contracted Services	150,000	0	0	0	0	3,000	153,000	2%	3,000	
Supplies and Maintenance	1,550	0	0	0	0	30	1,580	2%	30	
Expense Total	206,000	0	0	0	0	4,320	210,320	2%	4,320	
Water Meters Total	**206,000**	**0**	**0**	**0**	**0**	**4,320**	**210,320**	**2%**	**4,320**	
Water Operations Centre										
Expense										
Salaries and Benefits	71,150	0	0	0	0	(15,410)	55,740	-22%	(15,410)	Reallocation to Labour Allocation
Staffing Other Direct Expenses	16,000	0	0	0	0	2,000	18,000	13%	2,000	
Hydro/Sewer/Gas	25,110	0	0	0	0	190	25,300	1%	190	
Supplies and Maintenance	5,790	0	0	0	0	120	5,910	2%	120	
Expense Total	118,050	0	0	0	0	(13,100)	104,950	-11%	(13,100)	
Water Operations Centre Total	**118,050**	**0**	**0**	**0**	**0**	**(13,100)**	**104,950**	**-11%**	**(13,100)**	
Water Quality & Monitoring										
Expense										
Salaries and Benefits	174,260	0	0	0	0	4,100	178,360	2%	4,100	
Contracted Services	22,000	0	0	0	0	2,000	24,000	9%	2,000	
Supplies and Maintenance	2,630	0	0	0	0	0	2,630	0%	0	
Expense Total	198,890	0	0	0	0	6,100	204,990	3%	6,100	
Water Quality & Monitoring Total	**198,890**	**0**	**0**	**0**	**0**	**6,100**	**204,990**	**3%**	**6,100**	
Grand Total	**0**	**68,790**	**69,750**	**(119,660)**	**11,980**	**(30,860)**	**0**		**0**	

2022 OPERATING BUDGET

Operations and Infrastructure - Wastewater - Budget Summary

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE
Administration	**(1,753,260)**	**0**	**0**	**(14,860)**	**0**	**46,160**	**(1,721,960)**	**-2%**	**31,300**
Administration	(1,753,250)	0	0	(14,860)	0	46,150	(1,721,960)	-2%	31,290
Labour Allocation	(10)	0	0	0	0	10	0	-100%	10
Water System maintenance	**200,700**	**0**	**0**	**0**	**0**	**70**	**200,770**	**0%**	**70**
WW Fleet	**25,500**	**0**	**0**	**0**	**0**	**(2,000)**	**23,500**	**-8%**	**(2,000)**
WW Maintenance	**1,185,570**	**0**	**0**	**0**	**0**	**(2,400)**	**1,183,170**	**0%**	**(2,400)**
Residential Grinder Pumps	38,670	0	0	0	0	5,780	44,450	15%	5,780
WW Collection System	591,360	0	0	0	0	(71,140)	520,220	-12%	(71,140)
WW Pumping Stations	555,540	0	0	0	0	62,960	618,500	11%	62,960
WW Operations Centre	**341,490**	**0**	**0**	**0**	**0**	**(26,970)**	**314,520**	**-8%**	**(26,970)**
Grand Total	**0**	**0**	**0**	**(14,860)**	**0**	**14,860**	**0**		**0**

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Administration										
Revenue										
Capital Recovery (Water/Wastewater)	(515,980)	0	0	(26,260)	0	0	(542,240)	5%	(26,260)	Increase based on Water Financial Plan
Local Improvements (Water/Wastewat	(934,760)	0	0	0	0	0	(934,760)	0%	0	
Provision from Reserve	(541,960)	0	0	442,460	0	99,500	0	-100%	541,960	Reallocation with contribution from reserve
User Fees, Lease and Rental	(20,000)	0	0	(7,000)	0	0	(27,000)	35%	(7,000)	
Wastewater	(7,164,130)	0	0	(206,040)	0	0	(7,370,170)	3%	(206,040)	Increase based on Water Financial Plan
Revenue Total	(9,176,830)	0	0	203,160	0	99,500	(8,874,170)	-3%	302,660	
Expense										
Staffing Other Direct Expenses	9,000	0	0	0	0	(1,500)	7,500	-17%	(1,500)	
Contributions to Reserve	216,980	0	0	7,000	0	(55,940)	168,040	-23%	(48,940)	Decrease/offset based on Water rates
Debenture Repayment	749,230	0	0	0	0	0	749,230	0%	0	
Supplies and Maintenance	17,700	0	0	0	0	(1,700)	16,000	-10%	(1,700)	
Other Direct Costs	98,110	0	0	0	0	5,790	103,900	6%	5,790	
Water Payments to York region	6,332,560	0	0	(225,020)	0	0	6,107,540	-4%	(225,020)	Reduced based on York Region rate allocation and consumption estimates
Expense Total	7,423,580	0	0	(218,020)	0	(53,350)	7,152,210	-4%	(271,370)	
Administration Total	**(1,753,250)**	**0**	**0**	**(14,860)**	**0**	**46,150**	**(1,721,960)**	**-2%**	**31,290**	
Labour Allocation										
Expense										
Salaries and Benefits	(10)	0	0	0	0	10	0	-100%	10	Reallocation
Expense Total	(10)	0	0	0	0	10	0	-100%	10	
Labour Allocation Total	**(10)**	**0**	**0**	**0**	**0**	**10**	**0**	**-100%**	**10**	
Residential Grinder Pumps										
Expense										
Salaries and Benefits	32,670	0	0	0	0	780	33,450	2%	780	
Contracted Services	4,000	0	0	0	0	(2,000)	2,000	-50%	(2,000)	
Supplies and Maintenance	2,000	0	0	0	0	7,000	9,000	350%	7,000	
Expense Total	38,670	0	0	0	0	5,780	44,450	15%	5,780	
Residential Grinder Pumps Total	**38,670**	**0**	**0**	**0**	**0**	**5,780**	**44,450**	**15%**	**5,780**	
SCADA & Network										
Expense										
Salaries and Benefits	130,700	0	0	0	0	3,070	133,770	2%	3,070	
Contracted Services	33,000	0	0	0	0	7,000	40,000	21%	7,000	
Supplies and Maintenance	2,000	0	0	0	0	0	2,000	0%	0	
Other Direct Costs	35,000	0	0	0	0	(10,000)	25,000	-29%	(10,000)	Reduced based on historical trend
Expense Total	200,700	0	0	0	0	70	200,770	0%	70	
SCADA & Network Total	**200,700**	**0**	**0**	**0**	**0**	**70**	**200,770**	**0%**	**70**	
WW Collection System										
Expense										
Salaries and Benefits	326,740	0	0	0	0	7,690	334,430	2%	7,690	
Contracted Services	242,620	0	0	0	0	(79,150)	163,470	-33%	(79,150)	Reduced based on actuals
Supplies and Maintenance	16,000	0	0	0	0	320	16,320	2%	320	
Other Direct Costs	6,000	0	0	0	0	0	6,000	0%	0	
Expense Total	591,360	0	0	0	0	(71,140)	520,220	-12%	(71,140)	
WW Collection System Total	**591,360**	**0**	**0**	**0**	**0**	**(71,140)**	**520,220**	**-12%**	**(71,140)**	

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
WW Fleet										
Expense										
Supplies and Maintenance	25,500	0	0	0	0	(2,000)	23,500	-8%	(2,000)	
Expense Total	25,500	0	0	0	0	(2,000)	23,500	-8%	(2,000)	
WW Fleet Total	**25,500**	**0**	**0**	**0**	**0**	**(2,000)**	**23,500**	**-8%**	**(2,000)**	
WW Operations Centre										
Expense										
Salaries and Benefits	305,680	0	0	0	0	(26,990)	278,690	-9%	(26,990)	Reallocation to Labour Allocation
Staffing Other Direct Expenses	19,500	0	0	0	0	0	19,500	0%	0	
Hydro/Sewer/Gas	16,310	0	0	0	0	20	16,330	0%	20	
Expense Total	341,490	0	0	0	0	(26,970)	314,520	-8%	(26,970)	
WW Operations Centre Total	**341,490**	**0**	**0**	**0**	**0**	**(26,970)**	**314,520**	**-8%**	**(26,970)**	
WW Pumping Stations										
Expense										
Salaries and Benefits	326,740	0	0	0	0	7,690	334,430	2%	7,690	
Contracted Services	87,620	0	0	0	0	50,000	137,620	57%	50,000	Increase based on actuals
Hydro/Sewer/Gas	122,470	0	0	0	0	5,270	127,740	4%	5,270	
Supplies and Maintenance	18,710	0	0	0	0	0	18,710	0%	0	
Expense Total	555,540	0	0	0	0	62,960	618,500	11%	62,960	
WW Pumping Stations Total	**555,540**	**0**	**0**	**0**	**0**	**62,960**	**618,500**	**11%**	**62,960**	
Grand Total	**0**	**0**	**0**	**(14,860)**	**0**	**14,860**	**0**		**0**	

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Blue Boxes										
Revenue										
Misc Revenues	(6,000)	0	0	(4,260)	0	0	(10,260)	71%	(4,260)	
Provision from Reserve	0	0	0	(57,620)	0	0	(57,620)		(57,620)	Usage increase due to COVID-19 (Grant Funded)
Region or other Munic	(173,100)	0	0	0	0	(26,900)	(200,000)	16%	(26,900)	Increase based on historical trend
Revenue Total	(179,100)	0	0	(61,880)	0	(26,900)	(267,880)	50%	(88,780)	
Expense										
Salaries and Benefits	2,800	0	0	0	0	(2,800)	0	-100%	(2,800)	
Staffing Other Direct Expenses	800	0	0	0	0	0	800	0%	0	
Contracted Services	542,870	0	0	(13,210)	0	0	529,660	-2%	(13,210)	Increase based on contract rates
Contributions to Reserve	5,000	0	0	0	0	(5,000)	0	-100%	(5,000)	
Supplies and Maintenance	8,000	0	0	4,400	0	0	12,400	55%	4,400	
Expense Total	559,470	0	0	(8,810)	0	(7,800)	542,860	-3%	(16,610)	
Blue Boxes Total	**380,370**	**0**	**0**	**(70,690)**	**0**	**(34,700)**	**274,980**	**-28%**	**(105,390)**	
Collection										
Revenue										
User Fees, Lease and Rental	(140,000)	0	0	0	0	0	(140,000)	0%	0	
Revenue Total	(140,000)	0	0	0	0	0	(140,000)	0%	0	
Expense										
Salaries and Benefits	2,890	0	0	0	0	(2,890)	0	-100%	(2,890)	
Contracted Services	515,100	0	0	96,210	0	(37,230)	574,080	11%	58,980	Increase based on contract rates & reorganization to Environmental
Other Direct Costs	15,000	0	0	0	0	0	15,000	0%	0	
Expense Total	532,990	0	0	96,210	0	(40,120)	589,080	11%	56,090	
Collection Total	**392,990**	**0**	**0**	**96,210**	**0**	**(40,120)**	**449,080**	**14%**	**56,090**	
Electronic Waste Collection and Disposal										
Revenue										
Misc Revenues	(2,700)	0	0	0	0	0	(2,700)	0%	0	
Revenue Total	(2,700)	0	0	0	0	0	(2,700)	0%	0	
Expense										
Contracted Services	3,500	0	0	0	0	0	3,500	0%	0	
Expense Total	3,500	0	0	0	0	0	3,500	0%	0	
Electronic Waste Collection and Disposal Total	**800**	**0**	**0**	**0**	**0**	**0**	**800**	**0%**	**0**	
Green Bins										
Revenue										
Misc Revenues	(10,000)	0	0	(2,500)	0	0	(12,500)	25%	(2,500)	
Revenue Total	(10,000)	0	0	(2,500)	0	0	(12,500)	25%	(2,500)	
Expense										
Salaries and Benefits	2,800	0	0	0	0	(2,800)	0	-100%	(2,800)	
Contracted Services	486,760	0	0	51,210	0	0	537,970	11%	51,210	Increase based on contract rates
Supplies and Maintenance	15,000	0	0	5,250	0	0	20,250	35%	5,250	
Expense Total	504,560	0	0	56,460	0	(2,800)	558,220	11%	53,660	
Green Bins Total	**494,560**	**0**	**0**	**53,960**	**0**	**(2,800)**	**545,720**	**10%**	**51,160**	
Labour Allocation										
Expense										
Salaries and Benefits	0	0	0	0	0	0	0		0	
Expense Total	0	0	0	0	0	0	0		0	
Labour Allocation Total	**0**	**0**	**0**	**0**	**0**	**0**	**0**		**0**	

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Yard Waste Collection										
Expense										
Contracted Services	180,000	0	0	14,560	0	0	194,560	8%	14,560	Increase based on contract rates
Expense Total	180,000	0	0	14,560	0	0	194,560	8%	14,560	
Yard Waste Collection Total	**180,000**	**0**	**0**	**14,560**	**0**	**0**	**194,560**	**8%**	**14,560**	
Grand Total	**1,448,720**	**0**	**0**	**94,040**	**0**	**(77,620)**	**1,465,140**	**1%**	**16,420**	

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Administration										
Expense										
Supplies and Maintenance	0	0	0	0	0	300	300		300	
Other Direct Costs	0	0	0	0	0	200	200		200	
Expense Total	0	0	0	0	0	500	500		500	
Administration Total	**0**	**0**	**0**	**0**	**0**	**500**	**500**		**500**	
Aquatic Weed Removal										
Expense										
Contracted Services	170,500	0	0	0	0	0	170,500	0%	0	
Expense Total	170,500	0	0	0	0	0	170,500	0%	0	
Aquatic Weed Removal Total	**170,500**	**0**	**0**	**0**	**0**	**0**	**170,500**	**0%**	**0**	
Closed Landfill - Monitoring										
Revenue										
Provision from Reserve	0	0	0	0	0	(37,000)	(37,000)		(37,000)	Landfill Site Reserve
Revenue Total	0	0	0	0	0	(37,000)	(37,000)		(37,000)	
Expense										
Contracted Services	0	0	0	0	0	37,230	37,230		37,230	Reorganization from Refuse and Recycling
Expense Total	0	0	0	0	0	37,230	37,230		37,230	
Closed Landfill - Monitoring Total	**0**	**0**	**0**	**0**	**0**	**230**	**230**		**230**	
MOSQUITO										
Expense										
Staffing Other Direct Expenses	200	0	0	0	0	(200)	0	-100%	(200)	
Contracted Services	126,000	0	0	0	0	0	126,000	0%	0	
Supplies and Maintenance	650	0	0	0	0	(650)	0	-100%	(650)	
Expense Total	126,850	0	0	0	0	(850)	126,000	-1%	(850)	
MOSQUITO Total	**126,850**	**0**	**0**	**0**	**0**	**(850)**	**126,000**	**-1%**	**(850)**	
Stormwater Administration										
Expense										
Salaries and Benefits	2,120	0	0	2,080	0	0	4,200	98%	2,080	
Contributions to Reserve	0	0	0	0	0	100,000	100,000		100,000	Infrastructure levy allocation
Expense Total	2,120	0	0	2,080	0	100,000	104,200	4815%	102,080	
Stormwater Administration Total	**2,120**	**0**	**0**	**2,080**	**0**	**100,000**	**104,200**	**4815%**	**102,080**	
Grand Total	**299,470**	**0**	**0**	**2,080**	**0**	**99,880**	**401,430**	**34%**	**101,960**	

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.

2021 (like 2020) has proven to be a challenging year for Community Services. The COVID-19 pandemic continued to have a profound impact on all of us. 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.

We are building for the future

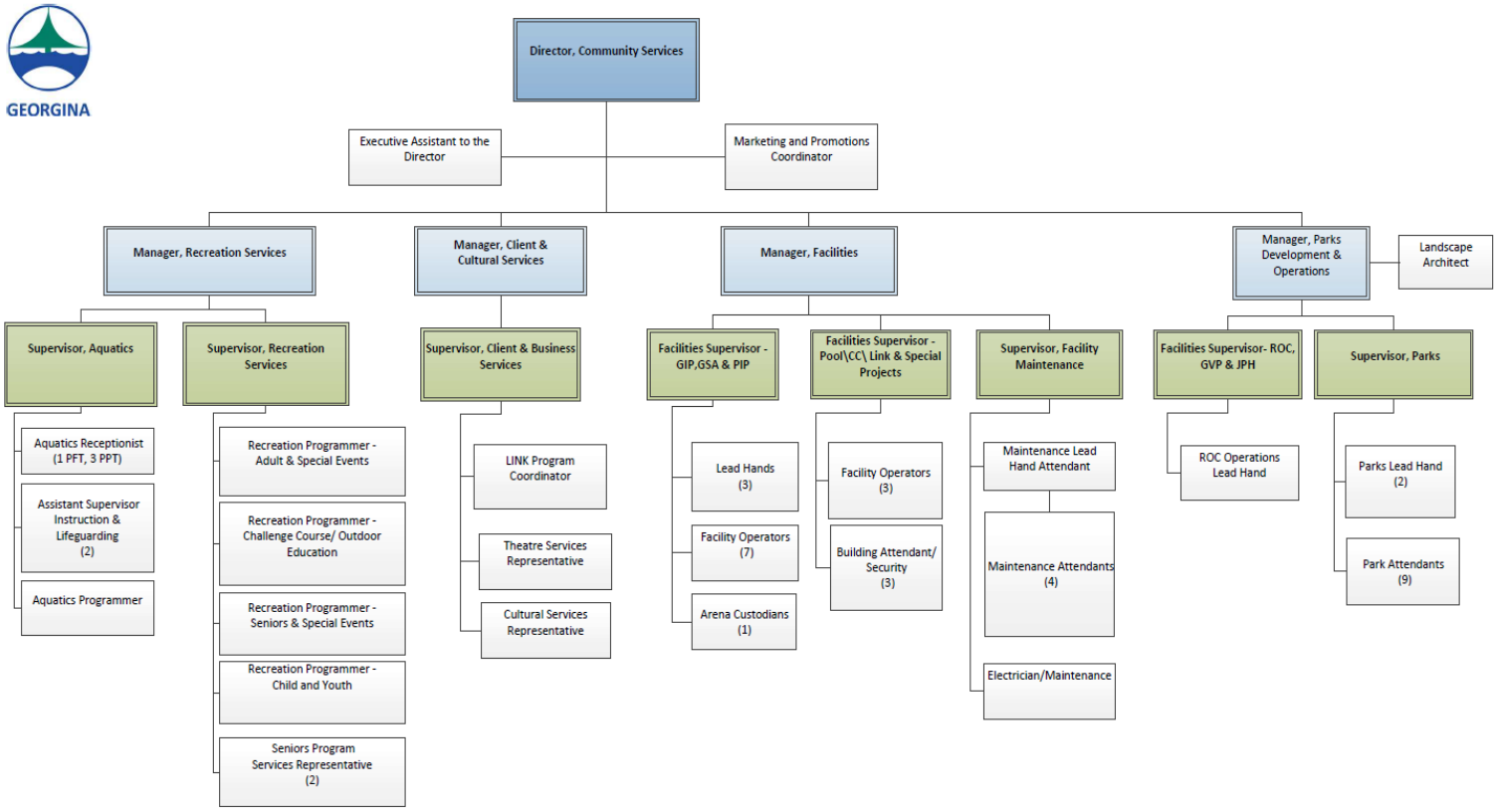


Following Council's unanimous endorsement of the Multi-use Recreation Complex (MURC) project at their Council meeting of June 23, 2021, Council and staff are excited to move forward with plans for a state of the art MURC, that will include a six-lane, 25-metre pool, separate therapy and leisure pool tanks, a double gymnasium with upper-level walking track, activity studio, programming/multi use rooms and a Discovery Library branch.

The design and layout was inspired by the idea of camping – grouping of programs around a social heart, and is reflective of an active and caring community. The construction tender was formally awarded to Aquicon Construction in Q3 2021. Construction is anticipated to start in 2021 with an expected official opening date in Q3 2023.

The MURC will serve the needs of the residents of Georgina and surrounding area for many decades.

Organizational Chart



Divisions

- Recreation Services Division
- Facilities Division
- Parks Division
- Cultural Services Division

Major Operating Drivers

- Departmental data collection and analysis
- Increased participation in programs and activities
- Promotion of community health, wellness and active lifestyles
- Efficiencies of operations
- Mental health, safety and support of a local COVID-19 Vaccination Clinic operated by York Region.

Major Initiatives Planned for 2022

- Full reboot and recovery of Parks, Recreation and Cultural Services
- Full implementation of re-opening strategy for Community Services Department (facilities, services and programs)
- Multi-use Recreation Complex (MURC) construction phase
- Completion of Waterfront Parks Master Plan
- Complete Operational Policies and Procedures review and refresh
- Review, update and implementation of Link Business Plan, Cultural Plan and ROC Business Plan
- Collaborate with Head of Capital Projects and CAO's Office to complete Facilities investiture/divestiture analysis and recommendations

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Administration										
Expense										
Salaries and Benefits	384,960	0	0	8,240	0	0	393,200	2%	8,240	
Staffing Other Direct Expenses	5,200	0	0	0	0	0	5,200	0%	0	
Other Direct Costs	200	0	0	0	0	0	200	0%	0	
Expense Total	390,360	0	0	8,240	0	0	398,600	2%	8,240	
Administration Total	**390,360**	**0**	**0**	**8,240**	**0**	**0**	**398,600**	**2%**	**8,240**	
Grand Total	**390,360**	**0**	**0**	**8,240**	**0**	**0**	**398,600**	**2%**	**8,240**	

Community Services Department
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 pivot during the pandemic to ensure all recreation activities, programs and special events continues to be inclusive, affordable and accessible where possible while following all the Reopening Ontario regulations. The aim was to encourage and promote healthy, active lifestyles during this difficult time.

Redeployment of Recreation and Culture staff to York Region Vaccination Clinic as a result of COVID-19 pandemic.

50,000+ vaccine doses administered as of June 30, 2021

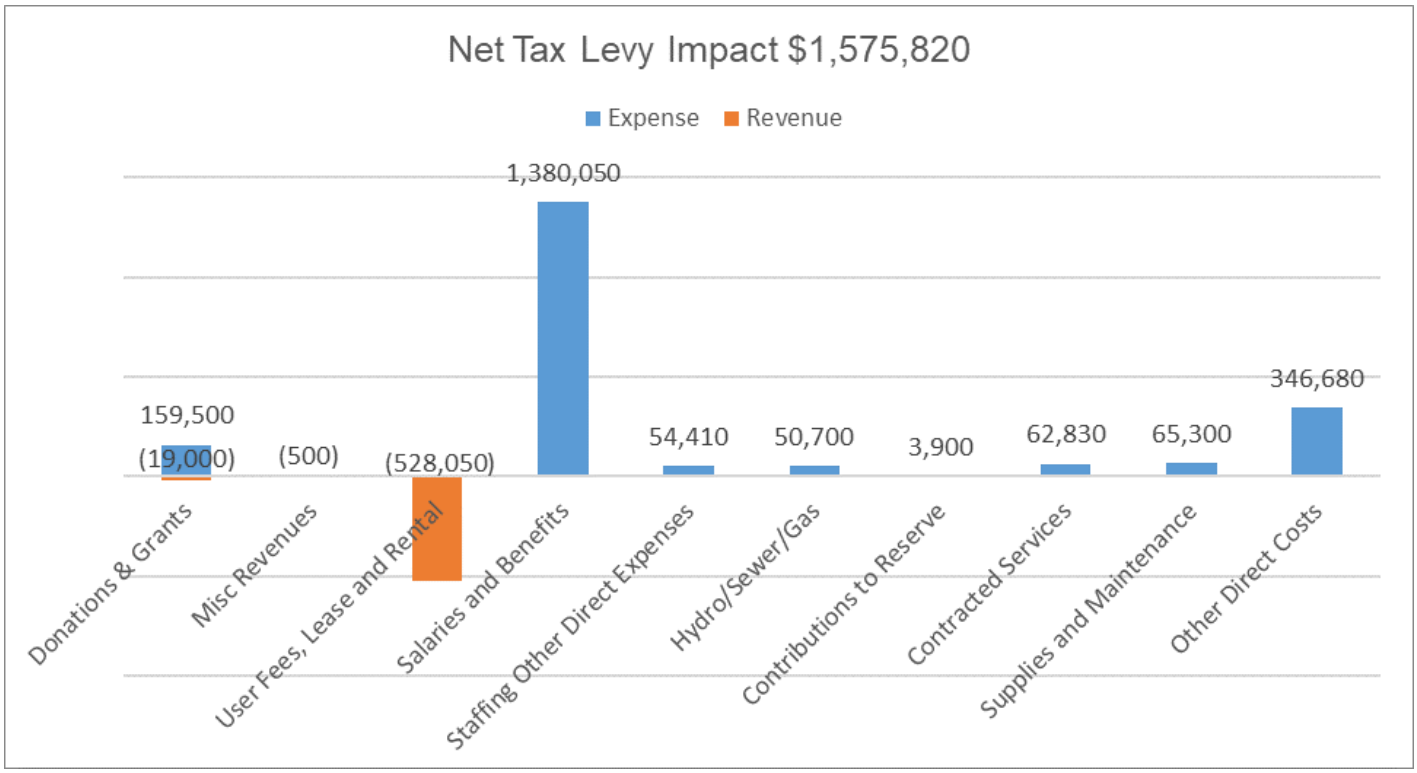
Stay Strong Georgina!

In March of 2021, the Recreation Services Division did their part to join in the fight against COVID-19. The division was redeployed to support York Region Public Health as a mass vaccination clinic was opened at the Georgina Ice Palace. Recreation Services staff were responsible for all non-clinical support duties.

Services provided by the Recreation Services Division includes:

- Mass Vaccination Clinic (supporting role to York Region Public Health)
- Afterschool programs (partnership with Jericho Youth Services)
- Summer Camps (partnership with Jericho Youth Services)
- Registered programs and activities (aquatics, gymnasium)
- Outdoor programs and activities

2022 Budgeted Expenditures and Revenues



2021 Accomplishments

- Provided non-clinical support to the mass vaccination clinic at the Georgina Ice Palace in the fight against COVID-19 pandemic
- Continued the successful partnership with Jericho Youth Services on the delivery of three afterschool programs (Keswick, Sutton and Pefferlaw)
- Expanded the partnership with Jericho Youth Services in the delivery of three in person summer camps
- Development of camp in a box and pop-up programs in neighbourhood parks
- Develop a Canada “Eh” Swag Bag full of essentials for families to celebrate at home

Key Projects for 2022

- Continue to provide significant input and support to the MURC project
- Implementation of the Corporate Sponsorship Strategy
- Completion of the Pefferlaw Recreational Needs Study
- Update ROC Business Plan in partnership with Facilities Division and Parks Division
- Recreation Senior Strategy
- Recreation Services policies and procedures review

2022 OPERATING BUDGET

Community Services - Recreation - Budget Summary

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE
Administration	**925,340**	**0**	**0**	**15,770**	**0**	**0**	**941,110**	**2%**	**15,770**
Equity and Diversity Committee	**7,650**	**0**	**0**	**0**	**0**	**0**	**7,650**	**0%**	**0**
Fleet	**6,180**	**0**	**0**	**0**	**0**	**0**	**6,180**	**0%**	**0**
General Programs	**129,480**	**0**	**0**	**0**	**0**	**0**	**129,480**	**0%**	**0**
After School Program	125,850	0	0	0	0	0	125,850	0%	0
Day Camps	(500)	0	0	0	0	0	(500)	0%	0
General Programs	880	0	0	0	0	0	880	0%	0
Sutton Grant (G18)	3,250	0	0	0	0	0	3,250	0%	0
Georgina Gym	**113,750**	**0**	**0**	**0**	**0**	**0**	**113,750**	**0%**	**0**
Routes Transportation	**55,000**	**0**	**0**	**0**	**0**	**0**	**55,000**	**0%**	**0**
Senior Programs	**236,640**	**0**	**0**	**(5,090)**	**0**	**0**	**231,550**	**-2%**	**(5,090)**
Club 55 Administration	(5,130)	0	0	0	0	0	(5,130)	0%	0
Seniors Programs - Club 55	234,320	0	0	(5,090)	0	0	229,230	-2%	(5,090)
Sutton Seniors Program	7,450	0	0	0	0	0	7,450	0%	0
Special Events	**91,100**	**0**	**0**	**0**	**0**	**0**	**91,100**	**0%**	**0**
Canada Day Festival	32,500	0	0	0	0	0	32,500	0%	0
Seniors Games	500	0	0	0	0	0	500	0%	0
SnoFest	23,000	0	0	0	0	0	23,000	0%	0
Special Events - Administration	24,600	0	0	0	0	0	24,600	0%	0
Volunteer Appreciation	10,500	0	0	0	0	0	10,500	0%	0
Grand Total	**1,565,140**	**0**	**0**	**10,680**	**0**	**0**	**1,575,820**	**1%**	**10,680**

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Administration										
Revenue										
User Fees, Lease and Rental	(6,500)	0	0	0	0	0	(6,500)	0%	0	
Revenue Total	(6,500)	0	0	0	0	0	(6,500)	0%	0	
Expense										
Salaries and Benefits	765,290	0	0	15,770	0	0	781,060	2%	15,770	Step increase & benefit increase
Staffing Other Direct Expenses	17,750	0	0	0	0	0	17,750	0%	0	
Contracted Services	3,000	0	0	0	0	0	3,000	0%	0	
Supplies and Maintenance	7,500	0	0	0	0	0	7,500	0%	0	
Other Direct Costs	138,300	0	0	0	0	0	138,300	0%	0	
Expense Total	931,840	0	0	15,770	0	0	947,610	2%	15,770	
Administration Total	**925,340**	**0**	**0**	**15,770**	**0**	**0**	**941,110**	**2%**	**15,770**	
After School Program										
Expense										
Salaries and Benefits	23,000	0	0	0	0	0	23,000	0%	0	
Donations & Grants	100,000	0	0	0	0	0	100,000	0%	0	
Supplies and Maintenance	2,850	0	0	0	0	0	2,850	0%	0	
Expense Total	125,850	0	0	0	0	0	125,850	0%	0	
After School Program Total	**125,850**	**0**	**0**	**0**	**0**	**0**	**125,850**	**0%**	**0**	
Canada Day Festival										
Revenue										
Misc Revenues	(500)	0	0	0	0	0	(500)	0%	0	
Donations & Grants	(5,000)	0	0	0	0	0	(5,000)	0%	0	
Revenue Total	(5,500)	0	0	0	0	0	(5,500)	0%	0	
Expense										
Contracted Services	4,000	0	0	0	0	0	4,000	0%	0	
Other Direct Costs	34,000	0	0	0	0	0	34,000	0%	0	
Expense Total	38,000	0	0	0	0	0	38,000	0%	0	
Canada Day Festival Total	**32,500**	**0**	**0**	**0**	**0**	**0**	**32,500**	**0%**	**0**	
Club 55 Administration										
Revenue										
User Fees, Lease and Rental	(38,380)	0	0	0	0	0	(38,380)	0%	0	
Revenue Total	(38,380)	0	0	0	0	0	(38,380)	0%	0	
Expense										
Salaries and Benefits	7,250	0	0	0	0	0	7,250	0%	0	
Other Direct Costs	26,000	0	0	0	0	0	26,000	0%	0	
Expense Total	33,250	0	0	0	0	0	33,250	0%	0	
Club 55 Administration Total	**(5,130)**	**0**	**0**	**0**	**0**	**0**	**(5,130)**	**0%**	**0**	

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Day Camps										
Revenue										
User Fees, Lease and Rental	(300,000)	0	0	0	0	0	(300,000)	0%	0	
Revenue Total	(300,000)	0	0	0	0	0	(300,000)	0%	0	
Expense										
Salaries and Benefits	246,500	0	0	0	0	0	246,500	0%	0	
Staffing Other Direct Expenses	25,000	0	0	0	0	0	25,000	0%	0	
Supplies and Maintenance	28,000	0	0	0	0	0	28,000	0%	0	
Expense Total	299,500	0	0	0	0	0	299,500	0%	0	
Day Camps Total	**(500)**	**0**	**0**	**0**	**0**	**0**	**(500)**	**0%**	**0**	
Equity and Diversity Committee										
Expense										
Salaries and Benefits	1,000	0	0	0	0	0	1,000	0%	0	
Staffing Other Direct Expenses	1,100	0	0	0	0	0	1,100	0%	0	
Other Direct Costs	5,550	0	0	0	0	0	5,550	0%	0	
Expense Total	7,650	0	0	0	0	0	7,650	0%	0	
Equity and Diversity Committee Total	**7,650**	**0**	**0**	**0**	**0**	**0**	**7,650**	**0%**	**0**	
Fleet										
Expense										
Contributions to Reserve	3,900	0	0	0	0	0	3,900	0%	0	
Supplies and Maintenance	550	0	0	0	0	150	700	27%	150	
Other Direct Costs	1,730	0	0	0	0	(150)	1,580	-9%	(150)	
Expense Total	6,180	0	0	0	0	0	6,180	0%	0	
Fleet Total	**6,180**	**0**	**0**	**0**	**0**	**0**	**6,180**	**0%**	**0**	
General Programs										
Revenue										
User Fees, Lease and Rental	(150,720)	0	0	0	0	0	(150,720)	0%	0	
Revenue Total	(150,720)	0	0	0	0	0	(150,720)	0%	0	
Expense										
Salaries and Benefits	76,600	0	0	0	0	0	76,600	0%	0	
Contracted Services	35,500	0	0	0	0	0	35,500	0%	0	
Other Direct Costs	39,500	0	0	0	0	0	39,500	0%	0	
Expense Total	151,600	0	0	0	0	0	151,600	0%	0	
General Programs Total	**880**	**0**	**0**	**0**	**0**	**0**	**880**	**0%**	**0**	
Georgina Gym										
Revenue										
User Fees, Lease and Rental	(18,000)	0	0	0	0	0	(18,000)	0%	0	
Revenue Total	(18,000)	0	0	0	0	0	(18,000)	0%	0	
Expense										
Salaries and Benefits	84,200	0	0	0	0	0	84,200	0%	0	
Staffing Other Direct Expenses	5,000	0	0	0	0	0	5,000	0%	0	
Contracted Services	2,500	0	0	0	0	0	2,500	0%	0	
Hydro/Sewer/Gas	12,300	0	0	0	0	0	12,300	0%	0	
Supplies and Maintenance	15,200	0	0	0	0	0	15,200	0%	0	
Other Direct Costs	12,550	0	0	0	0	0	12,550	0%	0	
Expense Total	131,750	0	0	0	0	0	131,750	0%	0	
Georgina Gym Total	**113,750**	**0**	**0**	**0**	**0**	**0**	**113,750**	**0%**	**0**	

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Routes Transportation										
Expense										
Donations & Grants	55,000	0	0	0	0	0	55,000	0%	0	
Expense Total	55,000	0	0	0	0	0	55,000	0%	0	
Routes Transportation Total	**55,000**	**0**	**0**	**0**	**0**	**0**	**55,000**	**0%**	**0**	
Seniors Games										
Revenue										
User Fees, Lease and Rental	(4,000)	0	0	0	0	0	(4,000)	0%	0	
Revenue Total	(4,000)	0	0	0	0	0	(4,000)	0%	0	
Expense										
Other Direct Costs	4,500	0	0	0	0	0	4,500	0%	0	
Expense Total	4,500	0	0	0	0	0	4,500	0%	0	
Seniors Games Total	**500**	**0**	**0**	**0**	**0**	**0**	**500**	**0%**	**0**	
Seniors Programs - Club 55										
Revenue										
User Fees, Lease and Rental	(1,950)	0	0	0	0	0	(1,950)	0%	0	
Revenue Total	(1,950)	0	0	0	0	0	(1,950)	0%	0	
Expense										
Salaries and Benefits	151,930	0	0	(5,090)	0	0	146,840	-3%	(5,090)	
Staffing Other Direct Expenses	3,860	0	0	0	0	0	3,860	0%	0	
Contracted Services	8,830	0	0	0	0	0	8,830	0%	0	
Hydro/Sewer/Gas	33,400	0	0	0	0	0	33,400	0%	0	
Supplies and Maintenance	10,000	0	0	0	0	0	10,000	0%	0	
Other Direct Costs	28,250	0	0	0	0	0	28,250	0%	0	
Expense Total	236,270	0	0	(5,090)	0	0	231,180	-2%	(5,090)	
Seniors Programs - Club 55 Total	**234,320**	**0**	**0**	**(5,090)**	**0**	**0**	**229,230**	**-2%**	**(5,090)**	
SnoFest										
Revenue										
Donations & Grants	(3,000)	0	0	0	0	0	(3,000)	0%	0	
Revenue Total	(3,000)	0	0	0	0	0	(3,000)	0%	0	
Expense										
Other Direct Costs	26,000	0	0	0	0	0	26,000	0%	0	
Expense Total	26,000	0	0	0	0	0	26,000	0%	0	
SnoFest Total	**23,000**	**0**	**0**	**0**	**0**	**0**	**23,000**	**0%**	**0**	
Special Events - Administration										
Revenue										
Donations & Grants	(1,000)	0	0	0	0	0	(1,000)	0%	0	
Revenue Total	(1,000)	0	0	0	0	0	(1,000)	0%	0	
Expense										
Salaries and Benefits	12,100	0	0	0	0	0	12,100	0%	0	
Donations & Grants	4,500	0	0	0	0	0	4,500	0%	0	
Other Direct Costs	9,000	0	0	0	0	0	9,000	0%	0	
Expense Total	25,600	0	0	0	0	0	25,600	0%	0	
Special Events - Administration Total	**24,600**	**0**	**0**	**0**	**0**	**0**	**24,600**	**0%**	**0**	

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Sutton Grant (G18)										
Revenue										
Donations & Grants	(10,000)	0	0	0	0	0	(10,000)	0%	0	
Revenue Total	(10,000)	0	0	0	0	0	(10,000)	0%	0	
Expense										
Salaries and Benefits	1,500	0	0	0	0	0	1,500	0%	0	
Staffing Other Direct Expenses	800	0	0	0	0	0	800	0%	0	
Other Direct Costs	10,950	0	0	0	0	0	10,950	0%	0	
Expense Total	13,250	0	0	0	0	0	13,250	0%	0	
Sutton Grant (G18) Total	**3,250**	**0**	**0**	**0**	**0**	**0**	**3,250**	**0%**	**0**	
Sutton Seniors Program										
Revenue										
User Fees, Lease and Rental	(8,500)	0	0	0	0	0	(8,500)	0%	0	
Revenue Total	(8,500)	0	0	0	0	0	(8,500)	0%	0	
Expense										
Staffing Other Direct Expenses	900	0	0	0	0	0	900	0%	0	
Contracted Services	9,000	0	0	0	0	0	9,000	0%	0	
Hydro/Sewer/Gas	5,000	0	0	0	0	0	5,000	0%	0	
Supplies and Maintenance	1,050	0	0	0	0	0	1,050	0%	0	
Expense Total	15,950	0	0	0	0	0	15,950	0%	0	
Sutton Seniors Program Total	**7,450**	**0**	**0**	**0**	**0**	**0**	**7,450**	**0%**	**0**	
Volunteer Appreciation										
Expense										
Other Direct Costs	10,500	0	0	0	0	0	10,500	0%	0	
Expense Total	10,500	0	0	0	0	0	10,500	0%	0	
Volunteer Appreciation Total	**10,500**	**0**	**0**	**0**	**0**	**0**	**10,500**	**0%**	**0**	
Grand Total	**1,565,140**	**0**	**0**	**10,680**	**0**	**0**	**1,575,820**	**1%**	**10,680**	

Community Services
Facilities Division

The Facilities Division is committed to the efficient operations, maintenance and upkeep of all recreation and cultural facilities, including the Georgina Ice Palace, Georgina Leisure Pool, Sutton Arena, Pefferlaw Ice Pad, Pioneer Village, the Link, Stephen Leacock Theatre, Library branches and numerous community halls.

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

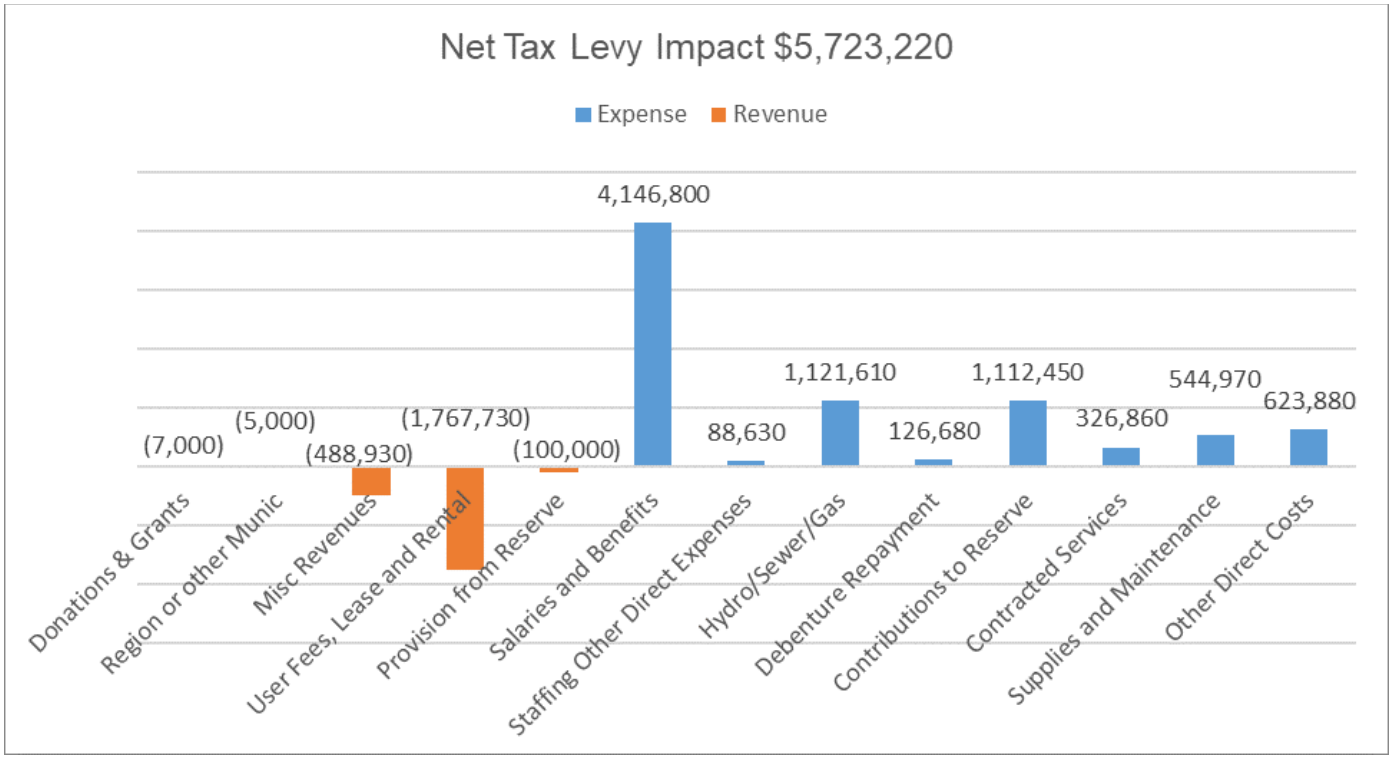
In addition to the general day-to-day operations and maintenance requirements, the division also oversees an aggressive capital improvements program addressing building condition assessment deficiencies in a cost-effective and timely manner. Staff work diligently to ensure all facilities are operating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

The Georgina Ice Palace served as a successful COVID-19 vaccination clinic in 2021.

The Sutton Arena was transformed into additional training space in conjunction with the Georgina Trades and Training Institute (GTTI) over the summer of 2021.

Five significant Building Condition Assessment projects (worth more than $1 million dollars) are continuing, despite the COVID-19 pandemic in 2021.

2022 Budgeted Expenditures and Revenues



2021 Accomplishments

- Building Condition Assessment (BCA) projects:
  - Sutton Pool and Library roof replacement (in conjunction with YRDSB and YCDSB)
  - Georgina Leisure Pool lobby flooring replacement
  - Touchless washroom fixtures installed at various facilities
  - Continuation of the Building Condition Assessment Program
  - Georgina Pioneer Village schoolhouse reconstruction

Key Projects for 2022

- Furnace replacements – Stephen Leacock Theatre, Pefferlaw Lions' Hall, Keswick Fire Hall, Noble House
- Carpet replacement – Pefferlaw Library
- Arena refrigeration upgrades including chiller replacement GIP and oil separator replacement GSA
- Kitchen cupboard and countertop replacement at GIP
- SLT Concrete loading dock refurbishment
- Sutton Arena parking lot replacement
- Leisure Pool sump pump replacements
- Kin Hall exterior ramp replacement (to conform with AODA standards)
- The Link office renovations

In addition, the Facilities Division has continued to employ enhanced cleaning measures and protocols, and the provision for additional staff amid the COVID-19 pandemic, with our goal to ensure all facilities operate safely and efficiently.

2022 OPERATING BUDGET

Community Services - Facilities - Budget Summary

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE
Accessibility Committee	**13,860**	**0**	**0**	**0**	**0**	**0**	**13,860**	**0%**	**0**
Civic Centre	**680,170**	**0**	**0**	**(10,210)**	**0**	**0**	**669,960**	**-2%**	**(10,210)**
Facilities Maintenance	**1,269,370**	**0**	**0**	**(9,930)**	**0**	**0**	**1,259,440**	**-1%**	**(9,930)**
Arts Centre & Gallery	10,000	0	0	0	0	0	10,000	0%	0
Electrical Maintenance	726,070	0	0	(9,930)	0	1,100	717,240	-1%	(8,830)
Family Life Centre	5,090	0	0	0	0	0	5,090	0%	0
General	484,050	0	0	0	0	(1,100)	482,950	0%	(1,100)
Lawn Bowling	4,000	0	0	0	0	0	4,000	0%	0
Operations Centre	40,160	0	0	0	0	0	40,160	0%	0
Georgina Ice Palace	**920,140**	**0**	**0**	**20,600**	**0**	**22,000**	**962,740**	**5%**	**42,600**
Georgina Leisure Pool	**1,032,410**	**0**	**0**	**11,430**	**0**	**0**	**1,043,840**	**1%**	**11,430**
Halls	**188,370**	**0**	**0**	**0**	**0**	**0**	**188,370**	**0%**	**0**
Belhaven Hall	15,870	0	0	0	0	0	15,870	0%	0
Egypt Hall	26,630	0	0	0	0	0	26,630	0%	0
Elmgrove Hall	4,080	0	0	0	0	0	4,080	0%	0
Kinsmen Hall	21,410	0	0	0	0	0	21,410	0%	0
Pefferlaw Lions Hall	68,110	0	0	0	0	0	68,110	0%	0
Port Bolster Hall	18,800	0	0	0	0	0	18,800	0%	0
Roches Point Hall	1,880	0	0	0	0	0	1,880	0%	0
Udora Hall	27,240	0	0	0	0	0	27,240	0%	0
Virginia Hall	4,350	0	0	0	0	0	4,350	0%	0
Jackson's Point Harbour	**(15,300)**	**0**	**6,000**	**0**	**0**	**0**	**(9,300)**	**-39%**	**6,000**
Jackson's Point Harbour	(18,640)	0	6,000	0	0	0	(12,640)	-32%	6,000
Jackson's Point Washrooms	3,340	0	0	0	0	0	3,340	0%	0
Pefferlaw Ice Pad	**52,820**	**0**	**14,000**	**0**	**0**	**0**	**66,820**	**27%**	**14,000**
Sutton Arena	**451,650**	**0**	**0**	**(28,060)**	**0**	**0**	**423,590**	**-6%**	**(28,060)**
The Link	**369,470**	**0**	**0**	**(1,430)**	**(43,320)**	**5,240**	**329,960**	**-11%**	**(39,510)**
The ROC	**772,370**	**0**	**0**	**1,570**	**0**	**0**	**773,940**	**0%**	**1,570**
Grand Total	**5,735,330**	**0**	**20,000**	**(16,030)**	**(43,320)**	**27,240**	**5,723,220**	**0%**	**(12,110)**

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Accessibility Committee										
Expense										
Salaries and Benefits	2,660	0	0	0	0	0	2,660	0%	0	
Staffing Other Direct Expenses	1,000	0	0	0	0	0	1,000	0%	0	
Contracted Services	10,000	0	0	0	0	0	10,000	0%	0	
Other Direct Costs	200	0	0	0	0	0	200	0%	0	
Expense Total	13,860	0	0	0	0	0	13,860	0%	0	
Accessibility Committee Total	**13,860**	**0**	**0**	**0**	**0**	**0**	**13,860**	**0%**	**0**	
Arts Centre & Gallery										
Expense										
Supplies and Maintenance	10,000	0	0	0	0	0	10,000	0%	0	
Expense Total	10,000	0	0	0	0	0	10,000	0%	0	
Arts Centre & Gallery Total	**10,000**	**0**	**0**	**0**	**0**	**0**	**10,000**	**0%**	**0**	
Belhaven Hall										
Expense										
Hydro/Sewer/Gas	4,760	0	0	0	0	0	4,760	0%	0	
Supplies and Maintenance	8,000	0	0	0	0	0	8,000	0%	0	
Other Direct Costs	3,110	0	0	0	0	0	3,110	0%	0	
Expense Total	15,870	0	0	0	0	0	15,870	0%	0	
Belhaven Hall Total	**15,870**	**0**	**0**	**0**	**0**	**0**	**15,870**	**0%**	**0**	
Civic Centre										
Revenue										
Misc Revenues	(650)	0	0	0	0	0	(650)	0%	0	
Revenue Total	(650)	0	0	0	0	0	(650)	0%	0	
Expense										
Salaries and Benefits	286,800	0	0	(10,210)	0	0	276,590	-4%	(10,210)	Reduced based on actuals
Contracted Services	50,000	0	0	0	0	0	50,000	0%	0	
Contributions to Reserve	194,700	0	0	0	0	0	194,700	0%	0	
Hydro/Sewer/Gas	70,320	0	0	0	0	0	70,320	0%	0	
Supplies and Maintenance	73,500	0	0	0	0	0	73,500	0%	0	
Other Direct Costs	5,500	0	0	0	0	0	5,500	0%	0	
Expense Total	680,820	0	0	(10,210)	0	0	670,610	-1%	(10,210)	
Civic Centre Total	**680,170**	**0**	**0**	**(10,210)**	**0**	**0**	**669,960**	**-2%**	**(10,210)**	
Egypt Hall										
Expense										
Contracted Services	5,500	0	0	0	0	0	5,500	0%	0	
Hydro/Sewer/Gas	10,000	0	0	0	0	0	10,000	0%	0	
Supplies and Maintenance	6,000	0	0	0	0	0	6,000	0%	0	
Other Direct Costs	5,130	0	0	0	0	0	5,130	0%	0	
Expense Total	26,630	0	0	0	0	0	26,630	0%	0	
Egypt Hall Total	**26,630**	**0**	**0**	**0**	**0**	**0**	**26,630**	**0%**	**0**	

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Electrical Maintenance										
Expense										
Salaries and Benefits	728,030	0	0	(9,930)	0	0	718,100	-1%	(9,930)	
Staffing Other Direct Expenses	12,800	0	0	0	0	0	12,800	0%	0	
Contracted Services	2,000	0	0	0	0	(2,000)	0	-100%	(2,000)	
Contributions to Reserve	26,600	0	0	0	0	0	26,600	0%	0	
Supplies and Maintenance	(51,650)	0	0	0	0	4,600	(47,050)	-9%	4,600	
Other Direct Costs	8,290	0	0	0	0	(1,500)	6,790	-18%	(1,500)	
Expense Total	726,070	0	0	(9,930)	0	1,100	717,240	-1%	(8,830)	
Electrical Maintenance Total	**726,070**	**0**	**0**	**(9,930)**	**0**	**1,100**	**717,240**	**-1%**	**(8,830)**	
Elmgrove Hall										
Expense										
Hydro/Sewer/Gas	1,000	0	0	0	0	0	1,000	0%	0	
Supplies and Maintenance	250	0	0	0	0	0	250	0%	0	
Other Direct Costs	2,830	0	0	0	0	0	2,830	0%	0	
Expense Total	4,080	0	0	0	0	0	4,080	0%	0	
Elmgrove Hall Total	**4,080**	**0**	**0**	**0**	**0**	**0**	**4,080**	**0%**	**0**	
Family Life Centre										
Revenue										
Misc Revenues	(9,920)	0	0	0	0	0	(9,920)	0%	0	
Revenue Total	(9,920)	0	0	0	0	0	(9,920)	0%	0	
Expense										
Contracted Services	8,580	0	0	0	0	0	8,580	0%	0	
Supplies and Maintenance	800	0	0	0	0	0	800	0%	0	
Other Direct Costs	5,630	0	0	0	0	0	5,630	0%	0	
Expense Total	15,010	0	0	0	0	0	15,010	0%	0	
Family Life Centre Total	**5,090**	**0**	**0**	**0**	**0**	**0**	**5,090**	**0%**	**0**	
General										
Revenue										
Provision from Reserve	(100,000)	0	0	0	0	0	(100,000)	0%	0	
Revenue Total	(100,000)	0	0	0	0	0	(100,000)	0%	0	
Expense										
Contracted Services	5,000	0	0	0	0	0	5,000	0%	0	
Contributions to Reserve	473,100	0	0	0	0	0	473,100	0%	0	
Hydro/Sewer/Gas	4,850	0	0	0	0	0	4,850	0%	0	
Supplies and Maintenance	1,100	0	0	0	0	(1,100)	0	-100%	(1,100)	
Other Direct Costs	100,000	0	0	0	0	0	100,000	0%	0	
Expense Total	584,050	0	0	0	0	(1,100)	582,950	0%	(1,100)	
General Total	**484,050**	**0**	**0**	**0**	**0**	**(1,100)**	**482,950**	**0%**	**(1,100)**	
Georgina Ice Palace										
Revenue										
Misc Revenues	(82,400)	0	0	0	0	0	(82,400)	0%	0	
User Fees, Lease and Rental	(655,730)	0	0	0	0	0	(655,730)	0%	0	
Revenue Total	(738,130)	0	0	0	0	0	(738,130)	0%	0	

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Expense										
Salaries and Benefits	866,990	0	0	20,600	0	0	887,590	2%	20,600	Step increase & benefit increase
Staffing Other Direct Expenses	17,000	0	0	0	0	0	17,000	0%	0	
Contracted Services	24,000	0	0	0	0	11,000	35,000	46%	11,000	
Contributions to Reserve	150,200	0	0	0	0	0	150,200	0%	0	
Hydro/Sewer/Gas	362,300	0	0	0	0	0	362,300	0%	0	
Supplies and Maintenance	160,400	0	0	0	0	11,600	172,000	7%	11,600	
Other Direct Costs	77,380	0	0	0	0	(600)	76,780	-1%	(600)	
Expense Total	1,658,270	0	0	20,600	0	22,000	1,700,870	3%	42,600	
Georgina Ice Palace Total	**920,140**	**0**	**0**	**20,600**	**0**	**22,000**	**962,740**	**5%**	**42,600**	
Georgina Leisure Pool										
Revenue										
Misc Revenues	(88,000)	0	0	0	0	0	(88,000)	0%	0	
User Fees, Lease and Rental	(333,500)	0	0	0	0	0	(333,500)	0%	0	
Revenue Total	(421,500)	0	0	0	0	0	(421,500)	0%	0	
Expense										
Salaries and Benefits	1,056,640	0	0	11,430	0	0	1,068,070	1%	11,430	Step increase & benefit increase
Staffing Other Direct Expenses	16,000	0	0	0	0	0	16,000	0%	0	
Contracted Services	21,450	0	0	0	0	0	21,450	0%	0	
Contributions to Reserve	60,000	0	0	0	0	0	60,000	0%	0	
Hydro/Sewer/Gas	182,480	0	0	0	0	0	182,480	0%	0	
Supplies and Maintenance	66,650	0	0	0	0	0	66,650	0%	0	
Other Direct Costs	50,690	0	0	0	0	0	50,690	0%	0	
Expense Total	1,453,910	0	0	11,430	0	0	1,465,340	1%	11,430	
Georgina Leisure Pool Total	**1,032,410**	**0**	**0**	**11,430**	**0**	**0**	**1,043,840**	**1%**	**11,430**	
Jackson's Point Harbour										
Revenue										
User Fees, Lease and Rental	(69,400)	0	0	0	0	0	(69,400)	0%	0	
Revenue Total	(69,400)	0	0	0	0	0	(69,400)	0%	0	
Expense										
Salaries and Benefits	27,280	0	0	0	0	0	27,280	0%	0	
Staffing Other Direct Expenses	1,850	0	0	0	0	0	1,850	0%	0	
Contracted Services	3,000	0	6,000	0	0	0	9,000	200%	6,000	22-OI-RC-01 Additional Funding for Jackson's Point Harbour
Hydro/Sewer/Gas	5,620	0	0	0	0	0	5,620	0%	0	
Supplies and Maintenance	5,700	0	0	0	0	0	5,700	0%	0	
Other Direct Costs	7,310	0	0	0	0	0	7,310	0%	0	
Expense Total	50,760	0	6,000	0	0	0	56,760	12%	6,000	
Jackson's Point Harbour Total	**(18,640)**	**0**	**6,000**	**0**	**0**	**0**	**(12,640)**	**-32%**	**6,000**	
Jackson's Point Washrooms										
Expense										
Salaries and Benefits	1,120	0	0	0	0	0	1,120	0%	0	
Hydro/Sewer/Gas	1,720	0	0	0	0	0	1,720	0%	0	
Supplies and Maintenance	500	0	0	0	0	0	500	0%	0	
Expense Total	3,340	0	0	0	0	0	3,340	0%	0	
Jackson's Point Washrooms Total	**3,340**	**0**	**0**	**0**	**0**	**0**	**3,340**	**0%**	**0**	

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Kinsmen Hall										
Revenue										
User Fees, Lease and Rental	(19,500)	0	0	0	0	0	(19,500)	0%	0	
Revenue Total	(19,500)	0	0	0	0	0	(19,500)	0%	0	
Expense										
Contracted Services	10,000	0	0	0	0	0	10,000	0%	0	
Hydro/Sewer/Gas	13,600	0	0	0	0	0	13,600	0%	0	
Supplies and Maintenance	10,000	0	0	0	0	0	10,000	0%	0	
Other Direct Costs	7,310	0	0	0	0	0	7,310	0%	0	
Expense Total	40,910	0	0	0	0	0	40,910	0%	0	
Kinsmen Hall Total	**21,410**	**0**	**0**	**0**	**0**	**0**	**21,410**	**0%**	**0**	
Lawn Bowling										
Expense										
Supplies and Maintenance	4,000	0	0	0	0	0	4,000	0%	0	
Expense Total	4,000	0	0	0	0	0	4,000	0%	0	
Lawn Bowling Total	**4,000**	**0**	**0**	**0**	**0**	**0**	**4,000**	**0%**	**0**	
Operations Centre										
Expense										
Staffing Other Direct Expenses	4,000	0	0	0	0	0	4,000	0%	0	
Contracted Services	13,130	0	0	0	0	0	13,130	0%	0	
Hydro/Sewer/Gas	14,800	0	0	0	0	0	14,800	0%	0	
Supplies and Maintenance	4,000	0	0	0	0	0	4,000	0%	0	
Other Direct Costs	4,230	0	0	0	0	0	4,230	0%	0	
Expense Total	40,160	0	0	0	0	0	40,160	0%	0	
Operations Centre Total	**40,160**	**0**	**0**	**0**	**0**	**0**	**40,160**	**0%**	**0**	
Pefferlaw Ice Pad										
Expense										
Salaries and Benefits	16,460	0	14,000	0	0	0	30,460	85%	14,000	22-OI-RC-02 Additional Staff hours for Pefferlaw Ice Pad
Contracted Services	2,450	0	0	0	0	(1,300)	1,150	-53%	(1,300)	
Hydro/Sewer/Gas	20,000	0	0	0	0	0	20,000	0%	0	
Supplies and Maintenance	10,100	0	0	0	0	1,300	11,400	13%	1,300	
Other Direct Costs	3,810	0	0	0	0	0	3,810	0%	0	
Expense Total	52,820	0	14,000	0	0	0	66,820	27%	14,000	
Pefferlaw Ice Pad Total	**52,820**	**0**	**14,000**	**0**	**0**	**0**	**66,820**	**27%**	**14,000**	
Pefferlaw Lions Hall										
Revenue										
Misc Revenues	(16,500)	0	0	0	0	0	(16,500)	0%	0	
User Fees, Lease and Rental	100	0	0	0	0	0	100	0%	0	
Revenue Total	(16,400)	0	0	0	0	0	(16,400)	0%	0	
Expense										
Staffing Other Direct Expenses	900	0	0	0	0	0	900	0%	0	
Contracted Services	38,000	0	0	0	0	0	38,000	0%	0	
Hydro/Sewer/Gas	20,100	0	0	0	0	0	20,100	0%	0	
Supplies and Maintenance	12,500	0	0	0	0	0	12,500	0%	0	
Other Direct Costs	13,010	0	0	0	0	0	13,010	0%	0	
Expense Total	84,510	0	0	0	0	0	84,510	0%	0	
Pefferlaw Lions Hall Total	**68,110**	**0**	**0**	**0**	**0**	**0**	**68,110**	**0%**	**0**	

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Port Bolster Hall										
Expense										
Hydro/Sewer/Gas	6,200	0	0	0	0	0	6,200	0%	0	
Supplies and Maintenance	10,000	0	0	0	0	0	10,000	0%	0	
Other Direct Costs	2,600	0	0	0	0	0	2,600	0%	0	
Expense Total	18,800	0	0	0	0	0	18,800	0%	0	
Port Bolster Hall Total	**18,800**	**0**	**0**	**0**	**0**	**0**	**18,800**	**0%**	**0**	
Roches Point Hall										
Revenue										
Misc Revenues	(2,400)	0	0	0	0	0	(2,400)	0%	0	
Revenue Total	(2,400)	0	0	0	0	0	(2,400)	0%	0	
Expense										
Supplies and Maintenance	1,250	0	0	0	0	0	1,250	0%	0	
Other Direct Costs	3,030	0	0	0	0	0	3,030	0%	0	
Expense Total	4,280	0	0	0	0	0	4,280	0%	0	
Roches Point Hall Total	**1,880**	**0**	**0**	**0**	**0**	**0**	**1,880**	**0%**	**0**	
Sutton Arena										
Revenue										
Misc Revenues	(4,400)	0	0	0	0	0	(4,400)	0%	0	
User Fees, Lease and Rental	(223,500)	0	0	0	0	0	(223,500)	0%	0	
Revenue Total	(227,900)	0	0	0	0	0	(227,900)	0%	0	
Expense										
Salaries and Benefits	335,400	0	0	(28,060)	0	0	307,340	-8%	(28,060)	Reduced based on actuals
Staffing Other Direct Expenses	9,600	0	0	0	0	0	9,600	0%	0	
Contracted Services	26,000	0	0	0	0	0	26,000	0%	0	
Contributions to Reserve	57,000	0	0	0	0	0	57,000	0%	0	
Hydro/Sewer/Gas	136,000	0	0	0	0	0	136,000	0%	0	
Supplies and Maintenance	71,500	0	0	0	0	0	71,500	0%	0	
Other Direct Costs	44,050	0	0	0	0	0	44,050	0%	0	
Expense Total	679,550	0	0	(28,060)	0	0	651,490	-4%	(28,060)	
Sutton Arena Total	**451,650**	**0**	**0**	**(28,060)**	**0**	**0**	**423,590**	**-6%**	**(28,060)**	
The Link										
Revenue										
Misc Revenues	(36,000)	0	0	0	0	(171,560)	(207,560)	477%	(171,560)	Reallocation
Donations & Grants	(7,000)	0	0	0	0	0	(7,000)	0%	0	
User Fees, Lease and Rental	(228,560)	0	0	0	0	171,560	(57,000)	-75%	171,560	Reallocation
Revenue Total	(271,560)	0	0	0	0	0	(271,560)	0%	0	
Expense										
Salaries and Benefits	171,790	0	0	(1,430)	0	0	170,360	-1%	(1,430)	
Staffing Other Direct Expenses	11,630	0	0	0	0	0	11,630	0%	0	
Contracted Services	20,000	0	0	0	0	0	20,000	0%	0	
Contributions to Reserve	6,120	0	0	0	0	0	6,120	0%	0	
Debenture Repayment	170,000	0	0	0	(43,320)	0	126,680	-25%	(43,320)	Reduced based on debenture schedule
Hydro/Sewer/Gas	89,000	0	0	0	0	0	89,000	0%	0	
Supplies and Maintenance	33,700	0	0	0	0	0	33,700	0%	0	
Other Direct Costs	138,790	0	0	0	0	5,240	144,030	4%	5,240	
Expense Total	641,030	0	0	(1,430)	(43,320)	5,240	601,520	-6%	(39,510)	
The Link Total	**369,470**	**0**	**0**	**(1,430)**	**(43,320)**	**5,240**	**329,960**	**-11%**	**(39,510)**	

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
The ROC										
Revenue										
Misc Revenues	(77,100)	0	0	0	0	0	(77,100)	0%	0	
User Fees, Lease and Rental	(409,200)	0	0	0	0	0	(409,200)	0%	0	
Revenue Total	(486,300)	0	0	0	0	0	(486,300)	0%	0	
Expense										
Salaries and Benefits	655,660	0	0	1,570	0	0	657,230	0%	1,570	
Staffing Other Direct Expenses	13,850	0	0	0	0	0	13,850	0%	0	
Contracted Services	74,050	0	0	0	0	0	74,050	0%	0	
Contributions to Reserve	144,730	0	0	0	0	0	144,730	0%	0	
Hydro/Sewer/Gas	165,360	0	0	0	0	0	165,360	0%	0	
Supplies and Maintenance	77,770	0	0	0	0	0	77,770	0%	0	
Other Direct Costs	127,250	0	0	0	0	0	127,250	0%	0	
Expense Total	1,258,670	0	0	1,570	0	0	1,260,240	0%	1,570	
The ROC Total	**772,370**	**0**	**0**	**1,570**	**0**	**0**	**773,940**	**0%**	**1,570**	
Udora Hall										
Revenue										
Region or other Munic	(5,000)	0	0	0	0	0	(5,000)	0%	0	
Revenue Total	(5,000)	0	0	0	0	0	(5,000)	0%	0	
Expense										
Hydro/Sewer/Gas	12,000	0	0	0	0	0	12,000	0%	0	
Supplies and Maintenance	12,000	0	0	0	0	0	12,000	0%	0	
Other Direct Costs	8,240	0	0	0	0	0	8,240	0%	0	
Expense Total	32,240	0	0	0	0	0	32,240	0%	0	
Udora Hall Total	**27,240**	**0**	**0**	**0**	**0**	**0**	**27,240**	**0%**	**0**	
Virginia Hall										
Expense										
Hydro/Sewer/Gas	1,500	0	0	0	0	0	1,500	0%	0	
Supplies and Maintenance	500	0	0	0	0	0	500	0%	0	
Other Direct Costs	2,350	0	0	0	0	0	2,350	0%	0	
Expense Total	4,350	0	0	0	0	0	4,350	0%	0	
Virginia Hall Total	**4,350**	**0**	**0**	**0**	**0**	**0**	**4,350**	**0%**	**0**	
Grand Total	**5,735,330**	**0**	**20,000**	**(16,030)**	**(43,320)**	**27,240**	**5,723,220**	**0%**	**(12,110)**	

Community Services
Parks and Horticulture Division

The Town of Georgina Parks Division is responsible for the day-to-day operation and maintenance of active sports fields, active and passive parks, beaches, trails, and 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.

- 46 Parks maintained including the ROC, waterfront beaches, sports fields, leash-free dog park
- 25 Horticultural beds maintained.
- 275 Hanging planter baskets installed annually
- 28 maintained municipal parking lots

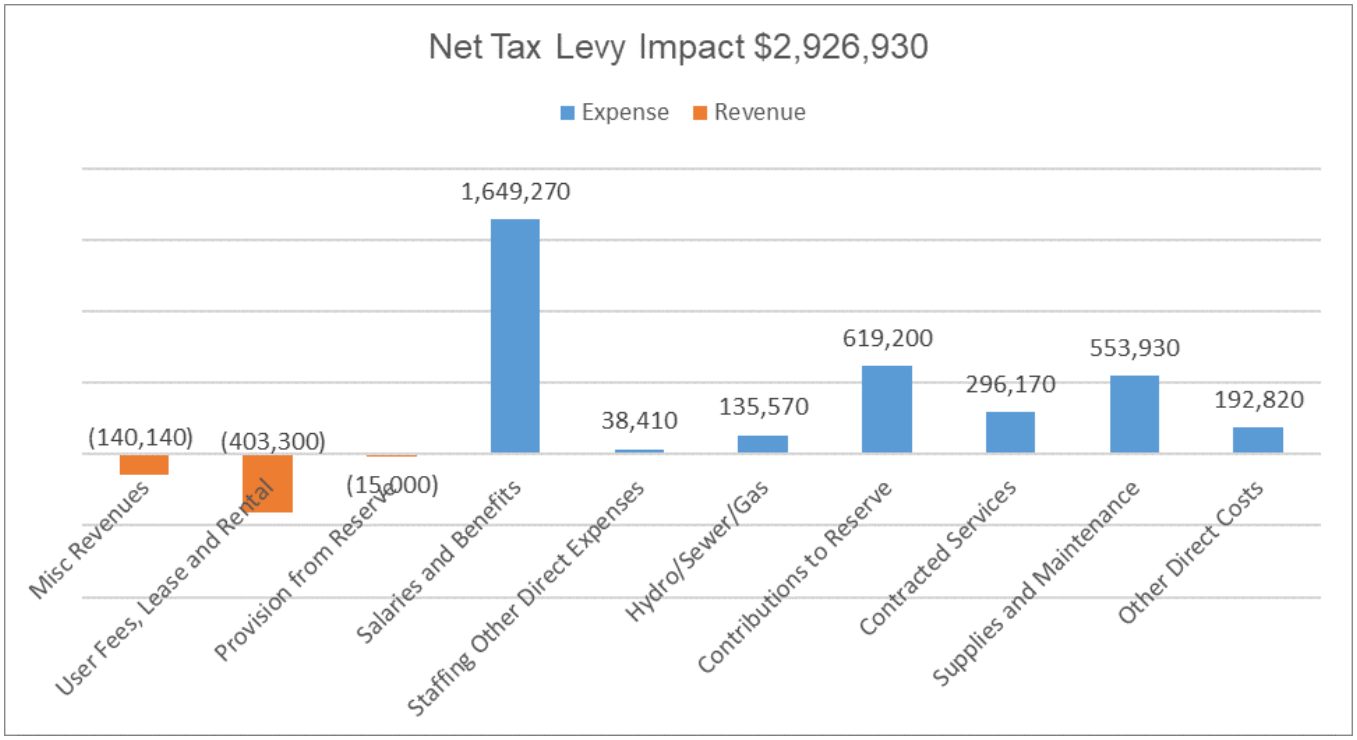
The division is also responsible for strategic planning, design development and implementation of parks and trails capital construction projects. Staff provide comments on all development applications.

Services provided by the Parks and Horticulture Division include:

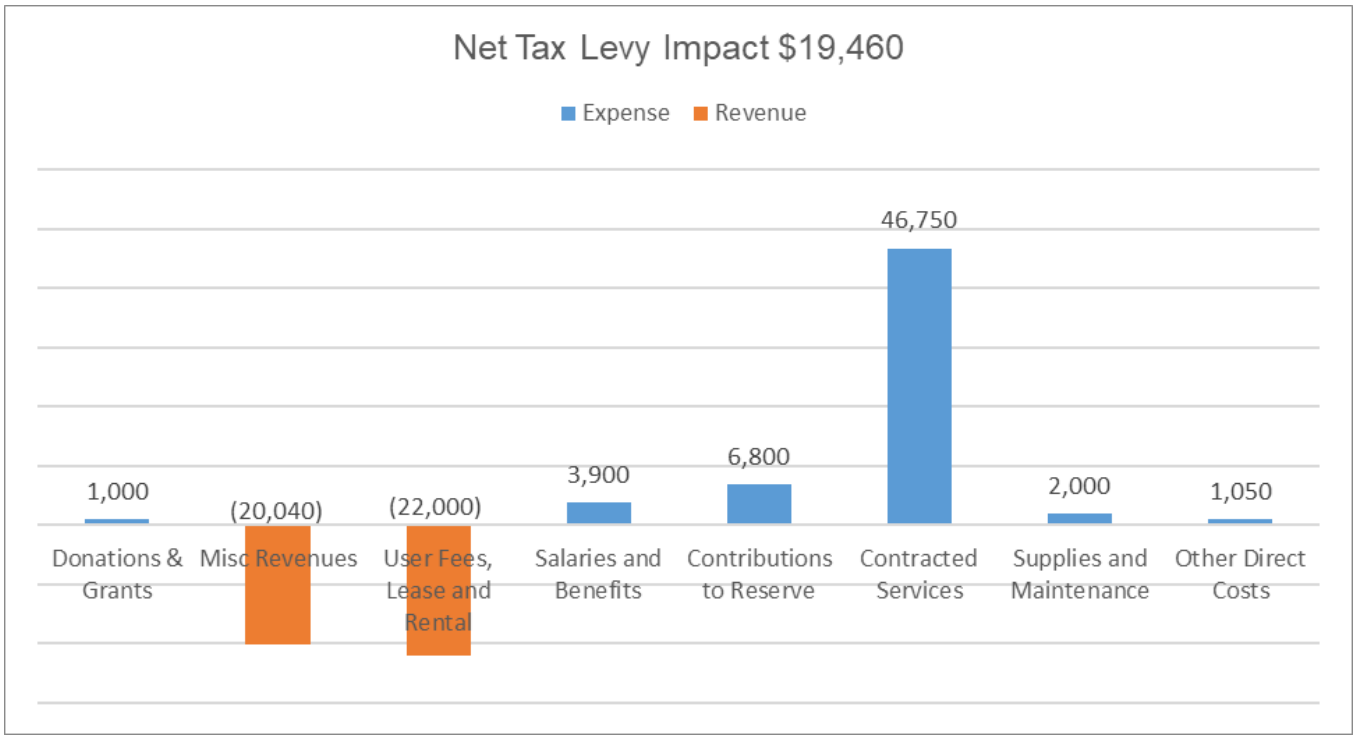
- Maintenance of sports fields and landscape areas in parks and along trail systems
- Summer beautification initiatives and maintenance of core business areas
- Horticultural services and flower bead maintenance at all Town parks and facilities
- Beautification and maintenance of Woodbine Avenue centre medians entry features
- Winter maintenance of municipal parking lots

2022 Budgeted Expenditures and Revenues

Parks



Cemeteries



2021 Accomplishments

- Managed the parks and park amenities closures due to COVID-19, including support for the operation of De La Salle Park with reduced capacity and controls on visitor attendance in compliance with COVID-19 protocols.
- Began construction of the Julia Munro Community Park in Sutton with the award of tender in the fall of 2020.
- Waterfront Parks Master Plan (Part 1) underway with inventory, analysis, park design concepts and preparation for public feedback sessions.
- Streetscape design standards drafted based on significant public feedback.
- Playground replacement (four locations) underway including surveying and detailed design.
- Initiated the design of the Dalton Road multi-use path.

Key Projects for 2022

- Support the development and implementation of waterfront park openings and operational plans pending establishment of COVID-19 protocols for large public gatherings in conjunction with public health officials and the Town's Community Services Department
- Completion of Part 1 of the Waterfront Parks Master Plan to determine the opportunities to better utilize and improve the Town's waterfront parks, beaches
- Continuation of Part 2 of the Waterfront Parks Strategic Master Plan
- Update the Keswick Cemetery Master Plan
- Upgrades and replacement of facilities and fencing within West Park
- Retrofit and/or replacement of a minimum of two municipal playground structures at various locations.

2022 OPERATING BUDGET

Community Services - Parks - Budget Summary

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE
481 Lake Drive	**3,670**	**0**	**0**	**0**	**0**	**(4,670)**	**(1,000)**	**-127%**	**(4,670)**
Administration	**1,307,180**	**0**	**0**	**16,000**	**0**	**(78,460)**	**1,244,720**	**-5%**	**(62,460)**
De La Salle Park	**89,550**	**0**	**0**	**0**	**0**	**(69,990)**	**19,560**	**-78%**	**(69,990)**
Fleet	**206,460**	**0**	**0**	**0**	**0**	**(206,460)**	**0**	**-100%**	**(206,460)**
Holmes Point	**(28,290)**	**0**	**0**	**0**	**0**	**52,210**	**23,920**	**-185%**	**52,210**
Parks Facilities Maintenance	**490,480**	**11,000**	**0**	**0**	**0**	**(7,260)**	**494,220**	**1%**	**3,740**
Parks Maintenance	**348,690**	**0**	**0**	**0**	**0**	**113,000**	**461,690**	**32%**	**113,000**
Garbage Collection	143,580	0	0	0	0	(20,180)	123,400	-14%	(20,180)
Grounds Maintenance	205,110	0	0	0	0	133,180	338,290	65%	133,180
Planting Program	**972,290**	**0**	**0**	**0**	**0**	**(548,020)**	**424,270**	**-56%**	**(548,020)**
Planting Program	429,790	0	0	0	0	(5,520)	424,270	-1%	(5,520)
Urban Forestry	542,500	0	0	0	0	(542,500)	0	-100%	(542,500)
Recreational Parks	**247,410**	**0**	**0**	**0**	**0**	**(76,210)**	**171,200**	**-31%**	**(76,210)**
Ball Diamonds	90,270	0	0	0	0	(48,080)	42,190	-53%	(48,080)
Keswick Skate Park	7,890	0	0	0	0	(60)	7,830	-1%	(60)
Labour Allocation	0	0	0	0	0	0	0		0
North Gwillimbury	(16,000)	0	0	0	0	0	(16,000)	0%	0
Playgrounds	108,120	0	0	0	0	(90)	108,030	0%	(90)
Soccer Pitches	57,130	0	0	0	0	(27,980)	29,150	-49%	(27,980)
Snow Removal	**221,560**	**0**	**0**	**0**	**0**	**(26,060)**	**195,500**	**-12%**	**(26,060)**
Willow Beach/Wharf	**(108,020)**	**0**	**0**	**0**	**0**	**870**	**(107,150)**	**-1%**	**870**
Wharves	(9,680)	0	0	0	0	(350)	(10,030)	4%	(350)
Willow Beach	(89,340)	0	0	0	0	1,220	(88,120)	-1%	1,220
Willow Wharf	(9,000)	0	0	0	0	0	(9,000)	0%	0
Grand Total	**3,750,980**	**11,000**	**0**	**16,000**	**0**	**(851,050)**	**2,926,930**	**-22%**	**(824,050)**

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
481 Lake Drive										
Revenue										
Misc Revenues	(5,040)	0	0	0	0	0	(5,040)	0%	0	
Revenue Total	(5,040)	0	0	0	0	0	(5,040)	0%	0	
Expense										
Contracted Services	6,170	0	0	0	0	(4,170)	2,000	-68%	(4,170)	
Hydro/Sewer/Gas	2,040	0	0	0	0	0	2,040	0%	0	
Supplies and Maintenance	500	0	0	0	0	(500)	0	-100%	(500)	
Expense Total	8,710	0	0	0	0	(4,670)	4,040	-54%	(4,670)	
481 Lake Drive Total	**3,670**	**0**	**0**	**0**	**0**	**(4,670)**	**(1,000)**	**-127%**	**(4,670)**	
Administration										
Revenue										
Misc Revenues	(20,000)	0	0	0	0	0	(20,000)	0%	0	
Revenue Total	(20,000)	0	0	0	0	0	(20,000)	0%	0	
Expense										
Salaries and Benefits	662,880	0	0	16,000	0	(236,430)	442,450	-33%	(220,430)	Position reallocation to Roads
Staffing Other Direct Expenses	31,760	0	0	0	0	6,650	38,410	21%	6,650	
Contributions to Reserve	284,200	0	0	0	0	150,000	434,200	53%	150,000	Infrastructure levy allocation
Hydro/Sewer/Gas	32,600	0	0	0	0	(31,500)	1,100	-97%	(31,500)	Reallocation to Facilities
Supplies and Maintenance	150,050	0	0	0	0	178,870	328,920	119%	178,870	Chargeback from Mechanics (Fuel, Repairs)
Other Direct Costs	165,690	0	0	0	0	(146,050)	19,640	-88%	(146,050)	Reorganization to Roads (Sidewalk)
Expense Total	1,327,180	0	0	16,000	0	(78,460)	1,264,720	-5%	(62,460)	
Administration Total	**1,307,180**	**0**	**0**	**16,000**	**0**	**(78,460)**	**1,244,720**	**-5%**	**(62,460)**	
Ball Diamonds										
Revenue										
Misc Revenues	(53,000)	0	0	0	0	0	(53,000)	0%	0	
Revenue Total	(53,000)	0	0	0	0	0	(53,000)	0%	0	
Expense										
Salaries and Benefits	75,660	0	0	0	0	(20,680)	54,980	-27%	(20,680)	Reallocation to Labour Allocation
Contracted Services	29,310	0	0	0	0	(14,310)	15,000	-49%	(14,310)	Reallocation to Facilities
Hydro/Sewer/Gas	12,210	0	0	0	0	0	12,210	0%	0	
Supplies and Maintenance	26,090	0	0	0	0	(13,090)	13,000	-50%	(13,090)	
Expense Total	143,270	0	0	0	0	(48,080)	95,190	-34%	(48,080)	
Ball Diamonds Total	**90,270**	**0**	**0**	**0**	**0**	**(48,080)**	**42,190**	**-53%**	**(48,080)**	
De La Salle Park										
Revenue										
Misc Revenues	(16,000)	0	0	0	0	0	(16,000)	0%	0	
User Fees, Lease and Rental	(184,800)	0	0	0	0	0	(184,800)	0%	0	
Revenue Total	(200,800)	0	0	0	0	0	(200,800)	0%	0	
Expense										
Salaries and Benefits	50,340	0	0	0	0	(2,340)	48,000	-5%	(2,340)	
Staffing Other Direct Expenses	1,000	0	0	0	0	(1,000)	0	-100%	(1,000)	
Contracted Services	79,500	0	0	0	0	(74,500)	5,000	-94%	(74,500)	Reallocation to Grounds Maintenance
Contributions to Reserve	8,500	0	0	0	0	0	8,500	0%	0	
Hydro/Sewer/Gas	49,980	0	0	0	0	(12,000)	37,980	-24%	(12,000)	Reduced based on historical trend
Supplies and Maintenance	11,600	0	0	0	0	(8,000)	3,600	-69%	(8,000)	
Other Direct Costs	89,430	0	0	0	0	27,850	117,280	31%	27,850	Increase based on actuals
Expense Total	290,350	0	0	0	0	(69,990)	220,360	-24%	(69,990)	
De La Salle Park Total	**89,550**	**0**	**0**	**0**	**0**	**(69,990)**	**19,560**	**-78%**	**(69,990)**	

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Facilities										
Expense										
Salaries and Benefits	243,030	0	0	0	0	(121,090)	121,940	-50%	(121,090)	Reallocation to Labour Allocation
Contracted Services	92,000	0	0	0	0	16,300	108,300	18%	16,300	Reallocation from Ball Diamonds/Soccer Pitches
Contributions to Reserve	75,000	0	0	0	0	25,000	100,000	33%	25,000	Increase based on actuals
Hydro/Sewer/Gas	5,320	0	0	0	0	32,000	37,320	602%	32,000	Reallocation from Administration
Supplies and Maintenance	74,380	11,000	0	0	0	40,530	125,910	69%	51,530	Reallocation from Ball Diamonds/Garbage Collection (Furniture)
Other Direct Costs	750	0	0	0	0	0	750	0%	0	
Expense Total	490,480	11,000	0	0	0	(7,260)	494,220	1%	3,740	
Facilities Total	**490,480**	**11,000**	**0**	**0**	**0**	**(7,260)**	**494,220**	**1%**	**3,740**	
Fleet										
Expense										
Contracted Services	90,100	0	0	0	0	(90,100)	0	-100%	(90,100)	Reallocation of Repairs to Mechanics
Supplies and Maintenance	116,360	0	0	0	0	(116,360)	0	-100%	(116,360)	Reallocation of Fuel to Mechanics
Expense Total	206,460	0	0	0	0	(206,460)	0	-100%	(206,460)	
Fleet Total	**206,460**	**0**	**0**	**0**	**0**	**(206,460)**	**0**	**-100%**	**(206,460)**	
Garbage Collection										
Expense										
Salaries and Benefits	121,080	0	0	0	0	(1,180)	119,900	-1%	(1,180)	
Supplies and Maintenance	16,500	0	0	0	0	(16,500)	0	-100%	(16,500)	Reallocation to Facilities (Furniture)
Other Direct Costs	6,000	0	0	0	0	(2,500)	3,500	-42%	(2,500)	
Expense Total	143,580	0	0	0	0	(20,180)	123,400	-14%	(20,180)	
Garbage Collection Total	**143,580**	**0**	**0**	**0**	**0**	**(20,180)**	**123,400**	**-14%**	**(20,180)**	
Grounds Maintenance										
Expense										
Salaries and Benefits	164,180	0	0	0	0	34,550	198,730	21%	34,550	Reallocation from Labour Allocation
Contracted Services	20,000	0	0	0	0	106,560	126,560	533%	106,560	Reallocation from De La Salle Park / Willow Beach
Supplies and Maintenance	20,930	0	0	0	0	(7,930)	13,000	-38%	(7,930)	
Expense Total	205,110	0	0	0	0	133,180	338,290	65%	133,180	
Grounds Maintenance Total	**205,110**	**0**	**0**	**0**	**0**	**133,180**	**338,290**	**65%**	**133,180**	
Holmes Point										
Revenue										
Misc Revenues	(1,000)	0	0	0	0	0	(1,000)	0%	0	
User Fees, Lease and Rental	(48,000)	0	0	0	0	18,000	(30,000)	-38%	18,000	Reduced based actuals
Revenue Total	(49,000)	0	0	0	0	18,000	(31,000)	-37%	18,000	
Expense										
Salaries and Benefits	9,000	0	0	0	0	36,010	45,010	400%	36,010	Reallocation from Labour Allocation
Staffing Other Direct Expenses	900	0	0	0	0	(900)	0	-100%	(900)	
Contributions to Reserve	8,500	0	0	0	0	0	8,500	0%	0	
Hydro/Sewer/Gas	660	0	0	0	0	(250)	410	-38%	(250)	
Supplies and Maintenance	1,500	0	0	0	0	(500)	1,000	-33%	(500)	
Other Direct Costs	150	0	0	0	0	(150)	0	-100%	(150)	
Expense Total	20,710	0	0	0	0	34,210	54,920	165%	34,210	
Holmes Point Total	**(28,290)**	**0**	**0**	**0**	**0**	**52,210**	**23,920**	**-185%**	**52,210**	

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Keswick Skate Park										
Expense										
Salaries and Benefits	6,890	0	0	0	0	(60)	6,830	-1%	(60)	
Supplies and Maintenance	1,000	0	0	0	0	0	1,000	0%	0	
Expense Total	7,890	0	0	0	0	(60)	7,830	-1%	(60)	
Keswick Skate Park Total	**7,890**	**0**	**0**	**0**	**0**	**(60)**	**7,830**	**-1%**	**(60)**	
Labour Allocation										
Expense										
Salaries and Benefits	0	0	0	0	0	0	0		0	Reallocation
Expense Total	0	0	0	0	0	0	0		0	
Labour Allocation Total	**0**	**0**	**0**	**0**	**0**	**0**	**0**		**0**	
North Gwillimbury										
Revenue										
User Fees, Lease and Rental	(19,500)	0	0	0	0	0	(19,500)	0%	0	
Revenue Total	(19,500)	0	0	0	0	0	(19,500)	0%	0	
Expense										
Salaries and Benefits	3,500	0	0	0	0	0	3,500	0%	0	
Expense Total	3,500	0	0	0	0	0	3,500	0%	0	
North Gwillimbury Total	**(16,000)**	**0**	**0**	**0**	**0**	**0**	**(16,000)**	**0%**	**0**	
Planting Program										
Revenue										
Provision from Reserve	0	0	0	0	0	(15,000)	(15,000)		(15,000)	22-CI-RC-10 Funding allocation
Revenue Total	0	0	0	0	0	(15,000)	(15,000)		(15,000)	
Expense										
Salaries and Benefits	331,700	0	0	0	0	15,780	347,480	5%	15,780	22-CI-RC-10 Additional Staff Hours
Contracted Services	10,000	0	0	0	0	0	10,000	0%	0	
Hydro/Sewer/Gas	10,290	0	0	0	0	0	10,290	0%	0	
Supplies and Maintenance	26,300	0	0	0	0	(6,300)	20,000	-24%	(6,300)	
Other Direct Costs	51,500	0	0	0	0	0	51,500	0%	0	
Expense Total	429,790	0	0	0	0	9,480	439,270	2%	9,480	
Planting Program Total	**429,790**	**0**	**0**	**0**	**0**	**(5,520)**	**424,270**	**-1%**	**(5,520)**	
Playgrounds										
Expense										
Salaries and Benefits	14,260	0	0	0	0	(1,590)	12,670	-11%	(1,590)	
Contracted Services	5,000	0	0	0	0	2,500	7,500	50%	2,500	
Contributions to Reserve	60,000	0	0	0	0	0	60,000	0%	0	
Hydro/Sewer/Gas	14,860	0	0	0	0	0	14,860	0%	0	
Supplies and Maintenance	14,000	0	0	0	0	(1,000)	13,000	-7%	(1,000)	
Expense Total	108,120	0	0	0	0	(90)	108,030	0%	(90)	
Playgrounds Total	**108,120**	**0**	**0**	**0**	**0**	**(90)**	**108,030**	**0%**	**(90)**	
Snow Removal										
Expense										
Salaries and Benefits	202,560	0	0	0	0	(15,060)	187,500	-7%	(15,060)	Reallocation to Labour Allocation
Contracted Services	16,000	0	0	0	0	(8,000)	8,000	-50%	(8,000)	
Supplies and Maintenance	3,000	0	0	0	0	(3,000)	0	-100%	(3,000)	
Expense Total	221,560	0	0	0	0	(26,060)	195,500	-12%	(26,060)	
Snow Removal Total	**221,560**	**0**	**0**	**0**	**0**	**(26,060)**	**195,500**	**-12%**	**(26,060)**	
Soccer Pitches										

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Revenue										
Misc Revenues	(42,000)	0	0	0	0	0	(42,000)	0%	0	
Revenue Total	(42,000)	0	0	0	0	0	(42,000)	0%	0	
Expense										
Salaries and Benefits	19,090	0	0	0	0	(6,290)	12,800	-33%	(6,290)	
Contracted Services	24,800	0	0	0	0	(15,990)	8,810	-64%	(15,990)	Reallocation to Facilities
Hydro/Sewer/Gas	15,540	0	0	0	0	0	15,540	0%	0	
Supplies and Maintenance	39,700	0	0	0	0	(5,700)	34,000	-14%	(5,700)	
Expense Total	99,130	0	0	0	0	(27,980)	71,150	-28%	(27,980)	
Soccer Pitches Total	**57,130**	**0**	**0**	**0**	**0**	**(27,980)**	**29,150**	**-49%**	**(27,980)**	
Urban Forestry										
Expense										
Contracted Services	540,000	0	0	0	0	(540,000)	0	-100%	(540,000)	Reorganization to Roads & EAB program removal from operating budget
Supplies and Maintenance	2,500	0	0	0	0	(2,500)	0	-100%	(2,500)	
Expense Total	542,500	0	0	0	0	(542,500)	0	-100%	(542,500)	
Urban Forestry Total	**542,500**	**0**	**0**	**0**	**0**	**(542,500)**	**0**	**-100%**	**(542,500)**	
Wharves										
Revenue										
Misc Revenues	(3,100)	0	0	0	0	0	(3,100)	0%	0	
User Fees, Lease and Rental	(10,000)	0	0	0	0	0	(10,000)	0%	0	
Revenue Total	(13,100)	0	0	0	0	0	(13,100)	0%	0	
Expense										
Salaries and Benefits	2,500	0	0	0	0	0	2,500	0%	0	
Hydro/Sewer/Gas	770	0	0	0	0	(350)	420	-45%	(350)	
Other Direct Costs	150	0	0	0	0	0	150	0%	0	
Expense Total	3,420	0	0	0	0	(350)	3,070	-10%	(350)	
Wharves Total	**(9,680)**	**0**	**0**	**0**	**0**	**(350)**	**(10,030)**	**4%**	**(350)**	
Willow Beach										
Revenue										
User Fees, Lease and Rental	(150,000)	0	0	0	0	0	(150,000)	0%	0	
Revenue Total	(150,000)	0	0	0	0	0	(150,000)	0%	0	
Expense										
Salaries and Benefits	12,150	0	0	0	0	32,830	44,980	270%	32,830	Reallocation from Labour Allocation
Staffing Other Direct Expenses	4,000	0	0	0	0	(4,000)	0	-100%	(4,000)	
Contracted Services	32,060	0	0	0	0	(27,060)	5,000	-84%	(27,060)	Reallocation to Grounds Maintenance
Contributions to Reserve	8,000	0	0	0	0	0	8,000	0%	0	
Hydro/Sewer/Gas	2,400	0	0	0	0	1,000	3,400	42%	1,000	
Supplies and Maintenance	1,800	0	0	0	0	(1,300)	500	-72%	(1,300)	
Other Direct Costs	250	0	0	0	0	(250)	0	-100%	(250)	
Expense Total	60,660	0	0	0	0	1,220	61,880	2%	1,220	
Willow Beach Total	**(89,340)**	**0**	**0**	**0**	**0**	**1,220**	**(88,120)**	**-1%**	**1,220**	
Willow Wharf										
Revenue										
User Fees, Lease and Rental	(9,000)	0	0	0	0	0	(9,000)	0%	0	
Revenue Total	(9,000)	0	0	0	0	0	(9,000)	0%	0	
Willow Wharf Total	**(9,000)**	**0**	**0**	**0**	**0**	**0**	**(9,000)**	**0%**	**0**	
Grand Total	**3,750,980**	**11,000**	**0**	**16,000**	**0**	**(851,050)**	**2,926,930**	**-22%**	**(824,050)**	

2022 OPERATING BUDGET

Community Services - Cemeteries - Budget Summary

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE
Cemeteries - Baldwin	4,000	0	0	0	0	0	4,000	0%	0
Cemeteries - Cooke's	6,300	0	0	0	0	0	6,300	0%	0
Cemeteries - Johnson's	1,180	0	0	0	0	0	1,180	0%	0
Cemeteries - Keswick	6,730	0	0	0	0	(13,000)	(6,270)	-193%	(13,000)
Cemeteries - Sheppard's	1,250	0	0	0	0	0	1,250	0%	0
Cemeteries - Mann	0	0	0	0	0	13,000	13,000		13,000
Grand Total	**19,460**	**0**	**0**	**0**	**0**	**0**	**19,460**	**0%**	**0**

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Cemeteries - Baldwin										
Expense										
Contracted Services	4,000	0	0	0	0	0	4,000	0%	0	
Expense Total	4,000	0	0	0	0	0	4,000	0%	0	
Cemeteries - Baldwin Total	**4,000**	**0**	**0**	**0**	**0**	**0**	**4,000**	**0%**	**0**	
Cemeteries - Cooke's										
Expense										
Salaries and Benefits	1,000	0	0	0	0	0	1,000	0%	0	
Contracted Services	4,300	0	0	0	0	0	4,300	0%	0	
Donations & Grants	1,000	0	0	0	0	0	1,000	0%	0	
Expense Total	6,300	0	0	0	0	0	6,300	0%	0	
Cemeteries - Cooke's Total	**6,300**	**0**	**0**	**0**	**0**	**0**	**6,300**	**0%**	**0**	
Cemeteries - Johnson's										
Revenue										
Misc Revenues	(20)	0	0	0	0	0	(20)	0%	0	
Revenue Total	(20)	0	0	0	0	0	(20)	0%	0	
Expense										
Contracted Services	1,200	0	0	0	0	0	1,200	0%	0	
Expense Total	1,200	0	0	0	0	0	1,200	0%	0	
Cemeteries - Johnson's Total	**1,180**	**0**	**0**	**0**	**0**	**0**	**1,180**	**0%**	**0**	
Cemeteries - Keswick										
Revenue										
Misc Revenues	(16,020)	0	0	0	0	(4,000)	(20,020)	25%	(4,000)	
User Fees, Lease and Rental	(13,000)	0	0	0	0	(9,000)	(22,000)	69%	(9,000)	
Revenue Total	(29,020)	0	0	0	0	(13,000)	(42,020)	45%	(13,000)	
Expense										
Salaries and Benefits	2,900	0	0	0	0	0	2,900	0%	0	
Contracted Services	23,000	0	0	0	0	0	23,000	0%	0	
Contributions to Reserve	6,800	0	0	0	0	0	6,800	0%	0	
Supplies and Maintenance	2,000	0	0	0	0	0	2,000	0%	0	
Other Direct Costs	1,050	0	0	0	0	0	1,050	0%	0	
Expense Total	35,750	0	0	0	0	0	35,750	0%	0	
Cemeteries - Keswick Total	**6,730**	**0**	**0**	**0**	**0**	**(13,000)**	**(6,270)**	**-193%**	**(13,000)**	
Cemeteries - Sheppard's										
Expense										
Contracted Services	1,250	0	0	0	0	0	1,250	0%	0	
Expense Total	1,250	0	0	0	0	0	1,250	0%	0	
Cemeteries - Sheppard's Total	**1,250**	**0**	**0**	**0**	**0**	**0**	**1,250**	**0%**	**0**	
Cemeteries - Mann										
Expense										
Contracted Services	0	0	0	0	0	13,000	13,000		13,000	Increase based on actuals
Expense Total	0	0	0	0	0	13,000	13,000		13,000	
Cemeteries - Mann Total	**0**	**0**	**0**	**0**	**0**	**13,000**	**13,000**		**13,000**	
Grand Total	**19,460**	**0**	**0**	**0**	**0**	**0**	**19,460**	**0%**	**0**	

Community Services Department
Client and Cultural Services Division

The Client and Cultural Services Division is committed to delivering arts and cultural services through the Georgina Pioneer Village and Archives, the Link and the Stephen Leacock Theatre of Performing Arts, and supports arts programming offered by the Georgina Centre for Arts and Culture. Staff also administer the registration and facility booking software to ensure that 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.

28,691 Link Visitors/ Participants (4,000 virtual)

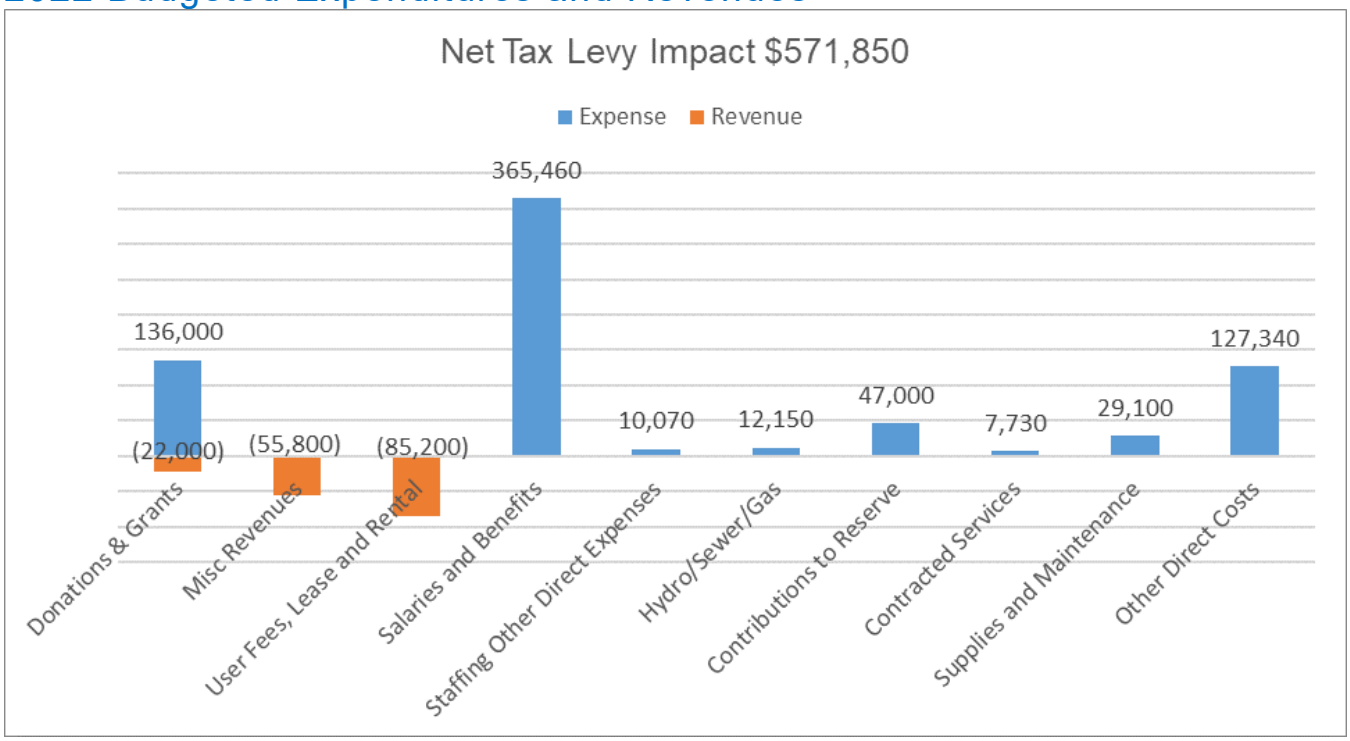
1,800 Georgina Pioneer Village student hours

300 Stephen Leacock Theatre survey responses

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, and the non-profit community
- Special events, camps, and education programs
- Theatre and film programming
- Theatre and Concert Experiences
- Recreation and Culture Client Services
- Youth and adult sport engagement and facility rental

2022 Budgeted Expenditures and Revenues



2021 Accomplishments

- Full tenancy at the Link
- Upgraded and trained staff on New ActiveNet Facility Booking Module
- Upgraded records software, new outdoor interpretative signage and building maintenance upgrades at the Georgina Pioneer Village and Archives
- Review and update of Municipal Cultural Plan
- Supported the Facilities Division with re-construction of Schoolhouse at Georgina Pioneer Village
- Re-opening of recreation and culture facilities (Q3 2021)

Key Projects for 2022

- Continue to increase participation and promote events and camp at the Georgina Pioneer Village and Archives, the Stephen Leacock Theatre for Performing Arts and the Link.
- Re-introduce and promote current and new Special Event opportunities.
- Continue to foster community relationships, explore collaboration and valuable 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.

2022 OPERATING BUDGET

Community Services - Culture - Budget Summary

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE
Georgina Arts Council	110,000	0	0	0	0	0	110,000	0%	0
Georgina Military Museum	26,000	0	0	0	0	(2,000)	24,000	-8%	(2,000)
Pioneer Village	307,920	0	0	8,550	0	4,000	320,470	4%	12,550
Stephen Leacock Theatre	106,540	0	0	8,840	0	2,000	117,380	10%	10,840
Grand Total	**550,460**	**0**	**0**	**17,390**	**0**	**4,000**	**571,850**	**4%**	**21,390**

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Georgina Arts Council										
Expense										
Donations & Grants	110,000	0	0	0	0	0	110,000	0%	0	
Expense Total	110,000	0	0	0	0	0	110,000	0%	0	
Georgina Arts Council Total	**110,000**	**0**	**0**	**0**	**0**	**0**	**110,000**	**0%**	**0**	
Georgina Military Museum										
Expense										
Donations & Grants	26,000	0	0	0	0	(2,000)	24,000	-8%	(2,000)	
Expense Total	26,000	0	0	0	0	(2,000)	24,000	-8%	(2,000)	
Georgina Military Museum Total	**26,000**	**0**	**0**	**0**	**0**	**(2,000)**	**24,000**	**-8%**	**(2,000)**	
Pioneer Village										
Revenue										
Misc Revenues	(2,500)	0	0	0	0	0	(2,500)	0%	0	
Donations & Grants	(22,000)	0	0	0	0	0	(22,000)	0%	0	
User Fees, Lease and Rental	(26,200)	0	0	0	0	4,000	(22,200)	-15%	4,000	
Revenue Total	(50,700)	0	0	0	0	4,000	(46,700)	-8%	4,000	
Expense										
Salaries and Benefits	254,500	0	0	8,550	0	0	263,050	3%	8,550	
Staffing Other Direct Expenses	5,070	0	0	0	0	0	5,070	0%	0	
Contracted Services	5,000	0	0	0	0	0	5,000	0%	0	
Contributions to Reserve	20,000	0	0	0	0	0	20,000	0%	0	
Hydro/Sewer/Gas	9,000	0	0	0	0	0	9,000	0%	0	
Supplies and Maintenance	15,300	0	0	0	0	0	15,300	0%	0	
Other Direct Costs	49,750	0	0	0	0	0	49,750	0%	0	
Expense Total	358,620	0	0	8,550	0	0	367,170	2%	8,550	
Pioneer Village Total	**307,920**	**0**	**0**	**8,550**	**0**	**4,000**	**320,470**	**4%**	**12,550**	
Stephen Leacock Theatre										
Revenue										
Misc Revenues	(43,300)	0	0	0	0	(10,000)	(53,300)	23%	(10,000)	Increased based on actuals
User Fees, Lease and Rental	(63,000)	0	0	0	0	0	(63,000)	0%	0	
Revenue Total	(106,300)	0	0	0	0	(10,000)	(116,300)	9%	(10,000)	
Expense										
Salaries and Benefits	93,570	0	0	8,840	0	0	102,410	9%	8,840	
Staffing Other Direct Expenses	5,000	0	0	0	0	0	5,000	0%	0	
Contracted Services	2,730	0	0	0	0	0	2,730	0%	0	
Contributions to Reserve	27,000	0	0	0	0	0	27,000	0%	0	
Hydro/Sewer/Gas	3,150	0	0	0	0	0	3,150	0%	0	
Supplies and Maintenance	13,800	0	0	0	0	0	13,800	0%	0	
Other Direct Costs	67,590	0	0	0	0	12,000	79,590	18%	12,000	Increased based on actuals
Expense Total	212,840	0	0	8,840	0	12,000	233,680	10%	20,840	
Stephen Leacock Theatre Total	**106,540**	**0**	**0**	**8,840**	**0**	**2,000**	**117,380**	**10%**	**10,840**	
Grand Total	**550,460**	**0**	**0**	**17,390**	**0**	**4,000**	**571,850**	**4%**	**21,390**	

Fire and Rescue Services

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

40 – Career firefighters

1 – Fire training officer

3 – Fire prevention staff

60 – Volunteer firefighters

Fire and Rescue Services is based on three lines of defence:

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

Services provided by Fire and Rescue Services include:

- Emergency management
- Fire suppression
- Fire investigation
- Gas leak and spill responses
- Hazardous material responses
- Public hazard responses
- Fire alarm responses
- Ice/water rescue responses
- Medical aid responses
- Motor vehicle accident responses
- Mutual aid responses
- Public education
- Public service responses

2021 Success Story

Fire Prevention response to COVID-19

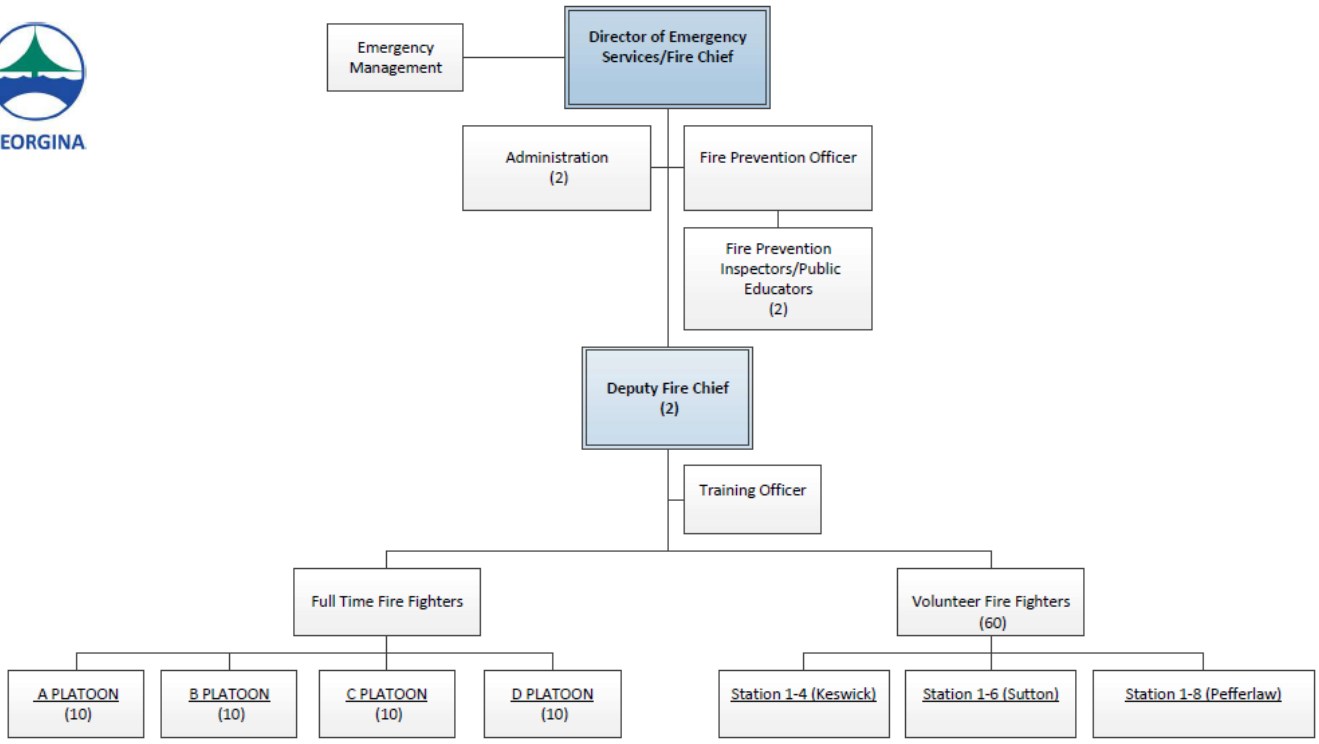




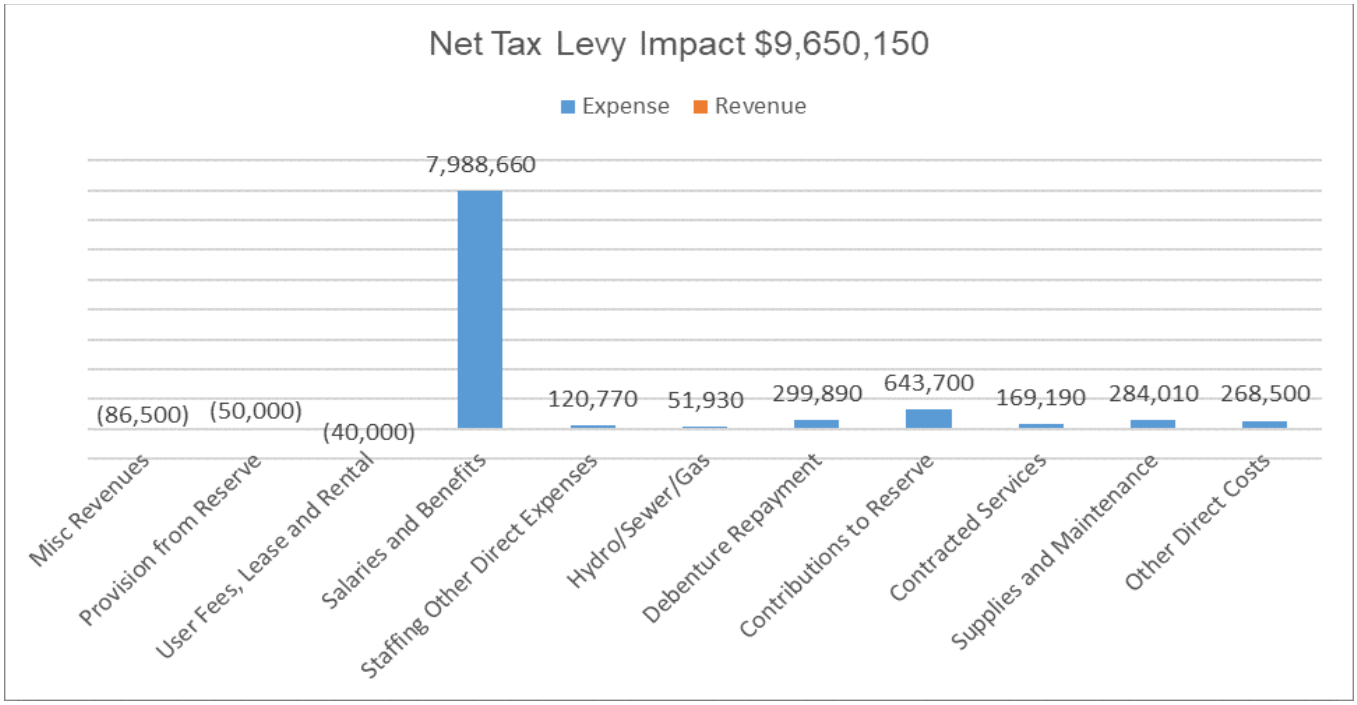
The COVID-19 pandemic presented Georgina Fire and Rescue Services with many challenges and in return, provided an opportunity to think outside the box. Fire Prevention rose to the challenge by introducing a number of online and innovative ways to stay connected to the community.

On March 11, 2020, the World Health Organization declared a global outbreak of the COVID-19 pandemic. In response, the Town's Emergency Operations Centre (EOC) was activated on March 13. Georgina Fire and Rescue Services has the responsibility of administering and managing the Town's Emergency Response Plan. The role of the Town's Community Emergency Management Coordinator is the responsibility of the Chief Fire Official. On March 19, the Town, through the EOC, issued a declaration of emergency to reinforce the need that Ontarians follow the advice of Ontario Public Health. The CEMC has worked closely in aligning our response with our emergency services partners and in collaboration with York Region Public Health. The EOC remained active and engaged, having met with members of the EOC Working and Control Groups more than 256 times. The Town of Georgina's Declaration of Emergency was terminated effective Monday, Oct. 4, 2021 at 12:01 a.m. Town staff will continue to monitor the ongoing pandemic and take action as required to ensure continuity of critical services and the safety of all residents.

Organizational Chart



2022 Budgeted Expenditures and Revenues



2021 Accomplishments

- Completion of the Pefferlaw Fire Hall – Station 1-8

Major Operating Drivers

- Master Fire Plan recommendations and Fire Underwriters Survey
- Increase in population and traffic flow accessing Highway 404
- COVID-19 Medical Emergency Pandemic
- National Fire Protection Association (NFPA) requirements for training volunteer and career suppression staff

Major Initiatives Planned for 2022

- Hiring of a second Deputy Fire Chief
- Continued certification of suppression and fire prevention staff
- Development of Community Risk Assessment Plan
- Replacement of Tanker E182

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Emergency Management										
Expense										
Staffing Other Direct Expense	0	0	0	0	0	9,000	9,000		9,000	
Contracted Services	17,730	0	0	3,960	0	0	21,690	22%	3,960	
Supplies and Maintenance	1,880	0	0	0	0	0	1,880	0%	0	
Other Direct Costs	1,000	0	0	0	0	(1,000)	0	-100%	(1,000)	
Expense Total	20,610	0	0	3,960	0	8,000	32,570	58%	11,960	
Emergency Management Total	**20,610**	**0**	**0**	**3,960**	**0**	**8,000**	**32,570**	**58%**	**11,960**	
Fire Prevention										
Expense										
Salaries and Benefits	427,380	169,000	0	(28,460)	0	(2,000)	565,920	32%	138,540	22-SI-OI-01 Deputy Fire Chief
Staffing Other Direct Expense	5,500	0	0	0	0	0	5,500	0%	0	
Supplies and Maintenance	17,200	0	0	0	0	0	17,200	0%	0	
Expense Total	450,080	169,000	0	(28,460)	0	(2,000)	588,620	31%	138,540	
Fire Prevention Total	**450,080**	**169,000**	**0**	**(28,460)**	**0**	**(2,000)**	**588,620**	**31%**	**138,540**	
Firefighting Force										
Revenue										
Misc Revenues	(83,500)	0	0	(3,000)	0	0	(86,500)	4%	(3,000)	
Provision from Reserve	(50,000)	0	0	0	0	0	(50,000)	0%	0	
User Fees, Lease and Rental	(40,000)	0	0	0	0	0	(40,000)	0%	0	
Revenue Total	(173,500)	0	0	(3,000)	0	0	(176,500)	2%	(3,000)	
Expense										
Salaries and Benefits	6,842,040	0	50,000	405,060	0	(40,000)	7,257,100	6%	415,060	Step increases & salary increases per agreement & 22-OI-FS-01 Additional Overtime - Suppression
Staffing Other Direct Expense	28,300	0	0	0	0	0	28,300	0%	0	
Contributions to Reserve	114,000	0	0	0	0	0	114,000	0%	0	
Supplies and Maintenance	114,430	0	0	0	0	1,200	115,630	1%	1,200	
Other Direct Costs	267,220	0	0	1,280	0	0	268,500	0%	1,280	
Expense Total	7,365,990	0	50,000	406,340	0	(38,800)	7,783,530	6%	417,540	
Firefighting Force Total	**7,192,490**	**0**	**50,000**	**403,340**	**0**	**(38,800)**	**7,607,030**	**6%**	**414,540**	
Fleet										
Expense										
Contracted Services	147,500	0	0	0	0	0	147,500	0%	0	
Contributions to Reserve	529,700	0	0	0	0	0	529,700	0%	0	
Supplies and Maintenance	76,900	0	0	0	0	(900)	76,000	-1%	(900)	
Expense Total	754,100	0	0	0	0	(900)	753,200	0%	(900)	
Fleet Total	**754,100**	**0**	**0**	**0**	**0**	**(900)**	**753,200**	**0%**	**(900)**	
Keswick Fire Hall										
Expense										
Staffing Other Direct Expense	6,000	0	0	9,000	0	0	15,000	150%	9,000	
Hydro/Sewer/Gas	31,390	0	0	0	0	(1,500)	29,890	-5%	(1,500)	
Supplies and Maintenance	30,000	0	0	0	0	10,000	40,000	33%	10,000	Increase based on historical trend
Expense Total	67,390	0	0	9,000	0	8,500	84,890	26%	17,500	
Keswick Fire Hall Total	**67,390**	**0**	**0**	**9,000**	**0**	**8,500**	**84,890**	**26%**	**17,500**	

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Pefferlaw Fire Hall										
Expense										
Staffing Other Direct Expense	2,060	0	0	0	0	0	2,060	0%	0	
Debenture Repayment	207,360	0	0	0	92,530	0	299,890	45%	92,530	Increase based on debenture schedule
Hydro/Sewer/Gas	6,730	0	0	0	0	(660)	6,070	-10%	(660)	
Supplies and Maintenance	5,000	0	0	0	0	0	5,000	0%	0	
Expense Total	221,150	0	0	0	92,530	(660)	313,020	42%	91,870	
Pefferlaw Fire Hall Total	**221,150**	**0**	**0**	**0**	**92,530**	**(660)**	**313,020**	**42%**	**91,870**	
Sutton Fire Hall										
Expense										
Staffing Other Direct Expense	3,510	0	0	0	0	0	3,510	0%	0	
Hydro/Sewer/Gas	15,970	0	0	0	0	0	15,970	0%	0	
Supplies and Maintenance	10,300	0	0	0	0	10,000	20,300	97%	10,000	Increase based on historical trend
Expense Total	29,780	0	0	0	0	10,000	39,780	34%	10,000	
Sutton Fire Hall Total	**29,780**	**0**	**0**	**0**	**0**	**10,000**	**39,780**	**34%**	**10,000**	
Training Officer										
Expense										
Salaries and Benefits	161,090	0	0	4,550	0	0	165,640	3%	4,550	
Staffing Other Direct Expense	57,400	0	0	0	0	0	57,400	0%	0	
Supplies and Maintenance	8,000	0	0	0	0	0	8,000	0%	0	
Expense Total	226,490	0	0	4,550	0	0	231,040	2%	4,550	
Training Officer Total	**226,490**	**0**	**0**	**4,550**	**0**	**0**	**231,040**	**2%**	**4,550**	
Grand Total	**8,962,090**	**169,000**	**50,000**	**392,390**	**92,530**	**(15,860)**	**9,650,150**	**8%**	**688,060**	

Development Services

The Development Services Department promotes well managed growth and economic development and tourism through strategic land-use planning activities and marketing efforts. This Department processes and make recommendations to Council on various applications for residential, commercial, industrial and institutional development proposals; and 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.

2021 Success Story

The COVID-19 pandemic has continued to affect the way in which services are delivered to the community and the need for additional resources to support business recovery. The Economic Recovery Team has continued to support the implementation of existing and enhanced grant programs to support new investment, entrepreneurship, and existing business operators. Fourteen businesses continue to take advantage of the temporary patio program to help maintain income during dining restrictions. The Planning Division has prepared an amendment to the Zoning By-law to incorporate new zoning provisions respecting the establishment of temporary and permanent outdoor dining and patios. The Economic Recovery Team has expanded grant programs to increase the financial support for new investment and economic recovery.

The new Business Bounce Back Program was launched in June 2021 in partnership with York University's YSPACE and East Gwillimbury to provide free entrepreneurial training programs. These programs are focused on businesses or individuals in the tourism industry who are looking to upgrade employment skills or enhance business operations due to COVID.



DEVELOPMENT SERVICES

Over the past year, the Building Division has completed a review and update of the Building Permit and Fees By-law, and has developed an online portal for building permit applications.

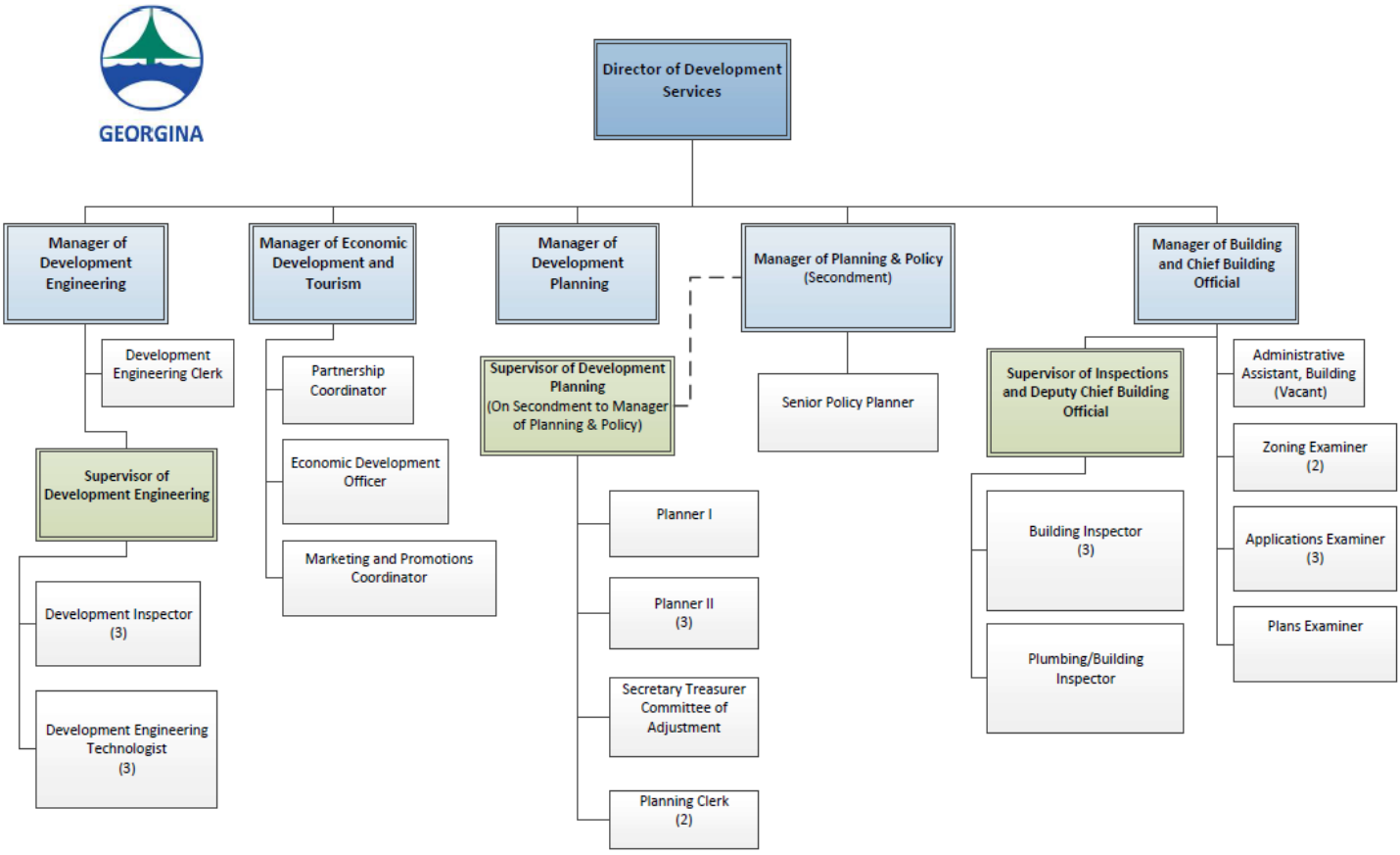
The Development Engineering Division has implemented a new online permitting program for site alteration permits that will be in place for the start of 2022. It has also completed the Sanitary Sewer Master Plan and was part of the inter-departmental staff team overseeing the construction of the Connell Booster Pumping Station together with the major re-construction of Church Street in Keswick.

The Planning Policy Division, along with a retained consultant, will be completing the final draft of the new Keswick Secondary Plan in the fall of 2021 and presenting the plan to Council for approval early in 2022. The plan will then be sent to the Regional Municipality of York for final approval. The Planning Policy Division has also started Phase I of a two-phased comprehensive review of the Town's Zoning By-law. Phase I will review the zoning of lands within the rural countryside area – this area includes all lands located outside of settlement areas. This is to ensure the mapping, permitted uses and regulations in the zoning by-law are updated to meet the standards established to protect environmental areas, and ensure the integrity of agricultural and rural areas as set out in the Town's Official Plan.

The Development Planning Division has had an increased focus on the Keswick Business Park with the announcement that an international trucking company has chosen Georgina as its new home and will be submitting development applications for a property located in the southerly portion of the business park. A second announcement of a major development company purchasing the northerly portion of the business park and submitting development applications, is a strong indication Georgina is on the radar for investment and will continue to be a consideration for businesses considering a relocation. The division also administered the applications necessary for the approval of a major senior's development in Keswick.

The closure of the Civic Centre to members of the public continues to result in refinements to the online application process to encourage electronic submission, improve processing timelines and offer enhanced self-serve options.

Organizational Chart



Divisions

- Building Division
- Development Engineering Division
- Economic Development and Tourism Development Division
- Development Planning Division
- Policy Planning Division

Major Operating Drivers

- Continue active participation in the review and update of the York Region Official Plan
- Continue compliance with all legislative requirements under the Ontario Building Code, Bill 108, the Planning Act, the Municipal Act, and other related regulations, by-laws and administrative policies
- Monitor and assess the implementation of online applications in order to enhance customer service and improve processing timelines
- Continue to build awareness of Georgina as a place to invest
- Continue to dedicate additional resources to support economic and tourism recovery
- Supporting community organizations with projects that align with the Corporate Strategic Plan and Departmental Business Plan (Ontario Water Centre (ClearWater Farm), Chamber of Commerce (Shop Local)

Major Initiatives Planned for 2022

- Continue to develop partnerships that would leverage the investment in YorkNet's Fibre Infrastructure
- Continue with the Conformity Review and Update of Zoning By-law 500
- Continuation of efforts to merge and expand the Sutton and Jackson's Point Business Improvement Areas (BIA) and revitalize the BIA Boards of Management
- Continuation of Economic Recovery Initiatives
- Update of the Town's Development Design Criteria
- Leverage the success of the Business Bounce Back Program and establish a business incubator/accelerator as a two-year pilot project

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Administration										
Expense										
Salaries and Benefits	287,840	0	0	0	0	(80,140)	207,700	-28%	(80,140)	Position reallocation to Roads
Staffing Other Direct Expenses	4,860	0	0	0	0	(500)	4,360	-10%	(500)	
Other Direct Costs	900	0	0	0	0	0	900	0%	0	
Expense Total	293,600	0	0	0	0	(80,640)	212,960	-27%	(80,640)	
Administration Total	**293,600**	**0**	**0**	**0**	**0**	**(80,640)**	**212,960**	**-27%**	**(80,640)**	
Grand Total	**293,600**	**0**	**0**	**0**	**0**	**(80,640)**	**212,960**	**-27%**	**(80,640)**	

Development Services – **Building Division**

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

Services provided by the Building Division include:

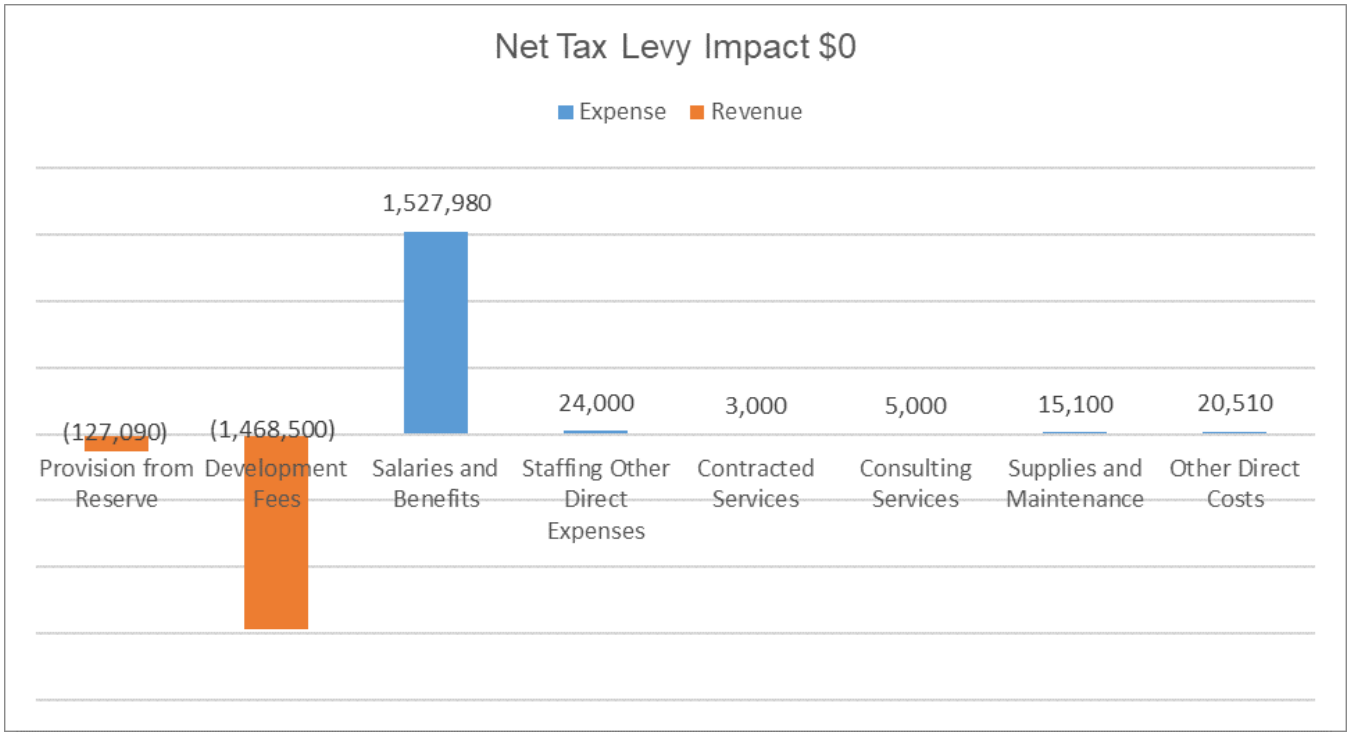
- Construction and demolition permit applications and inspections
- Inspections related to the Backflow and Cross Connection Control By-law
- Investigations relating to illegal construction and demolition
- Pool enclosure permit applications and inspections

$156.7 million – Construction value of building permits issued (January through June)

4399 – Building permit inspections completed (January through June)

474 – Number of building permits issued (January through June)

2022 Budgeted Expenditures and Revenues



2021 Accomplishments

- Introduced updated fees related to division service delivery.
- Determined requirements for an online application portal.
- Inspected properties subject to the Septic Maintenance Inspection Program to minimize risk to the waters of Lake Simcoe.

Key Projects for 2022

- Implementation of online application portal.
- Develop additional step-by-step instructional/guidance videos related to permit application and inspection processes.
- Inspect major Town projects such as the Multi-use Recreation Complex.
- Inspect the construction of new homes in six large subdivision projects including:
    - Hedge Road Landing development (Jackson's Point/Sutton)
    - Simcoe Landing – Phase 9 subdivision (south Keswick)
    - Treasure Hill subdivisions (north Keswick)
    - Delpark (Sutton)
    - Ainsley Hill (Sutton)
    - Ballymore Glenwoods (Keswick)

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Administration										
Revenue										
Development Fees	(1,165,500)	0	0	0	0	(303,000)	(1,468,500)	26%	(303,000)	Increase based on new development
Provision from Reserve	(501,590)	0	0	0	0	374,500	(127,090)	-75%	374,500	Reduction (offset) for development
Revenue Total	(1,667,090)	0	0	0	0	71,500	(1,595,590)	-4%	71,500	
Expense										
Salaries and Benefits	1,599,650	0	0	(5,720)	0	(65,950)	1,527,980	-4%	(71,670)	Temporary reduction based on forecasted staffing requirements
Staffing Other Direct Expenses	24,000	0	0	0	0	0	24,000	0%	0	
Consulting Services	5,000	0	0	0	0	0	5,000	0%	0	
Contracted Services	3,000	0	0	0	0	0	3,000	0%	0	
Supplies and Maintenance	5,500	0	0	0	0	0	5,500	0%	0	
Other Direct Costs	13,500	0	0	0	0	0	13,500	0%	0	
Expense Total	1,650,650	0	0	(5,720)	0	(65,950)	1,578,980	-4%	(71,670)	
Administration Total	**(16,440)**	**0**	**0**	**(5,720)**	**0**	**5,550**	**(16,610)**	**1%**	**(170)**	
Fleet										
Expense										
Supplies and Maintenance	10,000	0	0	0	0	(400)	9,600	-4%	(400)	
Other Direct Costs	6,440	0	0	0	0	570	7,010	9%	570	
Expense Total	16,440	0	0	0	0	170	16,610	1%	170	
Fleet Total	**16,440**	**0**	**0**	**0**	**0**	**170**	**16,610**	**1%**	**170**	
Grand Total	**0**	**0**	**0**	**(5,720)**	**0**	**5,720**	**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, as well as the administration of the Town's Site Alteration By-law. It 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.

1.6 kilometres – New roads and underground infrastructure

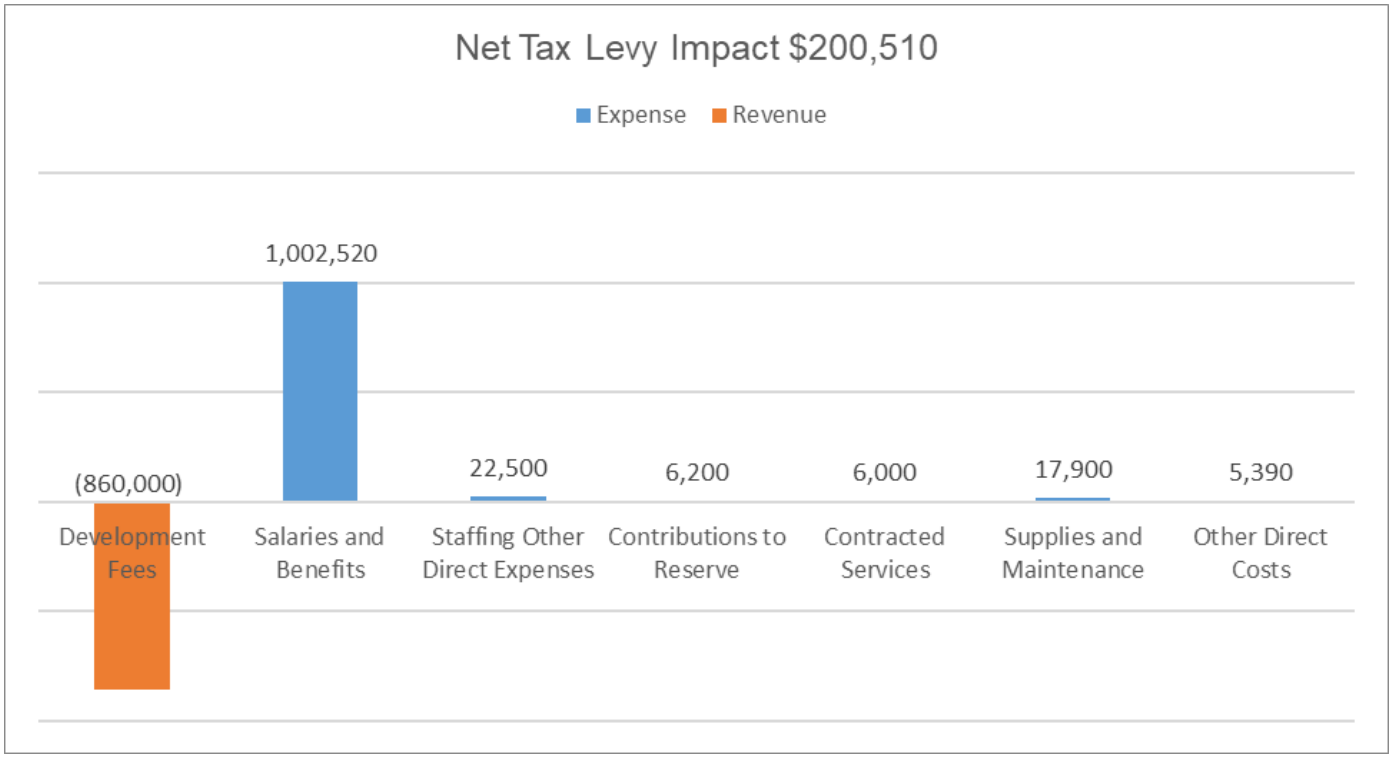
$1.2 million – New infrastructure

65 – New site-alteration permits

Services provided by the Development Engineering Division include:

- Construction inspection
- Plan of subdivision/condominium
- Site-alteration permits
- Site-plan approval

2022 Budgeted Expenditures and Revenues



2021 Accomplishments

- Created Sanitary Sewer Model and Master Plan
- Collaborated with developers to replace the Wexford Booster Station with the new Connell Booster Station that addresses new development needs and existing water pressure concerns
- Processed numerous minor and major site plan applications
- Reviewed and approved infrastructure for numerous subdivisions, condominiums and site plans

Key Projects for 2022

- Review the Site Alteration Permit By-law and Process
- Implement e-permitting for site-alteration permits through online portal
- Review and update the Development Engineering Design Criteria

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Administration										
Revenue										
Development Fees	(810,000)	0	0	0	0	(50,000)	(860,000)	6%	(50,000)	Increase based on historical trend
Revenue Total	(810,000)	0	0	0	0	(50,000)	(860,000)	6%	(50,000)	
Expense										
Salaries and Benefits	987,440	0	0	15,080	0	0	1,002,520	2%	15,080	Step increases
Staffing Other Direct Expense	23,500	0	0	0	0	(1,000)	22,500	-4%	(1,000)	
Contracted Services	6,000	0	0	0	0	0	6,000	0%	0	
Supplies and Maintenance	8,000	0	0	0	0	0	8,000	0%	0	
Other Direct Costs	2,000	0	0	0	0	(200)	1,800	-10%	(200)	
Expense Total	1,026,940	0	0	15,080	0	(1,200)	1,040,820	1%	13,880	
Administration Total	**216,940**	**0**	**0**	**15,080**	**0**	**(51,200)**	**180,820**	**-17%**	**(36,120)**	
Fleet										
Expense										
Contracted Services	200	0	0	0	0	(200)	0	-100%	(200)	
Contributions to Reserve	6,200	0	0	0	0	0	6,200	0%	0	
Supplies and Maintenance	9,500	0	0	0	0	400	9,900	4%	400	
Other Direct Costs	3,590	0	0	0	0	0	3,590	0%	0	
Expense Total	19,490	0	0	0	0	200	19,690	1%	200	
Fleet Total	**19,490**	**0**	**0**	**0**	**0**	**200**	**19,690**	**1%**	**200**	
Grand Total	**236,430**	**0**	**0**	**15,080**	**0**	**(51,000)**	**200,510**	**-15%**	**(35,920)**	

Development Services – **Economic Development and Tourism Division**

The Economic Development and Tourism Division is dedicated to helping facilitate economic growth and prosperity. The division, together with the corporation, is working to support job creation by strengthening relationships with community organizations and agencies, and helping to build capacity within the existing business community. The division is committed to providing clients with the assistance they need to navigate the Town's development application approval processes and advising them of the resources available to support local business development. Job creation and an increase in the non-residential tax base continues to be a focus as we begin to process development applications within the Keswick Business Park. Staff are aware of the significant impact COVID-19 has had on the business community, and are continuing to evolve existing, and create new programs to support business recovery for all sectors, and collaborate with our community partners. Leveraging the efforts of all external partners will be necessary as we continue to support business recovery efforts in our community and attract new investment.

Jan – Sept 2021

83 business and organizations supported through grants and programs

$36,132 provided to 16 businesses, organizations and organizers through grants

196,154 people reached through social media channels

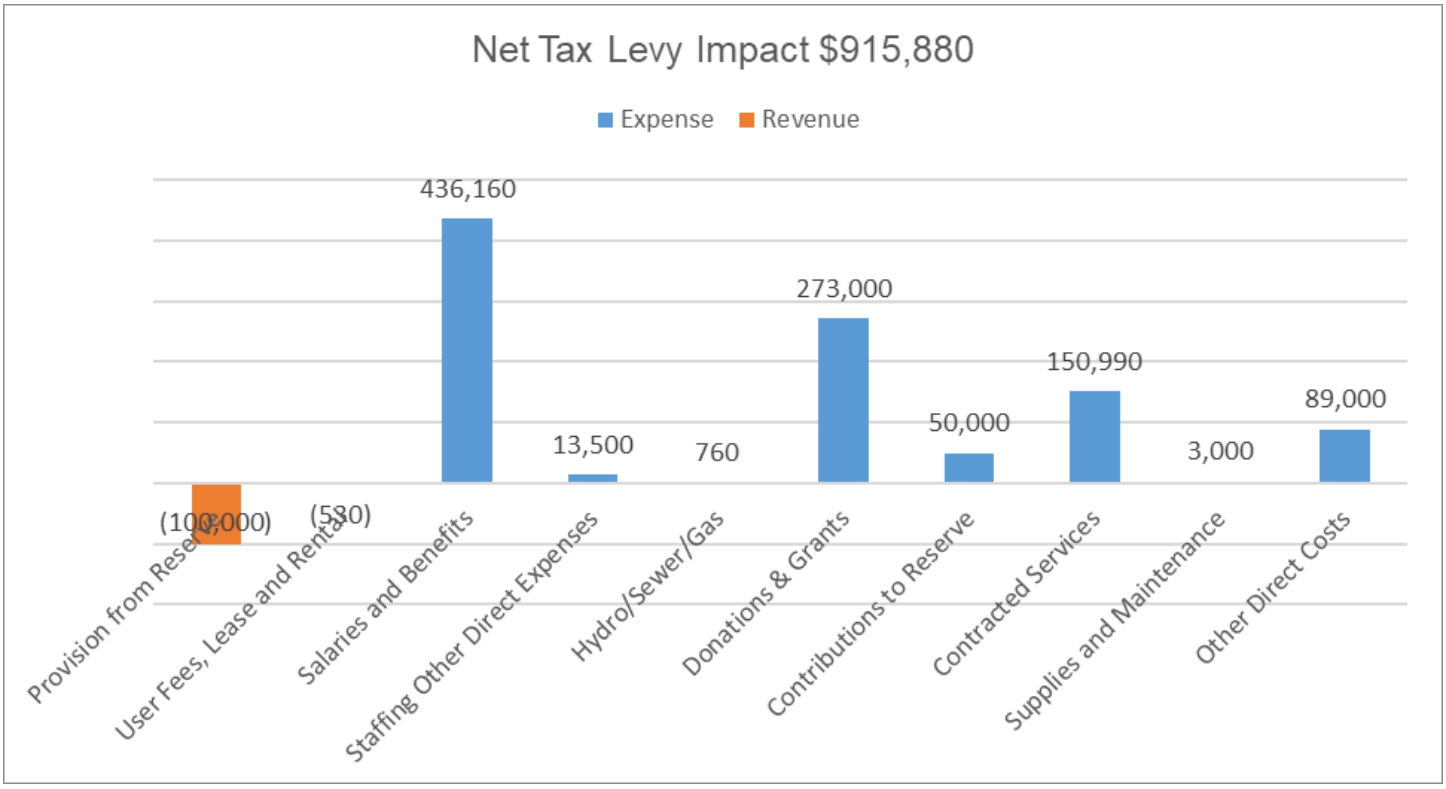
34% increase in business webpage views

Services provided by the Economic Development and Tourism Division:

- Offers Community Improvement Plan Grant Programs to support façade, heritage, accessibility and landscape enhancements in Business Improvement Areas (BIA's).
- Supports investment with the Development Application Fee Rebate Program.
- Provides Economic Development and Community Betterment Grants for local festival/event organizers.
- Provides support for expansion plans and schedules one-on-one business consultations and referrals to external agencies that provide training, funding and business services.
- 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 and assistance to the BIA's with respect to marketing efforts, events and beautification projects.
- Promotes investment and tourism opportunities through online and traditional marketing initiatives.

- Responds to the evolving economic climate with the assistance of partner organizations.
- Hosts workshops and training programs to support local businesses and workforce developments.

2022 Budgeted Expenditures and Revenues



2021 Accomplishments

- Implementation of two additional COVID-19 grant programs (tiered development application rebate and patio program)
- Continuation of efforts to streamline and assist investors through the development approval process
- Hired additional staff resource to assist with marketing and promotions to support economic recovery
- Hired summer contract position to support recovery and re-engagement of business within Business Improvement Area operations and historic downtowns
- Launch of Instagram social media account and business and tourism blog (georgina.ca/BusinessNews)
- Launch of Tourism data collection pilot project focusing on three BIA's and De La Salle Park
- Continuation of Temporary Patio Program to address requirements of the Stage 2 Framework for Reopening Ontario

- Continued support of the agri-tourism sector during the COVID-19 pandemic through the Grown in Georgina project ($16,500 in funding secured through a grant and partnership).
- Implementation of online and print Discover Georgina guide
- Introduction of Customer Relationship Management software program
- Began merger of Sutton and Jackson's Point Business Improvement Areas
- Creation of "Georgina Made" online business directory to support shop local campaign and encourage local business collaborations
- Introduction of Cultural Street Banner Program for Downtown areas
- Launch of the Business Bounce Back Program in partnership with YSpace and Town of East Gwillimbury focused on economic recovery
- Collaboration with VentureLAB and Digital Main Street on bringing technological solutions to the business community
- Launch of Community Business Champion awards to acknowledge business's community contributions during pandemic

Key Projects for 2022

- Focus on in-person individual business visitation
- Enhance promotion of local events to assist with business recovery through increased visitation and spending
- Continue efforts to support collaborations with Pefferlaw merchants, and expansion of Sutton and Jackson's Point BIA
- Reset of programs to address the "new normal"
- Complete Phase 2 of the tourism and wayfinding signage
- Launch of Permanent Patio Program in partnership with the Planning Policy Division
- Further exploration to create a business incubator/accelerator
- Focus on joint investment attraction marketing efforts for the 404 Logistics Park
- Investigate resumption of investment and tourism trade shows
- Completion of tourism data collection pilot project
- Launch Choose Georgina campaign to increase business investment and employment opportunities, attract skilled workers and retain existing residents and businesses

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Administration										
Revenue										
User Fees, Lease and Rental	(50)	0	0	0	0	0	(50)	0%	0	
Revenue Total	(50)	0	0	0	0	0	(50)	0%	0	
Expense										
Salaries and Benefits	417,820	0	0	9,340	0	0	427,160	2%	9,340	
Staffing Other Direct Expenses	13,500	0	0	0	0	0	13,500	0%	0	
Contributions to Reserve	50,000	0	0	0	0	0	50,000	0%	0	
Supplies and Maintenance	3,000	0	0	0	0	0	3,000	0%	0	
Other Direct Costs	92,000	0	0	0	0	(9,510)	82,490	-10%	(9,510)	Reallocation to Streetscaping
Expense Total	576,320	0	0	9,340	0	(9,510)	576,150	0%	(170)	
Administration Total	**576,270**	**0**	**0**	**9,340**	**0**	**(9,510)**	**576,100**	**0%**	**(170)**	
Economic Development Committee										
Expense										
Salaries and Benefits	4,500	0	0	0	0	0	4,500	0%	0	
Other Direct Costs	5,500	0	0	0	0	0	5,500	0%	0	
Expense Total	10,000	0	0	0	0	0	10,000	0%	0	
Economic Development Committee Total	**10,000**	**0**	**0**	**0**	**0**	**0**	**10,000**	**0%**	**0**	
Georgina Chamber of Commerce										
Revenue										
Misc Revenues	(480)	0	0	0	0	0	(480)	0%	0	
Revenue Total	(480)	0	0	0	0	0	(480)	0%	0	
Expense										
Contracted Services	83,990	0	0	0	0	(490)	83,500	-1%	(490)	
Hydro/Sewer/Gas	760	0	0	0	0	0	760	0%	0	
Expense Total	84,750	0	0	0	0	(490)	84,260	-1%	(490)	
Georgina Chamber of Commerce Total	**84,270**	**0**	**0**	**0**	**0**	**(490)**	**83,780**	**-1%**	**(490)**	
Georgina Community Health Council										
Revenue										
Provision from Reserve	(100,000)	0	0	0	0	100,000	0	-100%	100,000	Removal of one time grant
Revenue Total	(100,000)	0	0	0	0	100,000	0	-100%	100,000	
Expense										
Donations & Grants	100,000	0	0	0	0	(100,000)	0	-100%	(100,000)	Removal of one time grant
Expense Total	100,000	0	0	0	0	(100,000)	0	-100%	(100,000)	
Georgina Community Health Council Total	**0**	**0**	**0**	**0**	**0**	**0**	**0**		**0**	
Georgina Trades Training Inc										
Expense										
Donations & Grants	50,000	0	0	0	0	0	50,000	0%	0	
Expense Total	50,000	0	0	0	0	0	50,000	0%	0	
Georgina Trades Training Inc Total	**50,000**	**0**	**0**	**0**	**0**	**0**	**50,000**	**0%**	**0**	
Grants and Sponsorships										
Revenue										
Provision from Reserve	(100,000)	0	0	0	0	0	(100,000)	0%	0	
Revenue Total	(100,000)	0	0	0	0	0	(100,000)	0%	0	
Expense										
Donations & Grants	217,200	0	0	0	0	5,800	223,000	3%	5,800	
Expense Total	217,200	0	0	0	0	5,800	223,000	3%	5,800	
Grants and Sponsorships Total	**117,200**	**0**	**0**	**0**	**0**	**5,800**	**123,000**	**5%**	**5,800**	

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Streetscaping										
Expense										
Contracted Services	57,000	0	0	0	0	10,000	67,000	18%	10,000	Reallocation from Administration
Expense Total	57,000	0	0	0	0	10,000	67,000	18%	10,000	
Streetscaping Total	**57,000**	**0**	**0**	**0**	**0**	**10,000**	**67,000**	**18%**	**10,000**	
Waterways Committee										
Expense										
Salaries and Benefits	4,500	0	0	0	0	0	4,500	0%	0	
Other Direct Costs	1,500	0	0	0	0	0	1,500	0%	0	
Expense Total	6,000	0	0	0	0	0	6,000	0%	0	
Waterways Committee Total	**6,000**	**0**	**0**	**0**	**0**	**0**	**6,000**	**0%**	**0**	
Grand Total	**900,740**	**0**	**0**	**9,340**	**0**	**5,800**	**915,880**	**2%**	**15,140**	

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 legislative processes.

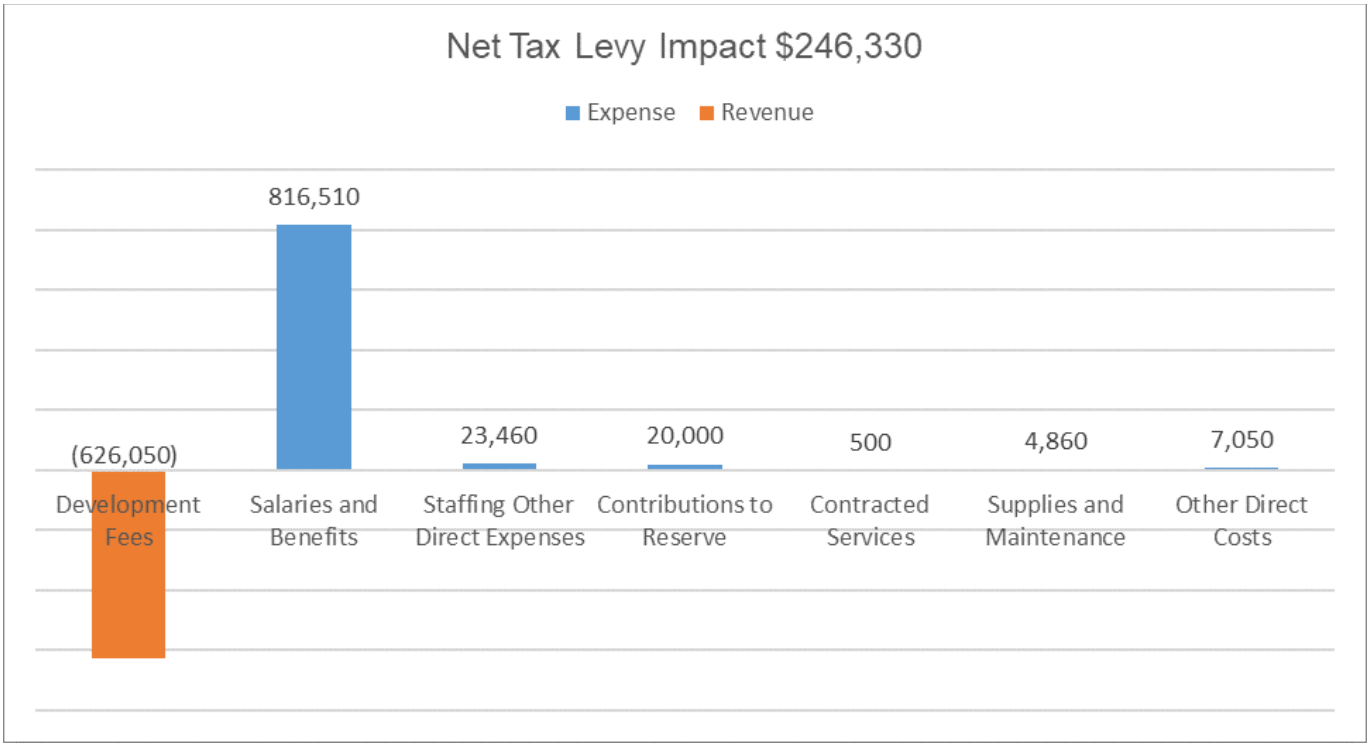
Jan – May 2021

Applications received:
3 Zoning
6 Consent
10 Minor Variance

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.

2022 Budgeted Expenditures and Revenues



2021 Accomplishments

- General Amendments to Zoning By-law No. 500–amendments to the zoning provisions for accessory structures and residential development in response to current trends
- In the first two quarters, 12 staff reports on minor variance and severance applications were considered by the Committee of Adjustment, and 22 reports were considered by Council on a variety of development applications and other planning-related matters

Key Projects for 2022

- Assessment of the need for a digital Development Tracking System
- Modernize public notice and staff report formats for *Planning Act* applications

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Administration										
Revenue										
Development Fees	(513,830)	0	0	0	0	(11,720)	(525,550)	2%	(11,720)	Increase based on historical trend
Revenue Total	(513,830)	0	0	0	0	(11,720)	(525,550)	2%	(11,720)	
Expense										
Salaries and Benefits	971,920	0	0	0	0	(252,910)	719,010	-26%	(252,910)	Reorganization to Planning Policy
Staffing Other Direct Expense:	20,280	0	0	(300)	0	(5,270)	14,710	-27%	(5,570)	
Contracted Services	300	0	0	0	0	200	500	67%	200	
Contributions to Reserve	20,000	0	0	0	0	0	20,000	0%	0	
Supplies and Maintenance	4,360	0	0	(200)	0	100	4,260	-2%	(100)	
Other Direct Costs	5,050	0	0	(500)	0	(1,500)	3,050	-40%	(2,000)	
Expense Total	1,021,910	0	0	(1,000)	0	(259,380)	761,530	-25%	(260,380)	
Administration Total	**508,080**	**0**	**0**	**(1,000)**	**0**	**(271,100)**	**235,980**	**-54%**	**(272,100)**	
Agricultural Advisory Committee										
Expense										
Salaries and Benefits	2,240	0	0	0	0	0	2,240	0%	0	
Staffing Other Direct Expense:	200	0	0	0	0	0	200	0%	0	
Other Direct Costs	1,500	0	0	0	0	0	1,500	0%	0	
Expense Total	3,940	0	0	0	0	0	3,940	0%	0	
Agricultural Advisory Committee Tot	**3,940**	**0**	**0**	**0**	**0**	**0**	**3,940**	**0%**	**0**	
Committee of Adjustment										
Revenue										
Development Fees	(133,500)	0	0	0	0	33,000	(100,500)	-25%	33,000	Reduction in Consent Fees
Revenue Total	(133,500)	0	0	0	0	33,000	(100,500)	-25%	33,000	
Expense										
Salaries and Benefits	92,260	0	0	760	0	0	93,020	1%	760	
Staffing Other Direct Expense:	7,850	0	0	0	0	0	7,850	0%	0	
Supplies and Maintenance	600	0	0	0	0	0	600	0%	0	
Other Direct Costs	500	0	0	0	0	0	500	0%	0	
Expense Total	101,210	0	0	760	0	0	101,970	1%	760	
Committee of Adjustment Total	**(32,290)**	**0**	**0**	**760**	**0**	**33,000**	**1,470**	**-105%**	**33,760**	
Environmental Advisory Committee										
Expense										
Salaries and Benefits	2,240	0	0	0	0	0	2,240	0%	0	
Staffing Other Direct Expense:	700	0	0	0	0	0	700	0%	0	
Other Direct Costs	2,000	0	0	0	0	0	2,000	0%	0	
Expense Total	4,940	0	0	0	0	0	4,940	0%	0	
Environmental Advisory Committee	**4,940**	**0**	**0**	**0**	**0**	**0**	**4,940**	**0%**	**0**	
Grand Total	**484,670**	**0**	**0**	**(240)**	**0**	**(238,100)**	**246,330**	**-49%**	**(238,340)**	

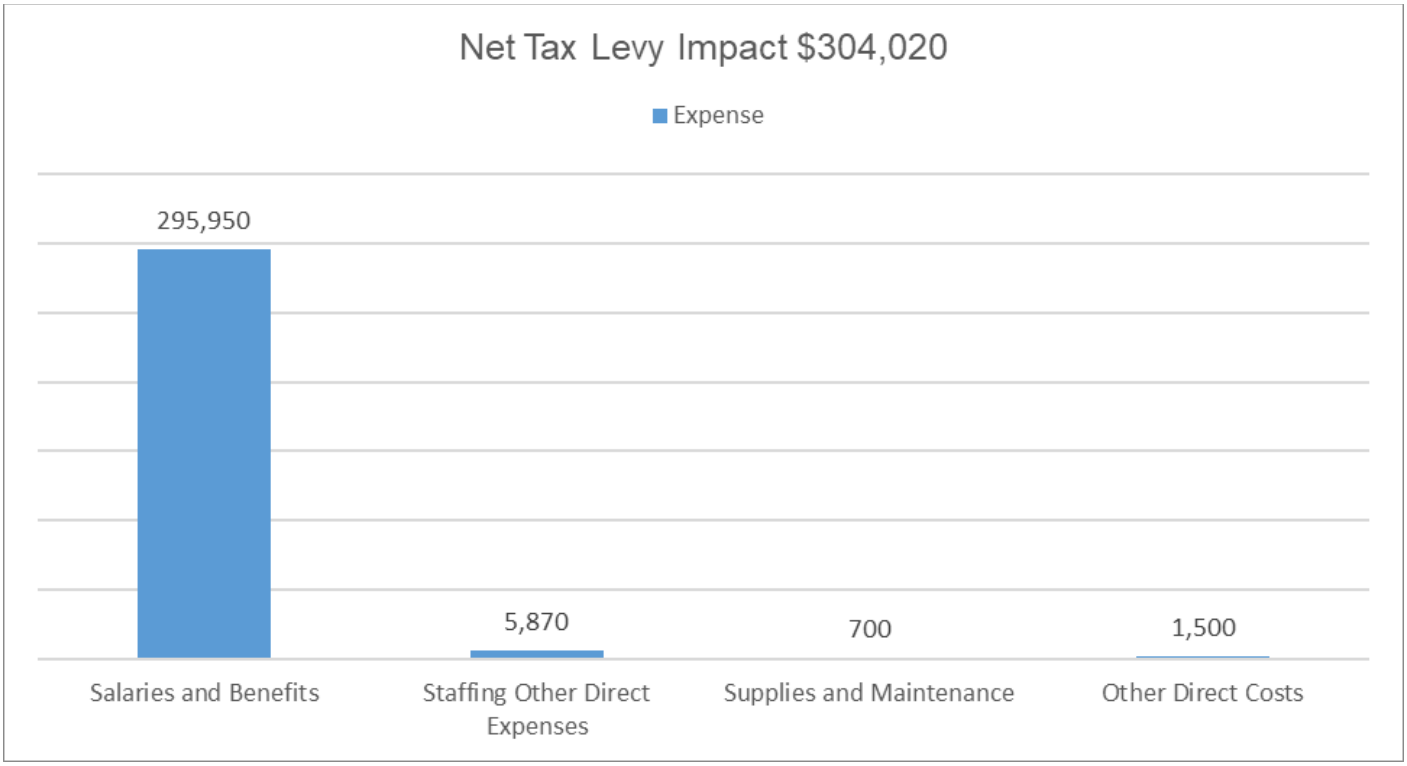
Development Services – **Planning Policy Division**

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 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.

2022 Budgeted Expenditures and Revenues



2021 Accomplishments

- Substantial completion of the Keswick Secondary Plan Review and Update.
- Completion of the Keswick Business Park Servicing OPA.
- Update of the Keswick Sanitary Sewer and Water Servicing Allocation Program.
- York Region Municipal Comprehensive Review.
- General reports to Council:
    - Repeal of Cannabis Interim Control By-law, reconsideration of cannabis retail stores and associated Public Interest Statement and related reports / briefing memos
    - Various reports- Phase I – Comprehensive Zoning By-law Review - Countryside Ares / Environmental Protection Lands
    - Chippewas of Georgina Island – Addition to Reserve Applications
    - Review of the Lake Simcoe Protection Plan
    - York Region MCR Population and Employment Projections
    - York Region Resolutions - Housing York Inc.

Key Projects for 2022

- Completion of Environmental Protection Area / Agricultural and Countryside Phase I OP Conformity Rezoning Process
- Follow-up to Region of York Municipal Comprehensive Review Conformity Process
- Development of Community Population / Employment Lane Use GIS Database
- Completion of the Keswick Secondary Plan Review Process and follow-up to Council approval
- Update of the Tree Preservation and Conservation Policy
- Update of the Parkland Dedication By-law

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Administration										
Expense										
Salaries and Benefits	0	0	0	0	0	295,950	295,950		295,950	Reorganization from Development Plannin
Staffing Other Direct Expense	0	0	0	0	0	5,870	5,870		5,870	
Supplies and Maintenance	0	0	0	0	0	700	700		700	
Other Direct Costs	0	0	0	0	0	1,500	1,500		1,500	
Expense Total	0	0	0	0	0	304,020	304,020		304,020	
Administration Total	**0**	**0**	**0**	**0**	**0**	**304,020**	**304,020**		**304,020**	
Grand Total	**0**	**0**	**0**	**0**	**0**	**304,020**	**304,020**		**304,020**	

Human Resources

The Human Resources Department (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 Department include:

- Benefit administration
- Compensation management
- Disability management
- Employee and labour relations
- Equitable and inclusive employee recruitment practices
- Learning and development
- Payroll support
- Health, safety and wellness initiatives

2021 Story of Resilience: COVID-19 Pandemic



With the cases of COVID-19 rising in Ontario in late 2020, a strict province-wide shutdown was declared on Dec. 26, 2020 lasting 28 days. Premier Ford announced a second declaration of emergency on Jan. 12 with additional stay-at-home orders. The Emergency Operations Centre continued to operate in response to the Town's management of the pandemic situation. Several meetings were held weekly, one for the Control Group and one for the Working Group. Human Resources (HR) was part of both of these groups.

In support of the changing guidelines set forth by Public Health, HR maintained a COVID-19 FAQ's section on the Intranet, including links to mental health and support groups. HR also developed a monthly Wellness and Recognition online newsletter to help staff stay connected, and to promote ways to stay healthy, motivated and recognized during the pandemic.

The Health, Safety and Wellness Consultant continues to be a constant and reliable point of contact for employees. This resource has been invaluable to the corporation. The consultant continues to liaise with the N6, regarding COVID -19 matters and the reopening plans for the Town. The consultant trains new hire groups, such as waterfront staff and seasonal staff, to ensure all COVID-19 procedures are understood and followed. The consultant monitors and implements the necessary provincial changes and continues to field Q and As for COVID-19 and vaccines. Delivery of PPE and sanitization supplies continues to be a top priority.

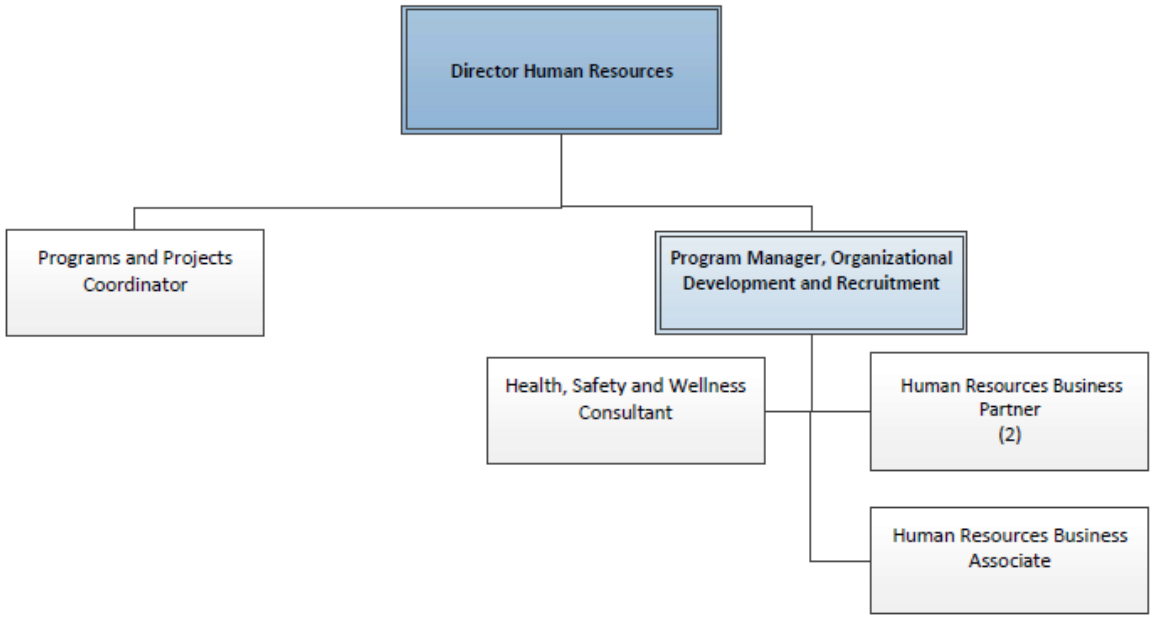
HUMAN RESOURCES

The Human Resources Team coordinated multiple redeployments of part-time and full-time employees due to COVID-19. It coordinated a number of several specific summer hires; supported employees working from home; supported managers on multiple HR issues; trained employees virtually; and had ongoing collaborations with nine municipalities and York Region.

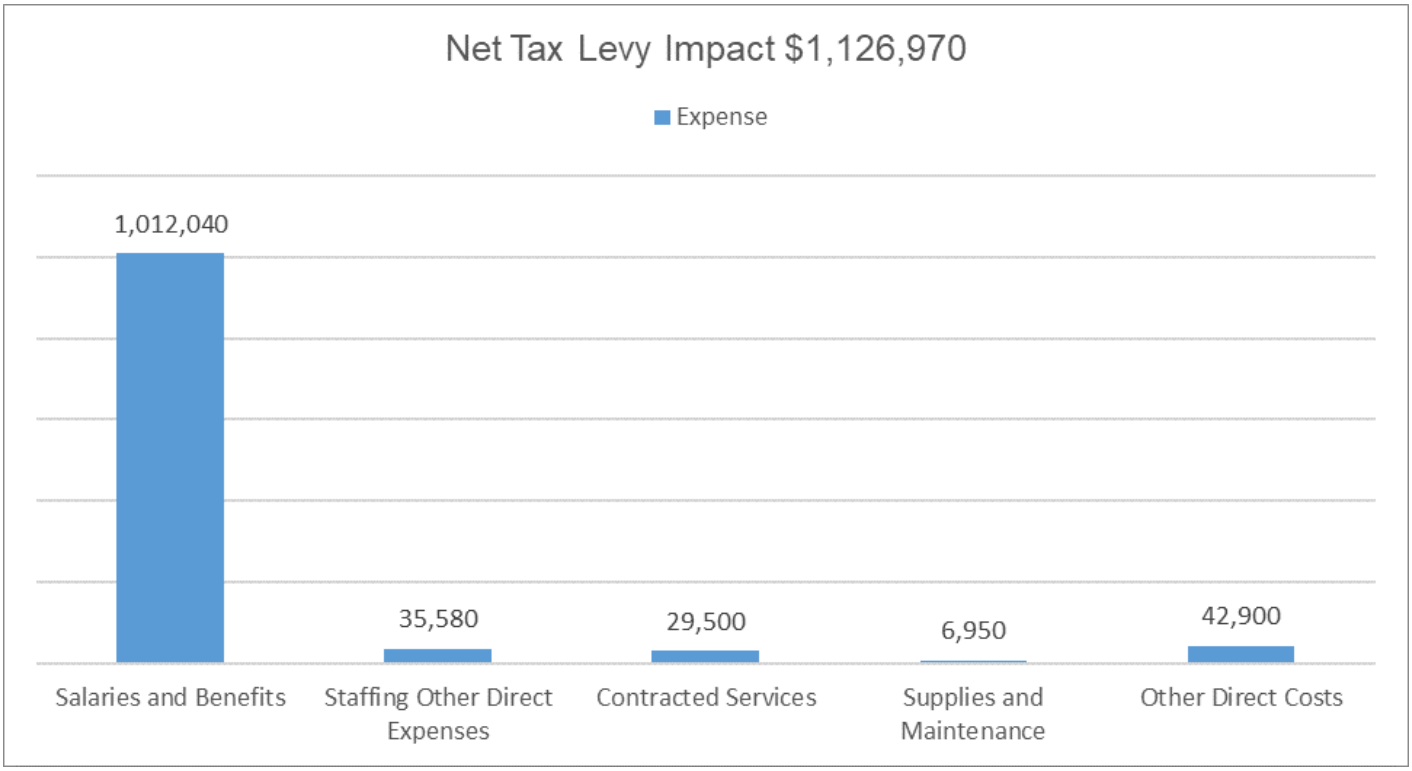
As we moved through the different phases of the COVID-19 provincial directions, HR supported the organization through these phases.

HR continues to work closely with the Infrastructure Health and Safety Association (IHSA) and the Public Service Health and Safety Association (PSHSA) to ensure the Town is positioned to reopen safely.

Organizational Chart



2022 Budgeted Expenditures and Revenues



2021 Accomplishments

- Collaboration for “Future of Work” Plan underway with all nine municipalities and York Region
- HR contributor to COVID-19 vaccination Clinic – supporting all HR matters and requirements
- Launched a Pandemic Engagement Pulse Check Survey in November 2020 and hosted a follow up survey in June 2021
- Launch of monthly “Better You” – the Town’s online Wellness and Recognition Newsletter
- Corporate Core Values roll out in the fall of 2021
- Continued Municipal Partnerships (N6, Simcoe, Region, Markham, Municipal Learning Organizational Development (MLOD) Job Skills Keswick)
- Conducted two Training Needs Analysis with N6:
    - Identifying our People Leaders Learning and Development Needs
    - Non–Management Learning and Development Needs

HUMAN RESOURCES

- Based on the Training Needs Analysis, a 2021 N6 Learning and Development Catalogue was created
- Corporate training moved to a virtual format featuring Health and Safety Training, Unconscious Bias Program and other course offerings that were relevant for the changing COVID climate
- Received the Staff Rebate from our partnership with Job Skills, Keswick Branch
- While continuing to foster employee engagement within the workforce, the Recognition Program is set to launch phase 2 in 2021. This program will focus on employee accomplishments and promote peer-to-peer recognition. A review of the Length of Service Award program is underway depending on COVID-19 restrictions in place for 2021
- Selected the topics to submit for the WSIB “Excellence Program”
- 2021 negotiations are underway for CUPE 905.26
- 2021 Bargaining dates still to be determined for 905.03 and 905.13
- Conducted 30 Health and Safety Training Courses
- Non-Union Market review underway
- Completed the RFI and RFP for new HRIS for the Town

Major Operating Drivers

- Labour relations/negotiations
- COVID-19 pandemic response
- RFI and RFP for new HRIS for the Town
- Rollout of StressStop platform
- Future of Work planning/return to the workplace

Major Initiatives Planned for 2022

- Implementation of Human Resources Information System (HRIS)
- Advanced Leadership Development (Rollout January 2022)
- Corporate Recognition Program full roll out for all employees
- 905.03 Bargaining

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Administration										
Expense										
Salaries and Benefits	961,770	0	0	35,870	0	0	997,640	4%	35,870	Step increases & benefit increase
Staffing Other Direct Expense	17,080	0	0	0	0	2,750	19,830	16%	2,750	
Contracted Services	11,500	0	0	0	0	3,500	15,000	30%	3,500	
Supplies and Maintenance	5,000	0	0	0	0	0	5,000	0%	0	
Other Direct Costs	2,400	0	0	0	0	(200)	2,200	-8%	(200)	
Expense Total	997,750	0	0	35,870	0	6,050	1,039,670	4%	41,920	
Administration Total	**997,750**	**0**	**0**	**35,870**	**0**	**6,050**	**1,039,670**	**4%**	**41,920**	
Corporate										
Expense										
Salaries and Benefits	9,400	0	0	0	0	0	9,400	0%	0	
Staffing Other Direct Expense	6,000	0	0	0	0	0	6,000	0%	0	
Other Direct Costs	39,700	0	0	0	0	1,000	40,700	3%	1,000	
Expense Total	55,100	0	0	0	0	1,000	56,100	2%	1,000	
Corporate Total	**55,100**	**0**	**0**	**0**	**0**	**1,000**	**56,100**	**2%**	**1,000**	
Health and Safety										
Expense										
Salaries and Benefits	6,000	0	0	0	0	(1,000)	5,000	-17%	(1,000)	
Staffing Other Direct Expense	10,400	0	0	0	0	(650)	9,750	-6%	(650)	
Contracted Services	14,500	0	0	0	0	0	14,500	0%	0	
Supplies and Maintenance	1,950	0	0	0	0	0	1,950	0%	0	
Expense Total	32,850	0	0	0	0	(1,650)	31,200	-5%	(1,650)	
Health and Safety Total	**32,850**	**0**	**0**	**0**	**0**	**(1,650)**	**31,200**	**-5%**	**(1,650)**	
Grand Total	**1,085,700**	**0**	**0**	**35,870**	**0**	**5,400**	**1,126,970**	**4%**	**41,270**	

Corporate Services

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

2021 Success Story – Procurement Services



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

CORPORATE SERVICES

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

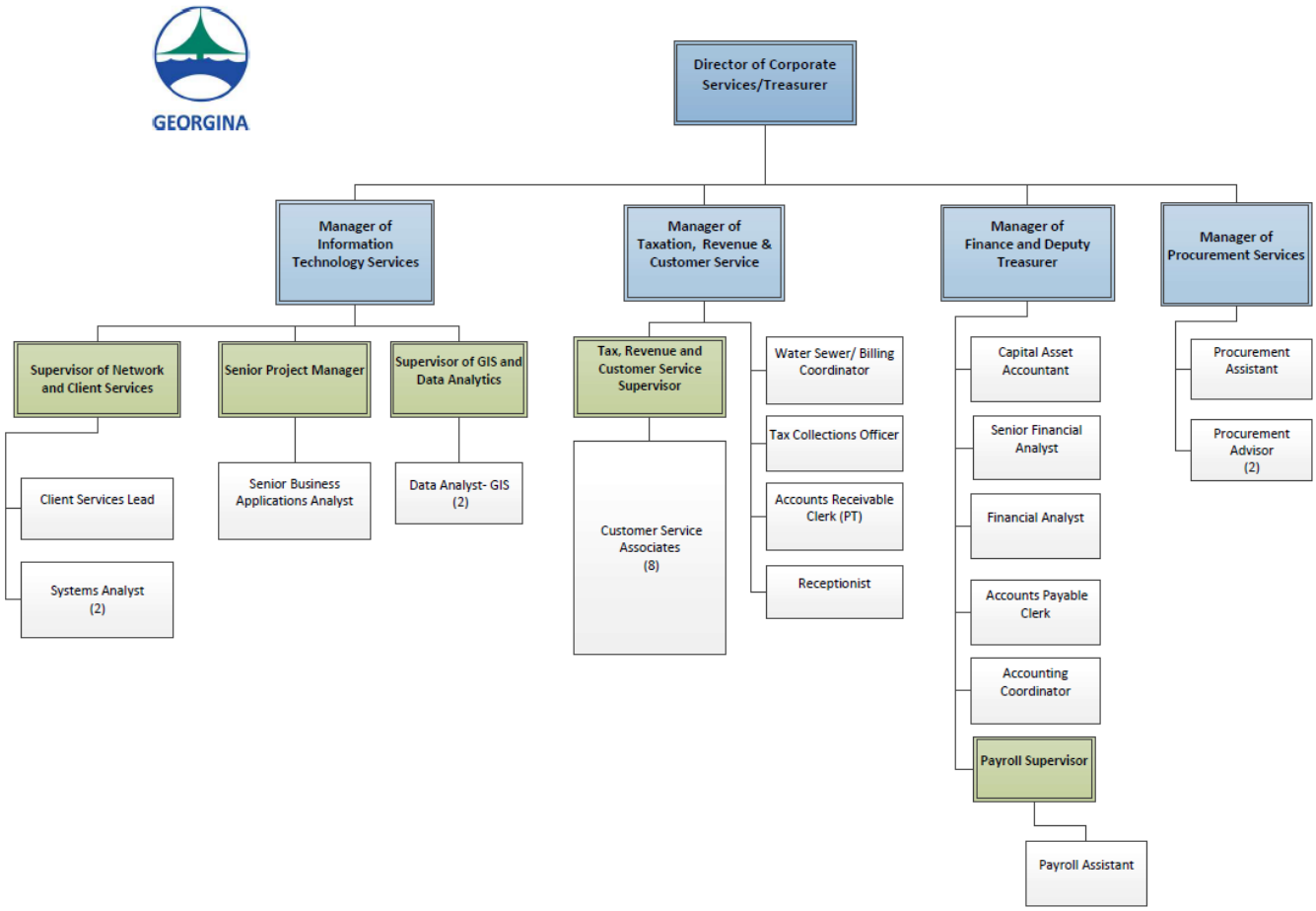
Procurement Services was fortunate to have been in the process of transitioning its operations to a paperless environment following the implementation of its digital procurement platform, Bids and Tenders in late 2018. This implementation enabled the Town's procurement services team to conduct its procurement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

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

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

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

Organizational Chart



Divisions

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

Major Operating Drivers

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

- Legislative pressures
- Debt Management

Major Initiatives Planned for 2022

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

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Administration										
Revenue										
Misc Revenues	(760,000)	0	0	0	0	760,000	0	-100%	760,000	Reallocation to Non-Program
Revenue Total	(760,000)	0	0	0	0	760,000	0	-100%	760,000	
Expense										
Salaries and Benefits	203,580	0	0	1,610	0	0	205,190	1%	1,610	
Staffing Other Direct Expenses	9,050	0	0	0	0	0	9,050	0%	0	
Supplies and Maintenance	1,000	0	0	0	0	0	1,000	0%	0	
Other Direct Costs	1,600	0	0	0	0	0	1,600	0%	0	
Expense Total	215,230	0	0	1,610	0	0	216,840	1%	1,610	
Administration Total	**(544,770)**	**0**	**0**	**1,610**	**0**	**760,000**	**216,840**	**-140%**	**761,610**	
Grand Total	**(544,770)**	**0**	**0**	**1,610**	**0**	**760,000**	**216,840**	**-140%**	**761,610**	

Corporate Services – **Finance Division**

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

Services provided by the Finance Division include:

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

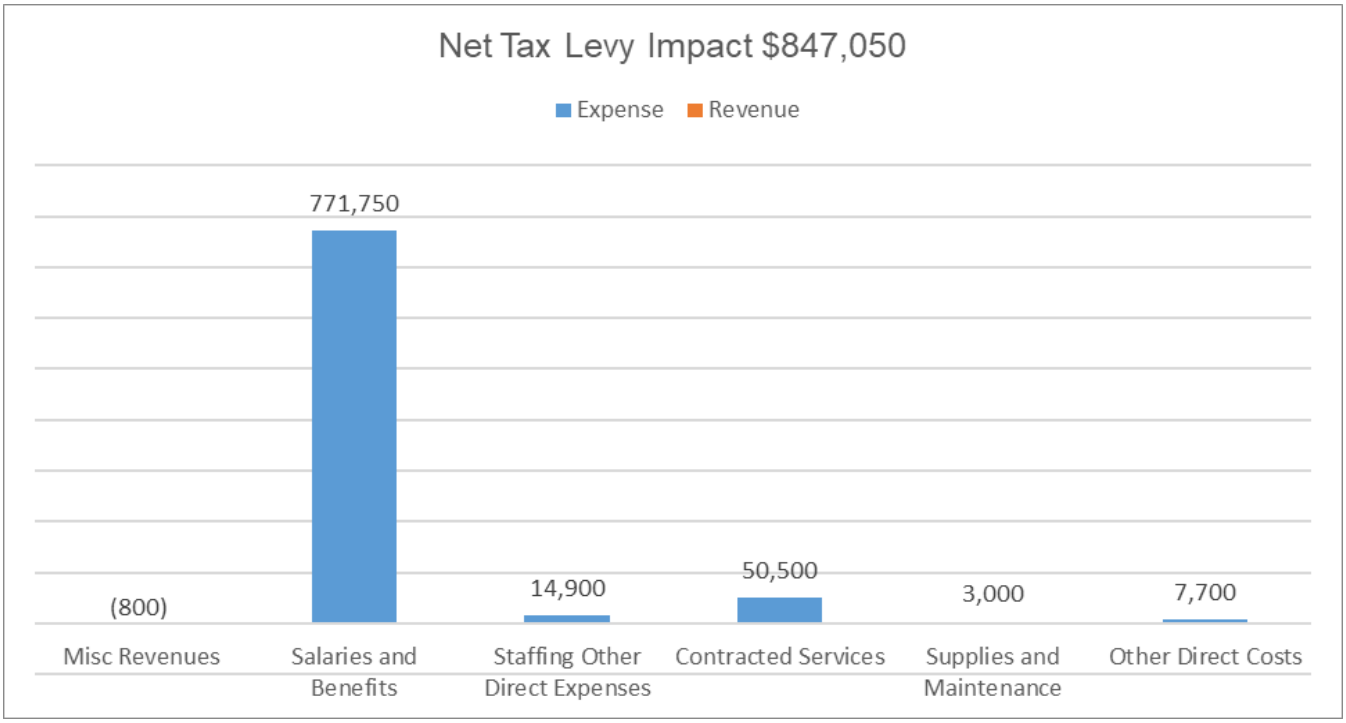
$10.4 million – Contribution to reserves

1,000 – Number of journals processed

1,800 – Number of credit card statements processed

11,000 – Number of timesheets processed

2022 Budgeted Expenditures and Revenues



2021 Accomplishments

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

Key Projects for 2022

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

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

Corporate Services – **Information Technology Services Division**

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

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

25 – Inter-connected local area networks

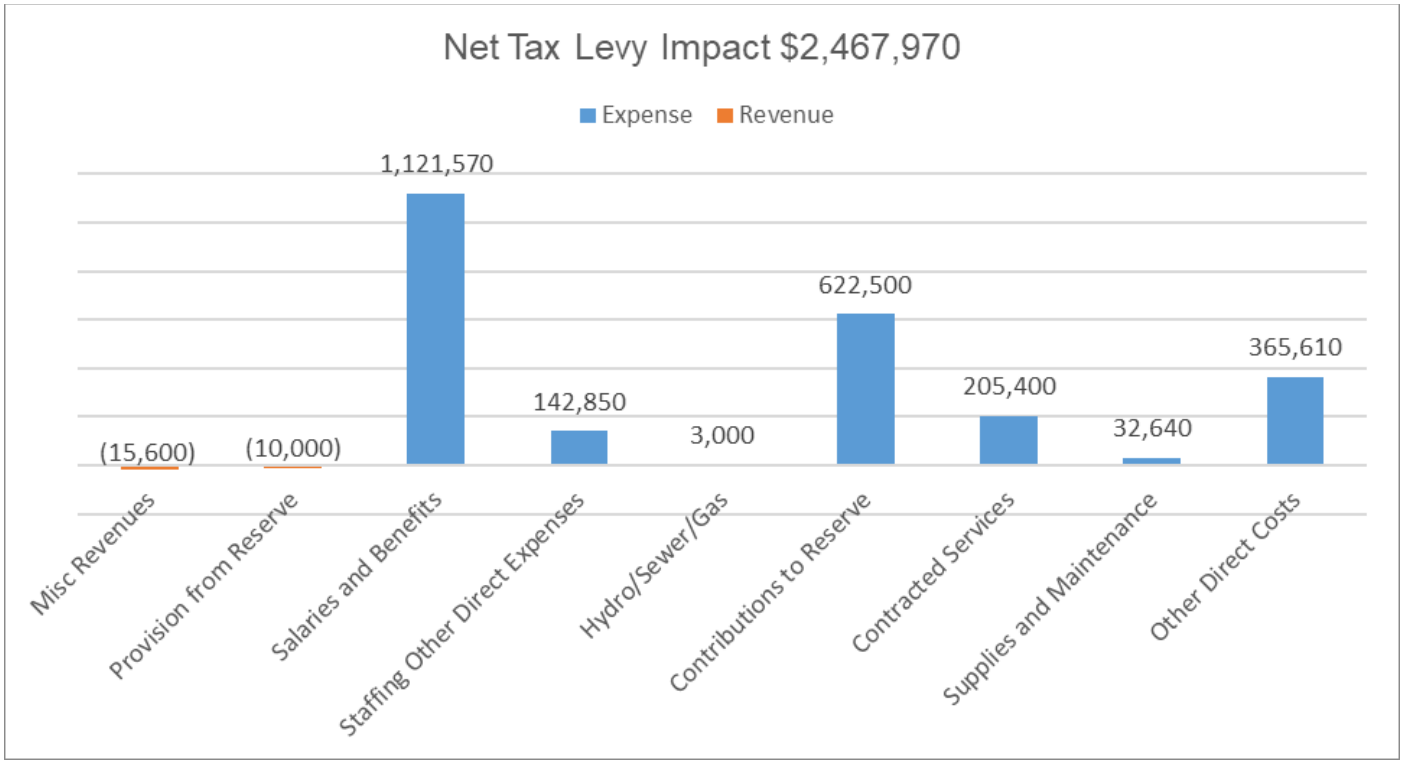
Connectivity between 50 municipal facilities

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

Services provided by the ITS Division include:

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

2022 Budgeted Expenditures and Revenues



2021 Accomplishments

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

Key Projects for 2022

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

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

Corporate Services – **Procurement Services Division**

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

60 – Projects completed by September 2021

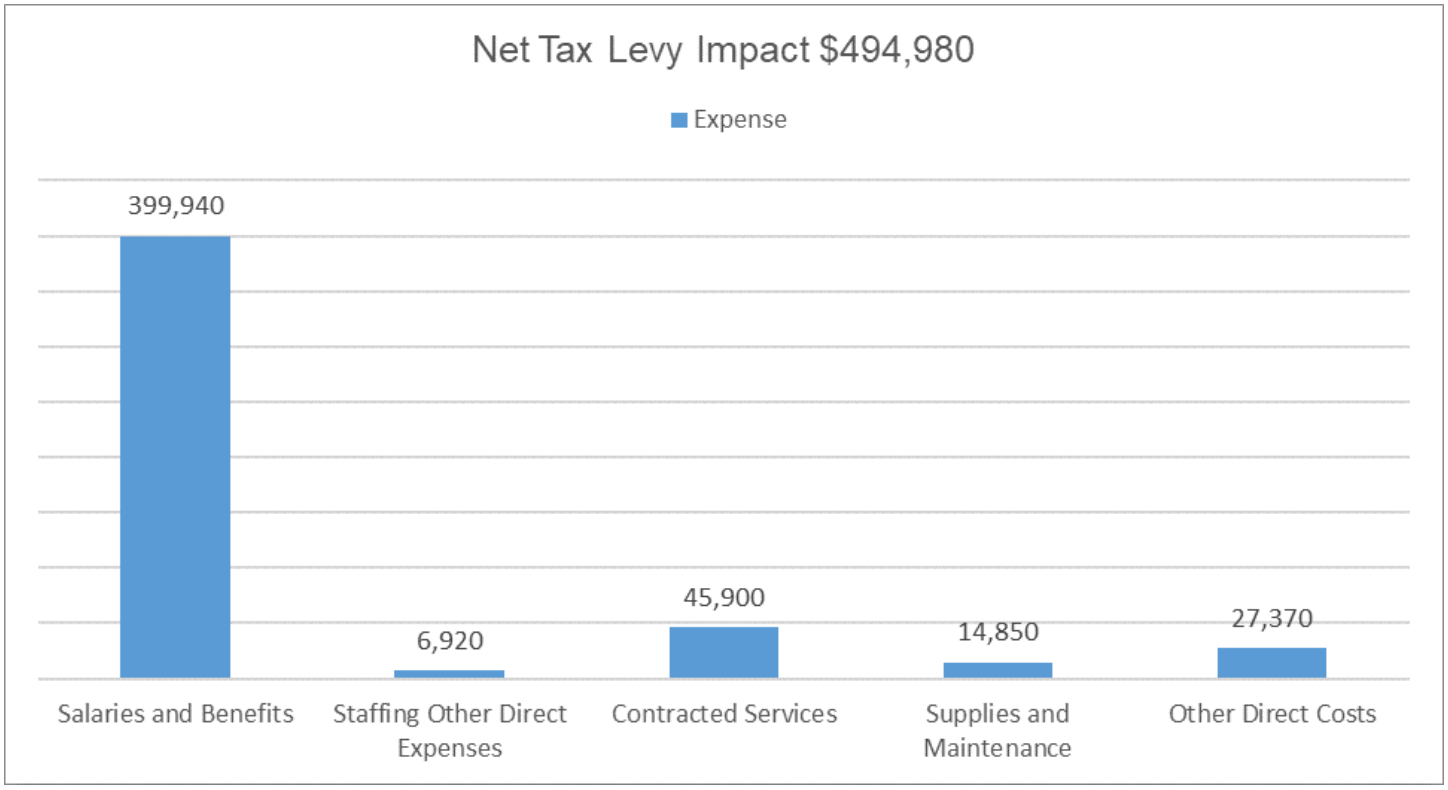
$47.5 million – Dollar value of projects awarded by September 2021

$223,500 – Asset recovery value by September 2021

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

2022 Budgeted Expenditures and Revenues



2021 Accomplishments

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

Key Projects for 2022

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

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

Corporate Services – **Taxation, Revenue and Customer Service Division**

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

3,500 + – Service requests completed

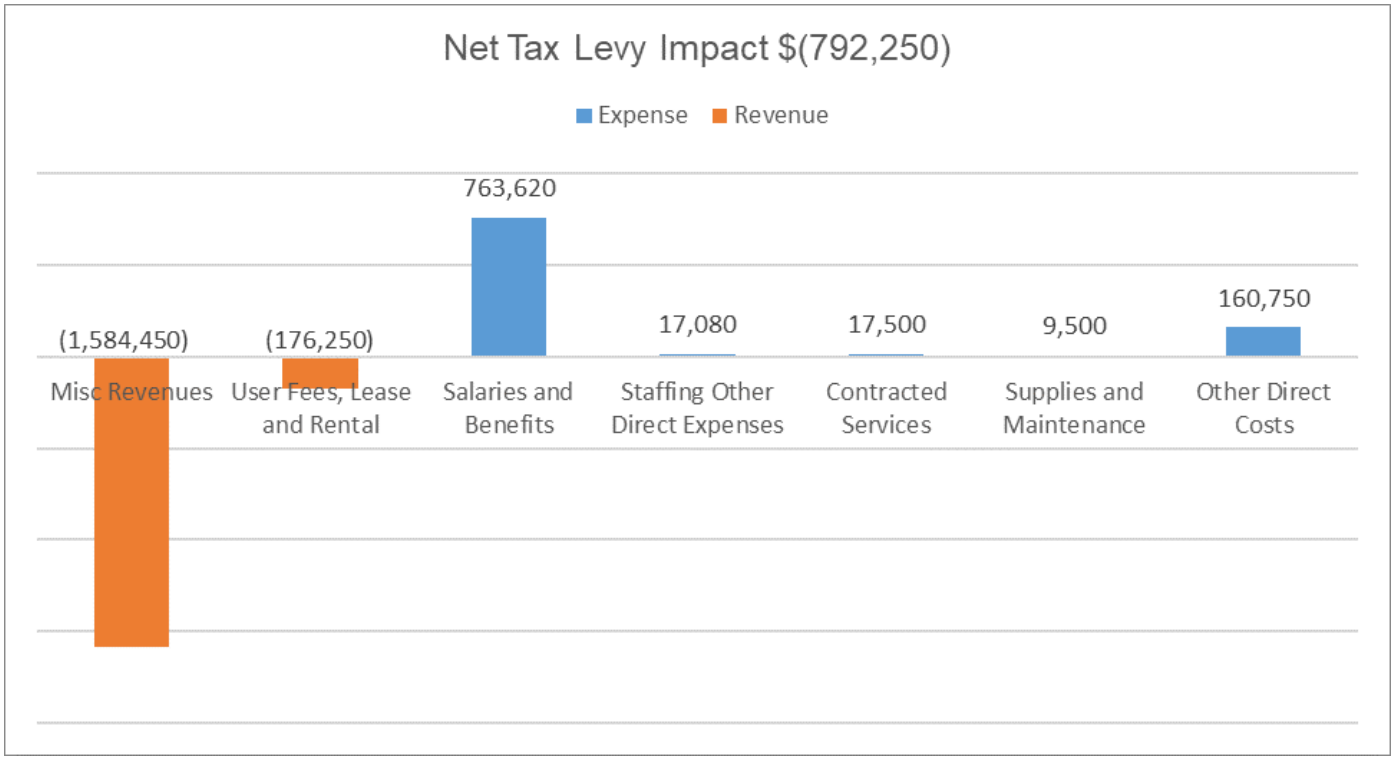
40,000– Tax bills produced (interim and final)

60,000 – Water bills produced

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

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

2022 Budgeted Expenditures and Revenues



2021 Accomplishments

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

Key projects for 2022

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

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

Deputy Chief Administrative Officer

The Deputy Chief Administrative Officer (DCAO) supports the CAO and senior management in the implementation of Council direction and initiatives on corporate-wide matters with a focus on issues management. As the Town grows and evolves, there are emerging issues that will need to be addressed and resolved. The DCAO will work to prioritize these issues and provide support to the organization as it continues to innovate, improve and meet its corporate and community service goals.

2021 Success Story

Continued Municipal Law Enforcement support during COVID-19 pandemic

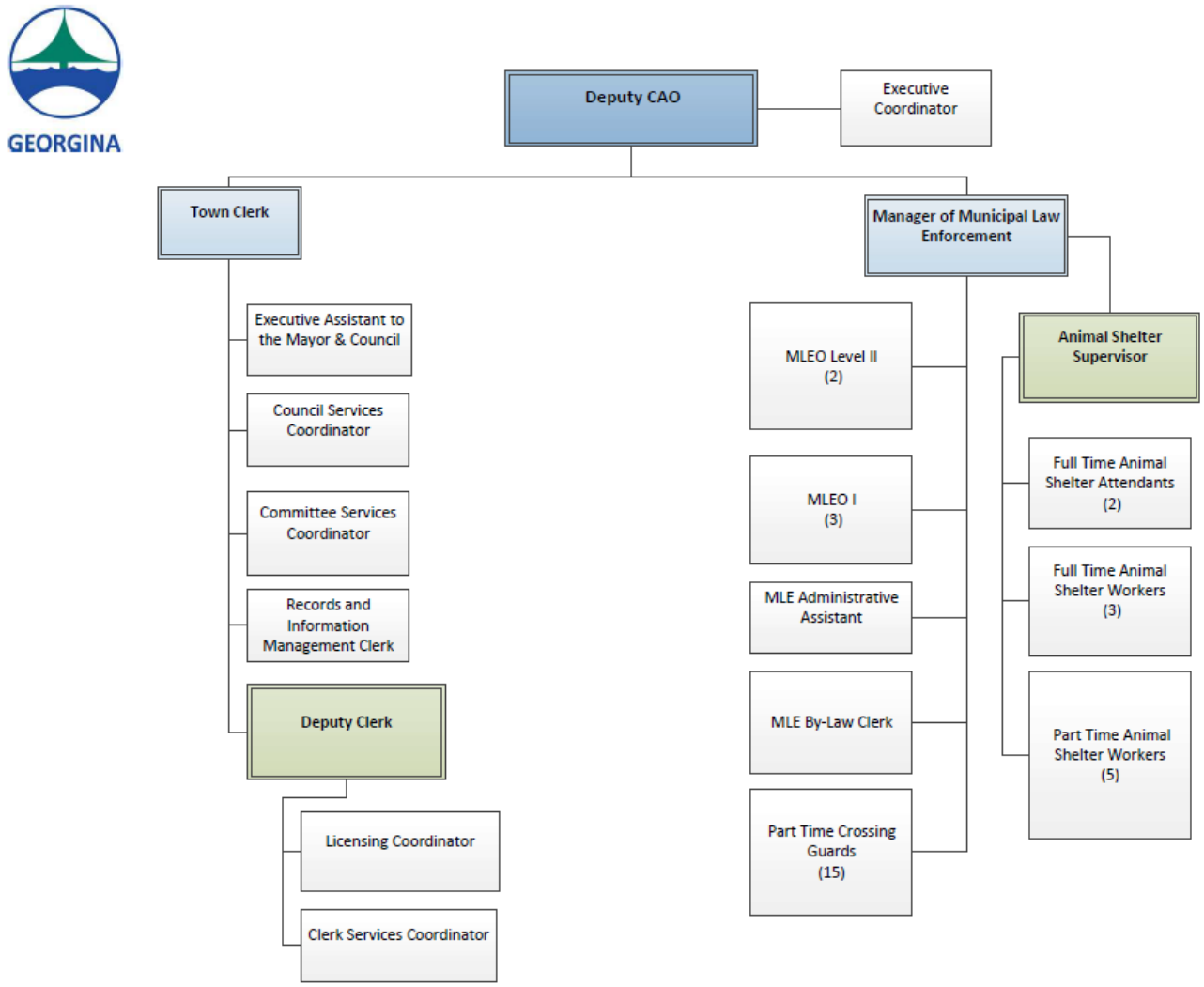


Throughout the COVID-19 pandemic, the Town of Georgina's Municipal Law Enforcement (MLE) officers have worked to protect the health and safety of the community, and support the decisions of the Town's Emergency Operations Centre. Under the leadership of the Manager of Municipal Law Enforcement, officers worked to enforce the many provincial orders and the Town's by-laws.

MLE officers received authority from the province to enforce the Emergency Management and Civil Protection Act, and the Reopening Ontario Act. Enforcement has evolved to include inspecting businesses to ensure they are complying with public health measures, such as physical distancing and

vaccine mandates. Officers also enforced the Town's Parks By-law, ensuring safe use of beaches and facilities.

Organizational chart



Divisions

- Clerks Division
- Municipal Law Enforcement Services Division

Major Operating Drivers

- Growth of the community and requests for information
- Issues management and emerging issues
- Legislative changes
- Weekly Council schedule

Major Initiatives Planned for 2022

- Administer the 2022 Municipal Election
- Continue Records Management Review
- Implementation of Administrative Monetary Penalties

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Administration										
Expense										
Salaries and Benefits	327,300	0	0	2,950	0	0	330,250	1%	2,950	
Staffing Other Direct Expenses	6,100	0	0	0	0	0	6,100	0%	0	
Supplies and Maintenance	1,500	0	0	0	0	0	1,500	0%	0	
Other Direct Costs	1,100	0	0	0	0	0	1,100	0%	0	
Expense Total	336,000	0	0	2,950	0	0	338,950	1%	2,950	
Administration Total	**336,000**	**0**	**0**	**2,950**	**0**	**0**	**338,950**	**1%**	**2,950**	
Grand Total	**336,000**	**0**	**0**	**2,950**	**0**	**0**	**338,950**	**1%**	**2,950**	

Office of the Deputy CAO – **Clerks Division**

The Clerks 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 Clerks Division is responsible for the statutory notices of the municipal 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.

83 – Freedom of Information (FOI) request

36 – Business licences received/issued

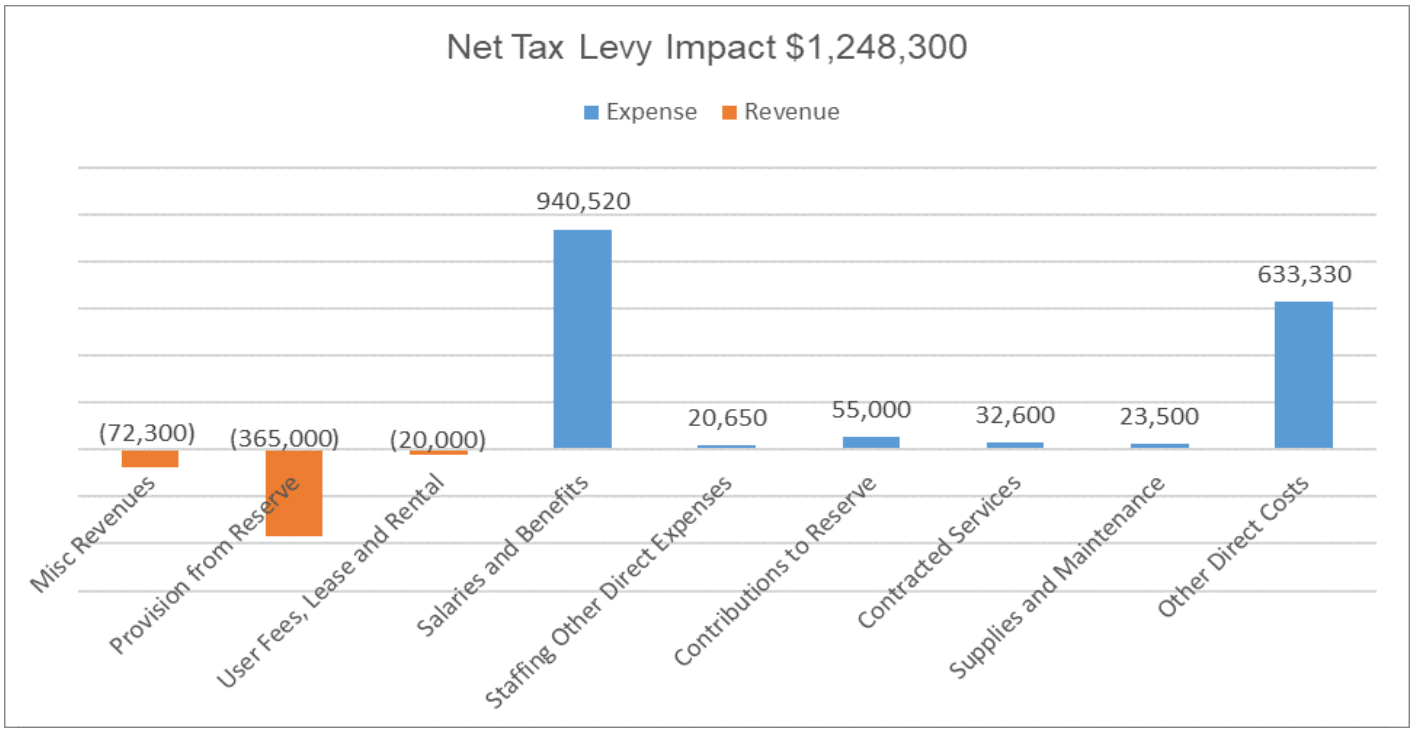
100 – Marriage licences issued

22 – STRA applications received/renewed

Services provided by the Clerks 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

2022 Budgeted Expenditures and Revenues



2021 Accomplishments

- Created records management policies and procedures
- Conducted orientation and training to implement Electronic Records and Document Management System
- Reviewed and updated Retention Schedule By-law
- Reviewed Procedural By-law
- Facilitated democratic decision-making through planning, staging and recording of more than 100 virtual meetings of Council, its committees and boards
- Modernized election delivery and planned for the 2022 Municipal Election

Key Projects for 2022

- Deliver the 2022 Municipal Election
- Complete Council transition activities related to the 2022 Municipal Election
- Continue phased Implementation of Electronic Records and Document Management System
- Continue review of corporate by-laws and policies
- Implement revised Procedural By-law
- Integration of iCity in licensing process

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Administration										
Revenue										
Misc Revenues	(66,500)	0	0	0	0	3,000	(63,500)	-5%	3,000	
User Fees, Lease and Rental	(20,000)	0	0	0	0	0	(20,000)	0%	0	
Revenue Total	(86,500)	0	0	0	0	3,000	(83,500)	-3%	3,000	
Expense										
Salaries and Benefits	792,420	0	0	19,660	0	0	812,080	2%	19,660	Step increases
Staffing Other Direct Expenses	14,900	0	0	0	0	400	15,300	3%	400	
Contracted Services	30,000	0	0	0	0	0	30,000	0%	0	
Supplies and Maintenance	10,000	0	0	0	0	0	10,000	0%	0	
Other Direct Costs	3,500	0	0	0	0	0	3,500	0%	0	
Expense Total	850,820	0	0	19,660	0	400	870,880	2%	20,060	
Administration Total	**764,320**	**0**	**0**	**19,660**	**0**	**3,400**	**787,380**	**3%**	**23,060**	
Elections										
Revenue										
Provision from Reserve	0	0	0	(30,000)	0	(335,000)	(365,000)		(365,000)	2022 Municipal Election
Revenue Total	0	0	0	(30,000)	0	(335,000)	(365,000)		(365,000)	
Expense										
Salaries and Benefits	0	0	0	0	0	126,200	126,200		126,200	2022 Municipal Election
Staffing Other Direct Expenses	0	0	0	0	0	3,300	3,300		3,300	
Contributions to Reserve	55,000	0	0	0	0	0	55,000	0%	0	
Supplies and Maintenance	0	0	0	0	0	13,500	13,500		13,500	2022 Municipal Election
Other Direct Costs	2,690	0	0	0	0	192,000	194,690	7138%	192,000	2022 Municipal Election
Expense Total	57,690	0	0	0	0	335,000	392,690	581%	335,000	
Elections Total	**57,690**	**0**	**0**	**(30,000)**	**0**	**0**	**27,690**	**-52%**	**(30,000)**	
Fence Viewers and Livestock										
Revenue										
Misc Revenues	(8,800)	0	0	0	0	0	(8,800)	0%	0	
Revenue Total	(8,800)	0	0	0	0	0	(8,800)	0%	0	
Expense										
Staffing Other Direct Expenses	500	0	0	0	0	0	500	0%	0	
Contracted Services	2,600	0	0	0	0	0	2,600	0%	0	
Other Direct Costs	7,300	0	0	0	0	0	7,300	0%	0	
Expense Total	10,400	0	0	0	0	0	10,400	0%	0	
Fence Viewers and Livestock Total	**1,600**	**0**	**0**	**0**	**0**	**0**	**1,600**	**0%**	**0**	
Georgina Heritage Committee										
Expense										
Salaries and Benefits	2,240	0	0	0	0	0	2,240	0%	0	
Staffing Other Direct Expenses	1,550	0	0	0	0	0	1,550	0%	0	
Other Direct Costs	3,250	0	0	0	0	0	3,250	0%	0	
Expense Total	7,040	0	0	0	0	0	7,040	0%	0	
Georgina Heritage Committee Total	**7,040**	**0**	**0**	**0**	**0**	**0**	**7,040**	**0%**	**0**	

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Insurance										
Revenue										
Provision from Reserve	(11,450)	0	0	0	0	11,450	0	-100%	11,450	Reallocation
Revenue Total	(11,450)	0	0	0	0	11,450	0	-100%	11,450	
Expense										
Other Direct Costs	382,520	0	0	154,300	0	(112,230)	424,590	11%	42,070	Insurance premium increase
Expense Total	382,520	0	0	154,300	0	(112,230)	424,590	11%	42,070	
Insurance Total	**371,070**	**0**	**0**	**154,300**	**0**	**(100,780)**	**424,590**	**14%**	**53,520**	
Grand Total	**1,201,720**	**0**	**0**	**143,960**	**0**	**(97,380)**	**1,248,300**	**4%**	**46,580**	

Office of the Deputy CAO – **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 patrol services serving Georgina and three other York Region municipalities.

7,500 – Parking infractions issued

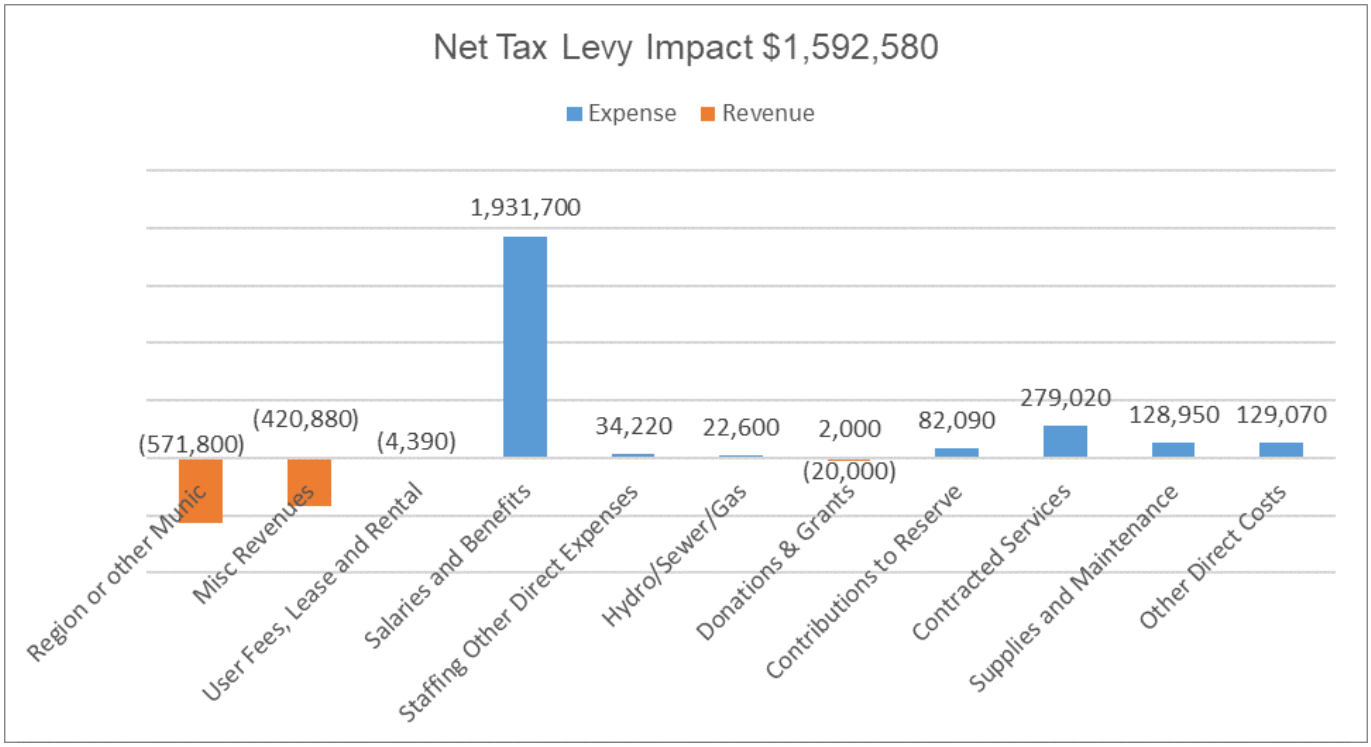
2,000 – Service requests

120 – Pets reunited with their owners

Services provided by the Municipal Law Enforcement Services Division include:

- Enforcement of various regulatory by-laws
- School crossing guards
- Parking enforcement
- Property standards and zoning enforcement
- Sign permits
- Animal Shelter
- Animal Services through partnership with Aurora and Newmarket

2022 Budgeted Expenditures and Revenues



2021 Accomplishments

- Continued enforcement response to COVID-19 with enhanced enforcement powers from the province
- Enforcement of new Waterfront Park Buffer Zone and increased fines
- New mobile equipment installed in vehicles to improve officer efficiencies
- Additional purchase and use of mobile ticketing devices
- Sign By-law review
- Animal Shelter management software implementation
- Animal Shelter renovations and safety improvements

Key Projects for 2022

- Implementation of Administrative Monetary Penalties
- Continued enforcement of provincial COVID-19 regulations

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Administration										
Revenue										
Misc Revenues	(234,250)	0	0	0	0	(53,000)	(287,250)	23%	(53,000)	Increase based on actuals
Revenue Total	(234,250)	0	0	0	0	(53,000)	(287,250)	23%	(53,000)	
Expense										
Salaries and Benefits	817,480	0	0	(1,040)	0	5,000	821,440	0%	3,960	
Staffing Other Direct Expenses	13,530	0	0	0	0	640	14,170	5%	640	
Contracted Services	10,000	0	0	0	0	5,000	15,000	50%	5,000	
Contributions to Reserve	34,400	0	0	0	0	0	34,400	0%	0	
Supplies and Maintenance	25,000	0	0	0	0	1,100	26,100	4%	1,100	
Other Direct Costs	34,590	0	0	0	0	14,400	48,990	42%	14,400	Increase based on actuals
Expense Total	935,000	0	0	(1,040)	0	26,140	960,100	3%	25,100	
Administration Total	**700,750**	**0**	**0**	**(1,040)**	**0**	**(26,860)**	**672,850**	**-4%**	**(27,900)**	
Animal Control										
Revenue										
Misc Revenues	(60,000)	0	0	0	0	0	(60,000)	0%	0	
Revenue Total	(60,000)	0	0	0	0	0	(60,000)	0%	0	
Expense										
Contracted Services	153,800	0	0	65,220	0	0	219,020	42%	65,220	Increase based on contract
Other Direct Costs	4,000	0	0	0	0	0	4,000	0%	0	
Expense Total	157,800	0	0	65,220	0	0	223,020	41%	65,220	
Animal Control Total	**97,800**	**0**	**0**	**65,220**	**0**	**0**	**163,020**	**67%**	**65,220**	
Animal Shelter										
Revenue										
Misc Revenues	(49,250)	0	0	0	0	0	(49,250)	0%	0	
Donations & Grants	(20,000)	0	0	0	0	0	(20,000)	0%	0	
Region or other Munic	(538,940)	0	0	(32,860)	0	0	(571,800)	6%	(32,860)	Increase based on contract
User Fees, Lease and Rental	(4,390)	0	0	0	0	0	(4,390)	0%	0	
Revenue Total	(612,580)	0	0	(32,860)	0	0	(645,440)	5%	(32,860)	
Expense										
Salaries and Benefits	689,880	0	0	23,100	0	0	712,980	3%	23,100	Step increase & benefit increase
Staffing Other Direct Expenses	18,670	0	0	0	0	0	18,670	0%	0	
Contracted Services	15,000	0	0	0	0	0	15,000	0%	0	
Contributions to Reserve	47,690	0	0	0	0	0	47,690	0%	0	
Hydro/Sewer/Gas	22,600	0	0	0	0	0	22,600	0%	0	
Supplies and Maintenance	99,050	0	0	0	0	0	99,050	0%	0	
Other Direct Costs	85,480	0	0	0	0	(10,000)	75,480	-12%	(10,000)	
Expense Total	978,370	0	0	23,100	0	(10,000)	991,470	1%	13,100	
Animal Shelter Total	**365,790**	**0**	**0**	**(9,760)**	**0**	**(10,000)**	**346,030**	**-5%**	**(19,760)**	
Crossing Guards										
Expense										
Salaries and Benefits	382,580	0	0	11,800	0	0	394,380	3%	11,800	Benefit increase
Supplies and Maintenance	3,800	0	0	0	0	0	3,800	0%	0	
Other Direct Costs	500	0	0	0	0	0	500	0%	0	
Expense Total	386,880	0	0	11,800	0	0	398,680	3%	11,800	
Crossing Guards Total	**386,880**	**0**	**0**	**11,800**	**0**	**0**	**398,680**	**3%**	**11,800**	

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
PAWS Program										
Expense										
Contracted Services	10,000	0	0	0	0	0	10,000	0%	0	
Donations & Grants	2,000	0	0	0	0	0	2,000	0%	0	
Expense Total	12,000	0	0	0	0	0	12,000	0%	0	
PAWS Program Total	**12,000**	**0**	**0**	**0**	**0**	**0**	**12,000**	**0%**	**0**	
Weed Control										
Revenue										
Misc Revenues	(24,380)	0	0	0	0	0	(24,380)	0%	0	
Revenue Total	(24,380)	0	0	0	0	0	(24,380)	0%	0	
Expense										
Salaries and Benefits	2,900	0	0	0	0	0	2,900	0%	0	
Staffing Other Direct Expenses	1,380	0	0	0	0	0	1,380	0%	0	
Contracted Services	20,000	0	0	0	0	0	20,000	0%	0	
Other Direct Costs	100	0	0	0	0	0	100	0%	0	
Expense Total	24,380	0	0	0	0	0	24,380	0%	0	
Weed Control Total	**0**	**0**	**0**	**0**	**0**	**0**	**0**		**0**	
Grand Total	**1,563,220**	**0**	**0**	**66,220**	**0**	**(36,860)**	**1,592,580**	**2%**	**29,360**	

Office of the Chief Administrative Officer

The Chief Administrative Officer (CAO) is the most senior member of staff for the Town of Georgina, 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 Management Team.

Also situated in the Office of the CAO, are:

- The Head of Corporate Service Delivery Excellence, who leads the Strategy Division as well as the Communications Division.
- The Head of Special Capital Initiatives, who oversees the planning and implementation of key capital projects including the new Multi-use Recreation Complex and the Link community HUB projects.

2021 Success Story

Improving connectivity in Georgina



The Broadband Strategy sets out a clear vision that all businesses and residents have access to affordable and reliable broadband connectivity options at the service levels they require based on technology advancements, private market forces and funding commitments from senior levels of government. In 2021, Council approved the Broadband Roadmap which is the detailed blueprint for

implementing the strategy. Throughout this year, work has continued to advance the strategy and improve broadband connectivity in the community.

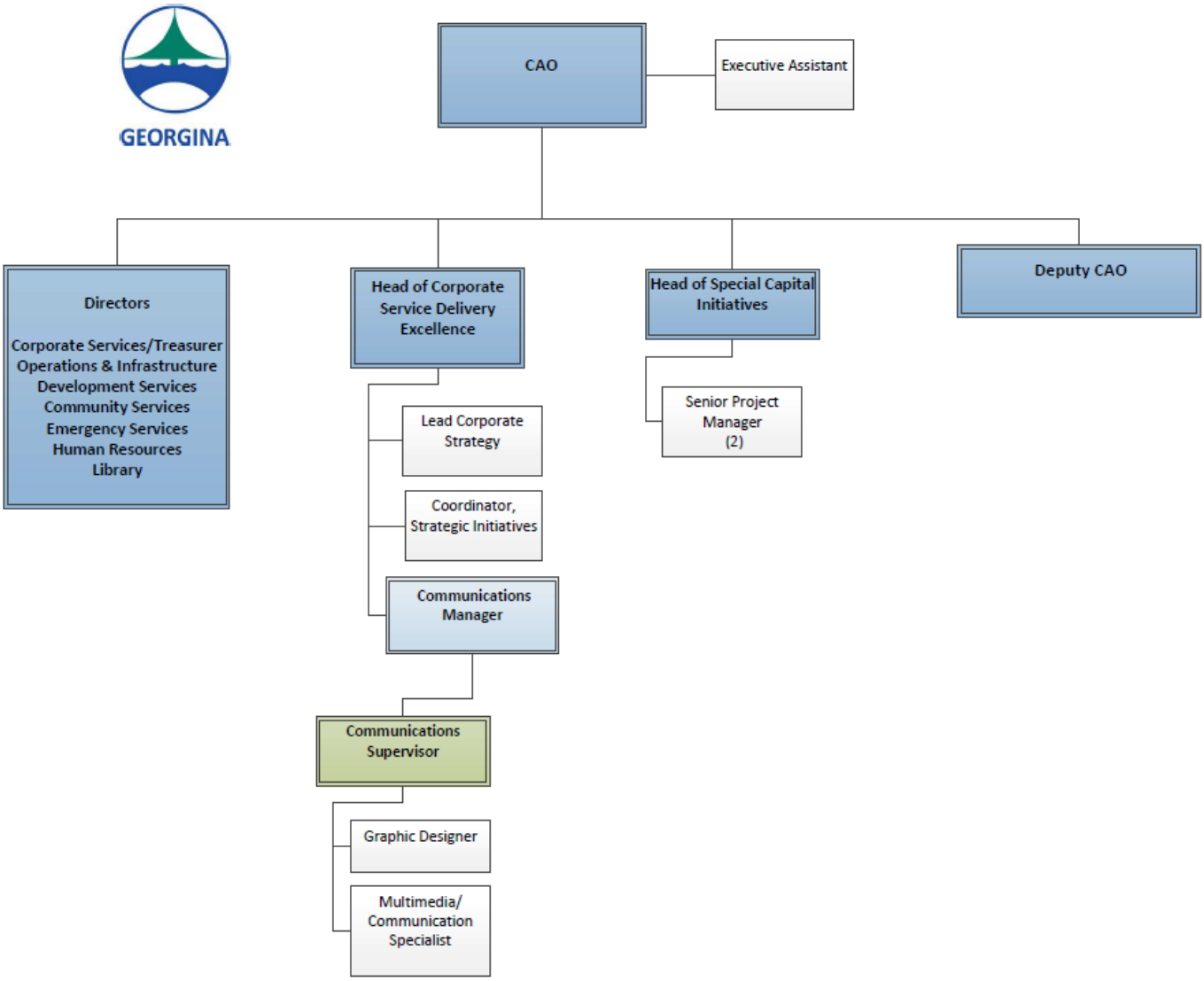
There has been notable progress:

- YorkNet's dark fibre network has been established in Udora with two different internet service providers (ISPs) now rolling out fibre-to-the-home for residents in the area.
- The Udora Community Hall is now connected to fibre and offers complimentary Wi-Fi (inside and outside) to residents and visitors.
- YorkNet's dark fibre network has been brought to the Civic Centre and the Georgina Ice Palace with the connections expected to be completed this year.
- Provincial and federal grant funding applications were submitted by broadband providers to expand connectivity in Georgina. Based on the Aug. 6 joint announcement from the governments of Canada and Ontario, York Region's internet service provider, Yorknet, is one of the companies pre-approved for the broadband expansion funding and the Town of Georgina is one of the communities that will benefit from this funding.

Work continues to leverage the South Shore Community Broadband tower infrastructure by leasing it to ISPs to provide better service in underserviced areas. As well, the Town is working with YorkNet to attract ISPs to utilize its fibre infrastructure to provide enhanced broadband service throughout Georgina. Staff are also exploring partnerships and pilot project opportunities with ISPs and other organizations to further investigate potential technology solutions for expanding broadband in Georgina.

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

Organizational Chart



Divisions

- Strategy Division
- Communications Division

Major Operating Drivers

- Maintaining business continuity of essential services
- Providing timely communication to residents through various channels
- Growth of social media
- Shift to digital through expansion of online self-serve options for customers
- Providing leadership and direction for major capital projects
- Providing leadership and support for corporate initiatives
- Business planning
- Implementing the 2019-2023 Corporate Strategic Plan

Major Initiatives Planned for 2022

- Continue construction of Multi-use Recreation Complex
- Commence development of new 2023-2026 Corporate Strategic Plan
- Develop Corporate Sustainability Strategy
- Continue pursuing senior level government grant funding
- Continue modernization of services – expanding online self-serve
- Continue Broadband Roadmap Implementation
- Continue Customer Service Strategy Implementation
- Update Communications Plan
- Continue advancing the Lake Drive Shoreline Jurisdiction matter

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Administration										
Revenue										
Misc Revenues	(10,000)	0	0	0	0	0	(10,000)	0%	0	
Provision from Reserve	0	0	0	0	0	(427,000)	(427,000)		(427,000)	Project Management Services
Revenue Total	(10,000)	0	0	0	0	(427,000)	(437,000)	4270%	(427,000)	
Expense										
Salaries and Benefits	657,070	0	0	0	0	139,810	796,880	21%	139,810	22-TR-CAO-01 & 22-TR-CAO-02 & reorganization to Strategy Division
Staffing Other Direct Expenses	24,100	0	0	0	0	(7,940)	16,160	-33%	(7,940)	
Consulting Services	56,000	0	0	0	0	0	56,000	0%	0	
Contracted Services	346,280	0	0	0	0	(25,000)	321,280	-7%	(25,000)	Reorganization to Strategy Division
Supplies and Maintenance	6,500	0	0	0	0	(250)	6,250	-4%	(250)	
Other Direct Costs	8,000	0	0	0	0	0	8,000	0%	0	
Expense Total	1,097,950	0	0	0	0	106,620	1,204,570	10%	106,620	
Administration Total	**1,087,950**	**0**	**0**	**0**	**0**	**(320,380)**	**767,570**	**-29%**	**(320,380)**	
Grand Total	**1,087,950**	**0**	**0**	**0**	**0**	**(320,380)**	**767,570**	**-29%**	**(320,380)**	

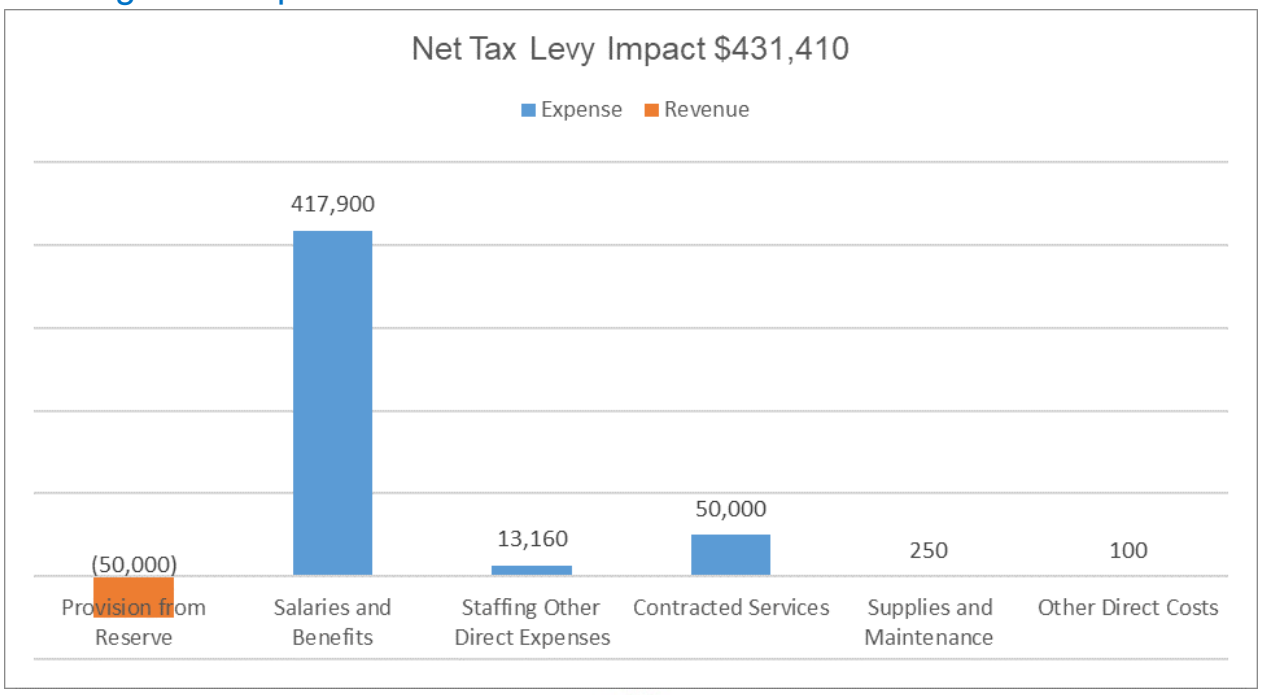
Office of the CAO – **Strategy Division**

The Office of the CAO views strategy and innovation as key elements to supporting organizational and community excellence. This area leads key strategic initiatives including the Corporate Strategic Plan, Customer Service Strategy, Broadband Strategy, Continuous Improvement Program, Corporate Business Planning and modernization efforts such as expanding online self-serve options for customers. This area also oversees and coordinates grant-funding applications to help finance priority initiatives.

Services provided by the Strategy Division include:

- Corporate Strategy and Business Planning
- Broadband Strategy
- Modernization initiatives
- Customer Service Strategy
- Service Delivery Reviews
- Continuous Improvement Program
- Grant funding applications
- Business continuity planning

2022 Budgeted Expenditures and Revenues



2021 Accomplishments

- A Broadband Roadmap was developed and approved by Council in the spring of 2021. This roadmap was informed by extensive engagement of Internet Service Providers and technology companies, and sets a path forward for enhancing connectivity in Georgina.
- Important enhancements to Georgina's suite of broadband-related policies and protocols were also put in place, including the development of a new broadband wireless tower policy. This has allowed 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 in Udora and surrounding area.
- Business Process Modernization is well underway. The core components of this initiative include expanding online self-serve options through the introduction of automated forms and additional online payment options, as well as website enhancements.
- Through the implementation of a Customer Service Strategy, staff is putting in place tools and resources for enhancing first-contact resolution.
- To date in 2021, the Town has received $1.37 million in competitive grants across seven applications.

Key Projects for 2022

- Commence development of new 2023-2026 Corporate Strategic Plan
- Develop Corporate Sustainability Strategy
- Continue pursuing senior level government grant funding
- Continue modernization of services – expansion of online self-serve
- Continue Broadband Roadmap Implementation
- Host a Broadband Connectivity and Innovation conference
- Continue Customer Service Strategy Implementation

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Administration										
Revenue										
Provision from Reserve	0	0	0	0	0	(50,000)	(50,000)		(50,000)	Grant Writing Services
Revenue Total	0	0	0	0	0	(50,000)	(50,000)		(50,000)	
Expense										
Salaries and Benefits	0	2,500	0	0	0	415,400	417,900		417,900	Reorganization from Office of the CAO & Tax, Revenue, Customer Service Division
Staffing Other Direct Expenses	0	2,000	0	0	0	11,160	13,160		13,160	Reorganization from Office of the CAO
Contracted Services	0	0	25,000	0	0	25,000	50,000		50,000	22-OI-CAO-01 Grant Writing Services
Supplies and Maintenance	0	0	0	0	0	250	250		250	
Other Direct Costs	0	100	0	0	0	0	100		100	
Expense Total	0	4,600	25,000	0	0	451,810	481,410		481,410	
Administration Total	**0**	**4,600**	**25,000**	**0**	**0**	**401,810**	**431,410**		**431,410**	
Grand Total	**0**	**4,600**	**25,000**	**0**	**0**	**401,810**	**431,410**		**431,410**	

Office of the CAO – **Communications Division**

Information today moves at an incredible pace and comes from a number of sources – online, print, broadcast, social media and mobile devices. 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, such as the COVID-19 pandemic. 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

1,339* – Monthly eNews subscribers

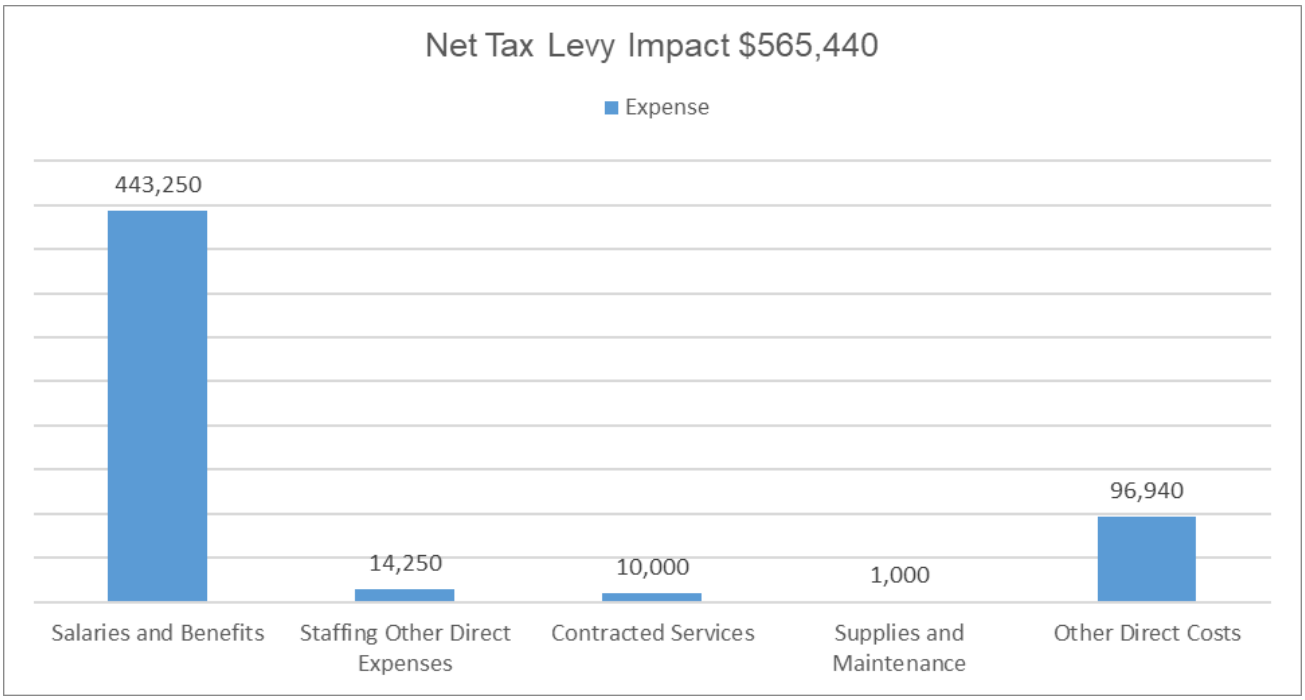
23,349** – Social media followers

33*** – Media releases

1.1 million – Website views (as of Sept. 14)

*as of Sept. 15, 2021
**as of Aug. 31, 3021
*** as of Sept. 15, 2021

2022 Budgeted Expenditures and Revenues



2021 Accomplishments

- Community Snapshot (looking back at 2020)
- 2021 major communications campaigns:
  - COVID-19 pandemic
  - 2022 Budget
  - Streetscape Program
  - Waterfront Parks Master Plan
  - Winter maintenance campaign
- Community engagement plan
- Developed Emergency Communications Plan
- Enhancements to the corporate website
- Supported Building Georgina projects:
  - Pefferlaw Fire Hall grand opening
  - Multi-use Recreation Complex
  - Replacement Civic Centre

- Supported various projects:
    - Broadband Strategy
    - Customer Service Strategy
    - Records Management
    - Online Portal for residents to view tax and water bills
- Videos to support COVID-19 communications

Key Projects for 2022

- 2022 Municipal Election
- Continued support of the EOC and the Town's response to COVID-19 as it moves to a recovery phase
- Update Corporate Communications Plan
- Support online self-serve initiative

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Administration										
Expense										
Salaries and Benefits	436,070	0	0	7,180	0	0	443,250	2%	7,180	
Staffing Other Direct Expenses	14,250	0	0	0	0	0	14,250	0%	0	
Contracted Services	10,000	0	0	0	0	0	10,000	0%	0	
Supplies and Maintenance	1,000	0	0	0	0	0	1,000	0%	0	
Other Direct Costs	96,940	0	0	0	0	0	96,940	0%	0	
Expense Total	558,260	0	0	7,180	0	0	565,440	1%	7,180	
Administration Total	**558,260**	**0**	**0**	**7,180**	**0**	**0**	**565,440**	**1%**	**7,180**	
Grand Total	**558,260**	**0**	**0**	**7,180**	**0**	**0**	**565,440**	**1%**	**7,180**	

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.

COVID-19 pandemic response continued throughout 2021

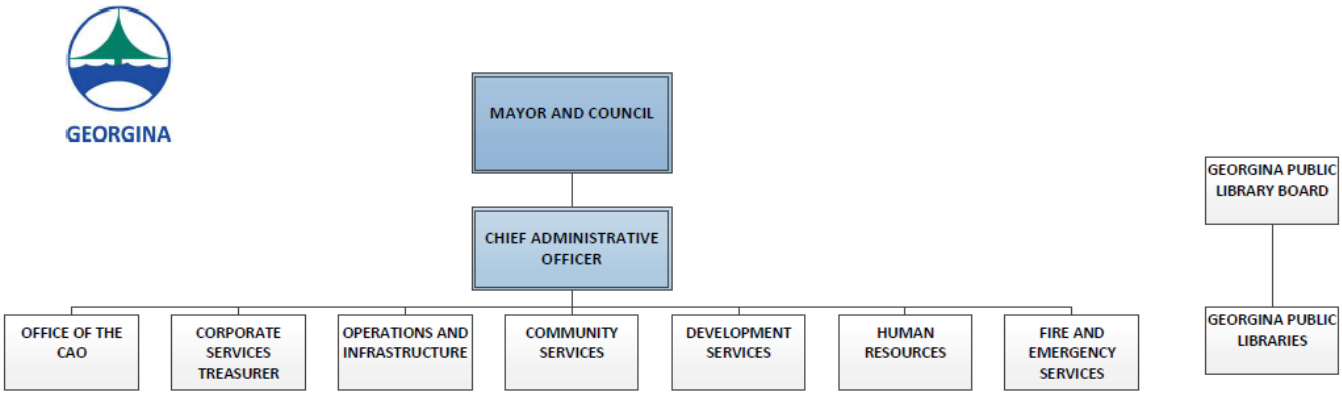
On Oct. 4, 2021, the Town of Georgina officially ended the declaration of emergency that was declared on March 19, 2020 in response to the COVID-19 pandemic. The emergency declaration aligned the Town with the Province, granting the Mayor the authority to take such action as she considered necessary to implement the Town's emergency plan. It also granted the Town the power to protect volunteer emergency workers.

For more than 18 months, the Town worked to place the safety of staff and the community at the forefront. This meant closing facilities, cancelling programs and redeploying staff to priority areas. This included the mass vaccination clinic that opened on March 8, 2021 at the Georgina Ice Palace that was available for York Region residents. Recreation staff were redeployed to support the clinic which closed in August, after operating for six months.

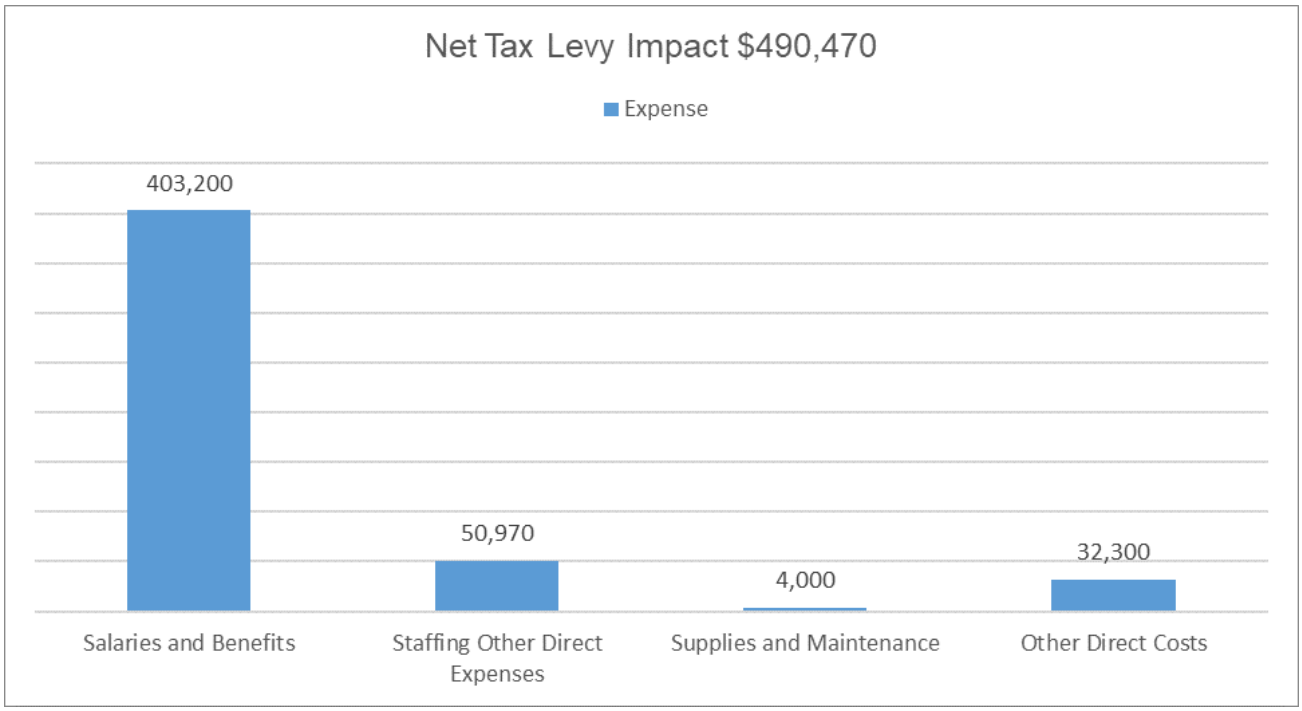
The Town supported residents impacted by the pandemic by offering property tax deferrals for property owners in 2020 and again in 2021. Support for local businesses continued throughout 2021 with a variety of initiatives and programs including the Community Improvement Plan Grant, the Temporary Patio Program and Grant, the Development Rebate Building Permit Fee Program, and the Pivot Planning Squad which assisted businesses with one-on-one consultations to provide marketing support.

The Recreation at Home program continued, providing residents of all ages with a wide variety of activities, arts and crafts, games and other programs to do at home. The Town also offered outdoor park programs for children and adults throughout the summer, and supported third-party summer camp opportunities. By the fall of 2021, some recreation facilities had reopened and the Town was once again offering programs, activities and lessons.

Organizational Chart



2022 Budgeted Expenditures and Revenues



	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Mayor and Council										
Expense										
Salaries and Benefits	392,850	0	0	10,350	0	0	403,200	3%	10,350	Increase in salaries and benefits
Staffing Other Direct Expense	50,970	0	0	0	0	0	50,970	0%	0	
Supplies and Maintenance	4,000	0	0	0	0	0	4,000	0%	0	
Other Direct Costs	32,300	0	0	0	0	0	32,300	0%	0	
Expense Total	480,120	0	0	10,350	0	0	490,470	2%	10,350	
Mayor and Council Total	**480,120**	**0**	**0**	**10,350**	**0**	**0**	**490,470**	**2%**	**10,350**	
Grand Total	**480,120**	**0**	**0**	**10,350**	**0**	**0**	**490,470**	**2%**	**10,350**	

Georgina Public Library

Georgina Public Library contributes to community building by creating opportunities for social interaction among people with common interests. As identified in the 2017-2021 Strategic Plan, the mission of Georgina Public Library is to “open doors to a lifetime of information, entertainment and learning.”

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

13,000+ Active Library Users

11,000+ Library visits per month

160,000+ Items borrowed

12,000+ Program attendees

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
- Public Internet stations and free Wi-Fi
- Seminars, lectures and author talks
- Art exhibits, in partnership with Georgina Art Centre and Gallery

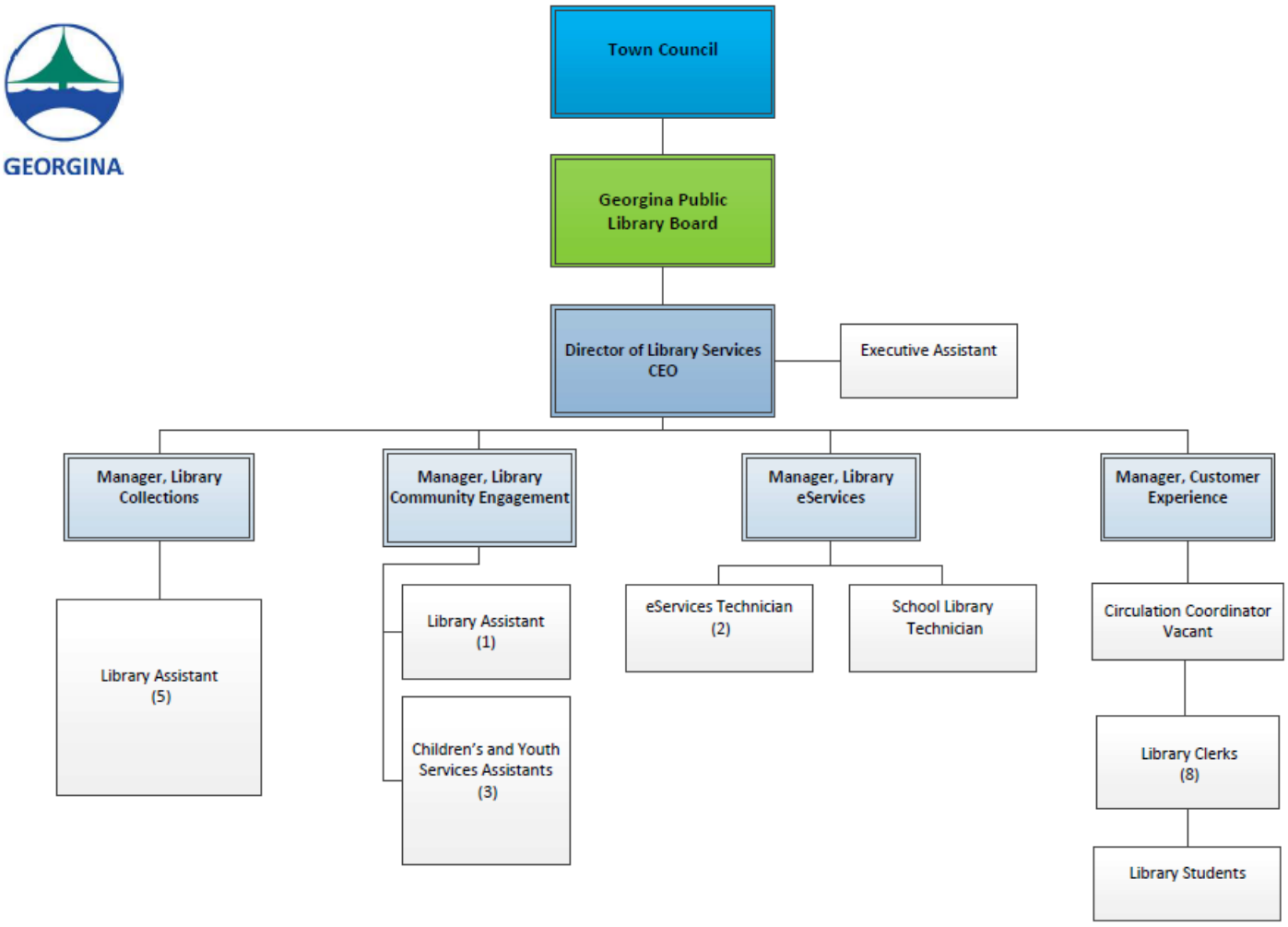
2021 Success Story

Grab and go

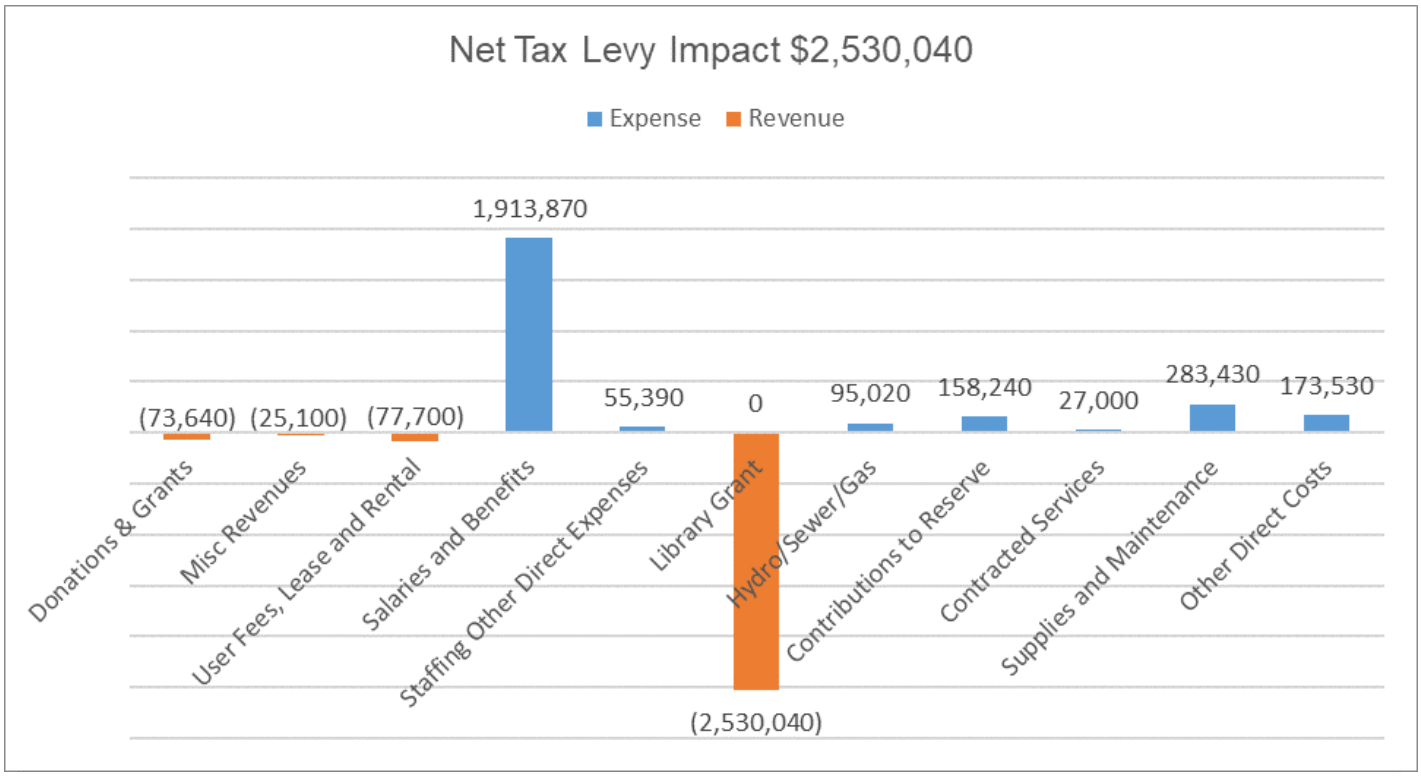
As the COVID-19 pandemic continued throughout 2021, Georgina Public Library was here to support the community in both traditional and innovative ways. While libraries went through various stages and versions of being open and closed, it heard over and over again from residents that they missed browsing the shelves. The library team created a service called “Grab and Go”, which allowed residents to request a selection of items on a theme, or request a selection of “Surprise Me!” items, which they could then collect during library curbside pickup hours.

During the time that residents were not permitted to browse library shelves, library staff created an average of over 100 “Grab and Go” bags per month, providing patrons with the opportunity to discover something new through personalized recommendations from library staff. The “Surprise Me!” option was very popular, garnering resident comments such as, “My last surprise grab bag was so fun, please surprise me again!” and “Every time we pick up a new surprise grab bag, my four-year old can’t wait to see what you have picked-thank you.”

Organizational Chart



2022 Budgeted Expenditures and Revenues



2021 Accomplishments

- Offered library service in person and virtually as provincial regulations allowed, with more than 160,000 items borrowed and 12,000 program attendees
- Offered Grab and Go service to augment curbside pickup during physical library closures

MAJOR OPERATING DRIVERS

- Financial pressures due to COVID-19
  - Increased cleaning/disinfecting costs
  - Increased PPE costs
  - Increased base requirements to offer service (e.g., Plexiglas barriers, signage, etc.)
- 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
- Continued weak Canadian dollar reduces the library's purchasing power in terms of collections and electronic resources

Major Initiatives Planned for 2022

- Upgrade teen area in Keswick branch (deferred from 2020)
- Increase community outreach and connections with local non-profits

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Administration										
Revenue										
Misc Revenues	(60,000)	0	0	0	0	60,000	0	-100%	60,000	Offset with Library Consortium cost
Donations & Grants	(71,840)	0	0	0	0	0	(71,840)	0%	0	
Library Grant	(2,530,040)	0	0	0	0	2,530,040	0	-100%	2,530,040	Reallocation to Library Grant contra expense
Revenue Total	(2,661,880)	0	0	0	0	2,590,040	(71,840)	-97%	2,590,040	
Expense										
Salaries and Benefits	4,800	0	0	0	0	0	4,800	0%	0	
Staffing Other Direct Expense	25,350	0	0	0	0	0	25,350	0%	0	
Contracted Services	2,700	0	0	0	0	0	2,700	0%	0	
Contributions to Reserve	170,890	0	0	0	0	(12,650)	158,240	-7%	(12,650)	Reduction based on actuals
Library Grant	0	0	0	0	0	(2,530,040)	(2,530,040)		(2,530,040)	Reallocation from Library Grant revenue
Supplies and Maintenance	84,000	0	0	0	0	(67,500)	16,500	-80%	(67,500)	Offset with Consortium cost recovery
Other Direct Costs	94,780	0	0	400	0	(280)	94,900	0%	120	
Expense Total	382,520	0	0	400	0	(2,610,470)	(2,227,550)	-682%	(2,610,070)	
Administration Total	**(2,279,360)**	**0**	**0**	**400**	**0**	**(20,430)**	**(2,299,390)**	**1%**	**(20,030)**	
Keswick Library										
Revenue										
Misc Revenues	(21,000)	0	0	0	0	3,300	(17,700)	-16%	3,300	
Donations & Grants	(1,500)	0	0	0	0	0	(1,500)	0%	0	
User Fees, Lease and Rental	(13,300)	0	0	0	0	0	(13,300)	0%	0	
Revenue Total	(35,800)	0	0	0	0	3,300	(32,500)	-9%	3,300	
Expense										
Salaries and Benefits	1,215,550	0	0	30,690	0	160	1,246,400	3%	30,850	Step increases & benefit increase & reallocation from Keswick Library
Staffing Other Direct Expense	19,800	0	0	0	0	0	19,800	0%	0	
Contracted Services	24,300	0	0	0	0	0	24,300	0%	0	
Hydro/Sewer/Gas	88,630	0	0	0	0	(3,300)	85,330	-4%	(3,300)	
Supplies and Maintenance	209,000	1,000	0	2,610	0	0	212,610	2%	3,610	
Other Direct Costs	6,380	0	0	0	0	0	6,380	0%	0	
Expense Total	1,563,660	1,000	0	33,300	0	(3,140)	1,594,820	2%	31,160	
Keswick Library Total	**1,527,860**	**1,000**	**0**	**33,300**	**0**	**160**	**1,562,320**	**2%**	**34,460**	
Pefferlaw Library										
Revenue										
Misc Revenues	(1,300)	0	0	0	0	300	(1,000)	-23%	300	
User Fees, Lease and Rental	(1,500)	0	0	0	0	0	(1,500)	0%	0	
Revenue Total	(2,800)	0	0	0	0	300	(2,500)	-11%	300	
Expense										
Salaries and Benefits	259,550	0	0	(5,760)	0	0	253,790	-2%	(5,760)	
Staffing Other Direct Expense	5,760	0	0	0	0	0	5,760	0%	0	
Hydro/Sewer/Gas	9,690	0	0	0	0	0	9,690	0%	0	
Supplies and Maintenance	23,770	0	0	200	0	0	23,970	1%	200	
Other Direct Costs	15,810	0	0	400	0	0	16,210	3%	400	
Expense Total	314,580	0	0	(5,160)	0	0	309,420	-2%	(5,160)	
Pefferlaw Library Total	**311,780**	**0**	**0**	**(5,160)**	**0**	**300**	**306,920**	**-2%**	**(4,860)**	

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Sutton Library										
Revenue										
Misc Revenues	(7,900)	0	0	0	0	1,500	(6,400)	-19%	1,500	
Donations & Grants	(300)	0	0	0	0	0	(300)	0%	0	
User Fees, Lease and Rental	(62,900)	0	0	0	0	0	(62,900)	0%	0	
Revenue Total	(71,100)	0	0	0	0	1,500	(69,600)	-2%	1,500	
Expense										
Salaries and Benefits	420,750	0	0	(11,870)	0	0	408,880	-3%	(11,870)	Reallocation to Keswick Library
Staffing Other Direct Expense	4,480	0	0	0	0	0	4,480	0%	0	
Supplies and Maintenance	29,950	0	0	400	0	0	30,350	1%	400	
Other Direct Costs	55,640	0	0	400	0	0	56,040	1%	400	
Expense Total	510,820	0	0	(11,070)	0	0	499,750	-2%	(11,070)	
Sutton Library Total	**439,720**	**0**	**0**	**(11,070)**	**0**	**1,500**	**430,150**	**-2%**	**(9,570)**	
Grand Total	**0**	**1,000**	**0**	**17,470**	**0**	**(18,470)**	**0**		**0**	

Capital Project	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
	$	$	$	$	$	$	$	$	$	$	$
Non-Growth Related Expenditures											
Roads											
Minor Capital Resurfacing	2,157,000	2,307,000	2,457,000	2,607,000	2,757,000	2,907,000	3,057,000	3,207,000	3,207,000	3,207,000	27,870,000
Roads Reconstruction	175,000	2,000,000	2,620,000	2,770,000	2,920,000	3,070,000	3,220,000	3,370,000	3,370,000	3,370,000	26,885,000
Udora Roads Design and Construction		1,100,000	1,200,000	1,100,000							3,400,000
Lake Drive Functionality Assessment	150,000										150,000
Streetlight Upgrades	90,000	90,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	660,000
Bridges & Culverts											
Bi-annual OSIM Inspection & Bridge Assessment	75,000		75,000		75,000		75,000		75,000		375,000
Bridges - Repair & Replacement Bridge B4 Old Shiloh (east)		1,700,000									1,700,000
Old Shiloh Bridge EA and Heritage Investigation	100,000										100,000
Minor Capital Culverts under 3m	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000		1,800,000
Sidewalks											
Minor Capital Concrete	75,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	80,000	795,000
Active Transportation Master Plan Outcome (new Sidewalks)		350,000	350,000	350,000							1,050,000
Storm Water											
Ditch Reconstruction Program	400,000	600,000	800,000	1,000,000	1,200,000	1,400,000	1,600,000	1,800,000	2,000,000	2,000,000	12,800,000
Storm Sewer System Maintenance		180,000	200,000	220,000	240,000	260,000	280,000	300,000	300,000	300,000	2,280,000
Retention Ponds - Repair & Replacement		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,800,000
Other											
EAB Tree Removal Program	1,100,000	1,100,000	840,000	250,000							3,290,000
Windrow Snow Clearing Service (22-MQ-03)	15,000										15,000
Malone Wharf: Parking Lot Resurfacing (22-FS-05)	50,000										50,000
Alice Avenue: Drainage and Storm Sewer Assessment (22-DN-03)	50,000										50,000
Pefferlaw Dam	1,000,000										1,000,000
Public Water Tap	40,000										40,000
Operation and Closure Plan for clean Fill Sites		75,000									75,000
Fleet program review	20,000										20,000
Fuel Management System Evaluation/ Implementation	120,000										120,000
Asset Management Plan for Non Core Assets	150,000										150,000
Roads New Equipment	175,000										175,000
Fleet Replacement	1,773,000										1,773,000
	7,915,000	9,982,000	9,082,000	8,837,000	7,732,000	8,177,000	8,772,000	9,217,000	9,492,000	9,217,000	88,423,000
Growth Related Expenditures											
Other											
Additional Sweeper Attachment		100,000		100,000							200,000
Tandem Axle Dump Truck		320,000		273,000							593,000
	-	420,000	-	373,000	-	-	-	-	-	-	793,000
Total Annual Capital Expenditures	7,915,000	10,402,000	9,082,000	9,210,000	7,732,000	8,177,000	8,772,000	9,217,000	9,492,000	9,217,000	89,216,000

Capital Project	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
	$	$	$	$	$	$	$	$	$	$	$
Non-Growth Related Funding											
Capital Reserve - Tax Funded	4,758,000	8,479,000	7,579,000	7,334,000	6,229,000	6,674,000	7,269,000	7,714,000	7,989,000	7,714,000	71,739,000
Canada Community-Building Fund	1,766,300	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	1,503,000	15,293,300
Debenture - Tax Funded											-
Grants	1,390,700										1,390,700
Other Revenue											-
	7,915,000	9,982,000	9,082,000	8,837,000	7,732,000	8,177,000	8,772,000	9,217,000	9,492,000	9,217,000	88,423,000
Growth Related Funding											
Development Charges	-	420,000	-	373,000	-	-	-	-	-	-	793,000
Capital Reserve - Tax Funded											-
Canada Community-Building Fund											-
Debenture - Development Charges											-
Debenture - Tax Funded											-
Grants											-
Other Revenue											-
	-	420,000	-	373,000	-	-	-	-	-	-	793,000
Total Annual Capital Funding	**7,915,000**	**10,402,000**	**9,082,000**	**9,210,000**	**7,732,000**	**8,177,000**	**8,772,000**	**9,217,000**	**9,492,000**	**9,217,000**	**89,216,000**

* Roads study recommended an annual investment requirement of:
- $3.2 million per year for resurfacing and maintenance (2015 cost estimates)
- $3.2 million per year for reconstruction (2015 cost estimates)
* Storm Water - Capital needs will be assessed with the Asset Management Plan and will be updated in the ten year forecast at this time.

Capital Project	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
	$	$	$	$	$	$	$	$	$	$	$
Non-Growth Related Expenditures											
Water											
Watermain Renewal			997,000		997,000		997,000		997,000		3,988,000
Watermain linear condition assessment		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,800,000
Meter Replacement Program	150,000	200,000	250,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	2,700,000
Line Valves & Hydrant - Rehabilitation & Replace	100,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,900,000
Service Connections - Replacement	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	5,000,000
Water Booster Pumping Station - Repair & Replace (BCA)					80,000			80,000		80,000	240,000
Water Booster Pump Station Condition Assessment		80,000									80,000
Water Operational Support Equipment	50,000										50,000
Water Yard BCA Rehabilitation		100,000									100,000
Fuel System Improvements for the Queensway WBS No. 16		120,000									120,000
Bulk Water Station	60,000										60,000
Wastewater											
Vertical Wastewater condition assessment	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	1,600,000
Wastewater linear condition assessment	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
Waste Water Pumping Stations - Repair & Replace (BCA)	270,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,520,000
Sewer Main and Service Connection Rehabilitation		400,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000
Fuel System Upgrades for Standby Generators (TSSA)	200,000										200,000
Inflow/Infiltration Study	150,000										150,000
Sewer and Maintenance Hole Rehabilitation and Replacement		500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	4,500,000
Water Yard BCA Rehabilitation		100,000									100,000
Vehicles & Equipment - Replacement		260,000		115,000	139,000		20,000				534,000
	1,840,000	3,270,000	3,457,000	2,625,000	3,726,000	2,510,000	3,527,000	2,590,000	3,507,000	2,590,000	29,642,000
Growth Related Expenditures											
											-
	-	-	-	-	-	-	-	-	-	-	-
Total Annual Capital Expenditures	1,840,000	3,270,000	3,457,000	2,625,000	3,726,000	2,510,000	3,527,000	2,590,000	3,507,000	2,590,000	29,642,000
Non-Growth Related Funding											
Capital Reserve - Rate Funded	1,840,000	3,270,000	3,457,000	2,625,000	3,726,000	2,510,000	3,527,000	2,590,000	3,507,000	2,590,000	29,642,000
Canada Community-Building Fund											-
Debenture - Rate Funded											-
Grants											-
Other Revenue											-
	1,840,000	3,270,000	3,457,000	2,625,000	3,726,000	2,510,000	3,527,000	2,590,000	3,507,000	2,590,000	29,642,000
Growth Related Funding											
Development Charges											-
Capital Reserve - Tax Funded											-
Canada Community-Building Fund											-
Debenture - Development Charges											-
Debenture - Rate Funded											-
Grants											-
Other Revenue											-
	-	-	-	-	-	-	-	-	-	-	-
Total Annual Capital Funding	**1,840,000**	**3,270,000**	**3,457,000**	**2,625,000**	**3,726,000**	**2,510,000**	**3,527,000**	**2,590,000**	**3,507,000**	**2,590,000**	**29,642,000**

Capital Project	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
	$	$	$	$	$	$	$	$	$	$	$
Non-Growth Related Expenditures											
Stn 1-4 Repairs (Bldg Audit)		9,000	16,000	87,000							112,000
Stn 1-6 Repairs (Bldg Audit)		6,000	9,000	3,000					39,000		57,000
Fire Suppression Equipment	60,000	72,000	93,000	60,000	60,000	60,000	60,000	135,000	135,000	135,000	870,000
Bunker Gear	54,000	54,000	54,000	54,000	54,000	54,000	54,000	55,000	55,000	55,000	543,000
Communications Equipment	15,000	25,000	25,000	25,000	775,000	25,000	25,000	25,000	25,000	25,000	990,000
Vehicle Replacement		1,384,000	955,000		929,000	65,000		111,000		300,000	3,744,000
	129,000	1,550,000	1,152,000	229,000	1,818,000	204,000	139,000	326,000	254,000	515,000	6,316,000
Growth Related Expenditures											
New Station in S. Keswick (12,500 sq.ft.)		500,000	6,584,000								7,084,000
Training Facility		20,000	500,000								520,000
Pumper - New Station			930,000								930,000
Rescue - New South Station				930,000							930,000
Support Vehicle - New Station			51,000								51,000
Bunker Gear for 20 Additional Firefighters				90,000							90,000
N. Keswick Stn. & Headquarters (20,000 sqft)					800,000	11,285,000					12,085,000
Station 1-6: Replacement (S)						486,000	7,535,000				8,021,000
Fire Master Plan		80,000									80,000
Emergency Management Generator				50,000							50,000
	-	600,000	8,065,000	1,070,000	800,000	11,771,000	7,535,000	-	-	-	29,841,000
Total Annual Capital Expenditures	129,000	2,150,000	9,217,000	1,299,000	2,618,000	11,975,000	7,674,000	326,000	254,000	515,000	36,157,000
Non-Growth Related Funding											
Capital Reserve - Tax Funded	129,000	1,550,000	1,152,000	229,000	1,818,000	204,000	139,000	326,000	254,000	515,000	6,316,000
Canada Community-Building Fund											-
Debenture - Tax Funded											-
Grants											-
Other Revenue											-
	129,000	1,550,000	1,152,000	229,000	1,818,000	204,000	139,000	326,000	254,000	515,000	6,316,000
Growth Related Funding											
Development Charges	-	100,000	1,481,000	1,070,000	-	-	-	-	-	-	2,651,000
Capital Reserve - Tax Funded											-
Canada Community-Building Fund											-
Debenture - Development Charges		500,000	6,584,000		300,000	4,516,000	4,401,000				16,301,000
Debenture - Tax Funded					500,000	7,255,000	3,134,000				10,889,000
Grants											-
Other Revenue											-
	-	600,000	8,065,000	1,070,000	800,000	11,771,000	7,535,000	-	-	-	29,841,000
Total Annual Capital Funding	**129,000**	**2,150,000**	**9,217,000**	**1,299,000**	**2,618,000**	**11,975,000**	**7,674,000**	**326,000**	**254,000**	**515,000**	**36,157,000**

Capital Project	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
	$	$	$	$	$	$	$	$	$	$	$
Non-Growth Related Expenditures											
Corporate IT Strategic Plan			65,000					65,000			130,000
Water Financial Plan and Rate Study			40,000					40,000			80,000
Network Assessment						20,000					20,000
ERP Replacement			900,000								900,000
CRM		250,000									250,000
ICT Cycling	270,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	350,000	3,420,000
	270,000	600,000	1,355,000	350,000	350,000	370,000	350,000	455,000	350,000	350,000	4,800,000
Growth Related Expenditures											
Long Range Financial Plan Update	70,000		50,000					70,000			190,000
CBC and DC Studies			70,000					70,000			140,000
	70,000	-	120,000	-	-	-	-	140,000	-	-	330,000
Total Annual Capital Expenditures	340,000	600,000	1,475,000	350,000	350,000	370,000	350,000	595,000	350,000	350,000	5,130,000
Non-Growth Related Funding											
Capital Reserve - Tax Funded	270,000	600,000	1,315,000	350,000	350,000	370,000	350,000	415,000	350,000	350,000	4,720,000
Capital Reserve - Rate Funded			40,000					40,000			80,000
Canada Community-Building Fund											-
Debenture - Tax Funded											-
Grants											-
Other Revenue											-
	270,000	600,000	1,355,000	350,000	350,000	370,000	350,000	455,000	350,000	350,000	4,800,000
Growth Related Funding											
Development Charges	70,000		120,000					140,000			330,000
Capital Reserve - Tax Funded											-
Canada Community-Building Fund											-
Debenture - Development Charges											-
Debenture - Tax Funded											-
Grants											-
Other Revenue											-
	70,000	-	120,000	-	-	-	-	140,000	-	-	330,000
Total Annual Capital Funding	**340,000**	**600,000**	**1,475,000**	**350,000**	**350,000**	**370,000**	**350,000**	**595,000**	**350,000**	**350,000**	**5,130,000**

Capital Project	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
	$	$	$	$	$	$	$	$	$	$	$
Non-Growth Related Expenditures											
Vehicle & Equipment - Replacement		60,000	108,000		108,000						276,000
Other											-
	-	60,000	108,000	-	108,000	-	-	-	-	-	276,000
Growth Related Expenditures											
											-
	-	-	-	-	-	-	-	-	-	-	-
Total Annual Capital Expenditures	-	60,000	108,000	-	108,000	-	-	-	-	-	276,000
Non-Growth Related Funding											
Capital Reserve - Tax Funded	-	60,000	108,000	-	108,000	-	-	-	-	-	276,000
Canada Community-Building Fund											-
Debenture - Tax Funded											-
Grants											-
Other Revenue											-
	-	60,000	108,000	-	108,000	-	-	-	-	-	276,000
Growth Related Funding											
Development Charges											-
Capital Reserve - Tax Funded											-
Canada Community-Building Fund											-
Debenture - Development Charges											-
Debenture - Tax Funded											-
Grants											-
Other Revenue											-
	-	-	-	-	-	-	-	-	-	-	-
Total Annual Capital Funding	**0**	**60,000**	**108,000**	**0**	**108,000**	**0**	**0**	**0**	**0**	**0**	**276,000**

Capital Project	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
	$	$	$	$	$	$	$	$	$	$	$
Non-Growth Related Expenditures											
Vehicles & Equipment Replacements		11,000	67,000	84,000	55,000	5,000	1,000	400,000	114,000		737,000
SLT-Interior Design Consultants (seating)		25,000									25,000
SLT-AODA & Seating Replacement		450,000									450,000
GPV-AODA Accessibility (Train Station/Post Office)	50,000										50,000
York Catholic District School Board		410,000									410,000
Facilities											
Building Condition Assessment Program		1,600,000	1,300,000	1,400,000	1,500,000	1,600,000	1,700,000	1,800,000	1,900,000	2,000,000	14,800,000
Replacement of HVAC at Noble House (BCA 2022)	20,000										20,000
Sump Pump Rebuilds Georgina Leisure Pool (BCA)	20,000										20,000
HVAC Unit Replacements (SLT/Club 55 X2)	80,000										80,000
HVAC Unit Replacements (Pef Lions Hall)	100,000										100,000
HVAC Unit Replacements (SLT, Pef Lions Hall, Kes FSX3)	50,000										50,000
Perferlaw Library Carpet Replacement	30,000										30,000
SLT - Concrete Loading Dock Repairs	50,000										50,000
AODA - Kin Hall Exterior Ramp	120,000										120,000
Other Facilities			400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	3,200,000
ROC Ski Lift	150,000										150,000
Dehumidifiers on the Green Rink Pad, Georgina Ice Palace	75,000										75,000
Port Bolster Hall - Concrete Floor Coating	16,000										16,000
Create Office/Meeting Space - LINK		30,000									30,000
SLT/Club 55 Marquee – Replace existing Marquee portion to LED		60,000									60,000
CC Walkway		18,000									18,000
ROC - Hill Lighting		30,000									30,000
Port Bolster Hall Door Replacement		12,000									12,000
Georgina Ice Palace Chiller Replacement		340,000									340,000
Chiller Gasket Replacement – Georgina Sutton Arena	20,000										20,000
Oil Separator Replacement GSA (TSSA Recommendation)	25,000										25,000
Egypt Yard Furnace		35,000									35,000
Roads Yards Security Improvements		55,000									55,000
Melting Pit – Georgina Ice Palace		355,000									355,000
Civic Centre (Cash Flow)		11,945,000									11,945,000
Pefferlaw Recreation Opportunities	1,446,750										1,446,750
Electric Car Charges (22-MQ-04)	60,000										60,000
Boom on the Maskinonge River (22-MQ-01)	20,000										20,000
Improvements to High Street - Minor Capital (22-FS-04)	20,000										20,000
Dog park - ROC property (Leash Free) (22-DN-02)	100,000										100,000
Parks											
Playground replacements		400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	3,600,000
Sutton Multi Use Path Construction		1,200,000									1,200,000
Picnic Table Replacement	50,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	950,000
Waterfront Parks Master Plan (Town portion)	175,200										175,200
Vehicle and Equipment Replacements		343,000	261,000	1,368,000	548,000	1,239,000	446,000	1,083,000	500,000	500,000	6,288,000
	2,677,950	17,419,000	2,528,000	3,752,000	3,003,000	3,744,000	3,047,000	4,183,000	3,414,000	3,400,000	47,167,950

Capital Project	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
	$	$	$	$	$	$	$	$	$	$	$
Growth Related Expenditures											
MURC (Cash flow)	20,722,000	8,600,000									29,322,000
Parks											
Treasure Hill: Village Square/ Trails	840,000										840,000
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			259,000								259,000
Ainslie (Catering Road): Trail Head/Trails Design/Construction			517,000								517,000
Greystone: Linear Park/ Trail Design/Construction				500,000							500,000
Crew Cab				67,000							67,000
Parks and Park Buildings					550,000	997,000	2,900,000	579,000	1,500,000	1,750,000	8,276,000
Service Truck		100,000									100,000
Waterfront Parks Master Plan (DC portion)	34,800										34,800
Vehicles and Equipment		100,000		200,000	175,000				750,000		1,225,000
	21,596,800	10,997,000	776,000	767,000	725,000	997,000	2,900,000	579,000	2,250,000	1,750,000	43,337,800
Total Annual Capital Expenditures	24,274,750	28,416,000	3,304,000	4,519,000	3,728,000	4,741,000	5,947,000	4,762,000	5,664,000	5,150,000	90,505,750
Non-Growth Related Funding											
Capital Reserve - Tax Funded	2,652,950	5,474,000	2,528,000	3,752,000	3,003,000	3,744,000	3,047,000	4,183,000	3,414,000	3,400,000	35,197,950
Canada Community-Building Fund											-
Debenture - Tax Funded		11,945,000									11,945,000
Grants	25,000										25,000
Other Revenue											-
	2,677,950	17,419,000	2,528,000	3,752,000	3,003,000	3,744,000	3,047,000	4,183,000	3,414,000	3,400,000	47,167,950
Growth Related Funding											
Development Charges	874,800	2,397,000	776,000	767,000	725,000	997,000	2,900,000	579,000	2,250,000	1,750,000	14,015,800
Capital Reserve - Tax Funded											-
Canada Community-Building Fund											-
Debenture - Development Charges	20,722,000	8,600,000									29,322,000
Debenture - Tax Funded											-
Grants											-
Other Revenue											-
	21,596,800	10,997,000	776,000	767,000	725,000	997,000	2,900,000	579,000	2,250,000	1,750,000	43,337,800
Total Annual Capital Funding	**24,274,750**	**28,416,000**	**3,304,000**	**4,519,000**	**3,728,000**	**4,741,000**	**5,947,000**	**4,762,000**	**5,664,000**	**5,150,000**	**90,505,750**

* There is approximately a $25 million back log in facility repairs and rehabilitations as identified in the building condition assessments that is not identified in the 10 year capital plan due to funding constraints. (2015 cost estimates)
* Parks - Potential capital improvements to waterfront parks based on the upcoming Waterfront Parks Masterplan have not been included in the ten year forecast at this time. They will be included after phase 3 is complete.

Capital Project	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
	$	$	$	$	$	$	$	$	$	$	$
Non-Growth Related Expenditures											
Vehicle Replacements						60,000					60,000
Economic Strategy		30,000					60,000				90,000
	-	30,000	-	-	-	60,000	60,000	-	-	-	150,000
Growth Related Expenditures											
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		1,215,000							1,215,000		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			85,000								85,000
Pefferlaw Secondary Plan		75,000									75,000
Planning Applications Fee Review			30,000					30,000			60,000
Miscellaneous Planning Studies				30,000		30,000		30,000			90,000
Ten Year OP Update and Review					100,000						100,000
Building By-law Update				20,000							20,000
Zoning By-law Update		150,000									150,000
Development Engineering Design Criteria Review	65,000										65,000
	65,000	2,509,000	911,000	2,775,000	11,285,000	30,000	60,000	110,000	1,215,000	2,455,000	21,415,000
Total Annual Capital Expenditures	65,000	2,539,000	911,000	2,775,000	11,285,000	90,000	120,000	110,000	1,215,000	2,455,000	21,565,000
Non-Growth Related Funding											
Capital Reserve - Tax Funded	-	30,000	-	-	-	60,000	60,000	-	-	-	150,000
Canada Community-Building Fund											-
Debenture - Tax Funded											-
Grants											-
Other Revenue											-
	-	30,000	-	-	-	60,000	60,000	-	-	-	150,000
Growth Related Funding											
Development Charges	65,000	2,153,000	567,000	2,084,000	7,582,000	30,000	60,000	110,000	1,215,000	1,828,000	15,694,000
Capital Reserve - Tax Funded		356,000		131,000	2,573,000					130,000	3,190,000
Capital Reserve - Rate Funded			344,000	62,000	546,000						952,000
Canada Community-Building Fund											-
Debenture - Development Charges											-
Debenture - Tax Funded											-
Grants				498,000	584,000					497,000	1,579,000
Other Revenue											-
	65,000	2,509,000	911,000	2,775,000	11,285,000	30,000	60,000	110,000	1,215,000	2,455,000	21,415,000
Total Annual Capital Funding	**65,000**	**2,539,000**	**911,000**	**2,775,000**	**11,285,000**	**90,000**	**120,000**	**110,000**	**1,215,000**	**2,455,000**	**21,565,000**

Capital Project	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
	$	$	$	$	$	$	$	$	$	$	$
Non-Growth Related Expenditures											
Minor Capital	9,500	42,000	17,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	138,500
Library Plans (Master Plan/Strategic Plan)	40,000			40,000	50,000			40,000			170,000
	49,500	42,000	17,000	50,000	60,000	10,000	10,000	50,000	10,000	10,000	308,500
Growth Related Expenditures											
Additional Collection Materials			100,000	100,000	100,000	100,000	100,000	100,000	100,000	10,000	710,000
MURC Makerspace equipment		200,000									200,000
	-	200,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	10,000	910,000
Total Annual Capital Expenditures	49,500	242,000	117,000	150,000	160,000	110,000	110,000	150,000	110,000	20,000	1,218,500
Non-Growth Related Funding											
Capital Reserve - Tax Funded	49,500	42,000	17,000	50,000	60,000	10,000	10,000	50,000	10,000	10,000	308,500
Canada Community-Building Fund											-
Debenture - Tax Funded											-
Grants											-
Other Revenue											-
	49,500	42,000	17,000	50,000	60,000	10,000	10,000	50,000	10,000	10,000	308,500
Growth Related Funding											
Development Charges	-	200,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	10,000	910,000
Capital Reserve - Tax Funded											-
Canada Community-Building Fund											-
Debenture - Development Charges											-
Debenture - Tax Funded											-
Grants											-
Other Revenue											-
	-	200,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	10,000	910,000
Total Annual Capital Funding	**49,500**	**242,000**	**117,000**	**150,000**	**160,000**	**110,000**	**110,000**	**150,000**	**110,000**	**20,000**	**1,218,500**

Capital Project	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	Total
	$	$	$	$	$	$	$	$	$	$	$
Non-Growth Related Expenditures											
Resident service delivery satisfaction survey		15,000									15,000
2023-2026 Corporate Strategic Plan	50,000				50,000				50,000		150,000
Develop a Corporate Sustainability Plan	40,000										40,000
Minor Capital		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
	90,000	25,000	10,000	10,000	60,000	10,000	10,000	10,000	60,000	10,000	295,000
Growth Related Expenditures											
											-
	-	-	-	-	-	-	-	-	-	-	-
Total Annual Capital Expenditures	90,000	25,000	10,000	10,000	60,000	10,000	10,000	10,000	60,000	10,000	295,000
Non-Growth Related Funding											
Capital Reserve - Tax Funded	90,000	25,000	10,000	10,000	60,000	10,000	10,000	10,000	60,000	10,000	295,000
Canada Community-Building Fund											-
Debenture - Tax Funded											-
Grants											-
Other Revenue											-
	90,000	25,000	10,000	10,000	60,000	10,000	10,000	10,000	60,000	10,000	295,000
Growth Related Funding											
Development Charges											-
Capital Reserve - Tax Funded											-
Canada Community-Building Fund											-
Debenture - Development Charges											-
Debenture - Tax Funded											-
Grants											-
Other Revenue											-
	-	-	-	-	-	-	-	-	-	-	-
Total Annual Capital Funding	**90,000**	**25,000**	**10,000**	**10,000**	**60,000**	**10,000**	**10,000**	**10,000**	**60,000**	**10,000**	**295,000**

Capital Project	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	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
	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
Growth Related Expenditures											
											-
	-	-	-	-	-	-	-	-	-	-	-
Total Annual Capital Expenditures	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
Non-Growth Related Funding											
Capital Reserve - Tax Funded		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
Canada Community-Building Fund											-
Debenture - Tax Funded											-
Grants											-
Other Revenue											-
	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
Growth Related Funding											
Development Charges											-
Capital Reserve - Tax Funded											-
Canada Community-Building Fund											-
Debenture - Development Charges											-
Debenture - Tax Funded											-
Grants											-
Other Revenue											-
	-	-	-	-	-	-	-	-	-	-	-
Total Annual Capital Funding	**0**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**	**90,000**

Consolidated Discretionary Reserves	$	$
Projected Opening Balance		52,719,530
Contributions:		11,013,160
Draws:		
Carry Forward Capital Projects	(5,979,620)	
Current Capital Projects	(9,789,450)	
Current Operating Draws	(2,999,690)	
Total Draws:		(18,768,760)
Transfer:		
Transfer to COVID-19 Obligatory Reserve (Only if pressures exceed Grant)	(1,087,620)	
Total Transfers:		(1,087,620)
Projected Closing Balance		**43,876,310**
Less Internal Borrowing Balances (2022 Repayment is $664,340)		
2014 The Link-Sutton Community Hall		**(87,530)**
Projected Closing Balance After Internal Borrowings		**43,788,780**

Individual Discretionary Reserves

1 Corporate Capital/ New Infrastructure Reserve

Projected Opening Balance		6,778,790
Contributions:		
Entrance Features	50,000	
Pefferlaw Recreation Capital	50,000	
Dam's - Repair and Replacement	75,000	
Replacement Civic Center	125,000	
Corporate Information Technology	200,000	
Accessibility Projects	65,000	
Green Initiatives	60,000	
Alternate Energy Initiatives	5,000	
New Capital Contribution	556,940	
Total Contributions:		1,186,940
Draws:		
18-REC-3: Keswick Cenotaph Relocation	(34,260)	
19-ECD-1: Wayfinding & Community Signage	(24,690)	
21-DS-1: Comprehensive Zoning By-law Review	(25,860)	
21-CAO-1: Business continuity and customer convenience / HRIS (payroll)	(162,150)	
C-2021-0322: Microsoft 365 Assessment, Migration, and Implementation	(134,620)	
Grant Writing Services	(50,000)	
22-CI-WAT-05: Public Water Tap & Bulk Water Station	(40,000)	
22-CI-OI-02: New Equipment (Roads)	(175,000)	
22-CI-OI-09: Fuel Management System	(120,000)	
22-CI-OI-19: Pefferlaw Dam	(1,000,000)	
22-CI-RC-07: Pefferlaw Recreation Opportunities	(1,446,750)	
22-CI-RC-08: Electric Car Charges (22-MQ-04)	(60,000)	
22-CI-RC-09: Boom on the Maskinonge River (22-MQ-01)	(10,000)	
22-CI-RC-10: Improvements to High Street - Minor Capital (22-FS-04)	(20,000)	
22-CI-RC-06: Dog park - ROC property (Leash Free) (22-DN-02)	(100,000)	
Total Draws:		(3,403,330)
Transfer:		
Transfer to Waterfront Parks Reserve	(2,015,000)	
Total Transfers:		(2,015,000)
Projected Closing Balance**		**2,547,400**
Future Year Commitments:		
Replacement Civic Center (Debenture)	(375,000)	
Total Future Commitments		(375,000)
Unrestricted for the Purpose of New Capital Infrastructure		**2,172,400**

2 Facilities - Repair & Replacement

Projected Opening Balance		10,316,350
Contributions:		
General Contribution - Non Program	100,000	
Leisure Facilities	118,100	
Parks Facilities	75,000	
Civic Centre	194,700	
Leisure Pool	60,000	
Arenas	139,300	
Stephen Leacock Theatre	27,000	
The ROC	144,730	
The Link	6,120	
Mechanic Shop	6,000	
Animal Shelter	47,690	
Historical Village	20,000	
Roads Facilities	80,000	
Fire Halls	100,000	
Library Facilities	85,000	
Total Contributions:		1,203,640
Draws:		
20-RC-4: Pioneer Village	(10,000)	
21-RC-1: Secure a consultant for Assessment (BCA)	(150,000)	
21-RC-1/ CAO-2021-0018: Furnace/Oil Tank replacement at Annex	(100,300)	
Project Management Services	(337,000)	
Facility and Equipment Emergency Repairs	(100,000)	
22-CI-RC-01: Facilities Repairs & Remediation Program	(286,000)	
22-CI-RC-02: Building Condition Assessment (BCA) Items	(470,000)	
22-CI-RC-03: Train Station Repairs	(25,000)	
Total Draws:		(1,478,300)
Projected Closing Balance		**10,041,690**

3 Fleet & Equipment - Repair & Replacement

Projected Opening Balance		5,936,410
Contributions:		
General Contribution - Non Program	50,000	
Recreation Fleet	3,900	
Arenas Equipment	67,900	
Parks Fleet	184,200	
Roads Fleet	364,610	
Municipal Law Enforcement Fleet	34,400	
Building Maintenance Fleet	26,600	
Engineering Fleet	6,200	
Fire Equipment	543,700	
Wireless Broadband Infrastructure	20,000	
Library IT Equipment	31,000	
Information Technology - Hardware/Software	219,400	
Information Technology Networks	183,100	
Total Contributions:		1,735,010
Draws:		
21-FS-1: Replacement of Tanker Apparatus	(850,000)	
22-CI-OI-08: Fleet Policy Review	(20,000)	
22-CI-OI-15: Vehicle and Equipment Replacement Program	(1,773,000)	
22-CI-FS-01: Purchase of Suppression Equipment	(60,000)	
22-CI-FS-02: Replacement of Bunker Gear/PPE	(54,000)	
22-CI-FS-03: Purchase of Communications Equipment	(15,000)	
22-CI-CS-01: Annual Information and Communications Technology (ICT) Cycling	(270,000)	
Total Draws:		(3,042,000)
Projected Closing Balance		**4,629,420**

4 Roads - Repair & Replacement

Projected Opening Balance		4,448,970
Contributions:		
Roads	2,229,130	
Total Contributions:		2,229,130
Draws:		
19-PWK-14: 2019 Roads Now Needs Plan (Road Reconstruction Program)	(114,700)	
20-OI-2: 2020 Roads Maintenance Plan (Approved in 2019)	(324,810)	
20-OI-9: Major Ditch Reconstruction	(297,960)	
21-OI-9: Mossington Bridge Safety Assessment	(25,000)	
Project Management Services	(136,750)	
Pavement Management System	(90,000)	
22-CI-OI-07: Streetlight Upgrades	(90,000)	
22-CI-OI-10: 2022 Bridge OSIM	(75,000)	
22-CI-OI-11: Lake Drive Road Functionality Assessment	(150,000)	
22-CI-OI-12: Old Shiloh Bridge Heritage Investigation/Environmental Assessment	(100,000)	
22-CI-OI-17: Malone Wharf: Parking Lot Resurfacing (22-FS-05)	(50,000)	
22-CI-OI-18: Alice Avenue: Drainage and Storm Sewer Assessment (22-DN-03)	(50,000)	
Total Draws:		(1,504,220)
Projected Closing Balance		**5,173,880**

5 Parks - Repair & Replacement

Projected Opening Balance		620,030
Contributions:		
Parks	125,000	
Playground Equipment	30,000	
Total Contributions:		155,000
Draws:		
20-OI-12: Pioneer Cemetery Needs Assessment	(50,000)	
20-OI-25: Trails Lighting	(30,000)	
C-2021-0300 Playground Replacements	(125,000)	
22-CI-RC-05: Picnic Table Replacement	(50,000)	
Total Draws:		(255,000)
Projected Closing Balance		**520,030**

6 Water - Fleet & Equipment - Repair & Replacement

Projected Opening Balance		623,800
Contributions:		
Water Fleet	31,450	
Total Contributions:		31,450
Draws:		
22-CI-WAT-02: Water Operational Support Equipment	(50,000)	
Total Draws:		(50,000)
Projected Closing Balance		**605,250**

7 Wastewater - Fleet & Equipment - Repair & Replacement

Projected Opening Balance		239,480
Contributions:		
Wastewater Fleet	31,450	
Total Contributions:		31,450
Draws:		
Total Draws:		-
Projected Closing Balance		**270,930**

8 Water - Infrastructure - Repair & Replacement

Projected Opening Balance		2,418,230
Contributions:		
Water Infrastructure	116,200	
Total Contributions:		116,200
Draws:		
20-WAT-4: Water System Mainline Valves, Fire Hydrants and Secondary Valves	(7,460)	
20-WAT-5: Water Service Replacements	(262,280)	
21-WAT-3: Morton Street Watermain Construction	(1,062,000)	
21-WAT-5: External Project Management Services	(116,750)	
Project Management Services	(68,380)	
22-CI-WAT-01: Polybutylene Water Service Line Replacement Program	(500,000)	
22-CI-WAT-03: Water System Mainline Valves, Fire Hydrants and Secondary Valve	(100,000)	
22-CI-WAT-04: Annual Water Meter Replacement Program	(150,000)	
22-CI-WAT-05: Public Water Taps	(60,000)	
Total Draws:		(2,326,870)
Transfer:		
Transfer from Willow Beach Debentures - Water	2,696,350	
Transfer from Willow Beach Extra Servicing	86,090	
Total Transfers:		2,782,440
Projected Closing Balance		**2,990,000**

9 Wastewater - Infrastructure - Repair & Replacement

Projected Opening Balance		130,190
Contributions:		
Wastewater Infrastructure	123,590	
Total Contributions:		123,590
Draws:		
19-SEW-1: Wastewater Pumping Station Improvements	(201,510)	
20-SEW-2: Sewer Service Repair and Replacements	(152,750)	
21-SEW-2: Sewer Rehabilitation, Repair and Replacements	(200,000)	
Project Management Services	(68,370)	
22-CI-SEW-01: Rehabilitation of Sewage Pump Stations 1, 2, 7 & 8	(270,000)	
22-CI-SEW-02: Sewer Pumping Station Rehabilitation – Fuel System Upgrades	(200,000)	
22-CI-SEW-03: Inflow and Infiltration Study	(150,000)	
22-CI-SEW-04: Condition Assessment of Sewage Pump Stations	(160,000)	
22-CI-SEW-05: Linear Sewer Main and Maintenance Hole Condition Assessment	(200,000)	
Total Draws:		(1,602,630)
Transfer:		
Transfer from Willow Beach Debentures - Wastewater	3,016,300	
Transfer from Willow Beach Extra Servicing	86,100	
Total Transfers:		3,102,400
Projected Closing Balance		**1,753,550**

10 Tax Rate Stabilization Reserve

Projected Opening Balance		6,362,540
Contributions:		
Forecasted surplus 2021	1,500,000	
Contingencies	317,170	
Total Contributions:		1,817,170
Draws:		
19-PRK-8: Black River Fencing	(20,000)	
C-2021-0299: Business Incubator/Accelerator: 2 year pilot with York University	(150,000)	
19-REC-9: Tree Preservation & Compensation Policy Update	(30,000)	
19-ITS-3: IT Service Continuity & Disaster Recovery Strategy	(35,000)	
20-OI-1: Asset Management Plan Needs Assessment and Development	(100,830)	
20-OI-15: Roadside Safety Audit and Program Development and Implementation	(75,000)	
20-CAO-1: Broadband Strategy	(50,180)	
ECD Grant Incentive Program	(100,000)	
Mechanics Overages	(100)	
Volunteer Firefighters Stabilization Budget	(50,000)	
22-CI-OI-01: EAB Tree Removal Program	(1,100,000)	
22-CI-CAO-01: Develop a Corporate Sustainability Plan	(40,000)	
22-CI-CAO-02: Create new 2023-2026 Corporate Strategic Plan	(50,000)	
22-CI-RC-09: Boom on the Maskinonge River (22-MQ-01)	(10,000)	
22-CI-OI-16: Windrow Snow Clearing Service (22-MQ-03)	(15,000)	
Improvements to High Street - Increased Maintenance (Pilot)	(15,000)	
Corporate Contingencies	(1,475,000)	
Total Draws:		(3,316,110)
Transfer:		
Transfer to COVID-19 Obligatory Reserve (Only if pressures exceed Grant)	(1,087,620)	
Total Transfers:		(1,087,620)
Projected Closing Balance		**3,775,980**
Future Year Commitments:		
EAB Tree Removal Program Completion	(2,190,000)	
Total Future Commitments		(2,190,000)
Unrestricted Balance		**1,585,980**

11 Water Rate Stabilization Reserve

Projected Opening Balance		139,700
Contributions:		
Contribution to Fund Rate Supported Studies	90,000	
Corporate Contingencies	13,000	
Total Contributions:		103,000
Draws:		
Total Draws:		-
Projected Closing Balance		**242,700**

12 Wastewater Rate Stabilization Reserve

Projected Opening Balance		251,630
Contributions:		
Corporate Contingencies	13,000	
Total Contributions:		13,000
Draws:		
Total Draws:		-
Projected Closing Balance		**264,630**

13 Working Capital Reserve

Projected Opening Balance		2,200,320
Contributions:		
Total Contributions:		-
Draws:		
Total Draws:		-
Projected Closing Balance		**2,200,320**

14 Willow Beach Extra Servicing

Projected Opening Balance		172,190
Contributions:		
Total Contributions:		-
Draws:		
Total Draws:		-
Transfer:		
Transfer to Wastewater - Infrastructure - Repair & Replacement	(86,100)	
Transfer to Water - Infrastructure - Repair & Replacement	(86,090)	
Total Transfers:		(172,190)
Projected Closing Balance		**-**

15 Willow Beach Debentures - Water

Projected Opening Balance		2,696,350
Contributions:		
WB Debenture		
Total Contributions:		-
Draws:		
Total Draws:		-
Transfer:		
Transfer to Water - Infrastructure - Repair & Replacement	(2,696,350)	
Total Transfers:		(2,696,350)
Projected Closing Balance		**-**

16 Willow Beach Debentures - Wastewater

Projected Opening Balance		3,016,300
Contributions:		
WB Debenture		
Total Contributions:		-
Draws:		
Total Draws:		-
Transfer:		
Transfer to Wastewater - Infrastructure - Repair & Replacement	(3,016,300)	
Total Transfers:		(3,016,300)
Projected Closing Balance		**-**

17 Election Reserve

Projected Opening Balance		280,000
Contributions:		
Reserve for Election	55,000	
Total Contributions:		55,000
Draws:		
Election	(335,000)	
Total Draws:		(335,000)
Projected Closing Balance		**-**

18 Animal Shelter Donations

Projected Opening Balance		10,730
Contributions:		
Total Contributions:		-
Draws:		
Total Draws:		-
Projected Closing Balance		**10,730**

19 Landfill Site

Projected Opening Balance		100,000
Contributions:		
Total Contributions:		-
Draws:		
Closed Landfill - Monitoring	(37,000)	
Total Draws:		(37,000)
Projected Closing Balance		**63,000**

20 Provincial Grant

Projected Opening Balance		910,490
Contributions:		
Total Contributions:		-
Draws:		
19-PWK-14: 2019 Roads Now Needs Plan (Road Reconstruction Program)	(864,290)	
20-OI-3: 2020 Roads Reconstruction Plan (Approved in 2019)	(46,200)	
Total Draws:		(910,490)
Projected Closing Balance		**-**

21 Keswick Cemetery

Projected Opening Balance		124,100
Contributions:		
Keswick Cemetery	6,800	
Total Contributions:		6,800
Draws:		
20-OI-13: Keswick Cemetery Master Plan	(80,000)	
C-2021-0222: Keswick Cemetery monument foundation structure	(25,000)	
Total Draws:		(105,000)
Projected Closing Balance		**25,900**

22 Land Acquisition

Projected Opening Balance		1,625,200
Contributions:		
Land Acquisition	250,000	
Total Contributions:		250,000
Draws:		
Total Draws:		-
Projected Closing Balance		**1,875,200**

23 Library Capital Reserve

Projected Opening Balance		967,300
Contributions:		
Library Capital Contribution	42,240	
Total Contributions:		42,240
Draws:		
20-LIB-1: Capital Requests	(18,920)	
21-LIB-1: Library Capital Requests	(17,100)	
22-CI-LIB-01: Library Capital Initiatives	(49,500)	
Total Draws:		(85,520)
Projected Closing Balance		**924,020**

24 Library Staffing Reserve

Projected Opening Balance		25,190
Contributions:		
Staffing Contingency		
Total Contributions:		-
Draws:		
Total Draws:		-
Projected Closing Balance		**25,190**

25 Professional Development Reserve

Projected Opening Balance		83,550
Contributions:		
Total Contributions:		-
Draws:		
IT Training Initiative	(10,000)	
Total Draws:		(10,000)
Projected Closing Balance		**73,550**

26 Building Division Surplus / (Deficit) Reserve

Projected Opening Balance		(460,880)
Contributions:		
Total Contributions:		-
Draws:		
Building Division Projected Loss	(127,090)	
Total Draws:		(127,090)
Projected Closing Balance		**(587,970)**

27 Waterfront Parks Reserve

Projected Opening Balance		210,000
Contributions:		
Waterfront Parks Contribution	205,000	
Total Contributions:		205,000
Draws:		
20-OI-22: Removable Floating Finger Dock(s)	(5,000)	
22-CI-RC-04: Waterfront Parks Master Plan, Parts 2 & 3	(175,200)	
Total Draws:		(180,200)
Transfer:		
Transfer from Corporate Capital Reserve	2,015,000	
Total Transfers:		2,015,000
Projected Closing Balance		**2,249,800**

28 Operating Growth Stabilization Reserve

Projected Opening Balance		2,492,570
Contributions:		
Assessment Growth Contribution	1,608,540	
Total Contributions:		1,608,540
Draws:		
Total Draws:		-
Projected Closing Balance		**4,101,110**
Future Year Commitments:		
Future Growth Pressures	(4,101,110)	
Total Future Commitments		(4,101,110)
Unrestricted Balance		**-**

29 Storm Water Repair and Replacement Reserve

Projected Opening Balance		-
Contributions:		
Storm Water Repair and Replacement	100,000	
Total Contributions:		100,000
Draws:		
Total Draws:		-
Projected Closing Balance		**100,000**

Canada Community-Building Fund	$	$
Projected Opening Balance		5,292,540
Contributions:		
Canada Community-Building Fund	1,440,440	
Total Contributions		1,440,440
Draws:		
19-PWK-11: Hedge Road Bank Stabilization	(1,392,730)	
19-PRK-6: Maskinonge Pedestrian Bridge	(250,000)	
20-OI-3: 2020 Roads Reconstruction Plan (Approved in 2019)	(1,214,800)	
21-OI-1 2021 Roads Selective Resurfacing & Maintenance	(605,790)	
21-OI-3 Pollock Road Slope Program	(50,000)	
21-OI-7 Udora Gravel Roads Design	(300,000)	
21-OI-10 West Park Baseball Field Rehabilitation	(240,000)	
22-CI-OI-03 Bridges & Culverts: Minor Capital – Culverts unde	(200,000)	
22-CI-OI-04 Sidewalk: Minor Capital – Concrete	(75,000)	
22-CI-OI-05 Roads: Minor Capital Resurfacing	(766,300)	
22-CI-OI-06 Roads: Major Capital Resurfacing Design	(175,000)	
22-CI-OI-13 Development of an Asset Management Plan for N	(150,000)	
22-CI-OI-14 Major Ditch Design and Rehabilitation Program	(400,000)	
Total Draws:		(5,819,620)
Projected Closing Balance		**913,360**

Development Charges

Projected Opening Balance		16,860,280
Contributions:		
Projected Revenue 2022	5,708,000	
Total Contributions		5,708,000
Draws:		
Project Management Services	(90,000)	
Tandem Axle Dump Truck/Snowplow - Contract	(45,000)	
19-PLN-1: Keswick Secondary Plan Review	(52,200)	
C-2021-0210: Egypt Yard expansion	(216,350)	
21-DS-1: Comprehensive Zoning By-Law Review	(27,000)	
21-WAT-3: Morton Street Watermain Construction	(118,000)	
21-WAT-5: External Project Management Services	(15,000)	
Developer Project: Park Development – Treasure Hill Ph. 1 Park & Trail	(840,000)	
Developer Project: Dovedale Drive Extension	(1,830,000)	
22-CI-RC-04: Waterfront Parks Master Plan, Parts 2 & 3	(34,800)	
22-CI-DS-01: Development Engineering Comprehensive Design Criteria Review	(65,000)	
22-CI-CS-02: Long Range Financial Plan Update	(70,000)	
Total Draws:		(3,403,350)
Projected Closing Balance		**19,164,930**
Less Internal Borrowing Balances @ December 31, 2021 (2021 Repayment was $52,840)		
2014 The Link-Sutton Community Hall		**(52,860)**
Projected Closing Balance After Internal Borrowings		**19,112,070**

Cash in Lieu of Parkland

Projected Opening Balance		3,005,160
Draws:		
19-PRK-6: Maskinonge Pedestrian Bridge	(250,000)	
Total Draws:		(250,000)
Projected Closing Balance		**2,755,160**

* Contributions received for Cash in Lieu of Parkland will be shown in the yearend financials.

Parking Cash in Lieu

Projected Opening Balance		119,660
Draws:		
Total Draws:		-
Projected Closing Balance		**119,660**

Cannabis Legalization

Projected Opening Balance		26,900
Draws:		
Total Draws:		-
Projected Closing Balance		**26,900**

COVID-19 Reserve

Projected Opening Balance		500,000
Contributions:		
Total Contributions:		-
Draws:		
Election: Online voting	(30,000)	
Refuse and Recycling (Usage)	(57,620)	
COVID Contingencies	(1,500,000)	
Total Draws:		(1,587,620)
Transfer:		
Transfer from Tax Rate Stabilization Reserve	1,087,620	
Total Transfers:		1,087,620
Projected Closing Balance		**-**

	2022 BASE BUDGET	GROWTH	SERVICE LEVEL	CONTRACTUAL/ INFLATIONARY	DEBT FINANCING	OTHER	2022 BUDGET	BUD/BUD % VARIANCE	BUD/BUD $ VARIANCE	COMMENTS
Administrative Allocations										
Expense										
Salaries and Benefits	(258,110)	0	0	0	0	0	(258,110)	0%	0	
Expense Total	(258,110)	0	0	0	0	0	(258,110)	0%	0	
Administrative Allocations Total	**(258,110)**	**0**	**0**	**0**	**0**	**0**	**(258,110)**	**0%**	**0**	
Corporate Reserve Contributions										
Revenue										
Misc Revenues	0	0	0	0	0	(760,000)	(760,000)		(760,000)	Reallocation from Corporate Services
Revenue Total	0	0	0	0	0	(760,000)	(760,000)		(760,000)	
Expense										
Contributions to Reserve	2,034,430	0	0	(237,390)	0	146,410	1,943,450	-4%	(90,980)	Corporate contingency re-evaluation & replacement Civic Center
Expense Total	2,034,430	0	0	(237,390)	0	146,410	1,943,450	-4%	(90,980)	
Corporate Reserve Contributions Total	**2,034,430**	**0**	**0**	**(237,390)**	**0**	**(613,590)**	**1,183,450**	**-42%**	**(850,980)**	
COVID-19										
Revenue										
Misc Revenues	850,000	0	0	0	0	200,000	1,050,000	24%	200,000	22-CG-RC-01 Waterfront Parks & 22-CG-RC-02 Recreation Facilities
Provision from Reserve	(1,000,000)	0	0	0	0	(500,000)	(1,500,000)	50%	(500,000)	COVID-19 Reserve
Revenue Total	(150,000)	0	0	0	0	(300,000)	(450,000)	200%	(300,000)	
Expense										
Salaries and Benefits	130,000	0	0	0	0	70,000	200,000	54%	70,000	22-CG-HR-01 Health and Safety Pandemic Specialist (Temp) & 22-CG-DS-01 Enhanced Marketing to Support Economic Recovery
Donations & Grants	50,000	0	0	0	0	0	50,000	0%	0	22-CG-DS-02 Enhanced Marketing to Support Economic Recovery
Other Direct Costs	(30,000)	0	0	0	0	230,000	200,000	-767%	230,000	22-CG-RC-01 Waterfront Parks & 22-CG-RC-02 Recreation Facilities
Expense Total	150,000	0	0	0	0	300,000	450,000	200%	300,000	
COVID-19 Total	**0**	**0**	**0**	**0**	**0**	**0**	**0**		**0**	
General Tax Levy										
Revenue										
Tax Levy	(46,490,470)	(650,870)	0	0	0	0	(47,141,340)	1%	(650,870)	Assessment Growth (1.4%)
Revenue Total	(46,490,470)	(650,870)	0	0	0	0	(47,141,340)	1%	(650,870)	
General Tax Levy Total	**(46,490,470)**	**(650,870)**	**0**	**0**	**0**	**0**	**(47,141,340)**	**1%**	**(650,870)**	
Assessment Growth										
Expense										
Contributions to Reserve	1,512,230	289,270	0	0	0	(192,960)	1,608,540	6%	96,310	
Expense Total	1,512,230	289,270	0	0	0	(192,960)	1,608,540	6%	96,310	
Assessment Growth Total	**1,512,230**	**289,270**	**0**	**0**	**0**	**(192,960)**	**1,608,540**	**6%**	**96,310**	
Grants										
Revenue										
Donations & Grants	(79,740)	0	0	11,960	0	0	(67,780)	-15%	11,960	Reduction to OMPF Grant
Revenue Total	(79,740)	0	0	11,960	0	0	(67,780)	-15%	11,960	
Grants Total	**(79,740)**	**0**	**0**	**11,960**	**0**	**0**	**(67,780)**	**-15%**	**11,960**	
Miscellaneous Income										
Revenue										
Misc Revenues	(575,000)	0	0	0	0	0	(575,000)	0%	0	
Revenue Total	(575,000)	0	0	0	0	0	(575,000)	0%	0	
Miscellaneous Income Total	**(575,000)**	**0**	**0**	**0**	**0**	**0**	**(575,000)**	**0%**	**0**	
Town Library Grant										
Expense										
Library Grant	2,530,040	0	0	0	0	0	2,530,040	0%	0	
Expense Total	2,530,040	0	0	0	0	0	2,530,040	0%	0	
Town Library Grant Total	**2,530,040**	**0**	**0**	**0**	**0**	**0**	**2,530,040**	**0%**	**0**	
Grand Total	**(41,326,620)**	**(361,600)**	**0**	**(225,430)**	**0**	**(806,550)**	**(42,720,200)**	**3%**	**(1,393,580)**	

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

Project Description:

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

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

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

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

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

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

Permanent Position

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

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

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

Information Technology Services Strategic Plan - Section 5.2.1

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

Priority: Deliver Exceptional Service – Organizational and Operational Excellence

4. Main/Desired Goal or Outcomes/Benefits:

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

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

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Salaries	67,500	67,500			
2. Benefits	20,500	20,500			
Total Expenditures:	$ 88,000	$ 88,000	$		-

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

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

Town of Georgina

22-SI-CS-02

Staffing Initiative

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

Project Description:

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

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

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

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

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

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

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

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

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

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

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

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

4. Main/Desired Goal or Outcomes/Benefits:

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

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Salaries	63,000	63,000			
2. Benefits	19,000	19,000			
Total Expenditures:	$ 82,000	$ 82,000	$		-

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

6. Other Considerations or Efficiency Options: N/A

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

Is it more efficient to contract out the initiative? No

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

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

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

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

7. Other Comments / Gallery:

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

Project Description:

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

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

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

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

3. **Brief Links to Strategic Plan Departmental Business Plans or Other Plans**:
Goal 2: Promote a High Quality of Life
Goal 4: Provide Exceptional Municipal Service

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

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Salaries	130,000	130,000			
2. Benefits	39,000	39,000			
Total Expenditures:	$ 169,000	$ 169,000	$		-

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

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

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

Some of the responsibilities include:

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

Benefits that an additional Deputy will bring to the service:

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

Cost impacts:

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

Town of Georgina

22-SR-OI-01

Staffing Initiative

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

Project Description:

Operations & Infrastructure Clerk (Permanent Position)

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

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

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

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

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

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

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

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

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

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

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

4. **Main/Desired Goal or Outcomes/Benefits:**

   Comply with contractual obligations and administrative requirements.

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Salary	54,070	54,070			
2. Benefits	15,680	15,680			
Total Expenditures:	$ 69,750	$ 69,750	$		-

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

6. Other Considerations or Efficiency Options:

Can you defer the request? No

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

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

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

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

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

Town of Georgina

22-SI-OI-02

Staffing Initiative

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

Project Description:

Senior Project Manager – Operations & Infrastructure

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

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

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

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

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

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

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

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

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

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

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

4. Main/Desired Goal or Outcomes/Benefits:

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

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Salaries	95,000	95,000			
2. Benefits	28,500	28,500			
Total Expenditures:	$ 123,500	$ 123,500	$		-

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

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? Yes

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

Town of Georgina

22-TR-CAO-01

Staffing Initiative

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

Project Description:

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

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

Completed

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

Ongoing

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

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

Future

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

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

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

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

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

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

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

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

4. Main/Desired Goal or Outcomes/Benefits:

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

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Salaries	140,000	140,000			
2. Benefits	42,000	42,000			
Total Expenditures:	$ 182,000	$ 182,000	$		-

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

6. **Other Considerations or Efficiency Options:** N/A

   Can you defer the request? Already exists

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

   Can you combine this initiative with other present functions? Already exists

   Can you change the services model to reduce this demand without reducing service levels? Demand is growing

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

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

7. **Other Comments / Gallery:**

Town of Georgina

22-TR-CAO-02

Staffing Initiative

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

Project Description:

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

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

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

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

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

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

4. Main/Desired Goal or Outcomes/Benefits:

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

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

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

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

Cost per each Senior Project Manager:

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

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

6. **Other Considerations or Efficiency Options:** N/A

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

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

Can you combine this initiative with other present functions? No

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

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

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

7. **Other Comments / Gallery:**

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

Project Description:

Operations & Infrastructure Clerk (Permanent Position)

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

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

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

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

In addition, there are a number of minor Capital projects planned and proposed for 2022 and future years. This will require administrative support.

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

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

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

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

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

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

4. **Main/Desired Goal or Outcomes/Benefits:**

   Comply with contractual obligations and administrative requirements.

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

   The cost of the position will be offset by savings associated through elimination of the contract position.

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Salary	54,070	54,070			
2. Benefits	15,680	15,680			
Total Expenditures:	$ 69,750	$ 69,750	$		-

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

6. Other Considerations or Efficiency Options:

Can you defer the request? No

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

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

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

Town of Georgina

22-OI-CAO-01

Operating Initiative

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

Project Description:

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

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

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

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

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

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

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

4. Main/Desired Goal or Outcomes/Benefits:

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

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Addition to Grant Writing Services	25,000	25,000			
Total Expenditures:	$ 25,000	$ 25,000	$		-

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

6. Other Considerations or Efficiency Options:

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

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

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

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

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

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

7. Other Comments / Gallery:

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

Town of Georgina

22-OI-RC-01

Operating Initiative

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

Project Description:

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

1. **Proposed Year of Initiative (Start date and End Date):**
   Q3 of each year (Summer season, typically in July)

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

   ☐ Legislative, ☐ Growth ☒ Risk Management, ☐ Service Level Change, ☒ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study
   ☐ Other (please specify)
   Mitigate potential damage to vessels owned by harbour slip holders, promoting a higher quality of life, and delivering exceptional service to our clients.

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

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

4. **Main/Desired Goal or Outcomes/Benefits:**

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

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

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

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

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

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

Town of Georgina

22-OI-RC-02

Operating Initiative

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

Project Description:

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

1. **Proposed Year of Initiative (Start date and End Date):**
   Q1 and Q4 of each year

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

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

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

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

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

4. Main/Desired Goal or Outcomes/Benefits:

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

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

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

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

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

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

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

Project Description:

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

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

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

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

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

   Information Technology Services Strategic Plan

4. **Main/Desired Goal or Outcomes/Benefits:**

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

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

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

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Security Assessment	20,100	20,100			
Total Expenditures:	$ 20,100	$ 20,100	$		-

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

6. Other Considerations or Efficiency Options:

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

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

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

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

Project Description:

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

	Total
2012	13
2015	13
2018	13

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

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

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

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

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

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

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

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

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

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

4. **Main/Desired Goal or Outcomes/Benefits:**

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

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

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Contracted Services	90,000	90,000			
2. Development Charge Recovery	- 45,000	- 45,000			
Total Expenditures:	$ 45,000	$ 45,000	$		-

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

6. Other Considerations or Efficiency Options:

Can you defer the request? No, Town vehicles need to be replaces/removed before repairs/failures occur

Is it more efficient to contract out the initiative? Yes, as requested in this business case

Can you combine this initiative with other present functions? No.

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

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

Project Description:

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

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

Annual initiative.

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

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

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

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

4. Main/Desired Goal or Outcomes/Benefits:

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

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

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

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

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes

Is it more efficient to contract out the initiative? No

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

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

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







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

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

Project Description:

Increase of Overtime Pay to maintain staffing levels.

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

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

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

3. **Brief Links to Strategic Plan Departmental Business Plans or Other Plans**:
   Goal 2: Promote a High Quality of Life
   Goal 4: Provide Exceptional Municipal Service

4. **Main/Desired Goal or Outcomes/Benefits:**
   Meet the recommendations of the Fire Master Plan and FUS and NFPA 1710 Standard.

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Additional Ovetime	50,000	50,000			
Total Expenditures:	$ 50,000	$ 50,000	$		-

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

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

Provide an effective and efficient initial incident response.

Town of Georgina

22-CG-HR-01

Staffing Initiative

Title of Request:	Health and Safety Pandemic Specialist (Temp)	**Business Case Type:** Staffing Initiative
Department:	Human Resources	**Business Case number:** 22-CG-HR-01
Division:	Human Resources	**Date:** June 2, 2021
Budget Request:	$ 100,000	**Funding Source:** COVID-19 Grant

Project Description:

Health and Safety Pandemic Specialist - The position has been with the Town since the beginning of the pandemic and has been instrumental in ensuring the Town had the proper, ever changing protocols in place to protect the Town and our employees from the spread of Covid-19 in the workplace. This position has developed solid relationships with departments and outside agencies and continues to work with all departments to support the health and safety requirements including the educational components put in place to keep employees safe and well at work as the Town considers the reopening framework.

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

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

   ☒ Legislative, ☒ Growth ☒ Risk Management, ☒ Service Level Change, ☒ Strategic Priority, ☒ Efficiency, ☒ Adopted Plan/Study
   ☒ Other (please specify)
   Pandemic/Covid-19 Health and Safety Initiatives

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

   Corporate Strategic Plan:

   Strategic Goal # 3 Promote a High Quality of Life: Build a healthy, safe and accessible community and Promote responsible growth

Strategic Goal # 4 Deliver Exceptional Services: Ensure Exceptional Services Delivery and Support the Health, Safety and Well-being of both Staff and the Public, Overall service and operational excellence

4. Main/Desired Goal or Outcomes/Benefits:

This position is responsible for managing comprehensive health, safety and wellness programs for the prevention, investigation, monitoring and reporting for the COVID-19 pandemics. This includes:

- Health & Safety Project lead for the pandemic recovery re-opening of Town facilities and returning to the workplace. Return to the workplace consists of multiple considerations requiring specific health, safety and wellness attention.
- Health & Safety pandemic resource for the EOC.
- Acts as the liaison with the Head of Special Capital Initiatives to ensure risk assessments and workplace hazards are identified and that all new guidelines set by Public Health, Provincial Government and Workplace Safety and Prevention Services. In addition to creating new protocols for office spaces as hybrid workplace models are introduced related to the new Civic Centre and other locations i.e. Yards, Libraries, Community Centres, etc.
- Conducts and manages unexpected MOL inspections and Workwell audits as it relates to the COVID-19 pandemic This position will assist in the creation of our wellness programs including policies, procedures and training initiatives for management and front-line staff, the employee assistance program and interpreting and promoting compliance with legislation for all levels of the Corporation to mitigate risk and reduce loss.

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Salary	83,000	83,000			
2. Benefits	17,000	17,000			
Total Expenditures:	$ 100,000	$ 100,000	$		-

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

Other cost impacts to consider are:

- Fines for non-compliance - lack of ability to keep up the constant changes and additional Federal, Provincial and Public Health Guidelines
- Health, safety and wellbeing of our employees and public
- Potential STD, LTD and WSIB Claims associated with Covid-19 claims
- Cost of non-physical illnesses
- HR must be in a position to deal with the compliance requirements for day to day health and safety issues as well as the health and safety issues arising from the pandemic

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

Title of Request:	Economic and BIA Recovery staff resources (Temp)	**Business Case Type:** Staffing Initiative
Department:	Development Services	**Business Case number:** 22-CG-DS-01
Division:	Economic Development and Tourism	**Date:** August 20, 2021
Budget Request:	$ 100,000	**Funding Source:** COVID-19 Grant

Project Description:

Full-time Contract Extension – Marketing and Social Media Assistant
The Pandemic has continued to have a significant impact on our business community, and while we continue to be optimistic the reality is that we are in a 4th wave and capacity limits and COVID protocols have become a daily struggle. To continue to assist with recovery efforts and help business stabilize revenues, this request is to extend the current contract position, "Marketing and Social Media Assistant" for 2022. This position has helped us to engage and assist additional businesses across all economic sectors of our community and share the many success stories. Re-engagement of our business community is a challenge with so many working hard to re-open, adapt to COVID protocols, revise business operations to digital platforms and hire staff. This position will help address the increased interest in the Keswick Business Park and new owners interested in partnering with our Division on Marketing efforts, together with the growth of our social media channels and website usage. This position has helped to provide dedicated resources to both our tourism and investment marketing streams. This additional staff person has also helped to ensure coverage during staff vacations, coverage of weekend events and undertake the strategic planning to support the implementation of 2022 programs.

Part-time Contract – BIA Coordinator
In the past the Division has hired a summer student to assist in the office typically from June-August. This summer staff has assisted with special events, office coverage during the summer and has assisted the BIA's with their marketing efforts/events during the summer. During the Pandemic the BIA Boards have struggled to maintain operation of regular communication with board members, organize regular meetings and commence with planned marketing or beautification projects. This past year, a summer staff was hired 3 days per week to help revitalize the Boards of Management for the three BIA's and re-activate their social media accounts, which had been dormant due to the pandemic and changes in membership on the boards of management. A significant amount of progress has been made during the Summer and in light of the ongoing challenges for our historic downtowns with a 4th wave, and the desire to complete a merger and extension of the Sutton and Jackson's Point BIA together with outreach to the Pefferlaw Association of Ratepayers that has also been dormant due to the Pandemic, a 3 day per week contract staff position dedicated to these organizations is requested. The hope would be that the BIA's would be able to consider budgeting partially for this position in 2023 and beyond.

1. **Proposed Year of Initiative (Start date and End Date):**
   These staff resources would commence in January 2022, albeit the marketing and social media assistant would be an extension of an existing contract position.

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

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

3. **Brief Links to Strategic Plan Departmental Business Plans or Other Plans**:
   Corporate Strategic Plan
   -Engage our Community and Build Partnerships
   -Grow our Economy
   Economic Strategy and Action Plan
   -Support the expansion of the Town's existing key businesses and target new business investment

4. **Main/Desired Goal or Outcomes/Benefits:**
   - Increased awareness of opportunities for investment within the historic downtown core
   - Support Economic Recovery in the historic downtown core
   - Revitalization of the Boards of Management for the BIA's and PAR Georgina's opportunities for investment in a variety of sectors – resulting in job growth and an increase in non-residential tax base
   - Support for the existing business community who are the Town's greatest ambassadors
   - Stronger emphasis to support small businesses which makes up approximately 90% of the businesses in Georgina (Potential Suggestion)

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Salary	83,000	83,000			
2. Benefits	17,000	17,000			
Total Expenditures:	$ 100,000	$ 100,000	$		-

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

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes, however these initiatives support existing business and economic recovery efforts and should not be delayed as they compliment the work plans being prepared for 2022.

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

Can you combine this initiative with other present functions? Yes this initiative supports ongoing efforts in both Communications and Economic Development and Tourism

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

Can you better leverage technology? Yes - Technology will be leveraged to support this initiative

Can you share service delivery with other Town Departments/Agencies or municipalities? Yes - This is an initiative being undertaken to augment existing resources in collaboration with the Communications Division and Economic Development and Tourism Division

7. Other Comments / Gallery:

These initiatives support business recovery and it is suggested that 100% of the funding be allocated from COVID funding.

Town of Georgina

22-CG-DS-02

Operating Initiative

Title of Request:	Enhanced Marketing to Support Economic Recovery	**Business Case Type:** Operating Initiative
Department:	Development Services	**Business Case number:** 22-CG-DS-02
Division:	Economic Development and Tourism	**Date:** August 20, 2021
Budget Request:	$ 50,000	**Funding Source:** COVID-19 Grant

Project Description: With the applications for development within the Keswick Business Park being processed in 2021, the increase in entrepreneurial activity due to the Pandemic, and desire to support job creation and investment, a request to increase the advertising/marketing budget for 2022 has been made. This additional funding would result in the creation of 4-6 videos, paid social media ads to promote the Town's lifestyle and tourism opportunities, and paid investment ads targeting the GTA. Discussion are underway with the landowners of the north portion of the Keswick Business Park (Panattoni) with respect to leveraging additional funds and partnering on these marketing efforts. This additional marketing would augment ongoing efforts to create a greater awareness of the opportunities for investment and expansion of businesses in Georgina.

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

   The additional marketing efforts would commence in Q1 and occur throughout 2022.

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

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

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

   Corporate Strategic Plan
   -Engage our Community and Build Partnerships
   -Grow our Economy
   Economic Strategy and Action Plan

4. Main/Desired Goal or Outcomes/Benefits:

- Increased awareness of Georgina's opportunities for investment in a variety of sectors – resulting in job growth and an increase in non-residential tax base
- Increased awareness of the tourism and lifestyle opportunities in Georgina – resulting in additional economic impact for the existing business community
- Support for the existing business community who are the Town's greatest ambassadors

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Enhanced Marketing	50,000	50,000			
Total Expenditures:	$ 50,000	$ 50,000	$		-

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

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes, however these initiatives support existing business recovery efforts and should not be delayed as they compliment the work plans being prepared for 2022.

Is it more efficient to contract out the initiative? No, however contracted services will be utilized for video production.

Can you combine this initiative with other present functions? Yes this initiative supports ongoing efforts in both Communications and Economic Development and Tourism

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

Can you better leverage technology? Yes - Technology (online marketing) will be leveraged to support this initiative

Can you share service delivery with other Town Departments/Agencies or municipalities? Yes **-** This is an initiative being undertaken in collaboration with Communications Division

7. Other Comments / Gallery:

These initiatives support business recovery and it is suggested that 100% of the funding be allocated from COVID funding.

Town of Georgina

22-CG-RC-01

Operating Initiative

Title of Request:	Waterfront Parks	**Business Case Type:** Operating Initiative
Department:	Community Services	**Business Case number:** 22-CG-RC-01
Division:	Parks	**Date:** September 2, 2021
Budget:	$ 450,000	**Funding Source:** COVID-19 Grant & Tax Rate Stabilization Reserve

Description:

All waterfront parks were open to Town residents and visitors in 2021 with occupancy and capacity constraints while maintaining current COVID-19 pandemic safety and public health recommendations. In addition, road ends, passive parks and wharves were also available for use, with no additional staffing requirements however appropriate signage was implemented onsite.

The additional staffing requirements were for the three larger waterfront parks: De La Salle, Willow Beach and Holmes Point. The staff complement included 20 seasonal staff paid at summer student rates, four seasonal Lead Hands paid at regular staff rates, along with some redeployment of existing staff into Management and Supervisory positions.

Additional operational costs during the pandemic also included paid duty Police on weekends, fencing and other site control measures where necessary, mobile road signs, technology costs, increase washroom cleaning services.

While paid parking revenue was reduced in 2021, there is opportunity to increase day rates for parking and to utilize the pay-and-display for hourly parking which may have a moderate impact on increased revenues. Residents with a Parking Pass displayed are not required to pay the parking fees. Reserved areas for resident parking lots/spaces were identified at each of the three large waterfront parks.

With greater efforts placed on public education and greater societal acceptance of restricted access to public spaces, the recommended strategy is to control access into the park only through reduced parking availability and limiting access to the park for pedestrian entrances. Similar to 2020 and 2021, the operational staff used technology tools to count the number of visitors entering the parks. When the parks reach the approved, but reduced capacity, the entrances will be closed.

The same model for operating the three waterfront parks, De La Salle, Willow Beach and Homes Point is expected to continue in 2022 as we are anticipating we will be in COVID recovery stage.

Title of Request:	Recreation Facilities	**Business Case Type:** Operating Initiative
Department:	Community Services	**Business Case number:** 22-CG-RC-02
Division:	Recreation & Facilities	**Date:** September 2, 2021
Budget:	$ 800,000	**Funding Source:** COVID-19 Grant Tax Rate Stabilization Reserve

Description:

The 2022 department operating and capital budgets were developed by staff with consideration and incorporation of mandated COVID-19 provincial and health authority measures and protocols.

Increased cleaning protocols are emphasized as a significant mitigating measure against the spread of the COVID-19 virus and will impact operational expenditures, as staff and resources are required to effectively clean, sanitize and disinfect facilities, equipment and fixtures with greater frequency in addition to the proof of vaccination regulation.

In an effort to mitigate the financial impacts to municipal recreation, facilities and cultural services by the COVID-19 Pandemic, staff have put forward the following measures for consideration:

Georgina Ice Palace & Georgina Sutton Arena

To meet the ice requirement needs of our key user group organizations, the Georgina Ice Palace (GIP) was made operational and available for user group activities in August 2021 and Georgina Sutton Arena (GSA) in late October 2021. Additional staffing are required to ensure the Municipality could meet and comply with mandated health and safety protocols and measures including the procedure to require all patrons to show proof of vaccination. Staff met with all user group organizations to develop a comprehensive schedule of play for the 2021/2022 ice season utilizing the two (2) ice pads within the GIP and one (1) ice pad in GSA. Current user group organizational needs have been met at this time.

The re-opening strategy meets the current needs and demands of our community organizations and user groups.

Georgina Leisure Pool

Following a six month closure due to the COVID-19 Pandemic restrictions, the Georgina Leisure Pool (GLP) was re-opened in September 2021 based on community user demand and needs. A modified staffing model and activities schedule was required in order to ensure compliance with all mandated provincial safety protocols and health authority measures.

The GLP will continue to operate and serve the needs of the communities of Georgina in 2021, however, at reduced programming and attendance capacities (based on provincial and health authority measures and protocols). Staff anticipate a reduction of approximately 40% in revenue due to the limited capacity.

The ROC (Recreational Outdoor Campus)

Staff anticipates the ROC to be busy this season as an outdoor venue for winter activities. Current mandated provincial safety protocols and health authority measures, unfortunately, will impact some of the services and programming options traditionally provided at the ROC.

Throughout the year the outdoor challenge course and third party bookings will also be impacted. With the loss of group bookings (i.e. School Groups) and limited capacities, staff anticipate a revenue reduction of over 50% for the entire year.

Recreation Programs, Client and Cultural Services, Community Halls

Recreation programs and special events will continue to operate and service the needs of the community, with reduced programming capacities and implementation of new virtual platforms and formats (based on provincial and health authority measures and protocols).

Client and Cultural Services comprised of the Stephen Leacock Theatre and the Georgina Pioneer Village were closed for the majority of the 2021 season resulting in a large gap of cultural programming and services for the community. Staff anticipates opening these facilities and services in 2022 with a 40-50% reduction in revenue.

Staff anticipates The Link will experience a 15% reduction in revenue due to the limited capacities for programming and room rentals.

The operation of Community Halls will be faced with increased costs as enhanced cleaning protocols are instituted. Halls will also be operating at reduced capacity due to COVID-19 restrictions, creating a decrease in revenues.

Town of Georgina

22-CI-OI-01

Capital Initiative

Title of Request:	EAB Tree Removal Program	**Business Case Type:** Capital Initiative
Department:	Operations & Infrastructure	**Business Case number:** 22-CI-OI-01
Division:	Road Operations	**Date:** September 27, 2021
Budget Request:	$ 1,100,000	**Funding Source:** Discretionary Reserve

Project Description:

Emerald Ash Borer (EAB) is a forest pest native to Asia that has killed millions of Ash trees in southwestern Ontario, and the Great Lakes States. The Emerald Ash Borer kills Ash trees when its larvae tunnel through the tree's vascular system just under the bark which delivers water, nutrients and sugars throughout the tree. The ultimate death of the tree may take 2-3 years from the time it is first infested. The first confirmed infestation in the Town of Georgina was reported in 2011.

In response to this invasive pest the Town of Georgina has had an Ash Tree removal program that was anticipated to be completed over a 10-year period. The program began in 2013 with an inventory and assessment of Ash trees that might be affected. This program identified, tagged, assessed and prioritized Ash trees for removal based upon condition and risk. Since the start of this program, thousands of trees have been removed, yet over 4,000 still remain, and are in worsening condition as time continues. At this point in time the vast majority of Ash trees in boulevards and parks have died and require removal.

The proposed program will accelerate the removal of the remaining trees over the next 3 years to reduce the liability associated with dead-fall. The proposal is to remove and re-plant the remaining Ash trees over a four-year cycle. Annual capital requests will be submitted each year with the budget estimates provided under Financial Impact. The first year (2022) would include only EAB removals. The second, third and fourth years (2023, 2024, 2025) would include both removals and planting. Also, portion of the 2022 budget may be allocated to address current PSR planting requirements. Breakdown provided under Financial Impact. A follow-up report will be brought forward after the four year cycle to assess any remaining planting needed.

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

Q1 2022 – Q4 2022

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

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

Risk Management: Reduce associated liability with dead or dying ash trees that must be safely removed prior to falling.

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

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

4. Main/Desired Goal or Outcomes/Benefits:

Removal of all Ash trees with Town property and within 10m buffer in woodlots to limit liability. Replanting of all urban street trees (parks, residential neighborhoods). Ash trees removed in Rural and woodlot settings will not be replanted.

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

EAB Removals Summary:

Estimated cost per tree based upon previous years removals: $580.00/Tree
Remaining number of Tagged Ash Trees: 3,983
Estimated number of Untagged woodlot trees: 398 (10% of tagged)
Total number of trees to be removed: 4,381
Removals Sub-total: 4,381 x $580.00 = $2,540,980
Total = $ 2,540,000 (4 Years)

Year 2022: 1896 * $580 = $1,100,000
Year 2023: 1465 * $580 = $850,000
Year 2024: 1020 * $580 = $590,000
Year 2025: 0 * $580 = $0

EAB Replanting Summary:

Estimated number of boulevard and parkland trees: 2,145
Cost per deciduous replacement tree: $350.00
Replanting Sub-Total: 2,145 * $350 = $750,750
Total = $750,000 (4 Years)

Year 2022: 0 * $350 = $0
Year 2023: 714 * $350 = $250,000
Year 2024: 714 * $350 = $250,000
Year 2025: 714 * $350 = $250,000

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Removals & Replanting (2022)	1,100,000		1,100,000		
Total Expenditures:	$ 1,100,000	$ -	$		1,100,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.		

PSR Planting:

Up to 10% of the total budget may be allocated to expedite the PSR Planting: $1,100,000*0.10 = $110,000

6. Other Considerations or Efficiency Options:

Can you defer the request? No, trees continue to fall and must be managed

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

Can you combine this initiative with other present functions? No.

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:







Title of Request:	New Equipment (Roads)	**Business Case Type:** Capital Initiative
Department:	Operations & Infrastructure	**Business Case number:** 22-CI-OI-02
Division:	Roads Operations (Fleet)	**Date:** June 30, 2021
Budget Request:	$ 175,000	**Funding Source:** Discretionary Reserve

Project Description:

New Equipment

1. **Auger (Back-Hoe)**
   Purchase Auger attachment for existing backhoe. Currently, Town staff require an auger attachment regularly for sign post replacements. The available options are to rent an auger or borrow the Parks Division Tractor and Auger. As the frequency of work increases, especially with the future plans of sign-post replacement program, the rental of the attachment will become cost prohibitive. Similarly, the Parks Division is limited on the amount of sharing given their own needs of this equipment. As a result, the purchase of an auger would provide Town staff full access to use the attachment when needed, as often reactive post replacements cannot be delayed.
2. **Pavement Edger**
   Purchase the third of three "Pavement Edgers" for Roads Tandem Axle Trucks. In 2020, the 3 newest tandem axle trucks were outfitted to receive these Pavement Edgers, and one unit was purchased and installed. In 2021, the second unit was purchased and installed. These units deliver material of choice to the road edge in a uniform and sloped manner. Shoulders throughout the municipality need significant maintenance to be brought up to Minimum Standards as outlined in the Municipal Act. Additionally, the road shoulder is an integral part of ensuring the road surface edge and drainage remain in good condition throughout the life of the road surface. This third unit would add to production. Request is for the purchase of one unit in 2022 – the equipment mounting modifications and other 2 purchases wre completed in 2020 and 2021.
3. **Rear Tractor Material Applicator**
   Purchase of a rear tractor material applicator would round-out the equipment changes to the winter operations upgrade plan. In the past few years, equipment modifications, route changes, and material selections have shaped the new way we deliver winter maintenance throughout the Town. The rear tractor material applicator will allow our tractor to be 100% utilized on a snow-plow route. Currently, the tractor assists in delivering small laneway and dead-end-road snow clearing, but relies on a separate small truck to apply materials shortly

thereafter. This material applicator would allow these units to be 100% independent in providing winter maintenance on Town highways. Once this change is enacted, this unit will have a dedicated route focussed on the shoreline communities of Lake Simcoe, primarily from North Gwillumbury Park eastward to Sutton, where large trucks are often improperly sized for the road design width.

4. **Trailer Mounted Hydro-vac (combined request with Environmental Services)**
   Purchase of small hydro-vacuum excavator for use within Roads Division, Environmental Services Division, and on occasion Parks Division. Primary functions will be assisting Roads staff in sign and post replacements, daylighting around utilities, and used in specialized excavation areas (near other municipal infrastructure). Environmental services will benefit from this unit by use in sewer flushing, water box replacement, sewer back-ups and emergencies This unit would be used for low-volume, non-routine maintenance. As a result of the combined and increased need for hydro-excavation within the municipality, and the ongoing increase in contracting rates, Town staff believe this is the next appropriate step in managing our finances appropriately, while ensuring the reactive needs of the municipality are being met. Current rates for hydro-excavation service are $275 - $300 per hour, often at a 4 hour minimum. These units have a typical lifecycle of 10 years with proper maintenance. The breakeven offset to become cost neutral asset would be equal to 10 calls-for-service per year, which each division exceeds individually annually.

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

   Q1 2022-Q4 2022

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

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

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.

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

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

4. **Main/Desired Goal or Outcomes/Benefits:**

Improved efficiency of various operations delivered within Roads and Environmental Services Division

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Procurement (Auger)	20,000		20,000		
2. Procurement (Pavement Edger)	15,000		15,000		
3. Procurement (Rear Spreader)	30,000		30,000		
4. Procurement (Hydro-Vac)	110,000		110,000		
Total Expenditures:	$ 175,000	$ -	$		175,000

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

6. Other Considerations or Efficiency Options:

Can you defer the request? These requests could be deferred, although efficiencies will not be gained.

Is it more efficient to contract out the initiative? Supply and delivery done by others.

Can you combine this initiative with other present functions? No.

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:







Town of Georgina

22-CI-OI-03

Capital Initiative

Title of Request:	Bridges & Culverts: Minor Capital – Culverts under 3m	**Business Case Type:** Capital Initiative
Department:	Operations & Infrastructure	**Business Case number:** 22-CI-OI-03
Division:	Roads Operations	**Date:** June 30, 2021
Budget Request:	$ 200,000	**Funding Source:** Canada Community-Building Fund

Project Description:

75% - Installation 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 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.

25% - Managing the Towns outfalls and easement maintenance which needs attention. 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):**
   Q1 2022 - Q4 2022

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

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

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:

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

4. Main/Desired Goal or Outcomes/Benefits:

Replacement of 15 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:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Construction	200,000		200,000		
Total Expenditures:	$ 200,000	$ -	$		200,000

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

6. Other Considerations or Efficiency Options:

Can you defer the request? No, Town 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 you combine this initiative with other present functions? No.

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

Title of Request:	Sidewalk: Minor Capital – Concrete	**Business Case Type:** Capital Initiative
Department:	Operations & Infrastructure	**Business Case number:** 22-CI-OI-04
Division:	Roads Operations	**Date:** June 30, 2021
Budget Request:	$ 75,000	**Funding Source:** Canada Community-Building Fund

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 fames that can be bundled together.

1. **Proposed Year of Initiative (Start date and End Date):**
   Q3 2022 (following inspections) -Q4 2022

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

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

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:

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

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:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Construction	75,000		75,000		
Total Expenditures:	$ 75,000	$ -	$		75,000

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

6. Other Considerations or Efficiency Options:

Can you defer the request? No, 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 you combine this initiative with other present functions? No.

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

Title of Request:	Roads: Minor Capital Resurfacing	**Business Case Type:** Capital Initiative
Department:	Operations & Infrastructure	**Business Case number:** 22-CI-OI-05
Division:	Roads Operations	**Date:** July 7, 2021
Budget Request:	$ 2,157,000	**Funding Source:** Canada Community-Building Fund & Federal / Provincial Grants

Project Description:

Minor Capital Resurfacing is an ongoing, annual program required to maintain our pavement surfaces throughout the Town. The minor capital resurfacing program includes a larger asphalt resurfacing plan, and smaller pavement preservation plans including asphalt rejuvenation, rout and seal and micro surfacing. The locations and methods of preservation are derived from the pavement management system, as managed through the Asset Management and Technical Services Division. A thorough audit of data, future needs, asset lifecycle, and cross-divisional project review (ex. Watermain projects) is completed prior the release of contract documents. This project is largely classified as a maintenance program, and not reconstruction.

1. **Proposed Year of Initiative (Start date and End Date):**
   Q2 2022 (following inspections) –Q3 2022

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

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

Risk Management: Ensuring our infrastructure assets are properly maintained to avoid failures, thus reducing risk and liability associated with deteriorating assets.
Strategic Priority: A key component of the Town's Asset Management Plans, specific to preserving the Road Inventory in a good state of repair

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

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

4. Main/Desired Goal or Outcomes/Benefits:

Meet the requirements for each asset class in ensuring safe passage and properly functioning assets. Meet asset lifecycle goals. Deliver efficient and effective contracts.

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

		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Construction	2,000,000		2,000,000		
2. Consultant/Geotechnical	157,000		157,000		
Total Expenditures:	$ 2,157,000	$ -	$		2,157,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.		

6. Other Considerations or Efficiency Options:

Can you defer the request? No, 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 you combine this initiative with other present functions? No.

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

Can you better leverage technology? No

Can you share service delivery with other Town Departments/Agencies or municipalities? There are opportunities for group buying on some projects/methods of delivery

7. Other Comments / Gallery:

Staff will report back in Q1 2022 with a briefing note to identify the roads that will completed.




Royal Canadian Legion
CAT

Town of Georgina
22-CI-OI-06
Capital Initiative

Title of Request:	Roads: Major Capital Resurfacing Design	**Business Case Type:** Capital Initiative
Department:	Operations & Infrastructure	**Business Case number:** 22-CI-OI-06
Division:	Asset Management and Technical Services	**Date:** September 10, 2021
Budget Request:	$ 175,000	**Funding Source:** Canada Community-Building Fund

Project Description:

Annual Major Resurfacing Program for Asphalt Roads as determined through the Town's Pavement Management Program.

Roads requiring extensive rehabilitation will be determined and prioritized in Q3 and Q4 of 2021. Following prioritization, the resurfacing/rehabilitation program will be delivered over a two-year period, with design, and geotechnical investigation being undertaken in year one (2022) and construction, contract administration and inspection being undertaken in year two (2023). This cycle of condition assessment, prioritization, design, and construction will be followed annually going forward.

The Town, in partnership with York Region, oversees a Pavement Condition Assessment Program that uses computer-based pavement management software and quantitative survey data to monitor and evaluate the condition of pavement surface conditions for the Town's road network. This program evaluates the Town's road network every two years, with the first year of the program being undertaken in Q3 and Q4 of 2021. Candidate road-segments rehabilitation will be determined through the Pavement Condition Assessment Program and will provide information on what roads require intervention and to what extent for 2022 and 2023.
Three Types of Road Rehabilitation are considered:

- Minor Rehabilitation (Selective Resurfacing/Patching; local repairs, crack-sealing; and micro-surface treatment)
- Major Rehabilitation (Full road-segment resurfacing (mill & pave); and surface treatment)
- Road Reconstruction

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

Q1 2022 – Q4 2023

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 (roads) and development of a plan to maintain the asset 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: Maintaining road surfaces at an acceptable standard reduces the Town's risk and exposure to liability in the event of a motor-vehicle accident. Pavement condition, pavement age, traffic volumes and maintenance frequency are all monitored and influence the timing and need for road rehabilitation projects and used to manage risk.

Strategic Priority: Asphalt paved roads and surface treated roads are a major component of the Town's Tangible Capital Asset inventory. The Pavement Management program supports the Corporate Strategic Plan under the priority of "Deliver exceptional service"

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

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

The Pavement Management Program developed in conjunction with the Asset Management Program strives to maintain the Town's road network in a State of Good repair that meets the needs of residents and businesses. Appropriate analysis, planning and design prior to construction will ensure that the capital program is delivered efficiently and in a cost-effective manner.

4. Main/Desired Goal or Outcomes/Benefits:

- Maintain Town roads in a state of good repair to manage this asset proactively and extend its lifecycle.

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Design Consulting Services	175,000		175,000		
Total Expenditures:	$ 175,000	$ -	$		175,000

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

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

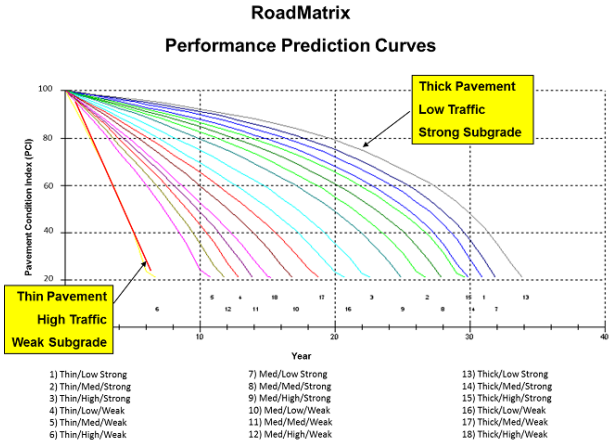
7. Other Comments / Gallery:

Staff will report back in Q1 2022 with a briefing note to identify the roads that will completed.

Step 1 – Collect Condition Data, once every 2-Years (2021)



Step 2 – Prioritize Using RoadMatrix Software (2021/2022)



Step 3 – Geotechnical Investigation and Design (2022)





Step 4 – Tendering and Construction (2023)



Title of Request:	Streetlight Upgrades	**Business Case Type:** Capital Initiative
Department:	Operations & Infrastructure	**Business Case number:** 22-CI-OI-07
Division:	Roads Operations	**Date:** June 30, 2021
Budget Request:	$ 90,000	**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.

Remaining Streetlight LED Retrofit Program
In 2016, the town underwent an LED retrofit program whereby Town streetlight fixtures using high-pressure sodium (HPS) or equivalent bulbs were switched out for energy efficient LED bulbs, reducing the Town's electricity consumption (carbon footprint) and associated costs. For a variety of reasons, whether under old sub-division agreements or not included in the original program, approximately 200 streetlight fixtures remain to be upgraded to LED. The benefits of this program are noted in the 2015 proposal submitted by Real-Term Energy.

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

   Q2 2022 – Q3 2022

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

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

Efficiency: Cost-benefit to the Town by reduction in maintenance and electricity costs.

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

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

4. Main/Desired Goal or Outcomes/Benefits:

Meet desired goal of greater than 95% LED fixtures within Town assets.

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Construction (NEW)	30,000		30,000		
2. Retrofit	60,000		60,000		
Total Expenditures:	$ 90,000	$ -	$		90,000

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

6. Other Considerations or Efficiency Options:

Can you defer the request? No, 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 you combine this initiative with other present functions? No.

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

Title of Request:	Fleet Policy Review	**Business Case Type:** Capital Initiative
Department:	Operations & Infrastructure	**Business Case number:** 22-CI-OI-08
Division:	Fleet Services	**Date:** July 30, 2021
Budget Request:	$ 20,000	**Funding Source:** Discretionary Reserve

Project Description:

The current fleet policy is outdated and requires updating to cover new legislation around driver behavior, hours of service tracking, as well as reshaping the policy to have proper coverage of all fleet items. The policy updating will be completed using a consultancy familiar with this work, specifically the transfer from small in-house written policies to larger, more complex policies. The consultant will also provide expertise on lifecycle modelling, and confidentiality concerns with licenses, abstract checks, insurances and other sensitive information, and how best to manage that by way of policy language.

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

   Q1 2022-Q2 2022

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

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

Strategic Priority: The new policy will shape how our staff, divisions, and stakeholders interact and use fleet on a daily basis. It will shape how we govern compliance with legislation and is the first step in viewing Fleet Management as a broader, centralized functioning unit.

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

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

4. Main/Desired Goal or Outcomes/Benefits:

Newly drafted policy to propose to council in 2022

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Consultant	20,000		20,000		
Total Expenditures:	$ 20,000	$ -	$		20,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.		

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Necessary

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

Title of Request:	Fuel Management System	**Business Case Type:** Capital Initiative
Department:	Operations & Infrastructure	**Business Case number:** 22-CI-OI-09
Division:	Fleet Services	**Date:** July 13, 2021
Budget Request:	$ 120,000 - Capital $ 2,500 - Operating	**Funding Source:** Discretionary Reserve

Project Description:

Fuel Management System implementation following the fuel management review in 2020. Recommendations on options to include fuel management to understand fuel usage, reduce theft and optimize operations by way of bulk fueling locations.

1. **Proposed Year of Initiative (Start date and End Date):**
   Q1 2022 – Q3 2022

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

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

   Efficiency: Cost-benefit to the Town by reduction in driving time, fueling time, theft management, and leveraging bulk fuel pricing on larger volumes.

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

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

4. Main/Desired Goal or Outcomes/Benefits:

Cost reduction across all departments for fuel usage. Increase efficiency in the management of Fleet assets through the collection of base-line information on vehicle and equipment usage through the fuel system data collection (mileage/hours, date, Operator etc.)

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Procurment and implementation	120,000		120,000		
2. Operating	2,500	2,500			
Total Expenditures:	$ 122,500	$ 2,500	$		120,000

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

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes, but it is not practical to do so.

Is it more efficient to contract out the initiative? Yes, product delivered by third party vendors

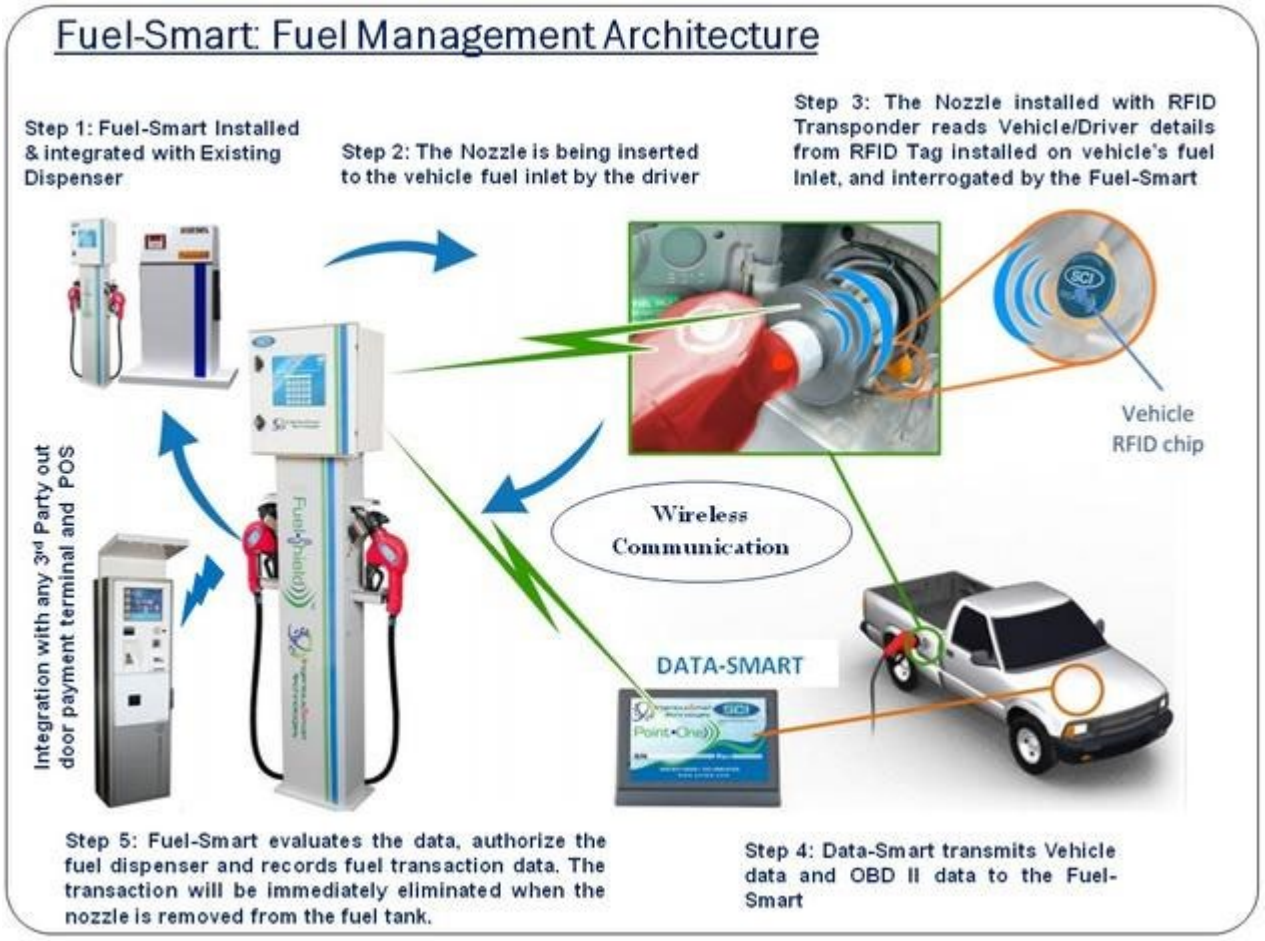
Can you combine this initiative with other present functions? No

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

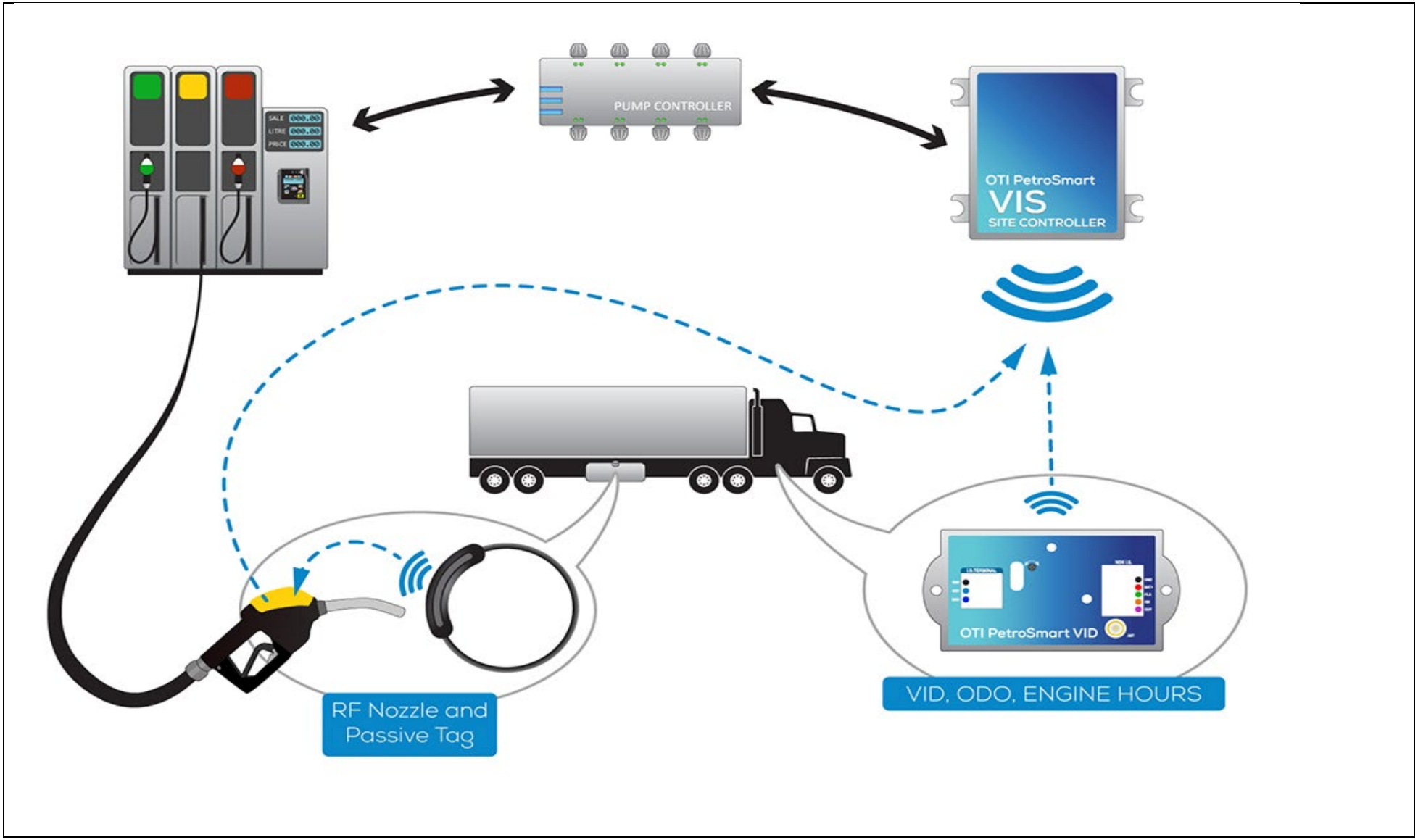
Can you better leverage technology? No

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

7. Other Comments / Gallery:






PUMP CONTROLLER
OTI PetroSmart
VIS
SITE CONTROLLER
OTI PetroSmart VID
RF Nozzle and
Passive Tag
VID, ODO, ENGINE HOURS

Town of Georgina
22-CI-OI-10
Capital Initiative

Title of Request:	2022 Bridge OSIM	**Business Case Type:** Capital Initiative
Department:	Operations & Infrastructure	**Business Case number:** 22-CI-OI-10
Division:	Asset Management and Technical Services	**Date:** June 25, 2021
Budget Request:	$ 75,000	**Funding Source:** Discretionary Reserve

Project Description:

Ontario Regulation 107/97 requires municipalities to undertake a detailed inspection of their bridge and large culvert (over 3m) inventory every two years using the Ontario Structure Inspection Manual (OSIM). The OSIM dictates the procedures and requirements for inspecting bridges and large culverts.

1. **Proposed Year of Initiative (Start date and End Date):**
   Q1 2022 - Q3 2022

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

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

Legislative: Ontario Regulation 104/97 requires a structural inspection of bridges and large culverts to be undertaken every two years. The Asset Management Regulation O.Reg. 588/17 requires an on-going assessment of the condition of asset and development of a plan to maintain the asset at an approved service level.

Risk Management: Maintaining bridges at an acceptable standard reduces the Town's risk and exposure to liability in the event of a motor vehicle accident.

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:
Priority 4: Deliver exceptional service – Manage our finances and assets proactively.

4. Main/Desired Goal or Outcomes/Benefits:
To meet regulatory requirements and ensure bridges and culverts over 3 metres within the Town are maintained at an acceptable standard.

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Consulting Services	75,000		75,000		
Total Expenditures:	$ 75,000	$ -	$		75,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.		

6. Other Considerations or Efficiency Options:

Can you defer the request? No. 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 you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

Title of Request:	Lake Drive Road Safety Plan Functionality Assessment	**Business Case Type:** Capital Initiative
Department:	Operations & Infrastructure	**Business Case number:** 22-CI-OI-11
Division:	Asset Management and Technical Services	**Date:** June 25, 2021
Budget Request:	$150,000	**Funding Source:** Discretionary Reserve

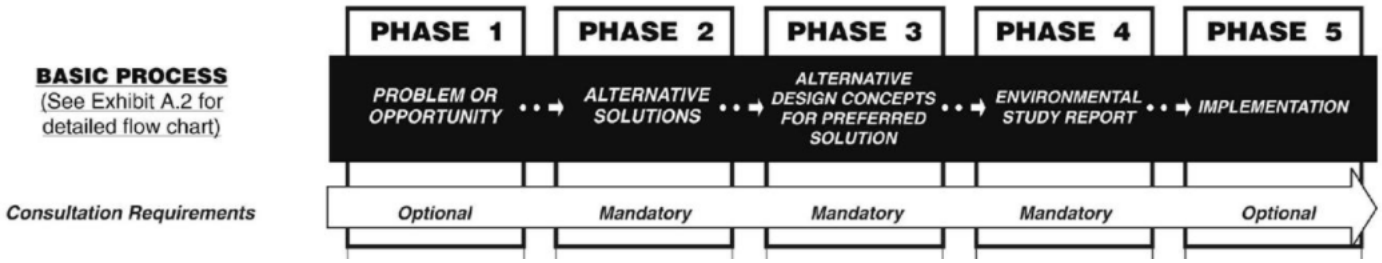
Project Description:

Lake Drive is a multi-purpose road used extensively by motorists, cyclists and pedestrians for access to Lake Simcoe. Concerns have been raised by residents and road users regarding road safety so all user groups could share its use in a safe manner. Town staff have put a number of traffic mitigation solutions in place over the past year including reduced speed limits, community safety zones and the installation of traffic bollards.

Lake Drive has a number of factors that makes travel by multiple users a challenge including narrow lanes, poor sight lines, and a lack of sidewalks and paved shoulders. Council directed staff to bring forward a comprehensive budget proposal to address safety concerns brought forward by the Safe Streets Committee. Resolution C-2021-0176 June 9, 2021.

The Lake Drive Road Safety Plan Functionality Assessment will allow for a comparative engineering assessment of options, taking into consideration community, technical and financial considerations for all road users. The Lake Drive Road Safety Plan Functionality Assessment will be tied to, and support the outcomes of the Waterfront Parks Master Plan. The Project will follow the Master Plan Approach under the Municipal Class Environmental Assessment process, including extensive public consultation.

Master Plans undertaken under the Municipal Class Environmental Assessment process are long range plans which integrate infrastructure requirements for existing and future land use with environmental assessment planning principles. These plans examine an infrastructure system(s) or group of related projects in order to outline a framework for planning for subsequent projects and/or developments.



Problem or Opportunity Statement
The proposed project will require a Consultant Team to undertake a comprehensive analysis and public consultation process, to identify and develop improvement plans for Lake Drive to address identified issues related to traffic and pedestrian safety. The Alternatives will consider functionality of road way within the existing corridor and will focus on safety solutions that do not change the inherent character of the road.

The Problem/Opportunity Statement State and the Alternative solutions will consider economic and social factors such as the potential for economic development; as well as the impact on local residents and the broader community.

Problem:

- Lack of pedestrian and active transportation infrastructure and opportunities
- Volume of vehicular traffic, particularly in the summer months
- Speed of vehicular traffic
- Sightline and other safety issues
- Parking restrictions
- Access to private and public properties

Opportunities:

- Opportunities for traffic calming and traffic management strategies including: one-way traffic, physical traffic calming measures and non-physical traffic calming, Administrative measures and enforcement.
- Improved opportunities to support active transportation, enjoyment of the waterfront, and economic development.

Consultation:
Consultation early in and throughout the process is a key feature of environmental assessment planning. Extensive public consultation and stakeholder engagement will be required.

Alternative Solutions:
The alternative solutions considered will provide details and analysis of the following:

- A description of the existing environment, i.e. natural, social, cultural economic and technical.
- the extent to which the alternative solutions resolve the problem.
- the advantages and disadvantages of the alternative solutions.
- the effects of the alternative solutions on the environment.
- the decision-making process used to select the preferred solution.

Alternative Designs and Preferred Solution(s)
The following information will be documented:

- the extent to which the alternative designs address the solution to the problem.
- the advantages and disadvantages of the alternative designs.
- the effects on the physical, natural, social, cultural, economic and technical environments of each of the alternative designs.
- the evaluation and decision-making process used to select the most appropriate design.

This section requires that a description be provided of the detailed environmental inventory. Details of the mitigating measures will be described.

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

   Q1 2022 – Q1 2023

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: Identifying road elements with the potential to contribute to risk of injury and maintaining road infrastructure at an acceptable standard reduces the Town's risk and exposure to liability in the event of an accident.

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

Priority 2: Promote a high quality of life- Build a healthy, safe and accessible community.

4. Main/Desired Goal or Outcomes/Benefits:

A study that provide options that could be implemented on Lake Drive that would take into consideration all user groups.

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Consulting Services	150,000		150,000		
2.					
Total Expenditures:	$ 150,000	$ -	$		150,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.		

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes. A third party engineering assessment with expertise in road and traffic management is required.

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:




813 Lake Dr E
Georgina, Ontario
Google
Street View - May 2018
Georgina beach
Lake Dr E
Google
Image capture: May 2018 © 2021 Google Global


593 Lake Dr S
Georgina, Ontario
Google
Street View - Sep 2014
Young's
Google
MAXIMUM
40

Title of Request:	Old Shiloh Bridge West Heritage Investigation and Environmental Assessment	**Business Case Type:** Capital Initiative
Department:	Operations & Infrastructure	**Business Case number:** 22-CI-OI-12
Division:	Asset Management and Technical Services	**Date:** June 28, 2021
Budget Request:	$100,000	**Funding Source:** Discretionary Reserve

Project Description:

Old Shiloh Road West bridge is a concrete bow string arch bridge that was built in 1925. In 2019, a detailed bridge condition survey was undertaken that indicated the bridge was approaching the end of its lifecycle and recommended that planning should commence for its replacement.

As the bridge is over 40 years old, a Heritage Impact Assessment will first need to be undertaken followed by an Environmental Assessment prior to rehabilitation.

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

   Q1 2022 – Q4 2023

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 Regulation 9/06 of the Ontario Heritage Act requires a Heritage Investigation be undertaken for structures over 40 years old prior to undertaking any rehabilitation or replacement works. In accordance with the Municipal Class Environmental Assessment process, an Environmental Assessment will need to be completed prior to rehabilitation of the bridge. The Schedule of the Environmental Assessment will be determined once the outcome of the Heritage Investigation is determined.

3. **Brief Links to Strategic Plan Departmental Business Plans or Other Plans**:
Priority 4: Deliver exceptional Service – Manage our finances and assets proactively.

4. **Main/Desired Goal or Outcomes/Benefits:**

To undertake a Heritage Investigation and Environmental Assessment in order to proceed to the rehabilitation of Old Shiloh Bridge West (B4).

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Consulting Services	100,000		100,000		
Total Expenditures:	$ 100,000	$ -	$		100,000

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

6. **Other Considerations or Efficiency Options:**

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:





Town of Georgina

22-CI-OI-13

Capital Initiative

Title of Request:	Development of an Asset Management Plan for Non Core Assets	**Business Case Type:** Capital Initiative
Department:	Operations & Infrastructure	**Business Case number:** 22-CI-OI-13
Division:	Asset Management and Technical Services	**Date:** June 25, 2021
Budget Request:	$ 150,000	**Funding Source:** Canada Community-Building Fund

Project Description:

The Town of Georgina is required by Ontario Regulation 588/17 to prepare an Asset Management Plan (AMP) for the Town's remaining municipal infrastructure assets that weren't captured through the core asset AMP by July 1, 2023. This includes parks, facility and fleet assets.

Asset management planning allow municipalities to make the best possible decisions regarding the building, operating, maintaining, renewing, replacing and disposing of their infrastructure assets. An Asset Management Plan defines levels of services that minimizes risk and maximizes the lifecycle of an organization's assets in a sustainable manner

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

   Q2 2022 – Q2 2023

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

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

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

Risk Management: This program will allow the Town to prioritize assets and minimize lifecycle cost while maintaining a predetermined Level of Service, which minimizes risk to the Town.

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

Priority 4: Deliver Exceptional Service – Manage our finance and assets proactively

4. Main/Desired Goal or Outcomes/Benefits:

Complete an Asset Management Plan for the Town's remaining assets (parks, facilities and fleet) by July 1, 2023.

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Consulting Services	150,000		150,000		
Total Expenditures:	$ 150,000	$ -	$		150,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.		

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? Yes, this AMP will complement the AMP currently being undertaken for core assets and inform future capital rehabilitation planning requirements.

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

Can you better leverage technology? No

Can you share service delivery with other Town Departments/Agencies or municipalities? Yes. Representatives from other Town Departments will be part of a larger stakeholder team to help deliver this AMP.
7. Other Comments / Gallery:

Title of Request:	Major Ditch Design and Rehabilitation Program	**Business Case Type:** Capital Initiative
Department:	Operations & Infrastructure	**Business Case number:** 22-CI-OI-14
Division:	Asset Management and Technical Services	**Date:** June 28, 2021
Budget Request:	$ 400,000	**Funding Source:** Canada Community-Building Fund

Project Description:

The Town manages approximately 500 km of open ditch and culvert systems. Roadside ditches are intended to drain the road and Right-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 an issue. 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, including extensive “heat maps” of complaint areas.

The ditch reconstruction program will reconstruct major sections of ditch and culvert 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 effectively the program includes a significant portion of engineering work. The engineering work is prioritized each year based on the ditch evaluation conducted by staff.

The project Budget for 2022 includes:

- Construction costs
- Engineering consulting for geotechnical investigation and recommendations
- Contract administration, inspection and materials testing (QA/QC Control)
- Project management

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

Q1 2022 – Q2 2023

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: The Town has a number of flooding complaints annually; continuing a program to reconstruct critical areas is proactive of the municipality and reduces its exposure.

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

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

4. Main/Desired Goal or Outcomes/Benefits:

To alleviate flooding and ensure subgrade drainage in critical areas in a systematic manner.

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Consulting Services	40,000		40,000		
2.Contracting Services	360,000		360,000		
Total Expenditures:	$ 400,000	$ -	$		400,000

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

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

Title of Request:	Vehicle and Equipment Replacement Program	**Business Case Type:** Capital Initiative
Department:	Operations & Infrastructure	**Business Case number:** 22-CI-OI-15
Division:	Fleet Services	**Date:** June 30, 2021
Budget Request:	$ 1,773,000	**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.

In 2021, the Fleet Services Division has combined all business cases related the Corporate vehicle replacement program, to provide clarity regarding the replacement of previously approved and acquired assets. By doing so, Town staff and Council are provided a fulsome view of all Fleet related assets and their associated costs.

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	Vehicle Details		Type:	Passenger Van (FLT066)
Department:		Community Services	Year:	2010	Make/Model:	Dodge Grand Caravan
Division:		Recreation	Condition:	Very Poor	Kilometers/Hours:	86,029
Purpose of Asset:		To deliver the services of the Recreation Division, for transport employees, equipment, materials to Town events.				
Procurement Requirements:		Minimum 5 passenger van or SUV capable of carrying large signs and equipment required for events, required lighting and decal kit. There is an opportunity for this vehicle to be part of the green fleet acquisition for a hybrid or full electric vehicle.				
Budget Request:		$45,000.00				

Item	2	Replacement	Vehicle Details		Type:	Work Van (FLT013)
Department:		Community Services	Year:	2012	Make/Model:	GMC Savana (1SA) - Diesel
Division:		Maintenance	Condition:	Poor	Kilometers/Hours:	135,800
Purpose of Asset:		A primary work vehicle for the maintenance division. Hauls trailers as required for delivery of services.				
Procurement Requirements:		2 passenger ¾ ton pick-up truck, with work-body (tool shelving), lighting and decals				
Budget Request:		$70,000.00				

Item	3	Replacement	Vehicle Details		Type:	Cargo Trailer (FLT103)
Department:		Community Services	Year:	2011	Make/Model:	Haulmark FVN Cargo Trailer
Division:		Maintenance	Condition:	Very Poor	Kilometers/Hours:	N/A
Purpose of Asset:		A primary work vehicle for the maintenance division. Hauls elevated work platforms, tools, materials.				
Procurement Requirements:		Tandem Axle, enclosed trailer not less tan 20’ length				
Budget Request:		$25,000.00				

Item	4	Replacement	Vehicle Details		Type:	Cargo Trailer (FLT105)
Department:		Operations and Infrastructure	Year:	2011	Make/Model:	American Hauler
Division:		Environmental Services	Condition:	Very poor	Kilometers/Hours:	N/A
Purpose of Asset:		A trailer used for storage. Historically used for emergency response prior to box-truck (2019),				
Procurement Requirements:		40’ sea-container with roll up doors (primarily Storage)				
Budget Request:		$20,000.00				

Item	5	Replacement	Vehicle Details		Type:	Floor Scrubber (EQT134)
Department:		Community Services	Year:	2012	Make/Model:	Minuteman Floor Scrubber
Division:		Facilities	Condition:	Poor	Kilometers/Hours:	N/A
Purpose of Asset:		Replacement of three (3) floor scrubbers and Olympia Edger at end of lifecycle. Used in Ice Palace, Sutton Arena and Kin Hall				
Procurement Requirements:		Three (3) Floor scrubbers and equivalent Olympia Edger				
Budget Request:		$25,000.00				

Item	6	Replacement	Vehicle Details		Type:	Aerator (EQT270)
Department:		Community Services	Year:	2004	Make/Model:	Aerator
Division:		Parks	Condition:	Poor	Kilometers/Hours:	N/A
Purpose of Asset:		Aerate sports fields including baseball, soccer, ROC grounds on regular maintenance schedule. Part of the turf maintenance program.				
Procurement Requirements:		Core Aerator, 3-point hitch fitted, 69” width Aerator @ 540rpm, no more than 1700lbs				
Budget Request:		$25,000.00				

Item	7	Replacement	Vehicle Details		Type:	Groomer (EQT211)
Department:		Community Services	Year:	2010	Make/Model:	Bannerman Ball Park
Division:		Parks	Condition:	Poor	Kilometers/Hours:	N/A
Purpose of Asset:		Groom 14 diamonds weekly across the municipality				
Procurement Requirements:		76” groomer including Ripper blade, rake assembly, leveler assembly, roller assembly, robber scraper, brush assembly, 50gal water holding tank with a 12 volt pump and fan spray, sling away wing brush and highway safety transport kit				
Budget Request:		$8,000.00				

Item	8	Replacement	Vehicle Details		Type:	Articulating Loader (EQT213)
Department:		Community Services	Year:	2012	Make/Model:	Wacker WL50 Loader
Division:		Parks	Condition:	Inoperable/very poor	Kilometers/Hours:	5401 hours
Purpose of Asset:		Load equipment in winter months, snow plow, run various attachments for summer months including beach groomer, stump grinder, diamond groomer, bush mower, aerator and support various other functions of Parks.				
Procurement Requirements:		75 HP agricultural tractor with front loader, 1000rpm PTO, various attachments including plow blade, stump grinder forks. Replaces articulating loader (greater year round equipment utilization)				
Budget Request:		$150,000.00				

Item	9	Replacement	Vehicle Details		Type:	Medium-Duty Work Truck (FLT132)
Department:		Community Services	Year:	2016	Make/Model:	Silverado 3500
Division:		Parks	Condition:	Poor	Kilometers/Hours:	80,789 km
Purpose of Asset:		Daily work vehicle, haul materials, trailers, mowers, light-equipment and attachments to perform Parks duties				
Procurement Requirements:		4WD, regular cab, aluminum work body dump truck, 8,000lb GVWR (5-ton) ***The Town is moving towards 5T trucks as the payload of ¾-ton and 2-ton vehicles does not allow winter material haulage. This will allow year round use of the vehicle at a marginal cost increase.*				
Budget Request:		$60,000.00				

Item	10	Disposal	Vehicle Details		Type:	Support Equipment (EQT 304)
Department:		Operations and Infrastructure	Year:	1996	Make/Model:	Chipper
Division:		Roads	Condition:	Very Poor	Kilometers/Hours:	N/A
Purpose of Asset:		Wood Chipper used to chip brushing material generated from Roadside Maintenance				
Procurement Requirements:		Disposal only. This equipment will be replaced with Item 11 through the purchase of a larger, higher capacity unit.				
Budget Request:		N/A				

Item	11	Replacement	Vehicle Details		Type:	Support Equipment (EQT 388)
Department:		Operations and Infrastructure	Year:	2006	Make/Model:	Salsco Chipper
Division:		Roads	Condition:	Poor	Kilometers/Hours:	N/A
Purpose of Asset:		Chip brushing material required for Road Maintenance				
Procurement Requirements:		Large trailer mounted woodchipper				
Budget Request:		$30,000.00				

Item	12	Replacement	Vehicle Details		Type:	Grass Maintenance Equipment (EQT293)
Department:		Community Services	Year:	2012	Make/Model:	Jacobsen HR-6010
Division:		Parks	Condition:	Poor	Kilometers/Hours:	1256 hours and 1706 hours
Purpose of Asset:		Grass mowing units for grass cutting crews				
Procurement Requirements:		60HP winged, rotary front mount mowers. Two (2) units are required.				
Budget Request:		$110,000.00				

Item	13	Replacement	Vehicle Details		Type:	Light-Duty Work Truck (FLT083)
Department:		Operations and Infrastructure	Year:	2013	Make/Model:	GMC Sierra 1500
Division:		Roads	Condition:	Poor	Kilometers/Hours:	185,506 km
Purpose of Asset:		Pick-up truck for hauling materials, trailers, light-equipment; vehicle is used for road maintenance patrols				
Procurement Requirements:		Regular cab 1/2-ton pick-up truck, long box, lighting, back rack, decals				
Budget Request:		$35,000.00				

Item	14	Replacement	Vehicle Details		Type:	Loader (EQT216)
Department:		Operations and Infrastructure	Year:	2012	Make/Model:	John Deere 544k
Division:		Roads	Condition:	Poor	Kilometers/Hours:	3,297 hours
Purpose of Asset:		Daily loading, unloading, sweeping, stacking, material management, winter operations including loading, plowing and snow removal				
Procurement Requirements:		160 HP articulating rubber-tire loader, including 3-cu.yd. capacity bucket, forks, sweeper head (open broom) and capability to attach existing implements				
Budget Request:		$195,000.00				

Item	15	Replacement	Vehicle Details		Type:	Light-Duty Work Truck (FLT111)
Department:		Emergency Services	Year:	2015	Make/Model:	Dodge Durango
Division:		Fire	Condition:	Poor	Kilometers/Hours:	220,000
Purpose of Asset:		Emergency response vehicle used within Fire Department				
Procurement Requirements:		Large SUV capable of carrying lifesaving equipment, passengers, gear, meeting lighting requirements, technology requirements, and Town decaling				
Budget Request:		$80,000.00				

Item	16	Replacement	Vehicle Details		Type:	Heavy Duty Apparatus (FLT021)
Department:		Emergency Services	Year:	2003	Make/Model:	Freightliner FL80 (E182)
Division:		Fire	Condition:	Poor/Lifecycle	Kilometers/Hours:	308,526
Purpose of Asset:		Rescue Pumper Apparatus				
Procurement Requirements:		Rescue pumper apparatus of similar style, capable of providing effective firefighting response				
Budget Request:		$875,000.00				

Item	17	Replacement	Vehicle Details		Type:	AVL GPS
Department:		All	Year:		Make/Model:	Webtech Wireless
Division:		All	Condition:		Kilometers/Hours:	n/a
Purpose of Asset:		To track equipment for theft, liability and operational requirement				
Procurement Requirements:		Upgrade required for approximately 30 out-of-date units to meet current system requirements and future technology implementation. Required for fleet preventative maintenance program.				
Budget Request:		$20,000.00				

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

   Q4 2021-Q4 2022

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

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

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:

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

4. Main/Desired Goal or Outcomes/Benefits:

Efficient, effective and detailed asset management.

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	Request	Annually	2022	2023	2023-31
1. Procurement	45,000		45,000		
2. Procurement	70,000		70,000		
3. Procurement	25,000		25,000		
4. Procurement	20,000		20,000		
5. Procurement	25,000		25,000		
6. Procurement	25,000		25,000		
7. Procurement	8,000		8,000		
8. Procurement	150,000		150,000		
9. Procurement	60,000		60,000		
10. Procurement	-		-		
11. Procurement	30,000		30,000		
12. Procurement	110,000		110,000		
13. Procurement	35,000		35,000		
14. Procurement	195,000		195,000		
15. Procurement	80,000		80,000		
16. Procurement	875,000		875,000		
17. Procurement	20,000		20,000		
Total Expenditures:	$ 1,773,000	$ -	$		1,773,000

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

6. Other Considerations or Efficiency Options:

Can you defer the request? These requests could be deferred and would likely result in high repair costs

Is it more efficient to contract out the initiative? Supply and delivery done by others.

Can you combine this initiative with other present functions? No.

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

Title of Request:	Facilities Repairs & Remediation Program	**Business Case Type:** Capital Initiative
Department:	Community Services	**Business Case number:** 22-CI-RC-01
Division:	Facilities	**Date:** June 2, 2021
Budget Request:	$ 286,000	**Funding Source:** Discretionary Reserve

Project Description:

Address priority deficiencies and lifecycle replacement projects pertaining to health & safety matters and not necessarily captured through the current BCA Program or demonstrating equipment fatigue and/or at end of reliable lifecycle.

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

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

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

3. **Brief Links to Strategic Plan Departmental Business Plans or Other Plans**:
   To grow our economy, promote a high quality of life, and to deliver exceptional service

4. **Main/Desired Goal or Outcomes/Benefits:**

   a. **Replace carpet lift (track) and side pieces on ROC ski lift in compliance with TSSA inspection requirements and certificate of operation permit. ($150,000)** The current carpet track is 10 years old and showing advanced signs of wear. It has reached the end of its useful lifecycle and is beginning to slip on the top drive drum reducing the efficiency of the lift. The side pieces of the carpet lift have expanded

and warped and no longer run flat along the full run of the lift. T.S.S.A will not issue a certificate of pass and permit operation as there is an increased potential for pinch points.

b. **Replacement of Dehumidifiers on the Blue Rink Pad, Georgina Ice Palace. ($75,000)** The units have reached their lifecycle expectancy and present increased risk of failure and ultimate service disruption. Replacement of units will avoid significant service disruption and impact on users for the 2022/23 season. The units are an integral component in controlling condensation and unsafe ice conditions when interior temperatures hover near or around the freezing point. Unsafe conditions lead to facility closures and shutdowns negatively impacting user group schedules and lost revenues. The new units are the same as previously installed in Sutton in 2019. The new electric desiccant units are 2.5 times more effective and efficient at controlling moisture than the existing units while using the same power consumption (more cost efficient to operate). The existing units also use R22 refrigerant. As of 2020 - R22 was to be phased out of usage in this application.

c. **Replacement of both Oil Separators at the Sutton Arena – scheduled preventative maintenance per TSSA safety requirements. ($25,000).** To maintain safe operations of our plant room. To reduce unnecessary wear and tear on compressors. To avoid down time and lost revenue due to mechanical failure. Supply/install of the oil separators, 2 new relief valves, piping to outside and new diffuser. This is a new safety requirement from TSSA. This is keeping the Town in best practice by ensuring the safety of Staff and user groups.

d. **Replace the gaskets on the Sutton Arena Plate and Frame Chiller ($20,000).** Replacement of gaskets to ensure safety of staff and patrons (following manufacturer guidelines) to mitigate and avoid potential ammonia leaks.

e. **Application of a high moisture, high traffic non-slip coating to the concrete floor in the basement of Port Bolster Hall. ($16,000).** Applying of coating will significantly reduce the risk of persons slipping and sustaining potential injuries.

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

	Budget:	Allocation:			
		Operating (Including	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Carpet Replacement – ROC Ski Lift	150,000		150,000		
2. Dehumidifier Replacement – Blue Pad	75,000		75,000		
3. Oil Separator Replacement – Sutton Arena	25,000		25,000		
4. Chiller Gasket Replacement – Sutton Arena	20,000		20,000		
5. Concrete Floor Coating For Basement Floor At The Port Bolster Hall	16,000		16,000		
Total Expenditures:	$ 286,000	$ -	$		286,000

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

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

Replacement of the lift carpet will mitigate potential injuries while improving performance of the unit as a whole, providing patrons with a better experience.

Title of Request:	Building Condition Assessment (BCA) Items	**Business Case Type:** Capital Initiative
Department:	Community Services	**Business Case number:** 22-CI-RC-02
Division:	Facilities	**Date:** June 3, 2021
Budget Request:	$ 470,000	**Funding Source:** Discretionary Reserve

Project Description:

The Town of Georgina's Building Condition Assessment (BCA) Program was instituted in 2016 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. The following projects have been identified for completion at this time:

- HVAC Replacement – Stephen Leacock Theatre: 3 Older RTUs - **$80,000** There is one older 'Lennox' gas-fired and DX cooled rooftop unit located near the north east corner of the roof that appears to serve the theatre. This unit is estimated to be rated at 15 tons of cooling, uses R-22 refrigerant, and was installed circa 1998, and is past its useful lifespan. There is a York RTU (model: D7CG048N09906A) that is rated at 4 tons of cooling and 125,000 Btu/hr of input heating capacity and a York RTU (model: D1NA030N05606C) that is rated at 2.5 tons of cooling and 70,000 Btu/hr of input heating capacity that were both manufactured circa 2003. Due to be replaced in 2023, however, since the above Lennox unit is being replaced in 2022, it would be reasonable to replace these units as well.

- HVAC Replacement - Pefferlaw Lions Hall: 2 Lennox air handling units (Outdoor and Indoor +2 outdoor condensing units) as well as a Venmar Heat Recovery Ventilator (HRV) - **$100,000** There are 2 Lennox indoor air handler units (model: AM30Q314-70-1) located in the second floor space. These air handling units are heated by a domestic hot water coil and cooled by a direct expansion cooling coil. According to the manufacturer's literature the air handling units each have a nominal heating capacity of 70,000 Btu/hr. There are two Lennox condensing units located at high level on the south wall of the building that appear to serve the air handling unit cooling coils. One unit serves the second floor air cadets space and the other unit serves the ground floor Club 55 space. These units were installed in 1996 and use R-22 refrigerant and were due to be replaced in 2021. The Venmar HRV is dated at 1996 also and was due to be replaced in 2018.

- HVAC Replacement - Station 1-4 – 3 older rooftop units (Carrier) - **$50,000** There are 3 older 'Carrier' gas-fired rooftop units located on the upper and rear roofs. As the nameplate information for these units is faded we have assumed that these units represent 10 tons of cooling capacity and each has a gas-fired burner. These units are controlled by wall mounted thermostats. We have estimated that these units are beyond their expected life cycle.

- HVAC Replacement - Noble House – Furnace/Air Conditioning units - **$20,000** Units have required significant repairs over the years and are past their useful lifespans.

- Carpet Replacement – Pefferlaw Library - **$30,000** This is a discretionary item based on the BCAs, recommended to be replaced in 2026, however, in recent months, the carpet has had to be repaired with unsuccessful results. The carpet is frayed and damaged in various areas, while library staff have identified it as a safety concern.

- Concrete Loading Dock Repairs & Railing Installation– Stephen Leacock Theatre - **$50,000** There is a concrete loading dock with presumed steel reinforcement at the southeast corner of the building at the theatre. It remains in serviceable, although in cosmetically poor condition. Portions of the dock are more than 2' above grade, which requires a guard per code. Some of the rebar is exposed as well, indicating that the structure is crumbling and requires some repair work.

- Leisure Pool Sump Pump Replacement - 4 pumps to be replaced - **$20,000** Pumps have been failing in recent years to the point where only one out of four are currently working. If a major flood were to occur in the basement mechanical room, the single pump would not be able to keep up with the floodwater. Three pumps are original to the facility (1996) and it is recommended that all four pumps be replaced in 2022.

- Kin Hall Exterior Ramp to comply with AODA - **$120,000** For the purposes of building access, the ramp at the west side of the property does not conform to Accessibility for Ontarians with Disabilities Act requirements, several of which are as follows:
  * Insufficient width of path
  * Insufficient surface area of landings
  * Lack of tactile strips at base of ramp
  * Lack of colour contrasted strips at changes in slope
  * The handrails do not include 300mm extensions at the bottom of the ramp
  * BCA recommends that this ramp be replaced/modified to conform to AODA requirements.

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

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

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

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans: To grow our economy, promote a high quality of life and to deliver exceptional service.

4. Main/Desired Goal or Outcomes/Benefits:

Main outcomes would be to conform to the BCA recommendations for outstanding items which they have identified. These projects will also contribute to the health and safety of our facilities, and ensure that our facilities are in a state of good repair.

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

	Budget:	Allocation:			
		Operating (Including	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. HVAC Replacement – Stephen Leacock Theatre	80,000		80,000		
2. HVAC Replacement - Pefferlaw Lions Hall	100,000		100,000		
3. HVAC Replacement - Station 1-4	50,000		50,000		
4. HVAC Replacement - Noble House	20,000		20,000		
5. Carpet Replacement – Pefferlaw Library	30,000		30,000		
6. Concrete Loading Dock Repairs & Railing Install.	50,000		50,000		
7. Leisure Pool Sump Pump Replacement	20,000		20,000		
8. Kin Hall Exterior Ramp to comply with AODA	120,000		120,000		
Total Expenditures:	$ 470,000	$ -	$		470,000

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

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

Council to approve cost with the understanding that staff shall have the flexibility to manage the funds across the approved projects.

Town of Georgina
22-CI-RC-03
Capital Initiative

Title of Request:	Train Station Repairs	**Business Case Type:** Capital Initiative
Department:	Community Services	**Business Case number:** 22-CI-RC-03
Division:	Facilities	**Date:** August 10, 2021
Budget Request:	$ 50,000	**Funding Source:** 50% Discretionary Reserve 50% Federal / Provincial Grants

Project Description:

Remove and replace decking structure in front of the Train Station at Georgina Pioneer Village, installing new footings, railings and ramp system. To be completed by Village staff.

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

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

   ☒ Legislative, ☐ Growth ☒ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☐ Efficiency, ☐ Adopted Plan/Study
   ☐ Other (please specify) To conform to AODA regulations and to mitigate potential injury due to unsafe decking.

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

   Grow our economy. Promote a high quality of life, and deliver exceptional service

4. **Main/Desired Goal or Outcomes/Benefits:**
   The main goal would be to make the area safe for staff and patrons. Currently, the deck is partly blocked off due to it being unsafe, while the rest of the area is not as safe as it should be. Improvements will be the first step in making Town facilities more accessible, which is consistent with the Provincial Governments initiative. This initiative will also contribute to reducing risk to patrons and staff.

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Deck replacement	50,000		50,000		
Total Expenditures:	$ 50,000	$ -	$		50,000

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

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No – can be completed in house

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? Yes

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

7. Other Comments / Gallery:

Title of Request:	Waterfront Parks Master Plan, Parts 2 & 3	**Business Case Type:** Capital Initiative
Department:	Community Services	**Business Case number:** 22-CI-RC-04
Division:	Parks	**Date:** June 30, 2021
Budget Request:	$ 210,000	**Funding Source:** Discretionary Reserve Development Charges

Project Description:
The continuation and completion of the Waterfront Parks Master Plan.

Part 2 will focus on the following key recreational waterfront locations/Zones:

- Adeline Park
- Leash Free Dog Park Area (West Park)
- Young's Harbour Park
- Claredon Beach Park
- Rayners Wharf
- North Gwillimbury Park
- Maskinonge River
- Shoreline from Park Road to Thorah Park Boulevard
- Pefferlaw River

Part 3 will provide recommendations on the following:

- Future economic development opportunities
- Developing business opportunities and partnerships
- Sustainable management
- Operational practices
- Parking by-law and strategy
- Legislative, policy and by-law updates
- Purchase and sale of lands and/or assets
- A 10-year implementation strategy

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

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

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

   Growth: Responsive to the demand of our growing population and tourism

   Risk management: Increase accessibility for all users. Minimize conflict between vehicles and pedestrians.

   Efficiency: Develop standards across waterfront parks, for amenities, signage, furnishings, management/operational regimes

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

   GOAL 1: "Grow Our Economy"
   GOAL 3: "Engage Our Community & Build Partnerships"
   GOAL 4: "Deliver Exceptional Service" – manage our finances and assets proactively.

4. **Main/Desired Goal or Outcomes/Benefits:**

The Waterfront Parks Master Plan will examine, inventory and recommend management/infrastructure improvement opportunities for existing waterfront sites, including:
trails linkages, pedestrian crossings, parking modifications, traffic analysis and transit links, washroom facilities, concessions, swimming, fishing, dog-friendly waterfronts, road 'ends', launches, docks, jetties, marinas/harbour, signage, information kiosks, road closures, and potential economic spin-offs.

Consultants will be retained to conduct the following tasks: audits, public and staff consultation, questionnaires, PICs, surveys, comparisons to other similar waterfront communities.

BENEFITS OF THE PROJECT:

- To enhance the opportunity for public enjoyment of the waterfront having consideration of accessibility for all users.
- To gather data on out of Town beach users, boaters, anglers as well as residents and cottagers
- To protect and enhance the natural environment of the waterfront;
- To create or strengthen linkages between the waterfront and other areas in proximity to the waterfront, as identified in the Trails and Active Transportation Master Plan (TATMP), Lake to Lake Route Study
- To incorporate policies which focus on the public use of the waterfront and enhancement of lakefront parks, riverfronts and connecting trails and open space systems
- To identify phased improvements for future Capital design and construction projects

Established policy framework, and appropriate valuations in place to optimize alternative revenue opportunities through an effective strategy.

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Part 2	125,000		125,000		
2. Part 3	85,000		85,000		
Total Expenditures:	$ 210,000	$ -	$		210,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.		

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes – However, growing concern by staff & Council with respect to congestion, capacity and management of valued waterfront assets has been repeatedly expressed as a priority.

Is it more efficient to contract out the initiative? Yes. Staff prepared and posted the Request for Proposal (RFPs) for all three Parts together, since there are similarities in project scope and also some of the consulting tasks would be similar across Parts (i.e. public and stakeholder consultation), and therefore potential efficiencies might be realized. The scope of work for all three Parts were combined into one RFP, for budgeting purposes and to obtain committed pricing for Parts Two (2) and Three (3).

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? N/A

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

7. Other Comments / Gallery:



Town of Georgina
22-CI-RC-05
Capital Initiative

Title of Request:	Picnic Table Replacement	**Business Case Type:** Capital Initiative
Department:	Community Services	**Business Case number:** 22-CI-RC-05
Division:	Parks	**Date:** June 30, 2021
Budget Request:	$ 50,000	**Funding Source:** Discretionary Reserve

Project Description:
Removal and replacement of picnic tables at various parks. The existing picnic tables that were installed with a concrete base and footings in the past have in most cases heaved and become a hazard. These tables need to be removed and replaced. New picnic tables will be installed without the concrete base and footings. A number of AODA compliant picnic tables will be provided where there is an accessible access route.

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

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

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

   Risk management: Remove hazards within Town parks. Provide accessible tables.

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

   GOAL 2: "Promote a High Quality of Life" – Build a healthy, safe and accessible community
   GOAL 4: "Deliver Exception Service" – Manage our finances and assets proactively

4. Main/Desired Goal or Outcomes/Benefits:

- Provide safe and accessible picnic facilities within all Town parks

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Removal and replacement of picnic tables	50,000		50,000		
Total Expenditures:	$ 50,000	$ -	$		50,000

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

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes. However, deferring the request would result in significant maintenance by staff to grade around the existing tables to eliminate trip hazards

Is it more efficient to contract out the initiative? Yes.

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? N/A

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

7. Other Comments / Gallery:

Existing Tables:



Possible replacements:





Title of Request:	Purchase of Suppression Equipment	**Business Case Type:** Capital Initiative
Department:	Fire & Rescue Services	**Business Case number:** 22-CI-FS-01
Division:	Suppression	**Date:** June 10, 2021
Budget Request:	$ 60,000	**Funding Source:** Discretionary Reserve

Project Description:

Purchase of Suppression Equipment.

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

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

   ☐ Legislative, ☐ Growth ☒ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study
   ☒ Other (please specify)
   - Purchase of replacement fire hose and appliances that have reached end of service life ($10,000)
   - Purchase of replacement SCBA Cylinders ($20,000)
   - Purchase of replacement haz mat, gas detection and special operations equipment ($5,000)
   - Purchase of auto extrication equipment ($25,000)

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

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

4. Main/Desired Goal or Outcomes/Benefits:

Hose and appliances - $10,000

- 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.

SCBA Cylinders ($20,000 -12 cylinders)

- In 2019 we purchased 60 SCBA Units.
- The Fire Department requires SCBA cylinders and are replacement them on a lifecycle basis and we require 10 cylinders to maintain the replacement lifecycle.
- We endeavour to continue a process we began in 2015 which continues with lifecycle replacement whereby each year we will budget for the replacement of some cylinders which allows us to always ensure we are replacing cylinders that are at the end of their 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.

Haz mat, gas detection and special operations equipment ($5,000)

- We have identified specialty and standard equipment in need of replacement due to wear and tear.

Auto extrication equipment ($25,000)

- This equipment will be utilized to assist firefighters with auto extrication when attending motor vehicle collisions. The department is moving to current technologies in the form of e tools to efficiently respond to incidents.

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Suppression Equipment	60,000		60,000		
Total Expenditures:	$ 60,000	$ -	$		60,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.		

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

On-going annual request to continue our life cycle replacement strategy.
Efficient, safe and the ability to address current vehicle structure components when responding to emergency incidents.
Safe and efficient equipment for fire suppression.

Title of Request:	Replacement of Bunker Gear/PPE	**Business Case Type:** Capital Initiative
Department:	Fire & Rescue Services	**Business Case number:** 22-CI-FS-02
Division:	Suppression	**Date:** June 10, 2021
Budget Request:	$ 54,000	**Funding Source:** Discretionary Reserve

Project Description:

Replacement of bunker gear and other PPE.

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

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

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

   On-going annual cycle replacement of bunker gear and other Personal Protective Equipment (PPE) items to ensure firefighters have bunker gear and PPE that meet Occupational Health and Safety Requirements.

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

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

4. Main/Desired Goal or Outcomes/Benefits:

The regular purchasing of bunker gear/PPE items ensure staff have access to safe and reliable protective clothing.

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/PPE is used to ensure a stable and consistent budget line. This also allows the Town to introduce improved bunker gear/PPE as standards and quality are improved gradually.

By purchasing a defined amount of bunker gear/PPE annually the cost is fixed over several years avoiding large capital purchases at the end of the bunker gear/PPE's life cycle.

In 2022 we will be going to tender for a new 5 year contract. We will need to purchase 17 bunker suits to maintain our life cycle replacement program.

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.

We aim to be able to provide every firefighter (fulltime/volunteer) with access to a spare set of bunker gear (between 5-10 yrs. of age) to maintain our service levels while the primary set is decontaminated and or repaired.

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Replacement of Bunker Gear/PPE	54,000		54,000		
Total Expenditures:	$ 54,000	$ -	$		54,000

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

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

The purchase of replacement bunker gear and other PPE ensures our firefighters meet Occupational Health and Safety Requirements.

Title of Request:	Purchase of Communications Equipment	**Business Case Type:** Capital Initiative
Department:	Fire & Rescue Services	**Business Case number:** 22-CI-FS-03
Division:	Suppression	**Date:** June 10, 2021
Budget Request:	$15,000	**Funding Source:** Discretionary Reserve

Project Description:

Purchase of Communications Equipment.

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

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

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

3. **Brief Links to Strategic Plan Departmental Business Plans or Other Plans**:
Goal 2: Promote a High Quality of Life
Goal 4: Provide Exceptional Municipal Service

4. **Main/Desired Goal or Outcomes/Benefits:**
Providing the opportunity for firefighters to continue with the method of two way communication as recommended by the Ontario Ministry of Labour under Ontario Fire Service Section 21 Guidance notes. We have a sufficient number of radios for staff members at this time, however staff are now experiencing an increase in repairs on our radios. Communications equipment is a high priority item with health and safety implications. There is generally a limited life span for this equipment and there it must be replaced regularly to ensure functionality.

Pagers are continuously requiring replacement and repair. The maximum lifespan of a pager is typically 5 years. The cost of a pager is approximately $600 each and we will be purchasing approximately 15 pagers in 2022 to allow us to continue with a sustainable and consistent replacement program.

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Pagers (15 @ $600 each)	9,000		9,000		
2. Batteries	3,000		3,000		
3. Microphones	3,000		3,000		
Total Expenditures:	$ 15,000	$ -	$		15,000

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

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

Purchasing of communications equipment allows suppression staff to be compliant with best practices as recommended by the Ontario Ministry of Labour under Ontario Fire Service Section 21 Guidance notes.

Title of Request:	Development Engineering Comprehensive Design Criteria Review	**Business Case Type:** Capital Initiative
Department:	Development Services	**Business Case number:** 22-CI-DS-01
Division:	Development Engineering	**Date:** July 27, 2021
Budget Request:	$ 65,000	**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 practises.

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 legislation.

1. **Proposed Year of Initiative (Start date and End Date):**
   Q2 2022 – Q2 2023

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

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

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

Priority 2: Promote a high quality of life – healthy, safe, sustainable communities
Priority 4: Deliver exceptional service – organizational & operational excellence

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:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Engineering consultant	65,000		65,000		
Total Expenditures:	$ 65,000	$ -	$		65,000

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

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

Title of Request:	Annual Information and Communications Technology (ICT) Cycling	**Business Case Type:** Capital Initiative
Department:	Corporate Services	**Business Case number:** 22-CI-CS-01
Division:	Information Technology Services	**Date:** August 13, 2021
Budget Request:	$ 270,000	**Funding Source:** Discretionary Reserve

Project Description:

Annual Corporate Desktop and Notebook Cycling: $100,000
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 (5 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, Antimalware, Bluebeam, 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: $80,000
Annual cycling and replacement of various application servers, switching equipment, firewalls, thin-client, remote access devices, server infrastructure, and other network infrastructure, network printers and telephone system equipment based on a five-year to seven-year cycling plan.

Annual Wireless Broadband Infrastructure Cycling: $70,000
The Town of Georgina acquired the assets of the former South Shore Community Broadband consortium on August 30, 2013. The Town became an independent internet Service Provider (ISP) on December 16, 2019 managing the Wireless Broadband Service (WBS) internet gateway and all administration services.

Recommended actions for the 2022 budget year: Continue to Maintain and Manage the WBS Network as directed by Council. Continue to replace/upgrade equipment as required and improve site conditions in order to continue to provide services to rural residents, Town facilities, and third-party Internet Service Providers (ISPs).

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

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

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

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 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 re-use. 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 the majority of client-based software packages used throughout the Organization is approximately 3.3 years. Standardization on software versions and continually investing in licensing updates helps to ensure that the Organization maintains “built-in” upgrades with limited use of software assurance subscription programs.

The cost allocation for has been reduced significantly as the software-based licensing is moving away from the 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.

Annual Wireless Broadband Infrastructure Cycling:
As we advocate and implement the Town of Georgina Broadband Strategy, the reliance and independency of our wireless broadband infrastructure for residential and business connectivity will reduce. However, there are a number of facilities located in under-serviced areas of the community that still rely on this infrastructure.

Maintaining and Managing the Network will involve continuing to remove and replace older access point equipment with new Ubiquiti or equivalent equipment. Replacing and repointing antennas to gain more effective radio links will help to ensure optimized performance, reliability, and security of the wireless broadband infrastructure.

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

	Budget:	Allocation:			
		Operating (Including	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Corporate Desktop and Notebook Cycling	100,000		100,000		
2. Corporate COTS (commercial off-the-shelf) Software Cycling	20,000		20,000		
3. Corporate Network Infrastructure Cycling	80,000		80,000		
4. Wireless Broadband Infrastructure Cycling	70,000		70,000		
Total Expenditures:	$ 270,000	$ -	$		270,000

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

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? No

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

Town of Georgina

22-CI-CS-02

Capital Initiative

Title of Request:	Update of Long Range Financial Plan	**Business Case Type:** Capital Initiative
Department:	Corporate Services	**Business Case number:** 22-CI-CS-02
Division:	Finance	**Date:** August 17, 2021
Budget Request:	$ 70,000	**Funding Source:** Development Charges

Project Description:

A consultant will be engaged to update the Current Long Term Plan that was undertaken in 2016 as the factors impacting the forecast have changed including

1. The impact of COVID19, which prevented the update to occur in 2021
2. An updated Development Charges Plan,
3. Significant changes to budgets over 2016 to 2021.
4. The information provided by the new Asset Management studies and process
5. The updated BCA's for Facilities and Parks
6. Updated information on the expenditures for the waterfront Master plan phase 1
7. The updated estimates for the Civic Centre and MURC

1. **Proposed Year of Initiative (Start date and End Date):**
   Q1 2022 to Q1 2023

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

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

   The Long-Range Financial Forecast is a foundational piece for the future planning of the Town's investments in services and the associated infrastructure.

The current forecast was developed in 2016. Since 2016 many factors have changed as highlighted in the project description.

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

The Long-Range Financial Plan links to the strategic Plan through the Deliver Exceptional Services Priority. Specifically, the plan supports the desire to manage the Town's finances and assets proactively

The Long-Range financial plan provides impact into all of the various business plans and other plans such as the Development Charges review, the asset management plans and the various service plans. It also impacts all of the components of the Strategic Plan as it creates the framework for affordability and providing the necessary financial resources to operate the Town.

4. Main/Desired Goal or Outcomes/Benefits:

The overriding goal of the Long-Range Financial Plan is to provide a framework for determining future programs and initiatives in a manner that ensures the financial integrity of the Town is maintained.

The major outcome is that the Town is able to move forward proactively on its future services and infrastructure and maintain its overall fiscal integrity.

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

The funds will be financed through Development Charges and are captured on the capital program in the latest study and By-Law.

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Consulting Services	70,000		70,000		
2.					
Total Expenditures:	$ 70,000	$ -	$		70,000

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

6. Other Considerations or Efficiency Options:

Can you defer the request? No - The plan should have been updated in 2020 however it has been delayed due to COVID and given the number of other dynamics that have changed it would not be prudent to delay the work.

Is it more efficient to contract out the initiative? Yes - The work will be undertaken by a consultant

Can you combine this initiative with other present functions? Not feasible

Can you change the services model to reduce this demand without reducing service levels? Not applicable

Can you better leverage technology? Not applicable

Can you share service delivery with other Town Departments/Agencies or municipalities? Not Feasible

7. Other Comments / Gallery:

Town of Georgina
22-CI-CAO-01
Capital Initiative

Title of Request:	Develop a Corporate Sustainability Plan	**Business Case Type:** Capital Initiative
Department:	Office of Chief Administrative Officer	**Business Case number:** 22-CI-CAO-01
Division:	Corporate Strategy	**Date:** June 28, 2021
Budget Request:	$ 40,000	**Funding Source:** Discretionary Reserve

Project Description:

Allocate $ 40,000 for specialized consulting services to develop a Corporate Sustainability Plan.

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

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

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

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

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

   Council identified the development of a Sustainability Plan in the current 2019-2023 Corporate Strategic Plan. This initiative would guide and support the implementation of other strategies and plans (e.g. Recreation and Culture Master Plan (including Trails Master Plan), Waterfront Master Plan, etc.)

4. Main/Desired Goal or Outcomes/Benefits:

The Corporate Sustainability Plan will identify and develop key approaches and actions the Town and community can implement to reduce our carbon footprint and promote and protect the natural environment. The Plan will serve to guide future decision making at the Town through the application of a sustainability decision framework. The plan will identify a continuum of short-term low cost items that can be implemented right away through to broader longer-term actions. The outcomes of the plan will also be monitored and measured to quantify impact and to inform where adjustments are required.

It is also important to note that the Town's chances for securing grant funding for sustainability initiatives can be enhanced through the adoption of a Corporate Sustainability Plan, which demonstrates Council's commitment to the environment. With the competition for grant dollars becoming more and more competitive – having these types of plans in place can be the difference between getting the funding and not getting the funding.

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

Allocate $40,000 for specialized consulting services to develop a Corporate Sustainability Plan.

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. External Industry Expert	40,000		40,000		
Total Expenditures:	$ 40,000	$ -	$		40,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.		

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes. However, this is a priority of Council as identified in the current 2019-2023 Corporate Strategic Plan

Is it more efficient to contract out the initiative? This business case proposes to contract out the service

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

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

Can you better leverage technology? N/A

Can you share service delivery with other Town Departments/Agencies or municipalities? The scope of the plan will identify where partnerships can be leveraged moving forward (LSRCA, York Region, N6, etc).

7. Other Comments / Gallery:

The Corporate Sustainability Plan will guide and support the Town in advancing the Corporate Strategic Plan, sub-strategies, plans, operating and capital works programs, and to assist with meeting its environmental objectives.

Town of Georgina

22-CI-CAO-02

Capital Initiative

Title of Request:	Create new 2023-2026 Corporate Strategic Plan	**Business Case Type:** Capital Initiative
Department:	Office of Chief Administrative Officer	**Business Case number:** 22-CI-CAO-02
Division:	Corporate Strategy	**Date:** June 28, 2021
Budget Request:	$ 50,000	**Funding Source:** Discretionary Reserve

Project Description:

Allocate $50,000 for contracted services to support the development of a new 2023-2026 Corporate Strategic Plan, including a resident engagement component to identify the collective mandate for the new term of Council.

1. **Proposed Year of Initiative (Start date and End Date):**
   Q2 2022 – Q1 2023

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

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

   This initiative will support the development of new 2023-2026 Corporate Strategic Plan.

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

   This initiative will support the development of the 2023-2026 Corporate Strategic Plan.

4. Main/Desired Goal or Outcomes/Benefits:

The Corporate Strategic Plan is a key direction setting component of the Service Excellence Framework at the Town. It represents a new Council's collective mandate for their 4-year term and focuses the allocation of resources and effort toward this mandate. The Corporate Strategic Plan—combined with the Town's Official Plans, sub-strategies, and fiscal strategy—drives the implementation of the Town's vision of a "progressive and vibrant growing community" and the mission of "providing exceptional municipal services."

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

The Town proposes to retain the services of an expert in organizational strategic planning and operational excellence backed by a demonstrated track record of helping municipalities become significantly more effective and efficient with a customer first approach.

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Expert consulting services	50,000		40,000	10,000	
Total Expenditures:	$ 50,000	$ -	$		50,000

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

6. Other Considerations or Efficiency Options:

Can you defer the request? Corporate Strategic Plans typically align with the term of a Council and identify their collective mandate for the four year term. This initiative proposes to undertake the bulk of the background work and preliminary plan preparation in 2022, which will allow for the new term of Council to provide input and finalize the direction of their plan in Q1, 2023.

Is it more efficient to contract out the initiative? This business case proposes to contract out the service.

Can you combine this initiative with other present functions? The public engagement component can be leveraged to inform other initiatives.

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

Can you better leverage technology? N/A

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

7. Other Comments / Gallery:

Title of Request:	Library Capital Initiatives	**Business Case Type:** Capital Initiative
Department:	Public Library	**Business Case number:** 22-CI-LIB-01
Division:	Public Library	**Date:** June 30, 2021
Budget Request:	$ 49,500	**Funding Source:** Library Reserve

Project Description:

A. **GPL Strategic Plan**: The Georgina Public Library Strategic Plan expires in 2021. In typical times, the world changes a fair amount over the course of four years, and this is the case even more so due to COVID-19. Given the drastically changed landscape of public libraries in our current time, the Georgina Public Library Board requires an expert in library strategic thinking in order to help us chart our course for the next several years.

B. **Desensitizer/Resensitizer Equipment:** All library material contains an anti-theft security strip, which requires desensitizing once the item is checked-out and re-sensitizing once the item is returned to the library. This allows the security gates to function as designed and alert staff to any potential theft. The current desensitizing devices available to staff at each branch are unreliable and perform poorly leading to delays in the processing of library material, as well as both false alarms and missed alarms.

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

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

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

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

Supports the Library's strategic goal for Technology:

- To support digital literacy, virtual access, and efficient services
- Maintain up-to-date technology

Supports the Town of Georgina's strategic goals:

- Deliver exceptional service: Ensure exceptional service delivery

4. Main/Desired Goal or Outcomes/Benefits:

A. **GPL Strategic Plan:** A plan that provides a vision, mission, and priorities based on the current and future needs of the community, allowing Georgina Public Library to appropriately and strategically support Georgina residents for the coming years. This will give us the ability to plan ongoing library services for the community that address current and future needs, improving quality of life for residents.

B. **Desensitizer/Resensitizer Equipment:** Purchasing the new devices will increase the speed at which library staff are able to process material and improve the customer service experience.

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Strategic Plan Consultant	40,000		40,000		
2. de-& re-sensitizers	9,500		9,500		
Total Expenditures:	$ 49,500	$ -	$		49,500
			*Please note this is not a 10-year forecast. Do not include future project budget request.		

6. Other Considerations or Efficiency Options:

Can you defer the request? Not recommended

Is it more efficient to contract out the initiative? Strategic plan: yes; de- & re-sensitizers, N/A

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

GPL Strategic Plan: Current Library Strategic Plan expired in 2021. The Library Board decided to delay a new plan until 2022, given the pressures of COVID.

Title of Request:	Polybutylene Water Service Line Replacement Program	**Business Case Type:** Capital Initiative
Department:	Operations & Infrastructure	**Business Case number:** 22-CI-WAT-01
Division:	Environmental Services	**Date:** June 25, 2021
Budget Request:	$ 500,000	**Funding Source:** Water/Wastewater Reserves

Project Description:

This annual program is addressing deficiencies found in water service connections in the existing water distribution system, particularly as they relate to aging polybutylene pipe services installed in the 1980s that are now failing.

For the initial years of this Program, the Town of Georgina has identified 533 service lines made of polybutylene material in Keswick South (see priority list of streets on Table below). The annual program is intended to replace approximately 50 to 60 service lines per year on a street by street basis. In 2020, Capital Project 20-WAT-05 of $500,000 per year was approved. In late 2020, staff commenced the procurement process, and the Town awarded the engineering design contract as per Council Resolution No. C-2021-0095, of March 31, 2021. The engineering design of the project commenced in May 2021. Subsequent construction management services are structured in three (3) construction packages for years 1, 2, and 3.

The remaining amount from 20-WAT-05, estimated in $50,000 will be carried forward and combined with this request for $500,000, to proceed with Tender for construction for the first package of service replacements.

Town staff will coordinate the replacement of these services where possible with other capital works initiatives such as completing the work in advance of the annual the Road Rehabilitation Program to achieve efficiencies.

Priority	Street Name	Number of Units	Number of Repairs	Polly Services Left
1	Royal Road	62	12	47
2	Lake Drive South	224	10	214
3	Bayview Ave.	124	13	111
4	Tampa Dr.	93	5	88
5	Hollywood	86	13	73
	TOTAL	**589**	**53**	**533**

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

   2022

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

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

   Risk management: Polybutylene water services installed in the 1980s have reached the end of their life expectancy and are beginning to fail. These service pipes need to be replaced to eliminate leaks and service disruptions. By implementing a rehabilitation and replacement program for these service lines, which are prone to failure, the Town is reducing risks, potential costly emergency repairs and ensuring residents continue to have a reliable drinking water service to their residences.

   Efficiency: It is more efficient to replace services in larger contracts rather than replacing them individually as they fail. On average, the cost to fix 3 to 5 emergency water leaks associated with these types of old service lines could cover 10 to 12 repairs under a contract.

3. **Brief Links to Strategic Plan Departmental Business Plans or Other Plans**:
   Goal 4: "Deliver Exception Service" – manage our finances and assets proactively.

4. **Main/Desired Goal or Outcomes/Benefits:**
   - Replace failing polybutylene water service pipes not only will reduce unanticipated failures and added costs, but will also reduce the potential for increased water leaks in the system.

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Contracted Services	500,000		500,000		
Total Expenditures:	$ 500,000	$ -	$		500,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.		

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes. 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 you combine this initiative with other present functions? Yes. This work will be coordinated with the Road Rehabilitation Program to ensure economies of scale.

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

Can you better leverage technology? No.

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

7. Other Comments / Gallery:



Title of Request:	Water Operational Support Equipment	**Business Case Type:** Capital Initiative
Department:	Operations & Infrastructure	**Business Case number:** 22-CI-WAT-02
Division:	Environmental Services	**Date:** June 25, 2021
Budget Request:	$ 50,000	**Funding Source:** Water/Wastewater Reserves

Project Description:

Water and wastewater operational support equipment include a number of tools and software to keep up with best management practices in the industry. Some of these examples is the $15,000 approved in 21-SEW-1 for a lateral sewer push camera approved for 2021. Items identified to purchase in 2022 include:

- Renewal of acoustic water leak detection data loggers (est. $5,000 X 2 = $10,000)
- Renewal of pipe locator, battery and charger (est. $5,000 X 2 = $10,000)
- New – Hand held valve turning machine – battery powered, charger and shaft extensions (est. $15,000)
- New – elogs system for electronically recording inspection data from pumping stations (est. $15,000)

For example, for the hand held valve-turning device, since these valves haven't been touched in decades, the first time exercising them will require a special procedure. The Town will follow the AWWA operating formula for opening/closing valves. This involves an incremental process for opening/closing. The first turn needs to have a very minimal torque applied. The first inch might need 20 or 30 cycles of 1/8 turns then ¼ turns, then ½ turns before moving the valve safely without causing damage. The operator must not apply an extension bar or any thing that increases the torque on the stem. The margin of error will be significantly reduced by using a hand-held valve-turning machine.

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

2. **Nature of Initiative/Review Factors (check and explain all that apply):**
   ☒ Legislative, ☐ Growth ☒ Risk Management, ☐ Service Level Change, ☐ Strategic Priority, ☒ Efficiency, ☐ Adopted Plan/Study
   ☐ Other (please specify)

Risk management: The tools and equipment listed in this case involves tools needed for emergency response (leak detection loggers, pipe locator, and hand held turning device). In addition, the valve-turning device will assist for the new Valve Maintenance Program started in 2021. This is a proactive preventative maintenance program to exercise valves and identify those in need of repair and replacement. In particular, valve turning is a complex process for valves that have not been exercised in decades. As for the e-log system, while there is no regulatory requirement, the Ministry of the Environment has signaled its intention to provide guidance for municipalities using elogs for record keeping purposes. Record keeping is a regulatory requirement and having a modern system to record information will reduce the risk for non-compliance inherent to paper logging systems.

Efficiency: Tools and equipment for Operators have to be renewed and upgraded. Technology advances rapidly in this sector and more modern equipment is needed to allow Operators to work effectively and efficiently. Tools noted in this business case is a mix of replacement tools and purchasing new tools for water service provision.

3. **Brief Links to Strategic Plan Departmental Business Plans or Other Plans**:
Goal 4: "Deliver Exception Service" – manage our finances and assets proactively.

4. **Main/Desired Goal or Outcomes/Benefits:**
   - Provide Waterworks staff with appropriate tools to perform emergency response for water leaks, pipe detectors, recording of data inspections and assist with the valve turning program.

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

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

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes. The status quo can continue, i.e. relying old and failing tools and equipment, but this would be prone to increased errors on leak detection, pipe location, record keeping, and valve turning, which in turn will increase the cost of repairs and replacement of infrastructure.

Is it more efficient to contract out the initiative?

- No, some of these activities require Licensed Operators to use such machines and tools (e.g. valve turning, pipe locator, e-logs).
- Yes, as some of these activities could have contractors doing the work (e.g. pipe locator, leak detection, sewer alarm), but the cost would be significantly higher than having our operators do the work with the right tools

Can you combine this initiative with other present functions? No.

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

Can you better leverage technology? No.

Can you share service delivery with other Town Departments/Agencies or municipalities? Yes, the Town staff is exploring with N6, opportunities for co-procuring the e-logs, and the sewer alarm sensors.

7. Other Comments / Gallery:



Hand held valve turning device



Pipe locator sonar

Title of Request:	Water System Mainline Valves, Fire Hydrants and Secondary Valve Rehabilitation Program	**Business Case Type:** Capital Initiative
Department:	Operations & Infrastructure	**Business Case number:** 22-CI-WAT-03
Division:	Environmental Services	**Date:** June 25, 2021
Budget Request:	$ 100,000	**Funding Source:** Water/Wastewater Reserves

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 and 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):**

   2022

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

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

   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 the 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**:
Goal 4: "Deliver Exception Service" – manage our finances and assets proactively.

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.
- Any remaining funds may also be used outside of a road reconstruction or resurfacing project.

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Rehabilitation Program	100,000		100,000		
Total Expenditures:	$ 100,000	$ -	$		100,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.		

6. **Other Considerations or Efficiency Options:**

Can you defer the request? Yes.

Is it more efficient to contract out the initiative? 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 you combine this initiative with other present functions? Yes. This program is planned and executed in conjunction with annual Roads Resurfacing Program, Valve Management Program, Fire Hydrant Program and capital projects.

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

Can you better leverage technology? No.

Can you share service delivery with other Town Departments/Agencies or municipalities? Yes, for repair construction work, Town staff is working with N6 to explore possibility for a shared contract for construction and repair of water and wastewater works.

7. Other Comments / Gallery:







Town of Georgina

22-CI-WAT-04

Capital Initiative

Title of Request:	Annual Water Meter Replacement Program	**Business Case Type:** Capital Initiative
Department:	Operations & Infrastructure	**Business Case number:** 22-CI-WAT-04
Division:	Environmental Services	**Date:** June 25, 2021
Budget Request:	$ 150,000	**Funding Source:** Water/Wastewater Reserves

Project Description:

This multi-year program will replace approximately 400 residential water meters annually, which have reached the end of their life expectancy. This represents approximately 3% of all meters in the inventory (13,000+). The program was first started in 2018, and to date there has been over 1,000 meters replaced. The majority of water meters were installed in the late 1980's and early 1990's. Standards by the American Water Works Association (AWWA) recommends for meter life expectancy and replacement, a timeline of approximately 20-years. Our Water meters are reaching and surpassing this life expectancy. Water meters that reach their end of life expectancy become less accurate, and normally "under-read" leading to lost revenue, therefore have the potential to contribute to our water loss. Aged water meters are also more susceptible to leakage.

1. **Proposed Year of Initiative (Start date and End Date):**
   Due to the contract renewal date. This would commence Q3 2022 and be completed by Q4 2022.

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

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

Growth: as the Town grows so does the number of water meters and accounts. A continuous change out program 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 loss. 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 a major capital item will be needed.

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
   - Change out a small number of meters each year, instead of doing a major replacement in the years to come (major capital item)
   - Limit water loss

5. **Cost/ Financial Impact, Recovery and Net impact:**
   - Based off the testing of the meters in 2018, potential increase of revenue due to more accurate readings (est. of 1-2% more accurate readings off the meters).
   - 1-2% will be realized revenue for the next 20 years.
   - Potentially less work orders that our contractor will have to attend going forward. (savings on the maintenance side).
   - Reduced maintenance

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1.Water Meter Replacement	150,000		150,000		
2.					
Total Expenditures:	$ 150,000	$ -	$		150,000

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

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes.

Is it more efficient to contract out the initiative? Yes, it is a contracted service.

Can you combine this initiative with other present functions? No.

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

Can you better leverage technology? No.

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

7. Other Comments / Gallery:

Title of Request:	Public Water Tap & Bulk Water Station	**Business Case Type:** Capital Initiative
Department:	Operations & Infrastructure	**Business Case number:** 22-CI-WAT-05
Division:	Asset Management and Technical Services	**Date:** November 5, 2021
Budget Request:	$100,000	**Funding Source:** 60% Water/Wastewater Reserves 40% Corporate Capital Reserve

Project Description:

The Town currently owns and maintains four public water taps to supply Town water to the public. The four taps can be found in the following locations:

1. Boyer Road (west of Pine Post Road)
2. Kennedy Road (North of Metro Road)
3. High Street (North of Burke Street)
4. Black River Road (Black River Road at Park Road)

The intent of these taps, when originally installed, was to provide the public access to potable water for residents that had not yet connected to the municipal drinking water distribution system, and to provide access to treated water for residents living in rural areas. Recently, there have been numerous of reports made by residents and Town Staff regarding commercial operators such as landscaping companies using the public water taps. This presents a potential hazard to the public system through cross-contamination due to non-potable water, fertilizers and possibly pesticides that may be in the equipment connected to the public tap. To address this, three of the public water taps were closed in October of 2021 (Boyer Road, Kennedy Road, High Street) and the Black River Road public tap was modified and left open for use until a long term solution could be put in place.

The Town also owns and operates one bulk water-filling station for commercial vehicles (tankers). The bulk water-filling station, located at the Environmental Services yard on Civic Centre Road, allows for automated, 24-hour access to potable water. Commercial users are required to

purchase this water through a pay-for-use system accessed with a pre-paid PIN number card. The bulk water-filling station is fully protected with backflow prevention devices. This bulk water station is coming to the end of its useful life and is currently due for replacement in 2023.

Staff are currently undertaking an engineering assessment to determine a long term solution for the public water taps and bulk water filling station. This project will implement the recommended long term solution resulting from this assessment.

1. **Proposed Year of Initiative (Start date and End Date):**
   Q1 2022-Q3 2022

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

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

   Risk Management: To manage the Town's exposure to risk by having unmonitored stations and the potential for contamination of the water supply, and the loss of revenue from commercial vehicles using residential water taps instead of the pay-for-use bulk station available.

   Efficiency: The replacement of the existing uncontrolled water taps will address the loss of revenue from commercial operators using residential water taps instead of the pay-for-use bulk station.

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

Priority 4: Deliver Exceptional Service – Manage our finance and assets proactively.

4. **Main/Desired Goal or Outcomes/Benefits:**

To implement a long term solution for the dispensing of treated municipal water that will meet the needs of residents and commercial users in a safe and reliable manner.

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Bulk Water Station	60,000		60,000		
2. Public Water Tap	40,000		40,000		
Total Expenditures:	$ 100,000	$ -	$		100,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.		

Bulk Water Station will be funded from Water Infrastructure Reserve which is funded by Water Rates. The Public Water Tap will be funded from the Corporate Capital Reserve which is funded by Tax Levy.

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? Yes. The current bulk water system has come to the end of its lifecycle and requires an upgrade with new technology.

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

7. Other Comments / Gallery:





Title of Request:	Rehabilitation of Sewage Pump Stations 1, 2, 7 & 8	**Business Case Type:** Capital Initiative
Department:	Operations & Infrastructure	**Business Case number:** 22-CI-SEW-01
Division:	Asset Management and Technical Services	**Date:** June 29, 2021
Budget Request:	$ 270,000	**Funding Source:** Water/Wastewater Reserves

Project Description:

A condition assessment of sewage pump stations 1, 2, 7 and 8 was undertaken in 2021. Through this assessment, a number of items were identified within all four sewage pump stations that require rehabilitation in the short term planning window. This project is for the design, contract administration and construction for the work identified which includes items associated with mechanical, structural and site works components.

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

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

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

   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.

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

   Priority 4: "Deliver Exception Service" – manage our finances and assets proactively.

4. Main/Desired Goal or Outcomes/Benefits:

Preserve and extend the service life wastewater infrastructure by managing risk and minimizing overall lifecycle cost through implementation of a sustainable rehabilitation and replacement program.

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1.Consulting and Contract Administration	45,000		45,000		
2.Contracted Services	225,000		225,000		
Total Expenditures:	$ 270,000	$ -	$		270,000

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

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

Title of Request:	Sewer Pumping Station Rehabilitation – Fuel System Upgrades	**Business Case Type:** Capital Initiative
Department:	Operations & Infrastructure	**Business Case number:** 22-CI-SEW-02
Division:	Environmental Services	**Date:** June 25, 2021
Budget Request:	$ 200,000	**Funding Source:** Water/Wastewater Reserves

Project Description:

This project involves the implementation and construction upgrades for the fuel storage for standby generators at pumping stations.

The Town has two (2) water booster stations (WBS), and 18 sewage pumping stations (SPS) serving Town residents. Many of these 16 back-up power systems were built in the 1980s. Some of the older stations are not designed to comply with current Provincial and private standards such as TSSA and CSA standards.

In 2021, the Town completed the condition assessment of the fuel system improvements for the stations' emergency generators. These works are necessary to comply with the Technical Standards & Safety Authority (TSSA) document FS-219-2016, Fuel Oil Code Adoption Document, enforced under O. Reg. 213/01, which incorporate Ontario specific requirements form the Ontario Fire Code. From these stations, SPS 6 and 23 were prioritized for upgrades to their fuel storage systems. The preliminary cost estimates for these stations is:

Station #	Fuel System Rehab. Est. Cap. Cost
SPS# 6	$93,990
SPS#23	$87,920
TOTAL	**$181,910***

* Excluding contingency

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

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

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

Legislative: This project will bring high priority pumping stations into compliance with O. Reg. 213/01: Fuel Oil. Under Section 7 (1) of the regulation, it states that no distributor may supply fuel to a container or tank unless the supplier is satisfied that the installation of the appliances complies with the regulation, and unless the system has been inspected once in the last 10 years. This project will also ensure that the fuel and storage systems meet CSA B139-06, CSA B139-15 and related codes with a focus on the Fuel Storage systems and related auxiliary systems at each SPS.

Risk Management: This project will mitigate health and safety risks associated with the management of fuel at the Town's water and wastewater pumping stations.

Adopted Plan/Study: The rehabilitation of assets is a key component of Asset Management Regulation O. Reg. 588 and the Asset Management Plan Town staff are currently developing.

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:
Goal 4: "Deliver Exception Service" – manage our finances and assets proactively.

4. Main/Desired Goal or Outcomes/Benefits:

- To ensure that the fuel and storage systems meet CSA B139-06, CSA B139-15 and related codes with a focus on the Fuel Storage systems and related auxiliary systems at each SPS.

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Contract	200,000		200,000		
Total Expenditures:	$ 200,000	$ -	$		200,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.		

6. Other Considerations or Efficiency Options:

Can you defer the request? Yes. Deferring the request could result in increased health and safety risks for operators and Town's assets.

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

Can you combine this initiative with other present functions? No. The current Condition Assessment program for pumping stations does not consider SPS 6 and 23.The nature of the deficiencies for the fuel requires immediate attention. The upgrades do not involve structural work, which could be overlapping with future building condition assessment improvements.

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

Can you better leverage technology? No.

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

7. Other Comments / Gallery:



SPS 7 – 517 Lake Drive S

Title of Request:	Inflow and Infiltration Study	**Business Case Type:** Capital Initiative
Department:	Operations & Infrastructure	**Business Case number:** 22-CI-SEW-03
Division:	Asset Management and Technical Services	**Date:** June 28, 2021
Budget Request:	$ 150,000	**Funding Source:** Water/ Wastewater Reserves

Project Description:

Inflow and infiltration (I&I) occurs when groundwater and storm water enters the sewage system for treatment through illegal sump pump connections, downspouts or holes and cracks in sewer pipes. Left unmanaged, I&I reduces the capacity of the sewage system leaving less for existing residents and future growth and may cause sewage back ups in basements.

York Region, in partnership with its nine local municipalities, has implemented an Inflow and Infiltration Reduction Strategy that requires an overall reduction of I&I across the Region of 40MLD by 2031. As part of this target, the Region has implemented a local municipal target framework, identifying I&I reduction targets in each of the nine local municipalities to be achieved by 2026.

York Region has provided Town staff with priority areas of concern where I&I could be an issue. This business case is to undertake an I&I study to further pinpoint areas of high I&I flow and undertake additional monitoring and testing where required to come up with a rehabilitation workplan that can be implemented over the next five years to meet the Town's I&I reduction targets of 0.27 MLD as outlined in the Region's local municipal target framework.

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

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

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

☐ Other (please specify)

Risk Management: Identifying and addressing areas with high I&I in the Town's sewer infrastructure reduces the risk of sewer back ups, system overflows and damage to private and Town infrastructure.

Adopted Plan/Study: The Inflow and Infiltration Reduction Strategy has been developed by the Region and its nine local municipalities to reduce I&I across the Region by 40 MLD by 2031.

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

Priority 4: Deliver Exceptional Service – Manage our finance and assets proactively

4. Main/Desired Goal or Outcomes/Benefits:

To identify areas of concern in helping reduce I&I within the Town's sewer infrastructure system by the identified target amount in the Region's framework by 2026.

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

	Budget:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Consulting Services	150,000		150,000		
Total Expenditures:	$ 150,000	$ -	$		150,000
			*Please note this is not a 10-year forecast. Do not include future project budget request.		

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

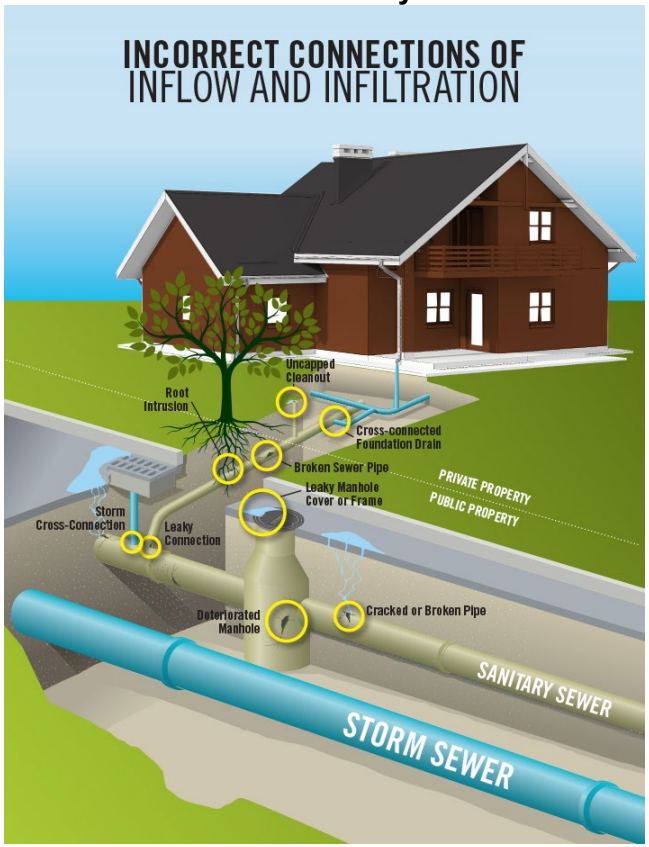
Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

Can you share service delivery with other Town Departments/Agencies or municipalities? Yes. Town staff will work with the Region to utilize monitoring data already collected by the Region.

7. Other Comments / Gallery:



Title of Request:	Condition Assessment of Sewage Pump Stations	**Business Case Type:** Capital Initiative
Department:	Operations & Infrastructure	**Business Case number:** 22-CI-SEW-04
Division:	Asset Management and Technical Services	**Date:** June 28, 2021
Budget Request:	$ 160,000	**Funding Source:** Water/Wastewater Reserves

Project Description:

This project will undertake a comprehensive condition assessment of four (4) sewage pump stations.

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.

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

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

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

Legislative: The Town of Georgina owns and operates 18 sewage pumping stations, 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 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.

Adopted Plan/Study: Town staff are in the process of developing an Asset Management Plan to ensure that the Town's core infrastructure assets are properly managed and maintained. Undertaking condition assessment of assets on a regular basis is an important part of asset management planning.

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

Priority 4: "Deliver Exception Service" – manage our finances and assets proactively.

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:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Consulting Services	160,000		160,000		
Total Expenditures:	$ 160,000	$ -	$		160,000

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

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery:

Title of Request:	Linear Sewer Main and Maintenance Hole Condition Assessment Program	**Business Case Type:** Capital Initiative
Department:	Operations & Infrastructure	**Business Case number:** 22-CI-SEW-05
Division:	Asset Management and Technical Services	**Date:** June 28, 2021
Budget Request:	$ 200,000	**Funding Source:** Water/Wastewater Reserves

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 force mains 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.

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 2022 – Q4 2022

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

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

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 these core assets 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:

Priority 4: "Deliver Exception Service" – manage our finances and assets proactively.

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:	Allocation:			
		Operating (Including Staffing)	Capital (Cash Flow)*		
Expenditures:	**Request**	**Annually**	**2022**	**2023**	**2023-31**
1. Contracted Services	200,000		200,000		
Total Expenditures:	$ 200,000	$ -	$		200,000

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

6. Other Considerations or Efficiency Options:

Can you defer the request? No

Is it more efficient to contract out the initiative? Yes

Can you combine this initiative with other present functions? No

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

Can you better leverage technology? No

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

7. Other Comments / Gallery: